

BOARD OF GOVERNORS

Tuesday, June 22, 2021

5:30 p.m.

The material contained in this document is the agenda for the next meeting of the Board of Governors.

OPEN SESSION

Please email regrets to shelley.foster@umanitoba.ca no later than 9:00 a.m. the day of the meeting.

OFFICE OF THE UNIVERSITY SECRETARY



**University
of Manitoba**

BOARD OF GOVERNORS OPEN SESSION

Wednesday, June 22, 2021 at 4:00 p.m.

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AGENDA

	<u>Presenter</u>	<u>Page</u>	<u>Est. Time</u>
ANNOUNCEMENTS	Chair		5:25 p.m.
<u>FOR ACTION</u>			
1. APPROVAL OF THE AGENDA	Chair	2	5:30 p.m.
2. MINUTES (Open Session)			
2.1 Approval of the Minutes of the May 19, 2021 OPEN Session, as circulated or amended	Chair	4	5:30 p.m.
2.2 Business Arising - none	Chair	n/a	
3. UNANIMOUS CONSENT AGENDA	Chair		5:30 p.m.
<u>3.1 Consent Items from Senate for approval</u>			
3.1.1 <i>Senate Committee on Awards Report (April 8)</i>	<i>President</i>	11	<i>(consent)</i>
3.1.2 <i>Senate Committee on Awards Report (May 6)</i>	<i>President</i>	26	<i>(consent)</i>
3.1.3 <i>Proposal for a Master of Arts in Music Research</i>	<i>President</i>	36	<i>(consent)</i>
3.1.4 <i>Closure of the Master of Science in Family Social Sciences</i>	<i>President</i>	100	<i>(consent)</i>
<u>3.2 Consent Items from Senate for information</u>			
3.2.1 <i>Notification of Closure of BMus/Bed Integrated Program</i>	<i>President</i>	115	<i>(consent)</i>
3.2.2 <i>Implementation of Bachelor of Arts (Honours) in Linguistics</i>	<i>President</i>	118	<i>(consent)</i>
3.2.3 <i>Extension of Suspension of Admissions to B.Sc.Pharm. and B.Sc.(Maj.) and B.Sc.(Hons.) in Biotechnology, President's Approval</i>	<i>President</i> <i>President</i>	122	<i>(consent)</i> <i>(consent)</i>
<u>FOR APPROVAL</u>			
4. FROM SENATE			
4.1 Revised Student Discipline Bylaw and Related Procedures	President	124	5:35 p.m.
5. FROM FINANCE, ADMINISTRATION, AND HUMAN RESOURCES COMMITTEE			
5.1 International Student Health Insurance Premiums	K. Lee	178	5:45 p.m.
5.2 Signing of Agreements Policy Revision	K. Lee	181	5:50 p.m.
5.3 National Centre for Truth and Reconciliation Governance Policy and Procedure	K. Lee	212	5:55 p.m.

BOARD OF GOVERNORS OPEN SESSION

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	AGENDA	<u>Presenter</u>	<u>Page</u>	<u>Est. Time</u>
6	FROM AUDIT & RISK MANAGEMENT COMMITTEE			
6.1	Annual Financial Report	K. Osiowy	242	6:00 p.m.
6.2	Office of the Auditor General Annual Audit Results Report	K. Osiowy	294	6:10 p.m.
6.3	Public Sector Compensation Disclosure Report 2020	K. Osiowy	341	6:15 p.m.
7.	NEW BUSINESS			
7.1	President's Report	President	395	6:20 p.m.
7.2	Bylaw: The Provost and the Vice-Presidents of the University of Manitoba	President	402	6:30 p.m.

FOR DISCUSSION

8.	FROM SENATE			
8.1	Request to Extend Suspension of Admissions to Master of Arts in Icelandic and Post-baccalaureate Diploma in Agrology	President	430	6:40 p.m.
8.2	Request to Extend Suspension of Admissions to Baccalaureate Program for Registered Nurses, College of Nursing	President	456	6:40 p.m.

MOTION TO MOVE TO CLOSED AND CONFIDENTIAL SESSION



**Minutes of the OPEN Session of the
Board of Governors
Held by Web Conference on May 19, 2021 at 4:00 p.m.**

Present: J. Lieberman, Chair
J. Leclerc, Secretary

J. Anderson	C. Andrusiak	D. Archer	M. Benarroch	J. DeSouza-Huletey
L. Hyde	E. Kalo	K. Lee	C. Loewen	L. Magnus
A. Mahon	T. Matthews	N. Murdock	C. Onyebuchi	K. Osiowy
S. Prentice	L. Reimer	B. Scott	S. Sekander	J. Taylor

Assessors: J. Morrill S. Woloschuk

Officials: N. Andrew D. Jayas J. Kearsey J. Ristock
A. Edmunds S. Foster A. Konowalchuk

Presenters: L. Schnarr M. Torchia

ANNOUNCEMENTS

The Chair thanked Board members for joining the meeting. He welcomed Mr. Brendan Scott, President of UMSU, and Ms. Emily Kalo, UMSU Vice-President (Advocacy) to their first regular Board meeting.

The Chair noted that there was an election earlier that day for a member of Senate to the Board of Governors where Dr. John Anderson was re-elected. He congratulated Dr. Anderson. He added that the results of the Alumni representative election would be available later in the week and he would advise Board members of the result.

1. APPROVAL OF THE AGENDA

The Chair noted the addition of item 4.2 under New Business, UMSU Act Consent Request.

It was moved by Dr. Anderson and seconded by Ms. Hyde:
THAT the agenda for the May 19, 2021 meeting be approved as amended.

CARRIED

FOR ACTION

2. MINUTES (Open) Session

- 2.1 Approval of the Minutes of the April 20, 2021 Open Session as circulated or amended

It was moved by Dr. Anderson and seconded by Dr. Reimer:

THAT the minutes of the April 20, 2021 Open session be approved as circulated.

CARRIED

- 2.2 Business Arising

There was no business arising from the minutes.

3. **PRESENTATION:**

Experiential Learning at UM: Next Steps in Advancing our Strategy

Mark Torchia, Vice-Provost (Teaching and Learning), and
Laurie Schnarr, Vice-Provost (Students)

The Chair welcomed Ms. Schnarr and Dr. Torchia to the Board of Governors meeting.

Dr. Torchia began with an overview of the University's current experiential learning opportunities for students, which include 2300 program-based placements with 1200 co-op students in 55 different programs, as well as thousands of other opportunities. He explained that experiential learning is important to bridge student learning between classroom study and real-world experience and help students to apply what they learned in the workplace.

Dr. Torchia noted a number of ways that experiential learning is offered at the University:

- Project-based learning;
- Creative works;
- Campus integrated learning;
- Laboratory-based learning; and
- Work-integrated learning.

He noted that work-integrated learning experiences include applied research, community engaged learning, co-op placements, entrepreneurship, industry projects, internships, program placements, and work experience.

Ms. Schnarr spoke to the supports for experiential learning provided by Student Affairs. She said an Office of Experiential Learning has been established and that two new positions have been created to act as liaisons in this area. Additionally, Ms. Schnarr noted that one Educational Developer for Experiential Learning has been added in the Centre for the Advancement of Teaching and Learning, and a funding pool has been established in the Provost's Office for new experiential learning opportunities.

Ms. Schnarr stated that supports offered through Student Affairs include:

- One Developer/Career Consultant;
- One EL/Career Consultant;
- One EL Systems Specialist;
- Student consultation and promotion of experiential learning; and
- Expansion and conversion of targeted Co-Curricular activities (e.g., Work Study, BITB Facilitators, Mini U Leaders).

With respect to what students gain through experiential learning, Ms. Schnarr noted the following skills, knowledge, and attributes the University wants to foster:

- Research ability;
- Oral, written, and digital communication;
- Teamwork and cross-cultural collaboration;
- Understanding global context;
- Critical thinking and problem solving;
- Innovation and entrepreneurial thinking;
- Professionalism and integrity;
- Leadership;
- Civic engagement and social responsibility;
- Career development;
- Digital information fluency; and
- Self-reflection.

The Chair thanked Ms. Schnarr and Dr. Torchia for sharing this information with the Board of Governors, and expressed enthusiasm for the amazing opportunities the University offers to students.

Members of the Board commented that students can benefit from these practical learning opportunities in many ways. In response to a question, Dr. Torchia said the Office of Experiential Learning would open in the next two to three months. He added that he is currently working to hire the two staff members.

Dr. Torchia stated that there would be a lot of opportunities to reach out to students after they graduate to get a sense of the level of employability that results from experiential learning opportunities. He added that a survey and inventory of programs will provide a better baseline of what is really happening in this area right now. Dr. Torchia explained that the baseline would help to allow the University to set appropriate goals based on this. Ms. Schnarr said the survey would make the gaps more clear so they could be addressed. She added that it would be wonderful if every student could have some sort of experiential learning opportunity.

Dr. Ristock thanked Ms. Schnarr and Dr. Torchia for their incredible and important work.

Mr. Lieberman thanked them both on behalf of the Board.

4. NEW BUSINESS

4.1 Report from the President (for information)

President Benarroch said that the Ministry requested a report on experiential learning from all post-secondary institutions for a sub-committee of the Premier's Economic Advisory Group. He said that Dr. Torchia had led the group that prepared the responses to government. He said the basic premise is that a broader view of experiential learning is needed to include experiences other than work-integrated learning so that a mix of opportunities is available to students. He said feedback on the report has been excellent and presidents of post-secondary institutions will be invited to speak to the content of the report.

Dr. Benarroch said international students are still arriving in Winnipeg with 38 students currently in quarantine and 56 new arrivals for the summer.

Regarding strategic planning, the President stated that the internal process has begun. He said there would be a webpage for staff and students to answer questions about what is important for the University. He noted that consultations have taken place with Senate and Provost's Council as well as the senior executive team. The Board will also be involved in a consultation.

Dr. Benarroch said he would meet the following day with provincial public health officials to discuss guidance about that to expect for the fall and winter terms. He said he expects more reopening will occur for the winter term, dependent on public health orders; however, he does not expect to go back to the way everything was before the pandemic.

The President informed the Board of approval of a Senate motion expressing concerns around the Laurentian situation and support to its faculty, staff, and students. He explained that the concern arose at the Arts Faculty Council which centers around the frustration and anger that Laurentian chose to go through the creditor protection process and that there will be implications for the higher education sector as a result. He added that the motion received almost unanimous support at Senate.

President Benarroch spoke about the new Bill 33, which provides the provincial government additional powers to change tuition fees at the program level within Manitoba universities. He said there is concern that the powers this gives to the government could impinge on the University's autonomy and step on the University of Manitoba Act. He has asked for a meeting with the Minister that will take place in a couple of weeks to discuss this concern. Dr. Benarroch said it the University needs a better understanding of why the government feels Bill 33 is important because he is concerned about the direction the government has taken. He noted that Senate expressed the view that the Board of Governors should consider the possibility of speaking to government on this issue as the Board approves tuition rates at the University. Lastly, the President expressed the concern raised by Senators about this Bill creating an additional layer of government control.

The Chair asked if it would make sense to write a letter to the Minister from the Board. The President said it would be helpful to do that, adding that it is important that the University find constructive ways to speak to government. The Chair said he would be happy to write that letter. It was agreed that this would be considered further by the Chair and the President following the President's meeting with the Minister.

Discussion arose about the government's rationale for introducing this bill and what it intends to do if it is passed.

4.2 UMSU Act Consent Request (for approval)

Mr. Scott, the new President of the University of Manitoba Students Union, introduced himself. He explained that the UMSU Act needs to be aligned with University bylaws, and the proposed revisions to the Act would address that and would correct some wording. He said the details and exact wording are laid out in the Board submission form.

It was moved by Mr. Scott and seconded by Ms. DeSouza-Huletey:

THAT the Board of Governors provide consent for UMSU to petition the Manitoba Legislature to amend the *UMSU Act*.

CARRIED

5. FROM FINANCE, ADMINISTRATION, AND HUMAN RESOURCES COMMITTEE

5.1 Student Giving Submission

Mr. Kearsey expressed amazement at the level of student giving. He noted that student contributions have continued since the fundraising campaign of the late 1980's and 1990's. He added that this funding is addition to the \$16 million that came from students for the Front and Centre campaign. He said the University is deeply grateful for the students' generosity. Mr. Kearsey added that the Graduate Students' Association and the University of Manitoba Students' Union have both been important contributors, and thanked them as well.

It was moved by Ms. Lee and seconded by Ms. Magnus:

THAT the Board of Governors approves the following contributions be assessed against students, beginning in the fall of 2021:

Unit	Contribution	Length	Requested by:
Agricultural & Food Sciences	\$3.67/credit hour (Degree) \$2.39/credit hour (Diploma)	3 years	Martin Scanlon, Dean
Arts	\$0.33/credit hour	3 years	Jeffery Taylor, Dean

Dental Hygiene	\$40.00/term	3 years	Mary Bertone, Director
Dentistry	\$87.50/term	3 years	Anastasia Kelekis-Cholakis, Dean
CHR Faculty of Environment, Earth, and Resources	\$3.00/credit hour	2 years	Stephan Pflugmacher Lima, Dean
Max Rady College of Medicine	\$50.00/term	3 years	Brian Postl, Dean
Desautels Faculty of Music	\$2.00/credit hour	3 years	Edward Jurkowski, Dean
College of Nursing	\$3.50/credit hour	3 years	Netha Dyck, Dean
College of Pharmacy	\$80.00/term	2 years	Lalitha Raman-Wilms, Dean

CARRIED

5.2 Residence Room and Meal Plan Rates

Ms. Andrew introduced Ms. Andrea Edmunds, Director, Ancillary Services, who would speak to the proposed room and meal plan rates.

Ms. Edmunds stated that an overall increase of two percent in the meal plan and room rates is being proposed. She noted that the pandemic had a significant effect on occupancy in University residences, noting that Residences operated at approximately one third of the usual capacity.

Ms. Edmunds observed that uncertainty remains around the COVID pandemic's effect on student residences, so three options were considered for a phased reopening of residences:

- 1) **Phased Reopening**- based on the University's proposed reopening plan;
- 2) **Normal Campus Presence with Limited Restrictions** - reflecting a best-case scenario; and
- 3) **Minimal Campus Presence with Full Restrictions**- similar to pandemic operations over 2020-21.

It was moved by Ms. Lee and seconded by Ms. Hyde:

THAT the Board of Governors approves:

A) Residence room rates (per term) for 2021-22 of:

Pembina Hall Residence- \$4,099

Arthur Mauro Residence- \$4,384

Mary Speechly Hall Residence- \$2,000 (double); \$3,130 (single); \$3,913 (super single)

University College Residence- \$2,037 (double); \$3,189 (single); \$3,986 (super single)

- B) Meal plan rates (per term) for 2021-22 of:**
10 Meals per Week plus \$250 FoodBucks - \$2,772
15 Meals per Week plus \$250 FoodBucks - \$2,981
7-Day Unlimited plus \$100 FoodBucks - \$3,073
UC FoodBucks Plan - \$1,800
UC Flex Plan (\$750 FoodBucks plus 100 meals at Fresh Food Company) - \$2,260

- C) Extended stay fee (holiday break) for 2021-22 of: \$300**

CARRIED

MOTION TO MOVE TO CLOSED & CONFIDENTIAL SESSION

It was moved by Ms. Loewen and seconded by Chancellor Mahon:
THAT the meeting move into Closed and Confidential Session.

CARRIED

Chair

University Secretary



Approval Discussion/Advice Information

AGENDA ITEM:

Report of the Senate Committee on Awards [dated April 8, 2021]

RECOMMENDED RESOLUTION:

THAT the Board of Governors approve seven new offers, eight amended offers, and the withdrawal of five offers, as set out in the Report of the Senate Committee on Awards [dated April 8, 2021].

CONTEXT AND BACKGROUND:

At its meeting on April 8, 2021, the Senate Committee on Awards approved seven new offers, eight amended offers, and the withdrawal of five offers, as set out in the Report of the Senate Committee on Awards [dated April 8, 2021].

RESOURCE REQUIREMENTS:

The awards will be funded from the sources identified in the Report.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

N/A

IMPLICATIONS:

N/A

ALTERNATIVES:

N/A

CONSULTATION:

These award decisions are consistent with the policy on *Student Awards*. They were reported to Senate for information on May 19, 2021.

REPORT OF THE SENATE COMMITTEE ON AWARDS

Preamble

Terms of reference for the Senate Committee on Awards include the following responsibility:

On behalf of Senate, to approve and inform Senate of all new offers and revised offers of awards that comply with the Student Awards Policy.

Observations

At its meeting of April 8, 2021, the Senate Committee on Awards approved 7 new offers, 8 revised offers and 5 withdrawals as set out in the *Report of the Senate Committee on Awards (April 8, 2021)*.

Recommendations

On behalf of Senate, the Senate Committee on Awards recommends that the Board of Governors approve 7 new offers, 8 revised offers and 5 withdrawals as set out in the *Report of the Senate Committee on Awards (April 8, 2021)*. These award decisions comply with the Student Awards Policy.

Respectfully submitted,

Dr Jared Carlberg

Chair, Senate Committee on Awards

SENATE COMMITTEE ON AWARDS

April 8, 2021

1. NEW OFFERS

Barbara Chase Bursary in Fine Arts

Through a bequest, an endowment fund was established at the University of Manitoba with a gift of \$231,000 in 2018. The purpose of the fund is to support students in the School of Art. Each year, beginning in 2021-2022, the available annual income from the fund will be used to offer bursaries to undergraduate students who:

- (1) are enrolled full-time (minimum 60% course load) in the second year of study or higher in the Bachelor of Fine Arts program in the School of Art;
- (2) have achieved a minimum degree grade point average of 2.5; and
- (3) have demonstrated financial need on the standard University of Manitoba bursary application form.

The selection committee will have the discretion to determine the number and value of awards offered each year based on the available funds, as outlined in the criteria above.

The Director of the School of Art (or designate) will name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, the Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing the award.

College of Nursing 75th Anniversary Legacy Fund Bursaries

Alumni, faculty, and friends of the College of Nursing established a Legacy Fund on the occasion of the College's 75th Anniversary. The 75th Anniversary Legacy Fund will be used to provide financial assistance to nursing students in any year of study in the Bachelor of Nursing program. Each year, beginning in 2021-2022, the available annual income from the fund will be used to offer bursaries to undergraduate students who:

- (1) are enrolled full-time (minimum 60% course load) in any year of study in the Bachelor of Nursing program;
- (2) have achieved a minimum degree grade point average of 2.5; and
- (3) have demonstrated financial need on the standard University of Manitoba bursary application form.

The selection committee will have the discretion to determine the number and value of bursaries offered each year based on available funds, as outlined in the criteria above.

The College of Nursing Student Awards Committee will serve as the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, the Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes

necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing the award.

David and Louise Fraser Scholarship

Through a bequest, Dr. David Fraser established an endowment fund at the University of Manitoba with a gift of \$XXX,XXX in 2020. The purpose of the fund is to reward the academic achievements of students who are pursuing studies in the Faculty of Science at the University of Manitoba and who are focusing on physics. Each year, beginning in 2022-2023, the available annual income from the fund will be used to offer one scholarship to an undergraduate student who:

- (1) is enrolled full-time (minimum 80% course load) in the second year of study or higher in the Department of Physics and Astronomy;
- (2) is enrolled in the Physics Honours Degree Program; and
- (3) has achieved a minimum degree grade point average of 3.5.

In the event that there are no eligible candidates who meet all of the criteria listed above, the scholarship may be awarded to the candidate who meets criteria (1) and (3), and who is enrolled in either the Physics and Astronomy Major, Astronomy and Astrophysics Honours Program, Honours Biological & Medical Physics, Physics & Chemistry Joint Honours Degree Program, Physics & Math Joint Honours Degree Program, or Physics & Computer Science Joint Honours Degree Program.

The Head of the Department of Physics and Astronomy will name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, the Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing the award.

Friends of Our History Scholarship

The Winnipeg Foundation, through its Centennial Institute, has established scholarships at the University of Manitoba to encourage and support graduate students in the Joint Master's Program who are conducting historical research relevant to Winnipeg and Manitoba. Each year, The Winnipeg Foundation will report the available earnings from the fund to Financial Aid and Awards at the University of Manitoba. Each year, beginning in 2021-2022, up to a maximum of five awards valued at \$3,000 each will be offered to graduate students who:

- (1) are enrolled full-time in the Faculty of Graduate Studies in the first or second year of study in the Joint Master's Program offered by the Department of History;
- (2) have achieved a minimum grade point average of 3.0 based on the last 60 credit hours (or equivalent) of study; and
- (3) are conducting historical research with current relevance to Winnipeg and Manitoba.

Applicants will be required to submit: (i) a description of their proposed major research paper, thesis, or comprehensive exam/course work and its current relevance to Winnipeg and Manitoba; (ii) a current *curriculum vitae*; and (iii) a copy of their most recent transcript.

Preference will be given to students who have not received other financial support in the current year from the Winnipeg Foundation through its Centennial Institute.

The Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate) will ask the Joint Discipline Committee in the Department of History to name the selection committee for this award.

The Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Any future modifications that may be necessary due to changed conditions will require complete consultation with The Winnipeg Foundation.

President's Medal in Diploma Agriculture

The President's Medal in Diploma Agriculture is an award made by Faculty Council on recommendation of the Faculty of Agricultural and Food Sciences (FAFS) Awards Committee. The Medal is to be awarded to students who demonstrate excellence in scholarship and leadership. Each year, the medal will be awarded to a graduating student who:

- (1) has completed the requirements for the Diploma in Agriculture from the School of Agriculture at the University of Manitoba;
- (2) has achieved a minimum degree grade point average of 3.5; and
- (3) has demonstrated leadership to the members of the graduating class throughout their time enrolled in their program.

The FAFS Awards Committee will advertise a call for nominations for the medal each year. All nominees will be required to submit a written statement (maximum 250 words) detailing how they meet criterion (3). The Faculty of Agriculture Students' Organization (FASO) will then conduct an election to select a winner and will provide the election results to the FAFS Awards Committee, who will make the final decision in selecting a recipient.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, the Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing the award.

Sunil Patel Memorial Bursary

Drs. Prafulchandra and Jayshree Patel generously established an endowment fund at the University of Manitoba in memory of their son, Dr. Sunil Patel (MD/'02). The fund will be used to support first-year medical students in the Undergraduate Medical Education program in the Max Rady College of Medicine. The donors have made an additional gift of \$5,000 to offer the first bursary in 2021-2022. Each year, beginning in 2022-2023, the available annual income from the fund will be used to offer one bursary to an undergraduate student who:

- (1) is enrolled full-time in the first year of the Undergraduate Medical Education program in the Max Rady College of Medicine;
- (2) is in good standing; and
- (3) has demonstrated financial need on the standard University of Manitoba bursary application.

The Dean of the Max Rady College of Medicine (or designate) will name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and

providing all reasonable efforts have been made to consult, the Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing the award.

The Winnipeg Foundation Black History in Canada Scholarship

A scholarship fund was created through The Winnipeg Foundation to encourage and support graduate students in the Joint Master's Program who are conducting historical research in the area of Black History in Canada. Each year, beginning in 2021-2022, one scholarship valued at \$7,000 will be offered to a graduate student who:

- (1) is enrolled full-time in the Faculty of Graduate Studies in the first or second year of study in the Joint Master's Program offered by the Department of History;
- (2) has achieved a minimum grade point average of 3.0 based on the last 60 credit hours (or equivalent) of study; and
- (3) is conducting research related to Black History in Canada.

Applicants will be required to submit: (i) a description of their proposed major research paper, thesis, or comprehensive exam/course work related to issues in Black History, including the geographical focus of the research; (ii) a current *curriculum vitae*; and (iii) a copy of their transcript.

Preference will be given to students in their second year of study. In the event that there are no eligible candidates who meet the criteria above, the award may be offered to a student who meets criteria (1) and (2), and who is conducting research related to Black History in North America or global African diaspora histories.

The Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate) will ask the Joint Discipline Committee in the Department of History to name the selection committee for this award.

The Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Any future modifications that may be necessary due to changed conditions will require complete consultation with the Winnipeg Foundation.

2. AMENDMENTS

Dr. John W. Steele Bursary/Scholarship

The following amendments were made to the terms of reference for the **Dr. John W. Steele Bursary/Scholarship**:

- The name was changed to: Dr. John W. Steele Bursary
- The preamble was revised to:
An endowment fund was established by the friends and colleagues of Dr. W. Steele in recognition of his 38 years of outstanding service to the University of Manitoba and the profession of Pharmacy. The Manitoba Scholarships and Bursaries Initiative made a contribution to this fund. Each year, beginning in 1997, the available annual income from the fund will be used to offer one bursary to an undergraduate student who:
- The numbered criteria were revised to:
(1) is enrolled full-time (minimum 60% course load) in the second year or higher in the degree program in the College of Pharmacy at the University of Manitoba;

- (2) *has achieved a minimum degree grade point average of 2.0; and*
- (3) *has demonstrated financial need on the standard University of Manitoba bursary application.*
- The following paragraph was removed:
If the student to whom this bursary is offered does not register as required, the bursary will then be offered by reversion to the next qualified candidate. In any year in which there is no candidate with demonstrated financial need, the selection committee shall have the power to make the award on academic grounds solely.
- The selection committee paragraph was revised to:
The selection committee for this award will be the College of Pharmacy Professional Program Awards Committee.
- The standard Board of Governors statement was added.

E.L. Drewry Memorial Award

The following amendments were made to the terms of reference for the **E.L. Drewry Memorial Award**:

- The preamble was revised to:
As a memorial to their father and grandfather, members of the Drewry family established an endowment fund to provide a major research award for Ph.D. students in the Max Rady College of Medicine. The award will consist of a monetary component, a college-wide lecture and luncheon, and travel costs to present the lecture. Each year, one award will be offered to a graduate student who:
- The numbered criteria were revised to:
 - (1) *has been enrolled full-time in the Faculty of Graduate Studies in a Doctoral program offered by the Max Rady College of Medicine within the current academic year;*
 - (2) *has achieved a minimum grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study; and*
 - (3) *is a recipient of one (or more) of the following major awards:*
 - (a) *Children's Hospital Research Institute of Manitoba Inc. Award for Research in Child Health;*
 - (b) *Health Sciences Centre Research Foundation Inc. Award for Neurobiology or Infection and Immunity*
 - (c) *Emergent BioSolutions Award for Infectious Disease;*
 - (d) *Manitoba Medical Service Foundation Award for Research Excellence; or*
 - (e) *St. Boniface Hospital Research Foundation Inc. Award for Cardiovascular Biology.*
- The following paragraphs were revised to:
The recipient of this award will be invited to present at the Drewry Lecture within the context of the Canadian Student Health Research Forum (Research Days) (the Manitoba Research Awards Ceremony in the Max Rady College of Medicine), at a time mutually convenient to the recipient and the Major Awards Committee in the Max Rady College of Medicine.
The selection committee will have the discretion to determine the value of the award offered each year based on the available funds, as outlined in the criteria above.

The award will be based primarily on the excellence of research. Documentation considered relevant by the awards committee will include the following: (i) a cover letter from the student summarizing his or her research accomplishments; (ii) a summary or copy of the thesis (if available); (iii) reprints of publications (published or manuscripts in press); (iv) a current curriculum vitae ; and (v) letters of support from the student's advisor and any other person knowledgeable of the student's research. These letters should clearly outline the merits of the student's research and also briefly describe other merits of the student. The awards committee may also seek further information (e.g., through personal interviews).

The submission of documents for consideration by the awards committee will be made by the student in consultation with the student's advisor. The submission will be accompanied by the indication of the category in which the student wishes to compete and, if relevant, a justification of the category chosen. A complete submission will include two copies of all documentation and an additional nine copies of the curriculum vitae and all letters.

The awards committee will not disqualify a given candidate because the topic of his or her research does not fit well into a given subject area. The submission shall be considered on its merits only.

The deadline for submissions will be announced annually by the Chair of the Major Awards Committee in the Max Rady College of Medicine.

An application from a student who has already received a major award shall be solely on the basis of new research conducted after the previous award.

- The selection committee paragraph was revised to:

The Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate) will ask the Associate Dean (Research), Max Rady College of Medicine to name the selection committee.

- The standard Board of Governors statement was added.

Graduate Nursing Students Association Scholarship

The following amendments were made to the terms of reference for the **Graduate Nursing Students Association Scholarship**:

- The preamble was revised to:

The Graduate Nursing Students Association (GNSA) offers scholarships to graduate nursing students at the University of Manitoba, when funds are available. The awards will be valued at \$2,500 at the Master's level and \$3,000 at the PhD level. The purpose of these scholarships is to promote excellence in academic and clinical settings by acknowledging and encouraging academic excellence and strong leadership abilities in nursing, including leadership in student governance.

The GNSA will notify Financial Aid and Awards by September 1st each year to advise if funding is available to offer the scholarships. In any year that funds are available, the scholarships will be awarded as follows.

- The numbered criteria were revised to:

One or more scholarships (Award # 45580) will be offered to graduate students who:

- (1) are enrolled full-time in the Faculty of Graduate Studies, in the Master of Nursing, Nurse Practitioner stream;*

- (a) *if there are no full-time applicants who fulfill the terms of reference then a part-time applicant from the Nurse Practitioner stream may be considered for this award at the discretion of the selection committee.*
- (2) *have achieved a minimum grade point average of 3.5 in the last 60 credit hours (or equivalent) of study;*
- (3) *have demonstrated graduate student leadership within the College of Nursing (e.g. active participation in GNSA through committee work or related activities).*
- (a) *If there are no applicants demonstrating leadership within the College of Nursing, the following criteria can be considered: leadership in other areas of the graduate program, leadership in previous and/or current employment positions; and/or in the community at large.*

One or more scholarships (Award # 45580) will be offered to graduate students who:

- (1) *are enrolled part-time in the Faculty of Graduate Studies, in the Master of Nursing, Nurse Practitioner stream;*
 - (a) *if there are no part-time applicants who fulfill the terms of reference, then a full-time applicant from the Nurse Practitioner stream may be considered for this award, at the discretion of the selection committee.*
- (2) *have achieved a minimum grade point average of 3.5, in the last 60 credit hours (or equivalent) of study*
- (3) *have demonstrated graduate student leadership within the College of Nursing (e.g. active participation in GNSA through committee work or related activities).*
- (a) *If there are no applicants demonstrating leadership within the College of Nursing, the following criteria can be considered: leadership in other areas of the graduate program, leadership in previous and/or current employment positions; and/or in the community at large.*

One or more scholarships (Award # 45581) will be offered to graduate students who:

- (1) *are enrolled full-time in the Faculty of Graduate Studies, in the Master of Nursing, in any stream (other than Nurse Practitioner);*
 - (a) *if there are no full-time applicants who fulfill the terms of reference, then a part-time applicant from the Master's streams, except the Nurse Practitioner stream, may be considered for this award, at the discretion of the selection committee.*
- (2) *have achieved a minimum grade point average of 3.5 in the last 60 credit hours (or equivalent) of study;*
- (3) *have demonstrated graduate student leadership within the College of Nursing (e.g. active participation in GNSA through committee work or related activities).*
- (a) *If there are no applicants demonstrating leadership within the College of Nursing, the following criteria can be considered: leadership in other areas of the graduate program, leadership in previous and/or current employment positions; and/or in the community at large.*

One or more scholarships (Award # 45581) will be offered to graduate students who:

- (1) *are enrolled part-time in the Faculty of Graduate Studies, in the Master of Nursing, in any stream (not Nurse Practitioner);*

- (a) *if there are no part-time applicants who fulfill the terms of reference, then a full-time applicant from the Master's streams, except the Nurse Practitioner stream, may be considered for this award at the discretion of the selection committee.*
- (2) *have achieved a minimum grade point average of 3.5 in the last 60 credit hours (or equivalent) of study;*
- (3) *have demonstrated graduate student leadership within the College of Nursing (e.g. active participation in GNSA through committee work or related activities).*
 - (a) *If there are no applicants demonstrating leadership within the College of Nursing, the following criteria can be considered: leadership in other areas of the graduate program, leadership in previous and/or current employment positions; and/or in the community at large.*

One or more scholarships (Award # 46215) will be offered to graduate students who:

- (1) *are enrolled full- or part-time in the Faculty of Graduate Studies, in the PhD of Nursing program;*
 - (a) *If there are no applicants who fulfill the terms of reference, then it may be considered to equally distribute the \$3,000 for the PhD award to one full-time Master of Nursing, Nurse Practitioner stream student and one full-time Master of Nursing, in any stream (other than Nurse Practitioner) student at the discretion of the selection committee*
 - (2) *have achieved a minimum grade point average of 3.5 in the last 60 credit hours (or equivalent) of study;*
 - (3) *have demonstrated graduate student leadership within the College of Nursing (e.g. active participation in GNSA through committee work or related activities).*
 - (a) *If there are no applicants demonstrating leadership within the College of Nursing, the following criteria can be considered: leadership in other areas of the graduate program, leadership in previous and/or current employment positions; and/or in the community at large.*
- The selection committee paragraph was revised to:
The selection committee will have the discretion to determine the number of awards offered in each year based on the available funds, as outlined in the criteria above.

Laurie Price Memorial Scholarship

The following amendments were made to the terms of reference for the **Laurie Price Memorial Scholarship**:

- The preamble was revised to:
The following sentence was deleted from the preamble In memory of Laurie Price, her son, Justin Price, established an annual scholarship for a five-year term at the University of Manitoba. The purpose of this scholarship is to recognize the academic achievement of undergraduate students who have recently lost a parent, sibling, or custodial caregiver. Each year, beginning in 2020-2021 and ending in 2024-2025, one scholarship valued at \$3,000 will be awarded to an undergraduate student who:
- The numbered criteria were revised to:
 - (1) *is enrolled full-time (minimum 80% course load) in University 1 or any faculty, college, or school at the University of Manitoba;*
 - (2) *has either:*

- (a) *as an entering student, achieved a minimum average of 85% on those courses considered for admission to the University of Manitoba;*
- (b) *as a continuing student, achieved a minimum degree grade point average of 3.5;*
- (3) *has lost a parent, sibling, or custodial caregiver within the last five years; and*
- (4) *has demonstrated exceptional leadership skills or community service.*
- The selection committee paragraph was revised to:
The selection The Associate Registrar and Director of Financial Aid and Awards (or designate) will name the selection committee for this award, which will include the donor (or designate).

Science and Community Outreach Prize

The following amendments were made to the terms of reference for the **Science and Community Outreach Prize**

- The preamble was revised to:
Past volunteers of the Let's Talk Science Program, a student-led outreach program, have established an annually-funded prize at the University of Manitoba. The purpose of the prize is to provide support to an outstanding undergraduate student volunteer with the Let's Talk Science Program. Each year, one prize valued at \$500 will be offered to an undergraduate student who:
- The numbered criteria were revised to:
 - (1) *was enrolled full- or part-time at the University of Manitoba in the year in which the award was tenable;*
 - (2) *has achieved a minimum degree grade point average of 3.0;*
 - (3) *was an active volunteer in the Let's Talk Science Program in the year in which the award was tenable;*
 - (4) *has demonstrated outstanding enthusiasm, commitment, and dedication as a Let's Talk Science Program volunteer, as determined by the coordinators of the Program.*
- The tiebreaking paragraphs was added:
Ties are to be broken using the following criteria, in priority order: (i) the Degree Grade Point Average, calculated to the fourth decimal place; (ii) the higher proportion of A+ and A grades in a total program; (iii) the highest number of credit hours completed in the degree program; (iv) the greater proportion of senior- or advanced-level courses in the total program.
- The selection following paragraph was removed:
The donor will contact the Financial Aid and Awards Office by March 31 in any year this award will not be offered.
- The selection committee paragraph was revised to:
The Dean of the Faculty of Science (or designate) will name the selection committee for this award, which shall include two Coordinators from the Let's Talk Science Program.
- The standard Board of Governors statement was added.

Shoppers Drug Mart Community Pharmacy Scholarships

The following amendments were made to the terms of reference for the **Shoppers Drug Mart Community Pharmacy Scholarships**:

- The preamble was revised to:
The pharmacist/owners of Shoppers Drug Mart Stores established an annually funded scholarship to recognize the achievements of students in the College of Pharmacy at the University of Manitoba. Each year, two scholarships valued at \$500 each will be offered to undergraduate students who:
- The numbered criteria were revised to:
 - (1) *are enrolled full-time (minimum 80% course load) in the third or fourth year of study in the degree program in the College of Pharmacy;*
 - (2) *have obtained high standing in the previous academic year with a minimum sessional grade point average of 3.5; and*
 - (3) *have expressed an interest in community Pharmacy.*
- The paragraph after the numbered criteria was revised to:
In order to demonstrate how they meet criterion(3), applicants must submit a written statement (maximum 250 words). This scholarship will be given to one third year student and one fourth year student each year.
- The selection committee paragraph was revised to:
The selection committee will be the College of Pharmacy Professional Program Awards Committee.
- The standard Board of Governors statement was added.

Weir Award

The following amendments were made to the terms of reference for the **Weir Award**.

- The preamble was revised to:
The Department of Environment and Geography established an award fund in honour of Dr. Thomas R. Weir. Dr. Weir founded the Department of Geography in 1951, served as Head from 1951 to 1971, and was a Professor Emeritus. Dr. Weir passed away September 13, 1997. The purpose of the fund is to reward the academic achievements of graduate students in the Department of Environment and Geography at the University of Manitoba.
- The first set of numbered criteria were revised to:
Each year, one half of the available annual income from the fund will be used to offer a convocation prize to a graduating student who:
 - (1) *was enrolled full-time in the Faculty of Graduate Studies in a Master's program delivered by the Department of Environment and Geography in the Clayton H. Riddell Faculty of Environment, Earth, and Resources in the year in which the award was tenable;*
 - (2) *achieved a minimum grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study; and*
 - (3) *in the opinion of the selection committee, presented the most outstanding Master's thesis.*
- The second set of numbered criteria were revised to:

Each year, one half of the available annual income from the fund will be used to offer a convocation prize to a graduating student who:

- (1) was enrolled full-time in the Faculty of Graduate Studies in a PhD program delivered by the Department of Environment and Geography in the Clayton H. Riddell Faculty of Environment, Earth, and Resources in the year in which the award was tenable;*
- (2) achieved a minimum grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study; and*
- (3) in the opinion of the selection committee, presented the most outstanding PhD thesis.*

- The following paragraphs were added:

In years in which there are no outstanding theses, no awards will be offered.

Students must be nominated by their primary advisor or co-advisors for this prize. Each faculty member may nominate one student for the Master's award and one student for the PhD award, through the submission of a letter to the selection committee. Co-advisors must nominate the student together in a single letter. Nomination letters must speak to why the student's thesis is considered outstanding and worthy of the prize (including information such as: the scope and scale of the work, impact on the field, journal publications, media coverage, book or book chapters, etc.).

- The selection committee paragraph was revised to:

The Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate) will ask the Head of the Department of Environment and Geography to name the selection committee for this award.

- The standard Board of Governors statement was added.

William McLeod Lougheed Memorial Bursary

The following amendments were made to the terms of reference for the **William McLeod Lougheed Memorial Bursary**:

- The preamble was revised to:

From the testamentary gift of Florence Vivian Lougheed a fund was established at the University of Manitoba to support the William McLeod Lougheed Memorial Bursary. Each year, beginning in 1982, the available annual income from the fund will be used to offer one bursary to an undergraduate student who:

- The numbered criteria were revised to:

- (1) is enrolled full-time (minimum 60% course load) in second year or higher in the degree program in the College of Pharmacy at the University of Manitoba;*
- (2) has achieved a minimum degree grade point average of 2.0; and*
- (3) has demonstrated financial need on the standard University of Manitoba bursary application.*

- The paragraphs following the numbered criteria were removed:

If the winner of this bursary does not register as required for the normal program of studies, the bursary shall be awarded by reversion to the next qualified candidate. If in any given year there is no suitable candidate for this bursary, no award may be made in a subsequent year or the money returned to the capital of the fund and consideration given to increases in the value of the award.

The value of the bursary shall be \$550. An annual income in excess of the amount awarded shall be added to the corpus of the fund. From time to time the amount of the award shall be reconsidered and, if accretions to the fund make it possible, increased by \$25 per annum or multiples thereof.

- The selection committee paragraph was revised to:

The selection committee for this award will be the College of Pharmacy Professional Program Awards Committee.

- The standard Board of Governors statement was added.

3. WITHDRAWALS

Arthritis Society Entrance Scholarship in Occupational Therapy
At the request of the donor

Arthritis Society Entrance Scholarship in Physical Therapy
At the request of the donor

Biovision Seed Labs Scholarship
At the request of the donor

Chinese Members Chapter of Engineers Geoscientists Manitoba Scholarship
At the request of the donor

DEFT Undergraduate Theory Prize
At the request of the donor



Approval Discussion/Advice Information

AGENDA ITEM:

Report of the Senate Committee on Awards [dated May 6, 2021]

RECOMMENDED RESOLUTION:

THAT the Board of Governors approve five new offers, five amended offers, and the withdrawal of three offers, as set out in the Report of the Senate Committee on Awards [dated May 6, 2021].

CONTEXT AND BACKGROUND:

At its meeting on May 6, 2021, the Senate Committee on Awards approved five new offers, five amended offers, and the withdrawal of three offers, as set out in the Report of the Senate Committee on Awards [dated May 6, 2021].

RESOURCE REQUIREMENTS:

The awards will be funded from the sources identified in the Report.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

N/A

IMPLICATIONS:

N/A

ALTERNATIVES:

N/A

CONSULTATION:

These award decisions are consistent with the policy on *Student Awards*. They will be reported to Senate for information when Senate meets on June 16, 2021.

REPORT OF THE SENATE COMMITTEE ON AWARDS

Preamble

Terms of reference for the Senate Committee on Awards include the following responsibility:

On behalf of Senate, to approve and inform Senate of all new offers and revised offers of awards that comply with the Student Awards Policy.

Observations

At its meeting of May 6, 2021, the Senate Committee on Awards approved 5 new offers, 5 revised offers and 3 withdrawals as set out in the *Report of the Senate Committee on Awards (May 6, 2021)*.

Recommendations

On behalf of Senate, the Senate Committee on Awards recommends that the Board of Governors approve 5 new offers, 5 revised offers and 3 withdrawals as set out in the *Report of the Senate Committee on Awards (May 6, 2021)*. These award decisions comply with the Student Awards Policy.

Respectfully submitted,

Dr Jared Carlberg

Chair, Senate Committee on Awards

SENATE COMMITTEE ON AWARDS

May 6, 2021

1. NEW OFFERS

Dr. Yvonne Pompana Bursary

In honour of her retirement, Dr. Yvonne Pompana (B.A./'88, M.S.W./'97, Ph.D./'09) established an endowment fund at the University of Manitoba with an initial gift of \$25,000 in 2021. When funds are available, the Manitoba Scholarship and Bursary Initiative may make a contribution to the award. The purpose of the fund is to support undergraduate students pursuing studies in the Inner City Social Work program in the Faculty of Social Work at the University of Manitoba. Each year, beginning in 2021-2022, the available annual income from the fund will be used to offer two bursaries of equal value to undergraduate students who:

- (1) have self-declared as First Nations, Métis, or Inuit people from Canada;
- (2) are enrolled full-time (minimum 60% course load) in the third year of study in the Inner City Social Work program;
- (3) have achieved a minimum degree grade point average of 2.5; and
- (4) have demonstrated financial need on the standard University of Manitoba bursary application form.

Preference will be given to First Nations students.

The Dean of the Faculty of Social Work (or designate) will ask the Director of the Inner City Social Work program (or designate) to name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, the Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing the award.

Indigenous Archivist Scholarship

The Winnipeg Foundation, through its Centennial Institute, established a scholarship at the University of Manitoba to encourage and support graduate students in the Joint Master's Program who are conducting research in Canadian history or Canadian Indigenous history. Each year, beginning in 2021-2022, one scholarship valued at \$17,500 will be offered to a graduate student who:

- (1) has self-declared as a First Nations, Métis or Inuit person from Canada;
- (2) is enrolled full-time in the Faculty of Graduate Studies in the first or second year of study in the Joint Master's Program (Archives Stream) offered by the Department of History;
- (3) has achieved a minimum grade point average of 3.0 based on the last 60 credit hours (or equivalent) of study; and
- (4) is conducting research in Canadian history or Canadian Indigenous history.

Applicants will be required to submit: (i) a description of their proposed major research paper, thesis, or comprehensive exam/course work as it relates to Canadian history or Canadian Indigenous history; (ii) a current *curriculum vitae*; and (iii) a copy of their most recent transcript.

The same recipient may be awarded the scholarship in both Year I and Year II of the Master's program.

The recipient cannot hold any major award valued at \$10,000 or greater in the year(s) in which the scholarship is tenable.

The Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate) will ask the Joint Discipline Committee in the Department of History to name the selection committee for this award.

The Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Any future modifications that may be necessary due to changed conditions will require complete consultation with The Winnipeg Foundation.

Jocelyn C. Ryles Scholarship

Jocelyn C. Ryles, (née Highmoor) (B.A./'46) will make an annual contribution to the University of Manitoba valued at \$2,500 for a four-year term to offer the Jocelyn C. Ryles Scholarship. The purpose of the award is to recognize the outstanding academic achievement of undergraduate students focusing on painting in the School of Art at the University of Manitoba. Each year, beginning in 2021-2022 and ending in 2024-2025, one scholarship will be offered to an undergraduate student who:

- (1) is enrolled full-time (minimum 80% course load) in the third year of study or higher in any undergraduate program offered by the School of Art;
- (2) has achieved a minimum degree grade point average of 3.0; and
- (3) has a focus on painting.

Candidates must submit a portfolio in order to demonstrate how they meet criterion (3).

The Director of the School of Art (or designate) will name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, the Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing the award.

Leonard Clarke Elliott Bursary

In honour of his grandfather, Leonard Clarke Elliott, who served during the First World War at the battle of Vimy Ridge in 1917, Robert Elliott (B.A./'79) established a fund at the University of Manitoba with a gift of \$25,000 in 2021. The purpose of the bursary is to support members of the Canadian Armed Forces enrolled at the University of Manitoba. Each year, beginning in 2021-2022, one or more bursaries valued at \$5,000 each will be offered to undergraduate students who:

- (5) are current or past members of the Canadian Armed Forces;
- (6) are enrolled full-time (minimum 60% course load) in University 1 or any faculty, college, or school at the University of Manitoba;
- (7) have either:
 - (a) as entering students, achieved a minimum average of 70% on those courses considered for admission or have been admitted on mature student status; or
 - (b) as continuing students, achieved a minimum degree grade point average of 2.5; and

- (8) have demonstrated financial need on the standard University of Manitoba Bursary application form.

The selection committee will have the discretion to determine the number of awards offered each year, at a value of \$5,000 each, until the fund is depleted.

The Associate Registrar and Director of Financial Aid and Awards will name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, the Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing the award.

Lou Howard Bursary in Civil Engineering

Through his estate, Lou Howard made a contribution of \$10,000 in 2021 to the University of Manitoba to offer the Lou Howard Bursary in Civil Engineering. The purpose of the bursary is to support undergraduate students pursuing studies in the Civil Engineering department of the Price Faculty of Engineering. The Manitoba Scholarship and Bursary Initiative will contribute \$10,000 to the bursary. In 2020-2021, ten bursaries of \$2,000 each will be offered to undergraduate students who:

- (1) are enrolled full-time (minimum 60% course load) in any year of study in the Civil Engineering Program in the Price Faculty of Engineering at the University of Manitoba;
- (2) have achieved a minimum degree grade point average of 2.0; and
- (3) have demonstrated financial need on the standard University of Manitoba bursary application form.

The selection committee for this award will be the Scholarships, Bursaries and Awards Committee of the Price Faculty of Engineering, and will include the donor.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, the Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing the award.

2. AMENDMENTS

CORS-SA Prize of Excellence

The following amendments were made to the terms of reference for the **CORS-SA Prize of Excellence**:

- Criterion 4 in each of the criterion list was revised to:
(4) has completed the CORS-SA application form which will demonstrate their commitment to the program and profession through leadership and community involvement.
- The paragraph following the numbered criteria was revised to:
The CORS-SA application form will be available from the College of Rehabilitation Sciences office each year.

Dr. Sherry Peden Indigenous Graduate Scholarship

The following amendment was made to the terms of reference for the **Dr. Sherry Peden Indigenous Graduate Scholarship**:

- criterion (2) was revised to:
(9) is enrolled part-time or full-time in any year of study in the Faculty of Graduate Studies in a Master's or Doctoral program offered by the Faculty of Education;

Mitch Gowler Memorial Award

The following amendments were made to the terms of reference for the **Mitch Gowler Memorial Award**:

- The preamble was revised to:
In memory of Mitchell Glen Gowler, his classmates, instructors, and friends established an endowment fund at the University of Manitoba in 1988. The Manitoba Scholarships and Bursaries Initiative made a contribution to this fund. The purpose of the fund is to reward the academic achievements of students in the Bachelor of Fine Arts program at the University of Manitoba with a focus on advanced drawing and advanced printmaking. Each year, the available annual income from the fund will be used to offer one or more prizes to undergraduate students who:
- The numbered criteria were revised to:
(1) were enrolled full-time (minimum 80% course load) in the second year of study or higher in the Bachelor of Fine Arts program offered through the School of Art in the year in which the award was tenable;
(2) have achieved a minimum degree grade point average of 3.5; and
(3) have achieved the highest standing in a 3000-level Drawing course and/or a 3000-level Printmaking course with a minimum grade of B+.
- The following paragraph was added:
The selection committee will have the discretion to determine the number and value of awards offered each year based on the available funds, as outlined in the criteria above.
- The selection committee paragraph was revised to:
The Director of the School of Art (or designate) will name the selection committee for this award.
- The standard Board of Governors statement was added.

Ruth Asper Scholarship in Physical Education, Kinesiology and Recreation

The following amendments were made to the terms of reference for the **Ruth Asper Scholarship in Physical Education, Kinesiology and Recreation**:

- The title was changed to the *Ruth Asper Scholarship in Kinesiology and Recreation Management*
- The preamble was revised to:
Mrs. Ruth Asper (B.P.E./'81, B.R.S./'83) established an endowment fund at the University of Manitoba with a gift of \$300,000 in 2005 to provide a renewable scholarships for graduate students pursuing studies in kinesiology and recreation management. Each year, 50% of the available annual income from the fund will be used to offer one scholarship, valued at a minimum of \$10,000, to a graduate student who:

- The numbered criteria were revised to:
 - (1) *is enrolled full-time in the Faculty of Graduate Studies, in the first year of the Master of Science or the Master of Arts degree programs in the Faculty of Kinesiology and Recreation Management;*
 - (2) *has achieved a minimum grade point average of 3.5 based on last 60 credit hours (or equivalent) of study; and*
 - (3) *will conduct thesis research focused on fitness, exercise, health, and/or physical activity-related topics.*
- The following paragraphs were added:

First preference will go to a student who has self-declared as a First Nations, Métis, or Inuit person from Canada.

Second preference will be given to thesis research that articulates an applied or knowledge translation component that will inform best practices in the fitness industry.

In order to demonstrate how they meet criterion (3), candidates must submit an application that consists of: (i) a description of their proposed or ongoing research (maximum 500 words), (ii) a copy of their current academic transcript(s), and (iii) an academic letter of reference from a professor at a post-secondary institution.
- The following paragraph was revised to:

The remaining 50% of the available annual income from the fund, valued at a minimum of \$10,000, will be used to offer a scholarship renewal in the second year of study, provided that the recipient:
- The numbered criteria were revised to:
 - (1) *continues to be enrolled full-time in the Faculty of Graduate Studies in the Master of Science or the Master of Arts degree programs in the Faculty of Kinesiology and Recreation Management;*
 - (2) *maintains a minimum degree grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study; and*
 - (3) *continues to conduct thesis research focused on fitness, exercise, health and/or physical activity-related topics.*
- The following paragraph was revised to:

In the event that a recipient does not qualify for continuation of the Scholarship, the selection committee may offer that scholarship to the next qualified student, in the same year of study, as a one-time scholarship.

Recipients may hold the Ruth Asper Scholarship in Kinesiology and Recreation Management concurrently with any other awards, consistent with policies in the Faculty of Graduate Studies.
- The selection committee paragraph was revised to:

The Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate) will ask the Dean of the Faculty of Kinesiology and Recreation Management (or designate) to name the selection committee for this award, which will include Ruth Asper or her designate.
- The standard Board of Governors statement was added.

Willy Wiebe Graduate Fellowship in Agricultural and Food Sciences

The following amendments were made to the terms of reference for the **Willy Wiebe Graduate Fellowship for Agricultural and Food Sciences**:

- The preamble was revised to:

Through a testamentary gift from Willy Wiebe, a farmer from the rural municipality of Rhineland in Manitoba, an endowment fund of \$450,000 was established at the University of Manitoba to support graduate fellowships in breeding and research in Canadian Western Red Spring Wheat. The first award was offered in 2005. Each year, the available annual income will be used to offer one or more fellowships, with a minimum value of \$12,000 each, to graduate students who:

- The numbered criteria were revised to:

(1) *are enrolled full-time in the Faculty of Graduate Studies in a Master's or Ph.D. program offered in the Faculty of Agricultural and Food Sciences;*

(2) *have achieved either:*

(a) *as a Master's student, a minimum grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study; or*

(b) *as a Ph.D. student, a minimum grade point average of 3.75 based on the last 60 credit hours (or equivalent) of study;*

(3) *demonstrate an interest in and potential for research;*

(4) *have identified an advisor in the Faculty of Agricultural and Food Sciences who is willing to support a project in breeding and research in Canadian Western Red Spring Wheat.*

- The following paragraphs were added:

In the event that there are no eligible students who meet the criteria above, the fellowship(s) may be offered to students who meet criteria (1)-(3), and who will be undertaking research in Canadian Western Red Spring Wheat.

The selection committee will have the discretion to determine the number and value of awards offered each year based on the available funds, as outlined in the criteria above.

- The following paragraph was revised to:

The fellowship can be renewed once by the same recipient in a Master's program, and twice for the same recipient in a Ph.D. program. The fellowship recipient will receive a renewal provided they are making satisfactory progress in their program. If, in the judgment of the selection committee, no applicants meet the award criteria in a given year, the award will not be made in that year.

- The following paragraph was removed:

The fellowship cannot be held with another award valued at or higher than the current level of the University of Manitoba Graduate Fellowship that is offered at the recipient's level of study (Master's or Ph.D. level).

- The selection committee paragraph was revised to:

The Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate) will ask the Faculty of Agricultural and Food Sciences Awards Committee to serve as the selection committee for this award.

- The standard Board of Governors statement was added.

3. WITHDRAWALS

Al Shell Legacy Scholarship
At the request of the donor

Helen Betty Osborne Memorial Foundation Awards
At the request of the donor

Audrey Soloduk Memorial Bursary
At the request of the donor



AGENDA ITEM:

Proposal for a Master of Arts in Music Research

RECOMMENDED RESOLUTION:

THAT the Board of Governors approval a proposal for a Master of Arts in Music Research [as recommended by Senate, May 19, 2021].

CONTEXT AND BACKGROUND:

- The Desautels Faculty of Music is proposing to introduce a Master of Arts in Music Research.
- The purpose of the program would be to prepare graduates for (i) further study in Doctoral programs in Musicology or Music Theory or (ii) employment in a broad range of careers, as detailed in section C-6 of the proposal, including in the arts and culture sector, education, publishing, media, and marketing.
- The two-year, course-based program would require 21 credit hours of coursework plus a written thesis or practicum.
- The maximum seat capacity would be four (4) students annually.

RESOURCE REQUIREMENTS:

- Establishment of the program would require the introduction of six (6) courses totaling 18 credit hours, as detailed in the proposal. The program would also make use of several existing graduate-level courses.
- The total cost of delivering the program would be \$126,352 in Year 4. Revenue to support the program would be derived from: (i) tuition and student fees, which would generate \$23,760 and \$5,104, respectively, assuming an enrolment of 6 students; (ii) operating grant revenue (\$36,137); (iii) existing resources in the Faculty (salaries and benefits for existing faculty and staff; \$68,851). Figures are for Year 4.
- Revenue would be allocated to (i) salary and benefits for existing academic staff (\$64,860), including an Excluded Academic Administrator (0.10 FTE), Associate or Assistant Professors or Senior Instructors (0.40 FTE), and a Librarian (0.05 FTE); indirect salary expenses (\$3,991) for an AESES support staff member (0.05 FTE); student support (\$30,000); operating expenses (\$6,334); administrative overhead (\$21,166). Figures are for Year 4.
- The Faculty would not require new resources for student services, practicum liability insurance, information technology or computers, or space, including laboratories. In each of Year 1 (\$10,000), Year 3 (\$11,000), and Year 4 (\$7,500), resources would be allocated for renovations of existing spaces, to accommodate enrolment growth.
- University Libraries can support the program with the purchase of additional books. Any additional materials that may be needed in future could be purchased or acquired through inter-library loan.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

The proposed M.A. in Music Research would, by creating an exceptional student experience, support the University's priorities for (i) Inspiring Minds through innovative and quality teaching, (ii) Driving Discovery and Insight through excellence in research, and (iii) Building Community that creates an outstanding learning and working environment.

IMPLICATIONS:

Establishment of the program would:

- enhance the scholarly excellence of the Faculty's undergraduate and graduate programming, including the existing Master of Music degree;
- allow Manitoba students to remain in the province while they continue their academic training in the areas of musicology and music theory;
- contribute to the provincial economy through employment of graduates within the province's diverse arts and culture industries.

ALTERNATIVES:

N/A

CONSULTATION:

This proposal is forwarded to the Board of Governors by Senate following consultation with the Senate Planning and Priorities Committee and Senate Executive Committee.

ROUTING TO THE BOARD OF GOVERNORS:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Faculty Council of the Faculty of Music</u>	<u>May 7, 2020</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Faculty Council of Graduate Studies</u>	<u>February 24, 2021</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Senate Planning and Priorities Committee</u>	<u>March 29, 2021</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Senate Executive Committee</u>	<u>May 5, 2021</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Senate</u>	<u>May 19, 2021</u>

SUBMISSION PREPARED BY: University Secretary on behalf of Senate

ATTACHMENTS:

- Report of the Faculty Council of Graduate Studies on Course, Curriculum and Regulation Changes
- Report of the Senate Planning and Priorities Committee on a Proposal for a Master of Arts in Music Research, Desautels Faculty of Music
- Proposal for a Master of Arts in Music Research

Report of the Faculty Council of Graduate Studies on Course, Curriculum and Regulation Changes

Preamble

1. The Faculty of Graduate Studies (FGS) has responsibility for all matters relating to the submission of graduate course, curriculum, program and regulation changes. Recommendations for such are submitted by the Faculty Council of Graduate Studies for the approval of Senate.
2. The Faculty Council of Graduate Studies met on the above date to consider a proposal from the Desautels Faculty of Music.

Observations

1. The **Desautels Faculty of Music** proposes a new program entitled Master of Arts in Music Research. Both the University of Manitoba and Brandon University offer a Master of Music degree (a performance-oriented degree), but this proposal addresses a significant lacuna for the Province of Manitoba and presents the first such Masters-level offering that focuses on graduate-level research in music, broadly in the areas of Musicology and Music Theory. One distinctive feature of the proposed program is the comprehensive, yet flexible nature of the program of study. On one hand, the degree prepares one for a broad range of arts-related employment opportunities; on the other, the degree strongly prepares graduates for the requirements of the primary Canadian Ph.D. programs in Musicology and Music Theory (specifically, UBC, Western Ontario, University of Toronto, Université Laval, McGill University, and Université de Montréal).

The M.A. in Music Research will require a total of 21 CH of study over two years. Students must complete a thesis or practicum. The proposal includes (6) course introductions.

Included in the attachments, please also find the external reviewers' report and unit response to the review.

Course Introductions

MUSC 7100 Proseminar in Musicology

+3

Survey of historiography and methodological approaches in musicology through critical examination of significant texts. Topics will include the history of the discipline, significant intellectual developments in the field, and key concepts in historical musicology and ethnomusicology.

MUSC 7120 Seminar in Musicology

+3

Advanced graduate seminar investigating selected topics in musicology and/or music history. The content of this course varies and may be repeated for credit only when the topic subtitle differs from one previously taken.

MUSC 7130 Seminar in Ethnomusicology

+3

Advanced graduate seminar investigating selected topics in ethnomusicology. The content of this course varies and may be repeated for credit only when the topic subtitle differs from one previously taken.

MUSC 7200 Proseminar in Music Theory	+3
A survey of methodological approaches in music theory and analysis, related to tonal and post-tonal music. Critical examination of significant texts and analysis of selected repertoire, highlighting connections between analysis and musical performance.	
MUSC 7210 Seminar in Music Theory and Analysis	+3
Advanced graduate seminar investigating selected topics in music theory and music analysis. The content of this course varies and may be repeated for credit only when the topic subtitle differs from one previously taken.	
MUSC 7240 Music Theory Pedagogy	+3
A practice-based graduate seminar on philosophies and methodologies used in teaching undergraduate music theory. Critical examination of pedagogical resources, teaching techniques, assessment, and curriculum design.	
<u>NET CREDIT HOUR CHANGE</u>	<u>+18</u>

Recommendations

Faculty Council of Graduate Studies recommends THAT the program proposal from the unit listed below be approved by Senate:

Desautels Faculty of Music

Respectfully submitted,

Dr. Kelley J. Main, Chair
Faculty Council of Graduate Studies

/ak

Report of the Senate Planning and Priorities Committee on a proposal for a Master of Arts in Music Research, Desautels Faculty of Music

Preamble:

1. The [terms of reference](#) of the Senate Planning and Priorities Committee (SPPC), which are found on the University Governance website, charge SPPC with making recommendations to Senate regarding proposed academic programs. The SPPC is further charged with making recommendations to the President and reporting to Senate on matters requiring prioritization including the prioritization of new or modified programs with significant resource requirements.
2. At its meeting on March 29, 2021, the SPPC considered a proposal from the Desautels Faculty of Music, to establish a Master of Arts in Music Research.
3. The Faculty Council of Graduate Studies endorsed the proposal at its meeting on February 24, 2021.

Observations:

1. The purpose of the Master of Arts in Music Research would be to prepare graduates (i) for further study in Doctoral programs in Musicology or Music Theory offered at other institutions or (ii) for employment in a broad range of careers, including in the arts and culture sector, education, publishing, media, and marketing, as detailed in section C-6 of the proposal.
2. Establishment of the program would enhance the scholarly excellence of the Faculty's undergraduate and graduate programming, including the Master of Music degree. It would also make it possible for Manitoba students to remain in the province while they continued their academic training in the areas of musicology and music theory. Graduates who remained in Manitoba would contribute to the economy through employment within the province's diverse arts and culture industries.
3. The M.A. in Music Research would be a two-year, course-based program that would require students to complete 21 credit hours of coursework plus a written thesis or practicum.
4. Requirements for admission would include graduation from Bachelor of Music, a Bachelor of Arts with a major in Music, or a related degree with a sufficient music background, with a minimum 3.0 Grade Point Average.
5. Establishment of the program would require the introduction of six (6) courses totaling 18 credit hours, as described in the proposal. The program would also make use of a small number of existing 7000- level courses. The new courses would also be available for students in the M.Mus. to complete toward their program, either as required or elective courses.
6. The maximum seat capacity would be four (4) students.
7. The Desautels Faculty of Music would not require new resources to fund the program. The total cost of delivering the program would be \$126,352, in Year 4. Revenue to support the program would be derived from the following sources (as of Year 4):
 - tuition and student fees, which would generate \$23,760 and \$5,104, respectively, assuming an enrolment of 6 students;

- existing resources in the Faculty (salaries and benefits for existing faculty and staff; \$68,851);
 - operating grant revenue (\$36,137).
8. Revenues identified in observation 7 would be allocated to the items indicated below (figures are for Year 4):
 - salary and benefits for existing academic staff (\$64,860), including an Excluded Academic Administrator (0.10 FTE), Associate or Assistant Professors or Senior Instructors (0.40 FTE), and a Librarian (0.05 FTE);
 - operating expenses (\$6,334);
 - student support (\$30,000);
 - indirect salary expenses (\$3,991) for an AESES support staff member (0.05 FTE);
 - administrative overhead (\$21,166).
 9. The Faculty has sufficient teaching resources to deliver the program, including five full-time faculty members with expertise in the areas of musicology and music theory. The Faculty would strategically reduce the number of upper-level undergraduate elective courses, in order to offer the additional graduate-level courses. Advanced undergraduate students might be permitted to enroll in selected 7000-level courses in musicology and music theory.
 10. The Faculty has indicated that additional resources would not be required to support any of the following: student services, practicum liability insurance, information technology, or computers, or space, including laboratories. In each of Year 1 (\$10,000), Year 3 (\$11,000), and Year 4 (\$7,500), resources would be allocated for renovations of existing spaces, to accommodate enrolment growth.
 11. University Libraries has indicated it can support the program with the purchase of additional books. Any additional materials that may be needed in future could be purchased or acquired through inter-library loan.
 12. On the basis of the SPPC's criteria for assigning priority to new programs / initiatives,¹ the Committee recommended that a high priority level be assigned to the proposal for a Master of Arts in Music Research. The Committee noted that the proposal responds to all six of the criteria that it considers when assigning a priority level to a proposal.

Recommendation:

The Senate Planning and Priorities Committee recommends:

THAT Senate approve and recommend to the Board of Governors that it approve a proposal to establish a Master of Arts in Music Research, Desautels Faculty of Music. The Senate Committee on Planning and Priorities recommends that the Provost and Vice-President (Academic) not implement the program until satisfied that there would be sufficient space and sufficient funding to support the ongoing operation of the program.

Respectfully submitted,

Professor David Watt, Chair
Senate Planning and Priorities Committee


¹ http://umanitoba.ca/admin/governance/media/SPPC_Assigning_Priorities_to_New_Programs-Initiatives.pdf

NEW PROGRAM OF STUDY

Under The Advanced Education Administration Act

Universities and colleges requesting approval for a **new** program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

UM INTERNAL REQUIREMENTS:

- 
1. Following unit approval* please submit the complete proposal electronically (.pdf single file) to both the Office of the Provost & Vice-President (Academic) and, for:
- Undergraduate Programs:** Office of the University Secretary (for Senate submission deadlines visit <http://umanitoba.ca/admin/governance/meetings/index.html>). Please also submit a **hard copy** version to the Office of the Secretary to their office as well.
- Graduate Programs:** Faculty of Graduate Studies (for timelines visit http://umanitoba.ca/faculties/graduate_studies/admin/program_approval_timeline.html).
- ALL Programs:** as preparation for submission to MET, please submit a .docx file of the proposal, an .xlsx file of the Financial Support Form and a .pdf file of all other supporting documents (letters of support, external reviews, etc.). Please date stamp these files for ease of tracking should any changes result from the Senate approval process and submit directly to the Provost's Office.
2. Along with the information requested in the proposal template, please **append** details on the following:
- MEDT /SPPC Financial Support Form** [available through the Office of the Provost & Vice-President (Academic)]
This form requires the signature of the Financial Planning Office. Please contact Giselle Martel, Executive Director, Financial Planning and Budgeting, for direction on completion of the form. Approval of the financial support form does not signify approval of any funding requests, either internally or from the province. Confirmation of resource availability and allocation of any new funds will be determined by the Provost at time of implementation.
 - Admission and/or transfer criteria** for the proposed program.
 - Course details** for required coursework, including title, course number, credit hours and calendar description. Highlight any proposed new courses and attach:
Undergraduate Programs: for SCCC Program and Course Change forms, as applicable, visit <http://umanitoba.ca/admin/governance/forms/index.html>
Graduate Programs: for course change forms visit http://umanitoba.ca/faculties/graduate_studies/admin/course_changes.html
 - Any **new academic regulations** for the program that are not currently addressed in existing faculty/college/school requirements.
 - Letters of support** from internal units that may be impacted by the proposed new program and any external letters of support as outlined below.
 - Library statement** of support.
 - Where applicable, a **transition plan** for current students entering the new program.
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, at Cassandra.Davidson@umanitoba.ca in the Office of the Provost and Vice-President (Academic).

*Note: the complete proposal, including all appendices, and associated program and course forms, should be submitted to departmental (as appropriate) and faculty/college/school approving bodies for review and approval, prior to submission to the Office of the University Secretary.

Revised December 2019.

SECTION A – PROPOSAL DETAILS

Institution: **UNIVERSITY OF MAITOBA**

Applicable faculties/department with responsibility for the program: Desautels Faculty of Music

If program is a joint program, list all participating institutions and the roles of each in delivering the proposed program:

Not a joint program

Program name: Music Research

Credential awarded: M.A.

Funding request: None

Office Use Only

One-time funding: _____

On-going funding: _____

Proposed start date: Fall 2022

List any critical issues that may impact the start date of the program: None

UM INTERNAL REQUIREMENT: Name of Person(s) responsible for the Program internally (please include contact information):

Dr. Edward Jurkowski

Dean, Desautels Faculty of Music

Dr. James Maiello

Associate Dean (Graduate Programs and Research) Desautels Faculty of Music

SECTION B – PROGRAM DESCRIPTION AND DELIVERY

B-1 Provide a general description of the program and its objectives: *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

The proposed MA in Music Research is a new graduate-level offering by the Desautels Faculty of Music. While both the University of Manitoba and Brandon University offer a Master of Music degree (a performance-oriented degree), the proposal addresses a significant lacuna for the Province of Manitoba and presents the first such Masters-level offering that focuses on graduate-level research in music, broadly in the areas of Musicology and Music Theory. One distinctive feature of the proposed program is the comprehensive, yet flexible nature of the program of study. On one hand, the degree prepares one for a broad range of arts-related employment opportunities, some of which are listed below under section C-6; on the other, the degree strongly prepares graduates for the requirements of the primary Canadian PhD programs in Musicology and Music Theory (specifically, UBC, Western Ontario, University of Toronto, Université Laval, McGill University, and Université de Montréal).

B-2 Length of Program: *(Define the length of the proposed program using measures appropriate to the schedule and delivery format. This will include total course credits and weeks/months, and, where relevant, hours and semesters of instruction)*

The program contains twenty-one (21) credit hours, apportioned over four (4) semesters during two academic years. The program is course-based, with a written thesis or practicum as a final requirement for the degree.

B-3 Intended outcomes of the program:

B-3.1 Describe how this program serves and advances the academic, cultural, social and economic needs and interests of students and the province:

The proposed MA in Music Research enriches the quality of graduate offerings of the University of Manitoba; concomitantly, the program will also enhance the scholarly excellence of our M.Mus. programs in music performance, conducting, and composition, and of our undergraduate music programs. More broadly, such a program would ensure that Manitobans would not need to leave the province to pursue such studies. Graduates would be able to contribute to the economy through employment within the province's diverse and robust arts and culture industries. This program also provides ideal preparation for students who intend to enter doctoral programs in music theory, musicology, ethnomusicology, and other related disciplines.

B-3.2 Describe the existing and anticipated post-secondary learning needs of students in Manitoba that this program addresses and responds to:

As there is no current MA in academic Music Research in the province of Manitoba, in the short term this proposed degree will be attractive to anyone who up to now would need to leave the province in order to pursue this area of graduate study. As the reputation of the program builds, we anticipate accepting students from elsewhere in Canada and beyond.

B-4 Mode of Delivery

B-4.1 Provide the total program length through one of the following measures:

21 Total credit hours

Total contact hours

Total courses

B-4.2 What proportion of the total program length (as indicated above) can be completed through the two following modes of delivery? *(Note that one or both selections can be offered up to the total program length.)*

Up to 100% In-person

Up to 100% Online

Although it is the intention of the DFOM that this program be undertaken in person, there will be no limit to the number of credit hours that may be completed online, subject to the availability of online course offerings (including required and elective courses).

B-5 Provide an overview of the suggested progression of courses on a year-by-year basis for the program from start to maturity. *(Course level detail is not necessary, however, please include credit hours/contract hours, proportion of upper level courses, clinical placements or practicums, or subject area requirements where applicable)*

The Desautels Faculty of Music is proposing to offer a MA degree in Music Research. Consistent with other

MA degrees, the degree requires 21 credit hours in 2 years of study, with a written thesis or practicum as the final requirement for the degree.

The required courses for the MA degree in Music Research include: GRAD 7300 Research Integrity Tutorial (0 CRH), GRAD 7500 Academic Integrity Tutorial (0 CRH), MUSC 7050 Bibliography & Research Methods (3 CRH), one (1) 7000-level Musicology course (3 CRH), and one (1) 7000-level Music Theory course (3 CRH).

The remaining program requirements include four (4) courses (that is, 12 CRH) from a list of offerings that include:

MUSC 7100 Proseminar in Musicology (3 CRH), MUSC 7120 Seminar in Musicology (3 CRH), MUSC 7130 Seminar in Ethnomusicology (3 CRH), MUSC 7200 Proseminar in Music Theory (3 CRH), MUSC 7210 Seminar in Music Theory/Analysis (3 CRH), MUSC 7240 Music Theory Pedagogy (3 CRH). At least 9 CRH must consist of 7000-level Musicology and/or Music Theory courses. Additional elective(s) would be assigned by advisement.

MA Degree in Music Research Entry, Continuation, and Graduation requirements:

To enter the MA Music Research degree program, a student must have completed a BMus, a BA with a major in music, or a related degree with sufficient music background at an accredited post-secondary institution recognized by the University of Manitoba. The minimum entering GPA is 3.0. Further, applicants need to submit two (2) samples of writing as part of their application materials.

To continue in the MA Music Research degree program, a student must maintain a minimum GPA of 3.0 in their coursework.

To graduate with the MA Music Research degree program, a student must obtain a minimum GPA of 3.0 in all required and optional courses that contribute to the degree and successfully defend their written thesis or practicum.

UM INTERNAL REQUIREMENT: please complete the chart below to provide an overview of suggested progression through the program (indicate pre-requisites and related credit hours). Outline options for specializations within this program [minor(s) and/or concentration(s)].

YEAR 1	YEAR 2
GRAD 7500: Academic Integrity Tutorial (0 CRH) GRAD 7300: Research Integrity Tutorial (0 CRH) MUSC 7050: Bibliography & Research Methods (3 CRH) 3 CRH from List A: 7000-level Musicology Courses: -MUSC 7100: Proseminar in Musicology (3 CRH) -MUSC 7120: Seminar in Musicology (3 CRH)* -MUSC 7130: Seminar in Ethnomusicology (3 CRH)* 3 CRH from List B: 7000-level Music Theory Courses -MUSC 7200: Proseminar in Music Theory (3 CRH) -MUSC 7210: Seminar in Music Theory/Analysis (3 CRH)* -MUSC 7240: Music Theory Pedagogy (3 CRH)	GRAD 7000: Master's Thesis (0 CRH) Or GRAD 7030: Master's Practicum (0 CHR)
6 CRH chosen from: List A: 7000-level Musicology Courses MUSC 7100: Proseminar in Musicology (3 CRH) MUSC 7120: Seminar in Musicology (3 CRH)* MUSC 7130: Seminar in Ethnomusicology (3 CRH)* List B: 7000-level Music Theory Courses: MUSC 7200: Proseminar in Music Theory (3 CRH) MUSC 7210: Seminar in Music Theory/Analysis (3 CRH)* MUSC 7240: Music Theory Pedagogy (3 CRH) Electives by advisement *Please note that the content for MUSC 7210 will change each time these courses are offered, allowing students repeat these courses for credit when the subtitle differs.	6 CRH chosen from: List A: 7000-level Musicology Courses MUSC 7100: Proseminar in Musicology (3 CRH) MUSC 7120: Seminar in Musicology (3 CRH)* MUSC 7130: Seminar in Ethnomusicology (3 CRH)* List B: 7000-level Music Theory Courses: MUSC 7200: Proseminar in Music Theory (3 CRH) MUSC 7210: Seminar in Music Theory/Analysis (3 CRH)* MUSC 7240: Music Theory Pedagogy (3 CRH) Electives by advisement *Please note that the content for MUSC 7120 will change each time these courses are offered, allowing students to repeat these courses for credit when the subtitle differs.
TOTAL CR. HRS: 15	TOTAL CR. HRS: 6

B-6 Will the program be available for part-time study?

Yes

B-7 Indicate if this program will have a cooperative education, work placement, internship or practicum component and provide any relevant details:

N/A

B-8 Intake Information

B-8.1 Projected enrolment for the first intake: 2 students

B-8.2 Maximum seat capacity (*Defined as first-year enrolment capacity*): By year 5 of the program we anticipate a first-year enrolment of four (4) students

B-8.3 Anticipated date of maturity:

09/2026

UM INTERNAL REQUIREMENT: please indicate the projected enrolment and graduates for the first 5 years of the program.

	Year 1	Year 2	Year 3	Year 4	Year 5
Enrolments	2	4	5	6	7
Graduates	0	2	2	3	3

SECTION C – INFORMATION REGARDING PROGRAM DEVELOPMENT PHASE

C-1 Describe how this new program aligns with the strategic plans of your institution:

The proposed MA in Music Research aligns with the goals of the U of Manitoba as a member of the U-15 Canadian institutions. More specifically, we seek to create an exceptional student experience with a program of study that situates directly with such pillars of the U of Manitoba’s strategic plan, including such priorities as “Inspiring Minds through Innovative and Quality Teaching,” “Driving Discovery and Insight through Excellence in Research, Scholarly Work and other Creative Activities,” and “Building Community that builds an Outstanding Working and Learning Environment.”

C-2 Outline the internal approval process (i.e. committees, governing bodies) for approving this new program of study within your institution and indicate any dates of decision. *(Governing Council, Board of Governors, Board of Regents, Senate, other)*

UM INTERNAL REQUIREMENTS: Please note date(s) of Faculty/College/School Approval. Approval dates through the governing bodies will be inserted by the Provost’s Office prior to submission to government.

UM Undergraduate Programs:

<u>Decision-Making Body</u>	<u>Date of Approval</u>
Faculty/College/School	_____
SCCC	_____
SPPC	_____
SCADM <i>(if applicable)</i>	_____
SCIE <i>(if applicable)</i>	_____
Senate Executive	_____
Senate	_____
Board of Governors	_____

UM Graduate Programs:

<u>Decision-Making Body</u>	<u>Date of Approval</u>
APC <i>(preliminary review)</i>	_____
External Review	_____
APC	_____
FGS Executive	_____
FGS Faculty Council	_____
SPPC	_____
Senate Executive	_____
Senate	_____
Board of Governors	_____

C-3 Responsibility to consult

c-3.1 If this program subject to mandatory review or approval by organizations external to the institution *(such as regulatory bodies, Apprenticeship Manitoba, etc.)*, please describe any consultation processes and provide copies of reports or letter from these organizations providing support:

N/A

c-3.2 What agencies, groups, or institutions have been consulted regarding the development of this program?

Note: this includes any consultation with internal UM units, academic or otherwise.

Internal to the U of M: The Office of the Provost

External to the U of M: We have examined every MA in music program west of Toronto and consulted with the primary Canadian institutions offering doctoral programs in Music Research—specifically, UBC, University of Toronto, Western University, University of Ottawa, University of Toronto, and McGill University.

C-3.3 How have students and faculty been informed of the intent to establish this program?

Verbal and email communication

C-4 List any similar programs offered in Manitoba: *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

Note: this includes any programs currently offered at UM.

There is no Masters- or Doctoral-level degree in Music Research in Manitoba.

C-4.1 Describe any specific laddering, articulation and/or credit transfer options for students that are anticipated in this program in Manitoba.

N/A

C-5 List any similar programs offered in Canada: *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

Between the west coast and the University of Western Ontario, the following institutions also offer an MA in the areas of Music Theory and/or Musicology: University of Victoria, UBC, University of Alberta, University of Calgary, University of Saskatchewan, and the University of Regina. From studying these programs, we strongly believe that our comprehensive and broad program provides a unique curricular opportunity, given our faculty complement and broad expertise, on which we wish to capitalize.

C-5.1 Describe any specific laddering, articulation and/or credit transfer options for students that are anticipated in this program in Canada.

As is typical for Master-level programs, an applicant's portfolio would be assessed to determine their suitability into the program. A laddering option for a student from another institution may be possible, but would be assessed on a case-by-case basis.

C-6 Describe the current and projected labour market demands in Manitoba for graduates of this Program:

(Provide such information as probable employment destinations or further educational opportunities available to graduates of this new program of study. Attach any formal reports such as those from Associations, Statistics Canada, Sector Councils, Industry or Regulators.)

One distinct pathway of the MA in Music Research is preparation for further study at the doctoral level. However, the breadth and generalist nature of the program of study prepares graduates for a comprehensive range of employment opportunities, including such diverse fields as:

Arts administrator

Arts consultant
Arts critic
Arts fund raiser
Arts consultant
Community arts worker
Educator
Freelance writer
Journalist
Marketing executive
Music librarian (via preparation for a Master of Library & Information Science and Management Information Systems)
Private tutor
Publishing editor
Talent agent
Television, radio, internet, or social media broadcaster
Television, radio, internet, or social media producer
A broad range of opportunities within Local, Provincial, and Federal Arts Council agencies

C-7 If copies of any internal or peer evaluations with respect to this new program of study are being provided with this proposal, please indicated how any issues identified by these evaluations have been addressed and attach any relevant documents as available:

N/A

SECTION D – REQUIRED RESOURCES AND FINANCIAL IMPLICATIONS

D-1 If one-time or pilot funding are being requested to support this new program of study, please identify the amount of funding being requested:

We are not asking for any funding for this program. Please see budget spreadsheet for details.

D-2 If ongoing funding being requested to support this new program of study, please identify the amount of funding being requested:

We are not asking for any funding for this program. Please see budget spreadsheet for details.

D-3 If new funding is not being requested, how will the program be funded?

The Desautels Faculty of Music will use existing resources to deliver and manage this program. For instance, some of the courses duplicate required courses in the MMus. The remainder of the program will be offered by strategically reducing the number of upper-level undergraduate electives. Rather than cross-listing undergraduate and graduate courses, advanced undergraduates may occasionally be permitted to enrol in selected 7000-level courses in musicology and music theory with the approval of the instructor and the Associate Dean responsible for undergraduate programs.

D-4 List any external sources of funding that will be used to support the implementation or delivery of this new program of study: *(Provide such information as agreements for funding from industry or external grants and indicate the anticipated length of time for each agreement.)*

None

D-5 What are the resource implications to the institution (budget, IT, library, laboratory, computer, space, practicum liability insurance, student services, etc) in delivering this new program of study?

The program of study can be accommodated within the workloads of the current Music Research faculty. Further, the program of study does not require additional IT, library, laboratory, computer, space, practicum liability insurance, or student services. In short, the resource implications of the proposed program of study are minimal.

D-6 Please describe new and existing staffing resources needed to provide this new program of study. *Include reallocation of existing faculty, hiring of new faculty, administrative and support services and any other considerations.*

There are five (5) full-time faculty available to provide this new program of study. There are four (4) administrative staff whose workloads will play some role with administering the undergraduate and MMus programs. The work associated with the proposed MA in Music Research can be accommodated within the portfolios of this administrative support.

In terms of specific costs, from our existing resources we will allocate FTEs as follows: 0.55 FTE Associate/Assistant Professor and 0.05 FTE of AESSES Support Staff. (NB: These costs represent average salaries.)

D-7 Provide a program implementation plan for the new program of study by academic year (start to maturity) that includes any elements to be phased in (e.g., new faculty hires, distribution of existing faculty and support staff) from launch to maturity:

Not applicable: the program of study can be accommodated within the workloads of the current Music Research faculty and the resources within the Desautels Faculty of Music.

Year 1

Year 2

Year 3

Year 4

D-8 Please describe the effect of this new program on existing capital infrastructure and equipment:

This new Program will not have any effect on existing capital infrastructure and equipment. The Desautels Faculty of Music has all the necessary resources, but as the program grows renovation of the existing spaces is required. This is to accommodate student growth.

D-9 If capital funding is being requested to support additional specialized program materials such as infrastructure or equipment required to provide this new program of study, please provide a detailed description of the use of this capital:

N/A

SECTION E– TUITION

E-1 What are the proposed tuition fees?

Students will be assessed one year (two terms) of graduate program fees, assessed at the standard university rate, followed by a continuing fee every term thereafter until program completion. In 2019-2020, the standard program fee was assessed at \$5,148*.

*Note that annual increases to tuition fees are subject to approval by the UM Board of Governors and limited by any constraints outlined in provincial legislation.

E-2 Please provide a rationale for the tuition fee proposed. *(For example, are these tuition fees comparable to tuition for existing programs within the academic unit or to tuition for similar programs offered at other institutions?)*

The proposed tuition fee aligns with the current fees for an MMus student.

E-3 Please describe any additional fees that would apply to a student in this program?

UM INTERNAL REQUIREMENTS: Please note any new course-fees proposed in support of this program. Please provide a rationale for any new fees. Are these fees comparable to fees for existing programs within the academic unit or for similar programs offered at other institutions?

N/A

E-4 Please describe any specific supports to encourage affordability and accessibility to the program:

The supports available are the same as those for existing programs in the Desautels Faculty of Music. Specifically, the Desautels Faculty of Music has endowments in place from which financial support can be generated. Additionally, Teaching Assistantships will be available for qualified students.

SECTION F – SIGNATURES

(A second signature section is provided for joint programs only)

SUBMITTED BY:

President:

Name:

Signature:

Date:

Vice-President/Academic:

Name:

Signature:

Date:

For use by joint programs only:

President:

Name:

Signature:

Date:

Vice-President/Academic:

Name:

Signature:

Date:

SUBMIT COMPLETED FORM

PROVOST’S OFFICE ONLY Once completed and signed, please submit this application form to Post-Secondary Education and Labour Market Outcomes at PSE-LMO@gov.mb.ca with the following attachments *(double-click to engage check box)*:

- | | |
|--------------------------|---|
| <input type="checkbox"/> | Cover letter |
| <input type="checkbox"/> | Program of Study Financial Form |
| <input type="checkbox"/> | Any supporting documentation <i>(reviews, letters of support, etc.)</i> |

If you have any questions or require further information, please contact:

Post-Secondary Education and Labour Market Outcomes
Manitoba Education and Training
400-800 Portage Avenue Winnipeg MB R3C 0C4
(204) 945-1833
PSE-LMO@gov.mb.ca



**Post-Secondary Education and Labour Market Outcomes
Program Proposal Financial Form**

Form Instructions:

1. When proposing a new program *Current Fiscal Year* (the first column) should be left blank, with the first year of the program starting in year 1.
2. When proposing a new program expansion *Current Fiscal* should be entered in the first column.
3. If a program reaches maturity prior to *Fiscal Year 4*, remaining fiscal year columns must still be completed so that *Ongoing Program Funding* can be calculated.
4. Fill in line items for revenue, expenditure, and capital as these pertain to the program. Examples are correspondently listed to the right of the table.
5. Ensure that line items account for overhead. For example, include the amount of tuition that the program will receive after administrative overhead.
6. Only fill out areas shaded in green, using cash accounting. The increment, on-going and total will self-populate accordingly.

Overview	
Institution:	University of Manitoba
Program Name:	MA (Music Research)
Contact Information:	Dr. Edward Jurkowski, Dean, Desautels Faculty of Music
Date:	

	Current Fiscal Year	Fiscal Year 1	Increment	Fiscal Year 2	Increment	Fiscal Year 3	Increment	Fiscal Year 4	Increment	Ongoing Program Funding
	(Enter 0's if new program)	Budget Yr. 1	(change from current year to year 1)	Budget Yr. 2	(change from year 1 to year 2)	Budget Yr. 3	(change from year 2 to year 3)	Budget Yr. 4	(change from year 3 to year 4)	
REVENUE INFORMATON										
Contribution from Institution		\$ 22,388	\$ 22,388	\$ 22,388	\$ -	\$ 36,137	\$ 13,749	\$ 36,137	\$ -	\$ 36,137
Tuition		\$ 10,296	\$ 10,296	\$ 13,965	\$ 3,669	\$ 20,712	\$ 6,747	\$ 23,760	\$ 3,048	\$ 23,760
Student Fees		\$ -	\$ -	\$ 3,000	\$ 3,000	\$ 3,195	\$ 195	\$ 5,104	\$ 1,909	\$ 5,104
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution from Unit (Existing Resources)		\$ 62,100	\$ 62,100	\$ 64,274	\$ 2,174	\$ 66,523	\$ 2,250	\$ 68,851	\$ 2,328	\$ 68,851
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
Total Revenue (A)	\$ -	\$ 94,784	\$ 94,784	\$ 103,627	\$ 8,843	\$ 126,567	\$ 22,940	\$ 133,852	\$ 7,285	\$ 133,852

Institution:	University of Manitoba
Program Name:	MA (Music Research)
Contact Information:	Dr. Edward Jurkowski, Dean, Desautels Faculty of Music
Date:	

	Current Fiscal Year	Fiscal Year 1	Increment	Fiscal Year 2	Increment	Fiscal Year 3	Increment	Fiscal Year 4	Increment	Ongoing Program Funding
	(Enter 0's if new program)	Budget Yr. 1	(change from current year to year 1)	Budget Yr. 2	(change from year 1 to year 2)	Budget Yr. 3	(change from year 2 to year 3)	Budget Yr. 4	(change from year 3 to year 4)	
EXPENDITURE INFORMATON										
New Academic Salaries - Direct		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Existing Academic Salaries - Direct		\$ 58,500	\$ 58,500	\$ 60,548	\$ 2,048	\$ 62,667	\$ 2,119	\$ 64,860	\$ 2,193	\$ 64,860
New Professional/Support Salaries - Direct		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Existing Professional/Support Salaries - Direct		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses		\$ 6,420	\$ 6,420	\$ 6,925	\$ 505	\$ 6,989	\$ 64	\$ 6,334	\$ (655)	\$ 6,334
Student Support		\$ 10,000	\$ 10,000	\$ 20,000	\$ 10,000	\$ 25,000	\$ 5,000	\$ 30,000	\$ 5,000	\$ 30,000
Indirect Salary Expenses		\$ 3,600	\$ 3,600	\$ 3,726	\$ 126	\$ 3,856	\$ 130	\$ 3,991	\$ 135	\$ 3,991
Administrative Overhead		\$ 6,831	\$ 6,831	\$ 12,429	\$ 5,598	\$ 17,055	\$ 4,627	\$ 21,166	\$ 4,111	\$ 21,166
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
Total Expenditures (B)		\$ -	\$ 85,351	\$ 103,627	\$ 18,276	\$ 115,567	\$ 11,940	\$ 126,352	\$ 10,784	\$ 126,352

Institution:	University of Manitoba									
Program Name:	MA (Music Research)									
Contact Information:	Dr. Edward Jurkowski, Dean, Desautels Faculty of Music									
Date:										
	Current Fiscal Year	Fiscal Year 1	Increment	Fiscal Year 2	Increment	Fiscal Year 3	Increment	Fiscal Year 4	Increment	Ongoing Program Funding
	(Enter 0's if new program)	Budget Yr. 1	(change from current year to year 1)	Budget Yr. 2	(change from year 1 to year 2)	Budget Yr. 3	(change from year 2 to year 3)	Budget Yr. 4	(change from year 3 to year 4)	
CAPITAL INFORMATON										
Major Equipment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Renovations		\$ 10,000	\$ 10,000	\$ -	\$ (10,000)	\$ 11,000	\$ 11,000	\$ 7,500	\$ (3,500)	\$ 7,500
Furniture		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
Total Capital (C)	\$ -	\$ 10,000	\$ 10,000	\$ -	\$ (10,000)	\$ 11,000	\$ 11,000	\$ 7,500	\$ (3,500)	\$ 7,500
Revenue less Expenditures and Capital (A-(B+C))	\$ -	\$ (567)	\$ (567)	\$ (0)	\$ 567	\$ (0)	\$ 0	\$ 0	\$ 1	\$ 0
Funding Request		\$ -		\$ -		\$ -		\$ -		

**SENATE PLANNING AND PRIORITY COMMITTEE (SPPC)
New Program Approval - Financial Form**

FACULTY / SCHOOL Desautels Faculty of Music

PROGRAM MA (Music Research)

1. STAFFING REQUIREMENTS (FTE)	Year 1	Year 2	Year 3	Year 4	Year 5
New Academic Positions (FTE) (Appendix A)	-	-	-	-	-
New Professional and Support Positions (FTE) (Appendix A)	-	-	-	-	-
New Indirect Staff (FTE) (Appendix A)	-	-	-	-	-
Subtotal Staffing Requirements (FTE)	-	-	-	-	-

2. PROGRAM COSTS

Direct Program Costs

New Academic Salaries (incl bpl) (Appendix A)	\$ -	\$ -	\$ -	\$ -	\$ -
Existing Academic Salaries (incl bpl) (Appendix A)	58,500	60,548	62,667	64,860	67,130
New Professional/Support Salaries (incl bpl) (Appendix A)	-	-	-	-	-
Existing Professional/Support Salaries (incl bpl) (Appendix A)	-	-	-	-	-
Operating Expenses (Appendix B)	6,420	6,925	6,989	6,334	7,776
Student (Graduate/Undergraduate) Support (Appendix C)	10,000	20,000	25,000	30,000	35,000
Major Equipment (Appendix D)	-	-	-	-	-
Vehicles (Appendix D)	-	-	-	-	-
Renovations (Appendix D)	10,000	-	11,000	7,500	20,000
Furniture (Appendix D)	-	-	-	-	-
Other Capital (Appendix D)	-	-	-	-	-
Subtotal Direct Program Costs	\$ 84,920	\$ 87,473	\$ 105,656	\$ 108,694	\$ 129,906

Indirect Program Costs

New Indirect Salary Expenses (incl bpl) (Appendix A)	\$ -	\$ -	\$ -	\$ -	\$ -
Existing Indirect Salary Expenses (incl bpl) (Appendix A)	3,600	3,726	3,856	3,991	4,131
Tax on Grant and Tuition Revenue	5,801	5,920	9,524	9,726	13,907
Administrative Overhead	1,030	1,097	1,752	1,866	2,649
Subtotal Indirect Program Costs	\$ 10,431	\$ 10,743	\$ 15,132	\$ 15,583	\$ 20,687

Total Program Costs (Direct & Indirect)	\$ 95,351	\$ 98,215	\$ 120,787	\$ 124,277	\$ 150,593
---	------------------	------------------	-------------------	-------------------	-------------------

3. ENROLMENT	Year 1	Year 2	Year 3	Year 4	Year 5
Expected Enrolment (headcount)	2	4	5	6	7
Expected Enrolment (credit hours)	24	48	60	72	84

4. PROGRAM REVENUE ALLOCATED TO FACULTY/SCHOOL					
Operating Grant Revenue (see note)	\$ 22,388	\$ 22,388	\$ 36,137	\$ 36,137	\$ 51,856
Tuition Revenue (Appendix E)					
• Credit Hour Based					
Undergraduate	-	-	-	-	-
Graduate	-	-	-	-	-
• Program Based	10,296	10,965	17,517	18,656	26,491
• Program/Course Specific Fees	-	-	-	-	-
• Other Compulsory Student Fees	567	588	610	633	985
Other revenue	-	-	-	-	-
Total Program Revenue	\$ 33,251	\$ 33,941	\$ 54,264	\$ 55,426	\$ 79,332

5. EXISTING RESOURCES					
From Operations:					
Academic Salaries (Appendix A)	\$ 58,500	\$ 60,548	\$ 62,667	\$ 64,860	\$ 67,130
Professional and Support Salaries (Appendix A)	-	-	-	-	-
Indirect Salaries (Appendix A)	3,600	3,726	3,856	3,991	4,131
Current/prior years surplus (carryover)					
From Other Sources:					
Subtotal Existing Resources	\$ 62,100	\$ 64,274	\$ 66,523	\$ 68,851	\$ 71,261

6. Program shortfall (surplus) (Program Costs -Program Revenue - Existing Resources)	\$ 0	\$ 0	\$ 0	\$ (0)	\$ (0)
--	-------------	-------------	-------------	---------------	---------------

SPPC Form

Internal Funds Requested through Strategic Allocation					
Funds Requested of the Provincial Government					
Balance (should be zero)	\$ 0	\$ 0	\$ 0	\$ (0)	\$ (0)

Kanchana Sankar

May 4, 2020

Submitted by Faculty/School Budget Officer (signature)

Date

Kelley Main, Acting Dean, FGS

March 1, 2021

Reviewed by Graduate Studies Business Manager

(For graduate program submissions only)

Date

Chester Wojciechowski

May 5, 2020

Reviewed by University Budget Officer (signature)

Date

Average Salary Increase 3.5%
Average Benefits and Pay Levy 20%

Appendix A - Salary Expenses

**SENATE PLANNING AND PRIORITY COMMITTEE
NEW PROGRAM APPROVAL PROCESS**

	Year 1		Year 2		Year 3		Year 4		Year 5	
	FTE	Total Salary	FTE	Total Salary	FTE	Total Salary	FTE	Total Salary	FTE	Total Salary
NEW										
Academic										
Excluded Academic Admin	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -
Professor	-	-	-	-	-	-	-	-	-	-
Assoc/Asst Professor or Senior Instructor	-	-	-	-	-	-	-	-	-	-
Lecturer/Instructor/Sessionals	-	-	-	-	-	-	-	-	-	-
Librarians	-	-	-	-	-	-	-	-	-	-
Teaching Assistants	-	-	-	-	-	-	-	-	-	-
Subtotal New Academic Salaries	-	-	-	-	-	-	-	-	-	-
Benefits and Pay Levy		-		-		-		-		-
Total New Academic Salaries (including BPL)	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -
Professional and Support Staff										
EMAPS	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -
AESES	-	-	-	-	-	-	-	-	-	-
CUPE TA's	-	-	-	-	-	-	-	-	-	-
Subtotal New Professional and Support Staff	-	-	-	-	-	-	-	-	-	-
Benefits and Pay Levy		-		-		-		-		-
Total New Professional and Support Staff (incl. BPL)	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -
Indirect Staff (Within your faculty/school)										
EMAPS	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -
AESES	-	-	-	-	-	-	-	-	-	-
CUPE TA's	-	-	-	-	-	-	-	-	-	-
Subtotal New Indirect Staff	-	-	-	-	-	-	-	-	-	-
Benefits and Pay Levy		-		-		-		-		-
Total New Indirect Staff (including BPL)	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -
Total New Staff		<u>\$ -</u>		<u>\$ -</u>		<u>\$ -</u>		<u>\$ -</u>		<u>\$ -</u>

Appendix A - Salary Expenses

**SENATE PLANNING AND PRIORITY COMMITTEE
NEW PROGRAM APPROVAL PROCESS**

EXISTING (Within your faculty/school)	Year 1		Year 2		Year 3		Year 4		Year 5	
	FTE	Total Salary	FTE	Total Salary	FTE	Total Salary	FTE	Total Salary	FTE	Total Salary
Academic										
Excluded Academic Admin	0.10	\$ 9,000	0.10	\$ 9,315	0.10	\$ 9,641	0.10	\$ 9,978	0.10	\$ 10,328
Professor	-	-	-	-	-	-	-	-	-	-
Assoc/Asst Professor or Senior Instructor	0.40	36,000	0.40	37,260	0.40	38,564	0.40	39,914	0.40	41,311
Lecturer/Instructor/Sessionals	-	-	-	-	-	-	-	-	-	-
Librarians	0.05	3,750	0.05	3,881	0.05	4,017	0.05	4,158	0.05	4,303
Teaching Assistants	-	-	-	-	-	-	-	-	-	-
Subtotal Existing Academic Salaries	0.55	48,750	0.55	50,456	0.55	52,222	0.55	54,050	0.55	55,942
Benefits and Pay Levy		9,750		10,091		10,444		10,810		11,188
Total Existing Academic Salaries (including BPL)	0.55	\$ 58,500	0.55	\$ 60,548	0.55	\$ 62,667	0.55	\$ 64,860	0.55	\$ 67,130
Professional and Support Staff										
EMAPS	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -
AESES	-	-	-	-	-	-	-	-	-	-
CUPE TA's	-	-	-	-	-	-	-	-	-	-
Subtotal Existing Professional and Support Staff	-	-	-	-	-	-	-	-	-	-
Benefits and Pay Levy		-		-		-		-		-
Total Existing Professional and Support Staff (incl. BPL)	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -
Indirect Staff										
EMAPS	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -
AESES	0.05	3,000	0.05	3,105	0.05	3,214	0.05	3,326	0.05	3,443
CUPE TA's	-	-	-	-	-	-	-	-	-	-
Subtotal Existing Indirect Staff	0.05	3,000	0.05	3,105	0.05	3,214	0.05	3,326	0.05	3,443
Benefits and Pay Levy		600		621		643		665		689
Total Existing Indirect Staff (including BPL)	0.05	\$ 3,600	0.05	\$ 3,726	0.05	\$ 3,856	0.05	\$ 3,991	0.05	\$ 4,131
Total Existing Staff		\$ 62,100		\$ 64,274		\$ 66,523		\$ 68,851		\$ 71,261
GRAND TOTAL		\$ 62,100		\$ 64,274		\$ 66,523		\$ 68,851		\$ 71,261

Appendix B - Operating Expenses

**SENATE PLANNING AND PRIORITY COMMITTEE
NEW PROGRAM APPROVAL PROCESS**

<u>Direct Expenses</u>		<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
700BGT	Travel - Budget (includes visiting speakers, orientation, research day)	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
701BGT	Hospitality - Budget	\$ -	\$ -	\$ -	\$ -	\$ -
704BGT	Printing and Duplicating - Budget	\$ 200	\$ 400	\$ 500	\$ 500	\$ 500
706BGT	Consumable Materials/Supplies Budget (includes computers)	\$ -	\$ -	\$ -	\$ -	\$ -
708BGT	Telecommunications - Budget					
710BGT	Other Expenses (Nonconsumable) Budget	\$ 1,220	\$ 1,525	\$ 1,489	\$ 834	\$ 2,276
713BGT	Insurance - Budget	\$ -	\$ -	\$ -	\$ -	\$ -
716BGT	Externally Contracted Serv - Budget	\$ -	\$ -	\$ -	\$ -	\$ -
718BGT	Professional Fees - Budget	\$ -	\$ -	\$ -	\$ -	\$ -
740BGT	Repairs and Maintenance - Budget	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal Direct Operating		\$ 6,420	\$ 6,925	\$ 6,989	\$ 6,334	\$ 7,776

Appendix C - Student Support

**SENATE PLANNING AND PRIORITY COMMITTEE
NEW PROGRAM APPROVAL PROCESS**

<u>Graduate / Undergraduate Support Expense</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
7700 Scholarships	\$ 10,000	\$ 20,000	\$ 25,000	\$ 30,000	\$ 35,000
7710 Bursaries	\$ -	\$ -	\$ -	\$ -	\$ -
7720 Awards					
Subtotal Operating	\$ 10,000	\$ 20,000	\$ 25,000	\$ 30,000	\$ 35,000

Appendix D - Capital Costs

**SENATE PLANNING AND PRIORITY COMMITTEE
NEW PROGRAM APPROVAL PROCESS**

Capital Item	Year 1			Year 2			Year 3			Year 4			Year 5		
	QTY	Unit Cost	Total	QTY	Unit Cost	Total	QTY	Unit Cost	Total	QTY	Unit Cost	Total	QTY	Unit Cost	Total
Major Equipment	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -
Vehicles	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -
Renovations	1.00	\$10,400	\$ 10,000			\$ -	1.00	\$11,000	\$ 11,000	1.00	\$ 7,500	\$ 7,500	1.00	\$20,000	\$ 20,000
Furniture	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -	-	\$ -	\$ -
Other (<i>list</i>)			-			-			-			-			-
...															
Subtotal Operating		<u>\$ -</u>			<u>\$ -</u>		<u>\$ 11,000</u>			<u>\$ 7,500</u>			<u>\$ 20,000</u>		

**SENATE PLANNING AND PRIORITY COMMITTEE
NEW PROGRAM APPROVAL PROCESS**

1. EXPECTED ENROLMENT	Year 1	Year 2	Year 3	Year 4	Year 5
Headcount					
Undergraduate	-	-	-	-	-
Graduate	2	2	3	3	4
Graduate (continuing only)	-	2	2	3	3
Credit Hours					
Undergraduate	-	-	-	-	-
Graduate	24	48	60	72	84

2. TUITION REVENUE GENERATED BY THE PROGRAM					
• Credit Hour Based - (enter credit hour rate in yr 1)	\$ -	\$ -	\$ -	\$ -	\$ -
Undergraduate	-	-	-	-	-
Graduate	-	-	-	-	-
• Program Based - (enter annual program fee in yr 1)	\$ 5,148	\$ 5,483	\$ 5,839	\$ 6,219	\$ 6,623
Undergraduate	-	-	-	-	-
Graduate	10,296	10,965	17,517	18,656	26,491
Total Tuition Fees	\$ 10,296	\$ 13,965	\$ 20,712	\$ 23,760	\$ 31,927
• Continuing Fee - (enter annual continuing fee in yr 2)		\$ 1,500	\$ 1,598	\$ 1,701	\$ 1,812
Graduate	-	3,000	3,195	5,104	5,436
• Program/Course Specific Fees					
Lab Fees - (enter amount in applicable years)					
Field Trip Fees - (enter amount in applicable years)					
(Fee description/rate)					

..... (add as required)...						
..... (add as required)...						
Total Program/Course Specific Fees	\$	-	\$	-	\$	-

TOTAL TUITION AND FEES GENERATED BY THE PROGRAM	\$	10,296	\$	16,965	\$	23,907	\$	28,864	\$	37,362
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3. TUITION REVENUE ALLOCATED TO THE FACULTY										
• Credit Hour Based - Undergraduate (enter amount)										
• Credit Hour Based - Graduate		-		-		-		-		-
• Program Based		10,296		10,965		17,517		18,656		26,491
• Program/Course Specific Fees		-		-		-		-		-
• Other Compulsory Student Fees (enter amount)		567		588		610		633		985
TOTAL TUITION REVENUE ALLOCATED TO THE FACULTY	\$	10,863	\$	11,553	\$	18,127	\$	19,289	\$	27,476

Acct	Expense	Year 1	Year 2	Year 3	Year 4	Year 5
700BGT	Travel and Conferences	\$ -	\$ -	\$ -	\$ -	\$ -
7001	Travel Academic					
7002	Travel Administration					
7003	Relocation					
7004	Staff Recruitment					
7005	Field Trips					
7006	Team Travel					
7007	Local Travel					
7009	Student Recruitment					
7010	Student Travel					
7130	Airfare					
7131	Accommodation					
7132	Meals (Per Diem-No receipts)					
7133	Meals (with receipts)					
7134	Mileage (Km's)					
7135	Parking					
7136	Car Rental					
7137	Conference Registration					
7138	Taxis					
7139	Misc Travel/Incidentals					
7676	Hospitality					
704BGT	Printing and Duplicating - Budget	\$ -	\$ -	\$ -	\$ -	\$ -
7040	Printing					
7041	Copying					
706BGT	Consumable Materials/Supplies Budgt	\$ -	\$ -	\$ -	\$ -	\$ -
7060	Office Supplies					
7061	Lab Supplies					
7062	Audio Visual Supplies					
7063	Agricultural Supplies					
7064	Safety Supplies					
7065	Sports and Athletic Supplies					
7066	Books and Subscriptions					
7067	Other Supplies					
7068	Computing Supplies					
7069	Maintenance and Cleaning Supplies					
7070	Dental Supplies					
7071	Equipment Foreign Operations					
7072	Supplies Foreign Operations					
708BGT	Telecommunications - Budget	\$ -	\$ -	\$ -	\$ -	\$ -
7080	IST Telecommunications					
7082	Physical Plant Postage					
7085	Departmental Communications					

Acct	Expense	Year 1	Year 2	Year 3	Year 4	Year 5
710BGT	Other Expenses (Nonconsumable) Budget	\$ -	\$ -	\$ -	\$ -	\$ -
7100	Affiliated Personnel Costs					
7101	Professional Development					
7102	Professional Memberships					
7103	Conferences/Events Hosted by U of M					
7104	Other Services					
7106	Bad Debts					
7107	Advertising and Promotion					
7108	Licenses and Permits					
7109	Software Maintenance					
7110	Staff Benefits					
7111	Other Non-Consumable Expenses					
7114	Internal Financing Expense					
7116	Internal Services Expense					
718BGT	Professional and External Services	\$ -	\$ -	\$ -	\$ -	\$ -
7160	Externally Contracted Services					
7180	Professional Fees					
7185	Investment Management Expenses					
740BGT	Repairs and Maintenance	\$ -	\$ -	\$ -	\$ -	\$ -
7400	Equipment Repairs & Maintenance					
7401	Building Repairs & Maintenance					
7402	Equipment Rental					
7403	Grounds Maintenance					

Existing Courses used in Proposed M.A. in Music Research

Existing GRAD Courses (with Academic Calendar Descriptions)

GRAD 7000 Master's Thesis (0 CRH)

Should show in general, that the student has mastery of the field and is fully conversant with relevant literature. The process, schedule, format, and style must meet the requirements of the Faculty of Graduate Studies. After approval of the thesis by the thesis examining committee and the completion of any revisions required by that committee, two copies of the thesis must be submitted to the Graduate Studies general office. Thesis students must pass an oral examination on the subject of the thesis and matters relating thereto as prescribed by the department. This course is graded pass/fail.

GRAD 7030 Master's Practicum (0 CRH)

Takes the form of an exercise in the practical application of knowledge and skills, involving the careful definition of a problem and a report on the results in a manner suitable for evaluation by an examining committee. This course is graded pass/fail.

GRAD 7300 Research Integrity Tutorial (0 CRH)

In a highly interactive environment, participants will be exposed to practical advice on how to deal with challenging situations that may arise while doing research within their own area of expertise. The course also addresses the latest standards, codes, and policies in the responsible conduct of research both locally and globally. Online tutorial delivered through UM Learn with no pre- or co-requisites. This course graded on a pass/fail basis.

GRAD 7500 Academic Integrity Tutorial (0 CRH)

New and continuing Masters and Doctoral students will learn about academic integrity by participating in online tutorials. A brief learning-check will be written after the tutorials have been viewed. Students newly admitted to a graduate program must successfully complete this course within the first term of registration. The course grade is a pass/fail.

Existing MUSC Course (with Academic Calendar Description)

MUSC 7050 Bibliography and Research Methods (3 CRH)

The techniques of bibliography and research methods in music are studied through research projects in selected areas relevant to each student's major field of study. Skill is developed in the use of primary and secondary sources, expository writing and documentation.

Course Proposals (with Academic Calendar Description)

MUSC 7100 Proseminar in Musicology

+3

Survey of historiography and methodological approaches in musicology through critical examination of significant texts. Topics will include the history of the discipline, significant intellectual developments in the field, and key concepts in historical musicology and ethnomusicology.

MUSC 7120 Seminar in Musicology +3
Advanced graduate seminar investigating selected topics in musicology and/or music history. The content of this course varies and may be repeated for credit only when the topic subtitle differs from one previously taken.

MUSC 7130 Seminar in Ethnomusicology +3
Advanced graduate seminar investigating selected topics in ethnomusicology. The content of this course varies and may be repeated for credit only when the topic subtitle differs from one previously taken.

MUSC 7200 Proseminar in Music Theory +3
A survey of methodological approaches in music theory and analysis, related to tonal and post-tonal music. Critical examination of significant texts and analysis of selected repertoire, highlighting connections between analysis and musical performance.

MUSC 7210 Seminar in Music Theory and Analysis +3
Advanced graduate seminar investigating selected topics in music theory and music analysis. The content of this course varies and may be repeated for credit only when the topic subtitle differs from one previously taken.

MUSC 7240 Music Theory Pedagogy +3
A practice-based graduate seminar on philosophies and methodologies used in teaching undergraduate music theory. Critical examination of pedagogical resources, teaching techniques, assessment, and curriculum design.

Total Credit Hour Value of Course Proposals +18

12 August 2020

Kelley Main, Ph.D.
Associate Dean (Social Sciences & Humanities)
Faculty of Graduate Studies
500 University Centre
University of Manitoba
Winnipeg, MB R3T 2N2

Dear Dr. Main:

As requested in Andrea Kailer's 4 August 2020 email to Dr. Edward Jurkowski, please find attached a draft of the Supplementary Regulations for the proposed M.A. in Music Research. The proposed degree differs substantially from the M.Mus. programs currently offered in the Desautels Faculty of Music (DFOM) in its closer alignment with standard academic graduate programs in the humanities. As such, I have developed Supplementary Regulations distinct from these M.Mus. programs. These Supplementary Regulations were endorsed by the DFOM Faculty Council on 12 August 2020.

Regarding Bona Fide Academic Requirements (BFARS) for the proposed M.A. in Music Research, the DFOM Faculty Council also endorsed on 12 August 2020 the adoption of the Faculty of Graduate Studies Bona Fide Academic Requirements without supplement. Please note that this endorsement applies only to the proposed M.A. in Music Research. M.Mus. programs will continue to adhere to the supplemental BFARS created for the M.Mus. in 2018.

Please contact me should you have questions or concerns, or should you require additional information.

Many thanks for your attention to this proposal. I look forward to working with the Programs & Guidelines Committee to strengthen the substance of the program and the language of the policy documents.

Sincerely,



James V. Maiello, Ph.D.
Associate Dean (Graduate Programs & Research)
Desautels Faculty of Music

cc: Dr. Edward Jurkowski, Dean, Desautels Faculty of Music
Ms. Andrea Kailer, Assistant to the Associate Deans & Program Coordinator, FGS

The Faculty of Graduate Studies Academic Guide contains all the rules and policies pertaining to the Faculty of Graduate Studies. Adherence to these rules is of utmost importance for the effective functioning/operation of programs and for guiding and monitoring the progress of students. The integrity of the process is at stake. The major goal of this guide is to prevent potential problems that may affect the completion of a student's program. It is the responsibility of students and the department/unit offering a graduate program to read and follow the policies contained herein.

All regulations as laid out in the Faculty of Graduate Studies Academic Guide are subject to revision by the appropriate bodies of the Faculty of Graduate Studies. This compendium is presented as the most recent set of regulations as a guideline for students and staff. Individual departments/units may have additional regulations that supplement these general regulations. All such supplementary procedures and regulations must be approved as specified by the By-Laws of the Faculty of Graduate Studies, be published and available to students, and kept on file in the Faculty of Graduate Studies Office.

For those programs that are administered through a Faculty (as opposed to a Department) the term "Department" should be substituted by "Unit" within this document (i.e. Department Head becomes Unit Head.)

PREFACE

The Faculty of Graduate Studies is a pan-University faculty charged with the oversight of the administration of all graduate programs at the University. Therefore these regulations apply to all graduate students in all programs in all academic units. Individual units may require specific requirements above and beyond those in the following document, and students should consult unit supplementary regulations for these specific regulations. All unit supplementary regulations require approval of the Faculty of Graduate Studies.

Definitions

The "Dean, Faculty of Graduate Studies" shall be taken to mean the Dean, Faculty of Graduate Studies or designate.

"Unit" shall be taken to mean the academic unit where the graduate student is pursuing his/her studies. Generally, this is the department. For Faculty-based programs, the Dean is the *de facto* Head of the unit. The term "unit" shall also include Schools of Faculties within the University. The Dean of the Faculty of Graduate Studies is the *de facto* Head of interdisciplinary programs administered by the Faculty of Graduate Studies. The Head of any unit may designate any of his/her responsibilities in this policy to another member of the unit, such as the Graduate Chair.

1.1 Application and Admission Procedures

The application (and all required documentation) is to be submitted directly to the Faculty of Graduate Studies via the online application system. **Applicants should contact the department/unit to which they are applying for the procedures and requirements of that department/unit.** Contact information for each unit can be

Desautels Faculty of Music
University of Manitoba
150 Dafoe Road—Taché Arts Complex

Winnipeg, MB R3T 2N2

www.music.umanitoba.ca

found at http://umanitoba.ca/faculties/graduate_studies/admissions/programs/index.html.

1.1.1 Process:

1.1.1 (a) A completed official application for admission form must be submitted, together with the application fee and supporting documentation, to the Faculty of Graduate Studies, via the online application system.

NOTE: International students must pay special attention to the appropriate requirements with respect to transcripts (see application form for details).

1.1.1 (b) Applications are subsequently reviewed by the unit offering the program which will decide whether the applicant meets the unit's criteria including, but not limited to, availability of advisors, space, and facilities.

1.1.1 (c) Notification of recommended/rejected applications is sent by the Head of the unit to the Faculty of Graduate Studies. Applications recommended for admission are checked to determine if they meet the Faculty of Graduate Studies' eligibility requirements. The Faculty of Graduate Studies then notifies applicants of their acceptance or rejection.

Applicants to the M.A. in Music Research must submit two (2) academic writing samples as part of their application materials. Writing samples should provide evidence of the student's research and writing skills.

1.1.2 Deadlines for Recommended Applications (from Departments/Units to the Faculty of Graduate Studies)

The following are the deadlines for receipt by the Faculty of Graduate Studies of recommendations from departments/units.

Term	Start Date	Canadian/US	International
FALL	September	July 1	April 1
WINTER	January	November 1	August 1
SUMMER	May	March 1	December 1

IMPORTANT: These are not application deadlines. Applicants are **required** to submit the application and documentation to the Faculty of Graduate Studies to meet the application deadline in place for a particular department/unit. Applicants are advised to confirm the deadline of the department/unit to which the application is being made; deadlines can be found on the application program page at http://umanitoba.ca/faculties/graduate_studies/admissions/programs/index.html.

Deadlines for receipt by the Faculty of Graduate Studies Office for applications and all supporting material:

Session	Start Date	Canadian/US	International
Fall	September	December 1	December 1
Winter	January	June 15	June 15
Summer	N/A	N/A	N/A

1.1.3 Application Fee

A \$100.00 (CDN) non-refundable fee must accompany admission applications from all Canadian, Permanent Resident, and International applicants. The Physician Assistant Studies and Orthodontics programs charge an additional fee of \$25 and \$50, respectively.

1.1.4 Transcripts

Unofficial copies of transcripts and final degree certificates are acceptable for initial assessment and provisional admission purposes. Upon admission to the Faculty of Graduate Studies, applicants must arrange for official transcripts from all post-secondary institutions attended to be sent to the Faculty of Graduate Studies, within

<p>specific test or test scores greater than those indicated above. Students should check department/unit supplementary regulations for details.</p>	
<p>1.1.8 English Language Proficiency Test Exemption List</p> <p>Applicants holding secondary school diplomas and/or recognized university degrees from countries on the Faculty of Graduate Studies English Language exemption list are not required to submit an English Language Proficiency score. For more information please see our website at http://umanitoba.ca/faculties/graduate_studies/admissions/english_exemption_list.htm</p>	
<p>1.1.9 Letters of Recommendation</p> <p>Letters of Recommendation are to be completed via the online application. Applicants are required to add their 'Recommendation Provider(s)' contact information so that each recommender is sent an automated email notification.</p> <p>Generally, two (2) Letters of Recommendation must be submitted to the Faculty of Graduate Studies. For the number of recommendation letters necessary, applicants should review their specific Program webpage at http://umanitoba.ca/faculties/graduate_studies/admissions/programs/index.html.</p>	
<p>1.1.10 Admission Tests</p> <p>Some departments/units require admissions tests, such as the Graduate Record Examination (GRE®) or the Graduate Management Aptitude Test (GMAT™). These requirements are listed in the supplementary regulations of the particular department/unit, and if required, the scores must be submitted at the time of application.</p>	<p>Students admitted to the M.A. in Music Research program must demonstrate knowledge of music theory and music history comparable to that of B.Mus. graduates of the Desautels Faculty of Music. This will normally be assessed by diagnostic examinations administered in the week preceding the first week of classes in the Fall semester. Appropriate review materials will be made available to students in advance of the diagnostic examinations. Examinations will be evaluated by members of the music theory and musicology faculty, respectively.</p> <p>Incoming graduate students who do not achieve satisfactory results on any portion of these diagnostic examinations may be required to undertake remediation. Such remediation will normally take the form of successful completion of undergraduate coursework, normally not to exceed 9 CRH, in the Desautels Faculty of Music, which will not count for credit toward the M.A. in Music Research. The associate dean responsible for graduate programs will assign remedial coursework on the advice of the musicology and music theory faculty.</p>
<p>1.1.11 Entrance Requirements</p> <p>The minimum standard for acceptance into any category in the Faculty of Graduate Studies is a 3.0 Grade Point Average (GPA) or equivalent in the last two (2) previous years of full time university study (60 credit hours).</p>	

<p>concentrated in aging. To be eligible, a “Student intention to receive the Graduate Focus on Aging Concentration” form must be submitted to the Faculty of Graduate Studies. Masters or Doctoral students must complete the requirements of the program to which they have been admitted and the requirements of the Graduate Focus on Aging Concentration.</p> <p>The Graduate Focus on Aging Concentration requirements include:</p> <ol style="list-style-type: none"> 1. Six (6) credit hours of graduate (7000-level or higher) courses that focus on aging and are approved by the student’s Advisory Committee; 2. A thesis/practicum on an aging-related topic; 3. Having at least one Advisory committee member who is officially affiliated with the Centre on Aging as a Research Affiliate; and 4. Participating in the annual Spring Research Symposium of the Centre on Aging at least once as a poster presenter. <p>Graduate students may be able to attain their 6 credit hours of courses within the existing course requirements of their graduate program. Students must attain a minimum grade of C+ (or higher, if stipulated in the department/unit supplementary regulations), for the required 6 credit hours of aging courses.</p> <p>Graduate students who are not in a thesis/practicum will be considered on a case-by-case basis.</p> <p>Student progress in the Graduate Focus on Aging Concentration would normally be discussed with the student’s Advisory committee, and progress documented on the “Graduate Focus on Aging Concentration Completion” form which must accompany the Progress Report form submitted to the Faculty of Graduate Studies. The final Graduate Focus on Aging Concentration Completion form must be submitted no later than at least one week prior to the FGS deadline for graduands to submit theses/practica and other reports.</p>	
<p>SECTION 3: General Regulations: Pre-Master’s</p> <p>3.1 Admission and Program Requirements</p> <p>Graduates of bachelor degree programs with a minimum grade point average (GPA) of 3.0 in the last two (2) full years of university study will be considered for admission to a Pre-Master’s program. These are the minimum requirements of the Faculty of Graduate Studies. Departments/Units may specify higher or additional criteria. <u>Admission to a Pre-Master’s program does not guarantee future admission to a Master’s program.</u> As the Pre-Master’s program of study is intended to bring a student’s background up to the equivalent of the required four (4)-year degree, departments/units should assign to students, as part of their Pre-Master’s program of study, an appropriate number of applicable upper level (3000 or 4000) undergraduate courses. Pre-Master’s students are not normally allowed to register in 7000-level courses or above, with the exception of GRAD 7500, unless prior permission is granted by the Dean of the Faculty of Graduate Studies or designate.</p>	<p><i>Specifically with respect to the M.A. in Music Research, please indicate whether or not your unit permits admission to the Pre-Master’s</i></p> <p>The M.A. in Music Research does not permit admission to the Pre-Master’s program at this time.</p>
<p>3.2 Academic Performance</p> <p>3.2.1. The department/unit Head is responsible for assigning the courses and monitoring the progress of each student.</p> <p>3.2.2. A minimum degree grade point average of 3.0 with no grade below C+ must be maintained to continue in a Pre-Master’s program. Students who fail to maintain this</p>	

<p>The regulations for the Master's program shall also prevail for diploma programs. All students should consult the department/unit supplementary regulations regarding diploma programs.</p>	
<p>4.3 Admission</p> <p>4.3.1 General Criteria</p> <p>Students who are eligible to be considered for direct admission to a program of study leading to the Master's degree include:</p> <ul style="list-style-type: none"> • Graduates of four (4)-year undergraduate degree programs (or equivalent as deemed by the Faculty of Graduate Studies) from: <ul style="list-style-type: none"> ○ Canadian institutions empowered by law to grant degrees; or ○ Colleges and universities outside Canada which are officially recognized by the Faculty of Graduate Studies. • Graduates from first-cycle Bologna compliant degrees. • Students who have completed a Pre-Master's program from: <ul style="list-style-type: none"> ○ The University of Manitoba; or ○ Canadian institutions empowered by law to grant degrees; or ○ Colleges and universities outside Canada which are officially recognized by The Faculty of Graduate Studies. <p>All students applying for a Master's degree program must have attained a minimum GPA of 3.0 in the last two (2) full years (60 credit hours) of study. This includes those applying for direct admission and those entering from a Pre-Master's program. Students who meet the minimum requirements for admission to the Faculty of Graduate Studies are not guaranteed admission.</p> <p>Note: This is the minimum requirement of the Faculty of Graduate Studies and departments/units may have higher standards and additional criteria.</p>	<p>For admission to the M.A. in Music Research, applicants must normally hold a Bachelor of Music, a Bachelor of Arts with a major in music, or a related degree with sufficient background in the content area (as determined by the Desautels Faculty of Music) from an accredited post-secondary institution recognized by the University of Manitoba.</p> <p>Applications for admission to the M.A. in Music Research are reviewed by the regular musicology and music theory faculty of the Desautels Faculty of Music. Candidates for admission are recommended by the Area Head to the DFOM Admissions Coordinator, who coordinates the remaining admissions process with the Faculty of Graduate Studies.</p>
<p>4.3.2 Pre-Master's Programs</p> <p>In specific cases where the academic background of the student is judged to be insufficient for the given program in a department/unit, the department/unit may recommend that the student be admitted to a Pre-Master's program of study (Section 3).</p> <p>The Pre-Master's program of study is intended to bring a student's background up to the equivalent of the required 4-year degree in the major department/unit, and to provide the student with any necessary prerequisites for courses to be taken in the Master's program.</p>	
<p>4.4 Program Requirements</p> <p>In general, students must complete one of the programs of study described below for the Master's degree. However, the program of study is determined by the</p>	

<p>department/unit and may follow the department/unit's supplementary regulations. Any single course cannot be used for credit toward more than one program.</p>	
<p>4.4.1 Thesis/Practicum Route</p> <p>A minimum of twelve (12) credit hours of coursework, unless otherwise stated in the department/unit's supplementary regulations, plus a thesis or practicum is required. The minimum must include at least six (6) credit hours at the 7000-level or above, with the balance of the coursework at the 3000-level or above. A maximum of twenty-four (24) credit hours of coursework is allowed unless the department/unit's supplementary regulations indicate otherwise. The student must complete the thesis/practicum at The University of Manitoba.</p>	<p>The Desautels Faculty of Music offers the thesis/practicum route to the M.A. in Music Research.</p> <p>A total of 21 CH of coursework are required, as well as a thesis or practicum.</p> <p>MUSC 7050 Bibliography & Research Methods (3)</p> <p>3 CH from List A below (7000-level musicology courses)</p> <p>3 CH from List B below (7000-level musicology courses)</p> <p>12 CH of coursework chosen by advisement. At least 9 CH must be musicology and/or music theory courses at the 7000-level unless approved by the Advisory Committee and the Faculty of Music's Associate Dean responsible for graduate programs.</p> <p>List A: 7000-level Musicology Courses:</p> <p>MUSC 7100 Proseminar in Musicology (3 CH) MUSC 7120 Seminar in Musicology (3 CH)* MUSC 7130 Seminar in Ethnomusicology (3 CH)*</p> <p>List B: 7000-level Music Theory Courses:</p> <p>MUSC 7200 Proseminar in Music Theory (3 CH) MUSC 7210 Seminar in Music Theory/Analysis (3 CH)* MUSC 7240: Music Theory Pedagogy (3 CH)</p> <p>*Please note that the content for MUSC 7120, MUSC 7130, and MUSC 7210 will change each time these courses are offered. This topical change will be reflected in the course subtitle; students may repeat these courses for credit provided the course subtitle differs.</p>
<p>4.4.2 Course-based or Comprehensive Examination Route</p> <p>A minimum of twenty-four (24) credit hours of coursework and comprehensive examination(s) is required. The minimum must include at least eighteen (18) credit hours at the 7000-level or above with the balance of the coursework at the 3000-level or above. A maximum of forty-eight (48) credit hours of coursework is allowed unless a department/unit's supplementary regulations indicate otherwise. A comprehensive examination is required for some course-based programs.</p>	
<p>4.4.3 Accredited Professional Route</p>	

<p>The credit hours and course requirements shall reflect the requirements of the department/unit's external accrediting body. Students should check department/unit supplementary regulations regarding this requirement.</p>	
<p>4.4.4 Language Requirements</p> <p>Some department/units specify a language requirement for the Master's degree. Students should check department/unit supplementary regulations regarding this requirement.</p>	<p>Reading knowledge of one language other than English—normally French, German, or Italian— is required of all students in the M.A. in Music Research program. Other languages must be approved by the Advisory Committee.</p> <p>The language requirement may be satisfied by one of the following:</p> <ol style="list-style-type: none"> 1. Evidence of the completion of an undergraduate language course at the 1000 level or above, with a grade of B (3.0) or better, in the five years preceding acceptance into the program; 2. Successful completion of a language exam administered by the Faculty of Music. This exam shall consist of a timed, proctored translation, using a dictionary, of a passage in the chosen language; 3. Completion of a University of Manitoba language course at the 1000 or higher level or above, with a grade of B+ (3.0) or better, after registration in the Master's Degree program (e.g. as auxiliary courses). 4. Determination by the Graduate Committee, upon recommendation of the student's Advisory Committee, that the requirement has been met through previous education and/or experience.
<p>4.4.5 Advanced Credit</p> <p>Advance credit for courses completed prior to admission to a Master's program will be considered on a case-by-case basis. The student's department/unit must make a request to the Faculty of Graduate Studies by completing the "Recommendation for Advance Credit-Transfer of Courses" form (http://umanitoba.ca/faculties/graduate_studies/forms/index.html).</p> <ul style="list-style-type: none"> • Application for advance credit must be made within the first year of the program (see section 4.7.2 Lapse of Credit of Courses). • No more than 50% of the required coursework for the program can be achieved using advance credit. • A course may not be used for credit toward more than one (1) degree, diploma, or certificate. • The student must register at The University of Manitoba for at least two (2) terms within a single academic year and must also complete the thesis/practicum/project/comprehensive exam at The University of Manitoba. • Courses taken while in the Pre-Masters program may not be used for credit in a Master's program. <p>Regardless of the extent of advanced credit granted, all students are required to pay all applicable program fees.</p>	

<p>4.4.6 Transfer Credit</p> <p>Courses within a program of study may be taken elsewhere and transferred for credit at The University of Manitoba. All such courses:</p> <ul style="list-style-type: none"> • must be approved for transfer to the program of study by the department/unit and the Faculty of Graduate Studies before the student may register for them; • are considered on an individual basis; • cannot be used for credit towards another degree; • may not exceed 50% of the minimum credit hours of coursework required of the student's graduate program at The University of Manitoba. <p>Permission is granted in the form of a Letter of Permission which may be obtained by making an application to the Registrar's Office (http://umanitoba.ca/student/records/leave_return/710.html); an original transcript and course equivalency must be provided.</p>	
<p>4.4.7 Time in Program</p> <p>The minimum time for students in the Master's program is equivalent to two (2) terms. Completion of most programs requires more than this and students should check department/unit supplementary regulations regarding specific requirements.</p> <p>The maximum time allowed for the completion of the Master's degree is four (4) years for students declared as full-time and six (6) years for students declared as part-time (see section 1.4.1 for information on calculating maximum time for students). Individual department/units and/or programs may have specified minimum and maximum time limits, and students should periodically check department/unit supplementary regulations regarding these specific requirements.</p> <p>Requests for extensions of time to complete the degree will be considered on an individual basis and must be submitted to the Dean of the Faculty of Graduate Studies using the "Time Extension Request" form (http://umanitoba.ca/faculties/graduate_studies/forms/index.html) at least three (3), but no more than four (4), months prior to expiration of the respective maximum time limit.</p> <p>A student who has not completed the degree requirements within the time limit or within the time limit of the extension will be required to withdraw from the Faculty of Graduate Studies and the notation on the student record will be "Required to withdraw".</p>	
<p>4.5 Student's Advisor and Co-Advisor</p> <p>4.5.1 Student's Advisor</p> <p>Each student should have an advisor upon entry into the program, and must have one assigned no later than one (1) term following registration. The advisor must:</p> <ul style="list-style-type: none"> • hold an appointment in the student's department/unit; • be a member of the Faculty of Graduate Studies*; • hold at least a Master's degree or equivalent**; • be active in research; 	<p>Upon admission, M.A. in Music Research students normally indicate a preferred advisor. If none is indicated, or if the student's first choice is unavailable, an alternate will be arranged in consultation with the musicology/music theory faculty and the Associate Dean responsible for graduate programs.</p>

<p>Additional specifications, if any, regarding the advisory committee are found in the department/unit supplementary regulations and students should consult these regulations for specific requirements.</p>	
<p>4.6.2 Course-based or Comprehensive Examination Route</p> <p>Normally, advisory committees are not required in these routes, however any appropriate specifications regarding an advisory committee can be found in the department/unit's supplementary regulations and students should consult these regulations for specific requirements. If there is an advisory committee and two or more committee members are in a personal relationship, the "Conflict of Interest Disclosure Form" (https://umanitoba.ca/admin/governance/governing_documents/community/962.html) must be completed and submitted to the Faculty of Graduate Studies. See The University of Manitoba's Conflict of Interest policy: https://umanitoba.ca/admin/governance/governing_documents/community/248.html.</p>	
<p>4.6.3 Accredited professional programs</p> <p>Normally, advisory committees are not required in these routes, however any appropriate specifications regarding an advisory committee can be found in the department/unit's supplementary regulations and students should consult these regulations for specific requirements.</p> <p>If there is an advisory committee and two or more committee members are in a personal relationship, the "Conflict of Interest Disclosure Form" (https://umanitoba.ca/admin/governance/governing_documents/community/962.html) must be completed and submitted to the Faculty of Graduate Studies. See The University of Manitoba's Conflict of Interest policy: https://umanitoba.ca/admin/governance/governing_documents/community/248.html.</p>	
<p>4.7 Courses and Performance</p> <p>4.7.1 Course or Program Changes</p> <p>Students are not permitted to change their program of study, including withdrawal from individual courses, without the approval of their advisor/co-advisor (and/or advisory committee) and department/unit Head. Withdrawal from courses or changes of course category without such approval may result in the student being required to withdraw from the Faculty of Graduate Studies.</p>	<p>Students wishing to transfer between the thesis and practicum options may do so with the approval of the Advisory Committee and the Associate Dean responsible for graduate programs.</p>
<p>4.7.2 Lapse of Credit of Courses</p> <p>Courses completed more than seven (7) years prior to the date of awarding of a degree may not normally be used for credit toward that degree. A department/unit may request an exception to this limit on behalf of the student. Such requests, which will be evaluated on a case-by-case basis, must be accompanied by supporting information including a detailed summary of the content of the course as taken initially and as offered most recently, and a detailed rationale explaining how the student has maintained knowledge of the course content.</p>	

<ul style="list-style-type: none"> • meet the minimum and not exceed the maximum course requirements; and • meet the minimum and not exceed the maximum time requirements. <p>Individual department/units may have additional specific requirements for graduation and students should consult department/unit supplementary regulations for these specific requirements.</p>	
<p>4.8.1 Thesis/Practicum Route</p> <p>4.8.1.1 Thesis vs. Practicum</p> <p>Students must demonstrate their mastery of the field and that they are fully conversant with the relevant literature through their thesis/practicum. The thesis or practicum will normally be written in English unless the student is studying in a program at the Université de Saint-Boniface, or departmental/unit supplementary regulations allow a different language to be used.</p> <p>A practicum differs from the thesis in its emphasis on the application of theory, it is however similar in scope, span, and rigour. The practicum takes the form of an exercise in the practical application of knowledge and skill. It usually involves the careful definition of a problem, the application of appropriate knowledge and skills to the problem, and a report of the results in a manner suitable for evaluation by an examining committee. Individual department/units have specific requirements for graduation and students should consult department/unit supplementary regulations for specific requirements. Research must be approved by the appropriate Human Research Ethics Board or Animal Care Committee, if applicable, before the work has begun on the practicum.</p> <p>The thesis is developed under the mentorship of the advisor/co-advisor. Individual department/units may have specific guidelines regarding the thesis proposal and its acceptance by the student's advisory committee and department/unit Head; students should consult department/unit supplementary regulations for specific requirements. Research must be approved by the appropriate Human Research Ethics Board or Animal Care Committee, if applicable, before the work has begun on the thesis research.</p>	<p>The M.A. in Music Research offers thesis and practicum options.</p> <p><u>Thesis Option:</u> Students electing the thesis option will write a research-based thesis, normally of approximately 20,000-30,000 words (excluding bibliography, footnotes, figures, etc.).</p> <p>The overall purpose of the thesis is to allow the student to conceive and execute a major research study that demonstrates mastery in the content area and highly developed research, writing, and critical thinking skills.</p> <p>The thesis must address a significant topic within the field of music research; it must be functionally related to the student's program. For example, musicological, ethnomusicological, and/or music-theoretical studies, issues of performance practice, and/or organology are all appropriate general areas of study, though this list is representative, not exhaustive.</p> <p><u>Practicum Option:</u> Students electing the practicum option will develop a project that applies music research of similar quality and scope to the thesis described above.</p> <p>The overall purpose of the practicum is to allow the student to conceive and execute a major project that demonstrates mastery in the content area and highly developed research, writing, and critical thinking skills in a manner for which a traditional thesis format is not appropriate. For example, practica may include lecture-recitals, major editing projects, etc. This list is representative, not exhaustive.</p> <p>The practicum must address a significant topic within the field of music research; it must be functionally related to the student's program. For example, musicological, ethnomusicological, and/or music-theoretical studies, issues of performance practice, and/or organology are all appropriate general areas of study, though this list is representative, not exhaustive.</p> <p><u>Thesis/Practicum Proposal:</u> The thesis/practicum proposal is normally submitted to the student's Advisory Committee at</p>

	<p>the end of the first year of study and will normally be approved or rejected by the Advisory Committee within one (1) month of submission.</p> <p>The proposal should present a clear research problem, a critical review of the current literature and the historiography related to the chosen topic, as well as an overview of proposed theoretical and/or methodological approaches and how they will be applied in the thesis/practicum. The proposal must include a bibliography. For the thesis, a preliminary outline of chapters/major sections is required. For the practicum, a detailed preliminary overview of the format, scope, and outcomes of the project is required.</p>
<p>4.8.1.2 Examining Committee</p> <p>The advisor/co-advisor will recommend an examining committee to the department/unit Head for approval, which shall then be reported to the Faculty of Graduate Studies on the “Master’s Thesis/Practicum Title and Appointment of Examiners” form (http://umanitoba.ca/faculties/graduate_studies/forms/index.html). This form must be approved by the Dean of the Faculty of Graduate Studies at least two (2) weeks prior to the distribution of the thesis.</p> <p>Under normal circumstances, the examining committee will be the same as the advisory committee unless otherwise stipulated in the department/unit’s supplementary regulations. The examining committee must consist of a minimum of three (3) members (including the advisor/co-advisor), at least two (2) of whom must be members of the Faculty of Graduate Studies. All examiners must be deemed qualified by the department/unit Head and be willing to serve. It is expected that, under normal circumstances, examination committee members will have a Master’s degree or equivalent. The composition of, and any changes to, the examining committee, including the advisor/co-advisor, must be approved by the Faculty of Graduate Studies. Individual department/units establish specific requirements for examination and students should consult department/unit supplementary regulations for specific requirements.</p> <p>Graduate students, Post-Doctoral fellows, and Research Assistants or Associates may not serve on graduate student examining committees.</p> <p>If two or more examining committee members are in a personal relationship, the “Conflict of Interest Disclosure Form” (https://umanitoba.ca/admin/governance/governing_documents/community/962.html) must be completed and submitted to the Faculty of Graduate Studies. See The University of Manitoba’s Conflict of Interest policy: https://umanitoba.ca/admin/governance/governing_documents/community/248.html.</p> <p>The Head of the department/unit arranges for the distribution of the thesis/practicum to the examiners. It is the duty of all examiners to read the thesis/practicum and report on its merits according to the following categories:</p> <ul style="list-style-type: none"> • Acceptable, without modification or with minor revision(s); or • Acceptable, subject to modification and/or revision(s); or • Not acceptable. 	<p>Occasionally, a qualified external examiner from outside the University of Manitoba may be invited to join the examining committee. External examiners must be approved by the Faculty of Music’s Associate Dean (or designate) responsible for graduate programs. Normally, an external examiner will be faculty member in music or an allied discipline at another post-secondary educational institution, a professional musician, or another professional with specialist expertise related to the student’s program.</p>

<p>If two or more examiners do not approve the thesis, then the student is deemed to have failed the distribution.</p> <p>Note that in the case of an advisor and co-advisor, both together have a single vote on the examining committee.</p>	
<p>4.8.1.3 Oral Examination</p> <p>For department/units requiring students to pass an oral examination on the subject of the thesis/practicum and matters relating thereto, the format of the oral examination is described in the supplementary regulations of the department/unit. Students should consult these supplementary regulations for specific requirements. A student has the right to an examination of the thesis/practicum if they believe it is ready for examination. It is the department/unit's responsibility to advise the student of any risk involved should they decide to proceed against the department/unit's recommendation.</p> <p>All members of the examining committee are required to be present at the examination. Under exceptional circumstances, and with the prior approval of the Dean of the Faculty of Graduate Studies, one (1) member may participate electronically. Only under very exceptional circumstances can the student or the Advisor/Co-advisor participate electronically. No recording devices will be permitted. The oral examination must be held at either The University of Manitoba Fort Garry or Bannatyne campus, Université de Saint-Boniface, or the St. Boniface Hospital Albrechtsen Research Centre normally during regular business hours. The oral examination shall be open to all members of The University of Manitoba community except in exceptional cases. The oral examination may be closed, for example, when the results of the thesis/practicum research must be kept confidential for a period of time. In such cases, the examining committee and department/unit Head shall recommend such action to the Dean of the Faculty of Graduate Studies who shall then decide whether to grant that the final examination be closed to all but the examining committee and the Dean of the Faculty of Graduate Studies (or delegate).</p> <p>The oral examination will normally be held in English unless the student is studying in a program at the Université de Saint-Boniface, or departmental/unit supplementary regulations allow a different language to be used.</p> <p>Following completion of the examination of the thesis/practicum, examiners will consider the oral examination and the written thesis/practicum.</p> <p>The examiners will also determine the nature of and procedures for approval of any revisions that will be required prior to submission of the thesis/practicum to the Faculty of Graduate Studies. The advisor/co-advisor is normally responsible for ensuring that revisions are completed according to the instructions from the examining committee.</p> <p>The judgment of the examiners shall be reported to the Faculty of Graduate Studies in the qualitative terms "approved" or "not approved" on the "Thesis/Practicum Final Report" form (http://umanitoba.ca/faculties/graduate_studies/forms/index.html). Each examiner must indicate their opinion by their signature. If two (2) or more examiners do not approve the thesis/practicum, the student is deemed to have failed the examination.</p>	<p>An oral examination will be scheduled once the thesis has been deemed acceptable by members of the examining committee.</p> <p>The duration of the oral examination will normally be 60-90 minutes. The student will present introductory comment on the thesis or practicum (approximately 10 minutes in duration), followed by questions from the examiners.</p> <p>Although the oral examination is principally a defence of the thesis, the candidate is also required to demonstrate a sound knowledge of the field in which the thesis/practicum has been undertaken.</p> <p>When the Chair of the Examining Committee is satisfied that the questioning is complete (not to exceed 90 minutes), the student will be asked to withdraw while the committee deliberates and arrives at an assessment. The committee will recall the student to inform them of the result.</p> <p>The oral examination is assessed pass/fail, but the chair of the Examining Committee will submit a report to the Associate Dean responsible for graduate programs that provides a concrete evaluation of the student's performance in the examination.</p> <p>Following completion of the examination of the thesis or practicum, the examiners will determine the nature of and procedures for approval of any revisions that will be required prior to submission of the final copy of the thesis/practicum to the Faculty of Graduate Studies. Normally, the advisor is responsible for ensuring that revisions are completed according to the instructions from the examining committee.</p>
<p>4.8.1.4 Failure</p> <p>In the case of a failure of the thesis/practicum at the Master's level, a detailed written report will be prepared by the Chair of the examination committee and submitted to</p>	<p>The report from the Chair will address proposed measures to remediate the failure and it will</p>

<p>the Faculty of Graduate Studies, who will make the report available to the student and advisor/co-advisor.</p> <p>A student will be required to withdraw when the thesis/practicum has been rejected twice at the stage where:</p> <ul style="list-style-type: none"> • The examining committee reports on the merits of the written thesis/practicum; • The oral examination; or • A combination of both stages. <p>The examining process should be completed within one (1) month of distribution of the thesis/practicum to the examining committee.</p>	<p>indicate a tentative timeline for when the second attempt should occur.</p>
<p>4.8.2 Course-based or Comprehensive Examination Route</p> <p>Students must demonstrate their mastery of their field. The specific procedures for evaluation of this mastery are stated in individual department/unit supplementary regulations.</p> <p>In those department/units where comprehensive examinations are required, students should consult the department/unit's supplementary regulations for specific requirements.</p> <p>The results of the comprehensive examinations shall be submitted to the Faculty of Graduate Studies on the "Report on Comprehensive Examination" form (http://umanitoba.ca/faculties/graduate_studies/forms/index.html) in the terms "pass" or "fail." No student may sit comprehensive examinations more than twice. Any student who receives a "fail" on the comprehensive examination twice will be required to withdraw from the Faculty of Graduate Studies.</p>	
<p>4.9 Style and Format</p> <p>The thesis/practicum must be written according to a standard style acknowledged by a particular field of study (see Appendix 1).</p>	
<p>4.10 Details for Submission of the Final Copy</p> <p>Following the approval of the thesis/practicum by the examining committee and the completion of any revisions required by that committee, the thesis/practicum, must be submitted to the Faculty of Graduate Studies as follows:</p> <ul style="list-style-type: none"> • One digital version submitted as an e-thesis/practicum at the MSpace website (http://mspace.lib.umanitoba.ca/xmlui/login); • Thesis/Practicum final report; • Copyright License Declaration form (located within MSpace). 	
<p>4.11 Publication and Circulation of Thesis/Practicum</p> <p>Every graduate student registering in a thesis/practicum Master's program at The University of Manitoba shall be advised that, as a condition of being awarded the</p>	



October 6, 2020

James V. Maiello, Ph.D.
Desautels Faculty of Music
University of Manitoba
150 Dafoe Road West—Taché Arts Complex
Winnipeg, MB R3T 2N2

Dear Dr. Maiello,

I am writing in support of the creation of a Master of Arts in Music Research.

There are many ways in which training in music, music history, theory, musicology and research methods can be a great advantage to the student and to the workplaces in the cultural sector and beyond. While the development of performing musicians and music educators is an obvious focus of activities for an institution like the Desautels Faculty of Music, the advanced training of scholars in this related area brings a whole series of additional benefits to the U of M and to the community as a whole.

Research, writing, and researching music by people with these highly developed skills can add immeasurably to the performance culture within organizations, to the field of music criticism, or to the strengths of organizations such as the Winnipeg Symphony Orchestra. Building the capacity of those who enter careers in arts administration, public policy, broadcasting, music criticism, journalism, and artistic programming roles.

I would be pleased to provide additional support to this letter, I would be pleased to do so. If the program would be one that would offer a co-op option for the students, the WSO would be pleased to have a student do a placement with our artistic planning or marketing departments.

Sincerely,

Trudy Schroeder, OM, MBA, ARCT, BA
Executive Director



University
of Manitoba

Faculty of Arts

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September 28, 2020

James V. Maiello
Associate Dean, Graduate Programs and Research
Desautels Faculty of Music
University of Manitoba

Dear James,

I am very pleased to write a letter in support of the Desautels Faculty of Music's proposal to establish an M.A. program in Music Research. I understand that in addition to teaching the high-level critical skills expected of such a program, Music Research will also include instruction in music theory and musicology.

The Department of English, Theatre, Film & Media (ETFM) is an interdisciplinary one, with three inter-related programs. Our Theatre program combines rigorous academic courses in drama with equally challenging courses in which acting, directing, and stage management skills are taught and then applied in a variety of production opportunities. The scope of creative work in our Film Studies is less broad, but students in that program study a range of approaches to cinema, and have the chance to learn both introductory and advanced filmmaking skills. In the English program, students can enrol in creative writing courses as well as courses in textual analysis and historical literature. I mention the details of our department streams because the possibilities and benefits of the new program of study in Music Research are numerous, and exciting, and touch on all three elements of my department.

In each program in ETFM, there are areas of focus that could very easily connect with the Music Research program. There are already some informal connections between Music and Theatre born in part because of shared space in Gail Asper Centre for Performing Arts. But a graduate program in Music Research could extend the possibilities for collaborative production work between students in Theatre, and grad students in the Desautels Faculty. Students in the Music Research program would be able to tap into the multidisciplinary expertise of faculty in ETFM, who could act as committee members, for example. Interdisciplinary and multi-media projects led by faculty from both the Music Research program and programs in our department also offer much potential for high-level conceptual exploration, and for practical application of interdisciplinary skills. Projects exploring sonic effects in experimental films, as well as the communicative and affective dimensions of film scores come to mind right away. Research and production links between this proposed program and ETFM would also provide opportunities for projects that could qualify for internal and external funding, enhancing the reach and profile of academic staff and graduate students involved in these projects. It is easy to imagine, for example, proposals that engaged several of the pillars of the University's Strategic Plan, and that explored ways of indigenizing music research and performance.

The Department of English, Theatre, Film & Media is very supportive of this proposal, and we look forward to rich and varied collaborations with students and faculty committed to the establishment of this new program.

Sincerely,

A handwritten signature in black ink that reads "Brenda Austin-Smith".

Brenda Austin-Smith
Head

UNIVERSITY OF MANITOBA DESAUTELS FACULTY OF MUSIC
MA IN MUSIC RESEARCH PROGRAM PROPOSAL
REPORT OF THE REVIEW COMMITTEE

Dr. John Roeder, University of British Columbia / Dr. Robin Elliott, University of Toronto

The Review Committee (RC) conducted an on-site visit of the University of Manitoba (UM) via Zoom October 28–29, 2020. The RC spoke with UM Faculty of Graduate Studies and Desautels Faculty of Music (DFOM) administrators, as well as faculty, staff, the UM music librarian, and former students of the UM music program. Prior to the site visit, the RC received a video tour of the DFOM facilities and the 146-page program proposal. In this report we address the six points outlined in the “Review Committee—Assessment Guidelines”.

1. COMPARISON WITH RELATED PROGRAMS TO WHICH THE REVIEWERS ARE FAMILIAR

There are currently 15 MA programs in some aspect of music research across Canada. These do not exactly correspond with the institutions of the U15 Group of Canadian Research Universities (<https://u15.ca/>), of which the University of Manitoba is a member. Of the U15 group, Manitoba, McMaster, Queen’s, and Waterloo do not (yet) offer an MA in any area of music research, whereas Memorial, Carleton, Regina, and Victoria (not U15 members) do offer such a degree. Canadian universities which offer an MA in some area of music research, from east to west, are as follows: Memorial, Dalhousie, Laval, Montréal, McGill, Ottawa, Carleton, Toronto, Western, Regina, Saskatchewan, Alberta, Calgary, UBC, and Victoria.

None of these universities offers an MA in Music Research. Almost all MA programs in Canadian universities are situated within one of the three main sub-disciplines of music research: ethnomusicology, musicology, or music theory. Memorial, for example, offers only an MA in ethnomusicology, and Dalhousie offers only an MA in musicology. Perhaps the programs most similar to the one proposed by UM are the MA in Music and Culture at Carleton University and the MA in Music at the University of Ottawa. Carleton offers an interdisciplinary approach to music research grounded in cultural theory. The Ottawa MA includes courses in music theory and musicology, but not ethnomusicology; it also (like the UM proposal) includes the possibility of doing a practicum instead of a thesis as the capstone project.

All of the MA programs in music across Canada require two years of study, with the exception of a recently introduced one-year (12 month) MA in musicology or music theory at Western University (<https://music.uwo.ca/graduate/new-ma-programs.html>). The MA is usually offered with either a thesis or coursework option; Ottawa seems to be the only other program to offer the practicum option (instead of a thesis) that UM proposes. Application requirements across virtually all of the MA programs under review include completion of a BMus (or BA with music specialization), with a minimum B or B+ average; materials requested include a CV, a letter of intent, 1 to 3 writing samples, transcripts, 2 or 3 letters of reference, an online form, and a processing fee. A small minority of programs require a prospective student to have identified and secured the agreement of a potential supervisor for their thesis research. The UM proposal of 24 credit hours is standard; a few programs require somewhat fewer hours and an even smaller number require more, but 24 hours is the average credit requirement.

Given that there are 15 other MA programs across Canada in the various sub-disciplines of music research, one might ask, is there a need for yet another one? There are several good reasons in support of the proposal. One is to give graduates of the undergraduate music programs

in Manitoba an MA option closer to home. Comparable MA programs in Saskatchewan are not very active and with the recent retirement or transfer of three of the senior musicologists in Alberta (two at U of A and one at Calgary), the timing is good for the launch of a vigorous new program in Western Canada. DFOM, with its cohort of younger faculty members, is well placed to pitch this new program to prospective graduate students. The branding of the UM degree as an MA in Music Research helps this degree program to stand out in a crowded field. Music students who are fresh out of their undergraduate degree studies and enjoy music research may want to keep their options open in terms of area of research specialization. The proposed UM MA degree gives them the chance to continue cultivating their interests in music research at an advanced level before making up their mind to continue in musicology, music theory, or ethnomusicology (assuming that they do decide to go on to a doctoral degree program). With faculty strengths in musicology, music theory, and to a lesser extent in ethnomusicology (as outlined in greater detail below), the DFOM is well positioned to launch the proposed MA program.

2. BREADTH AND DEPTH OF THE CURRICULUM

The proposed array of courses offers students a solid grounding in the basic principles of music research. Courses in musicology, ethnomusicology, and music theory offer an appropriate mix of standard, foundational topics and more advanced courses that reflect faculty research specialities.

7050 (Bibliography and Research Methods) is foundational to all further work in the MA degree program. No course outline was supplied, but a course similar to this one is a required first-year offering in virtually all MA level courses in music research across Canada. Any DFOM faculty member in musicology or music theory would be able to teach this course.

7100 (Proseminar in Musicology) offers a wide-ranging introduction to the field of musicology, from its origins in Germany in the 19th century up to 21st-century developments in the field. The course outline provided is admirably thorough, with a comprehensive bibliography of readings and a capstone project of a literature review / annotated bibliography. The course provides an excellent preparation for all further work in musicology.

7120 (Seminar in Musicology) is a place holder for a range of more specialized courses, the content of which will change each year and will reflect the research specializations of DFOM musicology faculty members. The course outline supplied (“Plainchant & Liturgy in Medieval Europe”) offers an excellent introduction to plainchant, the foundational repertoire of Western classical music, and reflects the research specialization of Dr. Maiello. The course readings, organizational structure, and list of topics selected for advanced study are all exemplary.

7130 (Seminar in Ethnomusicology) is a place holder for a range of specialized courses in ethnomusicology, which will also change each year according to faculty member teaching interests in this area. The sample course outline supplied (“Italian Folk Music Traditions”) offers a historically contextualized consideration of Italian folk music, concentrating on literature review rather than fieldwork. One DFOM faculty member (Collette Simonot-Maiello) has a graduate degree in ethnomusicology and research interests in Indigenous music in Canada; she is encouraged to offer courses in ethnomusicology that address Métis and Indigenous music in Manitoba (one of her growing areas of research interest) in future. Other ethnomusicology courses could potentially be offered by local specialists in this field on a contract basis.

7200 (Proseminar in Music Theory) is a survey required of all students in the new program. The sample syllabus covers a broad range of topics in the theory and analysis of tonal and post-tonal music. It seems that it would have to be offered every year, because it is foundational to the other theory courses in the program.

7220 (Analysis of Tonal Music) and 7230 (Analysis of Post-Tonal Music) present a more focused survey of a panoply of analytical techniques for tonal and post-tonal European/American art music. They are designed to vary in topic; some topics (such as Schenkerian analysis) will require the entire course to cover, while other iterations of the course can cover two or more approaches. The range of topics include recent important analytical methods, including very recent ones in professional journals. As surveys, they are likely to be of interest to all students in the MA program. We recommend that the instructors endeavor to be inclusive of historically underappreciated composers, and that they encourage critical reflection about the methods.

7240 (Music Theory Pedagogy) addresses an important area of the discipline, and most good master's programs in music theory offer something like it. Although it may be of less relevance to students intending to focus on musicology, it will likely attract upper-level undergraduates who may be interested in learning techniques they can use in private teaching. The course outline includes a standard mix of textbook reviews, teaching observation, and applications, and the bibliography includes important recent writings about the topic. The instructor should also consider issues of diversifying the repertoires that are current in the field, and examples of teaching post-tonal music.

7210 (Seminar in Music Theory/Analysis) offers a more in-depth look at a single theoretical topic. The five proposed topics are all specialties of Dr. Byrne and Dr. Simpson-Litke, and they tap into important current streams in the discipline.

The sequencing of the theory courses is not specified and might be challenging for just two faculty members to offer in addition to the undergraduate courses they are assigned. 7050 and 7200 must be offered every year, presumably in the fall. In order to provide the whole range of subject matter, at least two of the remaining four theory courses would need to be offered each year, say 7220 and 7240 in odd years and 7230 and 7210 in even years. Some of the topics of 7210 overlap with the suggested topics in the survey seminars; we recommend that the topics be chosen so that students who study a topic intensively in 7210 don't encounter it again in less detail as part of 7220 or 7230 that they would take in the following semester or year. Given DFOM strengths in the area, it would be logical for a course on Music History Pedagogy to be introduced into the curriculum, to complement 7240 ("Music Theory Pedagogy").

3. DEMAND FOR GRADUATES WITH THE PROPOSED CREDENTIAL

The RC had the opportunity to speak with four recent graduates of the DFOM undergraduate program in music, all of whom are now pursuing graduate degrees at universities in Canada and the United States (one in performance, one in music theory, and two in musicology). All four spoke of the excellent preparation that their undergraduate degree training provided for graduate studies, and all stated that they would have been happy to do MA studies in music research at

DFOM. As far as demand in doctoral programs for graduates of the proposed MA in Music Research program is concerned, there will be ample places for these students to continue their studies in universities across Canada and in the United States. The RC predicts that they will have their choice of offers at prestigious doctoral programs across North America.

Other students may decide to pursue the MA in Music Research as a terminal degree. For those students who choose that route, potential career opportunities include work in a variety of fields including, but not limited to, arts administration, broadcasting, and music education, as outlined in section C-6 of the proposal. While such opportunities inevitably wax and wane according to the overall economic situation and employment statistics, graduates of the proposed program will offer potential employers a sophisticated skill set as capable researcher/writers.

4. EXCELLENCE OF THE FACULTY AND BREADTH OF EXPERTISE

A. MUSICOLOGY

The three musicology faculty members at DFOM devote approximately equal time to teaching and research interests. Although chronologically they do not cover a wide spectrum of the field (with one medievalist and two 20th-century specialists), their research and teaching activity is in sympathy with current trends in the field. Currently one (Maiello) is at the associate level, but the two assistant professors (Simonot-Maiello and Deruchie) will in all likelihood soon be promoted to the associate rank. Their collective educational background and professional activity ranges across North America and abroad (New Zealand and Europe).

Dr. Maiello currently serves as the Associate Dean (Graduate Programs and Research) at DFOM. He completed his PhD in medieval music at the University of California, Santa Barbara in 2007. After five years at Vanderbilt University in Nashville, he arrived at DFOM in 2013 and received tenure along with promotion to associate professor in 2017. He has published in the areas of medieval music and music history pedagogy. His intellectual leadership at DFOM is indicated by the fact that he shepherded the proposal for an MA in Music Research program through, with the support and full agreement of the Dean and other music theory and musicology faculty members.

Dr. Simonot-Maiello completed her PhD at McGill in 2011, with a thesis on Francis Poulenc's opera *Dialogues des Carmélites* (composed in 1956). Her research interests now concentrate on Canadian music, with a special interest in Métis/Indigenous music. She completed an MA degree in ethnomusicology at York University in 1997 and so will be well positioned to contribute courses in this field to the MA in Music Research proposed degree program. After seven years at Brandon University, where she received tenure in 2016, she moved to DFOM in 2018. She was tenured at UM in 2020, and is currently under consideration for promotion to associate professor.

Dr. Deruchie is the most recently arrived of the three musicologists on faculty; he is currently in his first year of service at DFOM. He completed his PhD at McGill University in 2009 (under the same supervisor as Simonot-Maiello) and came to DFOM after two years as an instructor at Douglas College in Vancouver. Prior to that he was on faculty for seven years at University of Otago in Dunedin, New Zealand, where he was granted tenure in 2016. His area of research specialization is French symphonic music of the late-19th and early-20th centuries; he has published a monograph on this subject with University of Rochester Press (2013).

B. MUSIC THEORY

For advanced studies in music theory, it is important not only that the faculty be excellent teachers at the graduate level, but also that they model good scholarship through active research programs and familiarity with recent trends in the field. Aside from the Dean (whose participation in this new program will necessarily be limited) the relatively junior full-time theory faculty show some achievement and promise of growth in the future.

Dr. Byrne began teaching at UM in 2013 and finished his dissertation in 2018. He specializes in the analysis and history of theory of late-19th/early-20th century tonal music, a repertoire that despite its frequency on the concert stage remains relatively underexplored by theorists. He co-edited a forthcoming update of a textbook, but otherwise he has not published any research since 2012 (two earlier articles appeared in a graduate-student journal). He has, however, delivered numerous papers at selective, prominent conferences, and it seems likely that his plans to publish this material soon will be successful.

Dr. Simpson-Litke took up her position at UM in 2018 after a string of positions in the USA and Canada. She has been developing a productive research program that considers interactions of Latin dance and music, which is starting to come to fruition, with articles that have appeared or will be imminently published in excellent journals, and several other projects that are in the pipeline with good publishers. She has also given conference papers on early 20th-century French music.

Dr. Jurkowski, although his decanal duties currently occupy him completely, expressed interest in teaching in the program. A full professor, he has published in several areas, including surveys of music of 20th-century Finnish and Estonian composers, theories of tonal form, and post-tonal theory.

Drs. Byrne and Simpson-Litke are still in early stages of their publication careers, but they both have many years of success in presenting high-quality scholarship. Their specializations—while not spanning a broad cross-section of the discipline—are of current topical interest. Their syllabi show that they are familiar with important streams of theoretical research, and in our interviews, they showed awareness of contemporary disciplinary issues around diversity and inclusion. Equally important, they both expressed enthusiasm and commitment to the proposal, as indeed did everyone with whom the RC spoke, including Katherine Penner, the music librarian.

5. ADEQUACY OF FACILITIES, SPACE, AND OTHER RESOURCES

The students in this proposed program will have minimal physical requirements: space for seminar-format classes, a study carrel, and access to a good library collection, both physical and electronic. DFOM is blessed with generous teaching, performance, library, and office facilities that we believe will easily accommodate the proposed program.

Most of the courses proposed for the curriculum would work best in a room arranged and furnished so that students can view each other (say, around a large table), rather than focus on a teacher at the front. While there is only one small seminar room, in the library, the need can be fulfilled in the smaller classrooms, which have been designed to be reconfigured from lecture to

seminar format. The RC did not get into details of scheduling and room availability with the faculty, but since the plan is to have no net gain in the number of music courses, rooms should be available. It should be kept in mind, though, that seminars typically run longer than undergraduate courses, so we would advise that the current classroom schedule be examined to make sure that there are blocks of time in which several 2–3 hour seminars can be slotted without impinging on other courses.

Graduate students in music research need dedicated desks in a quiet area where they can think, read, and write, especially if they commute into campus. The DFOM already offers some carrels to MMus students, in open configuration in a quiet room. These can also be made available to MA students as well, and the Dean expressed willingness to find more space as needed. If the students serve as teaching assistants, as is contemplated, there should be at least one TA office where they can meet privately with students. Again, the Dean expressed confidence that this could be arranged.

For the success of the courses and the students' individual thesis research, it is critical to provide easy access to a large variety and quantity of musical scores, recordings, and academic writings (journals, textbooks, monographs, edited essay collections) both contemporary and historically significant. We appreciated the opportunity to speak to faculty, the music librarian Katherine Penner, and students about this, and to view a virtual tour of the Eckhardt-Gramatté Music Library. We were not able to inspect the bookstacks ourselves, of course, but we were able to browse the online catalog. The library website is well organized and features an abundance of custom videos to help students do their research.

The Eckhardt-Gramatté Music Library collection, by all accounts, is oriented in the first instance towards music performance and collected editions, which are certainly crucial resources for music scholarship as well. Since most new research is published electronically, sometimes exclusively so, it is important for the music library to provide students with online access, often through paid subscriptions. We noticed some lacunae in this respect. For example, the system does not currently seem to offer online access to some recent Oxford University Press monographs in music theory (such as Yust, *Organized Time*, 2018).

Some small holes are only to be expected, considering that a graduate music research program does not yet exist. It is important to know whether, especially in these financially challenging times, the library will be able to receive and act on faculty direction for growing the collection. We were impressed to hear that it has a secure ongoing acquisitions budget, and that the librarian is confident that she can meet the anticipated demand for more print and electronic publications. Faculty members confirmed that their requests for materials have always been fulfilled.

In order to attract and retain students in the proposed program, it is important to offer sufficient financial support. Typical financial packages offered to music-scholarship master's students in Canada cover tuition and some living expenses for at least a year. The Dean told us that the Faculty of Music has the resources to offer all students renewable scholarships that will cover tuition – about \$5000 for each of two years (\$10,000/year for international students). In some cases, students would be eligible for awards from the Faculty of Graduate Studies, and in any case can be encouraged to apply for SSRHC Canada Graduate Scholarships. It would also be

helpful to the students, and make the program more attractive, to offer teaching assistantships or research assistantships (the faculty should be encouraged to seek SSHRC grants to fund the latter). Teaching assistantships, in particular, would help students put into practice what they will learn in the graduate pedagogy classes, and help qualify them to enter PhD programs. They would also help mitigate the possible extra faculty workload that comes from offering many graduate courses and supervising theses.

6. STRENGTHS AND WEAKNESSES OF THE PROGRAM PROPOSAL

In summary, we perceive a number of strengths in the proposed program.

- As a degree in “music research” rather than specifically in theory, musicology, or ethnomusicology, the program can offer maximum flexibility, allowing specialization in musicology or theory while also offering a more general interdisciplinary blend that is appropriate for the current state of the discipline.
- The option to complete the program without thesis accommodates students who do not plan to proceed into a PhD program but will use their training to pursue careers in music administration, journalism, and entrepreneurial activities.
- Scholarship packages are reliably resourced, and there is the possibility of augmenting them with TA or RA employment.
- It is supported by a good in-house library with resources to grow the collection appropriately.
- There are available spaces in the current buildings that are well suited for seminars, study, and offices.
- The faculty members who will be involved are enthusiastic and dedicated. They have a proven track record of preparing students for advanced studies in music scholarship.
- The program is well positioned geographically, likely to draw not only from Manitoba but also other nearby provinces, providing a graduate music research option in an area of the country where there are no comparable options. Administrative staff see a demand for it and are confident that the new program will not place an onerous burden on them.
- It has at most a small impact on budgets, space, and workload, and no new resources are sought to implement it.
- Competitive scholarship packages will be offered from existing resources.
- The plan for a small initial intake and slow growth seems realistic.
- It addresses a logistical problem in the current undergraduate program of low enrolment in some upper-level theory and musicology courses.

We identified only two weaknesses in the proposal, both of which we feel can be addressed.

- Without a full-time specialist in ethnomusicology, one of the three main areas of music scholarship will necessarily play a somewhat smaller role in the program than the umbrella term “music research” might suggest. This is somewhat unfortunate, as the city and province offer very rich possibilities for ethnomusicological fieldwork. The faculty are of course aware of this imbalance, and plan to address it by offering methodology courses. They also floated the idea of hiring an external examiner to direct fieldwork for a student who wants to undertake fieldwork as a practicum. There is also the possibility that contract faculty might be hired on an occasional basis (if funds are available) to fill out course offerings in the area of ethnomusicology.

- The idea that the program will incur no net cost is premised on the idea that the faculty loads currently allocated to upper-level undergraduate courses will simply be shifted to graduate-level courses. But there is more work to offering a graduate program than just the course hours. Graduate seminars, in order to be up-to-date and to provide appropriate depth, take more time to prepare, especially for courses in which the topics change every year. It takes more time to mark graduate papers, and to coach students to write them. Graduate students need and deserve more individual attention, not only in seminars but also in advising, and mentoring for grant and conference paper proposals. Once the full cohort of students is phased in, faculty members will have additional work directing thesis projects. Also, if overlap is to be avoided in the theory courses, faculty will need to prepare new versions of some courses every year. We recommend offering teaching assistantships in undergraduate core courses to help offset the extra work, and some open discussion between the administration and the faculty to determine appropriate ways to count thesis supervision and new course preparation as part of the workload.

In light of the above comments, the RC warmly endorses the proposal for a new MA in Music Research program at the University of Manitoba, and we wish those involved every success in getting the program off the ground.

Respectfully submitted by



Dr. Robin Elliott
Jean A. Chalmers Chair in Canadian Music
Professor of Musicology
Faculty of Music
University of Toronto



Dr. John Roeder
Associate Director, Academic
Professor of Music Theory
School of Music
University of British Columbia

20 November 2020

Dr. Louise Simard, Acting Dean
Faculty of Graduate Studies
University of Manitoba
500 University Centre
Winnipeg, MB R3T 2N2

Dear Dr. Simard:

First, the DFOM is grateful for the considerable time and effort the external reviewers devoted to this assessment, including a virtual visit and what is clearly a carefully considered report. Likewise, we would like to thank the Faculty of Graduate Studies administration and staff, in particular Dr. Kelley Main and Ms. Andrea Kailer, for their work in strengthening the program proposal and organizing the external review. Their experience, expertise, and genuine collegiality have made this experience productive and rewarding.

We are deeply gratified that the review committee “warmly endorses the proposal” for a new Master of Arts program in Music Research at the University of Manitoba and we have made improvements to both the proposed program and to the music theory/musicology area operations based on their feedback. Please find attached a revised program application that reflects the adjustments made in response to the external review.

The external review identified only two weaknesses, both of which the reviewers felt could be addressed. Regarding the lack of a full-time specialist in ethnomusicology, the weakness may be remedied relatively easily. Although the DFOM does not employ a full-time ethnomusicologist, one tenured faculty member, Dr. Colette Simonot-Maiello, holds a M.A. in Ethnomusicology from York University (in addition to a Ph.D. in Musicology from McGill University), and her current research integrates the content and methodologies of ethnomusicology and historical musicology. We would point out also that the most recent developments in ethnomusicology have moved away the traditional conception of the discipline that the reviewers have in mind, especially as ethnomusicologists continue to wrestle with accusations of cultural appropriation and ethnocentrism. Indeed, Dr. Simonot-Maiello’s methodological approach is more reflective of these recent trends in the field, especially an increasingly porous boundary between the two subdisciplines.¹ Additional expertise may be brought into the program by the inclusion of

¹ See, for example, Gregory F. Barz and Timothy J. Cooley, eds. *Shadows in the Field: New Perspectives for Fieldwork in Ethnomusicology*, second edition (Oxford: Oxford University Press, 2008); Kevin Korsyn, *Decentering Music: A Critique of Contemporary Musical Research* (Oxford: Oxford University Press, 2003); Bruno Nettl, “Mozart and the Ethnomusicological Study of Western Music,” in *Disciplining Music: Musicology and its Canons*,

qualified sessional faculty; there is currently sufficient expertise locally, as the reviewers have acknowledged. They also note our intention to supplement local expertise with external examiners for theses and practica as appropriate.

The second weakness identified by the reviewers is one of workload, and as they have recognized, an open conversation was necessary to address this issue. The music theory/musicology faculty are confident that, with reasonable accommodation from the Dean's office regarding workload and course assignments, they can deliver all necessary courses for the current and proposed undergraduate and graduate programs and still remedy the concerns identified in the external review, in particular with respect to the added duties of graduate supervision, teaching, new course preparation, and research productivity. The Dean is fully committed to developing a workload model that will reduce the workloads of the Music Research faculty over the period of the next several years to allow for the appropriate time investment required to offer high-quality graduate seminars and thesis supervision, while ensuring appropriate time is preserved to allow the faculty to conduct the quantity and quality of research at a level commensurate for a U-15 institution.

The external review also led us to consider two minor curriculum adjustments. Although the proposed program is average among other programs in Canada in terms of credit hours required, the thesis/practicum (in this case GRAD 7030: Thesis/Practicum) carries no credit hours, unlike other institutions. To account for this, we have adjusted the total credit hours for the degree from 24 to 21 CRH, eliminating one course; this will allow students more load room to focus on the thesis/practicum in the final year of the program. We have also removed two named music theory courses (MUSC 7220: Advanced Analysis of Tonal Music and MUSC 7230: Advanced Analysis of Post-Tonal Music), the content of which will be addressed in offerings of MUSC 7210: Seminar in Music Theory/Analysis as necessary to allow the flexibility to meet changing student needs and to accommodate faculty workloads and research/study leaves.

Finally, it is necessary to correct a small error in the reviewers' characterization of the faculty. The report identifies incorrectly Dr. Andrew Deruchie as a specialist in twentieth century music and notes a lack of breadth in specialization among the faculty. Dr. Deruchie is, in fact, a specialist in the music of the nineteenth century. As such the DFOM provides more than sufficient breadth of expertise for a unit of its size.

edited by Katherine Bergeron and Philip Bohlman, (Chicago: University of Chicago Press, 1992)137-155. Chicago: University of Chicago Press, 1992; Jonathan Shull, "Locating the past in the Present: Living Traditions and the Performance of Early Music." *Ethnomusicology Forum* 15, no. 1(2006): 87-111.



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As you can see, the external review was overwhelmingly positive, and we have developed viable remedies to the concerns expressed by the reviewers. Please find attached a revised proposal that reflects the program changes described above.

Should you have questions, concerns, or require additional information, please do not hesitate to contact either of us.

As always, thank you for your continued guidance and support.

Sincerely,

A handwritten signature in black ink that reads "Edward Jurkowski".

Edward Jurkowski, Ph.D., Dean

A handwritten signature in black ink that reads "James V. Maiello".

James V. Maiello, Ph.D. Associate Dean (Graduate Programs & Research)

Enc: Revised Application for M.A. in Music Research

Cc: Dr. Kelley Main, Associate Dean, Faculty of Graduate Studies
Ms. Andrea Kailer, Programs Coordinator, Faculty of Graduate Studies



umanitoba.ca/music



AGENDA ITEM:

Closure of the Master of Science in Family Social Sciences

RECOMMENDED RESOLUTION:

THAT the Board of Governors approve the closure of Master of Science in Family Social Sciences [subject to Senate approval, June 16, 2021].

CONTEXT AND BACKGROUND:

- Section 3(a) of *The University of Manitoba Act* gives the University the authority, “to establish and maintain such colleges, schools, institutes, faculties, departments, chairs, and courses of instruction as to the board of governors may seem meet and give instruction and training in all branches of knowledge and learning, including physical instruction and training.”
- The Faculty Council of the Faculty of Graduate Studies is recommending the closure of the Master of Science in Family Social Sciences, which is offered by the Department of Community Health Sciences, Max Rady College of Medicine.
- In June 2014, the Board of Governors approved the merger of the Department of Family Social Sciences, in the former Faculty of Human Ecology, and the Department of Community Health Sciences, in what was then the Faculty of Medicine. The proposal for the merger included a commitment to continue to offer courses that students enrolled in both the M.Sc. in Family Social Sciences and the M.Sc. in Community Health Sciences would require to complete their programs.
- Admissions to the M.Sc. in Family Social Sciences have been suspended since May 2015, following the President’s approval of a recommendation from the Dean of the Faculty of Graduate Studies, in December 2014 (as reported to the Board, May 19, 2015). Extensions to the suspension of admissions were approved by the President following required consultations with Senate/the Board, in June 2016, May/June 2017, and May/June 2019.
- The rationale for closing the program, which was also the reason for suspending admissions to it, is to address a redundancy in program offerings that resulted from the merger of two Departments that both offered a Master of Science degree. Following discussions that took place in 2014, members of the amalgamated Department took a decision to support the ongoing delivery of the Master of Science in Community Health Sciences.
- The Department Council of the Department of Community Health Sciences and the Faculty Council of Graduate Studies endorsed a proposal to close the M.Sc. in Family Social Sciences at meetings on March 4 and May 10, 2021, respectively.

RESOURCE REQUIREMENTS:

N/A

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

N/A

IMPLICATIONS:

- There are no students enrolled in the M.Sc. in Family Social Sciences. The final students in the program graduated in 2018.
- Students wishing to undertake graduate studies and research in the areas of family violence, aging, or Indigenous health will continue to be able to do so by completing a M.Sc. in Community Health Sciences.

ALTERNATIVES:

N/A

CONSULTATION:

The proposal was reviewed and endorsed by the Faculty Council of Graduate Studies and by the Senate Executive Committee. The proposal will be considered by Senate, for approval, on June 16, 2021.

ROUTING TO THE BOARD OF GOVERNORS:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Department Council of Community Health Sciences</u>	<u>March 4, 2021</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Faculty Council of Graduate Studies</u>	<u>May 10, 2021</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Senate Executive Committee</u>	<u>June 2, 2021</u>
<input type="checkbox"/>	<input type="checkbox"/>	<u>Senate</u>	<u>June 16, 2021</u>
<input type="checkbox"/>	<input type="checkbox"/>	<u>_____</u>	<u>_____</u>

SUBMISSION PREPARED BY: University Secretary on behalf of Senate

ATTACHMENTS:

- Report of the Faculty Council of Graduate Studies on Course, Curriculum and Regulation Changes [May 10, 2021]
- Application for Permanent Cessation of the Master of Science in Family Social Sciences

Report of the Faculty Council of Graduate Studies on Course, Curriculum and Regulation Changes

Preamble

1. The Faculty of Graduate Studies (FGS) has responsibility for all matters relating to the submission of graduate course, curriculum, program and regulation changes. Recommendations for such are submitted by the Faculty Council of Graduate Studies for the approval of Senate.
2. The Faculty Council of Graduate Studies met on the above date to consider a proposal from the Dept. of Community Health Sciences.

Observations

1. The **Dept. of Community Health Science** proposes supplementary regulation changes to the Ph.D. (section 5.4), specifically to provide greater flexibility for Ph.D. students to meet their unique needs and help them acquire the knowledge needed to successfully complete their thesis. On the recommendation of the student's advisor and with the approval of the Director of the CHS Graduate Program, the 12 credit hour elective courses in the Ph.D. may now be fulfilled by courses in departments other than Community Health Sciences.

The Dept. of Community Health Sciences also proposes the permanent cessation of the M.Sc. in Family Social Sciences degree. As a result of the closure of the Faculty of Human Ecology, the Dept. of Family Social Sciences (FSS) merged with the Dept. of Community Health Sciences (CHS) in 2014. With the merger, all FSS faculty became members of CHS, and FSS courses (graduate and undergraduate) continued to be taught. As both departments offered Master of Science programs, amalgamation created redundancy. Therefore, admission to the M.Sc. in FSS was officially suspended on December 17, 2014. The program has been kept open since then in order for the remaining Master's students in FSS to complete their M.Sc. in FSS. The last students completed the M.Sc. in FSS in 2018.

The closure of the M.Sc. in FSS precipitates the deletion of (17) courses: FMLY 7002, 7004, 7010, 7220, 7230, 7500, 7510, 7520, 7600, 7610, 7620, 7700, 7710, 7800, 7810, 7920, 7930. Of these (17) deletions, the Dept. of Community Health Sciences would like to retain (8) of the courses and proposes them as course introductions under CHSC numbers: CHSC 7630, 7632, 7634, 7636, 7638, 7640, 7642, 7644. The transfer of the FMLY courses to CHSC course codes ensures that students can benefit from the expertise of the former FSS faculty now based in CHS.

One of the course deletions, FMLY 7500, has been a required course in the Master of Public Health (M.P.H.) program, and as such, the department proposes that this requirement be replaced by the equivalent CHSC 7632 in section 4.4.1 of the supplementary regulations.

Course Deletions

FMLY 7002 Family Social Sciences Seminar I	-3
FMLY 7004 Family Social Sciences Seminar II	-3
FMLY 7010 Seminar in Family Finance	-3
FMLY 7220 Management of Family Stress	-3

FMLY 7230 Work and Family Interrelationships	-3
FMLY 7500 Evaluation of Family, Health and Social Development Programs	-3
FMLY 7510 Research Data Centre Research Methods Part A	-1.5
FMLY 7520 Research Data Centre Research Methods Part B	-1.5
FMLY 7600 Parent-Child Relationships	-3
FMLY 7610 Aging and Families	-3
FMLY 7620 Children and Violence	-3
FMLY 7700 Independent Study	-3
FMLY 7710 Special Topics in Family Social Sciences	-3
FMLY 7800 Family Violence	-3
FMLY 7810 Conflict and Mediation in Families	-3
FMLY 7920 Globalization, Families and Communities	-3
FMLY 7930 Social Development in Theory and Practice	-3

Course Introductions

CHSC 7630 Work and Family Interrelationships	+3
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In this course students will engage in advanced study of the intersection of earning and caring activities of families over the life course and how these activities interrelate at the community, provincial, national, and global levels. The influence of gender and demographic trends will be explored and family, private sector, and public sector responses to the issue will be examined. There will also be an emphasis on relating current research to relevant theoretical perspectives and professional practice. May not be held with the former FMLY 7230.

CHSC 7632 Evaluation of Family, Health and Social Development Programs	+3
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This course teaches the theory and practice of program evaluation with a focus on health and social development programs. It emphasizes a utilization-focused evaluation approach. It studies program evaluation from a "real world" perspective, including the political and ethical issues related to evaluation. The course provides strong theoretical foundations. Students put this into practice by working with a particular agency/program to fully develop an evaluation plan to be actually used by the agency/program. May not be held with the former FMLY 7500.

CHSC 7634 Research Data Centre Research Methods Part I	+1.5
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This course will introduce the processes and methods involved in using Statistics Canada's confidential master data files at the Research Data Centre (RDC). Students will gain skills in conducting secondary analyses in order to address important health and social policy research questions. Pre or Co-requisite: Graduate level biostatistics course or equivalent. May not be held with the former FMLY 7510.

CHSC 7636 Research Data Centre Research Methods Part II	+1.5
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A continuation of the introduction to the processes and methods involved in using Statistics Canada's confidential master data files at the Research Data Centre (RDC). Students will gain skills in conducting secondary analyses in order to address important health and social policy research questions. Pre-requisite: Successful completion of Part I (CHSC 7634). May not be held with the former FMLY 7520.

CHSC 7638 Children and Violence	+3
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An examination of children's experiences of violence at the levels of families, communities and societies. Relevant theoretical and measurement issues are addressed, as well as the developmental outcomes of various forms of violence. The incidence and prevalence of violence in children's lives is examined. Models of prevention, intervention and policy are explored. May not be held with the former FMLY 7620.

CHSC 7640 Family Violence **+3**

Advanced study of current topics in family violence. Topics may include child abuse, sibling abuse, parent abuse, dating violence, intimate partner violence, and elder abuse. Emphasis is on understanding and critiquing current theory and research. May not be held with the former FMLY 7800.

CHSC 7642 Family Conflict & Health & Well-being **+3**

The origins and manifestation of conflict in family relationship across the life course will be reviewed with an emphasis on its relation to individual, dyadic, and family health and well-being. May not be held with the former FMLY 7810.

CHSC 7644 Social Development in Theory and Practice **+3**

This advanced seminar examines the concepts and practices of social development within specific contexts. It examines the interplay between theory and practice and the epistemological underpinnings of social development research, programs, and policies as applied to families, communities, and populations. Case studies are assessed and critiqued. May not be held with the former FMLY 7930.

NET CREDIT HOUR CHANGE **-27**

Recommendations

Faculty Council of Graduate Studies recommends THAT the course and program changes from the unit listed below be approved by Senate:

Dept. of Community Health Sciences

Respectfully submitted,

Dr. Kelley J. Main, Chair
Faculty Council of Graduate Studies

/ak

Universities and colleges requesting approval for the **permanent cessation** of a program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

UM INTERNAL REQUIREMENTS



1. Please complete the application below and submit one (1) electronic copy (.pdf format) each to the Deputy Provost (Academic Planning and Programs) and the Office of the University Secretary, along with the following supplemental documentation:
 - a. A cover letter justifying and summarizing the rationale behind the request for permanent cessation.
 - b. Letters of support from external stakeholders that were consulted as part of this proposal, if applicable.
 - c. Course Deletion forms, where applicable. To access the course deletion forms, please visit:
 - Undergraduate Courses: <http://umanitoba.ca/admin/governance/forms/index.html>
 - Graduate courses: http://umanitoba.ca/faculties/graduate_studies/admin/course_delete.htm
2. Please refer to the policy, Submission of Course, Curriculum and Program changes for further information. http://umanitoba.ca/admin/governance/governing_documents/academic/356.html
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, Office of the Provost and Vice-President (Academic) at Cassandra.Davidson@umanitoba.ca or 204.474.7847.

SECTION A – PROPOSAL DETAILS

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program:

Rady Faculty of Health Sciences/Department of Community Health Sciences

If program is a joint program, list all participating institutions and the roles of each in delivering the program to be ceased:

NA

Program name: Family Social Sciences

Credential awarded: Master of Science in Family Social Sciences

Proposed start date for permanent cessation: September 2021

Institutional Program Code(s) (PSIS reporting number):

Office Use Only

One-time funding:
On-going funding:

B-1 Provide a general description of the program and its objectives: *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

Focusing on issues that influence health, well-being and family relations, the Master of Science (M.Sc.) in Family Social Sciences provides a strong research foundation in family psychosocial health. We study family issues from a multidisciplinary perspective that integrates psychological, sociological and economic theory and research. The graduate program is organized around four major areas of study. Each student selects one area in which to focus both course work and a research thesis.

Developmental Health is concerned with the determinants of healthy development throughout life and the implications for prevention and health promotion. Health is broadly defined as social, psychological and physical. The determinants of health are considered in the context of families as they interact with communities and societies.

Family Resource Management is focused on the interface between families and their resources - time, energy and money. The interaction of families with societal systems in the economy is emphasized, as are issues that affect family well-being, such as managing stress, making decisions and resolving problems.

Family Violence and Conflict Resolution surveys the prevalence, incidence, etiology, and consequences of conflict and violence in family relationships across the life span. Risk and protective factors at the individual, family, community, and societal levels are studied, with an emphasis on violence prevention and conflict mediation.

Inner City Families and Communities is designed to increase student knowledge of issues, perspectives and dynamics of individuals and their interactions in families and communities within the inner city.

B-2 Length of Program: *(Define the length of the proposed program using measures appropriate to the schedule and delivery format. This will include total course credits and weeks/months, and, where relevant, hours and semesters of instruction)*

The program consists of 21 credit hours and a thesis. The number of courses/credit hours that a student takes per term or year depends on the individual student. The maximum length of time to complete the program is four years.

B-3 Provide a description of the intended outcomes of the program being permanently ceased:

To prepare students to understand, analyze and evaluate family issues from a multidisciplinary perspective that integrates psychological, sociological and economic theory and research.

B-3.1 - Describe how this program serves and advances the academic, cultural, social and economic needs and interests of students and the province:

A Master's degree in Family Social Sciences prepares graduates for positions in fields such as health promotion, policy analysis, community development, health research, human services administration, program development, and victim services. Graduates obtain employment in a variety of government agencies and not-for-profit organizations where their research skills and multidisciplinary training in family health and well-being contribute to improved social and economic life in the Province of Manitoba. Other graduates build on their strong training in family social sciences by obtaining their doctoral degrees and further contributing to the research and educational capacity of the province.

B-3.1 - Describe the existing and anticipated post-secondary learning needs of students in Manitoba that this program addresses and responds to.

This program responds to the needs of students for rigorous, local training in family social sciences research. The program provides students with a strong foundation that integrates psychological, sociological and economic theory and research. Graduates understand family diversity, the complexity of family issues, and the importance of employing a multidisciplinary perspective.

B-4 Describe the mode of delivery for this program:

Courses are delivered in classroom settings.

SECTION C – INFORMATION REGARDING PERMANENT CESSATION DEVELOPMENT PHASE

C-1 Identify and provide a detailed description of the rationale for the permanent cessation of this program of study:

(Such as changes in applications, enrolment, employer demand.)

As a result of the closure of the Faculty of Human Ecology, the Department of Family Social Sciences (FSS) merged with the Department of Community Health Sciences (CHS) in 2014. The merger was approved by Senate on June 25, 2014 and by the Board of Governors on June 24, 2014. With the merger, all FSS faculty became members of CHS, with full rights and responsibilities, and FSS courses (graduate and undergraduate) continued to be taught. As both departments offered Master of Science programs, amalgamation created redundancy. Therefore, admission to the M.Sc. in FSS was officially suspended on December 17, 2014. The program has been kept open since then, in order for the remaining Master’s students in FSS to complete their M.Sc. in FSS. The last students completed the M.Sc. in FSS in 2018. As such, there are no students in the program anymore and the program can now be closed.

C-2 If applicable, describe any program reviews, evaluations, or other program review processes that occurred during the temporary cessation of this program:

N/A

C-3 Describe how the permanent cessation of this program aligns with the strategic plans of your institution:

The cessation of the M.Sc. in FSS does not impact CHS’ alignment with the University’s strategic plan. Since the suspension of admission to the M.Sc. in FSS, students interested in areas such family violence, aging, or indigenous health are being directed to the M.Sc. in CHS. A number of FSS (FMLY) graduate courses are still being taught as part of the CHS graduate program. The areas of expertise of FSS faculty who merged into CHS align well with the mission of CHS, and have strengthened the CHS pillars, which are: Indigenous health research, global health, health services and health policy, family maltreatment and violence, health over the life course, applied public health and epidemiology, critical social sciences, and methodologies (biostatistics and qualitative research).

C-4 Outline the internal approval process (i.e. committees, governing bodies) for approving the permanent cessation of this program of study within your institution and indicate any dates of decision: *(Governing Council, Board of Governors, Board of Regents, Senate, other)*

Approval of the cessation of the M.Sc. in FSS will involve: CHS Departmental Council (motion to close the M.Sc. in FSS approved at the March 4, 2021 Departmental Council meeting); Faculty of Graduate Studies (FGS) Programs and Guidelines Committee; FGS Executive Committee; FGS Faculty Council; and University Senate.

UM INTERNAL REQUIREMENTS: Please note date(s) of Faculty/College/School Approval. Approval dates through the governing bodies will be inserted by the Provost’s Office prior to submission to government.

<u>Decision-Making Body</u>	<u>Date of Approval</u>
Faculty/College/School	_____
SCCC (undergrad only)	_____
SPPC (if applicable)	_____
Senate Executive	_____

Senate _____

Board of Governors _____

C-5 Responsibility to consult

C-3.1. Is this program subject to mandatory review or approval by organizations external to the institution (such as regulatory bodies, Apprenticeship Manitoba, etc.)? *(If yes, please describe consultation process and provide copies of reports or letter from these organizations.)*

N/A

C-3.2 What agencies, groups, or institutions have been consulted regarding the permanent cessation of this program?

The merger of FSS with CHS and its impact on the programs delivered in each department was discussed extensively in 2012 and 2013 within each Departments and at a Forum with the Dean, Faculty of Medicine. On December 5, 2013, FSS Departmental Council passed the motion to merge the M.Sc. in FSS with the M.Sc. in CHS. On December 10, 2013, CHS Departmental Council passed a motion to welcome FSS faculty as full members into CHS, and that its graduate programs would continue unchanged, with FSS graduate courses offered as electives. The proposal for the merger of FSS with CHS was approved by Senate and the Board of Governors on June 25, 2014 and June 24, 2014, respectively. Following the merger, a working group met from July 2014 to April 2015 to ensure smooth transition of both undergraduate and graduate FSS programs into CHS. The working group included: Department Heads of CHS and FSS; Graduate Program Directors from CHS and FSS; a member at large from CHS and FSS; administrative staff from CHS and FSS; the Acting Dean of Human Ecology; the Director of Administration of the Rady Faculty of Health Sciences; and the Director, Office of the VP (Academic) and Provost. The working group's recommendation to suspend admission to the M.Sc. in FSS was approved by the President and Vice Chancellor of the University on December 17, 2014, after consultation with the: University Senate; Vice-Provost (Graduate Education) & Dean (Faculty of Graduate Studies); and Vice-Provost (Integrated Planning and Academic Programs).

C-3.3 How have students and faculty been informed of the intent to permanently cease this program?

FSS faculty were part of the discussion regarding the suspension of admission to the M.Sc. in FSS, and its ultimate closure, as soon as the two departments merged in 2014. Discussions took place in CHS Departmental Council meetings, Graduate Program Committee meetings, and FSS-CHS merger working group meetings. Students were informed of the suspension of admission to the Master's in FSS on both FSS and CHS websites and in the University calendar, as well as on an individual basis in discussions between FSS and CHS faculty and FSS Master's students.

C-6 Describe the impact that the permanent cessation of this program may have on developing a skilled workforce and on labour market need in Manitoba:

The goals of the M.Sc. in FSS align well with those of the M.Sc. in CHS and, given that FSS faculty expertise and graduate courses have been incorporated into CHS, the cessation of the M.Sc. in FSS does not impact workforce or labor market needs.

D-1 Describe how the permanent cessation of this program will affect any specific laddering, articulation and/or credit transfer options for students in Manitoba and Canada:

N/A

D-2 Describe how the permanent cessation of this program may affect the academic, cultural, social and economic needs and interests of students and the province:

The cessation of the program is not expected to affect the academic, cultural, social and economic needs and interests of students and the province, given that students who formerly may have taken a M.Sc. in FSS can gain training in the same areas by taking the M.Sc. in CHS.

D-3 UM INTERNAL REQUIREMENTS: Describe how the permanent cessation of this program will impact course offerings in the unit. Provide a list of courses that are to be deleted (indicate subject code, course number, course title, number of credit hours) as a result of the permanent cessation and append the appropriate deletion forms.

Course deletions:

FMLY 7002 – Family Social Sciences Seminar I – 3 crh
FMLY 7004 – Family Social Sciences Seminar II – 3 crh
FMLY 7010 - Seminar in Family Finance – 3 crh
FMLY 7220 - Management of Family Stress – 3 crh
FMLY 7600 - Parent-Child Relationships – 3 crh
FMLY 7610 – Aging and Families – 3 crh
FMLY 7700 – Independent Study – 3 crh
FMLY 7710 – Special Topics in Family Social Sciences – 3 crh
FMLY 7920 - Globalization, Families and Communities – 3 crh

Courses changes:

Eight courses are being transferred into CHS and, therefore, will need have their course code changed from FMLY to CHSC.

FMLY 7230 – Work and Family Interrelationships – 3 crh
FMLY 7500 – Evaluation of Family, Health and Social Development Programs – 3 crh
FMLY 7510 - Research Data Centre Research Methods Part A – 3 crh
FMLY 7520 - Research Data Centre Research Methods Part B – 3 crh
FMLY 7620 – Children and Violence – 3 crh
FMLY 7800 – Family Violence – 3 crh
FMLY 7810 – Conflict and Mediation in Families
FMLY 7930 – Social Development in Theory and Practice – 3 crh

D-4 UM INTERNAL REQUIREMENTS: Describe how the permanent cessation of this program and the deletion of any related courses may affect other academic programs at the institution. For undergraduate programs, include Request for Statement of Support forms, or for graduate programs, append letters of acknowledgement from those units/programs that may be impacted.

Cessation of the program is not expected to affect other academic programs as many of the courses that were formerly taught as part of the M.Sc. in FSS continue to be taught in CHS. Courses that are being deleted have not been taught in years or were open only to FSS students.

SECTION E– STUDENT IMPACTS

E-1 Provide a program completion plan for students currently enrolled in the program that is being permanently ceased:

NA – there are currently no students in this program.

Year 1

Year 2

Year 3

Year 4

UM Internal Requirements: Is there a potential for students who are currently not registered and who may not have been registered for one or more years to return to the program? If so, outline any plans on how these students will be accommodated.

N/A – the last students in the program graduated in 2018.

E-2 Will previous graduates of this program be negatively affected by its cessation?

It is not anticipated that students who graduated with a M.Sc. in FSS are negatively affected by the cessation of the program. However, it should be acknowledged that the University's decision to close the Faculty of Human Ecology, and the resulting merging of FSS into CHS was not universally welcomed by FSS students. As such, previous graduates may re-experience a sense of loss once the program is officially closed.

E-3 What was the maximum seat capacity of the program that is being permanently ceased?

Intake of students in the program ranged from about 5 to 8 each year. Depending on how long students were in the program, there would have been about 30 students registered in the program in a given year.

E-4 What was the enrolment and graduation rate for this program over the past 5 years?

Number of graduates in the last 5 years:

2015: 2

2016: 6

2017: 5

2018: 4

2019: 0

2020: 0

SECTION F – FINANCIAL REALLOCATION

F-1 What portion of ongoing funding is allocated to this program?

There is no funding specifically allocated to this program.

F-2 Please provide a detailed description of how these funds will be reallocated:

N/A

SECTION G – SIGNATURES

(A second signature section is provided for joint programs only)

SUBMITTED BY:

President:

Name:

Signature:

Date:

Vice-President/Academic:

Name:

Signature:

Date:

For use by joint programs only:

President:

Name:

Signature:

Date:

Vice-President/Academic:

Name:

Signature:

Date:

SUBMIT COMPLETED FORM

PROVOST'S OFFICE ONLY Once completed and signed, please submit this application form to Post-Secondary Education and Labour Market Outcomes at PSE-LMO@gov.mb.ca with the following attachments *(double-click to engage check box)*:

Cover letter

Any supporting documentation *(reviews, letters of support, etc.)*

If you have any questions or require further information, please contact:

Post-Secondary Education and Labour Market Outcomes

Manitoba Education and Training

400-800 Portage Avenue Winnipeg MB R3C 0C4

(204) 945-1833

PSE-LMO@gov.mb.ca



Approval Discussion/Advice Information

AGENDA ITEM:

Closure of Integrated Bachelor of Music / Bachelor of Education

RECOMMENDED RESOLUTION:

For information only.

CONTEXT AND BACKGROUND:

The closure of the Bachelor of Music / Bachelor of Education was approved by the Board of Governors at its meeting of March 23, 2021. The closure of the program was approved by the province at the time that it approved the introduction of the B.Mus. (Music Education) degree.

As there are no students enrolled in the program, the Provost and Vice-President (Academic) has authorized the closure of the program effective September 1, 2021.

RESOURCE REQUIREMENTS:

N/A

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

N/A

IMPLICATIONS:

N/A

ALTERNATIVES:

N/A

CONSULTATION:

N/A




Office of Provost and Vice-President (Academic)

208 Administration Building
Winnipeg, Manitoba
Canada R3T 2N2
Telephone (204) 480-1408
Fax (204) 275-1160

**University
of Manitoba**

Date: April 1, 2021

To: Dr. Thomas Falkenberg, Acting Dean, Faculty of Education
Dr. Edward Jurkowski, Desautels Faculty of Music

From: Dr. Janice Ristock, Provost and Vice-President (Academic) 

Re: **Notification – Closure of the Integrated Bachelor of Music/Bachelor of Education Program**

Please accept this letter as formal notification of the closure of the Integrated Bachelor of Music/Bachelor of Education Program, following Senate's recommendation on February 3, 2021 and the Board of Governor's approval on March 23, 2021 to close the program.

The Integrated B.Mus./B.Ed. program has been replaced by the four-year Bachelor of Music (Music Education) degree, which was implemented in the Fall 2018, following approval by Senate (March 7, 2018), the Board of Governors (March 20, 2018), and the province (June 12, 2018). The Integrated Bachelor of Music/Bachelor of Education Program was to be closed once current students had the opportunity to complete their program. Note that the closure of the program was approved by the province at the time it approved the introduction of the B.Mus. (Music Education) degree.

As there are currently no students enrolled in the program, the closure of the program is effective **September 1, 2021**.

Thank you to everyone involved in the process.

Cc.: Michael Benarroch, President and Vice-Chancellor
Todd Mondor, Deputy Provost (Academic Planning and Programs)
Jeff Leclerc, University Secretary
Jeff Adams, Register and Executive Director of Enrolment Services
Randy Roller, Executive Director, OIA
Cassandra Davidson, Academic Programs Specialist



AGENDA ITEM:

Implementation of Bachelor of Arts (Honours) in Linguistics

RECOMMENDED RESOLUTION:

For information only.

CONTEXT AND BACKGROUND:

- The Bachelor of Arts (Honours), including options for both Single Honours and Double Honours degrees, was approved by the Board of Governors at its meeting on June 23, 2020. The University received notification on May 3, 2021, that the program had been approved by Manitoba Economic Development and Jobs.
- The Provost and Vice-President (Academic) has authorized implementation of the program effective for the Fall 2021.

RESOURCE REQUIREMENTS:

- The program will be funded through the reallocation of existing resources and tuition revenue. No additional financial support will be allocated in support of the implementation.
- The maximum seat capacity for the program, defined as first year enrolment, is 15 students.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

N/A

IMPLICATIONS:

N/A

ALTERNATIVES:

N/A

CONSULTATION:

The Provost's decision to implement the B.A.(Hons.) in Linguistics will be communicated to Senate, for information, at its meeting on June 16, 2021.

ROUTING TO THE BOARD OF GOVERNORS:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>Senate Executive</u>	<u>June 2, 2021</u>
<input type="checkbox"/>	<input type="checkbox"/>	<u>Senate</u>	<u>June 16, 2021</u>
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____

SUBMISSION PREPARED BY: University Secretary on behalf of Senate

ATTACHMENTS:

- Correspondence from Deputy Minister, Manitoba Economic Development and Jobs [dated May 3, 2021]



Economic Development & Jobs | Advanced Education, Skills & Immigration
Office of the Deputy Minister
Room 352
Legislative Building
Winnipeg MB R3C 0V8

May 3, 2021

Dr. Todd A. Mondor
Deputy Provost (Academic Planning and Programs)
University of Manitoba
208 Administration Building
Winnipeg, MB
R3T 2N2

Dear Dr. Mondor:

I am pleased to advise that Advanced Education, Skills and Immigration has reviewed the University of Manitoba's proposal to introduce a four-year, course-based Bachelor of Arts Honours degree in Linguistics and has approved the proposal as submitted.

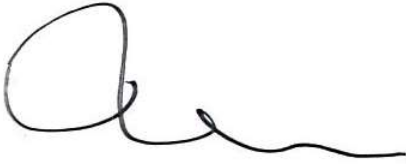
The department appreciates the University's efforts to strengthen undergraduate studies in Linguistics and provide students with Honours degree options that will prepare students for competitive opportunities in the labour market and future postgraduate studies. I wish the University of Manitoba and the Faculty of Arts the very best with the program in the years ahead.

Also, I would like to inform you that during the COVID-19 pandemic, when institutions are adjusting programs based on an ever-changing environment, the approval of a proposal does not obligate a university or college to implement the change. Approval of a proposal is valid for three years from the effective date of the approval. Institutions retain the ability to implement at their discretion during that period. If the University of Manitoba does not implement the proposed change in that time, it must resubmit the proposal for the intended change.

.../2

Should you have any questions, please contact Mr. Grant Prairie, Director of Policy and Programs at 204-945-8564 or at Grant.Prairie@gov.mb.ca.

Sincerely,

A handwritten signature in black ink, appearing to read 'Tracey Maconachie', with a large initial 'T' and a long, flowing tail.

Tracey Maconachie

- c. Mr. Grant Prairie, Director of Policy and Programs, Advanced Education, Skills and Immigration
Janice Ristock, Provost and Vice-President (Academic)
Jeff Taylor, Dean, Faculty of Arts
Cassandra Davidson, Academic Programs Specialist



AGENDA ITEM:

Extension of Suspension of Admissions to B.Sc.Pharm. and B.Sc.(Maj.) and B.Sc.(Hons.) in Biotechnology , President's Approval

RECOMMENDED RESOLUTION:

For information.

CONTEXT AND BACKGROUND:

- The Board policy on *Admission Targets* specifies that it is the President who has authority to approve changes to, or the introduction of, admission targets following consultation and discussion with the dean or director, with Senate and with the Board of Governors, subject to the provisions of the provincial Programs of Study Regulation.
- The President has approved requests from the Deputy Provost (Academic Planning and Programs), to extend the temporary suspension of admissions to the following programs, for two years or until the Fall 2023 intake, pending approval by the province. The President previously consulted Senate (April 7, 2021) and the Board (April 20, 2021) concerning the requests. Neither body had identified any concerns.
 - Bachelor of Science in Pharmacy, College of Pharmacy
 - Bachelor of Science (Honours) and Bachelor of Science (Major) in Biotechnology, Faculty of Science

RESOURCE REQUIREMENTS:

N/A

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

N/A

IMPLICATIONS:

- The two-year extension to the suspension of admissions to the B.Sc.Pharm. will allow any students continuing in the program to complete the requirements for graduation.
- The temporary suspension of admissions to the B.Sc.(Hons.) and B.Sc.(Maj.) in Biotechnology will not adversely affect students currently enrolled the programs, who would be able to complete the program requirements.

CONSULTATION:

The President's decision, to extend the suspension of admissions to the programs, will be communicated to Senate, for information, at its meeting on June 16, 2021.

ROUTING TO THE BOARD OF GOVERNORS:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Senate Executive Committee	June 2, 2021
<input type="checkbox"/>	<input type="checkbox"/>	Senate	June 16, 2021
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____

SUBMISSION PREPARED BY: University Secretary on behalf of Senate

ATTACHMENTS:

None.



AGENDA ITEM:

Revised Student Discipline Bylaw and Related Procedures

RECOMMENDED RESOLUTION:

THAT the Board of Governors approve revisions to the *Student Discipline Bylaw* and associated *Student Non-Academic Misconduct and Concerning Behaviour* and *Student Discipline Appeal* procedures, effective September 1, 2021 [subject to Senate approval, June 16, 2021].

CONTEXT AND BACKGROUND:

- The Board's powers include the power to exercise disciplinary jurisdiction over students.
- The University Discipline Committee is recommending revisions to the *Student Discipline Bylaw*, the *Student Non-Academic Misconduct and Concerning Behaviour* procedure, and the *Student Discipline Appeal* procedure.
- Proposed revisions to the *Student Discipline Bylaw* and the procedures are described in detail in the attachments to this submission.
- Two significant changes to the *Bylaw* and to the *Student Discipline Appeal* procedure would be to remove, for students who are alleged to have breached the *Respectful Work and Learning Environment* (RWLE) policy or the *Sexual Violence* policy, (i) the availability of a *trial de novo* appeal process and (ii) the ability to appeal a finding of fact determined through a formal investigation conducted through the Office of Human Rights and Conflict Management, by a third-party investigator, with training in investigative processes and trauma informed approaches. The students would continue to have the right to appeal the penalty.
- The proposed changes would redress various concerns that arise where, given current access to (i) and (ii) above, including that some students accused of breaching the *RWLE* or *Sexual Violence* policy refuse to participate in the investigation and subsequently appeal the decision, which leads to a non-expert panel making a determination regarding the third-party investigator's finding of fact. The proposed changes would ensure the fact finding is undertaken by those best trained to do so.
- Specific changes involve revisions to:
 - Section 2.23 of the *Student Discipline Bylaw* to preclude the appeal of decisions based on a finding of fact under the *RWLE* policy or the *Sexual Violence* policy;
 - Section 2.16 (d) of the same procedure, to reflect that an appeal of a decision on either (i) a finding of facts or (ii) both the facts and the disciplinary action would be possible only where permitted under Section 2.23 of the *Student Discipline Bylaw*;
 - Sections 2.69 and 2.85 of the same procedure, to reflect that appeals in relation to the *RWLE* and *Sexual Violence* policies could not be related to the disposition of a finding, by way of a *trial de novo*, and could only be related to the Disciplinary Action.
- Another significant change is to require that all appeals that relate to sexual violence or discrimination fall under the jurisdiction of the University Discipline Committee. To this end, Section 2.13 of the *Student Discipline Appeal* procedure would be revised to specify that appeals of Disciplinary Actions related to Sexual Violence of Discrimination would proceed to the University Disciplinary Committee.

RESOURCE REQUIREMENTS:

N/A

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

Proposed changes to the *Student Discipline Bylaw* and the related procedures align with the report, *Responding to Sexual Violence, Harassment and Discrimination at the University of Manitoba: A Path Forward (August 2019)*, and support the University's commitment to reduce the risk and occurrence of sexual discrimination and sexual violence within the University community.

IMPLICATIONS:

The proposed revisions to the policy and procedures would neither (i) impact the appeal mechanisms for non-students, which would still exist, including the possibility of trial *de novo*, and cannot be modified by policy, nor (ii) remove the ability to appeal a finding of fact in cases where the formal RWLE or Sexual Violence process is not engaged.

ALTERNATIVES:

N/A

CONSULTATION:

The revised policy and procedures were considered and endorsed by the University Discipline Committee and the Senate Executive Committee. They will be considered by Senate, for approval, when it meets on June 16, 2021.

May 13, 2021

Report of the University Discipline Committee RE: Amendments to the Student Discipline Bylaw and Procedures, Respectful Work and Learning Environment and Sexual Violence Policy Advisory Committee

Preamble:

1. The Student Discipline Bylaw and Procedures are found on the website at: http://umanitoba.ca/admin/governance/governing_documents/students/student_discipline.html
2. At its meeting on December 2, 2019, the Committee was consulted on the removal of trial de novo appeal hearings. On May 13, 2021 the Committee considered amendments to the Student Discipline Bylaw and related procedures, related to the removal of trial de novo appeal hearings.
3. As per 2.51 (d) of the *Student Discipline Appeal Procedure*, it is the responsibility of the University Discipline Committee to “review the Bylaw and related procedures periodically and, if necessary, to recommend changes to it.”

Observations:

1. Currently, a student who allegedly breached the *Respectful Work and Learning Environment Policy* or *Sexual Violence Policy* is able to appeal both the finding of fact and the disciplinary action, as per the *Student Discipline Bylaw*, *Student Non-Academic Misconduct and Concerning Behaviour Procedure* and the *Student Discipline Appeal Procedure*.
2. The Respectful Work and Learning Environment and Sexual Violence Policy Advisory Committee is proposing that a student’s right to appeal the finding of fact be removed, where the finding of fact was determined through a formal investigation by a third party investigator, through the Office of Human Rights and Conflict Management.
3. These third party investigators are highly trained fact finders, who use a trauma informed approach. Research has shown that use of an investigative process is preferred, as it offers more flexibility and avoids re-traumatizing the complainant.
4. The Respectful Work and Learning Environment and Sexual Violence Policy Advisory Committee is also proposing that all other appeals that relate to sexual violence or discrimination would fall under the jurisdiction of the University Discipline Committee.
5. The proposed changes result from a recommendation made by Professor Karen Busby, who is a member of the Respectful Work and Learning Environment Policy Advisory Committee, and has researched and written about campus sexual violence.
6. The proposed changes align with the *Responding to Sexual Violence and Discrimination at the University of Manitoba: A Path Forward Report* (August 2019) and the University’s commitment to reduce the risk and occurrence of sexual discrimination and sexual violence within the University community.

7. Currently, the availability of a *trial de novo* appeal process may result in a refusal to participate in the investigative process, wait to receive the investigator's report and instead pursue the appeal process, which would result in a non-expert panel making a determination regarding the finding of fact. The proposed changes would ensure that the fact finding is in the hands of those best trained to do so.
8. The University Discipline Committee was consulted on the removal of *trial de novo* appeal hearings on December 2, 2019. A number of other community consultations also occurred, including University of Manitoba Student Union (November 28, 2019) and the Graduate Student Association (November 25, 2019). Discussion of the removal of *trial de novo* appeal hearings also took place as part of the 2018 university wide consultations, prior to the *Path Forward Report*.
9. The language in the *Student Discipline Bylaw*, *Student Non-Academic Misconduct and Concerning Behaviour Procedure* and *Student Discipline Appeal Procedure* would be updated as follows:
 - a) Sexual assault would be changed to sexual violence
 - b) RWLE & Sexual Assault Procedure would be changed to Disclosures and Complaints Procedures
10. In the *Student Discipline Bylaw*, in section 2.23, where it states which decisions are not appealable, "Any finding of fact under the Respectful Work and Learning Environment Policy or the Sexual Violence Policy" would be added.
11. The *Student Discipline Appeal Procedure* would be amended as follows:
 - a) A definition for Discrimination would be added to section 2.1.
 - b) Section 2.13, which lists which appeals would proceed to the University Discipline Committee, would be amended to include all appeals related to sexual violence or discrimination.
 - c) Wording would be added to section 2.16 d), to reflect that an appeal of finding of fact or an appeal of finding of fact and disciplinary action would only be possible, where permitted by section 2.23 of the *Student Discipline Bylaw*.
 - d) Wording would be added to section 2.69 and 2.85 to reflect that appeals in relation to the *Respectful Work and Learning Environment Policy* and *Sexual Violence Policy* could not be by way of a *trial de novo*, but could only be in regards to the disciplinary action assigned.

Recommendation

The University Discipline Committee recommends:

THAT the amendments to the Student Discipline Bylaw, Student Non-Academic Misconduct and Concerning Behaviour Procedure and Student Discipline Appeal Procedure be approved, effective September 1, 2021.

Respectfully submitted,

Dr. Brenda Hann, Chair
University Discipline Committee



MEMORANDUM

TO: University Disciplinary Committee

FROM: Joel Lebois, Human Rights Counsel
Meghan Menzies, Human Rights and Conflict Management Officer

DATE: April 29, 2021

RE: Removal of *trial de novo* appeal mechanisms

Summary

The Respectful Work and Learning Environment and the Sexual Violence Policy Advisory Committee has requested draft policy language that would remove the right of appeal on findings of fact under the *RWLE Policy*, the *Sexual Violence Policy* and the *Disclosures and Complaints Procedure*. Attached to this memo are proposed changes to the *Student Discipline Bylaw*, the *Student Discipline Appeal Procedure* and the *Student Non-Academic Misconduct and Concerning Behaviour Procedure* which would remove this current right of appeal and would ensure that all other qualifying appeals that relate to sexual violence or discrimination fall under the UDC's sole jurisdiction.

Background information

Under the current process, UM community members are able to make formal complaints with the OHRCM where they allege a breach of either the RWLE or the Sexual Violence Policy. OHRCM staff assess each complaint and determine whether each complaint should proceed to an investigation. Investigations are conducted by impartial third parties with special training in conducting trauma-informed interviews and are sensitive to the particular needs of persons who have experienced trauma. This investigator will review all available physical evidence and conduct interviews with all parties involved. Investigators are also trained in evidence law and ultimately come to a finding of fact; either a breach of policy, or no

breach. Where a breach is found, internal guidelines dictate how the University reaches a decision on discipline of the respondent.

Research has borne out that in trauma-related matters, an investigative process is preferable to an adversarial process. Investigations are more flexible than a process where everyone involved must come together at the same time and place, and avoids re-traumatizing encounters between the complainant and the respondent. Cross-examination of witnesses has been proven to be an ineffective method at uncovering the truth in quasi-judicial proceedings, and is often a better reflection of a litigator's skill rather than revealing the truth of what transpired between complainant and respondent. Furthermore, the litigation of allegations of trauma-related matters has proven to be significantly stymied by unhelpful myths that colour how fact-finders view the complainant's behavior. For example, recent research demonstrates that victims of sexual violence often experience trauma that affects their behavior. Fact-finders who are not alive to the effect of trauma on one's behavior, may make an adverse inference of credibility against a complainant who behaves in a manner that seems odd, or lacking in common sense. When allegations are investigated by a skilled person with relevant training, the respondent's right to procedural fairness can be balanced with an accurate truth-seeking process that is preferable to an adversarial approach.

TRIAL DE NOVO HEARINGS

The University's *Student Discipline Bylaw* and *Student Discipline Appeal Procedure* currently allow students to appeal both the finding of fact pursuant to an Investigation under the RWLE or Sexual Violence Policies, as well as any resulting discipline to the UDC. Where a student appeals a finding of fact, the Student Discipline Appeal Procedure requires a *trial de novo*, which can lead to witness testimony and cross-examination. These *de novo* hearings raise a number of concerns.

First, there are the aforementioned structural flaws with trials that do not lend themselves to accurate fact finding in the context of trauma-related allegations. Further, the process often re-traumatizes complainants since it may require them to repeat the allegations yet again before a panel of strangers, and possibly be subjected to cross-examination. Such protracted proceedings act as a deterrence against complainants coming forward with their allegations.

In addition, the availability of an appeal mechanism disincentivizes alleged perpetrators from participating in the investigation process. Instead, they are able to wait until they have the benefit of the full investigation report, at which point they can then launch an appeal and re-try the issues before a non-expert panel of adjudicators. This engagement only at the *de novo* appeal level has become a problematic pattern in other jurisdictions across Canada. Given that we have established that the appeal process itself is not well-suited for trying trauma-related allegations, failing to engage in the investigation process and then holding a *de novo* hearing can create a systematic advantage for the alleged perpetrator.

Ultimately, the proposed changes leave the fact-finding in the hands of highly skilled and trained individuals, who are best suited for those undertakings. The changes then remove the ability to appeal the expert fact-finding to a body with a lesser amount of training and expertise. They also ensure that sexual violence and discrimination matters that were not dealt with through the OHRCM (because of

direct intervention by a Dean for example) will only be heard at the UDC level, which will ensure that these sensitive matters are dealt with appropriately and uniformly by a centralized body.

Proposed changes

With these concerns in mind, it is proposed that the following changes be made to the *Student Discipline Bylaw*, the *Student Discipline Appeal Procedure* and the *Student Non-Academic Misconduct and Concerning Behaviour Procedure*:

- Generally
 - Updated language changing Sexual Assault to Sexual Violence.
 - Updated language changing the RWLE & Sexual Assault Procedure to the Disclosures and Complaints Procedure.
- Student Discipline Bylaw
 - 2.23(d)
 - The addition of “[a]ny finding of fact under the Respectful Work and Learning Environment Policy or the Sexual Violence Policy” as decisions which are final.
- Student Discipline Appeal Procedure
 - s. 2.1(i)
 - Added “Discrimination” as a defined term.
 - s. 2.13
 - The addition of “any Disciplinary Action related to Sexual Violence or Discrimination” as matters which can only be appealed to the UDC.
 - s. 2.16(d)(i) & (iii)
 - Updated language referencing s. 2.23 of the Bylaw (which would limit the right of appeal under the RWLE/SV Policies).
 - s. 2.69
 - Updated language referencing the RWLE and Sexual Violence Policies as examples of circumstances where *trial de novo* appeals will not occur.
 - 2.85
 - Updated language limiting the appeal of decisions under the RWLE and Sexual Violence Policies to appeals of the disciplinary action alone.

Impact of the changes

Taken together, these changes remove the ability of a student to appeal a finding of fact made in relation to the RWLE or SV policies. The changes also escalate all appeals outside of the OHRCM Formal Process involving sexual violence and discrimination to the UDC.

Important note – these proposed changes do not:

- Impact the appeal mechanisms for non-students. These appeal mechanisms still exist, including the possibility of *trial de novo*. These appeal mechanisms cannot be modified by policy;

- Remove the ability to appeal a finding of fact in cases where the formal RWLE or SV process is not engaged.

Situational Examples

- A student commits a sexual assault against another student at an off-campus party. After consultation with the Sexual Violence Resource Centre, a formal complaint is filed with the OHRCM. The investigation finds that there has been a breach of the SV Policy, and the Respondent is suspended from the University for 3 years. Currently, the Respondent can appeal both the discipline imposed and the finding of fact made by an expert investigator, requiring a *trial de novo* held by a non-expert panel, where the Complainant may have to provide evidence once again, and may also be subjected to cross-examination. Using the current draft, no appeal of the finding of fact would be possible. Any appeal of the discipline would still go before a non-expert panel, but would not require the participation of the Complainant as there would be no *trial de novo*.
- A disclosure is received about a gathering in Residences, where an argument broke out and some of the students shouted racial slurs. The Director of Student Residences, identified as a Disciplinary Authority under Table 3 of the Bylaw, has authority to take immediate action, and could potentially address the matter directly as a single incident. This course of action would be more swift than the RWLE process, and may be a more appropriate response. Using the current draft, any decision made by the Director could be appealed, both in terms of the finding of fact, and the discipline imposed. This appeal would be escalated to the UDC.
- During a class group presentation, one of the presenting students grabs a peer's behind and makes an offensive comment. The student who was grabbed does not want to file a complaint with the OHRCM, but wants the matter addressed. The Department Head brings the matter to the attention of the Vice-Provost (Students) and they impose discipline, including developmental disciplinary actions (service and educational activities). This course of action addresses the concerning behaviour and respects the student's reluctance to file a formal complaint with the OHRCM. Using the current draft, the decision by the Vice-Provost (Students) could be appealed to the UDC on both findings of fact and discipline imposed.

UNIVERSITY OF MANITOBA BYLAW

BYLAW:	STUDENT DISCIPLINE
Effective Date:	January 1, 2009
Revised Date:	September 1, 2018
Review Date:	September 1, 2028
Approving Body:	Board of Governors
Authority:	<i>The University of Manitoba Act, s.16(1)(d)</i>
Responsible Executive Officer:	President
Delegate:	University Secretary
Contact:	University Secretary
Application:	Students, Faculty/College/School Councils, Unit Heads, Academic Staff and Employees

Part I Reason for Bylaw

- 1.1 The reason for this Bylaw is to outline the Disciplinary Actions available to Disciplinary Authorities and the subsequent appeal process available to Students for findings of Academic Misconduct and Non-Academic Misconduct.

Part II Policy Content

Definitions

- 2.1 The following terms are defined for the purpose of this Bylaw:
- (a) "**Academic Misconduct**" has the same meaning as defined in section 2.5 of the Student Academic Misconduct Procedure.
 - (b) "**Academic Staff**" refers to all individuals whose primary assignment is instruction, research, and/or service/academic administration. This includes employees who hold an academic rank such as professor, associate professor, assistant professor, instructor, lecturer, librarian, or the equivalent of any of those academic ranks. The category also includes a dean, director, associate dean, assistant dean, chair or head of department,

visiting scholars, senior scholars, and those holding unpaid academic appointments, insofar as they perform instructional, research, and/or service/academic administrative duties.

- (c) "**Appeal Procedure**" means the Student Discipline – Appeal Procedure.
- (d) "**Bylaw**" means the Student Discipline Bylaw.
- (e) "**College**" means a Professional College as defined under the Definitions of Academic Units Policy.
- (f) "**Disciplinary Action**" means the specific disciplinary actions available for each Disciplinary Authority under Table 3: Disciplinary Actions and Disciplinary Authorities.
- (g) "**Disciplinary Authority**" means the discipline authority designated to determine a matter of student discipline under:
 - (i) Table 1: Jurisdiction of Disciplinary Authorities for Academic Misconduct; or
 - (ii) Table 2: Jurisdiction of Disciplinary Authorities for Non-Academic Misconduct.
- (h) "**Expulsion**" has the same meaning as defined under section 2.16 of this Bylaw.
- (i) "**Faculty**" means a Faculty as defined under the Definitions of Academic Units Policy.
- (j) "**Non-Academic Misconduct**" has the same meaning as defined in section 2.5 of the Student Non-Academic Misconduct and Concerning Behaviour Procedure.
- (k) "**Reprimand**" has the same meaning as defined under section 2.6 of this Bylaw.
- (l) "**School**" means a "School of the University" or a "School of a Faculty", as those terms are defined under the Definitions of Academic Units Policy.
- (m) "**Student**" means any of the following individuals:
 - (i) **Admitted** – an individual who has accepted an offer of admission to the University;
 - (ii) **Current** – an individual who is either registered in course(s) or in a program of studies at the University or is eligible to continue in their studies at the University either because the individual meets

minimum academic performance requirements or will be eligible to continue after discharging a financial hold or serving Suspension due to academic or discipline;

- (iii) **Former** – an individual who has graduated from the University or who has withdrawn (either voluntarily or was required to withdraw).
- (n) **"Suspension"** has the same meaning as defined in section 2.8 of this Bylaw.
- (o) **"Table 1"** refers to Table 1: Jurisdiction of Disciplinary Authorities for Academic Misconduct, which follows the Bylaw.
- (p) **"Table 2"** refers to Table 2: Jurisdiction of Disciplinary Authorities for Non-Academic Misconduct, which follows the Bylaw.
- (q) **"Table 3"** refers to Table 3: Disciplinary Actions and Disciplinary Authorities, which follows the Bylaw.
- (r) **"Unit"** means a Faculty, School, College, institute, centre, academic support unit (for example, libraries) or administrative unit whose Unit Head reports to the President or a Vice-President, Associate Vice-President or Vice-Provost. An academic department within a Faculty/College/School is not a Unit as the term is used within this Bylaw.
- (s) **"Unit Head"** refers to the individual with direct supervisory authority over a Unit, including Deans, Directors, the University Librarian, the President, Vice-Presidents, Associate Vice-Presidents and Vice-Provosts with respect to their Units.
- (t) **"University"** means The University of Manitoba.
- (u) **"University Community"** means all Board of Governors members, Senate members, Faculty/College/School Councils, employees, anyone holding an appointment with the University, Students, volunteers, external parties, contractors and suppliers.
- (v) **"UDC"** means the University Discipline Committee composed under section 2.53 of the Appeal Procedure.

Disciplinary Actions

- 2.2 Students will be subject to Disciplinary Action under this Bylaw for acts of Academic Misconduct and for acts of Non-Academic Misconduct.
- 2.3 The Disciplinary Actions available to a Disciplinary Authority are set out in Table 3.

- 2.4 Once a Disciplinary Action has been implemented, no further Disciplinary Action may be imposed for the same matter except as a result of an appeal by the Student.

Student Academic History/Transcript with regard to Disciplinary Actions

- 2.5 Disciplinary Actions implemented shall not ordinarily be recorded on the Student's academic history / transcript except in the following:
- (a) if the Student receives Suspension or Expulsion under sections 16, 17, 20 or 26 of Table 3; or
 - (b) a Reprimand has been ordered recorded on a Student's academic history / transcript under section 2 of Table 3.

Reprimand

- 2.6 "**Reprimand**" means an action intended to convey stern disapproval to a Student by means of recording their Academic Misconduct or Non-Academic Misconduct on their Student's academic history / transcript for a period of up to five (5) years.
- 2.7 Where a Reprimand has been ordered to be recorded on the Student's academic history / transcript (see section 2 of Table 3), the Reprimand shall be removed:
- (a) Following the elapse of the specified period of time, upon the written request of the Student to the Registrar; or
 - (b) Earlier, upon a written order from the Disciplinary Authority that implemented the Disciplinary Action.

Suspensions

- 2.8 "**Suspension**" means any withdrawal of one or more rights or privileges for a definite or indefinite period of time.
- 2.9 A Student may receive Suspension from the following:
- (a) a particular course or courses;
 - (b) a department;
 - (c) a Faculty/College/School;
 - (d) the University; or
 - (e) a Residence.
- 2.10 Students who have been suspended for a definite period of time shall, upon the lifting of the Suspension, have the rights or privileges that were suspended

automatically reinstated, subject to any conditions attached to the Disciplinary Action proscribing future conduct.

2.11 Suspension for an indefinite period of time shall be dealt with as follows:

- (a) In the case of Suspension for an indefinite time by the Executive Director of Enrolment Services, the Suspension may be lifted by the Executive Director of Enrolment Services upon consideration at the written request of the Student, after consultation with the Unit Head(s) of the Unit(s) concerned.
- (b) In the case of Suspension for an indefinite period of time by a Disciplinary Authority other than the Executive Director of Enrolment Services, the Student may apply to the Disciplinary Authority that imposed the final penalty for a lifting of the Suspension. If the Suspension is lifted, the Student will have the rights or privileges that were suspended automatically reinstated, subject to any conditions attached to the Disciplinary Action proscribing future conduct.

2.12 Where a Student has received a Suspension pursuant to sections 2.9(c) or 2.9(d) of this Bylaw, any academic credits earned by the Student at the University or at any academic institution during the period of Suspension shall not be counted as credit toward any degree or program offered by the University, unless at the time of the imposition of the Suspension, the Disciplinary Authority stipulates otherwise.

2.13 Where the Student has received Suspension from a Faculty/College/School of the University, any other Faculty/College/School may refuse to register the Student for any course or courses or refuse to accept the Student into their programs, provided that prior to such refusal, the other Faculty/College/School has:

- (a) obtained and considered a written report from the Disciplinary Authority that implemented the Suspension, outlining the circumstances surrounding the Disciplinary Action;
- (b) provided the Student a copy of the report; and
- (c) given the Student an opportunity to respond to the report.

2.14 A Suspension will appear on the Student's academic history / transcript until such time as the Suspension period has elapsed, when it shall be removed upon the written request of the Student to the Registrar.

2.15 In the case of Suspension for supplying false or misleading information in connection with an application for admission (see sections 23 and 24 of Table 3), any notation on the Student's academic history / transcript may only be removed:

- (a) For undergraduate students, by the Registrar upon the written order of the Disciplinary Authority that implemented the Disciplinary Action.

- (b) For graduate students, by the Registrar in consultation with the Dean, Faculty of Graduate Studies, upon the written order of the Disciplinary Authority that implemented the Disciplinary Action.

Expulsions

- 2.16 **"Expulsion"** means a withdrawal of all rights or privileges available to Students for either a definite or indefinite period of time.
- 2.17 A Student may receive Expulsion from the following:
 - (a) a Faculty/College/School;
 - (b) the University; or
 - (c) a Residence.
- 2.18 In the case of an Expulsion for a definite period of time, upon expiration of such time, in order to be readmitted, the Student must reapply for admission through normal channels to the appropriate authority having jurisdiction over admission.
- 2.19 In the case of an Expulsion for an indefinite period of time the Student may apply to the Disciplinary Authority that imposed the final penalty for a lifting of the Expulsion. If the Expulsion is lifted, the Student, in order to be readmitted, must reapply for admission through normal channels to the authority having jurisdiction over admission.
- 2.20 Where a Student has received an Expulsion pursuant to sections 2.17 (a) or 2.17 (b) of this Bylaw, any academic credits earned by the Student at the University or at any academic institution during the period of Expulsion shall not be counted as credit toward any degree or program offered by the University, unless at the time of the imposition of the Expulsion, the Disciplinary Authority stipulates otherwise.
- 2.21 Where the Student has received Expulsion from a Faculty/College/School of the University, any other Faculty/College/School may refuse to register the Student for any course or courses or refuse to accept the Student into their programs, provided that prior to such refusal, the other Faculty/College/School has:
 - (a) obtained and considered a written report from the Disciplinary Authority that implemented the Expulsion, outlining the circumstances surrounding the Disciplinary Action;
 - (b) provided the Student a copy of the report; and
 - (c) given the Student an opportunity to respond to the report.

2.22 An Expulsion shall appear on the Student's academic history / transcript and may only be removed by the Registrar upon the written order of the Disciplinary Authority that implemented the Disciplinary Action.

Appeals

2.23 Students have a right to appeal decisions made by a Disciplinary Authority, excluding the following decisions which are final:

- (a) Any decision of the UDC;
- (b) The discretionary decision of a Disciplinary Authority to lift a suspension or an expulsion under section 2.11 or section 2.19 of this Bylaw;
- ~~(c)~~ The decision of a Faculty/College/School to refuse a Student under section 2.21;
- ~~(c)~~(d) Any finding of fact under the Respectful Work and Learning Environment Policy or the Sexual Violence Policy.

2.24 Appeals shall be conducted in accordance with the Appeal Procedure.

2.25 Subject to section 2.26 of this Bylaw, no Disciplinary Action shall be implemented and Students shall be permitted to continue in their courses or program until the time for appeal has elapsed or until the Student has waived in writing the right to appeal, whichever occurs first. The Disciplinary Authority must ensure that the Student's work continues to be graded normally and is unaffected until the appeal period has lapsed or the appeal process is complete.

2.26 Section 2.25 of this Bylaw does not apply in the following circumstances:

- (a) Where the Disciplinary Action would be entered on the academic history / transcript of the Student, the Registrar shall be notified by the Disciplinary Authority implementing such Disciplinary Action, and shall not issue any academic transcripts until the appeal period has elapsed or the appeal process is complete;
- (b) Where the Disciplinary Action relating to academic dishonesty or academic fraud may result in a change to the Student's transcript, the Registrar shall be notified by the Disciplinary Authority implementing such Disciplinary Action, and shall not issue any transcripts until the appeal period has elapsed or the appeal process is complete;
- (c) Where changes in the Student's courses and/or program are directly related to the matter under disciplinary consideration, such changes shall not be permitted; ~~and~~

- (d) Where if the Disciplinary Action were not implemented, the safety of members of the University Community would be compromised.

Confidentiality

- 2.27 All matters relating to student discipline or appeal must be kept confidential in accordance with applicable University policies and procedures, and *The Freedom of Information and Protection of Privacy Act* and *The Personal Health Information Act*.

Annual Reports

- 2.28 The Annual Report of the UDC will contain all the disciplinary matters that have occurred on campus from September 1 to the following August 31 of each Calendar year.
- 2.29 Academic Staff and department heads who have dealt with a disciplinary matter shall report to the Dean/Director of the Faculty/College/School to which each Student belongs, setting out the nature of the offence and particulars of the penalty and the Student's identification number if applicable. The Student's identification number is only used for administrative purposes to reduce the possibilities of errors in duplicate reporting and will not be included in the Annual Report.
- 2.30 Disciplinary Authorities, except members of the Academic Staff and department heads, shall report all disciplinary matters considered by or reported to them to the Chair of the UDC by October 1 of each year. The report shall contain the number of disciplinary matters referred to such person or body, the nature of the offences and particulars of the dispositions, and such further matters as may be required by the UDC.
- 2.31 The recording secretary of the UDC shall prepare and the Chair shall submit a report to the University President by December 1 in each year setting out both a summary of the reports submitted to the Chair of the UDC as well as particulars of the number, nature and disposition of cases appealed to the UDC.
- 2.32 Members of the University Community, shall be kept informed of the nature and disposition of cases dealt with under this Bylaw as the Annual Report shall be presented to the both the Senate and the Board of Governors annually. The names of Students disciplined shall not normally be made public.

Part III Accountability

- 3.1 The Office of Legal Counsel is responsible for advising the President that a formal review of this Policy is required.
- 3.2 The President is responsible for the implementation, administration and review of this Policy.

- 3.3 Students, Faculty/College/School Councils, Unit Heads, Academic Staff and employees are responsible for complying with this Policy.

Part IV Secondary Documents

- 4.1 The President or Approving Body may approve Regulations, Policies and Procedures which are secondary to and comply with this Bylaw.

Part V Review

- 5.1 Governing Document reviews shall be conducted every ten (10) years. The next scheduled review date for this Bylaw is September 1, 2028.

- 5.2 In the interim, this Bylaw may be revised or repealed if:

- (a) The President or Approving Body deems it necessary or desirable to do so;
- (b) The Bylaw is no longer legislatively or statutorily compliant; and/or
- (c) The Bylaw is now in conflict with another Governing Document.

- 5.3 If this Bylaw is revised or rescinded, all Secondary Documents will be reviewed as soon as reasonably possible in order to ensure that they:

- (a) comply with the revised Bylaw; or
- (b) are, in turn, rescinded.

Part VI Effect on Previous Statements

- 6.1 This Bylaw supersedes:

- (a) Student Discipline Bylaw, effective January 1, 2009 and revised September 1, 2016;
- (b) all previous Board/Senate Bylaws, Regulations, Rules, Policies and Procedures, and resolutions on the subject matter contained herein; and
- (c) the previous Faculty/College/School Council Bylaw, Regulations, Procedures, and resolutions on the subject matter contained herein.

Part VII Cross References

7.1 Cross referenced to:

- (a) [Table 1: Jurisdiction of Disciplinary Authorities for Academic Misconduct;](#)
- (b) [Table 2: Jurisdiction of Disciplinary Authorities for Non-Academic Misconduct;](#)
- (c) [Table 3: Disciplinary Actions and Disciplinary Authorities;](#)
- (d) [Student Discipline – Appeal Procedure;](#)
- (e) [Student Academic Misconduct Procedure;](#)
- (f) [Student Non-Academic Misconduct and Concerning Behaviour Procedure;](#)
- (g) [Definitions of Academic Units Policy;](#)
- (h) [Final Examinations and Final Grades Policy and Procedures;](#)
- (i) [Respectful Work and Learning Environment Policy;](#)
- (j) [Sexual ~~Assault~~ Violence Policy;](#)
- (k) [RWLE and Sexual Assault Disclosures and Complaints Procedure;](#)
- (l) [Use of Computer Facilities Policy and Procedure;](#)
- (m) [Violent or Threatening Behaviour Policy and Procedure;](#)
- (n) [The Freedom of Information and Protection of Privacy Act, C.C.S.M. c. F175;](#)
- (o) [The Personal Health Information Act, C.C.S.M. c. P33.5.](#)

UNIVERSITY OF MANITOBA PROCEDURE

Procedure:	STUDENT NON-ACADEMIC MISCONDUCT AND CONCERNING BEHAVIOUR
Parent Policy:	Student Discipline Bylaw
Effective Date:	September 1, 2016
Revised Date:	September 1, 2018
Review Date:	September 1, 2028
Approving Body:	Board of Governors
Authority:	Student Discipline Bylaw
Responsible Executive Officer:	President
Delegate:	University Secretary
Contact:	University Secretary
Application:	Students, Faculty/College/School Councils, Unit Heads, Academic Staff and Employees

Part I Reason for Procedure

- 1.1 The reason for this Procedure is to:
- (a) Articulate the University's expectation that all Students act in a fair and reasonable manner toward their peers, the faculty, staff, administration and the physical property of the University;
 - (b) Outline the jurisdiction for each Disciplinary Authority dealing with the Non-Academic Misconduct of Students;
 - (c) Provide a fair and thorough investigation process for allegations of Non-Academic Misconduct;
 - (d) Coordinate an action plan for Students exhibiting Concerning Behaviour that includes supports and a clear referral mechanism for members of the University Community.

Part II Procedure Content

Definitions

2.1 The following terms are defined for the purpose of this Procedure:

- (a) **"Academic Staff"** refers to all individuals whose primary assignment is instruction, research, and/or service/academic administration. This includes employees who hold an academic rank such as professor, associate professor, assistant professor, instructor, lecturer, librarian, or the equivalent of any of those academic ranks. The category also includes a dean, director, associate dean, assistant dean, chair or head of department, visiting scholars, senior scholars, and those holding unpaid academic appointments, insofar as they perform instructional, research, and/or service/academic administrative duties.
- (b) **"Appeal Procedure"** means the Student Discipline Appeal Procedure.
- (c) **"Bylaw"** means the Student Discipline Bylaw.
- (d) **"College"** means a Professional College as defined under the Definitions of Academic Units Policy.
- (e) **"Disciplinary Action"** means the specific disciplinary actions available for each Disciplinary Authority under Table 3.
- (f) **"Disciplinary Authority"** means the discipline authority designated to determine a matter of student discipline for Non-Academic Misconduct under Table 2.
- (g) **"Discrimination"** has the same meaning as defined in section 2.3 of the ~~Disclosures and Complaints Procedure~~ RWLE and Sexual Assault Procedure.
- (h) **"Faculty"** means a Faculty as defined under the Definitions of Academic Units Policy.
- (i) **"Harassment"** refers to Personal Harassment, Human Rights Based Harassment, and/or Sexual Harassment as defined in section 2.10 of the ~~RWLE and Sexual Assault Procedure~~ Disclosures and Complaints Procedure.
- (j) **"Non-Academic Misconduct"** has the same meaning as defined in section 2.5 of this Procedure.
- (k) **"Procedure"** means this Student Non-Academic Misconduct and Concerning Behaviour Procedure.

- (l) "**School**" means a "School of the University" or a "School of a Faculty", as those terms are defined under the Definitions of Academic Units Policy.
- (m) "**Sexual Assault/Violence**" has the same meaning as defined in [section 2.1 of the Sexual Assault/Violence Policy](#).
- (n) "**STATIS**" means the Student/Staff Threat Assessment Triage Intervention Support team established pursuant to section 2.11 of the Violent or Threatening Behaviour Procedure.
- (o) "**Student**" means any of the following individuals:
 - (i) **Admitted** – an individual who has accepted an offer of admission to the University;
 - (ii) **Current** – an individual who is either registered in course(s) or in a program of studies at the University or is eligible to continue in their studies at the University either because the individual meets minimum academic performance requirements or will be eligible to continue after discharging a financial hold or serving suspension;
 - (iii) **Former** – an individual who has graduated from the University or who has withdrawn (either voluntarily or was required to withdraw).
- (p) "**Student Advocate**" is a member of the University's Student Advocacy Office who provides Students with information on their rights and responsibilities, as well as assistance with resolving problems or concerns resulting from actions or decisions taken by the University.
- (q) "**Table 2**" refers to Table 2: Jurisdiction of Disciplinary Authorities for Non-Academic Misconduct, which follows the Bylaw.
- (r) "**Table 3**" refers to Table 3: Disciplinary Actions and Disciplinary Authorities, which follows the Bylaw.
- (s) "**UMSS**" means the University of Manitoba's Security Services.
- (t) "**Unit**" means a Faculty, School, College, institute, centre, academic support unit (for example, libraries) or administrative unit whose Unit Head reports to the President or a Vice-President, Associate Vice-President or Vice-Provost. An academic department within a Faculty/College/School is not a Unit as the term is used within this Procedure.
- (u) "**Unit Head**" refers to the individual with direct supervisory authority over a Unit, including Deans, Directors, the University Librarian, the President, Vice-Presidents, Associate Vice-Presidents and Vice-Provosts with respect to their Units.

- (v) **"University"** refers to the University of Manitoba.
- (w) **"University Community"** means all Board of Governors members, Senate members, Faculty/College/School Councils, employees, anyone holding an appointment with the University, Students, volunteers, external parties, contractors and suppliers.
- (x) **"University Matter"** has the same meaning as defined in section 2.3 of this Procedure.
- (y) **"Violence"** means:
 - (i) The attempted or actual exercise of physical force against a person;
or
 - (ii) Any threatening statement or behaviour that gives a person reasonable cause to believe that physical force will be used against the person.

SCOPE

- 2.2 This Procedure applies to a Student's non-academic conduct in relation to any University Matter.
- 2.3 **"University Matter"** means any activity, event, or undertaking in which a member of the University Community participates which has a substantial connection to the University, such as:
 - (a) University-related activities or events, including but not limited to:
 - (i) Any activity or event on property owned or controlled by the University;
 - (ii) The leasing of space, including student residence rooms, on property owned or controlled by the University;
 - (iii) The offering of any service by the University, including educational services;
 - (iv) Student placements, practica, or clinical training;
 - (v) University research activities, whether on or off campus;
 - (vi) Student and/or employee exchanges arranged in connection with the University;
 - (vii) Social events or networking, where matters regarding the University or members of the University Community are a significant focus of the activity;

- (viii) University field trips, travel-study tours, service-learning activities, and similar activities;
- (b) Activities or events involving members of the University Community, where the actions of those members of the University Community may reasonably reflect upon or affect the University, including but not limited to:
 - (i) Any aspect of the employment or engagement of employees and contractors for roles and projects substantially connected to the University;
 - (ii) Participation on a committee or board as a representative of the University;
 - (iii) Writings, photographs, artwork, audio or video recordings, and/or electronic communications, including communications through social media, where matters regarding the University or members of the University Community are a significant focus of the communication;
 - (iv) Matters related to The University of Manitoba Students' Union, the Graduate Students' Association, and their affiliated student groups to the extent that it affects the proper functioning of the University or the rights of a member of the University Community to use and enjoy the University's learning and working environments; or
 - (v) Matters of off-campus conduct that have, or might reasonably be seen to have an adverse effect on the proper functioning of the University or the rights of a member of the University Community to use and enjoy the University's learning and working environments.

NON-ACADEMIC MISCONDUCT

2.4 Any Student who engages in Non-Academic Misconduct in relation to a University Matter will be subject to discipline.

2.5 **"Non-Academic Misconduct"** means any conduct that has, or might reasonably be seen to have, an adverse effect on the integrity or proper functioning of the University or the health, safety, rights or property of the University or members of the University Community, such as:

- (a) Threats of harm or actual harm by any means (including electronic means) to another person, including but not limited to:
 - (i) Discrimination;
 - (ii) Hazing;
 - (iii) Harassment;

- (iv) Possession or use of dangerous objects, in violation of any applicable law;
 - (v) Sexual ~~Assault~~Violence;
 - (vi) Stalking behaviour, including repetitive behaviour directed at a specific person which reasonably causes that person alarm, distress, fear or a change of normal behavior;
 - (vii) Violence;
- (b) Property-related misconduct, including but not limited to:
- (i) Theft;
 - (ii) Threats to or damage of University property;
 - (iii) Vandalism;
- (c) Inappropriate or disruptive behavior, including but not limited to:
- (i) Actions which habitually interfere with the learning environment or requires the inordinate time and attention of faculty and staff;
 - (ii) Alcohol or substance abuse;
 - (iii) Disorderly behaviour;
 - (iv) Indecent exposure;
 - (v) Unprofessional conduct;
- (d) Abuse of the process of University policies, procedures or regulations, including but not limited to:
- (i) Abuse of computer privileges;
 - (ii) Breach of student residence rules or regulations;
 - (iii) Failure to comply with a previously imposed Disciplinary Action;
 - (iv) Frivolous or vexatious complaints or appeals.

2.6 Students will be subject to Disciplinary Action for any instance of Non-Academic Misconduct, regardless of whether such behaviour is covered by other University policies, procedures or bylaws. Matters relating to certain Non-Academic Misconduct may also be subject to additional policies, such as:

- (a) The Respectful Work and Learning Environment Policy and the [Complaints and Disclosures](#) ~~RWLE and Sexual Assault~~ Procedure when the matter relates to Discrimination, or Harassment;
- (b) The Sexual ~~Assault~~ [Violence](#) Policy and the ~~RWLE and Sexual Assault~~ [Complaints and Disclosures](#) Procedure when the matter relates to Sexual ~~Assault~~ [Violence](#);
- (c) The Violent or Threatening Behaviour Policy and Procedure when the matter relates to Violence, hazing, stalking behaviour, or the possession or use of dangerous objects in violation of any applicable law;
- (d) The Use of Computer Facilities Policy and Procedure when the matter relates to abuse of computer privileges;
- (e) The Campus Alcohol Policy and Procedure when the matter relates to alcohol or substance abuse;
- (f) The student Residence Contract when the matter relates to a breach of student residence rules or regulations.

Jurisdiction of Disciplinary Authority

- 2.7 The specific jurisdiction of each Disciplinary Authority designated to determine an allegation of Non-Academic Misconduct is set out in Table 2.
- 2.8 For matters involving the Non-Academic Misconduct of an undergraduate Student, the Disciplinary Authority with the closest connection to the particular alleged Non-Academic Misconduct has jurisdiction over the matter, subject to section 2.10 of this Procedure. However, the Disciplinary Authority must inform the Unit Head of the Student's home Faculty/College/School, and the Vice-Provost (Students), prior to any investigation.
- 2.9 Matters involving Non-Academic Misconduct of a graduate Student must be referred directly to the Dean of the Faculty of Graduate Studies who shall, in turn, inform the dean and the department head of the Student's program, and the Vice-Provost (Students), prior to any investigation.
- 2.10 When the alleged Non-Academic Misconduct, if proven on a balance of probabilities, would:
 - (a) Constitute a second instance of Non-Academic Misconduct by the Student; or
 - (b) Be of such severity as to warrant a Disciplinary Action that is not available to the Disciplinary Authority with the closest connection to the matter under Table 2 (e.g. Department Head);

the matter shall be referred to the next appropriate Disciplinary Authority under Table 2 (e.g. Dean/Director) for investigation and decision.

- 2.11 If a question arises as to which Disciplinary Authority should hear a particular case, the question must be referred to the President for resolution.
- 2.12 If the Non-Academic Misconduct relates to a criminal offence, the Disciplinary Authority must provide relevant information to UMSS for potential follow-up by the appropriate policing authority.

Notice to Vice-Provost (Students)

- 2.13 Before initiating an investigation, the Disciplinary Authority will advise the Vice-Provost (Students) of the following:
- (a) An allegation of Non-Academic Misconduct has been received;
 - (b) The nature of the Non-Academic Misconduct;
 - (c) The name of the Student alleged to have committed the Non-Academic Misconduct; and
 - (d) The intention of the Disciplinary Authority to initiate an investigation in accordance with this Procedure.
- 2.14 The Vice-Provost (Students) will review this information and advise the Disciplinary Authority if he or she feels the matter should be referred to STATIS before the investigation is conducted.

Notice to the Student

- 2.15 After consultation with the Vice-Provost (Students), the Student who is the subject of a disciplinary matter will be informed in writing by the Disciplinary Authority (with a copy to the University's Registrar) that:
- (a) An investigation is proceeding in accordance with this Procedure, the nature of the matter being investigated, that the Student may be subject to Disciplinary Action, and that a hold will be placed on the Student's record in accordance with section 2.16 of this Procedure until the allegation is investigated;
 - (b) The Student will be given an opportunity to respond to the allegation and, if a meeting is scheduled, notice will be provided as to who will be present on behalf of the University at the meeting;
 - (c) The Student may seek advice and representation from a Student Advocate, a representative from the University of Manitoba Students' Union, a representative from the Graduate Students' Association, a member of the University Community not receiving payment for appearing, a member of

the Student's immediate family, or other support person as may be appropriate. It is the sole responsibility of the Student to determine the adequacy of the Student's representation;

- (d) Failure to respond by a specified date will result in the matter being considered without the Student's response;
- (e) The Student may obtain a copy of this Procedure, the Bylaw and related procedures. These documents are available online or from the Office of the University Secretary or the Student Advocacy office;
- (f) The Student has a right to appeal in accordance with the Bylaw and Appeal Procedure.

Student Records

2.16 The Disciplinary Authority will request that the Registrar place a hold on the Student's record to prevent the issuance of transcripts, transfers between Faculty/College/School and changes in registrations until the alleged Non-Academic Misconduct is investigated. Until a decision has been made and any appeal process available under the Bylaw has concluded, the Student shall be permitted to continue in the course or program and the Disciplinary Authority must ensure the Student's work continues to be graded normally and is unaffected by the allegation of Non-Academic Misconduct, subject to sections 2.25 and 2.26 of the Bylaw.

Investigation Procedure

2.17 Subject to section 2.18 of this Procedure, the Disciplinary Authority will, either personally or through a designate, conduct an investigation into the allegations of Non-Academic Misconduct in any manner that he or she deems appropriate to the nature of the alleged Non-Academic Misconduct, the seriousness of the issues involved, and any admissions made during the investigation. This may include some or all of:

- (a) Interviewing witnesses;
- (b) Reviewing documents and records (both paper and electronic);
- (c) Reviewing photographs, audio, and video recordings;
- (d) Examining physical evidence;
- (e) Arranging for testing of physical evidence;
- (f) With the consent of participants, arranging for medical or psychological evaluations; and/or

- (g) Submitting a Third Party Data Access Request Form to IST regarding accessing electronic systems and consulting with Access and Privacy Office as required to facilitate the request.
- 2.18 The Disciplinary Authority may choose not to personally investigate where the issue has been or may be investigated pursuant to another University policy, procedure or bylaw.
- 2.19 The Disciplinary Authority will conduct the investigation in accordance with the principles of procedural fairness and natural justice. In particular, the Disciplinary Authority will ensure that:
- (a) The Student must be informed of the allegations against him or her, including, subject to section 2.34 of this Procedure, having access to all documentary and other evidence relied upon by the Disciplinary Authority and knowing the identity of the complainant;
 - (b) The Student must be provided an opportunity to respond to the allegations;
 - (c) While strict rules of evidence do not apply, appropriate weight must be given to evidence based on its credibility and reliability; and
 - (d) Witnesses may wish to consult with or respond through an advocate (which may include legal counsel, a union representative, or a Student Advocate, as may be appropriate).
- 2.20 The Disciplinary Authority (or designate) may meet with the Student to present the facts/evidence concerning the allegation and to give the Student an opportunity to respond to the allegation and present his/her explanation of the matter. The Disciplinary Authority will give notice to the Student as to who will be present on behalf of the University at such a meeting.

Decision

- 2.21 The Disciplinary Authority will inform the Student that a written decision letter will be sent normally within five (5) working days of receiving the Student's response. If the Student does not respond within a reasonable time, the Disciplinary Authority will consider the matter and make a decision in the absence of the Student's response and based on the information that is available.
- 2.22 At the conclusion of the investigation, the Disciplinary Authority will inform the Student of his or her decision in writing and will include, at minimum, the following:
- (a) A summary of the allegation of Non-Academic Misconduct;
 - (b) A summary of the process and key timelines in the investigation;

- (c) A summary of the key evidence obtained through the investigation, including the response of the Student to the allegation;
- (d) An indication of which key evidence was considered credible and reliable;
- (e) A conclusion as to whether, on a balance of probabilities, the Non-Academic Misconduct occurred;
- (f) A summary of the reasons for the conclusion;
- (g) A summary of any Disciplinary Action instituted in accordance with the Bylaw and section 2.23 of this Procedure; and
- (h) If Disciplinary Action is taken, information about the right to appeal, the time period for appeal, and the person and contact information for the submission of an appeal, in accordance with the Bylaw.

2.23 Where there is a finding of Non-Academic Misconduct, the Disciplinary Authority will consider any previous findings of Non-Academic Misconduct before determining the appropriate Disciplinary Action under the Bylaw. In the case where the Disciplinary Authority is not the Unit Head of the Faculty/College/School in which the Student is registered, the Disciplinary Authority will determine the appropriate Disciplinary Action in consultation with the Unit Head of that Faculty/College/School.

2.24 The Disciplinary Authority will send a copy of their decision to the Registrar, to the Vice-Provost (Students), and to the Unit Head of the Faculty/College/School in which the Student is registered.

Appeals

2.25 Students have a right to appeal Disciplinary Actions in accordance with the Bylaw and the Appeal Procedure.

CONCERNING BEHAVIOUR

2.26 "**Concerning Behaviour**" means any behaviour that, while not indicative of a clear immediate threat, gives rise to a reasonable apprehension that the Student may engage in conduct harmful to him- or herself or to others, including but not limited to:

- (a) Threats of self-harm;
- (b) Worrisome behavioral changes in an individual, such as changes in appearance, social withdrawal or isolation, apparent detachment from reality, or inordinate interest in or discussion of violent themes or events.

- 2.27 Where a Student is exhibiting Concerning Behaviour, members of the University Community must report such behaviour to their Unit Head, a member of STATIS, and/or UMSS. The Unit Head of the Student's Faculty/College/School of registration must be consulted and that Unit Head should, where appropriate:
- (a) Ensure the Student receives timely voluntary counselling referrals through existing support services at the University, such as the Student Support Case Manager, Student Counselling Centre, University Health Services, and/or the Faculty Counselling Services (College of Medicine);
 - (b) Use this Procedure, the Student Discipline Bylaw and other policies, procedures and bylaws as appropriate where additional action is necessary to deal with Concerning Behaviour.
- 2.28 Members of the University Community must report incidents of Concerning Behaviour to UMSS and STATIS where a Student's Concerning Behaviour is affecting the various services and administration offices of the University, or where the Concerning Behaviour is of a nature or quality that likely will result in:
- (a) Serious harm to the Student or substantial deterioration of the Student's health; or
 - (b) Serious harm to another person or property;
- 2.29 When reporting concerns to STATIS or UMSS, individuals should attempt to provide the following information:
- (a) Description of the Concerning Behaviour;
 - (b) Name of the Student exhibiting the Concerning Behaviour; and
 - (c) Indication of what action has been taken to date (if applicable), including a description of any meetings with the Student and any assistance provided, including referrals.
- 2.30 Information regarding Concerning Behaviour that is received during the Student application process must be referred to the Executive Director of Enrolment Services or the Dean of Graduate Studies, as appropriate. If the information is of serious concern to the respective Executive Director of Enrolment Services or the Dean of Graduate Studies, he/she may seek the advice of the University Legal Counsel and may initiate a staff conference of STATIS.
- 2.31 If a Student does not accept personal responsibility for their Concerning Behaviour or will not accept appropriate referral for voluntary counselling, the Unit Head should proceed as follows:
- (a) Advise the Student to seek professional help; and

- (b) Contact the Executive Director of Student Support if the Student refuses to voluntarily seek professional help. The Executive Director of Student Support may consult with colleagues to determine whether or not an involuntary psychiatric assessment is advisable according to mental health legislation and regulations.

CONFIDENTIALITY

Obligations of Confidentiality by the University

- 2.32 In respect of an incidence of Non-Academic Misconduct or Concerning Behaviour, the University will not disclose the name of the complainant, the Student, or the circumstances related to the complaint to any person, other than where the disclosure is:
- (a) Necessary to investigate the complaint or take corrective action with respect to the complaint;
 - (b) Necessary to coordinate an action plan for a Student exhibiting Concerning Behaviour that includes supports and a clear referral mechanism for the Student; or
 - (c) Required by law.
- 2.33 Personal information that is disclosed under section 2.32 above in respect of an incidence of Non-Academic Misconduct or Concerning Behaviour will be the minimum amount necessary for the purpose.

Obligations of Confidentiality by the Disciplinary Authority

- 2.34 The Disciplinary Authority, in conducting the investigation, will comply with *The Freedom of Information and Protection of Privacy Act* and *The Personal Health Information Act* with respect to personal information and personal health information collected, used and disclosed in the course of the investigation. Where a Disciplinary Authority is unsure of whether they may disclose particular information, they may seek advice from the Access and Privacy Office.
- 2.35 The Disciplinary Authority will advise all persons involved with an investigation as to their obligations regarding confidentiality, and the protections available to them under this Procedure.

Obligations of Confidentiality by the Others

- 2.36 All persons involved in an investigation of an incident of Non-Academic Misconduct or Concerning Behaviour, whether as a witness or retrieving relevant information or documents, must keep confidential:
- (a) The existence and nature of the investigation; and

(b) Any information or documentation obtained as a result of the investigation; which information may only be disclosed to those who reasonably need to know. Where an individual is unsure of whether they may disclose particular information, they may seek advice from the Access and Privacy Office.

2.37 Notwithstanding section 2.36, the Complainant, the Respondent, and witnesses involved in the investigation may:

- (a) Obtain confidential advice (including advice from a Student Advocate or lawyer, as may be appropriate);
- (b) Disclose information to others only to the extent reasonably necessary to gather evidence and, in the case of an accused Student, to make full answer and defense to the allegations; and
- (c) Use information obtained independent of the investigation in any other forum.

Records Management

2.38 The Disciplinary Authority will maintain files with respect to each complaint in accordance with the Records Management Policy and Procedure.

Part III Accountability

3.1 The Office of Legal Counsel is responsible for advising the President that a formal review of this Procedure is required.

3.2 The President is responsible for the implementation, administration and review of this Procedure.

3.3 Students, Faculty/College/School Councils, Unit Heads, Academic Staff and employees are responsible for complying with this Procedure.

Part IV Review

4.1 Governing Document reviews shall be conducted every ten (10) years. The next scheduled review date for this Procedure is September 1, 2028.

4.2 In the interim, this Procedure may be revised or repealed if:

- (a) the President or the Approving Body deems it necessary or desirable to do so;

- (b) the Procedure is no longer legislatively or statutorily compliant;
- (c) the Procedure is now in conflict with another Governing Document; and/or
- (d) the Parent Policy is revised or repealed.

Part V
Effect on Previous Statements

- 5.1 This Procedure supersedes all of the following:
- (a) all previous Board of Governors/Senate Governing Documents on the subject matter contained herein; and
 - (b) all previous Administration Governing Documents on the subject matter contained herein.

Part VI
Cross References

- 6.1 This Procedure should be cross referenced to the following relevant Governing Documents, legislation and/or forms:
- (a) [Student Discipline Bylaw](#);
 - (b) [Table 2: Jurisdiction of Disciplinary Authorities for Non-Academic Misconduct](#);
 - (c) [Table 3: Disciplinary Actions and Disciplinary Authorities](#);
 - (d) [Student Discipline Appeal Procedure](#);
 - (e) [Respectful Work and Learning Environment Policy](#);
 - (f) [Sexual ~~Violence~~Assault Policy](#);
 - (g) [Complaints and Disclosures](#)~~RWLE and Sexual Assault~~ Procedure;
 - (h) [Residence Contract](#);
 - (i) [Violent or Threatening Behaviour Policy and Procedure](#);
 - (j) [Campus Alcohol Policy and Procedure](#);
 - (k) [Definitions of Academic Units Policy](#);
 - (l) [Records Management Policy and Procedure](#);

- (m) [Use of Computer Facilities Policy and Procedure](#);
- (n) [Third Party Data Access Request Form](#);
- (o) [Student Advocacy Office Policy](#);
- (p) [The Freedom of Information and Protection of Privacy Act](#), CCSM c. F175;
- (q) [The Personal Health Information Act](#), CCSM c. P33.5.
- (r) [Responsible Conduct of Research Policy and Procedures](#)

UNIVERSITY OF MANITOBA PROCEDURE

PROCEDURE:	STUDENT DISCIPLINE APPEAL PROCEDURE
Parent Policy:	Student Discipline Bylaw
Effective Date:	September 1, 2016
Revised Date:	September 1, 2018
Review Date:	September 1, 2028
Approving Body:	Board of Governors
Authority:	Student Discipline Bylaw
Responsible Executive Officer:	President
Delegate:	University Secretary
Contact:	University Secretary
Application:	Students, Faculty/College/School Councils, Unit Heads, Academic Staff and Employees

Part I Reason for Procedures

- 1.1 These Appeal Procedures are secondary to the Student Discipline Bylaw and are intended to establish a process for appeals to be heard, and to provide guidance to the members of appeal panels, to the student and to the Faculty/College/School representatives in relation to appeal hearings.

Part II Procedures

Definitions

- 2.1 The following terms are defined for the purpose of this Bylaw and related Procedures:
- (a) "**Academic Misconduct**" has the same meaning as defined in section 2.5 of the Student Academic Misconduct Procedure.
 - (b) "**Academic Staff**" refers to all individuals whose primary assignment is instruction, research, and/or service/academic administration. This

includes employees who hold an academic rank such as professor, associate professor, assistant professor, instructor, lecturer, librarian, or the equivalent of any of those academic ranks. The category also includes a dean, director, associate dean, assistant dean, chair or head of department, visiting scholars, senior scholars, and those holding unpaid academic appointments, insofar as they perform instructional, research, and/or service/academic administrative duties.

- (c) **"Appeal Body"** means the appropriate persons or bodies as identified in sections 2.9 to 2.14.
- (d) **"Appeal Procedure"** means this Student Discipline Appeal Procedure.
- (e) **"Appellant"** means the Student appealing a Disciplinary Action taken against him or her.
- (f) **"Bylaw"** means the Student Discipline Bylaw.
- (g) **"College"** means a Professional College as defined under the Definitions of Academic Units Policy.
- (h) **"Disciplinary Action"** means the specific disciplinary actions available for each Disciplinary Authority under Table 3 of this Bylaw.
- ~~(i)~~ **"Disciplinary Authority"** means the discipline authority designated to determine a matter of student discipline for Academic Misconduct or Non-Academic Misconduct.
- ~~(j)~~ **"Discrimination"** has the same meaning as defined under the Respectful Work and Learning Environment Policy.
- ~~(k)~~ **"Faculty"** means a Faculty as defined under the Definitions of Academic Units Policy.
- ~~(l)~~ **"Local Disciplinary Committee"** or **"LDC"** means the standing or, from time to time, ad hoc committee appointed to hear and determine disciplinary matters under section 2.24 of this Appeal Procedure.
- ~~(m)~~ **"Non-Academic Misconduct"** has the same meaning as defined in section 2.5 of the Student Non-Academic Misconduct and Concerning Behaviour Procedure.
- ~~(n)~~ **"Notice of Appeal"** means the appeal documentation that must be filed by the Student under section 2.16.
- ~~(o)~~ **"Respondent"** means the Disciplinary Authority whose decision is being appealed.

~~(e)~~(p) "**School**" means a "School of the University" or a "School of a Faculty", as those terms are defined under the Definitions of Academic Units Policy.

~~(p)~~(q) "**Sexual Assault**~~Violence~~" has the same meaning as defined under the Sexual ~~Assault~~Violence Policy.

~~(e)~~(r) "**Student**" means any of the following individuals:

- (i) **Admitted** – an individual who has accepted an offer of admission to the University;
- (ii) **Current** – an individual who is either registered in course(s) or in a program of studies at the University or is eligible to continue in their studies at the University either because the individual meets minimum academic performance requirements or will be eligible to continue after discharging a financial hold or serving suspension due to academic or discipline;
- (iii) **Former** – an individual who has graduated from the University or who has withdrawn (either voluntarily or was required to withdraw).

~~(f)~~(s) "**Student Advocate**" is a member of the University's Student Advocacy Office who provides students with information on their rights and responsibilities, as well as assistance with resolving problems or concerns resulting from actions or decisions taken by the University.

~~(s)~~(t) "**Table 3**" means Table 3: Disciplinary Actions and Disciplinary Authorities, which follows the Bylaw.

~~(f)~~(u) "**Unit**" means a Faculty, School, College, institute, centre, academic support unit (for example, libraries) or administrative unit whose Unit Head reports to the President or a Vice-President, Associate Vice-President or Vice-Provost. An academic department within a faculty or school is not a Unit as the term is used within this Procedure.

~~(u)~~(v) "**Unit Head**" refers to the individual with direct supervisory authority over a Unit, including Deans, Directors, the University Librarian, the President, Vice-Presidents, Associate Vice-Presidents and Vice-Provosts with respect to their Units.

~~(v)~~(w) "**University**" means The University of Manitoba.

~~(w)~~(x) "**University Community**" means all Board of Governors members, Senate members, Faculty/College/School Councils, employees, Students, volunteers, external parties, contractors and suppliers.

~~(x)~~(y) "**UDC**" means the University Discipline Committee composed under section 2.53 of this Appeal Procedure.

Appeals Generally

- 2.2 Students have a right to appeal Disciplinary Actions made by a Disciplinary Authority, subject to section 2.23 of the Bylaw.
- 2.3 Only the Student who has been the subject of a Disciplinary Action has the right to appeal.
- 2.4 An Appeal Body may dispose of the matter by instituting any Disciplinary Action authorized to it under Table 3. The resulting disposition may be the same, more severe or less severe than the original Disciplinary Action and the Appellant must be so informed of this possibility prior to the commencement of an appeal hearing.
- 2.5 When an appeal is heard by an Appeal Body, the Appellant must be invited to attend the hearing and, if in attendance, be permitted to ask questions and offer an explanation. Every reasonable attempt should be made to schedule the hearing at a time and place that permits the Appellant's participation.
- 2.6 If the Appellant, Respondent or their respective representatives are unable to attend the hearing in person, the use of a digital communication, such as audio or video conferencing, may be used with prior consent of the chair of the Appeal Body, provided that such means enable all parties to clearly communicate. A request for such a meeting must be made at least one week in advance of the hearing date.
- 2.7 Subject to sections 2.40 and 2.74 of this Appeal Procedure, the Appellant may appear in person and be represented by a Student Advocate, a representative from the University of Manitoba Students' Union, a representative from the Graduate Students' Association, a member of the University Community not receiving payment for appearing, or a member of the Appellant's immediate family. It is the Appellant's sole responsibility to determine the adequacy of their representation.
- 2.8 Subject to sections 2.40, 2.45, 2.76, and 2.83 of this Appeal Procedure, a representative designated in writing by the Appellant may:
 - (a) attend any disciplinary hearing; and
 - (b) participate in any disciplinary hearing to the extent of asking questions of anyone in attendance and making submissions to any Appeal Body.

Appeal Routes

- 2.9 If the Appellant wishes to appeal the Disciplinary Action of a member of the Academic Staff (except for suspension from attendance for the balance of the meeting of one class), or the decision of a department head, the Notice of Appeal must be delivered to the appropriate Unit Head in the Unit offering course(s) and

the Unit Head in the Unit in which the Appellant is registered, with a copy to the Academic Staff or department head, as the case may be.

- 2.10 If an Appellant is appealing within a Unit that does not have department heads, then the first level of decision will be the Unit Head of that respective Unit and the next level of appeal will be as set out in section 2.11 of this Procedure.
- 2.11 If the Appellant wishes to appeal the Disciplinary Action of a Unit Head, or the Director of Student Residences, the Notice of Appeal must be delivered to the appropriate Local Disciplinary Committee in care of the respective Unit Head or Director of Student Residence.
- 2.12 If the Appellant wishes to appeal the Disciplinary Action of the University Librarian (other than as a delegate of the President), a delegate of the University Librarian, or an ad hoc committee appointed by the University Librarian, the Notice of Appeal must be delivered to the Chair of the Senate Committee on Libraries, with a copy to the person or ad hoc committee which made the initial disciplinary decision. Within ten (10) working days of receipt of the Notice of Appeal, the Chair of the Senate Committee on Libraries will appoint a Library Appeals Committee to hear the appeal.
- 2.13 If the Appellant wishes to appeal the disciplinary decision of any of the following Disciplinary Authorities or appeal any Disciplinary Action related to Sexual Violence or Discrimination, the Notice of Appeal must be delivered to the UDC in care of the Secretary of the UDC (University Secretary):
 - (a) the decision of an LDC or the Library Appeals Committee;
 - (b) the decision of the Executive Director of Enrolment Services;
 - (c) the decision of the Dean of the Faculty of Graduate Studies in relation to fraudulent documents submitted for admission to the Faculty;
 - (d) the decision of the Executive Director of Enrolment Services or the Associate Vice-President (Administration) or an ad hoc committee appointed by either of these persons;
 - (e) the decision of the Chief Information Officer of Information Services and Technology (IST);
 - (f) the decision of the Registrar;
 - (g) the decision of the Vice-President (Administration);
 - (h) the decision of the Vice-Provost (Students); or
 - (i) the decision of the President or delegate.

- 2.14 If the disciplinary matter involved two or more Students and two or more Students appeal:
- (a) The Students must have separate hearings, but the members of the Appeal Body may be the same for each hearing, subject to sections 2.33 and 2.67 of this Procedure;
 - (b) The Respondents may bring in relevant information on the other Student(s) as it pertains to each appeal; and
 - (c) Every effort must be made to protect the identity of the other Student(s).

Filing an Appeal

2.15 The Appellant must deliver the Notice of Appeal to the appropriate Appeal Body within ten (10) working days as of the date on the letter notifying the Appellant of the Disciplinary Action from the lower body.

2.16 The Notice of Appeal must include:

- (a) such appeal application form, with current mailing address and telephone numbers, as may be required by the Appeal Body;
- (b) copies of such written materials as the Appellant wishes considered in connection with the appeal;
- (c) copies of the letter indicating the lower level decision, if not a first level appeal;
- (d) A letter clearly outlining the reason for the appeal and the remedy sought, including an indication of whether the Appellant is appealing the decision on:
 - (i) the finding of facts, [where permitted subject to s. 2.23 of the Student Discipline Bylaw](#);
 - (ii) the Disciplinary Action imposed by the Disciplinary Authority; or
 - (iii) both the facts and the Disciplinary Action, [where permitted subject to s. 2.23 of the Student -Discipline Bylaw](#); and
- (e) the name and contact information of any representative that the Appellant wishes to have present at the appeal hearing, subject to subject to sections 2.7, 2.39 and 2.74 of this Appeal Procedure.
- (f) In the case of an appeal to the LDC or UDC, a listing of all resources or witnesses the Appellant wants in attendance at the hearing and their

relevance. The scheduling of witnesses and resource people is the responsibility of the Appellant.

- 2.17 Subject to section 2.18, if an appeal is not received by the next level Appeal Body by the deadline set out in section 2.15, the Disciplinary Action against the Student will be implemented.
- 2.18 The time for delivery of a Notice of Appeal may be extended by the Appeal Body, or by the chair of the Appeal Body where the Appeal Body is the LDC or the UDC.
- 2.19 The Disciplinary Action implemented may be put on hold if the Appeal Body receiving the next level of appeal deems the lateness acceptable and grants the Appellant permission to proceed with the appeal after deadline.
- 2.20 The Appellant and the designated representative of the Appellant must receive the same notices of hearings held by the LDC and the UDC as the Respondents.

Responsibilities of Respondents

- 2.21 The Respondent will be given ten (10) working days to respond to the Notice of Appeal.
- 2.22 Respondents must submit the following:
 - (a) A written response to the Appellant's Notice of Appeal;
 - (b) All relevant documentation the Respondents will rely on as support for their position regarding the appeal; and
 - (c) In the case of an appeal to the LDC or UDC, a listing of all resource people or witnesses they want in attendance at the hearing and their relevance. The scheduling of witnesses and resource people is the responsibility of the Respondent.
 - (d) All the above documents must be filed within the time set out in section 2.21. If the Respondent had not received permission for an extension, a written request must be submitted to the Appeal Body to determine whether the Respondent's submission will be accepted.
- 2.23 If no response is received from the Respondent by the date requested by the office coordinating the appeal, a hearing may be set.

LOCAL DISCIPLINE COMMITTEE (LDC)

LDC Jurisdiction

- 2.24 Each Faculty/College/School, and the University Student Residences under the jurisdiction of the Office of Student Residences, must establish a standing or, from time to time, ad hoc committee to hear and determine disciplinary matters appealed to it by Students from a decision of the Dean/Director of that Faculty/College/School, or the Director of Student Residences for the University Residences under the Office of Student Residences' jurisdiction.
- 2.25 The LDC and the hearing panels thereof must exercise disciplinary authority on all Students that are appealing a decision from the Dean or Director of the Faculty/College/School or University Student Residence.
- 2.26 The Disciplinary Actions available to the LDC are set out in Table 3.

LDC Composition

- 2.27 In Faculties/Colleges/Schools, the LDC must be composed of an equal number of faculty members and students with a minimum of eight (8) members.
- 2.28 In the case of University Student Residences, the LDC must be composed of an equal number of residence staff and students with a minimum of eight (8) members. Members must be appointed by the Director of Student Residences with the advice of the appropriate Residence Students' Association.
- 2.29 The chair of the LDC must be elected by and from the membership of the LDC.
- 2.30 A quorum must be half the members, with a minimum of four (4) members, ensuring at least one (1) student and one (1) faculty member are present.
- 2.31 Where the Disciplinary Action relates to two (2) or more Faculties, Colleges or Schools, the LDC hearing panel must contain at least one (1) student and one (1) faculty member from each Faculty/College/School.
- 2.32 The chair must only vote in the case of a tie.
- 2.33 The Appellant, or the Appellant's representative, if any, and Respondent must have the right to challenge for cause any member of the LDC, the validity of the challenge to be judged by the remainder of the LDC. Such cause may include current teacher-student relationship, bias, or any factor likely to prejudice a fair hearing. Any person, who was directly involved in the original Disciplinary Action, either as a principal in the case or as a Disciplinary Authority, must be automatically removed from any hearing panel regarding the appeal.

LDC Hearing Procedures

- 2.34 The Appellant must be presumed innocent until the evidence presented indicates that, on the balance of probabilities Disciplinary Action is warranted. The LDC, in weighing the balance of probabilities, must consider the severity of the alleged incident.
- 2.35 The hearing must be by way of a trial de novo unless the appeal has been made only in relation to the severity of the Disciplinary Action imposed.
- 2.36 Hearings must be closed unless the Appellant requests in writing at least forty-eight (48) hours before the hearing that a hearing be open and there is no reasonable objection to an open hearing.
- 2.37 If the appeal hearing is in closed session, no observers may be present in the room. If the appeal hearing is in open session, any observers present will not be allowed to contribute in any way to the proceedings. Regardless of open or closed status, no electronic or other recording devices will be permitted.
- 2.38 Regardless of section 2.36, hearings related to discipline under the Respectful Work and Learning Environment Policy and/or discipline under the [Sexual Assault-Violence](#) Policy must be closed.

Representatives at LDC Hearing

- 2.39 At the LDC hearing, the Appellant may appear in person and be represented by a Student Advocate, a representative from the University of Manitoba Students' Union, a representative from the Graduate Students' Association, a member of the University Community not receiving payment for appearing, or a member of the Student's immediate family. It is the Appellant's sole responsibility to determine the adequacy of their representation.
- 2.40 If the Appellant or the Respondent wishes to have a lawyer present, the lawyer(s) present may only be a non-participating observer(s) at hearings of the LDC, but may represent the Appellant or Respondent at hearings of the UDC.

Failure to Attend LDC Hearing

- 2.41 An Appellant who fails to attend a scheduled appeal hearing may have the appeal considered on the basis of the Appellant's written submission, the presentation of the Appellant's designated representative, if any, and the verbal and written submissions made by the Respondent.
- 2.42 The Appellant shall be advised that the LDC has made a decision regarding the appeal and that the Appellant has ten (10) days to provide reasons for missing the hearing prior to the implementation of the decision. The LDC Chair will determine whether the hearing should be re-scheduled based on any submission

from the Appellant. A reasonable attempt will be made to reconvene the same members should the hearing be re-scheduled.

Evidence at LDC Hearing

- 2.43 The Appellant and the Appellant's designated representative, if any, and the Respondent or the Respondent's representative, will receive in writing, at least five (5) working days before the date set for the hearing, the names of the members of the LDC hearing panel who will hear the appeal and the information that has been submitted to the LDC hearing panel by both relevant parties, in accordance with *The Freedom of Information and Protection of Privacy Act* and *The Personal Health Information Act*.
- 2.44 The Appellant, or the Appellant's designated representative, if any, and the Respondent, or the Respondent's representative, if any, may call witnesses and submit other evidence. The Appellant, the Appellant's representative, if any, and the Respondent, or Respondent's representative, if any, are responsible for arranging their own witnesses. If witnesses are to be called, a witness list must be provided by the Appellant or the Appellant's representative, if any, in their original appeal package provided to the Chair and a witness list must be provided by the Respondent or the Respondent's representative, if any, with their response to the appeal.
- 2.45 The Appellant must not be required to testify, but if the Appellant elects to do so, then the Appellant may be cross-examined by the Respondent, or the Respondent's representative, if any.
- 2.46 The Appellant or the Appellant's designated representative, if any, and the Respondent, must have the right to cross-examine witnesses.
- 2.47 The LDC may consider confidential information from the University Health Service, Counselling Service, University Chaplains and other similar services which are submitted by these services to the LDC at the request of the Appellant. Such confidential information submitted to the LDC may only be used for the purpose of the appeal.

Adjournments of LDC Hearing

- 2.48 Requests for adjournment must be granted within reason.

Disposition of LDC Hearing

- 2.49 A decision to uphold or deny an appeal, in whole or in part, and a decision to take different Disciplinary Action, in whole or in part, requires a simple majority of LDC Committee members present and voting. The results of the hearing must be conveyed in writing, in a timely fashion, by the Chair of the LDC to the Appellant or the Appellant's designated representative, if any and to the Respondent or the Respondent's designated representative, as the case may be.

2.50 If, after hearing all the evidence, the LDC is satisfied on the evidence presented that the Appellant has committed Academic Misconduct or Non-Academic Misconduct, the LDC may dispose of the matter by instituting any Disciplinary Action set out in the column entitled "Deans, Directors or LDC" in Table 3.

UNIVERSITY DISCIPLINE COMMITTEE (UDC)

UDC Terms of Reference

2.51 The UDC must:

- (a) Report annually to the President.
- (b) Establish procedures, consistent with this Bylaw, for hearing panels.
- (c) Hear appeals, either as a committee of the whole or through a hearing panel, from decisions of Disciplinary Authorities.
- (d) Review the Bylaw and related procedures periodically and, if necessary, to recommend changes to them.

UDC Jurisdiction

2.52 The UDC and the hearing panels thereof shall exercise Disciplinary Authority on behalf of the Board of Governors on all Students that are appealing a decision from the Disciplinary Authorities that are set out in section 2.13 of this document.

UDC Composition

2.53 The UDC shall be composed of nineteen (19) members. The nineteen (19) shall include:

- (a) eight (8) faculty members nominated by the Senate Nominating Committee and appointed by the Board of Governors;
- (b) seven (7) students nominated by the Student Senate Caucus and appointed by the Board of Governors;
- (c) the President of the University of Manitoba (or designate), as an ex-officio member;
- (d) the President of the University of Manitoba Students' Union (or designate), as an ex-officio member;
- (e) the President of the University of Manitoba Graduate Students' Association (or designate), as an ex-officio member; and
- (f) the Chair appointed pursuant to section 2.57. The Chair must only vote in the event of a tie.

- 2.54 Positions for which no nomination had been received from the Student Senate Caucus by September 15th shall be nominated by the Senate Nominating Committee.
- 2.55 The terms of office shall be three (3) years for academic staff, and one (1) year for students, from June 1 to May 31(academic staff), and October 14 to October 13 (students). A member whose term of office has expired in any year shall continue in office until a successor has been appointed and shall be eligible for reappointment.
- 2.56 A quorum must be nine (9) the members, where a minimum of one (1) student and one (1) academic are present.
- 2.57 A Chair will be appointed by the Board of Governors for a three (3) year term.
- 2.58 The Vice-Chair shall be elected from and by the members of the UDC for a three (3) year term.

UDC Hearing Panels

- 2.59 When a matter has been appealed to the UDC, the Chair must either convene the UDC or convene a hearing panel thereof to hear the appeal.
- 2.60 A quorum shall be a minimum of four (4) members, ensuring at least one (1) student and one (1) faculty member are present including the Chair.
- 2.61 The Chair may vote only if there is a tie.
- 2.62 UDC members who have a conflict of interest in a particular case, or have a temporary work conflict, or are otherwise unable to sit, may disqualify themselves from hearing an appeal.
- 2.63 Notwithstanding the foregoing, the Chair of the UDC may, in a particular case, require that a larger hearing panel be convened to consider the matter, provided that such a larger hearing panel maintains the proportional representation as set out in section 2.60.
- 2.64 The Chair of the UDC may use his/her discretion to reject an appeal if the appeal appears to be clearly outside the jurisdiction of the UDC, (for example, matters not dealing with discipline nor related Disciplinary Actions taken by a lower Appeal Body).
- 2.65 When an appeal is received based on a fine or the amount ordered, the only decision from which an appeal is taken is the amount levied by way of fine or the amount ordered to be paid by way of restitution; then, if such fine or restitution does not exceed \$500.00, the Chair may, at the Chair's discretion, personally decide the matter, or may convene a hearing panel to hear the appeal.

- 2.66 A staff member from the Office of the University Secretary, will serve as recording secretary for the hearings.
- 2.67 The Appellant, or the Appellant's representative, if any, and the Respondent must have the right to challenge for cause any member of the UDC hearing panel, the validity of the challenge to be judged by the remainder of the UDC hearing panel if such a challenge is made at this time. Such cause may include current teacher-student relationship, bias, or any other factor likely to prejudice a fair hearing. Any person who was directly involved in the original Disciplinary Action, either as a principal in the case or as a Disciplinary Authority, must be automatically removed from any hearing panel regarding the appeal. The Office of the University Secretary after consultation with the Chair will make every reasonable attempt to address any concerns made prior to the hearing date regarding bias by either the Appellant or the Respondent.

UDC Hearing Procedures

- 2.68 The Appellant must be presumed innocent until the evidence presented indicates that, on the balance of probabilities Disciplinary Action is warranted. The UDC, in weighing the balance of probabilities, must consider the severity of the alleged incident.
- 2.69 The hearing before the UDC hearing panel must be by way of a *trial de novo* ~~unless except where~~ the appeal has been made only in relation to the severity of the Disciplinary Action imposed, ~~such as appeals of Disciplinary Action imposed filed in relation to the Respectful Work and Learning Environment Policy and/or the Sexual Violence Policy-~~
- 2.70 After an appeal hearing has commenced, the appeal may be withdrawn by the Appellant only with leave of the UDC hearing panel.
- 2.71 Hearings must be closed unless the Appellant requests in writing at least forty-eight (48) hours before the hearing that a hearing be open and there is no reasonable objection to an open hearing.
- 2.72 If the appeal hearing is in closed session, no observers may be present in the room. If the appeal hearing is in open session, any observers present will not be allowed to contribute in any way to the proceedings. Regardless of open or closed status, no electronic or other recording devices will be permitted.
- 2.73 Regardless of section 2.71, hearings related to discipline under the Respectful Work and Learning Environment Policy and/or discipline relating to Sexual ~~Assault~~ Violence must be closed.

Representatives at UDC Hearing

- 2.74 At the UDC hearing, the Appellant may appear in person and may be represented by a Student Advocate, a representative from the University of

Manitoba Student's Union, a representative from the Graduate Students' Association, a member of the University Community not receiving payment for appearing, a member of the Appellant's immediate family, or a lawyer. It is the Appellant's sole responsibility to determine the adequacy of their representation.

- 2.75 At the UDC hearing, the Respondent may be represented by a lawyer from the University of Manitoba's Office of Legal Counsel.
- 2.76 If any party intends to have a lawyer present at the hearing, that party must notify the Chair of the UDC at least seven (7) working days prior to the hearing. In that event, the UDC hearing panel may also retain the services of legal counsel. A rescheduling of the hearing may be required for all parties to retain legal counsel.
- 2.77 Subject to the notice provision in section 2.76, a representative designated in writing by any party may:
- (a) attend the disciplinary hearing; and
 - (b) participate in any disciplinary hearing to the extent of asking questions of anyone in attendance and making submissions to the UDC.
- 2.78 The Appellant and the Appellant's designated representative, if any, and the Respondent and the Respondent's representative, if any, shall be entitled to receive in writing, at least five (5) working days before the date set for the hearing, the information that has been submitted to the previous Appeal Body by the parties in accordance with *The Freedom of Information and Protection of Privacy Act* and *The Personal Health Information Act*.

Failure to Attend UDC Hearing

- 2.79 An Appellant who fails to attend a scheduled appeal hearing may have the appeal considered on the basis of the Appellant's written submission, the presentation of the Appellant's designated representative, if any, and the verbal and written submissions made by the Respondent.
- 2.80 The Appellant must be advised that the UDC has made a decision regarding the appeal and that the Appellant has ten (10) days to provide reasons for missing the hearing prior to the implementation of the decision. The Chair must determine whether the hearing should be re-scheduled based on any submission from the Appellant. A reasonable attempt will be made to reconvene the same members should the hearing be re-scheduled.

Evidence at UDC Hearing

- 2.81 The Appellant, or the Appellant's representative, if any, and the relevant Respondent, or the Respondent's representative, if any, may call witnesses and submit other evidence. The Appellant, or the Appellant's representative, if any, and the relevant Respondent, or the Respondent's representative, if any, are

responsible for arranging their own witnesses. If witnesses are to be called, a witness list must be provided by the Appellant or the Appellant's representative, if any, in their original appeal submission provided to the Chair and a witness list must be provided by the relevant Respondent, or the Respondent's representative, if any, with their response to the appeal.

- 2.82 The Appellant or the Appellant's designated representative, if any, and the Respondent, or the Respondent's representative, if any, must have the right to cross-examine witnesses.
- 2.83 The Appellant must not be required to give testimony but if the Appellant elects to do so, the Appellant may be cross-examined.
- 2.84 The UDC may consider confidential information from the University Health Service, Counselling Service, University Chaplains and other similar services which are submitted by these services to the UDC at the request of the Appellant. Such confidential information submitted to the UDC may only be used for the purpose of the appeal and will be treated as other documentation submitted for the appeal hearing as set out in section 2.87.
- 2.85 Appellants may not appeal ~~Where the Appellant appeals~~ the disposition of a finding under the Respectful Work and Learning Environment Policy or under the Sexual ~~Assault-Violence~~ Policy, but may appeal disciplinary action based on that finding. Where an appeal of disciplinary action has been initiated and upon the written request of the Chair of the UDC, the Vice-President (Administration) shall forward to the UDC the report of the investigator for consideration in the disposition of the appeal. Such confidential information submitted to the UDC may only be used for the purpose of the appeal and will be treated as other documentation submitted for the appeal hearing as set out in section 2.87.
- 2.86 Subject to section 2.78, the Appellant, the Appellant's representative and the relevant Disciplinary Authority normally must have the right to receive a copy of any university document that the UDC or hearing panel considers in relation to the appeal. The Chair of the Committee must make the final determination on this matter.
- 2.87 All members of the UDC and/or hearing panel will keep all materials and information used for the appeal in strict confidence and surrender such materials to the recording secretary who will have the materials destroyed by way of confidential shredding.

Adjournments

- 2.88 Requests for adjournment shall be granted within reason.

Disposition

- 2.89 A decision to uphold or deny an appeal, in whole or in part, and a decision to take different Disciplinary Action, in whole or in part, requires a simple majority.
- 2.90 If, after hearing all the evidence, the UDC is satisfied on the evidence presented that the Appellant has committed Academic Misconduct or Non-Academic Misconduct, the UDC may dispose of the matter by instituting any Disciplinary Action set out in the column entitled "UDC" in Table 3.
- 2.91 The Chair of the UDC or hearing panel must, after a decision has been made, report the results of that decision in writing to:
- (a) the Appellant or the designated representative of the Appellant, if any;
 - (b) the Respondent, or the Respondent's representative, if any, from whose decision the appeal has been heard;
 - (c) the Dean/Director of the Faculty/College/School involved; or the Associate Vice-President (Administration), the Director of Student Residences, or the Chief Information Officer (CIO) of IST, as the case may be;
 - (d) the Registrar;
 - (e) the Vice-President (Administration);
 - (f) the Vice-Provost (Students); or
 - (g) any others as deemed relevant.

Part III Accountability

- 3.1 The Office of Legal Counsel is responsible for advising the President that a formal review of this Appeal Procedure is required.
- 3.2 The President or his or her delegate is responsible for the implementation, administration and review of this Appeal Procedure.
- 3.3 Students, Faculty/College/School Councils, Unit Heads, Academic Staff and employees are responsible for complying with this Appeal Procedure.

Part IV Review

- 4.1 Governing Document reviews must be conducted every ten (10) years. The next scheduled review date for this Appeal Procedure is September 1, 2028.

- 4.2 In the interim, this Appeal Procedure may be revised or repealed if:
- (a) the Approving Body deems it necessary or desirable to do so;
 - (b) the Appeal Procedure is no longer legislatively or statutorily compliant;
 - (c) the Appeal Procedure is now in conflict with another Governing Document; and/or
 - (d) the Parent Policy is revised or repealed.

Part V Effect on Previous Statements

- 5.1 This Procedure supersedes all of the following:
- (a) Student Discipline Appeal Procedure, effective September 1, 2016;
 - (b) all previous Board of Governors/Senate Governing Documents on the subject matter contained herein; and
 - (c) all previous Administration Governing Documents on the subject matter contained herein.

Part VI Cross References

- 6.1 This Appeal Procedure should be cross referenced to the following relevant Governing Documents, legislation and/or forms:
- (a) [Student Discipline Bylaw](#);
 - (b) [Table 1: Jurisdiction of Disciplinary Authorities for Academic Misconduct](#);
 - (c) [Table 2: Jurisdiction of Disciplinary Authorities for Non-Academic Misconduct](#);
 - (d) [Table 3: Disciplinary Actions and Disciplinary Authorities](#);
 - (e) [Student Academic Misconduct Procedure](#);
 - (f) [Student Non-Academic Misconduct and Concerning Behaviour Procedure](#);
 - (g) [Definitions of Academic Units Policy](#);
 - (h) [Final Examinations and Final Grades Policy and Procedures](#);

- (i) [Respectful Work and Learning Environment Policy](#);
- (j) [Sexual Assault-Violence Policy](#);
- (k) [Disclosures and Complaints Procedure](#) ~~RWLE and Sexual Assault Procedure~~;
- (l) [Use of Computer Facilities Policy and Procedure](#);
- (m) [Violent or Threatening Behaviour Policy and Procedure](#);
- (n) [The Freedom of Information and Protection of Privacy Act](#), C.C.S.M. c. F175;
- (o) [The Personal Health Information Act](#), C.C.S.M. c. P33.5.
- (p) [Responsible Conduct of Research Policy](#)
- (q) [Responsible Conduct of Research – Investigation Procedure](#)



AGENDA ITEM:

Expenditure Authorization and Administrative Fee - International Student Healthcare Insurance

RECOMMENDED RESOLUTION:

That the Board of Governors approve a 12 month renewal contract for International Student Healthcare Insurance with Manitoba Blue Cross and StudentCare for a total value of approximately \$7.2 million.

CONTEXT AND BACKGROUND:

The Signing of Agreements Policy (section 2.7) requires prior approval of the Board of Governors for purchase contracts in excess of \$1,000,000.

The Board of Governors previously approved a contract and amendment with Manitoba Blue Cross and StudentCare having an expiry date of August 31, 2021. This 12 month contract renewal request is for the period of September 1, 2021 to August 31, 2022.

In May, 2018, Blue Cross and StudentCare put forward a successful proposal to create what is now named the Manitoba International Student Health Plan (MISHP). The plan design was the most robust and all encompassing, in the marketplace and had many advantages including:

- A complete replication of Manitoba Health coverage, with the only limitation being a \$1,000,000 lifetime cap, and a drug cap of \$25,000 which is in effect for the first six months that a student is in Canada;
- Use of the provincial billing system, which meant that international students did not need to pay upfront when they received medical care – WRHA and private care providers could directly bill the plan instead; and
- Blue Cross paired with StudentCare, which provides the UMSU Health and Dental plan, to coordinate administration of the plan through the UMSU Health and Dental system, which allowed for efficient implementation.

We are proposing amending the contract for two reasons:

- 1. To extend the current contract as-is for the 2021 – 2022 plan year.** By retaining the current contract and coverage options, we are ensuring that there is continuity in established care, not just from the student perspective, but also from a health care provider's perspective. Manitoba Blue Cross is a known entity within the province, and continuing to offer a health insurance plan that replicates the coverage through Manitoba Health maintains parity in health care access and coverage for our degree seeking, Extended Education, and English Language Centre international students. It also allows health care professionals to concentrate on providing the necessary care and service to our students, rather than worrying about what their insurance will cover.
- 2. The cost of the plan has increased from the 2020-2021 premium rate of \$996.00 to \$1,032.00 per single student.** This increase accounts for an experienced deduction in the annual growth trend of -4.9% from the 2020-2021 contract, and an 8.5% increase in the annual growth trend projected for the 2021-2022 year, resulting with an overall net increase of 3.6%. The cost for

dependents (the single student rate multiplied based on the number of dependents) will rise proportionately as well.

RESOURCE REQUIREMENTS:

International students will continue to be responsible for the cost of their health insurance.

The University will collect the insurance premium from students. Their premium will be assessed at point of registration, on a term-by-term basis. StudentCare will invoice the University based on the total number of students registered in a term. Dependent coverage is at the discretion of the student, and s/he will be responsible for enrolling dependents and paying their premiums, using StudentCare's system.

The University has decided not to charge an administrative fee at this time in order to decrease costs to students. In the June 2018 Board Submission, it was stated, "With the introduction of the program, it is also proposed to assess a fee of up to \$36.50/student to ensure adequate funds are available to provide the service required. The total fee collected is projected to be approximately \$200,000 annually. The fee level would be reconsidered at each contract renewal point."

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

This initiative supports the strategic plan priority of Building Community that creates an outstanding learning and working environment.

IMPLICATIONS:

All international students at the University of Manitoba will continue to have equal coverage and be included in the same plan. The plan will continue to have the same built-in limitations that were established in the 2019-2020 plan year to increase sustainability and attempt to limit cost increases over time. The total cost per student will increase to \$1,032 as outlined above.

ALTERNATIVES:

N/A

CONSULTATION:

Consultation with the Evaluation Committee, led by the International Centre and including representatives from: Student Support, University Health Services, Financial Services & Student Accounts, the Office of the Registrar and Enrollment Services, the Faculty of Graduate Studies, the English Language Centre, Extended Education, and the Office of Fair Practices and Legal Affairs.

Discussion with the University of Manitoba Student's Union and University of Manitoba Graduate Student's Association.

This recommendation has been reviewed and approved by the President's Executive Team.

ROUTING TO THE BOARD OF GOVERNORS:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Title</u>	<u>Date</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u><i>D. B...</i></u>	<u>Acting Comptroller</u>	<u>May 19/21</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u><i>M. A...</i></u>	<u>Vice-President (Administration)</u>	<u>June 1/21</u>
<input type="checkbox"/>	<input type="checkbox"/>	<u><i>M. Benard</i></u>	<u>President & Vice- Chancellor</u>	<u>June 4, 2021</u>
<input type="checkbox"/>	<input type="checkbox"/>	<u></u>	<u></u>	<u></u>
<input type="checkbox"/>	<input type="checkbox"/>	<u></u>	<u></u>	<u></u>

SUBMISSION PREPARED BY: Monique Whitehill, Manager, Purchasing Services
Gitan Armour, Acting Director, International Centre

ATTACHMENTS:

None



AGENDA ITEM:

Signing of Agreements Policy and Procedure

RECOMMENDED RESOLUTION:

THAT the Board of Governors approves the following, effective June 22, 2021:

- The further revisions to the Signing of Agreements Policy incorporating a definition of “Delegate” or “Delegation”, and changes to section 2.5 and 2.7 surrounding delegation;
- The further revisions to the Signing of Agreements Procedure incorporating a definition of “Delegate” or “Delegation”, the inclusion of the Vice-President (Indigenous), and revisions to signing authority surrounding International Agreements to accommodate structural changes; and
- The further revisions to Schedule A of the Signing of Agreements Procedure incorporating the Vice-President (Indigenous).

CONTEXT AND BACKGROUND:

Establishment of Policy and Recommendations to Revise

The Signing of Agreements Policy and related Procedures and schedules (the “Policy”) came into effect in 2010, and were most recently revised and approved by the Board of Governors effective April 1, 2021. All agreements are subject to budgetary controls regardless of the identity of the Signing Authority.

The current Policy is divided into four (4) parts:

- 1) The Policy
- 2) The Procedure under the Policy
- 3) Schedule A
- 4) Schedule B

The Policy establishes:

- the requirement for legal review for agreements that are not University templates; and
- the requirement that the Board of Governors approve certain high dollar agreements prior to signing or receive subsequent reports of agreements that have been signed.

During the review process of the most recent Policy changes, the Finance, Administration & Human Resources (FAHR) Committee identified a concern that the language used at section 2.5(b) of the Policy was confusing, and could result in an interpretation that Signing Authority was being delegated for what was in essence an administrative task, rather than a true delegation of Signing Authority.

When the Policy revisions were approved by the Board at their March meeting, the approval was subject to additional changes being made to the language at Section 2.5(b) to clarify that a Signing Officer may arrange for their signature to be applied or for an agreement to be sent electronically by another person or department, but that such actions do not constitute a delegation of signing authority. This wording was added to reflect University practices, including how the University's E-procurement system (EPIC) operates and to clarify Purchasing Services' role when sending Purchase Orders and electronic Standard Service Agreements.

The existing language of section 2.5 of the Policy is as follows:

2.5 A Signing Officer may not delegate Signing authority, except in writing in the following circumstances:

- (a) to the appropriate Vice-Provost, Associate Vice-President, Associate Dean or Comptroller, who is operating in an "acting" capacity in the absence of the Signing Officer; or
- (b) to another employee to affix an electronic signature, send an Agreement electronically, or to "click to accept" an electronic agreement on behalf of the Signing Officer.

As a result of this concern, we are proposing the following language replace section 2.5, and have added a new section 2.7 to make clear under which circumstances delegation can occur, and where the assignment of administrative tasks are permitted:

2.5 A Signing Officer may not delegate Signing authority, except in writing in the following circumstances to the appropriate Vice-Provost, Associate Vice-President, Associate Dean or Comptroller, who is operating in an "acting" capacity in the absence of the Signing Officer.

2.7 A Signing Officer may also authorize another employee to send an Agreement electronically, or to "click to accept" an electronic agreement on behalf of the Signing Officer or affix their electronic signature, however doing so does not constitute a Delegation of Signing authority.

Section 2.6, which governs reporting of agreements signed under Delegated Signing authority, has not been altered.

Changes to the Procedure

The new Vice-President (Indigenous) role was incorporated under a new section in the Procedure and in Schedule A was added to codify the Signing authority attached to that role. It is anticipated that the Signing authority of this role may be expanded as additional agreements that are appropriate to allocate to the role are identified.

Changes to Schedule A

- A section was added noting the authority of the Vice-President (Indigenous) to sign Access and Licensing Agreements for the National Centre for Truth and Reconciliation.
- At the request of the Provost's Office, the authority to sign inter-institutional student transfers, articulation agreements, student or faculty exchange, academic affiliation or collaboration agreements was altered to remove Deans as sole approval authorities for single-faculty agreements.

Instead, the Provost and Vice-President (Academic) will be the signing authority. This will ensure the Provost's Office is aware of and approves these kinds of academic agreements within Canada, and can ensure correct offices are consulted and informed, internal processes are followed, and resources are appropriately allocated.

- The signing authority for international student or faculty exchanges has been revised to be exclusive to the Associate Vice-President (Partnerships), for similar reasons.

RESOURCE REQUIREMENTS:

None.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

The proposed revision to the Signing of Agreements Policy and associated University processes is intended to create operational efficiencies, thereby enhancing organizational value and clarifying responsibilities for the approval of agreements. This change supports the University's Value: Accountability.

IMPLICATIONS:

The proposed revision will clarify spheres of authority, create accountability, and streamline processes.

ALTERNATIVES:

The revision to the Signing of Agreement Policy was deemed necessary due to FAHR's identification of potentially confusing language. The alternative is to leave the Policy in its current state.

CONSULTATION:

There have been numerous consultations with University administrators who work with the Policy, including Financial Services, Purchasing Services, Audit Services, Ancillary Services, and Research Services. The Policy and Procedures reflect unit/department needs and operational constraints and ensure risks and resources are managed appropriately.

ROUTING TO THE BOARD OF GOVERNORS:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Title</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>M. A. Solmundson</u>	<u>Vice-President (Administration)</u>	<u>June 1, 2021</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>M. Benavil</u>	<u>President & Vice-Chancellor</u>	<u>June 4, 2021</u>
<input type="checkbox"/>	<input type="checkbox"/>			
<input type="checkbox"/>	<input type="checkbox"/>			
<input type="checkbox"/>	<input type="checkbox"/>			

SUBMISSION PREPARED BY: Anna Solmundson, Associate Legal Counsel

ATTACHMENTS:

Proposed version of the Policy, Procedure and Schedules A & B.

UNIVERSITY OF MANITOBA POLICY

Policy:	SIGNING OF AGREEMENTS
Effective Date:	March 16, 2020
Revised Date:	April 1, 2021
Review Date:	April 1, 2031
Approving Body:	Board of Governors
Authority:	The University of Manitoba Act
Responsible Executive Officer:	President
Delegate:	Vice-President (Administration)
Contact:	Associate Vice-President (Fair Practices & Legal Affairs)
Application:	All Employees

Part I Reason for Policy

- 1.1 The purpose of this Policy is to:
- (a) Establish clear and transparent processes for the signing of Agreements and for the delegation of signing authority to persons authorized to enter into Agreements on behalf of the University;
 - (b) Ensure that all Agreements undergo appropriate review and approval prior to execution;
 - (c) Establish clear roles and responsibilities so that administrators and others can manage their respective areas of responsibilities in an effective, efficient and transparent manner;
 - (d) Ensure the University complies with all reasonable requirements from external agencies, such as funding agencies;
 - (e) Ensure sound stewardship of resources and assets; and
 - (f) Provide for consistent accountability throughout the University.

Part II Policy Content

Definitions

2.1 The following terms have the following defined meanings for the purpose of this Policy:

- (a) **"Agreement"** means any arrangement, contract, letter of intent, memorandum of understanding, memorandum of agreement or any other type of agreement by any name, whether written or electronic, naming or otherwise binding the University, and which details the rights, benefits and/or obligations of the University.
- (b) **"Board"** means the Board of Governors of the University of Manitoba.
- (c) **"Delegate" or "Delegated"** means the temporary transfer of Signing authority by a Signing Officer to a delegated employee. Those to whom Signing authority has been delegated must meet the same standards as a designated Signing Officer, including all duties, responsibilities and obligations as outlined in section 2.8 of this Policy
- (d) **"Director"** for the purposes of Schedule "A" means a director in or in connection with an administrative unit with a direct reporting line to a Vice-President, Associate Vice-President or Vice-Provost. A job title containing the word "director" is not determinative of Signing Authority.
- (e) **"Non-Standard Agreement"** means any Agreement that is not a Standard Agreement.
- (f) **"Policy"** means this Signing of Agreements policy.
- (g) **"Procedures"** means the Signing of Agreements procedures.
- (h) **"Settlement Agreement"** means any Agreement settling any legal dispute, claim, complaint or charge by or against the University, whether or not the claim was filed or in writing. A legal claim includes a civil action, a complaint before a judicial or quasi-judicial tribunal and any other action that potentially engages the liability of the University.
- (i) **"Sign" or "Signing"** means any act whereby a Signing Officer binds the University into an Agreement, and includes the following:
 - (i) affixes his/her signature to an original paper document;
 - (ii) affixes his/her electronic signature, "clicks to accept", or uses any other method of acceptance of an electronic document permitted under *The Electronic Commerce and Information Act* (Manitoba);

- (iii) uses a University Purchasing Card or Credit Card; or
- (iv) utilizes the University's online travel booking or purchasing tools.
- (j) **"Signing Officer"** means an employee of the University or officer of the Board described by title/position and designated as a Signing Officer under the Procedures, including Schedule "A".
- (k) **"Standard Agreement"** means an Agreement approved by the Office of Legal Counsel for use as a Standard Agreement. Standard Agreements will normally be posted on the website of the Office of Legal Counsel under the heading "Standard Agreements".
- (l) **"Term"** means the total length of time which an Agreement is in effect (for example: from the effective date of the Agreement to the date on which the Agreement terminates). Terms should be computed including any term extensions outlined in the Agreement.
- (m) **"University"** means The University of Manitoba.
- (n) **"Vault"** means the central administration contracts vault maintained by the Office of Legal Counsel.

Signing Officer Obligations

2.2 No Signing Officer shall Sign any Agreement unless:

- (a) The Agreement has been reviewed and approved in accordance with this Policy and Procedure, including appropriate legal review where required; and
- (b) The individual has Signing authority in accordance with this Policy and Procedure.

2.3 Each Signing Officer shall be responsible for ensuring that all of the requirements of this Policy and the Procedures have been met prior to the Signing of any Agreement. Adherence to this Policy and the Procedures does not relieve the Signing Officer of his/her responsibility to comply with all other relevant policies and procedures.

2.4 A person in a position that is supervisory to a Signing Officer in respect of an Agreement under this Policy and related Procedures, also has the authority to Sign that Agreement.

Further Delegation of Signing Authority

2.5 A Signing Officer may not Delegate Signing authority, except in writing to the appropriate Vice-Provost, Associate Vice-President, Associate Dean or

Comptroller, who is operating in an “acting” capacity in the absence of the Signing Officer.

- 2.6 Where Signing authority has been Delegated in accordance with Section 2.5 of this Policy, the delegate must apprise the delegator of all Agreements signed pursuant to the Delegated Signing authority.
- 2.7 A Signing Officer may also authorize another employee to send an Agreement electronically, or to “click to accept” an electronic agreement on behalf of the Signing Officer or affix their electronic signature, however doing so does not constitute a Delegation of Signing Authority.

Signing Requiring Prior Approval of the Board of Governors

- 2.8 A Signing Officer must obtain the approval of the Board prior to Signing the following types of Agreements and related documents:
 - (a) documents relating to the purchase, sale, mortgaging or re-zoning of land;
 - (b) licenses to use, leases and commitments of real property or facilities owned by the University for a term exceeding twenty (20) years, other than easements or mineral rights;
 - (c) Agreements for the construction or renovation of a building, the design of a building, or the retention of a project manager for a building project in cases where the total project price is in excess of \$5,000,000. Agreements under this clause may be executed without prior Approval of the Board if:
 - (i) the overall budget and project plan for the project has previously been approved by the Board; and
 - (ii) the Agreement is in accordance within the approved budget; and
 - (iii) the Agreement has been tendered and is in accordance with the project plan;
 - (d) Agreements for the rental, hiring or purchase of goods or services in cases where the total value of rentals, hire payments or purchase price, including amendments, exceeds \$1,000,000. Agreements under this clause may be executed without prior Approval of the Board if they are:
 - (i) for utilities;
 - (ii) for insurance; or
 - (iii) for goods purchased through a competitive procurement process for less than \$5,000,000;

- (e) collective bargaining agreements. Agreements under this clause may be executed without prior approval of the Board if:
 - (i) the mandate for the collective bargaining has been approved by the Board previously; and
 - (ii) the Collective Agreement is in accordance that that mandate;
- (f) bonds, debentures or other securities issued by the University for or in connection with the borrowing of money;
- (g) loans given by the University to a third party; and
- (h) guarantees by the University of loans or obligations.

Subsequent Reporting to Board of Governors

- 2.9 The Board shall receive regular reports on capital spending projects from the Associate Vice-President (Administration) as follows:
- (a) For capital projects greater than \$5,000,000.00, the Board will receive quarterly reports compiled on a per-project basis encompassing all agreements necessary to complete a Board-approved project;
 - (b) Projects whose total value falls within the range of \$1,000,000 to \$5 million total project value, the Board will receive a semi-annual report that encompasses both:
 - (i) Projects that fall under the capital renewal budget; and
 - (ii) Projects requests that are self-funded by faculty or units.
 - (c) Projects with a total value of less than \$1,000,000.00 will be reported to the Board on an annual basis.

Additional Approval Requirements

- 2.9 Nothing in this Policy or Procedure shall prevent the Board from imposing or requiring additional reporting and approval action from stakeholders as the Board deems appropriate.

No Further Ability to Bind the University

- 2.10 Except as specifically noted in this Policy and the Procedures and the Schedules, no other individual or entity is entitled to sign any Agreements on behalf of the University whatsoever.

Corporate Seal

- 2.11 The Vice-President (Administration), or delegate, shall be the keeper of the corporate seal.

Part III Accountability

- 3.1 The Office of Legal Counsel is responsible for advising the Vice-President (Administration) that a formal review of this Policy is required.
- 3.2 The Associate Vice-President (Fair Practices & Legal Affairs) is responsible for the implementation, administration and review of this Policy.
- 3.3 All University employees are responsible for complying with this Policy.

Part IV Authority to Approve Procedures

- 4.1 The Board of Governors or the President may approve Procedures, if applicable, which are secondary to and comply with this Policy.

Part V Review

- 5.1 Governing Document reviews shall be conducted every ten (10) years. The next scheduled review date for this Policy is April 2030.
- 5.2 In the interim, this Policy may be revised or repealed if:
- (a) the Vice-President (Administration) or the Approving Body deems it necessary or desirable to do so;
 - (b) the Policy is no longer legislatively or statutorily compliant; and/or
 - (c) the Policy is now in conflict with another Governing Document.
- 5.3 If this Policy is revised or repealed all Secondary Documents, if applicable, shall be reviewed as soon as possible in order that they:
- (a) comply with the revised Policy; or
 - (b) are in turn repealed.

Part VI
Effect on Previous Statements

- 6.1 This Policy supersedes all of the following:
- (a) all previous Board of Governors/Senate Governing Documents on the subject matter contained herein;
 - (b) all previous Administration Governing Documents on the subject matter contained herein; and
 - (c) Corporate Seal Policy.

Part VII
Cross References

- 7.1 This Policy should be cross referenced to the following relevant Governing Documents, legislation and/or forms:
- (a) Signing of Agreement Procedures;
 - (b) Purchasing Policy;
 - (c) Financial Administration and Control of Research and Special Funds;
 - (d) Administration and Control of Operating Funds;
 - (e) Research Agreements Policy;
 - (f) Space Policy; and
 - (g) Travel and Business Expense Claims Policy.

UNIVERSITY OF MANITOBA PROCEDURE

Procedure:	SIGNING OF AGREEMENTS
Parent Policy:	Signing of Agreements
Effective Date:	March 16, 2010
Revised Date:	April 1, 2021
Review Date:	April 1, 2031
Approving Body:	The Board of Governors
Authority:	Signing of Agreements Policy
Responsible Executive Officer:	President
Delegate: (If applicable)	Associate Vice-President (Fair Practices & Legal Affairs)
Contact:	Associate Vice-President (Fair Practices & Legal Affairs)
Application:	All Employees

Part I Reason for Procedure

- 1.1 The purpose of these procedures is to support the Signing of Agreements Policy.

Part II Procedural Content

Definitions

- 2.1 All terms used as definitions in these procedures shall have the same meaning given to them in the policy and the following definitions apply:
- (a) **"Agreement"** means any arrangement, contract, letter of intent, memorandum of understanding, memorandum of agreement or any other type of agreement by any name, whether written or electronic, naming or otherwise binding the University, and which details the rights, benefits and/or obligations of the University.
 - (b) **"Board"** means the Board of Governors of the University of Manitoba.

- (c) **"Delegate"** or **"Delegated"** means the temporary transfer of Signing authority by a Signing Officer to a delegated employee. Those to whom Signing authority has been delegated must meet the same standards as a designated Signing Officer, including all duties, responsibilities and obligations as outlined in section 2.8 of the Policy.
- (d) **"Director"** for the purposes of Schedule "A" means a director in or in connection with an administrative unit with a direct reporting line to a Vice-President, Associate Vice-President or Vice-Provost. A job title containing the word "director" is not determinative of Signing Authority.
- (e) **"Non-Standard Agreement"** means any Agreement that is not a Standard Agreement.
- (f) **"Policy"** means the Signing of Agreements policy.
- (g) **"Procedures"** means the Signing of Agreements procedures.
- (h) **"Settlement Agreement"** means any Agreement settling any legal dispute, claim, complaint or charge by or against the University, whether or not the claim was filed or in writing. A legal claim includes a civil action, a complaint before a judicial or quasi-judicial tribunal and any other action that potentially engages the liability of the University.
- (i) **"Sign"** or **"Signing"** means any act whereby a Signing Officer binds the University into an Agreement, and includes the following:
 - (i) affixes his/her signature to an original paper document;
 - (ii) affixes his/her electronic signature, "clicks to accept", or uses any other method of acceptance of an electronic document permitted under *The Electronic Commerce and Information Act (Manitoba)*;
 - (iii) uses a University Purchasing Card or Credit Card; or
 - (iv) utilizes the University's online travel booking or purchasing tools.
- (j) **"Signing Officer"** means an employee of the University or officer of the Board described by title/position and designated as a signing officer under these Procedures, including Schedule "A".
- (k) **"Standard Agreement"** means an Agreement approved by the Office of Legal Counsel for use as a Standard Agreement. Standard Agreements will normally be posted on the website of the Office of Legal Counsel under the heading "Standard Agreements".
- (l) **"Term"** means the total length of time which an Agreement is in effect (for example: from the effective date of the Agreement to the date on which the

Agreement terminates). Terms should be calculated including any term extensions outlined in the Agreement.

- (m) **"University"** means The University of Manitoba.
- (n) **"Vault"** means the central administration contracts vault maintained by the Office of Legal Counsel.

Signing Officer's Authority to Sign

- 2.2 The Board Chair has the authority to approve the hiring of, and Sign offer letters for, the President.
- 2.3 The President and Vice-President (Administration) have the authority to Sign all Agreements, including Standard or Non-Standard Agreements, regardless of value, except for those outlined in section 2.2, above.
- 2.4 The Vice-President (Research and International) has the authority to Sign all Agreements described in Schedule "A" as Research Agreements (including data sharing agreements related to research projects), International Agreements and Technology Transfer Agreements, including Standard and Non-Standard Agreements and all Agreements and documents related thereto, regardless of value.
- 2.5 The Provost and Vice-President (Academic) has the authority to Sign all Agreements described in Schedule "A" as Academic Agreements (within Canada), whether Standard or Non-Standard, regardless of value.
- 2.6 The Vice-President (External) has the authority to Sign all Agreements described in Schedule "A" as Gift Agreements, whether Standard or Non-Standard Agreements, regardless of value.
- 2.7 The Vice-President (Indigenous) has the authority to Sign all Agreements described in Schedule "A" as Licensing and Access Agreements for the National Centre for Truth and Reconciliation, whether Standard or Non-Standard Agreements, regardless of value.
- 2.8 Subject to Sections 2.8 and 2.9 of these Procedures and Section 2.7 of the Policy (Prior Board of Governors Approval), Standard Agreements and Non-Standard Agreements may be Signed by a Signing Officer as set out in Schedule "A" of these Procedures. If the type of Agreement is not listed in Schedule "A", it may be Signed by the President, the Vice-President (Administration) or the appropriate Vice-President as identified in sections 2.3 to 2.7 of these Procedures.
- 2.9 Authorized holders of a University Purchasing Card or Travel Card are deemed to be Signing Officers for the sole purpose of using such a card in accordance with the Purchasing Policy and Procedures, Travel and Business Expense Claims Policy and Procedures, and the Cardholder Agreement.

Legal Review Required for Agreements

- 2.10 The Office of Legal Counsel must review and approve all Agreements prior to Signing by a Signing Officer, with the exception of Agreements that are identified in Schedule “B” of these Procedures.
- 2.11 Notwithstanding Schedule “B” of these Procedures, where a Signing Officer, acting reasonably, determines that a Standard or Non-Standard Agreement meets one or more of the following criteria, it must be reviewed by the Office of Legal Counsel, which may refer the Agreement to the President or the appropriate Vice-President, for Signing:
- (a) the Agreement is of particular importance;
 - (b) the Agreement presents an unusually high risk;
 - (c) the Agreement could bring the University under public scrutiny;
 - (d) the Agreement could affect the reputation of the University or involves controversial matters; or
 - (e) the Agreement involves the collection, use or disclosure of personal and/or personal health information as defined in *The Freedom of Information and Protection of Privacy Act* and *The Personal Health Information Act*.
- 2.12 All Agreements, whether Standard or Non-Standard, which require prior approval of the Board pursuant to Section 2.7 of the Policy must be reviewed and approved by the Office of Legal Counsel.
- 2.13 Even if a legal review is not required by these Procedures, a Signing Officer may refer an Agreement to the Office of Legal Counsel for review to obtain advice and guidance.
- 2.14 If the Office of Legal Counsel does not approve an Agreement it has reviewed, the Agreement may only be Signed with the consent of the President or the Vice-President (Administration), or the Board.
- 2.15 The review done by the Office of Legal Counsel is from a legal perspective only and does not include an assessment of the business case underlying the Agreement. The Signing Officer is responsible for ensuring that the Agreement fits within the business and operational requirements and that any other faculties/departments/units within the University that may be affected by the Agreement have been consulted and (if necessary) have approved the Agreement.

General Principles for Signing of Agreements

- 2.16 Signing Officers are authorized to Sign Agreements and to bind the University to the terms thereof based upon the dollar amounts (in Canadian funds, exclusive of taxes) and subject matter of such Agreements.
- 2.17 Where the Term of an Agreement spans multiple years, the total value of the Agreement for the purposes of these Procedures is the aggregated total across the full Term of the Agreement and it should not be broken down into per annum amounts when determining the appropriate Signing Officer.
- 2.18 Where it is not possible to determine the exact monetary value of an Agreement, for the purposes of these Procedures, the value of the Agreement should be the best estimate of the total dollar value to be paid or received by the University over the entire Term of the Agreement. If it is determined that a best estimate is not possible, the Agreement must be Signed by the President or the appropriate Vice-President.
- 2.19 Where an Agreement is an amendment, extension or renewal of a previously executed Agreement, it should still be processed in the same manner as the original Agreement and in accordance with the Signing Policy and these Procedures.
- 2.20 Unless otherwise specified, signing authority is delegated to a position as opposed to a specific individual.
- 2.21 All Agreements must be entered into in the correct legal name of the University which is "The University of Manitoba". Faculties, departments, units and individual employees should not be named directly as a party to the Agreement.
- 2.22 Before Signing an Agreement, the Signing Officer must be satisfied as to the following matters:
 - (a) that the business terms of the Agreement have been reviewed and are acceptable;
 - (b) that the University is able to meet its obligations (including financial obligations) under the Agreement and that the other party(ies) is/are also reasonably likely to meet their obligations;
 - (c) that the Agreement complies with all applicable legislation, collective agreements and University Policies and Procedures;
 - (d) that the Agreement does not conflict with any existing contractual obligations;
 - (e) that all approvals required by University Policies or Procedures have been obtained, including approval by the Board and/or Senate, if required;

- (f) that benefits to, or liabilities of, the University as a result of the Agreement have been considered and are reasonable;
- (g) that the risks and liabilities arising from the Agreement have been mitigated to a reasonable degree;
- (h) where required by this Procedure, that a legal review has been obtained and that the legal issues have been resolved in a manner acceptable to the Office of Legal Counsel;
- (i) that, where the Agreement is a Standard Agreement, it has been completed only by the addition of the specific information requested in the document, and not by the addition or exclusion of any other information whatsoever;
- (j) that intellectual property interests, proprietary to the University, are appropriately protected in terms that confirm with the University's Policies and Procedures, collective agreements and existing legal obligations; and
- (k) that where the collection, use and/or disclosure of personal and/or personal health information is involved, a Privacy Impact Assessment has been completed where required by the Access & Privacy Office.

2.23 The President and each Vice-President have the power to restrict, in writing, the signing authority of any Signing Officer within their reporting unit(s), at any time and without cause.

2.24 Each Signing Officer shall act in good faith and in the best interests of the University and shall not Sign any Standard or Non-Standard Agreement whereby doing so that Signing Officer is placed in a conflict of interest or would give the appearance of being so, unless that conflict has been addressed in writing and in accordance with the University's Conflict of Interest Policy.

Vault

2.25 Signing Officers shall ensure that, immediately after execution of an Agreement, an executed copy of the Agreement is forwarded to the Office of Legal Counsel for cataloging and placement in the Vault. The Agreement forwarded to the Office of Legal Counsel:

- (a) If executed with original signatures, shall be an original executed copy;
- (b) If executed and transmitted by facsimile or electronic means shall include copies of all counterparts;
- (c) If executed by electronic signature or "click to accept", should include a copy of all terms and conditions, and an acknowledgment by the Signing Officer (in a form acceptable to the Office of Legal Counsel) that the Signing Officer has accepted or authorized the Agreement.

- 2.26 Certain types of Agreements do not need to be forwarded to the Office of Legal Counsel for placement in the Vault, but must be maintained locally, in accordance with the applicable records authority schedule, or forwarded to another central office. These agreements include:
- (a) Agreements described in Schedule “A” as Employment Related Agreements need not be forwarded to the Office of Legal Counsel but may be required to be forwarded to Human Resources; and
 - (b) Other Agreements identified on the website of the Office of Legal Counsel as not required for the Vault.

Part III Accountability

- 3.1 The Office of Legal Counsel is responsible for advising the Vice-President (Administration) that a formal review of this Procedure is required.
- 3.2 The Associate Vice-President (Fair Practices & Legal Affairs) is responsible for the implementation, administration and review of this Procedure.
- 3.3 All University employees are responsible for complying with this Procedure.

Part IV Review

- 4.1 Governing Document reviews shall be conducted every ten (10) years. The next scheduled review date for this Procedure is April 2030.
- 4.2 In the interim, this Procedure may be revised or repealed if:
 - (a) the Vice-President (Administration) or Approving Body deems it necessary or desirable to do so;
 - (b) the Procedure is no longer legislatively or statutorily compliant;
 - (c) the Procedure is now in conflict with another Governing Document; and/or
 - (d) the Parent Policy is revised or repealed.

Part V Effect on Previous Statements

- 5.1 This Procedure supersedes all of the following:

- (a) all previous Board of Governors/Senate Governing Documents on the subject matter contained herein; and
- (b) all previous Administration Governing Documents on the subject matter contained herein.

Part VI Cross References

- 6.1 This Procedure should be cross referenced to the following relevant Governing Documents, legislation and/or forms
- (a) Schedule "A";
 - (b) Schedule "B";
 - (c) Signing of Agreements Policy;
 - (d) Purchasing Policy;
 - (e) Financial Administration and Control of Research and Special Funds;
 - (f) Administration and Control of Operating Funds;
 - (g) Research Agreements Policy;
 - (h) Space Policy; and
 - (i) Travel and Business Expense Claims Policy.

SCHEDULE "A"

It is the obligation of the Signing Officer to comply with all applicable policies and procedures, including the Purchasing, Research Agreements and Travel and Business Expense Policies and Procedures.

<u>Type of Agreement</u>	<u>Value Restriction</u>^{*1*2}	<u>Signing Officer</u>^{*4}
<u>A) Real Property Agreements</u>		
i) short term use of University facilities	Up to \$250,000	Dean or Director responsible for the space at issue, or Associate Vice-President (Administration)
ii) student residency agreement	Up to \$250,000	Director of Ancillary Services, or Director of Student Residences
iii) lease of University property	Up to \$250,000	Associate Vice-President (Administration)
iv) lease of other's property	Up to \$250,000	Associate Vice-President (Administration)
v) short term use of facilities assigned to Conference and Catering Services	Up to \$250,000	Director of Ancillary Services, or Director of Conference and Catering Services
vi) mines & minerals leases	Up to \$250,000	Director, Treasury Services
<u>B) Purchasing Agreements</u>		
i) purchase of goods or services	Up to \$250,000	Dean or Director responsible for the budget paying for the goods or services

<u>Type of Agreement</u>	<u>Value Restriction</u>^{*1*2}	<u>Signing Officer</u>^{*4}
ii) authorizing the issuing of a procurement process or competitive bid (does not include finalizing or Signing Agreement)		Primary Financial Authority or Alternate Financial Authority as determined by Financial Services
iii) equipment lease	Up to \$250,000	Dean or Director responsible for the budget paying for the equipment
iv) software licences	Up to \$250,000	Dean or Director responsible for the budget paying for the software licences
v) authorizing Purchasing Services to issue electronic orders (purchase orders for goods or services, or service agreements)		Dean, Director or Primary Financial Authority or Alternate Financial Authority as determined by Financial Services for the budget paying for the service or goods
vi) purchase of books, journals and other print publications, video and audio recordings for Libraries	Up to \$250,000	University Librarian
vii) licence for electronic resources, including books, journals and other publications for Libraries	Up to \$250,000	University Librarian

<u>Type of Agreement</u>	<u>Value Restriction</u>^{*1*2}	<u>Signing Officer</u>^{*4}
viii) purchases using business expense tools or cards	Up to limits allowed by business expense tools	Primary Financial Authority or Alternate Financial Authority as determined by Financial Services and claimant's one-over-one
ix) purchases using online travel booking tools and cards	Up to limits allowed by travel booking and business expense tools	Primary Financial Authority or Alternate Financial Authority as determined by Financial Services and claimant's one-over-one in accordance with Travel Policy
<u>C) Service Agreements</u>		
i) providing services to others	Up to \$250,000	Dean or Director responsible for the provision of the services
<u>D) Agreements with Students</u>		
i) graduate student – advisor agreement relating to sharing of intellectual property		Dean of Graduate Studies and advisor
ii) return of service agreement	Up to \$250,000	Dean or Director of the Faculty in which the student is registered, and where more than one faculty is involved, by the Dean of the Faculty paying for the student's tuition and therefore entitled to return of service
<u>E) Academic Agreements (within Canada)</u>		

<u>Type of Agreement</u>	<u>Value Restriction</u>^{*1*2}	<u>Signing Officer</u>^{*4}
i) student placements		Dean of the Faculty from which students will be placed, or Provost and Vice President (Academic) (if more than one Faculty)
ii) inter-institutional student transfers, articulation agreements		Provost and Vice President (Academic)
iii) student or faculty exchange		Provost and Vice President (Academic)
iv) academic affiliation or collaboration agreement		Provost and Vice President (Academic)
<u>F) International Agreements</u>		
i) international memorandum of understanding or other general international affiliation		Associate Vice-President (Partnerships)
ii) international student or faculty exchange		Associate Vice-President (Partnerships)
iii) international post-graduate training agreement	Up to \$250,000	Dean of the Faculty providing or receiving the post-graduate training, or Associate Vice-President (Partnerships) (if more than on Faculty)
iv) international student transfer program agreement	Up to \$250,000	Dean of the Faculty receiving or sending students, or Associate Vice-President (Partnerships)

<u>Type of Agreement</u>	<u>Value Restriction</u>^{*1*2}	<u>Signing Officer</u>^{*4}
v) contribution agreement with funding agency for international development projects	Up to \$250,000	Associate Vice-President (Partnerships)
vi) contribution or grant agreement with funding agency for international research projects	Up to \$250,000	Director (Research Contracts) or Associate Vice-President (Partnerships)
vii) international research collaboration agreement	Up to \$250,000	Associate Vice-President (Partnerships)
viii) international development collaboration agreement	Up to \$250,000	Associate Vice-President (Partnerships) or Director (Research Contracts)
ix) international research conference agreement	Up to \$250,000	Director (Research Contracts) or Associate Vice-President (Partnerships)
G) <u>Sponsorship Agreements</u>	Up to \$250,000	Dean or Director of unit giving or receiving funds
H) <u>Research Grants</u>	Up to \$250,000	Director (Research Services) or Vice-President (Research and International) (if institutional, without value restriction)

<u>Type of Agreement</u>	<u>Value Restriction</u>^{*1*2}	<u>Signing Officer</u>^{*4}
I) <u>Research Grant Agreements</u>	Up to \$250,000	Director (Research Services) or Vice-President (Research and International) (if institutional, without value restriction)
J) <u>Research Agreements</u>		
i) agreements for the funding of research	Up to \$250,000	Director (Research Contracts) or Vice-President (Research and International) (if institutional, without value restriction)
ii) material transfer agreements	Up to \$250,000	Director (Research Contracts) or Vice-President (Research and International)
iii) data/information sharing/use agreements related to a research project		Director (Research Contracts) or Vice-President (Research and International)
iv) research collaboration agreements including industrial research collaborations	Up to \$250,000	Director (Research Contracts) or Associate Vice-President (Partnerships) or Vice-President (Research and International)
K) <u>Agreements Supporting Commercialization of Intellectual Property</u>		
i) assignment or license of intellectual property	Up to \$250,000	Director of Technology Transfer or Associate Vice-President (Partnerships) or Vice-President (Research and International)

<u>Type of Agreement</u>	<u>Value Restriction</u>^{*1*2}	<u>Signing Officer</u>^{*4}
ii) assignment or license of intellectual property by the researcher to the University		Director (Research Contracts) or Director of Technology Transfer or Associate Vice-President (Partnerships) or Vice-President (Research and International)
iii) confidentiality or non-disclosure agreements relating to research or commercialization of intellectual property		Director (Research Contracts) or Director of Technology Transfer or Associate Vice-President (Partnerships) or Vice-President (Research and International)
iv) Limited Powers of Attorney for matters related to patent registration and protection		Director of Technology Transfer or Associate Vice-President (Partnerships) or Vice-President (Research and International)
<u>L) Employment Related Agreements</u>		
i) employment letter of offer and renewals for Academic Staff		Dean or Department Head paying for the salary and related costs of the employee
ii) requesting Human Resources to issue employment letter or renewal for support staff		Dean, Director, Department Head or Unit Head of the Unit paying for the salary and related costs of the employee

<u>Type of Agreement</u>	<u>Value Restriction</u>^{*1*2}	<u>Signing Officer</u>^{*4}
iii) offers of employment and independent contractor agreements (and renewals) for geographic full-time physicians		Dean of College of Medicine
iv) secondments	Up to \$250,000	Dean, Director, Department Head or Unit Head of the unit paying for the cost of the secondment services; or the Dean, Director, Department Head or Unit Head of the unit from which the employee is seconded to another institution
v) letters of understanding under collective agreements	Up to \$250,000	Associate Vice-President (Human Resources) or Director (Staff Relations), or Staff Relations Officers
vi) settlement of grievances for individuals	Up to \$250,000	Associate Vice-President (Human Resources) or Director (Staff Relations) or Staff Relations Officers
vii) agreements related to the termination of employment	Up to \$250,000	Dean or Director of the unit in which the person was employed or Associate Vice-President (Human Resources) or Director (Staff Relations) or Director of Client Services
M) <u>Construction, Design and Renovation Agreements, including change orders and contract amendments</u>	Up to \$250,000	Director of Architectural and Engineering Services or Associate Vice-President (Administration)

<u>Type of Agreement</u>	<u>Value Restriction</u>^{*1*2}	<u>Signing Officer</u>^{*4}
<u>N) Gift Agreements</u>		
i) endowment or other gift agreement	Up to \$250,000	Associate Vice-President (Donor Relations)
	Over \$250,000	Vice-President (External)
ii) estate beneficiary release	Up to \$250,000	Associate Vice-President (Donor Relations)
	Over \$250,000	Vice-President (External)
iii) gifts to Libraries or Archives	Up to \$250,000	University Librarian or Associate Vice-President (Donor Relations)
<u>O) Athletic Agreements</u>		
i) agreements for University athletic teams to play games or tournaments at other institutions		Athletic Director
ii) agreements for athletic teams to play games or tournaments at other institutions		Athletic Director
<u>P) Insurance Agreements</u>		
i) entering into a contract of insurance	Premiums up to \$250,000	Chief Risk Officer
ii) proof of loss, release of insurer	Up to \$250,000	Chief Risk Officer

<u>Type of Agreement</u>	<u>Value Restriction</u> ^{*1*2}	<u>Signing Officer</u> ^{*4}
<u>O) Non-Disclosure or Confidentiality Agreements that do not pertain to research or commercialization</u>		Dean or Director of unit
<u>R) Agreements for goods or services for Bookstore operations</u>		Associate Director, Ancillary Services or Director, Ancillary Services
<u>S) Access and Licensing Agreements for the National Centre for Truth and Reconciliation</u>		Executive Director of the National Center for Truth and Reconciliation and Vice-President (Indigenous)
<u>T) All other Agreements not listed above</u>		President or Vice-President (Administration)

1 - Where the value of an Agreement cannot be determined, the Signing Officer shall revert to the President or the Vice-President (Administration), or any other Vice-President with authority over they particular type of Agreement.

2 – Values are listed on a per-Agreement basis, not an annual or other basis. Signing Officers shall not enter into multiple Agreements for the purpose of avoiding this restriction.

3 – Where an Agreement relates to multiple units, the Signing Officer should have authority over all the units. For example, an Agreement covering multiple Departments should be signed by the Dean, rather than the Department Head.

Schedule “B”

1. Standard Agreements
2. The following types of Agreements, although Non-Standard, may be signed without review by the Office of Legal Counsel:
 - a. An individual user may sign electronic documents for software licenses particular to an individual employee or an individual computer in accordance with the Purchasing Policy and *The Electronic Commerce and Information Act* (Manitoba). Electronic documents for software licenses with multiple users must be signed by a Signing Officer in accordance with this Policy and the Procedures;
 - b. Authorized holders of a University Purchasing Card or Credit Card may use such card in accordance with the Purchasing Policy and Procedures, Travel and Business Expense Claims Policy and Procedures, and the Cardholder Agreement;
 - c. Online travel booking and purchasing tools may be used by authorized employees in accordance with the Purchasing Policy and Procedures and the Travel and Business Expense Claims Policy and Procedures;
 - d. Agreements made on the University’s Standard Purchase Terms and Conditions for goods or services may be entered into by authorized employees in accordance with the Purchasing Policy and Procedure;
 - e. Construction Contract Change Orders;
 - f. Agreements for the rental of hotel rooms, conference rooms, meeting space and catering, for the purpose of a meeting, banquet or conference, where the total value is less than \$25,000;
 - g. Agreements for the purchase of books, journal subscriptions, or other print publications, audio or video recordings for the Libraries, where the total value is less than \$250,000;
 - h. Agreements for licensing electronic resources for the Libraries, including books, journals and other publications, where the total value is less than \$250,000;
 - i. Agreements for University athletic teams to play games or tournaments at other institutions;
 - j. Agreements for athletic terms to play games or tournaments at the University;

- k. Contracts of Insurance;
- l. Speaker/Performer Engagement Agreements;
- m. Limited Powers of Attorney for matters related to patent registration and protection, pensions or investments, or international shipping;
- n. Agreements for the University's purchase of advertising (e.g. billboard advertising, advertisements in print, radio, etc.).
- o. Amending Agreements solely for the extension of the term of the Agreement, provided the provided the extension does not increase the value of the Agreement.
- p. Research or technology related Confidentiality Agreements and Non-Disclosure Agreements which do not require assignment or licensing of intellectual property by the University.
- q. Incoming Material Transfer Agreements which do not require assignment or licensing of intellectual property by the University.
- r. Tri-Council Transfer Letters which do not require assignment or licensing of intellectual property by the University.



AGENDA ITEM:

National Centre for Truth and Reconciliation Governance Policy and Procedure

RECOMMENDED RESOLUTION:

THAT the Board of Governors approves:

- The National Centre for Truth and Reconciliation Governance Policy
- The National Centre for Truth and Reconciliation Governance Procedure

CONTEXT AND BACKGROUND:

The proposed Policy and Procedure are intended to:

- clarify a joint governance structure of the National Centre for Truth and Reconciliation (NCTR);
- better assist the NCTR in fulfilling its unique national and international roles;
- implement the University's commitment to develop appropriate policies and procedures for governance of the NCTR; and
- help advance the University's ongoing work with respect to reconciliation, promotion of the human rights of Indigenous peoples, and innovation in Indigenous governance and decolonization of the University.

Bylaws will be adopted by the Governing Circle of the NCTR following the approval of the Policy and Procedure detailing further operational and administrative matters related to the operation of the NCTR.

Background

The NCTR is a unique institution within the University and within Canada. Through its work of maintaining, building, and disseminating an accurate record of residential school history, the NCTR is a critical part of Canada's formal commitment to redress for Residential School Survivors. As a center of research, learning, and public education, the NCTR plays a central role in the national imperative of truth and reconciliation.

This work also contributes to fulfilling Canada's obligations under international human rights law, including the UN Declaration on the Rights of Indigenous Peoples and the UN Joinet-Orentlicher Principles that require states to preserve the record of human rights violations and guarantee non-recurrence of these violations. In partnership agreements, including agreements with founding partners such as the University of British Columbia, the University of Manitoba has underlined the "national and international significance" of the NCTR.

Existing Governance Framework

The NCTR, which is hosted at the University of Manitoba, was established through two legal instruments between the University and the Truth and Reconciliation Commission of Canada (TRC): the Trust Deed (21 June 2013) and the Administrative Agreement (21 June 2013). Also relevant to the governance of the NCTR is *The National Center for Truth and Reconciliation Act*.

The Trust Deed

The Trust Deed focuses on the records, not the administration of NCTR. The Trust Deed creates the Trust that, like any other trust, is not a legal entity, but rather a relationship between the Trustee (the University), who holds title to the Settled Property (records) and the beneficiaries on whose behalf Settled Property is to be administered. The Trust Deed does not list the beneficiaries, but potential beneficiaries would be the parties to the IRSSA and Survivors and their families. The Trust has no status of its own to acquire rights or obligations. Instead, the University holds the records subject always to the obligations imposed by the Trust, which require the University to use and preserve the Settled Property exclusively for the purposes set out in sections 9(a) through (c) of the Trust Deed, which are summarized as follows:

- Preservation of records;
- Make materials accessible in accordance with access and privacy legislation and any other applicable legislation; and
- Promote engagement.

The recitals of the Trust Deed (which form an integral part of the Deed) set out that the University intends to continue to add to the records. Lastly, the Trust Deed states that the University “shall develop policies to guide the exercise of its powers and discretions [in respect to the NCTR] and shall seek advice from the [NCTR’s] Governing Circle in the development of such policies and in the exercise of the University’s powers and discretions.” (Trust Deed, para. 13)

Apart from the commitment referred to above, to develop policies “to guide the exercise of its [the University’s] powers and discretions”, the Trust Deed provides little guidance on the governance of the NCTR. The Trust Deed does state, however, that “when exercising its powers and discretions [the University] shall demonstrate respect for Aboriginal protocols and ceremonies in relation to Aboriginal sacred objects and ethics relating to Aboriginal research.” (Trust Deed, para. 14)

The Administrative Agreement

The Administrative Agreement between the University and the TRC sets out how the purposes of the Trust Deed will be realized and refers to “a spirit of shared governance by the University, survivors and their families, and other Partners.” (Administrative Agreement, para. 9 e.). The Partners are defined as the original proposal Partners as well as any others who join through subsequent partnership agreements. The template used for such agreements recognizes that Partners have the “right to participate in the governance of the NCTR.” This is expressed by having “a representative occupy a Partner’s seat on the Governing Circle, if selected by the nominating committee.”

The named objectives of the Administrative Agreement also include “to assist Aboriginal peoples in Canada in the exercise of their rights under the *United Nations Declaration on the Rights of Indigenous Peoples*.” (Administrative Agreement, para. 7 d.) While the provisions of the *UN Declaration* are wide-ranging, there

is a central focus on recognition and exercise of the rights to self-determination and self-government (*UN Declaration*, articles 3 and 4), including control and repatriation of ceremonial objects (article 12); control of educational systems and institutions (article 14); control of cultural heritage, traditional knowledge and its manifestations, and Indigenous intellectual property (article 31); and revitalization and development of Indigenous decision-making institutions (articles 5, 18, 19 and 33).

The Administrative Agreement sets out in some detail the reporting structure, role, responsibilities and composition of the NCTR Governing Circle, which is to have a majority Indigenous membership and is to play a dual decision-making and advisory role (Administrative Agreement, paras. 9, 11 and 12). The Administrative Agreement states that the Governing Circle will make decisions and provide advice on a range of NCTR functions, activities and areas of concern, and that the University “shall show deference to the decisions and advice of the Governing Circle, as long as such advice is not inconsistent with applicable laws, the terms of the Trust Deed, the terms of this Agreement, and the University’s policies.” (Administrative Agreement, para. 11) These functions, activities, and areas of concern include “methods, sources and subject matters for expanding the NCTR’s holdings and resources;” “communications strategies for the Centre,” “engagement with external experts and interested parties for the furtherance of the Purposes and Objectives,” and “procedures and rules for Governing Circle meetings.” (Administrative Agreement, para. 11)

The Administrative Agreement also requires the University to show deference to the Governing Circle’s decisions and advice on “ceremonies and protocols relating to the Purposes, the Objectives, and the Settled Property” and “Aboriginal concepts important to the Purposes and the Objectives.” (Administrative Agreement, para. 11) From an Indigenous perspective, these are integral dimensions of every aspect of the NCTR’s work.

The Administrative Agreement states that the NCTR “will operate within the academic and administrative structure of the University, and as such, be subject to the policies and rules of the University.” The Director of the NCTR will report administratively to a member of the University’s executive team and will manage the affairs of the NCTR, being guided by the advice of the Governing Circle and the policies and rules of the University. (Administrative Agreement, para. 17)

However, it has become clear over the last several years, that the Administrative Agreement does not provide sufficient clarity over the University’s and the NCTR’s respective roles in the shared governance model and how this will be carried out. The Administrative Agreement states that, “subject to a recommendation by its Senate, and approval by its Board of Governors,” the University “will cause the Centre to be established as an academic centre or institute of the University” but subject to the University’s “policy on Research Centres, Institutes and Groups (as amended from time to time).” (Administrative Agreement, para. 16) However, academic centres and research centres operate under separate policies. Furthermore, the NCTR does not properly fit within the definition of either an academic or research centre. As has been made evident through its administration and operation, the NCTR is unique within the structure of the University, requiring a distinct policy and procedure.

The Administrative Agreement states that two of the seven members of the Governing Circle will be “employees of or holding an academic appointment with the University.” While the Administrative Agreement refers to Survivors and other Partners having “representatives” on the Governing Circle, the two University of Manitoba employees are not expressly described as representatives. As worded, the Administrative Agreement would allow appointment of individuals who, although employed by the University, could not reasonably be expected to speak on behalf of the University and would not have clear lines of

communication or accountability in this regard. This was likely not the intent. It is worth noting that in practice the Governing Circle has consistently included a representative from the University's senior leadership. This role was initially filled by the University President and now by the Vice-President (Indigenous) since the creation of this new position. Part of the proposed changes in the governing documents, as explained below, is to formalize such a relationship to explicitly state that the Vice-President (Indigenous) *represents* the University within the Governing Circle.

Key Elements of Proposed Approach

The following are the key elements of the proposed approach. In many instances, these elements reflect the practices that have already emerged in practice.

1. The proposed Procedure and the supporting bylaws would formalize the role of the Vice-President (Indigenous) as one of the University's representatives on the Governing Circle. Consistent with the commitment to shared governance with Partners and Residential School Survivors set out in the Administrative Agreement, the full participation of the Vice-President (Indigenous) in the deliberations of the NCTR Governing Circle is the primary means through which the University engages in decision-making in respect to the NCTR. The Procedure confirms that University will also have second appointed representative on the Governing Circle.
2. The role of the Governing Circle is intended to be meaningful and robust. To the fullest extent possible, advice and decisions about priorities and directions of the NCTR will be concluded within the Governing Circle. Where appropriate, the Vice-President (Indigenous) will bring decisions undertaken by the Governing Circle to University governance for final authorization. The University will continue to show deference to the advice and decisions of the Governing Circle.
3. To the fullest extent possible, the Governing Circle will respect and follow First Nations, Métis Nation, and Inuit decision-making processes and protocols, including through the adoption of a consensus model as the default mode for all decisions and advice. The use of consensus will also help give life to the University's obligation to give deference to Indigenous perspectives in respect to fundamental elements of the NCTR's governance.
4. To ensure the effective functioning of a consensus model, and appropriate representation of the diversity of Survivors and Indigenous Nations, the proposed Procedure would increase the number of participants in the Governing Circle and establish rules for quorum.
5. The proposed Policies and Procedures seek to formalize the understanding of the NCTR's mandate and principles of action that emerged through the TRC and which have shaped the NCTR's work to date.
6. The proposed Procedures and associated by-laws which will be enacted by the NCTR will provide greater clarity to the distinction between the Governing Circle as a mechanism of shared governance and the Survivors Circle as a committee of the Governing Circle and a source of advice to the Governing Circle.
7. The proposed Policy, Procedure and associated by-laws are intended to fulfill the commitments in the TRC Calls to Action, the Administrative Agreement and the Trust Deed, in a manner consistent

with the history of the NCTR, the overall principles set out in its founding documents, and the University's strategic direction in respect to reconciliation and the rights of Indigenous peoples.

8. It is recognized that self-determination and decolonization are areas of ongoing learning and transformation and are essential to the TRC's Ten Principles for Reconciliation and Calls to Action. As a consequence, the proposed Policy and Procedure set out an expectation that Vice-President (Indigenous) will assist the Governing Circle and other governance structures within the University to work collaboratively toward a common goal of ensuring that all policies and procedures of the NCTR and the University are consistent with the human rights of Indigenous peoples.

RESOURCE REQUIREMENTS:

None

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

The Policy and Procedure are consistent with and help to advance the University's commitments to reconciliation and the rights of Indigenous peoples, as set out in the 2016 Manitoba Collaborative Indigenous Education Blueprint, the University's 2019-2020 Strategic Plan's commitment "to move forward the partnership with Indigenous communities in the a spirit of reconciliation and collaboration", and the Report of the Senior Leadership Review which called for Indigenous self-determination and leadership to be "embedded within the governance structures of the university."

IMPLICATIONS:

The proposed Policy and Procedure will delineate more clearly roles and responsibilities, clarify spheres of authority, create accountability, and streamline processes.

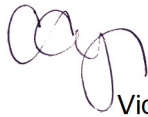
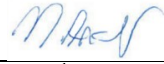

ALTERNATIVES:

N/A

CONSULTATION:

The Vice-President (Indigenous), Executive Director of the National Centre for Truth and Reconciliation, Governing Circle and the Survivors Circle, Human Resources and the Office of Legal Counsel have been consulted in the development of the Policy and Procedure.

ROUTING TO THE BOARD OF GOVERNORS:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Title</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	 Christine Cyr on behalf of Dr. Catherine Cook Vice-President (Indigenous)	Associate Vice President (Indigenous)	May 21, 2021
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		Vice-President (Administration)	June 1, 2021
<input type="checkbox"/>	<input type="checkbox"/>		President & Vice-Chancellor	June 4, 2021
<input type="checkbox"/>	<input type="checkbox"/>			
<input type="checkbox"/>	<input type="checkbox"/>			

SUBMISSION PREPARED BY: Lynne Hiebert, Legal Counsel in collaboration with Stephanie Scott, Executive Director, NCTR

ATTACHMENTS:

- The National Centre for Truth and Reconciliation Governance Policy
- The National Centre for Truth and Reconciliation Governance Procedure
- Executive Summary (for information only)

UNIVERSITY OF MANITOBA POLICY

Policy¹:	National Centre for Truth and Reconciliation Governance Policy
Effective Date:	
Revised Date:	
Review Date:	
Approving Body:	Board of Governors
Authority:	<i>The University of Manitoba Act, Section 16(1)(h)</i>
Responsible Executive Officer:	Vice-President (Indigenous)
Delegate: (If applicable)	
Contact:	Executive Director, National Centre for Truth and Reconciliation
Application:	All Staff, Students and Faculty

Part I Reason for Policy

- 1.1 To provide greater clarity about the governance of the National Centre for Truth and Reconciliation (NCTR) and to fulfill commitments in the Administrative Agreement between the University of Manitoba and the Truth and Reconciliation Commission of Canada through which the NCTR was founded.
- 1.2 To support the NCTR in being responsive and accountable to the Indigenous peoples whose rights it promotes and to the Residential School Survivors whose truths it preserves.
- 1.3 To ensure that the perspectives of First Nations, Inuit, and Métis peoples, and in particular the voices of Residential School Survivors, are always reflected in the strategies and priorities of the NCTR.
- 1.4 To enable the NCTR to fulfill its responsibilities in a manner consistent with the laws, protocols, traditions, and knowledge systems of Indigenous peoples.

¹ If the Governing Document is a By-Law or Regulation use the applicable term in place of the “Policy” reference throughout the document.

- 1.5 To support the NCTR in its unique national and international role in promoting truth and reconciliation, in fulfillment of Canada’s obligations, as set out internationally by the Joint-Orentlicher Principles, to preserve the record of human rights violations and guarantee non-recurrence of these violations.
- 1.6 To fulfill the University’s obligation and commitment to respect human rights and promote their fullest realization, including the human rights of Indigenous peoples.
- 1.7 To uphold the United Nations Declaration on the Rights of Indigenous Peoples (“UN Declaration”), adopted by the UN General Assembly as an expression of the “minimum standards” necessary to protect and fulfill the human rights of Indigenous peoples.
- 1.8 To create a new template of partnership and collaboration consistent with the UN Declaration’s affirmation of the right to self-determination of Indigenous peoples, including the right of Indigenous peoples to govern their own cultural institutions and to make their own decisions about the preservation and transmission of their history, knowledge systems, and historical and cultural property.
- 1.9 To honour the Principles of Reconciliation set out by the Truth and Reconciliation Commission of Canada, which identify the UN Declaration as “the framework for reconciliation at all levels and across all sectors of society.”
- 1.10 To realize the commitment made in the University’s 2011 Statement of Apology and Reconciliation to Residential School Survivors to listen to, acknowledge and affirm Indigenous voices within the fabric of the university.
- 1.11 To put into action the University’s strategic priority to promote research and education on the self-determination of Indigenous peoples.
- 1.12 To give life to the University’s commitment to the Winnipeg Accord which recognizes that reconciliation requires “political will, joint leadership, trust building, accountability, and transparency.”
- 1.13 To acknowledge and help dismantle barriers to Indigenous leadership within the University itself, as set out in the 2019 Indigenous Senior Leadership Review.

Part II Policy Content

- 2.1 The following terms have the following defined meanings for the purpose of this Procedure:
 - (a) **Administrative Agreement:** The 2013 agreement between the University of Manitoba and the Truth and Reconciliation Commission of Canada setting out details concerning the administration and operation of the National Centre for Truth and Reconciliation.

- (b) **Governing Circle:** The shared governance body established under by the Administrative Agreement, further details of which are set out in this policy and the procedure.
 - (c) **Intergenerational Survivors:** All family and descendants of Survivors.
 - (d) **National Centre for Truth and Reconciliation (NCTR):** The center established through the Administrative Agreement and Trust Deed entered into by the University of Manitoba and the Truth and Reconciliation Commission of Canada.
 - (e) **Partner:** An educational institution, research centre, archive, Indigenous organization, or other interested group or entity engaged as a Partner in pursuit of the NCTR's mandate, pursuant to an agreement with the University.
 - (f) **Survivors:** Any and all former students of the Indian Residential School system regardless of the period or location of their attendance.
 - (g) **Survivors Circle:** An advisory body to the Governing Circle, established by the Governing Circle, and composed of Survivors and/or Inter-Generational Survivors.
 - (h) **Trust Deed:** The 2013 agreement between the University of Manitoba and the Truth and Reconciliation Commission of Canada establishing conditions under which the University would act as trustee for testimony, records and other property of the Truth and Reconciliation Commission of Canada.
- 2.2 The University of Manitoba recognizes that the NCTR has a unique role in Canada that cannot be appropriately defined as either an academic or research centre at the University of Manitoba.
- 2.3 The University affirms that the NCTR works to fulfill the following mandate, which has national and international dimensions:
- (a) To be a responsible and accountable steward for the stories, photos, and memories entrusted to the NCTR by the Survivors of Residential Schools, to honour their truths, and ensure that they can never again be forgotten or ignored;
 - (b) To continue the research work begun by the Truth and Reconciliation Commission and in this way contribute to the continuing healing of First Nations, Inuit and the Métis Nation and the country as a whole; and
 - a) To build a foundation for reconciliation by promoting public education and understanding of the Residential Schools and how they are part of a larger history of violent assaults on the distinct cultures and identities of First Nations, Inuit and the Métis Nation.
- 2.4 In all its operations, the NCTR will embody the following principles of action, responsibility and accountability, as developed by its Governing Circle and Survivors Circle:

- (a) To respect and uphold the teachings embodied in its logo: the single fire that represents the Seven Sacred Teachings of respect, honesty, courage, love, humility, wisdom and truth; the two birds that represent our spirits being set free when our truth is told; the three flames that represent our responsibility to past, present and future generations; and the circle that represents our duty to protect the fire while always welcoming people to join;
 - (b) To act in accordance with the NCTR's spirit name, which is One Feather – Bizhig Miigwan – which expresses that everything is connected, and that Survivors deserve the same respect as an eagle feather;
 - (c) To honour, acknowledge, and remember Residential School Survivors and their legacy in all that the NCTR does;
 - (d) To remember and honour the children who never returned home;
 - (e) To uphold the NCTR's duty to tell the truth of Canada's history of cultural genocide;
 - (f) To promote the vision of reconciliation articulated by the Truth and Reconciliation Commission of Canada; and
 - (g) To respect, uphold and promote the inherent rights of Indigenous peoples affirmed in the *UN Declaration on the Rights of Indigenous Peoples*.
- 2.5 The University supports a shared governance model for the NCTR in which decisions and advice about the strategy, policies, and priorities of the NCTR will be made or provided by the NCTR Governing Circle in accordance with this policy, the procedures and the by-laws adopted by the Governing Circle.
- 2.6 As academic host for the NCTR, and one of its founding partners, the University has a unique stewardship role, with financial and legal responsibilities in respect to the NCTR.
- 2.7 The University participates in the shared governance of the NCTR primarily through the University's representation as a full member of the Governing Circle and through the active participation of its representatives in all functions of the Governing Circle.
- 2.8 Under the terms of the Trust Deed and the Administrative Agreement, the NCTR is expected to follow all administrative and operations policies of the University.
- 2.9 It is expected that the Governing Circle of the NCTR will adopt additional policies specific to the NCTR's mandate and responsibilities.
- 2.10 In the event that the Governing Circle identifies any University policy as being inconsistent with the rights of Indigenous peoples as set out in the *UN Declaration on the Rights of Indigenous Peoples*, or as a barrier to the NCTR's fulfillment of its mandate, the University will work with the Governing Circle to reconcile such differences.

- 2.11 To the fullest extent possible, the University will seek the advice of the Governing Circle concerning any decisions being contemplated within the University governance that have potential implications for the operations of the NCTR.
- 2.12 In the event of disagreement concerning the administration of the NCTR, the University and the Governing Circle will establish a mutually agreed upon process to resolve the matter, with reference to any conflict resolution and mediation processes adopted by the Governing Circle.

Part III Accountability

- 3.1 The Office of Legal Counsel is responsible for advising the Vice-President (Indigenous) that a formal review of this Policy is required.
- 3.2 The Vice-President (Indigenous) is responsible for the implementation, administration and review of this Policy.
- 3.3 All staff, students and faculty is/are responsible for complying with this Policy.

Part IV Authority to Approve Procedures

- 4.1 The Vice-President (Indigenous) may approve Procedures, if applicable, which are secondary to and comply with this Policy.

Part V Review

- 5.1 Governing Document reviews shall be conducted every ten (10) years. The next scheduled review date for this Policy is [Click here to enter a date](#).
- 5.2 In the interim, this Policy may be revised or repealed if:
 - (a) the Vice-President (Indigenous) or the Approving Body deems it necessary or desirable to do so;
 - (b) the Policy is no longer legislatively or statutorily compliant; and/or
 - (c) the Policy is now in conflict with another Governing Document.
- 5.3 If this Policy is revised or repealed all Secondary Documents, if applicable, shall be reviewed as soon as possible in order that they:
 - (a) comply with the revised Policy; or

- (b) are in turn repealed.

Part VI
Effect on Previous Statements

- 6.1 This Policy supersedes all of the following:
- (a) all previous Board of Governors/Senate Governing Documents on the subject matter contained herein; and
 - (b) all previous Administration Governing Documents on the subject matter contained herein.

Part VII
Cross References

- 7.1 This Policy should be cross referenced to the following relevant Governing Documents, legislation and/or forms:
- (a) *Centre for Truth and Reconciliation Administrative Agreement;*
 - (b) *Centre for Truth and Reconciliation Trust Agreement;*
 - (c) *The National Centre for Truth and Reconciliation Act, C.C.S.M. c. N20, [assented June 30, 2015];*
 - (d) *University of Manitoba NCTR Governance Procedure.*

UNIVERSITY OF MANITOBA PROCEDURE

Procedure:	National Centre for Truth and Reconciliation Governance and Administration Procedure
Parent Policy:	National Centre for Truth and Reconciliation Governance Policy
Effective Date:	
Revised Date:	
Review Date:	
Approving Body:	Board of Governors
Authority:	<i>The University of Manitoba Act, Section 16(1)(h)</i>
Responsible Executive Officer:	Vice-President (Indigenous)
Delegate: (If applicable)	
Contact:	Executive Director, National Centre for Truth and Reconciliation
Application:	All staff, students and faculty

Part I Reason for Procedure

- 1.1 To provide a governance and administrative framework for the National Centre for Truth and Reconciliation (NCTR) consistent with:
 - (a) The NCTR’s unique national and international mandate, role and responsibilities;
 - (b) The University’s commitments set out the Administrative Agreement and Trust Deed through which the NCTR was created; and
 - (c) The University’s broader commitments to recognize, respect and uphold the human rights of Indigenous Peoples, including those affirmed in the *United Nations Declaration on the Rights of Indigenous Peoples*.

- 1.2 To ensure that the voices of Survivors and Intergenerational Survivors remain central to governance and administration of the NCTR.

- 1.3 To actualize a model of shared governance among the University, other academic and institutional Partners, Survivors and Intergenerational Survivors, and Indigenous peoples' organizations.

Part II Procedural Content

- 2.1 The following terms have the following defined meanings for the purpose of this Procedure:

- (a) **Administrative Agreement:** The 2013 agreement between the University of Manitoba and the Truth and Reconciliation Commission of Canada setting out details concerning the administration and operation of the National Centre for Truth and Reconciliation.
- (b) **Governing Circle:** The shared governance body established under by the Administrative Agreement, further details of which are set out in the policy and procedure.
- (c) **Honourary Members of the Governing Circle:** Individuals invited to support the work of the Governing Circle, such as by providing advice, who do not participate in the decision-making functions of the Governing Circle. The roles of the Honourary Members are set out in the By-Laws.
- (d) **Intergenerational Survivors:** All family and descendants of Survivors.
- (e) **National Centre for Truth and Reconciliation (NCTR):** The center established through the Administrative Agreement and Trust Deed entered into by the University of Manitoba and the Truth and Reconciliation Commission of Canada.
- (f) **Partner:** An educational institution, research centre, archive, Indigenous organization, or other interested group or entity engaged as a Partner in pursuit of the NCTR's mandate, pursuant to an agreement with the University.
- (g) **Survivors:** Any and all former students of the Indian Residential School system regardless of the period or location of their attendance.
- (h) **Survivors Circle:** An advisory body to the Governing Circle, established by the Governing Circle, and composed of Survivors and/or Intergenerational Survivors.
- (i) **Trust Deed:** The 2013 agreement between the University of Manitoba and the Truth and Reconciliation Commission of Canada establishing conditions under which the University would act as trustee for testimony, records and other property of the Truth and Reconciliation Commission of Canada.

- 2.2 **Adherence to University policies and procedures**

- (a) The NCTR is responsible for upholding the policies and standard operating procedures of the University.
- (b) As a consequence of its unique mandate and responsibilities, the NCTR will adopt additional policies and procedures specific to its mandate as required.
- (c) Where there are gaps between University policies and procedures of general application and the policies adopted by the NCTR, the Governing Circle and Executive Director will work with the University's governance to address such gaps.

Research at the NCTR

2.3 All research conducted at the NCTR, including research conducted by Partners and third parties accessing the records of the NCTR, must be consistent with all relevant University policies, procedures, standards, guidelines and principles pertaining to ethical research, as well as the First Nation principles of OCAP (Ownership, Control, Access and Possession); Manitoba Metis Federation principles of Ownership, Control, Access and Stewardship (OCAS); the Inuit Qaujimajatuqangit; the Tri-Council Policy Statement on Research Involving the First Nations, Inuit and Métis Peoples of Canada; the University of Manitoba Framework for Research Engagement with First Nation, Metis, and Inuit Peoples; and the rights of Indigenous peoples. The NCTR is expected to play a leading role in applying and advancing these policies, procedures, standards, guidelines, and principles in relation to the NCTR's records and the rights of Survivors and Intergenerational Survivors.

2.4 Shared governance model

- (a) Shared governance among the University, Partners, Survivors and Intergenerational Survivors, and Indigenous peoples' organizations is carried out through the Governing Circle.
- (b) The University will participate in the shared governance of the NCTR by appointing the Vice-President (Indigenous) to serve as a full member of the Governing Circle. In the event that the Vice-President (Indigenous) is unable to fulfill this role, the University President will appoint an alternate from among the University's senior leadership.
- (c) An additional position on the Governing Circle is reserved for another member of the University administration, faculty or staff who will be nominated and appointed through the process set out in section 2.8 below.

2.5 Composition of the Governing Circle and Term of Appointment

- (a) The Governing Circle will consist of no fewer than seven (7) members as stated in the Administrative Agreement and up to eleven (11) members to meet the need for diversity and representativity. All members will be equal in standing in all decision-making processes.

- (i) The membership of the Governing Circle will reflect the shared interests in good governance of Survivors and Intergenerational Survivors, the University of Manitoba, and its Partners.
 - (ii) This membership of the Governing Circle will also reflect a diversity of cultures and languages, genders, and regional representation and will have the skills, experience and ability to help fulfill the Governing Circle's needs and to enhance the Governing Circle's institutional role.
 - (iii) At least two (2) members of the Governing Circle will represent Partners.
- (b) A majority of Governing Circle members must be persons who identify as First Nations, Inuit or Métis Nation descent. Of these members, at least one person must be a First Nations Residential School Survivor or Intergenerational Survivor, at least one person must be an Inuit Residential School Survivor or Intergenerational Survivor, and at least one person must be a Métis Nation Residential School Survivor or Intergenerational Survivor.
 - (c) As per the Administrative Agreement, the standard term for members of the Governing Circle is a minimum of two (2) years. However, in their first term on the Governing Circle, each member will be expected to serve a minimum three (3) year term. There is no limit on the number of terms that a Governing Circle member may be re-appointed.
 - (d) It is expected that the Governing Circle will establish additional committees and advisory positions to receive further input as appropriate from Survivors, Intergenerational Survivors, Elders and others.

Roles and responsibilities of the Governing Circle

2.6 The Administrative Agreement specifies that the Governing Circle has a dual role both as decision-maker and as advisor to the University and its Partners. In the areas set out below, any decision-making process should begin with the Governing Circle. Where additional sign-off is required from the University, deference will be given to the decision made or advice given by the Governing Circle. The three areas are a) governance, protocols and policy; b) strategic direction; and c) operation.

- (a) **Governance, protocols and policy** includes decisions and advice with respect to:
 - (i) Confirming, amending, repealing or replacing NCTR by-laws;
 - (ii) Adopting procedures or rules for Governing Circle meetings;
 - (iii) Establishing and setting the Terms of Reference for committees or other advisory bodies to the Governing Circle;
 - (iv) Creating ethical guidelines or codes of conduct for members of the Governing Circle and any of its committees;

- (v) Reviewing and adopting policies and protocols governing operations of the NCTR and its external operations; and
 - (vi) Identifying categories of partners that would benefit the NCTR, ratify agreements with new partners, or modify or end existing partnerships.
- (b) **Strategic direction** includes decisions and advice with respect to:
- (i) Setting priorities and strategic goals for NCTR activities and spending;
 - (ii) Determining fundraising goals and provide advice on strategies;
 - (iii) Making decisions about expanding the NCTR's holdings and resources, including the form that the expansion will take, and the sources and subject matter of any new holdings or resources; and
 - (iv) Approving and adopting communication strategies for the NCTR.
- (c) The **operation** of the NCTR includes joint decisions to hire and evaluate the Executive Director of the NCTR, in collaboration with the Vice-President (Indigenous).
- (d) Beyond the areas named in (a), (b) and (c) above, the Governing Circle does not directly engage with the administration and day to day operations of the NCTR. The administration and day to day operation are conducted in accordance with the Administrative Agreement and are the responsibility of the Executive Director.

2.7 Decision-making Model

- (a) Decisions of the Governing Circle can be made either by a meeting with a quorum of no fewer than three-quarters of current Governing Circle members or by email involving all Governing Circle members.
- (b) Decisions of the Governing Circle will generally be made on the basis of consensus.
- (c) All decisions, advice or other directives of the Governing Circle will be documented through formal written resolutions. A copy of all resolutions of the Governing Circle shall be distributed to the Office of the Vice President (Indigenous) and archived in the University of Manitoba archives.

2.8 Selection of Governing Circle Members

- (a) The Vice-President (Indigenous) of the University of Manitoba is appointed to the Governing Circle by the University President.
- (b) In addition, a second position on the Governing Circle is reserved for another staff member or employee of the University. When this second position becomes

vacant, the Governing Circle will inform the University of any specific needs, such as skills or background, which it would request the University to consider in making its appointment. The University will show deference to this advice.

- (c) All other positions are filled through a nomination process as follows:
 - (i) When any position or positions on the Governing Circle become vacant, the Governing Circle will form a Nomination Committee. The Nomination Committee will inform the University of Manitoba and Partners of the vacancy and encourage the University of Manitoba and Partners to submit potential nominees for consideration. Nominations will close no sooner than 60 days after such notification was provided.
 - (ii) The Nomination Committee will consider a number of factors in selecting its nominations, including maintaining the balance among First Nations, Inuit, and Métis Nation members; regional diversity, gender diversity, linguistic and cultural diversity; familiarity with and knowledge of the NCTR, of the Truth and Reconciliation Commission and its work, and of the legacy of Residential Schools; and any specific skill or experience required by the Governing Circle at the time of nomination.
 - (iii) The Governing Circle will appoint Members based on recommendations of the Nomination Committee. In doing so, the Governing Circle will seek to include as many members as possible who are affiliated with the Partners. This will be done in a manner consistent with the overall goals of diversity and balance and the requirements for representation of Survivors and Intergenerational Survivors.

2.9 **Compensation of Governing Circle Members**

- (a) Governing Circle Members are eligible for compensation for their time and expertise unless the person holds a salaried position at the University of Manitoba.
- (b) Compensation amounts will proactively recognize the expertise and knowledge of Survivors and Intergenerational Survivors as experts and deserving of fair compensation.
- (c) Provision will also be made for reimbursement of all travel expenses, based on rates of the University of Manitoba in its Travel Expense Policy.

2.10 **Administrative Support to the NCTR**

- (a) Through the Administrative Agreement, the University has agreed to be responsible for administration and financial oversight of the NCTR for the duration of the Trust Deed.
- (b) The University makes available to the NCTR and its staff all the usual supports available to academic and administrative units of the University, including with

regard to communications, external relations, fund-raising, human resources, finance, information technology, access to information and privacy, and legal matters.

2.11 Executive Director of the NCTR

- (a) The Executive Director shall be the chief administrative executive and manager of the NCTR. In fulfilling their role as Executive Director of the NCTR, the Executive Director shall oversee all operations of the NCTR.
 - (i) Subject to the direction and guidance of the Governing Circle and the Vice-President (Indigenous), the Executive Director is responsible to provide the leadership necessary to position the NCTR at the forefront of the Truth and Reconciliation landscape across Canada.
 - (ii) In so doing, the Executive Director is tasked with developing and implementing a strategic plan to advance the NCTR's mission and objectives; to promote the realization of the objective's set forth in the Trust Deed and Administrative Agreements; to uphold and apply *the National Centre for Truth and Reconciliation Act*; and to work with a broad range of national and international partners to advance the mission and mandate.
 - (iii) The Executive Director oversees the operations of the NCTR to ensure quality, service, integrity and the highest values of public service.
 - (iv) The Executive Director is accountable to the University's Vice-President (Indigenous) for ensuring that all relevant University policies, procedures, and reporting requirements are upheld.
 - (v) Should any concern materialize with the Executive Director's performance, whether in the course of the regular performance evaluation described below, or at any other point in the year, the Vice-President (Indigenous) must engage the University of Manitoba's Human Resources office to ensure appropriate documentation occurs consistent with the rules and operations of the University of Manitoba. This shall be done in consultation with the Chair of the Governing Circle.
- (b) *Selection and Appointment of the Executive Director*

The following procedure will apply for the appointment of a person to serve as the Executive Director of the NCTR.

- (i) The Vice-President (Indigenous) shall establish a Search Committee composed of an equal number of members of the Governing Circle, Indigenous and non-Indigenous community members, and representatives of the University of Manitoba. The members of the Search Committee will be jointly appointed by the Governing Circle and the University.

- (ii) The Vice-President (Indigenous) will serve as chair of the Search Committee.
- (iii) The Search Committee will make all efforts to ensure the recommended individual is a First Nations, Métis Nation or Inuit person.
- (iv) Based on the recommendations of the Search Committee, the final decision on the appointment will be made by the Governing Circle, including the Vice-President (Indigenous), in consultation with the Survivors Circle, and following all procedures and policies of the University of Manitoba.

(c) *Performance Review and Evaluation of the Executive Director*

At least once annually, the Chair of the Governing Circle, along with any other members of the Governing Circle, chosen by the Governing Circle, shall, jointly with the University of Manitoba Vice-President (Indigenous), conduct a review of the Executive Director's performance in accordance with the University's policies and procedures.

- (i) The Chair of the Governing Circle shall establish parameters for the review through a written and signed performance agreement clearly communicated to the Executive Director in advance and agreed to by parties involved. In developing this performance agreement, the Chair shall consult with the University of Manitoba Human Resources office to ensure applicable policies and best practices are followed.

(d) *Resignation or Incapacity of the Executive Director*

If the Executive Director is, for any reason, unable to perform the duties of the office, such duties will be assumed and discharged by such person(s) and according to such procedures as the Chair of the Governing Circle may determine, in consultation with the University's Vice-President (Indigenous)'s, subject to ratification by the Governing Circle at its next meeting. To inform said measures, the Executive Director will be required to establish a business continuity plan, for approval by the Governing Circle, on an annual basis to ensure continued operations of the NCTR in the event of the Executive Director's resignation or incapacity.

2.12 Fiscal Year

The fiscal year of the NCTR shall end on the 31st day of March in each year or on such date as the University of Manitoba's Board of Governors may from time to time by resolution determine for the University.

**Part III
Accountability**

- 3.1 The Office of Legal Counsel is responsible for advising the Vice-President (Indigenous) that a formal review of this Procedure is required.

- 3.2 The Vice-President (Indigenous) is responsible for the implementation, administration and review of this Procedure.
- 3.3 The Vice-President (Indigenous) is/are responsible for complying with this Procedure.

Part IV Review

- 4.1 Governing Document reviews shall be conducted every ten (10) years. The next scheduled review date for this Procedure is [Click here to enter a date](#).
- 4.2 In the interim, this Procedure may be revised or repealed if:
- (a) the Vice-President (Indigenous) for Approving Body deems it necessary or desirable to do so;
 - (b) the Procedure is no longer legislatively or statutorily compliant;
 - (c) the Procedure is now in conflict with another Governing Document; and/or
 - (d) the Parent Policy is revised or repealed.

Part V Effect on Previous Statements

- 5.1 This Procedure supersedes all of the following:
- (a) all previous Board of Governors/Senate Governing Documents on the subject matter contained herein; and
 - (b) all previous Administration Governing Documents on the subject matter contained herein.

Part VI Cross References

- 6.1 This Procedure should be cross referenced to the following relevant Governing Documents, legislation and/or forms:
- (a) *Centre for Truth and Reconciliation Administrative Agreement*
 - (b) *Centre for Truth and Reconciliation Trust Agreement*
 - (c) *The National Centre for Truth and Reconciliation Act, C.C.S.M. c. N20, [assented June 30, 2015]*

- (d) *Research Ethics Involving Human Subjects*
- (e) *Conflict of Interest Policy*
- (f) *Respectful Work and Learning Environment Policy*
- (g) *Travel and Business Expense Claim Policy*
- (h) *Directors of Schools of a Faculty or College Bylaw*

Executive Summary

National Centre for Truth and Reconciliation Governance Model

Three documents are attached: a proposed University of Manitoba (the University) Policy on Governance of the National Centre for Truth and Reconciliation (the NCTR), an associated University Procedure, and proposed By-Laws for adoption by the NCTR Governing Circle. Together, these three documents are intended to clarify a joint governance structure of the NCTR; to better assist the NCTR in fulfilling its unique national and international roles; to implement the University's commitment to develop appropriate policies and procedures for governance of the NCTR; and to help advance the University's ongoing work in respect to reconciliation, promotion of the human rights of Indigenous peoples, and innovation in Indigenous governance and decolonization of the University.

Background

The NCTR is a unique institution within the University and within Canada. Through its work of maintaining, building, and disseminating an accurate record of residential school history, the NCTR is a critical part of Canada's formal commitment to redress for Residential School Survivors. As a center of research, learning, and public education, the NCTR plays a central role in the national imperative of truth and reconciliation.

This work also contributes to fulfilling Canada's obligations under international human rights law, including the *UN Declaration on the Rights of Indigenous Peoples* and the UN Joinet-Orentlicher Principles which require states to preserve the record of human rights violations and guarantee non-recurrence of these violations. In partnership agreements, including agreements with founding partners such as the University of British Columbia, the University has underlined the "national and international significance" of the NCTR.

Origins of the NCTR

The NCTR is a product of the Truth and Reconciliation Commission of Canada (TRC). The TRC was established through the formal settlement agreement between the Government of Canada, the church bodies that had administered the Indian Residential Schools, the Assembly of First Nations and Inuit representatives, and the Residential School Survivors represented in a class action suit against the federal government and the church bodies. The TRC's mandate can be summarized as informing all Canadians about what happened in the Residential Schools by witnessing and documenting the truth of Survivors, families, communities and anyone personally affected by the Residential Schools.

In setting out the mandate of the TRC, the Indian Residential Schools Settlement Agreement called on the TRC to create a national research centre “accessible to former students, their families and communities, the general public, researchers and educators who wish to include this historic material in curricula.” From the beginning, there has been an implicit assumption that such a centre would be responsive to the overall mandate and purpose of the TRC and its relationship to Survivors. The TRC’s 2015 final report included Ten Principles for Reconciliation and 94 Calls to Action, both of which have been widely endorsed by governments and institutions in Canada. Five of the TRC’s Calls to Action are explicitly to be fulfilled through the NCTR (Calls to Action 65, 71, 72, 77 and 78).

As part of its work, the TRC put out a Call for Submissions for organizations and institutions willing to serve as a “Permanent Host” for a national centre. One of the criteria set out in the Call for Submissions was governance. The call asked that proposals “include a plan for how Aboriginal peoples will have significant decision-making responsibilities about what goes into the archives, who has access to the archives and how the archives is operated generally.”

The University of Manitoba submitted its application with a consortium of partners, including the University of British Columbia, Lakehead University, the University of Winnipeg, and other academic institutions, as well as the Legacy of Hope Foundation, the National Association of Friendship Centres, and the Canadian Museum for Human Rights (the “Partners”). In their proposal to host the NCTR, the University and its Partners noted that the NCTR would be “bound by university policies” on matters such as human resources and financial matters. The proposal also stated that although the governance model still needed to be worked out, “subject to the creativity and aspirations of partner organizations, the Partners “favour a shared governance model that includes a Governing Circle made up predominantly of Aboriginal people, plus an active Survivors Circle.”

The TRC subsequently stated that the University of Manitoba was selected as host “because its proposal best met the criteria. It had demonstrated a strong commitment to human rights research and promotion, and to Aboriginal peoples and governance. Its proposal stressed the highest standard of digital preservation, meaningful Survivor and community engagement, world-class archival experience and facilities, expertise in privacy and access, and financial stability.”

Chief Commissioner Murray Sinclair said at the ceremony announcing the decision, “The proposal that we had received from the university was head and shoulders above some of the other proposals that we had received, because it talked about the importance of establishing this as a national centre. This is not just about Manitoba. This is not just about Western Canada. A National Research Centre for Residential Schools has to be about Canada. It has to ensure that all of Canada will benefit from the things that are going to occur here.”

Tom McMahon, who was General Legal Counsel for the TRC when the agreements were negotiated with the University, has since written, “Although the U of M is not an indigenous organization, the TRC did as much as it could to infuse the NCTR with indigenous governance, while benefitting from the resources, expertise, experience and capacities of the U of M.”¹

Existing Governance Framework

The NCTR was established through two legal instruments: the Trust Deed (21 June 2013) between the University and the TRC and the Administrative Agreement (21 June 2013). Additional documents which give context to the arrangement are:

- Schedule “N” to The Indian Residential Schools Settlement Agreement (“IRSSA”) dated May 8, 2006;
- TRC Call for Submissions;
- University Proposal dated February 6, 2012;
- University Policy on Research Centres, Institutes and Groups;
- *The National Centre for Truth and Reconciliation Act* (the “Act”).

The Trust Deed

The Trust Deed focuses on the records, not the administration of NCTR. The Trust Deed creates the Trust that, like any other trust, is not a legal entity, but rather a relationship between the Trustee (the University), who holds title to the Settled Property (records) and the beneficiaries on whose behalf Settled Property is to be administered. The Trust Deed does not list the beneficiaries, but potential beneficiaries would be the parties to the IRSSA and Survivors and their families. The Trust has no status of its own to acquire rights or obligations. Instead, the University holds the records subject always to the obligations imposed by the Trust, which require the University to use and preserve the Settled Property exclusively for the purposes set out in sections 9(a) through (c) of the Trust Deed, which are summarized as follows:

- Preservation of records;
- Make materials accessible in accordance with access and privacy legislation and any other applicable legislation; and
- Promote engagement.

The recitals of the Trust Deed (which form an integral part of the Deed) set out that the University intends to continue to add to the records. Lastly, the Trust Deed states that the University “shall develop policies to guide the exercise of its powers and discretions [in respect to the NCTR] and

¹ Thomas L. McMahon, “Creating the National Centre for Truth and Reconciliation and proactive disclosure under the National Centre for Truth and Reconciliation Act,” January 2018. McMahon, Thomas, *Creating the National Centre for Truth and Reconciliation and Proactive Disclosure Under the National Centre for Truth and Reconciliation Act* (January 2018). Available at SSRN: <https://ssrn.com/abstract=3110303> or <http://dx.doi.org/10.2139/ssrn.3110303>

shall seek advice from the [NCTR's] Governing Circle in the development of such policies and in the exercise of the University's powers and discretions." (Trust Deed, para. 13.)

Apart from the commitment, referred to above, to develop policies "to guide the exercise of its [the University's] powers and discretions", the Trust Deed provides little guidance on the governance of the NCTR. The Trust Deed does state, however, that "when exercising its powers and discretions [the University] shall demonstrate respect for Aboriginal protocols and ceremonies in relation to Aboriginal sacred objects and ethics relating to Aboriginal research." (Trust Deed, para. 14.)

The Administrative Agreement

The Administrative Agreement between the University and the TRC sets out how the purposes of the Trust Deed will be realized and refers to "a spirit of shared governance by the University, survivors and their families, and other Partners." (Administrative Agreement, para. 9e i.) The Partners are defined as the original proposal Partners as well as any others who join through subsequent partnership agreements. The template used for such agreements recognizes that Partners have the "right to participate in the governance of the NCTR." This is expressed by having "a representative occupy a Partner's seat on the Governing Circle, if selected by the nominating committee."

The named objectives of the Administrative Agreement also include "to assist Aboriginal peoples in Canada in the exercise of their rights under the *United Nations Declaration on the Rights of Indigenous Peoples*." (Administrative Agreement, para. 7 d.) While the provisions of the *UN Declaration* are wide-ranging, there is a central focus on recognition and exercise of the rights to self-determination and self-government (*UN Declaration*, articles 3 and 4), including control and repatriation of ceremonial objects (article 12); control of educational systems and institutions (article 14); control of cultural heritage, traditional knowledge and its manifestations, and Indigenous intellectual property (article 31); and revitalization and development of Indigenous decision-making institutions (articles 5, 18, 19 and 33).

The Administrative Agreement sets out in some detail the reporting structure, role, responsibilities and composition of the NCTR Governing Circle which is to have a majority Indigenous membership and is to play a dual decision-making and advisory role (Agreement, paras. 9, 11 and 12). The Administrative Agreement states that the Governing Circle will make decisions and provide advice on a range of NCTR functions, activities and areas of concern, and that the University "shall show deference to the decisions and advice of the Governing Circle, as long as such advice is not inconsistent with applicable laws, the terms of the Trust Deed, the terms of this Agreement, and the University's policies." (Agreement, para. 11) These functions, activities, and areas of concern include "methods, sources and subject matters for expanding the NCTR's holdings and resources;" "communications strategies for the Centre," "engagement with external

experts and interested parties for the furtherance of the Purposes and Objectives,” and “procedures and rules for Governing Circle meetings.” (Administrative Agreement, para. 11)

The Administrative Agreement also requires the University to show deference to the Governing Circle’s decisions and advice on “ceremonies and protocols relating to the Purposes, the Objectives, and the Settled Property” and “Aboriginal concepts important to the Purposes and the Objectives.” (Administrative Agreement, para. 11.) From an Indigenous perspective, these are integral dimensions of every aspect of the NCTR’s work.

The Administrative Agreement states that the NCTR “will operate within the academic and administrative structure of the University, and as such, be subject to the policies and rules of the University.” The Director of the NCTR will report administratively to a member of the University’s executive team and will manage the affairs of the NCTR, being guided by the advice of the Governing Circle and the policies and rules of the University. (Administrative Agreement, para. 17)

It has become clear over the last several years, that the Administrative Agreement does not provide sufficient clarity over how the University’s role in the shared governance will be carried out. The Administrative Agreement states that, “subject to a recommendation by its Senate, and approval by its Board of Governors,” the University “will cause the Centre to be established as an academic centre or institute of the University” but subject to the University’s “policy on Research Centres, Institutes and Groups (as amended from time to time).” (Administrative Agreement, para. 16.) However, academic centres and research centres operate under separate policies. Furthermore, the NCTR does not properly fit within the definition of either an academic or research centre. As has been made evident through its administration and operation, the NCTR is unique within the structure of the University, requiring a distinct policy and procedure.

The Administrative Agreement states that two of the seven members of the Governing Circle will be “employees of or holding an academic appointment with the University.” While the Administrative Agreement refers to Survivors and other Partners having “representatives” on the Governing Circle, the two University of Manitoba employees are not expressly described as representatives. As worded, the Administrative Agreement would allow appointment of individuals who, although employed by the University, could not reasonably be expected to speak on behalf of the University and would not have clear lines of communication or accountability in this regard. This was likely not the intent. It is worth noting that in practice the Governing Circle has consistently included a representative from the University’s senior leadership. This role was initially filled by the University President and now by the Vice-President (Indigenous) since the creation of this new position. Part of the proposed changes in the governing documents, as explained below, is to formalize such a relationship to explicitly state that the Vice-President (Indigenous) *represents* the University within the Governing Circle.

The National Centre for Truth and Reconciliation Act

The *Act* is primarily concerned with the application of provincial freedom of information and privacy legislation to the unique work of the NCTR. In outlining this, the *Act* defines the authority and discretion of the NCTR's Director to release or withhold records. The *Act* also contains a short statement of the NCTR's mandate, something that is not found in the Administrative Agreement or the Trust Deed. This mandate statement includes promoting "the engagement of the public regarding residential schools and other Aboriginal issues, including through fostering understanding and reconciliation." (*National Centre for Truth and Reconciliation Act*, para. 3d)

University of Manitoba Commitments to Reconciliation, Decolonization and Promotion of Indigenous Rights

It is important to note that since the establishment of the NCTR, the University has made a number of relevant further commitments to uphold and promote the human rights of Indigenous peoples.

The University is a signatory to the 2016 Manitoba Collaborative Indigenous Education Blueprint which includes, as its first commitment, "Engaging with Indigenous peoples in respectful and reciprocal relationships to realize the right to self-determination, and to advance reconciliation, language and culture through education, research and skill development." The Blueprint also includes a commitment to reflect "the diversity of First Nations, Inuit and Métis cultures in Manitoba through institutional governance and staffing policies and practices." The University has also joined the 2017 Winnipeg Accord which states that which recognizes that reconciliation requires "political will, joint leadership, trust building, accountability, and transparency."

The University's 2019-2020 Strategic Plan includes an Acknowledgement expressing the University's commitment "to move forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration." The Strategic Plan also expresses the goal of ensuring that "university governance processes are meaningful, transparent, engaging and effective in advancing the University's mission and strategic priorities."

The 2019 Senior Leadership Review calls for Indigenous self-determination and leadership to be "embedded within the governance structures of the university." The Review also identifies the need to "view decisions through an Indigenous lens" and for the University to develop innovative responses to self-determination and decolonization. The Review specifically calls for engagement with the NCTR to ensure "alignment" between the NCTR and the new portfolio of Vice President (Indigenous).

Key Elements of the Proposed Policy, Procedure and By-laws

The proposed policy, procedure and by-laws seek to provide clarity on how the NCTR is to be governed, consistent with the human rights of Indigenous peoples and the University's commitments. The following are the key elements of the proposed approach. In many instances, these elements reflect the practices that have already emerged in practice.

1. The proposed procedure and by-laws would formalize the role of the Vice-President (Indigenous) as the University's representative on the Governing Circle. Consistent with the commitment to shared governance with Partners and Residential School Survivors set out in the Administrative Agreement, the full participation of the Vice-President (Indigenous) in the deliberations of the NCTR Governing Circle is the primary means through which the University engages in decision-making in respect to the NCTR.
2. The role of the Governing Circle is intended to be meaningful and robust. To the fullest extent possible, advice and decisions about priorities and directions of the NCTR will be concluded within the Governing Circle. Where appropriate, the Vice-President (Indigenous) will bring decisions undertaken by the Governing Circle to University governance for final authorization. The University will continue to show deference to the advice and decisions of the Governing Circle.
3. To the fullest extent possible, the Governing Circle will respect and follow First Nations, Métis Nation, and Inuit decision-making processes and protocols, including through the adoption of a consensus model as the default mode for all decisions and advice. The use of consensus will also help give life to the University's obligation to give deference to Indigenous perspectives in respect to fundamental elements of the NCTR's governance.
4. To ensure the effective functioning of a consensus model, and appropriate representation of the diversity of Survivors and Indigenous Nations, the proposed by-laws would increase the number of participants in the Governing Circle and establish rules for quorum.
5. The proposed policies and procedures seek to formalize the understanding of the NCTR's mandate and principles of action that emerged through the TRC and which have shaped the NCTR's work to date.
6. The proposed procedures and by-laws will provide greater clarity to the distinction between the Governing Circle as a mechanism of shared governance and the Survivors Circle as a committee of the Governing Circle and a source of advice to the Governing Circle.

7. The proposed policy, procedure and by-laws are intended to fulfill the commitments in the TRC Calls to Action, the Administrative Agreement and the Trust Deed, in a manner consistent with the history of the NCTR, the overall principles set out in its founding documents, and the University's strategic direction in respect to reconciliation and the rights of Indigenous peoples.

8. It is recognized that self-determination and decolonization are areas of ongoing learning and transformation and are essential to the TRC's Ten Principles for Reconciliation and Calls to Action. As a consequence, the proposed policy, procedure and by-laws set out an expectation that Vice-President (Indigenous) will assist the Governing Circle and other governance structures within the University to work collaboratively toward a common goal of ensuring that all policies and procedures of the NCTR and the University are consistent with the human rights of Indigenous peoples.



AGENDA ITEM:

Annual Financial Report 2021

RECOMMENDED RESOLUTION:

The Board of Governors approves the Consolidated Financial Statements of The University of Manitoba for the year ended March 31, 2021.

CONTEXT AND BACKGROUND:

The Advanced Education Administration Act requires that the Board of Governors provide the Minister of Advanced Education, Skills and Immigration an annual report of the operations of the University, including the audited financial statements within six months of each fiscal year end. *The University of Manitoba Act* stipulates that the Office of the Auditor General (OAG) shall audit the accounts of the university.

The OAG will be presenting to the Audit and Risk Management Committee (ARMC) an Audit Results Memo including draft auditors' reports for the Financial Statements and Public Sector Compensation Disclosure report, draft transmittal letter, draft management letters and draft management representation letters.

The OAG has indicated that it is prepared to issue an unqualified opinion on the Consolidated Financial Statements once the following items have been completed:

- Subsequent events audit procedures
- Management's representations
- Legal letter replies
- Board of Governors approval of financial statements

On May 14, 2021, the Province of Manitoba issued a press release indicating changes were forthcoming to the original loan agreements related to the Triple B Stadium Inc (IG Field). As a result of this announcement, a subsequent events note has been added to disclose the pending changes to the loan receivable and payable regarding the stadium loans.

Fiscal 2020-21 was a highly unusual year. The impact of COVID-19 and public health orders had a significant impact on revenues and expenses. Concerns over enrolment and how students, both domestic and international, would respond played a significant factor throughout the year. Ultimately enrolment was strong, which contributed to the overall surplus. Travel restrictions, reduced utility costs, expenditure reductions to offset revenue losses and increased research funding also contributed to the overall surplus. The surplus is the aggregate of operating, research, trust, capital and other activities. Additional details on the University's financial results are reported in the Management Discussion and Analysis document, which focuses on year balances and year-over-year changes. In addition to that, a recap of actual results to budget is included below.

A summary of the operating results are as follows:

	Budget	Actual	Over (under) Budget	Note
<u>Revenue:</u>				
Provincial Grants	\$421,025	\$424,701	\$3,676	1
Tuition and Related Fees	195,230	206,690	11,460	2
Federal and Other Government Grants	88,600	141,482	52,882	3
Non-Government Grants	60,813	67,167	6,354	
Investment Income	41,838	40,804	(1,034)	
Sales of Goods and Services	34,377	23,085	(11,292)	5
Ancillary Services	40,227	20,414	(19,813)	4
Non Endowed Donations	10,861	10,446	(415)	
Other Income	11,612	23,190	11,578	6
Net Gain on Debt		224	224	
Loss on GBE		(1,106)	(1,106)	7
Total Revenue	\$904,583	\$957,097	\$52,514	
Total Expenses	922,852	862,901	(59,951)	8
	(18,269)	94,196	112,465	
Endowed Donations	14,681	13,538	1,143	
Annual Surplus	\$(3,588)	\$107,734	\$111,322	9
Remeasurement Gains (Losses)	\$25,450	\$122,598	\$97,148	10

1. The budget was reduced for a known 1% operating grant reduction and then an unplanned 4% (\$13.8 Million) grant reduction was made. The University subsequently received \$14.5 million in Transitional Support funding.
2. The budget was reduced approximately \$8 million (60% enrolment decrease for summer session and 2% enrolment decrease for fall and winter) anticipating an enrolment decline due to COVID-19 and instead, the university experienced an enrolment increase of 3.7%.
3. Federal and other grant revenues are above budget primarily due to a variety of factors. The 2020-21 budget was based on 2018-19 funding levels which steadily increased, and additional revenues were received related to COVID-19. Support funding of \$12.6 million to retain research staff was provided for federally funded grants and non-government grants through two different programs. In addition, there was \$7.5 million in funding specific to COVID-19 related research.
4. Ancillary Services was negatively impacted by the pandemic. With the move to remote learning and working, parking revenues declined \$7 million or over 85% decline. Similarly, residence income declined \$6M or 43%, and bookstore declined \$4 million or 29%.

5. Sales of Goods and Services declined over \$11 million of which over half relates to special programs offered by Kinesiology and Recreation Services. As a result of the Active Living Centre and other facilities being closed for the majority of the year, external memberships, locker fees declined by over \$2 million, and fees for special programs like Mini U declined \$3 million. Other significant declines included Dentistry, revenues from clinics declined over \$2 million or almost 50%.
6. This represents the receipt of insurance proceeds related to the University Centre fire.
7. This represents the equity pick up of UM Properties Limited Partnership.
8. Numerous factors contributed to the significant decline in expenses. First, faculty and units were required to find savings of \$14 million, which was brought about by the unexpected 4% operating grant reduction. Funding received related to the Transitional Support Fund was partially used to fund current year expenses but also IT capital infrastructure and to offset revenue losses. The decline in Ancillary Services and Sales and Services revenues resulted in an additional \$20 million in expenditure reductions. As well, the pandemic induced travel restrictions resulted in \$19 million in less in travel. Spending overall slowed, hiring was delayed, projects were postponed as efforts were redirected, all contributing to the overall decrease.
9. The annual surplus is not representative of funds available for future spending. There are other uses of revenue which do not get reflected as expenses which include funding for items such as principal debt repayments or the purchase of capital assets and student referendum fees collected as tuition which are transferred to the endowment fund. The overall surplus also includes research revenues received in the current year, which will ultimately be spent over multiple years.
10. The overall value of the University's investments appreciated in market value as equity values increased.

RESOURCE REQUIREMENTS:

Approval of the Financial Statements does not impact resource requirements.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

Issuing Financial Statements including appropriate notes supports the University's value of Accountability. Having audited statements that are expressed to be free of material misstatement also supports the University's value of Integrity.

Reporting of financial results and the inclusion of the Management Discussion and Analysis demonstrates the University as good stewards of public money and promotes the case for continued government support for post-secondary education.

IMPLICATIONS:

The Advanced Education Administration Act requires that we issue a report to the Province by September.

ALTERNATIVES:

N/A

CONSULTATION:

ROUTING TO THE BOARD OF GOVERNORS:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Title</u>	<u>Date</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u><i>G. Pasieka</i></u>	<u>Acting Comptroller</u>	<u>May 27, 2021</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u><i>M. Hoff</i></u>	<u>Vice-President (Administration)</u>	<u>June 1, 2021</u>
<input type="checkbox"/>	<input type="checkbox"/>	<u><i>M. Benavol</i></u>	<u>President & Vice-Chancellor</u>	<u>June 4, 2021</u>
<input type="checkbox"/>	<input type="checkbox"/>	<u></u>	<u></u>	<u></u>
<input type="checkbox"/>	<input type="checkbox"/>	<u></u>	<u></u>	<u></u>

SUBMISSION PREPARED BY: Gord Pasieka, Acting Comptroller

ATTACHMENTS:

- Draft Annual Financial Report including:
 - Report of the Board of Governors
 - Management Discussion and Analysis
 - Consolidated Financial Statements

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MISSION:

To create, preserve, communicate and apply knowledge, contributing to the cultural, social and economic well-being of the people of Manitoba, Canada and the world.

VISION:

To take our place among leading universities through a commitment to transformative research and scholarship, and to innovative teaching and learning – uniquely strengthened by Indigenous knowledge and perspectives.

VALUES:

To achieve our vision, we require a commitment to a common set of ideals. The University of Manitoba values: Academic Freedom, Accountability, Collegiality, Equity and Inclusion, Excellence, Innovation, Integrity, Respect, and Sustainability.

REPORT OF THE BOARD OF GOVERNORS

To the Minister of Advanced Education, Skills and Immigration

In Compliance with Section 9.4(1) of *Advanced Education Administration Act*, the Annual Report on the financial affairs of the University for the year ended March 31, 2021 is herewith submitted to the Minister of Advanced Education, Skills and Immigration.

The following are included with this Report:

- Management Discussion and Analysis
- Statement of Management Responsibility for Financial Reporting
- Independent Auditor's Report
- Financial Statements

REPORT OF THE BOARD OF GOVERNORS

MEMBERS OF THE BOARD OF GOVERNORS:

At March 31, 2021 the members of the Board of Governors were as follows:

Chair

Jeff Lieberman, B.A., B. Comm. (Hons.)

Vice-Chair

Laurel Hyde, B.S.A.

Chancellor

Anne Mahon, B.H. Ecol.

President and Vice-Chancellor

Michael Benarroch, Ph.D.

Appointed by the Lieutenant-Governor-in-Council:

Carson Andrusiak

Daniella Archer

Juanita DeSouza-Huletey, B.A. (Hons.),
M.A., PMP, ALEP

Laurel Hyde, B.S.A.

Kathryn Lee, B. Comm. (Hons.), CPA

Lynette Magnus, B. Comm. (Hons.)

Tracey Matthews, B.A., B.Ed., M.Ed.

Chibueze Onyebuchi

Kimber Osiowy, B.Sc. (C.E.), M.Sc.

Laura Reimer, B.A., MPA, Ph.D.

Elected by Senate

John Anderson, B.Sc., M.Sc., Ph.D.

Susan Prentice, B.A., M.E.S., Ph.D.

Jeffery Taylor, B.A., M.A., Ph.D.

Elected by Graduates

Carla Loewen, B.Ed., B.A., M.Ed.

Jeff Lieberman, B.A., B.Comm. (Hons.)

Nora Murdock, B.A., Cert.Ed., M.Ed., Ph.D.

Appointed by the University of Manitoba Students Union

Jelynn Dela Cruz

Kristin Smith

Silvia Sekander, M.Sc.

University Secretary

Jeff M. Leclerc, B.Ed., M.Ed., C.Dir.

Respectfully submitted,
The Board of Governors,
The University of Manitoba.

Jeff Lieberman, Chair.

THE UNIVERSITY OF MANITOBA: PERSEVERANCE THROUGH UNCERTAINTY

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.

We remain committed to our mission, vision and values, even in the context of a global pandemic. While the University continued to achieve strong enrolment, the 2020-21 fiscal year presented unprecedented challenges and widespread impacts to operations.

As we look forward, we anticipate that COVID-19 will continue to affect students, faculty and staff, as well as University operations, but the full impact is not yet known. Current year implications of COVID-19 are included in the MD&A.

Despite these uncertainties, the University continues to support the economic, social and cultural success of our province and beyond. We have worked to strategically adjust our operations and help ensure the health and safety of our community. We continue to support the success of our students, faculty and staff, and ensure long-term financial sustainability.

FINANCIAL OVERVIEW

A university is a complex organization that undertakes several activities. These activities include teaching, conducting research, community service, and providing ancillary services such as student residences, parking services, and bookstore operations. In addition, a university must maintain its own infrastructure including buildings, IT infrastructure, research equipment, office furnishings, roadways, and parking lots.

The financial statements of the University are prepared using Public Sector Accounting Standards (PSAS) and, as a result, reports all financial resources within a single category. However, for the purpose of financial transparency, this report will comment on the University's financial resources as it relates to its ongoing activities. These activities have been categorized as follows:

Operating Activities

Operating activities include, but are not exclusive to: the instruction and ongoing support of our students; the operation and maintenance of our facilities; the support of our academic and research endeavors; the operation of our libraries; the operation of our bookstores, student residences, parking facilities and dining services; and our activities that support the relationship between the University and the community. These activities are supported by funding sources such as tuition fees, the operating grant from the Province of Manitoba, and revenue generated from ancillary services (e.g. student residences, parking services, and bookstore operations). Costs associated with the University's operating activities include the salaries and benefits of faculty and staff, materials and supplies, utilities, buildings and ground maintenance, libraries, student services and other support services.

Research Activities

Research activities include research projects undertaken by the University in order to produce specific research outcomes. Funding received in support of research activities is restricted for this purpose by external sponsors of research, and must be used in accordance with the associated contracts and agreements between the University and these sponsors. This funding cannot be used to support operating activities.

Capital Activities

Capital activities include, but are not exclusive to: the purchase or building of new facilities or infrastructure; the renovation or replacement of existing facilities and infrastructure; and the purchase of major equipment, including scientific equipment, vehicles, and information technology infrastructure. These items are acquired or built with the expectation that they will be used for a number of years to help deliver the University's mandate. These activities are supported by funding sources such as grants from the Province of Manitoba and the Government of Canada, and donations from our benefactors. Funding received for capital activities is restricted for this purpose by external funders.

MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)

At times, the University may also borrow funds to finance large capital projects. As such, costs associated with capital activities include debt repayment and interest costs associated with holding debt, as well as amortization costs.

Special Purpose and Trust Activities

Special purpose and trust activities include, but are not exclusive to: the undertaking of externally-assigned mandates, such as the provision of health care services in northern communities; the administration of employee staff benefit plans; and the administration of our trust activities, which include the support of faculties and schools, students, professorships, chairs, research, libraries and athletic programs, to name a few. Funding for these activities comes from a variety of sources, including grants from the Province of Manitoba, Government of Canada, and other Canadian provinces; foreign governments; employee contributions to our benefit plans; and donations from our benefactors and investment income earned on those donations. Funding received for these activities is restricted by collective bargaining agreements, external funders and donors.

Endowment Activities

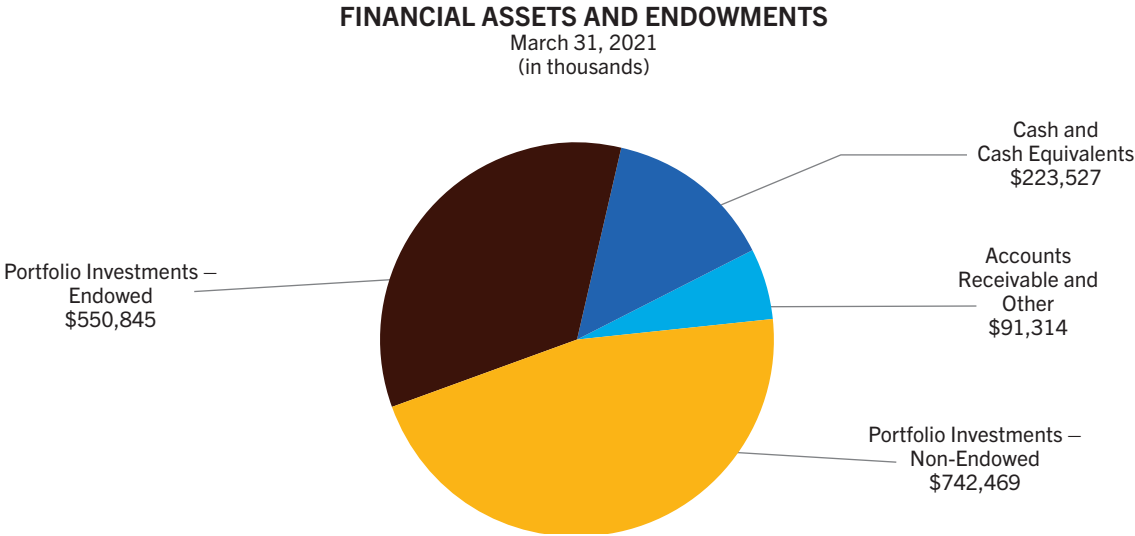
Endowment activities involve the receipt of resources that have been gifted or bequeathed to the University under the condition that they be held in perpetuity to support the future of the University. However, the income earned from investing these gifts and the spending of such is considered to be a trust activity, as it can be used only for specific purposes as previously outlined.

Net Financial Assets

Net financial assets are comprised of the University’s financial assets, liabilities and endowments. The University’s net financial assets at March 31, 2021 were \$758.5 million, composed of financial assets of \$1.1 billion and endowments of \$550.8 million, offset by \$849.7 million of liabilities.

Financial Assets

Including portfolio investments associated with endowed donations, the University’s financial assets at March 31, 2021 were \$1.6 billion. Details of the University’s financial assets, including endowed donations, are depicted below.



Cash and Cash Equivalents held by the University at any time is a result of timing differences between when revenue is received and expenditures are incurred. This is particularly true of research and capital activities, where often revenue is received in one year and the research or capital activities continue over multiple fiscal years. As the University constantly has multiple initiatives underway, it must manage its working capital appropriately to ensure that resources are available when they are needed. To enhance operational efficiency and reduce costs, cash is managed on a pooled basis, and depending on cash flow requirements may at times be invested in order to earn income.

MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)

At March 31, 2021, the University had a Cash and Cash Equivalents balance of \$223.5 million, comprised of \$170.9 million of cash in bank and cash equivalents of \$52.6 million. Cash Equivalents consisted of Guaranteed Investment Certificates (GICs), all with maturity of ninety days or less.

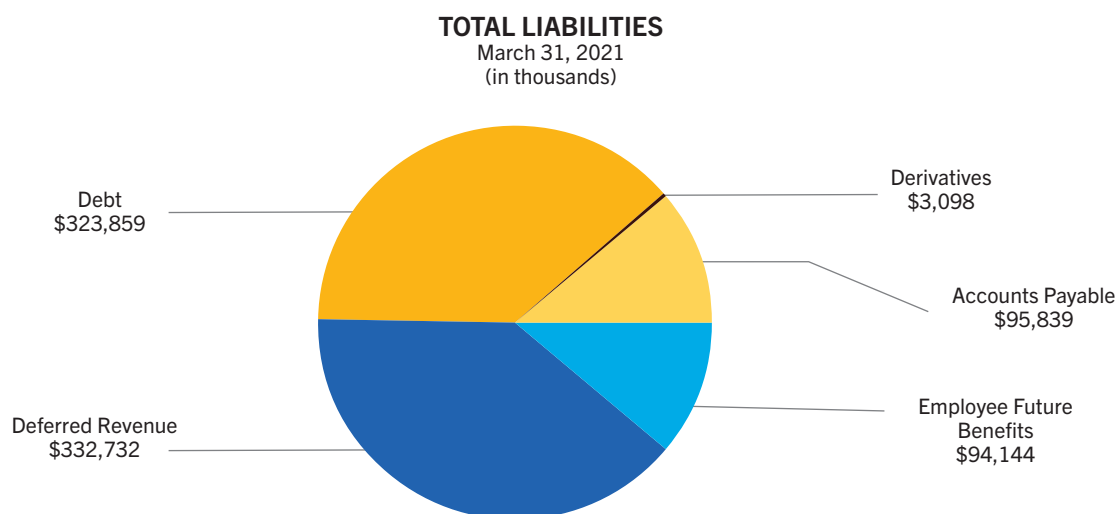
The majority of investments held were related to resources entrusted to the University by donors for specific activities and initiatives. Non-endowed portfolio investments consisted of designated or held resources specifically for certain activities, whether by management decision or because external funders and donors required it. Endowed portfolio investments consist of donations that have been directed by benefactors to be held in perpetuity for the benefit of future generations, these donations cannot be used to support general operations.

Non-endowed portfolio investments held by the University on March 31, 2021 totaled \$742.4 million and endowed investments totaled \$550.8 million.

The balance of cash and investments related to donations and related investment income was \$917.1 million or 61%. The remaining \$599.7 million balance related to all other activities including research, capital, staff benefits, and funds which have been designated for multi-year initiatives to support future operations and to support future projects and other specific requirements. Research funding is often received in advance while spending occurs over multiple years and similarly capital and other projects often take years to complete and require funding to be set aside before projects commence.

Liabilities

The University's total liabilities at March 31, 2021 were \$849.7 million. Details of the University's liabilities at March 31, 2021 are depicted below.



Debt includes loans made to the University for such initiatives as the construction of the Active Living Centre, student residences and other buildings, and to fund infrastructure and deferred maintenance projects. Of the \$323.9 million of debt outstanding, \$158.2 million consists of funding received from the Province of Manitoba for the construction and acquisition of tangible capital assets, for which the monthly principal and interest repayments of this debt are funded by grants provided by the Province of Manitoba.

Deferred revenue includes unearned revenue received through operating activities (\$23.3 million) and funding received and entrusted to the University specifically for research, capital, and special purpose and trust activities (\$309.4 million) that had not been spent as at March 31, 2021. Under PSAS, any restricted revenues received from non-government sources is deferred until spent. Restricted government grants are recognized when received unless a liability exists. This difference in timing of when restricted grants are received and when they are subsequently recognized as revenue creates the potential for large surpluses at the end of a fiscal year as often projects and initiatives span multiple fiscal years.

MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)

Non-Financial Assets

Non-financial assets are comprised of assets that are not readily convertible to cash to meet the University’s obligations. The University’s non-financial assets at March 31, 2021 were \$1.2 billion and consisted primarily of tangible capital assets. The University’s buildings, which number over one hundred and cover more than six million square feet, comprise the majority of its tangible capital assets and provide space for teaching, learning, administration, and recreational facilities.

Accumulated Surplus

Accumulated surplus is composed of net financial assets and non-financial assets. It does not necessarily represent expendable resources as a large part of the balance is comprised of tangible capital assets and endowed donations that cannot be readily converted to cash. The University’s accumulated surplus at March 31, 2021, excluding accumulated remeasurement gains, was \$1.7 billion.

The following table is a summary of the changes to the University’s accumulated surplus that occurred in 2020-21.

SUMMARY OF CHANGES TO ACCUMULATED SURPLUS 2020-21	
(in thousands)	Total
Accumulated Surplus Beginning of Year	\$ 1,630,276
Operating Activities	720
Multi-Year Initiatives and Other Specific Requirements	25,070
Research, Capital, Trust and Other Activities	68,316
Endowments	13,628
Annual Surplus	107,734
Accumulated Surplus End of Year	\$ 1,738,010

The change to accumulated surplus results from revenue less expenses, net of allocations to support other University activities. Details on the University’s revenue and expenses in 2020-21 are found later in this report.

At March 31, 2021, \$25.1 million of funding remained of which faculties and units designated \$15.7 million to support multi-year initiatives as well as \$8.0 million towards specific projects such as IT technology upgrades that support hybrid learning and network segmentation in support of cybersecurity initiatives.

Research, capital, trust and other activities contributed a further \$68.3 million to the accumulated surplus balance at March 31, 2021. Included in this is \$16.6 million which has been designated as matching funds for capital projects. This increase pertained primarily to research funding recognized as revenue that was unspent at March 31, 2021.

Thanks to our generous benefactors, endowed donations received in 2020-21 totaled \$13.5 million. Each year, through a referendum, students choose to designate a portion of their tuition fees as a contribution to the University’s endowments, and reallocate unspent investment income generated using the endowment fund. This amount totaled \$0.1 million in 2020-21, for a total increase of \$13.6 million in endowments.

Accumulated Remeasurement Gains

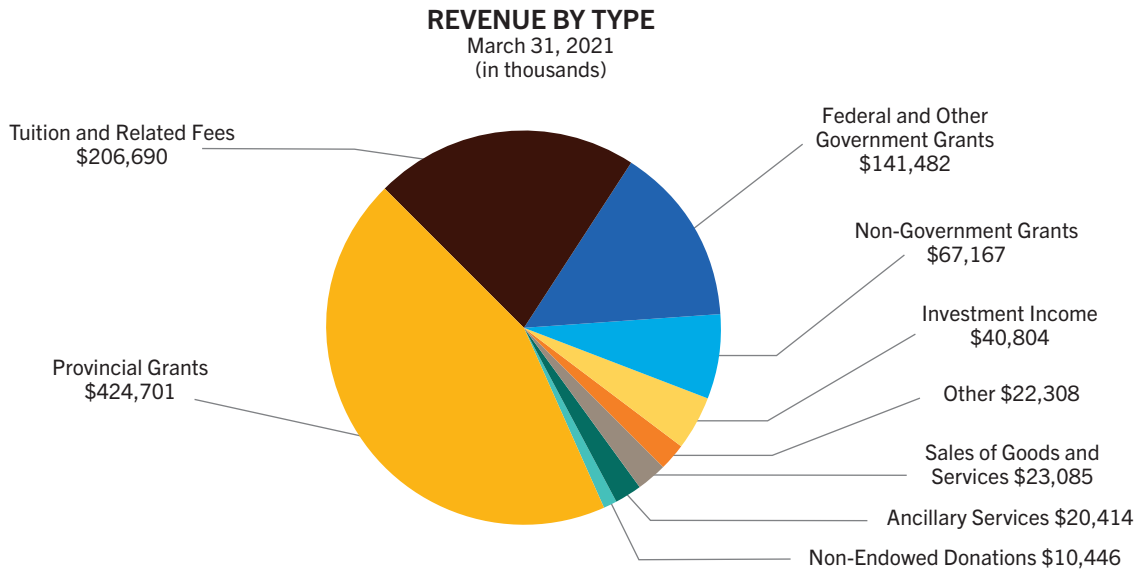
Accumulated remeasurement gains represent the accumulation of net unrealized gains and losses primarily on the investments held in the University Investment Trust, which is composed of endowed assets and trust-related assets. During the year, the University recorded \$122.6 million in net remeasurement gains, comprised primarily of net unrealized gains experienced as equity valuations increased in the University Investment Trust (\$110.6 million) and the investments associated with the University’s staff benefits plans (\$11.1 million). The equity valuation increases were primarily attributed to global market recovery. Further details on the University Investment Trust are found later in this report.

MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)

Revenue

The University of Manitoba earns revenue from a variety of sources. In 2020-21, the University recognized \$957.1 million of revenue, which increased \$3.7 million from the previous year. This was comprised of a \$43.3 million increase in Research and Special Funds, offset by a decline of \$15.7 million in Capital, Trust and other activities, and a \$21.7 million net decrease in Operating revenues.

The types of revenue recognized in 2020-21 were as follows:



In addition to the above, the University received \$13.5 million in endowed gifts. Under PSAS, endowed donations are not reported as revenue.

The University's most significant funder was the Province of Manitoba. In 2020-21, grants from provincial departments and reporting entities totaled \$424.7 million or 44.3% of total revenues. Of the grants from the Province of Manitoba, \$346.2 million was provided as funding in support of operating activities; \$21.0 million was provided for infrastructure renewal and funding for specific capital projects; \$21.7 million was provided specifically for special projects, including the provision of health care services in northern Manitoba; and \$11.4 million was provided specifically for research activities. Provincial grants increased by \$1.4 million from the prior year due to a number of offsetting factors. The University had planned for a 1% operating grant reduction (\$3.5 million) and was mandated to take a further 4.0% reduction (\$13.8 million), as the Province reallocated funding COVID-19-related initiatives in Spring 2020. This resulted in unanticipated budget reductions to faculties and units in order for the University to balance its own budget. This was later partially offset when the Province provided \$14.5 million in relief related to the pandemic's impact on the University's operations.

The University's second largest source of revenue was Tuition and Related Fees, which in 2020-21 totaled \$206.7 million and was 21.6% of the University's total revenue. This was an increase of \$10.9 million from the prior year. The increase in Tuition and Related Fee revenue was primarily attributed to the average tuition and course-related fee increase of 3.75% as allowed by the Province of Manitoba and incremental international differential fees associated with a 5.9% increase in international students enrollment, along with an increase in part-time degree course enrolment by 12.6%, and full-time enrolment by 0.7% over the prior year. Despite the overall tuition revenue increase, the University's non-degree tuition fee decreased by \$4.7 million from the prior year due to the cancellation of short-term courses, and English language programs due to the COVID-19 restrictions.

The fall term saw the enrolment of 31,020 students who represented over 100 countries. International student enrolment now represents 20.6% of all students enrolled in 2020-21.

MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)

In 2020-21, support from the Government of Canada and other government bodies resulted in the University receiving \$141.5 million in federal and other government grant funding, which was 14.8% of the University's total revenue. Of this amount, \$129.3 million was received from the Government of Canada, \$6.6 million was received from other Canadian provinces, and \$5.6 million was received from foreign and municipal governments. This was an increase of \$33.9 million from the prior year, which was primarily due to an increase in research-related funding (\$29.5 million) and special purposes funding (\$10.9 million) offset by a decrease in capital project funding (\$5.4 million). The significant increase in research-related funding was due to the COVID-19 supplement and Canada Research Continuity Emergency Fund (CRCEF) (\$12.6 million) from Tri-Agency, and new funding from Tri-Agency for COVID-19 research projects and new awards (\$12.5 million). CRCEF and supplement funding were critical to prevent layoffs of highly skilled research personnel, research students, research technicians and postdoctoral fellows.

Reported investment income declined \$4.2 million which is a result of the decline in interest rates.

Other income increased as the University received insurance proceeds related to the University Centre fire.

Sales of Goods and Services revenues decreased \$13.4 million or 36.7% from the prior year. The most significant decline came from Kinesiology & Recreation Management, which posted a \$6.3 million decrease from the prior year due to the cancellation of Mini-U programs, Junior Bison programs, and Recreation Services and the loss of facility rental revenue. During the year, the public health order mandated the faculty suspend all sport and recreation activities on both campuses over two extended periods: March 2020 through July 2020 and November 2020 through to February 2021. Similarly, Dentistry sales decreased by \$2.2 million due to various clinic closures and capacity constraints.

The \$9.0 million decline in non-endowed donations was a reflection of spending, rather than gifts received. Actual non-endowed gifts received were \$24.7 million compared to \$23.8 million the prior year, however, under PSAS these are recognized when donor stipulations are met.

Ancillary Services revenue decreased \$18.4 million or 47.5% from the prior year due to facility closures and restrictions arising from COVID-19 public health orders. Parking revenue decreased by \$7.1 million, which was an 86.8% decline. With the move to online learning and remote work, parking fees were waived for both staff and students for the majority of the year. Student residence revenue decreased by \$5.9 million which was a 63.3% decline as two of the four University residences were vacated since they are dorm-style and were unable to provide accommodations in line with public health directives. Furthermore, demand for the student residences was down due to the transition of students to remote learning. Bookstore revenue decreased by \$4.4 million or 29.4% from the prior year which was mainly due to the closure of both campus bookstores. While the Fort Garry location eventually opened its doors to the public, the Bannatyne bookstore remains closed.

Expenses

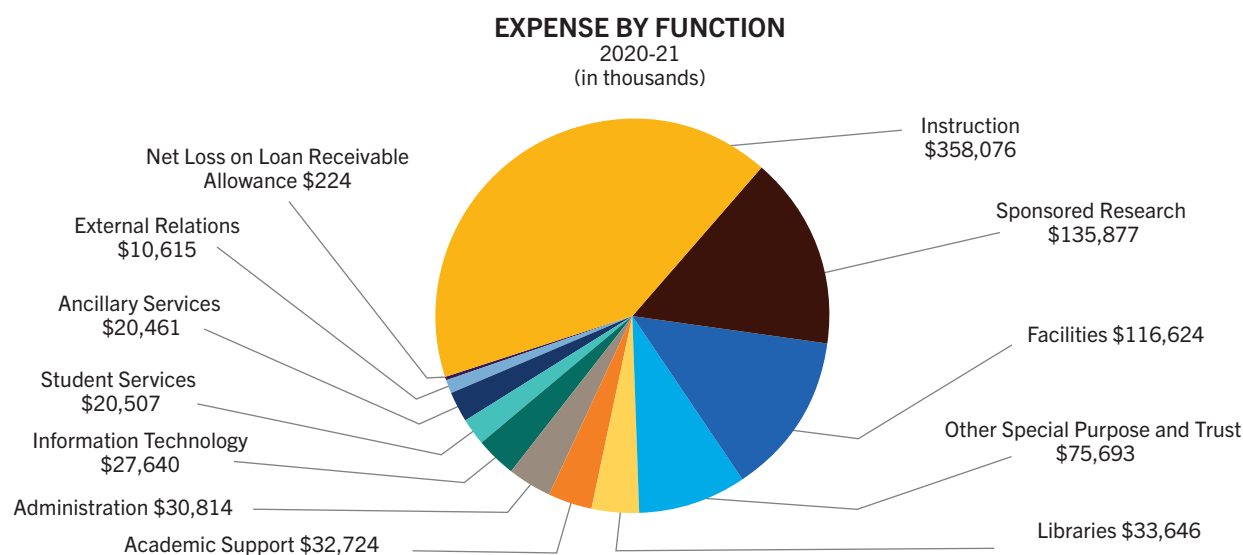
In response to the pandemic, reduced operating grants and anticipation of a potential decline in enrolment, the University took several measures to support financial stability including vacancy management, vacation purchase plan and the reduction of discretionary spending. These measures affected spending in all areas of the University.

In 2020-21, the University incurred \$862.9 million of expenses for all activities and across all functional lines of service. This was a decrease of \$8.3 million from the previous year. The most significant factor for the lower expenses in 2020-21 is the COVID-19 restrictions. Units such as Ancillary Services, Recreation Services and Dentistry, which incurred significant declines in revenue, were able to partially mitigate these losses with expenditure reductions totaling \$13.7 million. Travel restrictions due to COVID-19 resulted in further savings of \$18.7 million. These decreases were offset by increased student assistance (\$5.7 million) in response to the impact of the pandemic on students, an increase in maintenance and repair expenses due to restoration services resulting from a fire in University Centre (\$6.9 million), and professional consulting and external contracted services (\$6.7 million) due to COVID-19-related international clinical trials, and support provided to Manitoba's northern communities.

For the purposes of the financial statements, expenses are classified based on the functional lines of service provided by the University.

MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)

Expenses incurred by function in 2020-21 were as follows:



Instruction

Instruction included the costs of all activities associated with direct educational delivery and academic functions within the University. Instruction expenses accounted for 41.5% of total expenses incurred in 2020-21. Instruction expense decreased by 3.6% over the prior year primarily due to decreased travel and materials and supplies. With the uncertainty about the duration of the pandemic and the potential impact on enrolment, faculties were cautious in their spending ensuring they could adapt to potential revenue declines.

Sponsored Research

Sponsored Research included the costs associated with all activities funded by grants and contracts received from external organizations and undertaken within the University to produce specific research outcomes. Sponsored research expenses accounted for 15.7% of total expenses incurred in 2020-21 and increased by \$2.4 million from the prior year. The COVID-19 pandemic had a detrimental impact on research activities conducted at the University and its affiliates. Research activities fully ceased for approximately 12 weeks in Spring 2020 and have continued at significantly reduced levels following provincial health and University requirements.

Facilities

Facilities included the costs associated with all activities pertaining to the ongoing operation and maintenance of the grounds, buildings and facilities of the University. It also included amortization expense and debt servicing costs. Facilities expenses accounted for 13.5% of total expenses incurred in 2020-21. Facilities expenses increased by \$5.7 million from the prior year, primarily due to the cost relating to the University Centre fire restoration (\$6.9 million) and offset by general decreases in all expenses.

Student Services

Student Services included the costs associated with all activities that directly support students, including recreation services. The University continued to provide student services/support to the students throughout the pandemic. The overall decrease was due to the closure and limited operations of Recreation Services relating to COVID-19 restrictions.

MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)

Ancillary Services

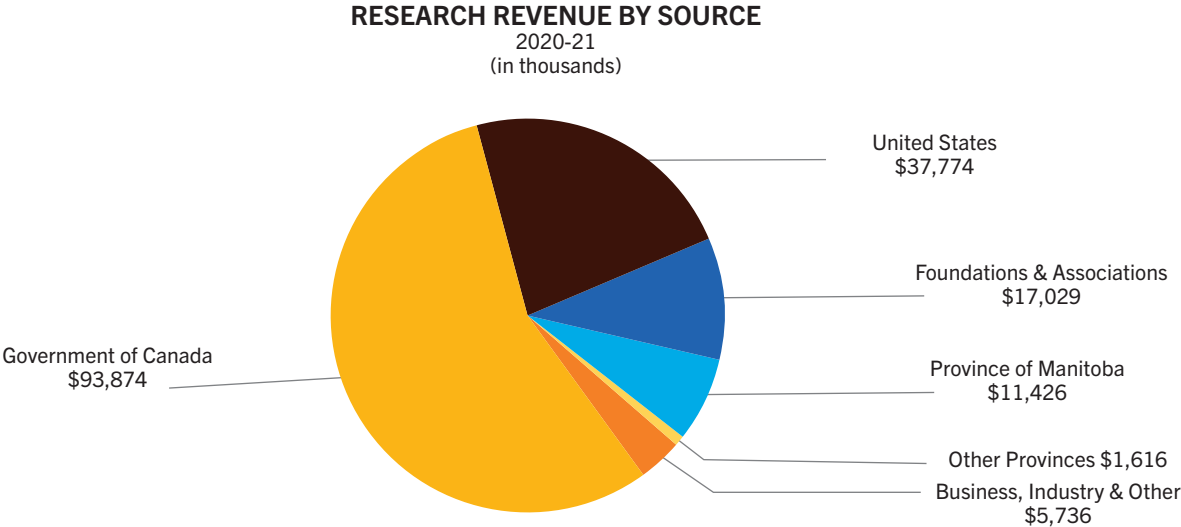
Ancillary Services included the costs associated with the operations of Residences, Parking Services, Bookstore, Food Services and management of the University’s Smartpark. Ancillary Services expenses accounted for 2.4% of total expenses incurred in 2020-21. Expenditures decreased by \$5.3 million from the prior year, primarily due to the campus closure and COVID-19 restriction.

Details on the categorization of expenses in each of the functional lines of service can be found in Note 2(D).

RESEARCH

Research activities fully ceased for approximately 12 weeks in spring 2020, and have continued at significantly reduced levels since, in compliance with provincial and University guidelines. Many clinical trials were put on hold, shipments of equipment and chemicals were delayed, and new experiments were suspended. Research staff were required to work remotely with limited access to labs, resulting in limited collaboration, data sharing and technical skills among researchers. During this period of interruption, the University received relief support from the Federal Government (CRCEF, Tri-Agency supplemental) which was critical in preventing layoffs of highly skilled research personnel, research students, technicians and postdoctoral fellows. Despite the disruption caused by COVID-19, the University was able to plan and implement successful monitored screening processes, which enabled safe entry of personnel to research sites and ultimately resulted in maintaining its research integrity. In total, research-related revenue in 2020-21 was \$167.5 million, which was an increase of \$28.3 million from the prior year.

Funding of the University’s research activities comes from a variety of sources. The following diagram illustrates the sources of the research-related revenue recognized during 2020-21.



The University’s largest funder of research was the Government of Canada, which in 2020-21 provided 56.1% of research-related revenue through the issuance of grants and contracts. The majority of these grants and contracts were provided by the Tri-Agency, which is comprised of the Canadian Institutes of Health Research (\$38.0 million) the Natural Sciences and Engineering Research Council of Canada (\$24.8 million), and the Social Sciences and Humanities Research Council of Canada (\$14.8 million). Funding was also received from a variety of other federal government departments. Funding from the federal government increased \$27.1 million or 40.6% from the previous year, primarily due to Tri-Agency COVID-19 supplemental and CRCEF funding (\$12.6 million), Tri-Agency COVID-19 research related awards (\$7.5 million), increase of non-COVID-19 related Tri-Agency awards (\$5.0 million) and new CIRNAC (Crown-Indigenous Relations and Northern Affairs Canada) funding (\$1.5 million).

MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)

The second largest source of research-related revenue in 2020-21 was from sources in the United States, which provided \$37.8 million or 22.6% of research-related revenues. The largest funder of research from the United States was the Bill and Melinda Gates Foundation, which provided \$31.4 million of revenue in 2020-21, an increase of \$1.8 million from the prior year. These funds were directed to the University's Centre for Global Public Health for ongoing projects primarily related to reproductive, maternal, neonatal and child health in India, Kenya and elsewhere.

The third largest source of research-related funding in 2020-21 was foundations and associations, and from over 100 individual entities, the University recognized a total of \$17.0 million or 10.2% of its research-related revenue.

The Province of Manitoba provided the University with \$11.4 million in funding in 2020-21, or 6.8% of its research-related revenues, which was a slight decrease from the prior year. Departments and other reporting entities that contributed to the University's research included Research Manitoba (\$6.5 million), Manitoba Agriculture and Resource Development (\$2.1 million) and Manitoba Hydro (\$0.8 million).

In 2020-21, research-related expenses were \$136.0 million, which was an increase of \$2.4 million from the prior year. Typically, there is a correlation between research-related revenue and expenses, as the University does not undertake research activities without the support of external funders. However, at times research funding is received at the commencement of a research project and may not all be spent during a particular fiscal year, as research projects often span multiple fiscal years. This often results in a differential between research revenues and research expenses, which can vary from year to year. As previously indicated, research activities ceased for 12 weeks at the start of the pandemic which resulted in reduced spending.

Expenses incurred to conduct research included, but are not exclusive to direct compensation costs and all other costs required in order to produce research outcomes. In 2020-21 research funding also provided \$27.5 million in support of students who participated in University research activities, which amounted to 36.7% of all assistance provided to students by the University in 2020-21. This support enabled students to work with experienced researchers while they continued their studies and developed their own research activities. Research-related funding agreements and contracts provided the University with \$6.8 million in indirect cost funding which was used to support research and defray some of the indirect costs associated with research activities. Research-related funding also enabled the investment of \$2.8 million in tangible capital assets, which included \$2.4 million for scientific and research equipment.

Research investment was highest in the Rady Faculty of Health Sciences, amounting to \$95.9 million in 2020-21. It was followed by the Faculty of Agricultural and Food Sciences (\$15.8 million), the Faculty of Science (\$13.5 million), the Clayton H. Riddell Faculty of Environment, Earth and Resources (\$10.9 million), and the Price Faculty of Engineering (\$10.3 million). In 2020-21, these five faculties accounted for 87.5% of the University's investment in research.

CAPITAL

The University carefully plans its capital activities, and identifies and prioritizes deferred maintenance, infrastructure renewal requirements and major capital projects. The University's Visionary (re)Generation master plan guides the design and development of the University of Manitoba campuses over the next 30 years, and it is a resource for the entire campus community.

Investment in Capital, Infrastructure and Technology

During 2020-21, the University invested \$69.2 million in capital assets, an increase of \$3.4 million from the previous year. This included \$49.9 million for the construction of buildings, infrastructure renewal, parking lot upgrades and land improvements; \$13.5 million for the acquisition of furniture, equipment and vehicles; and \$5.8 million for IT infrastructure and other technological improvements.

The project to build the Churchill Marine Observatory commenced in fiscal 2015-16, and the construction of Phase I and Phase II are continuing. The University incurred costs of \$5.6 million in 2020-21.

MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)

To enhance the teaching and learning experience, the University has been investing in classrooms, learning spaces and labs upgrades. In 2020-21, \$3.6 million was spent on these projects, and the upgrades are ongoing. The University also invested in the redevelopment and upgrading to the Drake Centre (\$2.3 million), an addition to the RTDS Technologies Research Facility building (\$2.1 million), Apotex Learning Space (\$1.6 million), Pathology renovation (\$1.2 million), and designs for the Desautels Concert Hall (\$0.7 million).

The University invested \$20.8 million in infrastructure renewal projects in 2020-21. Investments in infrastructure included road and sidewalk repair (\$5.4 million), fire and safety upgrades (\$4.6 million), building envelope repair (\$3.5 million), sewer and water line upgrades (\$2.4 million), asbestos remediation (\$1.0 million), and various other infrastructure renewal projects (\$3.9 million). Infrastructure renewal projects were funded by the Province of Manitoba and other sources.

The University's investment in capital assets is highly dependent on the funding it receives from the federal and provincial governments and its donors. As such, the University's investment in capital assets fluctuates from year to year.

TRUST AND ENDOWMENT FUNDS

The University's Trust and Endowment Funds are an integral source of funding for our students, faculties, professorships and chairs, research activities, capital projects, library acquisitions, athletic programs, and many other undertakings. The net investment income earned in these funds, as well as donations received that can be used in their entirety, support our activities as directed by our donors. Gifts and bequests received in our Endowment Fund must be held in perpetuity; however, each year a portion of the net investment income earned from investing these gifts is used to support current year endeavors, and the rest is reinvested to provide financial security for beneficiaries in the future.

Gifts to the University

The Front and Centre Capital Campaign came to a successful conclusion last fiscal year; however, donations related to the campaign will be received for years to come. In 2020-21 the Endowment fund received \$13.5 million in new gifts, while the Trust fund received an additional \$18.2 million, of which \$14.3 million was deferred.

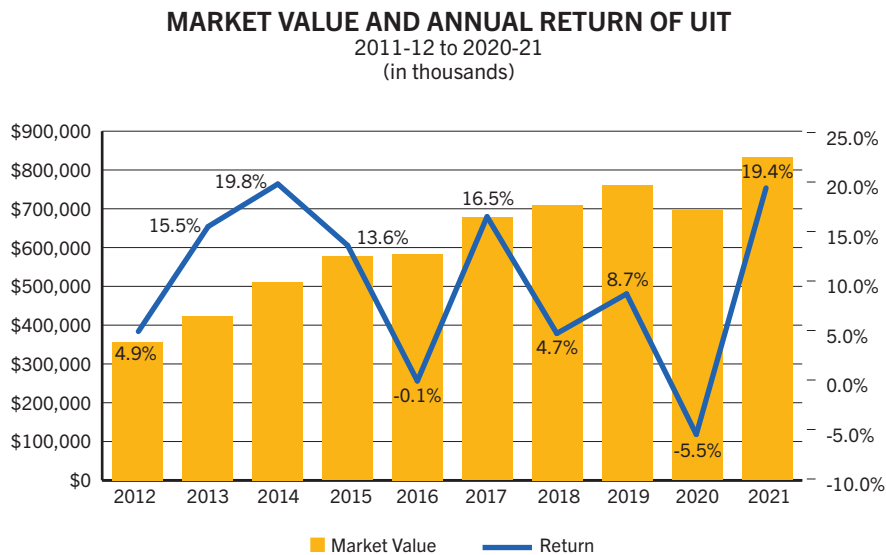
University Investment Trust

All endowed assets and most trust-related assets are together known as the University Investment Trust (UIT).

The UIT ended fiscal year 2020-21 with a market value of \$831.9 million, a significant increase from the \$695.5 million at the end of last fiscal year, which coincided with the COVID-19 outbreak and a severe downturn in the investment markets. Since that time, the global equity markets have not only recovered, most stock market indices have reached all-time highs. The UIT returned 19.4% over this 12-month period, with most of that return related to equities. The UIT's Canadian equity portfolios returned 39.0%, U.S. equities 36.1%, and International equities 21.0%. The other portfolios, bonds, real estate and infrastructure had flat or slightly negative returns, offsetting the robust equity performance. At the end of the fiscal year 2020-21, the asset mix of the UIT investment portfolio was at 64.4% equities, 16.1% real estate, 9.4% government bonds, 9.6% infrastructure, and 0.5% cash equivalents.

MANAGEMENT DISCUSSION AND ANALYSIS (MD&A)

The following graph demonstrates the growth of the market value of the UIT and annual returns over the past 10 years.



The Trust Investment Committee, responsible for providing governance and oversight of the UIT, reviews the asset mix of the UIT on a regular basis to evaluate how the UIT will perform over full market cycles, and to assess the likelihood of the UIT meeting its primary objective of achieving a real return that supports the spending payout to beneficiaries. The UIT's spending policy is currently based on a 4.5% payout of the average market value of the UIT over a rolling 48-month period. This distribution rate balances the needs of current beneficiaries with those of future beneficiaries by ensuring the purchasing power of the UIT remains intact for future generations while providing for today's students. In order to achieve this, the UIT's long-term returns have to exceed the spending payout, the investment management fees of the UIT, and the rate of inflation. In 2020-21, the UIT generated enough investment income to support an allocation of \$33.8 million to support our students, faculty, and other activities, and over the past 5 years the spending payout to beneficiaries has totaled \$141.8 million.

CONCLUSION

The University of Manitoba is a highly complex, decentralized organization with wide-ranging activities at multiple locations. We are proud of the many ways in which faculties, administrative units and our stakeholders partner together and engage with the broader community to advance our collective priorities. Without the engagement of our students, faculty, staff, benefactors and funders, we would not have achieved the success we have today at influencing our community and beyond. Through continued commitment to excellence in teaching, research, scholarly work and other innovative activities, the University promotes a sustainable community that will be of benefit for years to come. Despite a reduction in our operating grant, uncertainty surrounding our future financial support from the Province of Manitoba, and the yet unknown final impact of the COVID-19 pandemic on the University's operations and financial condition, we will continue to persevere and seek investment in the University to increase our capacity to inspire and support the cultural, social and economic well-being of Manitoba, Canada and, indeed, our world.

STATEMENT OF MANAGEMENT RESPONSIBILITY FOR FINANCIAL REPORTING

The University is responsible for the preparation of the consolidated financial statements and has prepared them in accordance with Canadian public sector accounting standards established by the Public Sector Accounting Board of Chartered Professional Accountants Canada, including the standards for government not for profit organizations. The University believes the financial statements present fairly the University's financial position as at March 31, 2021 and the results of its operations for the years ending March 31, 2021.

The University's Board of Governors is responsible for overseeing the business affairs of the University and also has the responsibility to approve the financial statements. The Board has delegated certain responsibilities to its Audit and Risk Management Committee including the responsibility for reviewing the annual financial statements and meeting with management and the Auditor General of Manitoba on matters relating to the financial reporting. The Auditor General has full access to the Audit and Risk Management Committee with or without the presence of management. The Board has approved the financial statements.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, the University has developed and maintains a system of internal controls designed to provide reasonable assurance that University assets are safeguarded from loss and that accounting records are a reliable basis for the preparation of financial statements. The integrity of internal controls is reviewed on an ongoing basis by the Audit and Risk Management Committee and Audit Services.

The consolidated financial statements for the year ended March 31, 2021 have been reported on by the Auditor General of Manitoba, the auditor appointed under *The University of Manitoba Act*. The Auditor's Report outlines the scope of his examination and provides his opinion on the fairness of presentation of the financial statements.

Michael Benarroch, Ph.D.
President and Vice-Chancellor

Winnipeg, Manitoba
June 22, 2021

INDEPENDENT AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT

CONSOLIDATED FINANCIAL STATEMENTS

UNIVERSITY OF MANITOBA CONSOLIDATED STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2021

(in thousands of dollars)

	2021	2020
Financial Assets		
Cash and Cash Equivalents (Note 3)	\$ 223,527	\$ 196,827
Accounts Receivable (Note 4)	89,441	69,946
Inventories Held for Sale	2,979	3,661
Portfolio Investments – Non-Endowed (Note 6)	742,469	651,326
Investment in Government Business Enterprise (Note 7)	(1,106)	
	1,057,310	921,760
Liabilities		
Accounts Payable (Note 8)	95,839	105,164
Employee Future Benefits (Note 9)	94,144	89,233
Deferred Revenue (Note 10)	332,732	307,214
Debt (Note 11)	323,859	335,748
Derivatives (Note 12)	3,098	4,619
	849,672	841,978
Net Financial Assets Excluding Portfolio Investments – Endowed	207,638	79,782
Portfolio Investments – Endowed (Note 6)	550,845	471,167
Net Financial Assets	758,483	550,949
Non-Financial Assets		
Tangible Capital Assets (Note 13)	1,188,445	1,167,382
Prepaid Expenses	12,702	10,935
Inventories Held for Use	51	83
	1,201,198	1,178,400
Accumulated Surplus	\$ 1,959,681	\$ 1,729,349
Accumulated Surplus is comprised of:		
Accumulated Surplus	\$ 1,738,010	\$ 1,630,276
Accumulated Remeasurement Gains	221,671	99,073
	\$ 1,959,681	\$ 1,729,349

Contractual Obligations and Contingencies (Note 21)

Jeff Lieberman – Chair

Laurel Hyde – Vice-Chair

(The accompanying Notes form an integral part of the Consolidated Financial Statements)

CONSOLIDATED FINANCIAL STATEMENTS

UNIVERSITY OF MANITOBA CONSOLIDATED STATEMENT OF OPERATIONS FOR THE YEAR ENDED MARCH 31, 2021

(in thousands of dollars)

	Budget (Note 2M)	2021	2020
Revenue			
Provincial Grants (Note 18)	\$ 421,025	\$ 424,701	\$ 423,333
Tuition and Related Fees	195,230	206,690	195,743
Federal and Other Government Grants (Note 18)	88,600	141,482	107,597
Non-Government Grants	60,813	67,167	65,741
Investment Income (Note 19)	41,838	40,804	44,974
Other Income	11,612	23,190	17,472
Sales of Goods and Services	34,377	23,085	36,474
Ancillary Services	40,227	20,414	38,852
Non-Endowed Donations	10,861	10,446	19,479
Net Gain on Debt		224	3,772
Investment Loss on Government Business Enterprise		(1,106)	
	904,583	957,097	953,437
Expense			
Instruction	399,977	358,076	371,513
Sponsored Research	130,960	135,877	133,607
Facilities	121,167	116,624	110,958
Special Purpose and Trust	65,726	75,693	64,212
Libraries	33,544	33,646	30,981
Academic and Research Support	35,953	32,724	32,463
Administration	33,503	30,814	29,584
Information Technology	30,439	27,640	26,640
Student Services	32,009	20,507	28,656
Ancillary Services	25,924	20,461	25,728
External Relations	13,650	10,615	13,121
Net Loss on Loan Receivable Allowance		224	3,772
	922,852	862,901	871,235
	(18,269)	94,196	82,202
Endowed Donations	14,681	13,538	15,874
Annual Surplus	(3,588)	107,734	98,076
Accumulated Surplus Beginning of Year		1,630,276	1,532,200
Accumulated Surplus End of Year	\$	\$ 1,738,010	\$ 1,630,276

(The accompanying Notes form an integral part of the Consolidated Financial Statements)

CONSOLIDATED FINANCIAL STATEMENTS

UNIVERSITY OF MANITOBA CONSOLIDATED STATEMENT OF REMEASUREMENT GAINS AND LOSSES FOR THE YEAR ENDED MARCH 31, 2021

(in thousands of dollars)

	2021	2020
Accumulated Remeasurement Gains		
Beginning of Year	\$ 99,073	\$ 157,605
Unrealized Gains (Losses) Attributed to:		
Derivatives	1,521	(852)
Foreign Exchange	(1,769)	(3,967)
Portfolio Investments	75,632	(73,959)
Designated Fair Value Investments	54,310	13,795
Amounts Reclassified to the Consolidated Statement of Operations:		
Foreign Exchange	1,519	2,605
Portfolio Investments	2,026	6,363
Designated Fair Value Investments	(10,641)	(2,517)
Net Remeasurement Gains (Losses) for the Year	122,598	(58,532)
Accumulated Remeasurement Gains		
End of Year	\$ 221,671	\$ 99,073

(The accompanying Notes form an integral part of the Consolidated Financial Statements)

CONSOLIDATED FINANCIAL STATEMENTS

UNIVERSITY OF MANITOBA CONSOLIDATED STATEMENT OF CHANGE IN NET FINANCIAL ASSETS FOR THE YEAR ENDED MARCH 31, 2021

(in thousands of dollars)

	Budget (Note 2M)	2021	2020
Annual Surplus (Deficit)	\$ (3,588)	\$ 107,734	\$ 98,076
Purchase of Tangible Capital Assets	(68,548)	(69,885)	(65,772)
Amortization	53,731	48,073	47,093
Proceeds on Sale of Tangible Capital Assets		820	
Loss (Gain) on Disposal of Tangible Capital Assets		(71)	
	(14,817)	(21,063)	(18,679)
Decrease (Increase) in Inventories Held for Use		32	(22)
Decrease (Increase) in Prepaid Expenses		(1,767)	(1,859)
		(1,735)	(1,881)
Net Remeasurement Gains (Losses)	19,200	122,598	(58,532)
Increase (Decrease) in Net Financial Assets	795	207,534	18,984
Net Financial Assets Beginning of Year		550,949	531,965
Net Financial Assets End of Year	\$	\$ 758,483	\$ 550,949

(The accompanying Notes form an integral part of the Consolidated Financial Statements)

CONSOLIDATED FINANCIAL STATEMENTS

UNIVERSITY OF MANITOBA CONSOLIDATED STATEMENT OF CASH FLOWS FOR THE YEAR ENDED MARCH 31, 2021

(in thousands of dollars)

	2021	2020
Operating Activities:		
Net Excess of Revenue Over Expenses Before Interest	\$ 111,927	\$ 99,709
Interest Received	11,273	14,465
Interest Paid	(15,466)	(16,098)
Annual Surplus	107,734	98,076
Amortization of Tangible Capital Assets	48,073	47,093
Loss (Gain) on Disposal of Tangible Capital Assets	(71)	
	155,736	145,169
Net Change in Non-Cash Operating Balances:		
Accounts Receivable	(19,495)	12,453
Inventories	714	(111)
Accounts Payable	(9,325)	16,983
Employee Future Benefits	4,911	(16,067)
Deferred Revenue	25,518	(33,013)
Derivatives	(1,521)	852
Gain on Debt	(224)	(3,772)
Loss on Loan Receivable Allowance	224	3,772
Prepaid Expenses	(1,767)	(1,859)
<i>Net Cash Generated through Operating Activities</i>	154,771	124,407
Investing Activities:		
Decrease (Increase) in Investment in Government Business Enterprise	1,106	
Decrease (Increase) in Portfolio Investments	(48,223)	14,253
<i>Net Cash Generated through (used in) Investing Activities</i>	(47,117)	14,253
Capital Activities:		
Purchase of Tangible Capital Assets	(69,885)	(65,772)
Proceeds on Sale of Tangible Capital Assets	820	
<i>Net Cash used in Capital Activities</i>	(69,065)	(65,772)
Financing Activities:		
Proceeds from Debt		662
Principal Repayment on Debt	(11,889)	(11,464)
<i>Net Cash Generated through (used in) Financing Activities</i>	(11,889)	(10,802)
Net Increase (Decrease) in Cash and Cash Equivalents	26,700	62,086
<i>Cash and Cash Equivalents Beginning of Year</i>	196,827	134,741
Cash and Cash Equivalents End of Year	\$ 223,527	\$ 196,827

(The accompanying Notes form an integral part of the Consolidated Financial Statements)

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2021

(in thousands of dollars)

1. AUTHORITY AND PURPOSE

The University of Manitoba was established in 1877. It is governed by a Board of Governors acting under the authority of *The University of Manitoba Act*, R.S.M. 1987, c. U60. The University of Manitoba is a registered charity and is exempt from income taxes under Section 149 of *The Income Tax Act*.

2. SIGNIFICANT ACCOUNTING POLICIES

A. GENERAL AND USE OF ACCOUNTING ESTIMATES

The consolidated financial statements have been prepared in accordance with Public Sector Accounting Standards.

Accounting estimates are included in the consolidated financial statements to approximate the effect of past revenue or expense transactions or events, or to approximate the present status of an asset or liability. Examples include loan allowances, accruals for salaries and benefits, the estimated useful life of an asset and certain actuarial assumptions used in determining employee future benefits. Estimates are based on the best information available at the time of preparation of the consolidated financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these consolidated financial statements and actual results could differ from these estimates.

B. BASIS OF CONSOLIDATION

i. Consolidated Entities

The consolidated financial statements reflect the assets, liabilities, revenues, and expenses of organizations which are controlled by the University. Controlled organizations are consolidated except for government business enterprises which are accounted for using the modified equity method. Inter-organizational transactions, balances, and activities have been eliminated upon consolidation. The University controls Partners for Health and Development in Africa (PHDA), a non-profit, non-governmental organization registered in Kenya to promote health and development in Africa. The University consolidated PHDA using their March 31, 2020 financial statements.

ii. Investment in Government Business Enterprises

Government business enterprises, owned or controlled by the University but not dependent on the University for their continuing operations, are included in the consolidated financial statements using the modified equity method. Under the modified equity method, the equity method of accounting is modified only to the extent that the business entity accounting principles are not adjusted to conform to those of the University. Thus, the University's investment in these entities is recorded at acquisition cost and is increased for the proportionate share of post-acquisition earnings and decreased by post-acquisition losses and distributions received. UM Properties Limited Partnership is controlled by the University and is accounted for by the modified equity method.

iii. Investment in Government Partnership

Government partnerships that are not business partnerships are accounted for using the proportionate consolidation method. The University accounts for its share of the partnership on a line-by-line basis in the consolidated financial statements and eliminates any inter-organizational transactions and balances. The University has a 7.14% (2020, 7.14%) interest in TRIUMF, a joint venture which operates a national laboratory for particle and nuclear physics (Note 15).

CONSOLIDATED FINANCIAL STATEMENTS

C. REVENUE RECOGNITION

All revenue is reported using the accrual basis of accounting.

i. Government Grants

For the purposes of these consolidated financial statements, government transfers are referred to as government grants. Government grants without stipulations are recognized as revenue when the transfer is authorized and the University is eligible to receive the funds. Government grants with stipulations are recognized as revenue when the transfer is authorized and the University is eligible to receive the funds, except when the transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers meeting the definition of a liability are recognized as revenue when the liability is settled.

ii. Non-Government Grants and Non-Endowed Donations

Non-government grants and non-endowed donations without terms for use are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Non-government grants and non-endowed donations with external restrictions are deferred and recognized as revenue when the restrictions imposed by the contributors on the use of the funding are satisfied.

iii. Endowed Donations

Endowed donations are recognized in the year in which they are received. Endowed donations are required by donors to be maintained in perpetuity.

iv. Investment Income

Investment income, including dividends, interest income and realized gains or losses on the sale of unrestricted portfolio investments, is recognized as revenue when received or receivable.

Investment income earned on externally restricted investments is deferred and recognized when the related expenditure is made or stipulations are met.

The change in fair value (unrealized gains or losses) of portfolio investments is recorded in the Consolidated Statement of Remeasurement Gains and Losses until the investments are sold.

v. Pledges, Gifts-In-Kind and Contributed Services

The University does not record pledges receivable in its consolidated financial statements.

Gifts-in-kind are recorded in the consolidated financial statements to the extent that they are eligible for an official donation receipt. Contributed services are not recorded in the consolidated financial statements.

vi. Tuition and Other Revenue

Tuition, sales of other goods and services and other revenue are recognized in the period in which the goods are provided or services substantially rendered and collection is reasonably assured.

D. FUNCTIONAL CLASSIFICATION OF EXPENSES

Expenses in the Consolidated Statement of Operations have been classified based upon functional lines of service provided by the University. An outline of services provided by each function is as follows:

Instruction: All activities associated with direct educational delivery and academic functions within the University. Costs associated with this function include those incurred by faculties, excluding research.

Sponsored Research: All activities funded by grants and contracts from external organizations and undertaken within the University to produce specific research outcomes. Costs associated with this function are directly related to research activities.

Facilities: All activities associated with the ongoing operation and maintenance of the grounds, buildings and facilities of the University. Costs associated with this function include building, equipment and infrastructure maintenance;

utilities; facilities administration; campus planning; custodial services; landscaping and grounds keeping; powerhouse maintenance; repairs and renovations; security services; administration of infrastructure development; amortization expense; and debt servicing costs related to the entire University.

Special Purpose and Trust: All activities related to externally restricted funding not intended for research activities. Costs associated with this function relate to activities such as externally assigned mandates; the administration of employee staff benefit plans; and the administration of trust and endowment funding.

Academic and Research Support: All activities that directly support the academic and research functions of the University. Costs associated with this function relate to activities that directly or indirectly support innovative learning, programming, teaching, and research, and include research administration; animal care; ethics board activities; international services; indigenous achievement; and the advancement of teaching and learning.

Libraries: All library, archival and special collection services provided to students and faculty across the University.

Student Services: Activities that directly support students. Costs associated with this function are for student service administration; counseling and chaplaincy; career services; recreation services; financial aid administration; enrolment services; and student health care services.

Administration: Activities that support the University as a whole. Costs associated with this function relate to the Board of Governors and Senate; financial, purchasing and internal audit services; human resources; institutional analysis; legal and regulatory obligations; and other centralized institution-wide general administrative activities.

Information Technology: Activities associated with central computing, networking, communications and other information technology functions that support the University as a whole.

Ancillary Services: Secondary services and products available to the University community and to external individuals and organizations. Costs associated with this function are related to the University's bookstores, dining services, student residences, parking and conference services.

External Relations: Activities that support the relationship between the University and the community. Costs associated with this function relate to advancement and development; alumni relations; marketing and communications; and public and government relations.

E. CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of cash and investments that are used to meet short-term operating needs. Investments are readily convertible to cash and mature within three months from acquisition. Any cash or other investments maturing within three months that are held by portfolio managers are classified as portfolio investments and are recorded at fair value or designated to fair value. Portfolio managers maintain a cash balance within investment portfolios as part of their overall long-term mandate, as well as to facilitate trades and the rebalancing of assets.

F. INVENTORIES HELD FOR SALE

Inventories held for sale, including books, merchandise and food are recorded at the lower of cost or net realizable value. Cost includes the original purchase cost, plus shipping and applicable duties. Net realizable value is the estimated selling price less any costs to sell.

G. NON-FINANCIAL ASSETS

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

i. Tangible Capital Assets

Purchased capital assets are recorded at cost. Capital assets which are constructed by the University are recorded as Construction in Progress until the capital asset is put into use. The University does not capitalize interest. Contributed capital assets are recorded at market value at the date of contribution.

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Amortization is calculated on a straight-line basis over the assets' estimated useful life as follows:

Buildings and Major Renovations	15-50 years
Computer Hardware	5-10 years
Furniture and Equipment	10 years
Parking Lots	20 years
Vehicles	5 years

Intangible assets, works of art, rare books and manuscripts, museum specimens and other archival material, and items inherited by right of the Crown, such as mineral resources, are expensed when acquired and not recognized in the University's Consolidated Statement of Financial Position as assets.

ii. Leased Tangible Capital Assets

Leases which transfer substantially all of the benefits and risks of ownership acquired under a capital lease are amortized over the useful life of the asset.

iii. Inventories Held for Use

Inventories held for use are recorded at cost. Cost includes the original purchase cost, plus shipping and applicable duties.

H. EMPLOYEE FUTURE BENEFITS

i. Pensions

The University sponsors two pension plans for its employees and retirees: The University of Manitoba Pension Plan (1993 Plan) and The University of Manitoba GFT Pension Plan (1986 Plan). The 1986 Plan is a defined contribution plan and as a result the pension costs are based on contributions required by the plan.

The pension costs for the 1993 Plan are determined actuarially using the projected unit credit actuarial cost method, pro-rated on service and management's estimates of the discount rate for liabilities, the expected return on assets, salary escalation, retirement ages of employees and member mortality. Actuarial gains and losses are amortized over the expected average remaining service life of the active employees, commencing in the year following the year the respective actuarial gains or losses arise.

ii. Non-Pension Benefit Plans

The University accrues its obligations for other employee future benefit plans relating to health, dental, sick leave, long-term disability, and group life insurance. The cost of the long-term disability plan for employees and the cost of non-pension and post-retirement benefits for retired employees are actuarially determined using the projected benefit method pro-rated on service, management's estimates for the discount rate for liabilities, the expected rate of return on assets, retirement ages and expected future cost trends. For current active employees, the cost of other employee future benefit plans relating to health, dental, and group life insurance is the premiums charged under the plans to the University.

Actuarial gains and losses of non-pension benefit plans are amortized on a straight-line basis over the expected average remaining service life of the active employees, commencing in the year following the year the respective actuarial gains or losses arise.

iii. Post-Retirement Adjustments

The University accrues its obligations relating to post-retirement adjustments to pensions for specifically entitled employees who retired prior to 1993. The cost of such post-retirement pension adjustments is actuarially determined using the accrued benefit method and management's estimate for the discount rate for liabilities and the expected rate of return on assets. Any increase in such adjustments is recognized in the year that it occurs.

Actuarial gains and losses on post-retirement adjustments are amortized on a straight-line basis over the life expectancy of the group, commencing in the year following the year the respective actuarial gains or losses arise.

iv. University of Manitoba Faculty Association Retirement Allowance

The University provides a retirement allowance to eligible University of Manitoba Faculty Association (UMFA) members in exchange for their voluntary and irrevocable agreement to retire. The allowance is dependent upon the UMFA member's age and the number of advance years of notice given to the University prior to retirement. To be eligible, the member must be at least fifty-five years of age and have at least fifteen years of service at the University on a date they have chosen as their retirement date. UMFA members must retire within three years of their enrolment. The University's policy is to record the estimated liability once members enrol. The cost of such allowance has been determined using management's best estimates.

v. Vacation and Sick Leave

The University accrues a liability for vacation pay and accumulating, non-vesting sick leave benefits. The cost of non-vesting sick leave has been determined using management's best estimates.

I. FINANCIAL INSTRUMENTS

The financial instruments of the University consist of cash and cash equivalents, accounts receivable, portfolio investments, accounts payable, and debt. All financial instruments are recognized at cost or amortized cost, or fair value.

Cash and cash equivalents are recognized at cost. Accounts receivable, inventories held for sale, accounts payable and debt (excluding derivative financial instruments) are recognized at amortized cost.

Loans receivable are recorded at amortized cost net of impairment allowances. Subsequent amounts received against loans that have been allowed for are recorded as revenue in the year received. Interest is accrued on loans receivable to the extent it is deemed collectable.

For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense. Transaction costs are a component of cost for financial instruments measured at cost or amortized cost.

Financial instruments recognized at fair value include Canadian, U.S. and international equities and derivatives. Bonds and other fixed income securities and pooled funds have been designated to fair value other than corporate bonds and preferred shares which are recognized at cost. The values of private investments, comprised of infrastructure assets, are determined based on the latest valuations provided by the external investment managers of the fund (typically December 31), adjusted for subsequent cash receipts and distributions from the fund, and cash disbursements to the fund through March 31. Pooled funds are valued by the fund managers.

Unrealized gains and losses from the change in fair value of these financial instruments are reflected in the Consolidated Statement of Remeasurement Gains and Losses until disposition.

Transaction costs are expensed for financial instruments measured at fair value.

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the Consolidated Statement of Operations. Future recoveries of impaired assets are recorded in the Consolidated Statement of Operations when received. Interest is not recorded on financial assets that are deemed to be impaired. A write-down of a portfolio investment to reflect a loss in value is not reversed for a subsequent increase in value.

From time to time, the University uses derivative financial instruments, including interest rate swap agreements, in its management of exposures to fluctuations in interest rates. An interest rate swap is a derivative financial contract between two parties who agree to exchange fixed rate interest payments for floating rate payments on a predetermined notional amount and term. Derivatives are recorded at fair value and in determining the fair value, the credit risk of both counterparties is considered.

Financial instruments are classified using a fair value hierarchy that reflects the significance of inputs to valuation techniques used to measure fair value. The fair value hierarchy used has the following levels:

Level 1 – Inputs that reflect unadjusted publicly quoted prices in active markets for identical assets or liabilities that the University has the ability to access at the measurement date.

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Level 2 – Inputs other than publicly quoted prices that are either directly or indirectly observable for the asset or liability.

Level 3 – Inputs for the asset or liability that are not based on observable market data; assumptions are based on the best internal and external information available and are most suitable and appropriate based on the type of financial instrument being valued in order to establish what the transaction price would have been on the measurement date in an arm's length transaction.

J. FOREIGN CURRENCY TRANSLATION

Monetary assets, liabilities and investments at fair value, denominated in foreign currencies, are translated at the year-end exchange rate. The unrealized foreign currency translation gains or losses of these financial instruments are reflected in the Consolidated Statement of Remeasurement Gains and Losses. Revenues and expenses are translated at exchange rates on the transaction dates. Realized gains or losses arising from these translations are included in the Consolidated Statement of Operations.

K. ENDOWMENTS

Endowments consist of:

Externally restricted donations received by the university and internal allocations, the principal of which is required to be maintained in perpetuity.

Investment income earned by the endowments in excess of the amount required for spending allocation, reinvested to maintain and grow the real value of the endowments. The University sets an annual spending allocation, currently at 4.50% of the average market value over a rolling four-year period. This spending amount is set to help ensure that the economic value of the endowments are protected by limiting the amount of income that may be expended and by reinvesting unexpended income. In any year, if the investment income earned on endowments is insufficient to fund the spending allocation, the spending allocation is funded from the accumulated investment income.

L. FUTURE ACCOUNTING CHANGES

In August 2018, the Public Sector Accounting Board issued PS 3280 *Asset Retirement Obligations*. This accounting standard is effective for fiscal years starting on or after April 1, 2022. *Asset Retirement Obligations* provides guidance on how to account for and report a liability for the retirement of a tangible capital asset.

In November 2018, the Public Sector Accounting Board issued PS 3400 *Revenue*. This accounting standard is effective for fiscal years starting on or after April 1, 2023. *Revenue* provides guidance on how to account for and report on revenue, specifically addressing revenue arising from exchange transactions and unilateral transactions.

Management is currently assessing the impact of these new standards on the consolidated financial statements.

M. BUDGETS AND FIGURES

The 2020-21 budget was approved by the Board of Governors on May 19, 2020.

3. CASH AND CASH EQUIVALENTS

	2021	2020
Cash	\$ 170,883	\$ 196,827
Guaranteed Investment Certificates	52,644	
	\$ 223,527	\$ 196,827

4. ACCOUNTS RECEIVABLE

	2021	2020
Business, Industry and Foundations	\$ 30,749	\$ 18,037
Federal Government	17,908	9,760
Provincial Government	15,173	14,845
External Sales and Cost Recoveries	12,716	9,952
Students	6,144	4,399
Investment Income	3,289	10,538
Advances	1,502	1,592
Government Business Enterprise	1,354	588
Other	606	235
	\$ 89,441	\$ 69,946

5. LOAN RECEIVABLE

The University has a loan agreement with Triple B Stadium Inc. (Triple B) related to the construction of IG Field at the Fort Garry campus. The loan agreement is divided into a first phase and a second phase for a combined amount not to exceed \$160 million. The first phase is not to exceed \$75 million and the second phase is not to exceed \$85 million. The interest rate on the first phase of the loan is 4.65%, and the first phase of the loan receivable is due and payable in full on June 1, 2038. The interest rate on the second phase is 4.65% until June 1, 2053, and is due and payable in full on November 24, 2058.

Any amounts received by Triple B in the form of insurance proceeds entitled to be retained by Triple B by reason of the destruction of all or part of the stadium, where such insurance proceeds are not being applied to restore, reconstruct and repair the stadium in accordance with the ground lease, shall be paid to the University and be applied to the repayment of the loan, firstly to the accrued interest and secondly to principal outstanding, for both phases of the loan, on a pro-rata basis.

IG FIELD LOAN:

	2021	2020
First Phase	\$ 118,682	\$ 118,682
Second Phase	79,784	79,784
	198,466	198,466
Allowance	(198,466)	(198,466)
	\$	\$

The First and Second Phase loans have an equal long-term debt loan payable to the Province of Manitoba (Note 11).

The University has concluded there will be insufficient amounts available to repay the First and Second Phase loan receivable, including accrued interest. As a result, the University has established an allowance.

Since the long-term debt can only be repaid when the University receives these payments from Triple B, the University has established an allowance for the loan payable in an equal amount (Note 11).

These allowances have been recorded in the Consolidated Statement of Operations as both revenue and expense.

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6. PORTFOLIO INVESTMENTS

Portfolio investments include both non-endowed and endowed investments. Non-endowed investments consist of funds received in advance for future expenditures. Endowed investments consist of donations held in perpetuity.

	2021	2020
Portfolio Investments – Non-Endowed	\$ 742,469	\$ 651,326
Portfolio Investments – Endowed	550,845	471,167
	\$ 1,293,314	\$ 1,122,493

The composition of portfolio investments measured at fair value is as follows:

	2021				2020			
	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
Investments Held at Fair Value:								
Cash and Money Market Funds	\$ 255,745	\$	\$	\$ 255,745	\$ 210,229	\$	\$	\$ 210,229
Canadian Equities	2,752			2,752	68,497			68,497
U.S. Equities	214,844			214,844	159,772			159,772
International Equities	2,539			2,539	1,918			1,918
	475,880			475,880	440,416			440,416
Investments Designated to Fair Value:								
Cash and Money Market Funds		2,900		2,900		3,961		3,961
Bonds and Other Fixed								
Income Securities		78,127		78,127		78,726		78,726
Pooled Bond Fund		22,320		22,320		18,322		18,322
Pooled Canadian Equities		223,577		223,577		76,537		76,537
Pooled U.S. Equities		6,943		6,943		6,817		6,817
Pooled International Equities		128,561		128,561		112,318		112,318
Pooled Real Estate Fund		141,733		141,733		138,642		138,642
Pooled Mortgage Fund		11,287		11,287		9,764		9,764
Infrastructure Private Fund			79,794	79,794			82,737	82,737
		615,448	79,794	695,242		445,087	82,737	527,824
Investments Held at Amortized Cost:								
Corporate Bonds				76,257				103,042
Preferred Shares				45,935				51,211
				122,192				154,253
	\$ 475,880	\$ 615,448	\$ 79,794	\$ 1,293,314	\$ 440,416	\$ 445,087	\$ 82,737	\$ 1,122,493

The fair value of investments held at amortized cost is \$119,624 (2020, \$132,273).

During the years ended March 31, 2021 and March 31, 2020, there were no transfers of investments between levels 1, 2 or 3.

The University's investment in real estate consists of units of a pooled real estate investment in the Canada Life Real Estate Fund.

On March 20, 2020 Canada Life placed a suspension on redemptions and transfers of units of the Fund. Effective January 11, 2021 Canada Life disclosed that the suspension will be lifted, however, withdrawal requests will be based on the amount of cash available in the fund, so unit holders requesting withdrawals may receive only a portion of their redemption request.

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The changes in fair value of level 3 investments designated to fair value are as follows:

	2021	2020
Balance Beginning of Year	\$ 82,737	\$ 21,330
Purchases		54,427
Distributions Reinvested	3,670	999
Unrealized Gains (Losses)	(6,613)	5,981
Balance End of Year	\$ 79,794	\$ 82,737

7. INVESTMENT IN GOVERNMENT BUSINESS ENTERPRISE

In 2008, the University purchased approximately 120 acres of land from the Southwood Golf and Country Club (Southwood lands). The University is pursuing the development of the Southwood lands through UM Properties Limited Partnership (the Partnership) which was created in 2016-17.

The Partnership is responsible for the planning and development of the infrastructure and roadways of the Southwood lands and will negotiate with builders/developers for the construction of residential and commercial buildings. It is the intent of the University to transfer an interest in the lands to the Partnership by selling its fee simple interest, or by entering into a long-term lease.

The Partnership has a sole general partner and a sole limited partner. UM Properties GP Inc. is the general partner and a wholly owned subsidiary of the University. UM Properties Trust (the Trust) is a legal trust and is the limited partner.

UM Properties Holdings Inc. (the Corporate Trustee) is a wholly owned subsidiary of the University, and is the sole trustee of the Trust. Income will flow from the Partnership to the Trust. The Corporate Trustee is responsible to allocate the taxable income of the Trust in any given year. The University and the J.W. Dafoe Foundation are the beneficiaries of the Trust.

The Trust is taxable on any taxable income that is not allocated to the beneficiaries.

The Partnership is classified as a government business enterprise and accounted for by the modified equity basis utilizing the annual audited financial statements of the Partnership prepared as at December 31.

The continuity of the University's investment is as follows:

	2021
Investment Beginning of the Year	\$
Investment Loss on Government Business Enterprise	(1,106)
Investment End of Year	\$ (1,106)

Condensed financial information of the Partnership is as follows:

	December 31, 2020	December 31, 2019
Statement of Financial Position:		
Assets	\$ 137	\$ 53
Liabilities	1,243	379
Net Assets (Liability)	\$ (1,106)	\$ (326)
Statement of Operations:		
Revenue	\$ 1	\$ 271
Expenses	781	271
Annual Surplus (Deficit)	\$ (780)	\$ (271)

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The Partnership recognizes revenue from sales of 99-year leases when the contract has been entered into and all performance obligations have been met including the transfer of control and the prepaid lease. The University defers these revenues in its Consolidated Statement of Operations over the duration of the leases.

8. ACCOUNTS PAYABLE

	2021	2020
Trade Accounts Payable	\$ 33,375	\$ 31,387
Accrued Vacation and Sick Leave	19,419	17,917
Grants Payable	18,425	10,697
Salaries and Benefits	14,770	35,031
Retirement Allowance	8,495	8,228
Other	1,355	1,904
	\$ 95,839	\$ 105,164

9. EMPLOYEE FUTURE BENEFITS

	2021	2020
Non-Pension Benefit Plans	\$ 90,532	\$ 80,271
1993 Pension Plan	2,296	7,442
Post-Retirement Adjustments	1,316	1,520
	\$ 94,144	\$ 89,233

	2021			2020		
	1993 Plan	Non-Pension Benefit Plan	Post-Retirement Adjustments	1993 Plan	Non-Pension Benefit Plan	Post-Retirement Adjustments
Accrued Benefit Obligations						
Actuarial Accrued Benefits						
Beginning of Year	\$ 1,302,804	\$ 75,288	\$ 1,409	\$ 1,218,520	\$ 73,076	\$ 1,655
Interest Costs	73,156	3,727	64	121,907	3,879	82
Benefits Accrued	60,638	7,469		59,138	5,710	
Benefits Paid	(103,864)	(8,973)	(249)	(105,148)	(8,620)	(287)
Actuarial Gains (Losses)	2,530	(2,581)	(13)	(22,575)	(704)	(66)
Change In Actuarial Assumptions	27,780			30,962	1,947	25
Actuarial Accrued Benefits						
End of Year	\$ 1,363,044	\$ 74,930	\$ 1,211	\$ 1,302,804	\$ 75,288	\$ 1,409

	2021			2020		
	1993 Plan	Non-Pension Benefit Plan	Post-Retirement Adjustments	1993 Plan	Non-Pension Benefit Plan	Post-Retirement Adjustments
Plan Assets						
Fair Value Beginning of Year	\$ 1,304,375	\$ 62,398	\$	\$ 1,181,099	\$ 62,661	\$ 507
Actual Return on Plan Assets	80,845	11,715		158,625	(859)	51
Employer Contributions	32,549	5,492	249	42,088	5,574	287
Employee Contributions	27,749	3,588		26,961	3,642	
Transfers From (to) Other Plans	67			750		(558)
Benefits Paid	(103,864)	(8,973)	(249)	(105,148)	(8,620)	(287)
Fair Value End of Year	\$ 1,341,721	\$ 74,220	\$	\$ 1,304,375	\$ 62,398	\$

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Plan Assets Measured at Fair Value Consist of:	2021	2020
Foreign Equities	\$ 538,787	\$ 537,456
Canadian Equities	245,081	243,902
Bonds and Debentures	241,215	172,221
Mortgages	146,022	178,098
Real Estate	132,971	135,797
Cash and Other	37,645	36,901
	\$ 1,341,721	\$ 1,304,375

Accrued Benefit Obligations	2021			2020		
	1993 Plan	Non-Pension Benefit Plan	Post-Retirement Adjustments	1993 Plan	Non-Pension Benefit Plan	Post-Retirement Adjustments
Plan Surplus (Deficit)	\$ 21,323	\$ 710	\$ 1,211	\$ (1,571)	\$ 12,890	\$ 1,409
Contributed During Fiscal Year in Excess of Calendar Year	(6,731)			(7,109)		
Unamortized Actuarial Gains (Losses)	(12,296)	15,602	105	16,122	4,983	111
Add Back Assets Reported Separately		74,220			62,398	
Accrued Benefit Liability	\$ 2,296	\$ 90,532	\$ 1,316	\$ 7,442	\$ 80,271	\$ 1,520
Net Benefit Expenses						
Current Service Cost	\$ 32,822	\$ 3,881	\$	\$ 31,427	\$ 2,068	\$
Interest Costs	66,538	3,727	64	61,922	3,879	82
Expected Return on Plan Assets	(70,544)	(3,123)		(63,659)	(3,400)	(27)
Amortization of Actuarial (Gains) Losses	(1,791)	(554)	(19)	1,309	(1,310)	(8)
Plan Expenses						1
Net Benefit Expenses	\$ 27,025	\$ 3,931	\$ 45	\$ 30,999	\$ 1,237	\$ 48

Reconciliation of Unamortized Gains (Losses)

Net Unamortized Gains (Losses)						
Beginning of Year	\$ 16,122	\$ 4,983	\$ 111	\$ (11,781)	\$ 11,795	\$ 53
Net Gain (Loss) Current Year	(26,627)	11,173	13	26,594	(5,502)	66
Amortization of Actuarial (Gains) Losses	(1,791)	(554)	(19)	1,309	(1,310)	(8)
Net Unamortized Gross Losses End of Year	\$ (12,296)	\$ 15,602	\$ 105	\$ 16,122	\$ 4,983	\$ 111

Significant Actuarial Assumptions

Discount rate	5.5%	5.0%	5.0%	5.5%	5.0%	5.0%
Expected rate of return on assets	5.5%	5.0%	n/a	5.5%	5.0%	n/a
Actual return on assets	6.4%		n/a	13.7%		n/a
Rate of general salary increase:						
2020	1.0%	n/a	n/a	1.0%	n/a	n/a
2021	2.5%	n/a	n/a	2.5%	n/a	n/a
Thereafter	2.5%	n/a	n/a	2.5%	n/a	n/a

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Health Care Cost Trend Rates:

Initial Rate	n/a	7.1%	n/a	n/a	7.3%	n/a
Ultimate Rate	n/a	4.5%	n/a	n/a	4.5%	n/a
Year Ultimate Rate Reached	n/a	2033	n/a	n/a	2033	n/a
Dental Care Trend Rates	n/a	4.5%	n/a	n/a	4.5%	n/a
Estimated Average Remaining Service Life (years)	9.00	9.00	6.00	9.00	9.00	6.00

PENSION PLANS

The University is the sponsor of two pension plans, The University of Manitoba GFT Pension Plan (1986 Plan) and The University of Manitoba Pension Plan (1993 Plan). The University has separate Pension Committees to act as Plan Administrator for each of the 1986 and 1993 Plans. Both Pension Plans issue their own financial statements, none of which forms part of the University's consolidated financial statements.

1986 PLAN

The 1986 Plan is a defined contribution plan; thus, the University has no pension liability as pension obligation equals plan assets. It is a money purchase plan for active members, the University recorded contributions of \$2,413 (2020, \$2,380) and this is included in the Consolidated Statement of Operations as an expense.

1993 PLAN

The University of Manitoba Pension Plan (1993 Plan) is a money purchase plan with a defined benefit minimum. The following is a summary of the Plan:

Staff members of the University, other than those eligible for membership in the University of Manitoba GFT Pension Plan (1986 Plan), are eligible for membership in the University of Manitoba Pension Plan (1993 Plan). The 1993 Plan members contributed at the rate of 9.0% of salary less an adjustment for the Canada Pension Plan during the year. The University matches these contributions. If an actuarial valuation reveals a deficiency in the fund, *The Pension Benefits Act* of the Province of Manitoba requires that the University make additional contributions to fund the deficiency.

The Plan provides for full and immediate vesting on termination of employment, subject to the provisions of *The Pension Benefits Act* of the Province of Manitoba.

At retirement, the 1993 Plan provides that the Member's Contribution Account and University Contribution Account are applied to establish retirement income known as a plan annuity. This annuity is determined using a pension factor established by the actuary and is paid from the 1993 Plan. The 1993 Plan provides that if the defined benefit pension based on a formula involving the member's years of service and highest average earnings exceeds the plan annuity, the difference (known as a supplementary pension) is paid from the 1993 Plan.

The Plan provides for retirement benefits paid from the 1993 Plan to be increased using an excess interest approach, provided such increase can be afforded by the 1993 Plan as confirmed by the actuary.

At the December 31, 2019 valuation of the 1993 Plan, there were 4,801 active member accounts with an average salary weighted age of 52.0 for academic staff and 46.8 for support staff, and 1,931 annuitants and other recipients.

The actuarial method used to value the liabilities is the projected unit credit method, prorated on services. An actuarial valuation for accounting purposes was prepared by a firm of consulting actuaries as at December 31, 2019 and extrapolated to December 31, 2020.

The University uses a December 31 measurement date for reporting plan assets and obligations.

The contribution made by employees for fiscal 2021 was \$27,749 (2020, \$26,961). The employer contribution made by the University for fiscal 2021 was \$32,549 (2020, \$42,088). It includes \$5,018 (2020, \$3,152) in additional contributions as advised by the Manitoba Pension Commission with respect to current service costs in excess of matching contribution of active members and the University.

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NON-PENSION BENEFITS

The University provides health, dental and group life benefits to employees who retired prior to July 1, 2004 on a non-contributory basis. The group life benefits are indexed post-retirement. For eligible employees retiring on or after July 1, 2004, no group life benefit is available, and retired employees share in the cost of the health and dental benefits. The long-term disability income benefit is provided on a contributory basis. An actuarial valuation of these benefits was prepared for March 31, 2019 and extrapolated to March 31, 2021. The internally designated plan assets are included in the total Portfolio Investments (Note 6) and reflect contributions made by employees and the university which have been designated for non-pension benefits.

POST-RETIREMENT ADJUSTMENTS

The University provides post-retirement pension benefits to specifically entitled employees who retired prior to 1993. The adjustments for a year are determined as the lesser of the amounts that can be provided by a weighted average percentage salary increase at the University, or the excess interest approach provided under the 1993 Plan. One hundred percent of the adjustments are paid by the University. An actuarial valuation of this benefit was prepared for March 31, 2021.

10. DEFERRED REVENUE

Deferred revenue represents unspent externally restricted grants, non-endowed donations, and investment income.

	2021	2020
Unearned Revenue	\$ 23,330	\$ 18,307
Deferred Revenue	309,402	288,907
	\$ 332,732	\$ 307,214

	2021	2020
Non-Government Grants	\$ 45,857	\$ 36,331
Non-Endowed Donations	111,940	97,679
Investment Income	151,605	154,897
	\$ 309,402	\$ 288,907

	2021			
	Research	Capital	Special Purpose & Trust	Total
Deferred Revenue Beginning of Year	\$ 37,741	\$ 22,539	\$ 228,627	\$ 288,907
Grants, Non-Endowed Donations, and Investment Income Recognized as Revenue	66,949	5,319	47,735	120,003
	(58,123)	(5,361)	(36,024)	(99,508)
Deferred Revenue End of Year	\$ 46,567	\$ 22,497	\$ 240,338	\$ 309,402

	2020			
	Research	Capital	Special Purpose & Trust	Total
Deferred Revenue Beginning of Year	\$ 59,220	\$ 23,180	\$ 240,088	\$ 322,488
Grants, Non-Endowed Donations, and Investment Income Recognized as Revenue	36,640	7,937	29,014	73,591
	(58,119)	(8,578)	(40,475)	(107,172)
Deferred Revenue End of Year	\$ 37,741	\$ 22,539	\$ 228,627	\$ 288,907

CONSOLIDATED FINANCIAL STATEMENTS

11. DEBT

	2021	2020
Province of Manitoba:		
Promissory Note, 5.23% due March 1, 2035	\$ 49,149	\$ 51,471
Promissory Note, 5.55% due April 1, 2036	52,422	54,585
Promissory Note, 3.75% due September 30, 2039	20,555	21,312
Promissory Note, 5.35% due February 1, 2040	24,683	25,418
Province of Manitoba¹:		
Promissory Note, 5.70% due February 1, 2049	4,690	4,858
Promissory Note, 5.45% due December 1, 2049	5,726	5,806
Promissory Note, 4.10% due July 30, 2050	23,006	23,791
Promissory Note, 4.10% due July 30, 2050	3,642	3,766
Promissory Note, 4.10% due July 30, 2050	9,665	9,995
Promissory Note, 4.85% due November 30, 2050	5,796	5,991
Promissory Note, 4.90% due December 31, 2050	1,882	1,945
Promissory Note, 3.85% due February 29, 2052	3,797	3,920
Promissory Note, 3.85% due February 29, 2052	2,861	2,954
Promissory Note, 4.65% due September 30, 2052	19,358	19,623
Promissory Note, 3.85% due January 31, 2053	9,238	9,528
Promissory Note, 4.00% due March 31, 2053	2,800	2,887
Promissory Note, 4.625% due December 31, 2053	2,649	2,730
Promissory Note, 4.375% due March 31, 2054	5,050	5,203
Promissory Note, 4.375% due March 31, 2054	5,375	5,538
Promissory Note, 4.125% due August 31, 2054	1,400	1,442
Promissory Note, 3.75% due December 31, 2054	5,822	5,994
Promissory Note, 4.00% due November 30, 2055	1,823	1,875
Promissory Note, 3.875% due February 29, 2056	7,420	7,632
Promissory Note, 3.90% due March 31, 2056	5,087	5,233
Promissory Note, 4.00% due April 30, 2056	17,542	18,042
Promissory Note, 4.00% due October 31, 2056	1,190	1,224
Promissory Note, 3.50% due March 31, 2059	8,550	8,775
Promissory Note, 3.25% due July 31, 2059	3,833	3,933
Term Loans (with floating interest rates based on Bankers' Acceptance rates plus stamping fees):		
Royal Bank of Canada, due November 30, 2022	4,555	4,880
Royal Bank of Canada, due February 28, 2023	6,363	6,653
Royal Bank of Canada, due October 1, 2023	7,930	8,744
	\$ 323,859	\$ 335,748

The effective interest rate on each of the term loans is the fixed interest rate based on an interest rate swap agreement plus a stamping fee (Note 12).

Interest expense on debt was \$15,466 (2020, \$16,098), included in the Consolidated Statement of Operations under Facilities.

¹ The University receives funding from the Province of Manitoba for the construction or acquisition of tangible capital assets which is included in Debt. The monthly interest and principal repayments are to be funded by future grants provided by the Province of Manitoba.

CONSOLIDATED FINANCIAL STATEMENTS

Principal repayments, made monthly, on debt payable over the next five years are as follows:

	Province of Manitoba	Province of Manitoba ¹	Term Loans	Total
2022	\$ 6,293	\$ 4,500	\$ 1,507	\$ 12,300
2023	6,627	4,518	1,592	12,737
2024	6,979	4,537	1,679	13,195
2025	7,349	4,556	1,773	13,678
2026	7,740	4,587	1,871	14,198
Thereafter	111,821	135,504	10,426	257,751
	\$ 146,809	\$ 158,202	\$ 18,848	\$ 323,859

IG FIELD

The University entered into a loan agreement with the Province of Manitoba related to the construction of IG Field. Any amounts received by the University in the form of insurance proceeds received and entitled to be retained by the University by reason of the destruction of all or part of the stadium, where such insurance proceeds are not being applied to restore, reconstruct and repair the stadium in accordance with the ground lease are also to be applied to the repayment of the loan, firstly to the accrued interest and secondly to the principal outstanding, for both phases of the loan, on a pro-rata basis.

Additional terms of repayment of the loan are as follows:

LOAN, FIRST PHASE:

The amount of the annual payment of principal and interest on the loan is equivalent to the aggregate of:

- Any amounts paid by Triple B Stadium Inc. (Triple B) to the University in respect of the Triple B loan receivable;
- Any amounts received by the University in respect of the stadium development from The City of Winnipeg pursuant to *The Community Revitalization Tax Increment Financing Act*; and
- Any amounts received by the University from any party which were designated by the party for application to the loan.

Payments are applied firstly to accrued interest and secondly to the principal outstanding. Unpaid interest is added to the principal of the First Phase of the loan and compounded annually. Any accrued interest and principal outstanding on the First Phase of the loan as at June 1, 2038 is due and payable in full, subject to receipt of the accrued interest and principal outstanding from Triple B, unless the parties agree otherwise in writing.

LOAN, SECOND PHASE:

Annual payments of principal and interest over the remainder of the Second Phase loan term are to be paid on or before December 31 of each calendar year. Payments are applied firstly to accrued interest after December 31, 2017 and secondly to principal outstanding.

Any accrued interest and principal outstanding on the Second Phase of the loan as at November 24, 2058 is due and payable in full, subject to receipt of accrued interest and principal outstanding from Triple B, unless the parties agree otherwise in writing.

¹ The University receives funding from the Province of Manitoba for the construction or acquisition of tangible capital assets which is included in Debt. The monthly interest and principal repayments are to be funded by future grants provided by the Province of Manitoba.

CONSOLIDATED FINANCIAL STATEMENTS

Principal and interest outstanding at March 31 were:

	2021	2020
Loan, First Phase	\$ 75,000	\$ 75,000
Loan, First Phase Accrued Interest	21,104	21,104
Loan, Second Phase Accrued Interest	22,578	22,578
	118,682	118,682
Loan, Second Phase	78,853	78,853
Loan, Second Phase Accrued Interest	931	931
	198,466	198,466
Allowance	(198,466)	(198,466)
	\$	\$

12. DERIVATIVES

	2021	2020
Fair Value of Financial Derivatives Beginning of Year	\$ 4,619	\$ 3,767
Unrealized (Gain) Loss	(1,521)	852
Fair Value of Financial Derivatives End of Year	\$ 3,098	\$ 4,619

Financial Derivatives are classified as Level 3.

DERIVATIVE FINANCIAL LIABILITIES

The University has entered into separate interest rate swap agreements for three term loans. Each loan has a stamping fee and a floating interest rate based on Bankers' Acceptance rates. The floating interest rate has been swapped to a fixed rate as follows:

- The interest rate swap agreement for the \$7,930 (2020, \$8,744) loan has a fixed interest rate of 5.62% that is committed until September 1, 2028.
- The interest rate swap agreement for the \$4,555 (2020, \$4,880) loan has a fixed interest rate of 4.07% that is committed until February 13, 2032.
- The interest rate swap agreement for the \$6,363 (2020, \$6,653) loan has a fixed interest rate of 4.4% that is committed until August 5, 2035.

Under the terms of the agreements, the respective monthly interest and principal repayments are required similar to a conventional amortizing loan over a 25 year period.

13. TANGIBLE CAPITAL ASSETS

Cost	Balance at March 31, 2020	Additions	Disposals	Balance at March 31, 2021
Assets Under Capital Lease	\$ 2,477	\$	\$	\$ 2,477
Buildings and Major Renovations	1,399,348	28,475	(1,179)	1,426,644
Computer Hardware	106,021	5,807	(3,422)	108,406
Construction in Progress	47,991	20,983		68,974
Furniture and Equipment	314,518	13,193	(3,054)	324,657
Land	29,931	664		30,595
Parking Lots	10,437	469		10,906
Vehicles	10,137	294	(111)	10,320
	\$ 1,920,860	\$ 69,885	\$ (7,766)	\$ 1,982,979

CONSOLIDATED FINANCIAL STATEMENTS

Accumulated Amortization	Balance at March 31, 2020	Additions	Disposals	Balance at March 31, 2021
Assets Under Capital Lease	\$ 2,477	\$	\$	\$ 2,477
Buildings and Major Renovations	390,863	28,987	(430)	419,420
Computer Hardware	98,602	3,628	(3,422)	98,808
Furniture and Equipment	246,561	14,336	(3,054)	257,843
Parking Lots	6,471	526		6,997
Vehicles	8,504	596	(111)	8,989
	\$ 753,478	\$ 48,073	\$ (7,017)	\$ 794,534
Net Book Value			2021	2020
Buildings and Major Renovations			\$ 1,007,224	\$ 1,008,485
Computer Hardware			9,598	7,419
Construction in Progress			68,974	47,991
Furniture and Equipment			66,814	67,957
Land			30,595	29,931
Parking Lots			3,909	3,966
Vehicles			1,331	1,633
			\$1,188,445	\$ 1,167,382

14. RISK EXPOSURE AND MANAGEMENT

The University uses a disciplined, fundamental approach in its investment selection and management, which consists of an intensive and ongoing research process of investment opportunities across a broad range of investment vehicles of various types of issuers (government, corporate or financial). As a result, the University is exposed to various types of risks that are associated with its investment strategies, financial instruments and markets in which it invests. The University, through the work of its investment committees and Treasury Office, has an investment policy statement in place governing asset mix, permitted investments, diversification, and minimum credit quality. The most important risks relate to market risk, other price risk, interest rate risk, foreign currency risk, credit risk and liquidity risk. These risks and the related risk management practices employed by the University are detailed below.

OTHER PRICE RISK

Other price risk represents the potential loss that can be caused by a change in the fair value of a financial instrument. The University's investments are subject to normal market fluctuations and the risks inherent in investment in the capital markets. Investments held to meet short term obligations focus on credit quality and liquidity to minimize the effect of other price risk on fair value. The majority of investments which are held for the long term within endowment are equities, bonds, infrastructure, segregated funds and pooled funds, and are subject to other price risk given their nature and the long-term holding periods. Other price risk is managed through diversification provided by endowment asset allocation strategy, which emphasizes the importance of managing other price risk by maintaining appropriate levels of risk required to achieve consistent long term returns that meet the investment objectives of the endowment.

INTEREST RATE RISK

Interest rate risk arises from the possibility that changes in interest rates will affect future cash flows or fair values of financial instruments. The University is subjected to this risk when it invests in interest-bearing financial instruments, or when it borrows funds using derivative financial instruments. Both investments and financial derivatives are exposed to the risk that their fair value will fluctuate due to changes in the prevailing levels of market interest rates.

The tables below summarize the University's exposure to interest rate risk related to financial instruments categorized by maturity dates.

CONSOLIDATED FINANCIAL STATEMENTS

INTEREST RATE EXPOSURE AS AT MARCH 31, 2021

	Less than 90 days	90 days to 1 year	1 year to 5 years	5 years to 10 years	Greater than 10 years	Total
Cash Equivalents and Investments	17.6%	40.9%	25.3%	12.6%	3.6%	100.0%
Financial Derivatives			100.0%			100.0%

INTEREST RATE EXPOSURE AS AT MARCH 31, 2020

	Less than 90 days	90 days to 1 year	1 year to 5 years	5 years to 10 years	Greater than 10 years	Total
Cash Equivalents and Investments	18.4%	34.6%	25.7%	17.2%	4.1%	100.0%
Financial Derivatives			100.0%			100.0%

	March 31, 2021		March 31, 2020	
	Interest Bearing Instruments	Non-interest Bearing Instruments	Interest Bearing Instruments	Non-interest Bearing Instruments
Cash Equivalents and Investments	\$ 437,605	\$ 855,709	\$ 407,019	\$ 715,474
Financial Derivatives	\$ 3,098	\$	\$ 4,619	\$

As at March 31, 2021, a 0.5% fluctuation in interest rates, with all other variables held constant, would have an estimated impact as follows:

	2021	2020
Fair Value of Fixed Income Instruments	\$ 4,432	\$ 5,365
Interest Rate Swaps	\$ 561	\$ 710
Net Investment Income	\$ 3,180	\$ 2,833

FOREIGN CURRENCY RISK

The University has cash and cash equivalents, receivables and payables denominated in foreign currencies and holds investments in foreign currency infrastructure and equity markets. The income from these investments is used to meet financial liabilities denominated in Canadian dollars. The University does not actively manage foreign exchange risk.

The University's exposure in cash and investments to foreign currencies is shown below:

	2021		2020	
Canadian Dollar	\$ 1,077,359	71.0%	\$ 942,783	71.4%
U.S. Dollar	310,922	20.5%	266,349	20.2%
Euro	37,078	2.4%	27,406	2.1%
Japanese Yen	32,739	2.2%	32,259	2.5%
British Pound Sterling	25,461	1.7%	19,348	1.5%
Swiss Franc	24,295	1.6%	21,015	1.6%
Other	8,987	0.6%	10,160	0.7%
	\$ 1,516,841	100.0%	\$ 1,319,320	100.0%

As at March 31, 2021, an appreciation of 10% in the Canadian dollar versus foreign currencies exchange rates would decrease investments and net remeasurement gains by approximately \$43,948 (2020, \$37,654), while a depreciation of 10% would increase investments and net remeasurement gains by approximately \$43,948 (2020, \$37,654).

CONSOLIDATED FINANCIAL STATEMENTS

CREDIT RISK

Credit risk represents the potential loss that the University would incur if its counterparties failed to perform in accordance with the terms of their obligations. The University invests in financial assets that have an investment grade as rated primarily by DBRS. Should DBRS not rate an issuer, the University may use Standard & Poor's, followed by the Moody's equivalent. Ratings for securities which subject the University to credit risk are noted below:

	2021		2020	
R-1High	\$ 189,490	43.3%	\$ 136,655	33.6%
R-1Mid	125		150	
AAA	60,400	13.8%	45,554	11.2%
AA	105,324	24.1%	139,638	34.3%
A	9,421	2.2%	16,514	4.1%
BBB	10,487	2.4%	8,237	2.0%
BB	80			
CC			197	
Not Rated	62,278	14.2%	60,074	14.8%
	\$ 437,605	100.0%	\$ 407,019	100.0%

The University manages credit risk related to fixed income investments by focusing on high credit quality. Cash and cash equivalents are held in Canadian Chartered banks and Manitoba credit unions.

The University also has credit risk related to accounts receivable and loan receivable. A significant portion of the University's accounts receivable is from the federal and provincial governments, not-for-profit organizations, corporations, the U.S. government, and other universities. The University also has accounts receivable from students and staff. The University manages these accounts proactively and has leverage to stop further enrolment until payment is made. The remaining accounts receivable are due from a diverse group of customers and are subject to normal credit risks. The credit risk related to the loan receivable is offset by a loan payable to the Province of Manitoba with matching terms of repayment.

LIQUIDITY RISK

The University aims to retain sufficient cash and cash equivalents to maintain liquidity and meet short term obligations. Most of the University's investments are considered readily realizable and liquid, thus liquidity risk is considered minimal. Investments that are not as liquid, such as the investment in the pooled real estate fund and infrastructure, are considered to be held for long term periods in conjunction with the investment objectives and risk tolerance.

15. INVESTMENTS IN GOVERNMENT PARTNERSHIPS

The University has a 7.14% (2020, 7.14%) interest in TRIUMF, a joint venture which operates a national laboratory for particle and nuclear physics. The facility is funded by the Federal Government, and the University makes no direct financial contributions.

CONSOLIDATED FINANCIAL STATEMENTS

The proportionate amounts included in the University's consolidated financial statements are as follows:

	March 31, 2021	U of M's Proportionate Share	March 31, 2020	U of M's Proportionate Share
Statement of Financial Position:				
Financial Assets	\$ 55,433	\$ 3,958	\$ 54,767	\$ 3,910
Liabilities	8,202	586	8,823	630
Net Assets	\$ 47,231	\$ 3,372	\$ 45,944	\$ 3,280
Statement of Operations:				
Revenue	\$ 88,346	\$ 6,308	\$ 85,605	\$ 6,112
Expenses	86,369	6,167	85,144	6,079
Annual Surplus	\$ 1,997	\$ 141	\$ 461	\$ 33

16. RELATED PARTY TRANSACTIONS

THE UNIVERSITY OF MANITOBA FOUNDATION U.S.A. INC.

The University of Manitoba Foundation U.S.A. Inc. (the Foundation) is an Illinois not-for-profit corporation incorporated in December 1989. The Foundation's purpose is exclusively charitable, literary, scientific and educational and its activities include the promotion, encouragement, aid and advancement of higher education, research and training in the Province of Manitoba, in Canada and elsewhere. The Foundation is exempt from U.S.A. Federal Income Tax under Subsection 501(c)(3) of the Internal Revenue Code.

The Board of Directors of the Foundation is an independent board whose members direct and guide the Foundation's actions. Members of the Board include, among others, certain senior staff of the University. The University of Manitoba however, is one of many entities eligible to receive aid from the Foundation. The University must make an application to the Foundation's Board of Directors to request funds, which may or may not be granted. The gifts received in fiscal 2021 were \$1,536 (2020, \$222).

TRIPLE B STADIUM INC.

Triple B Stadium Inc. (Triple B) is a for-profit corporation established to develop, own and operate a stadium as a venue for professional and university football and community athletics. The members of Triple B are the City of Winnipeg, the University of Manitoba and the Winnipeg Football Club. Activities of Triple B are managed by the directors comprised of the University, City of Winnipeg, Province of Manitoba and the Winnipeg Football Club. The University has use of the stadium for university football games and events at nil charge and Triple B leases land from the University for one dollar per year.

As at March 31, 2021 and for the year then ended, the related party transactions pertaining to IG Field, with Triple B and the Province of Manitoba were as follows:

	2021	2020
Revenue and Expenses:		
Gain on Debt	\$ 224	\$ 3,772
Loss on Loan Receivable Allowance	\$ 224	\$ 3,772

The University is related to all Province of Manitoba departments, agencies and Crown corporations in terms of common ownership and control. The University enters into transactions with these entities in the normal course of business. These transactions are recorded at the exchange amount.

CONSOLIDATED FINANCIAL STATEMENTS

17. EXPENSE BY OBJECT

	2021	2020
Salaries and Benefits	\$ 502,752	\$ 500,249
Materials, Supplies and Services	122,011	129,404
Student Assistance	74,948	69,260
Professional and Other Services	54,097	47,404
Amortization	48,073	47,093
Utilities, Municipal Taxes and Insurance	20,852	21,117
Interest	15,466	16,098
Maintenances and Repairs	14,989	8,639
Travel and Conferences	9,489	28,199
Net Loss on Loan Receivable Allowance	224	3,772
	\$ 862,901	\$ 871,235

18. GOVERNMENT TRANSFERS

	2021				
	Operating Activities	Research Activities	Capital Activities	Special & Trust Activities	Total
Provincial Grants:					
Advanced Education, Skills and Immigration	\$ 346,188	\$	\$ 7,120	\$	\$ 353,308
Other	24,305	11,426	13,955	21,707	71,393
	\$ 370,493	\$ 11,426	\$ 21,075	\$ 21,707	\$ 424,701
Federal and Other Government Grants:					
Government of Canada	\$ 10,962	\$ 98,957	\$ 3,669	\$ 15,682	\$ 129,270
Other Government					
Foreign		2,769		2,164	4,933
United States		351			351
Other Provinces	(64)	1,691		4,968	6,595
Municipal	46	287			333
	\$ 10,944	\$ 104,055	\$ 3,669	\$ 22,814	\$ 141,482

CONSOLIDATED FINANCIAL STATEMENTS

	2020				
	Operating Activities	Research Activities	Capital Activities	Special & Trust Activities	Total
Provincial Grants:					
Advanced Education, Skills and Immigration	\$ 349,418	\$	\$ 7,120	\$	\$ 356,538
Other	22,808	12,186	12,650	19,151	66,795
	\$ 372,226	\$ 12,186	\$ 19,770	\$ 19,151	\$ 423,333
Federal and Other Government Grants:					
Government of Canada	\$ 11,068	\$ 71,647	\$ 9,057	\$ 6,498	\$ 98,270
Other Government					
Foreign		18		2,540	2,558
United States		50			50
Other Provinces	1,232	2,503		2,918	6,653
Municipal	51	15			66
	\$ 12,351	\$ 74,233	\$ 9,057	\$ 11,956	\$ 107,597

19. INVESTMENT INCOME

	2021	2020
Non-Portfolio Interest Income	\$ 1,474	\$ 2,701
Portfolio Investments:		
Dividends	14,025	15,272
Interest	9,799	11,764
Net Gains (Losses) on Sale of Investments	8,615	(2,055)
Distributions – Infrastructure	3,599	999
Net Change in Deferred Investment Income	3,292	16,293
	39,330	42,273
	\$ 40,804	\$ 44,974

20. CONTRACTUAL RIGHTS

As part of its operations, the University enters into agreements with varying expiry dates for which it is entitled to receive revenues in the form of rental agreements. Total amounts outstanding from these agreements are as follows:

2022	\$ 3,938
2023	3,166
2024	2,687
2025	2,411
2026	2,064
Thereafter	13,629
	\$ 27,895

21. CONTRACTUAL OBLIGATIONS AND CONTINGENCIES

The University is a member of the Canadian Universities Reciprocal Insurance Exchange (CURIE). CURIE pools the property damage and public liability insurance risks of its members. All members pay annual deposit premiums, which are actuarially determined and are subject to further assessment in the event members' premiums and reserves are insufficient to cover losses and expenses. No additional assessment was necessary for the current year.

Contractual obligations relating to Construction in Progress amounted to \$19,192 (2020, \$28,763). The contractual obligations relating to service contracts was \$33,098 (2020, \$31,013).

The members of the TRIUMF joint venture and the Canadian Nuclear Safety Commission (CNSC) approved a decommissioning plan which requires all members to be severally responsible for their share of the decommissioning costs, which were estimated at \$60,700 as of March 31, 2021, as well as provide financial covenants to the CNSC for the amount of these costs. While there are no current intentions to decommission the facilities, and the facilities are estimated to have an indefinite useful life, the University's share of the unfunded decommissioning costs, as at March 31, 2021 is estimated at \$3,462 (2020, \$3,496). TRIUMF has put in place a plan for funding the cost of decommissioning which does not require any payments from the joint venture partners.

The University is a defendant in a number of legal proceedings arising in the normal course of business. While the ultimate outcome and liability of these proceedings cannot be reasonably estimated at this time, the University believes that any settlement will not have a material adverse effect on the financial position or the results of operations of the University. Liabilities are recognized when the outcome becomes reasonably determinable.

22. ECONOMIC DEPENDENCE

The University received \$353, 36.9% (2020, \$357, 37.4%) of its total revenues from the Province of Manitoba's Department of Advanced Education, Skills and Immigration.

23. COVID-19 PANDEMIC

On March 11, 2020 the World Health Organization declared COVID-19 a pandemic. Since that time, the University implemented remote learning for students with a small number of courses offered in person. Staff continue working from home other than those performing essential duties required on campus. In 2020-21, the University had decreased revenue from its ancillary operations and other areas that were required to close as a result of public health orders. In addition, the Provincial Operating Grant was reduced by \$13,784 or 4.0%. Subsequent to the operating grant reduction, the Province provided \$14,476 through its Transitional Support Fund, which was established to address the financial challenges experienced by post-secondary institutions stemming from the COVID-19 pandemic. Overall enrolment for the first day of classes increased by 3.7%.

The pandemic continues to have an effect on cash flows and the valuation of assets and liabilities. The increased volatility observed in the financial markets, due in part to the COVID-19 pandemic, has resulted in additional measurement uncertainty for the fair value estimate of the University's portfolio investments (Note 6) and related investments held to fund the Employee Future Benefits liability (Note 9).

24. COMPARATIVE FIGURES

Comparative figures for the year ended March 31, 2020 have been reclassified, where appropriate, to conform with the presentation adopted for the year ended March 31, 2021.

CONSOLIDATED FINANCIAL STATEMENTS

25. SUBSEQUENT EVENT

Subsequent to March 31, 2021, The Manitoba government proposed a new agreement between the province, Triple B Stadium Inc., and the Winnipeg Football Club in order to protect and sustain the viability of IG Field. As part of this new agreement, the City of Winnipeg is being asked to modify the legal obligations of Triple B so the entertainment funding taxes and facility fees on tickets sold can be applied for purposes other than the construction loan-related payments.

The city is also asked to agree that, going forward, the entertainment taxes and facility fees charged by the Winnipeg Football Club on tickets to events can be retained by the Winnipeg Football Club for, among other things, IG Field capital fund contributions and stadium operations.

Repayment terms between Triple B and the University and the University and the Province will be amended accordingly.



Approval Discussion/Advice Information

AGENDA ITEM:

Office of the Auditor General Annual Audit Results Report

RECOMMENDED RESOLUTION:

That the Board of Governors receives for information the Annual Audit Results Report from the Office of the Auditor General (OAG).

CONTEXT AND BACKGROUND:

Representatives of the OAG will attend the Audit & Risk Management Committee meeting to present their Audit Results Report.

The OAG will highlight the status of the audit, significant matters, and other standard areas of communication.

The Audit and Risk Management Committee should consider the content of the Audit Results Report prior to approving the Financial Statements.

RESOURCE REQUIREMENTS:

None.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

This submission supports the Financial Statements and our value of Accountability.

IMPLICATIONS:

The OAG did not identify any unadjusted misstatements or disclosure exceptions during the course of their work.




ALTERNATIVES:

N/A

CONSULTATION:

The OAG consulted with various UM management and staff in conducting the audit and preparing the attached report.

ROUTING TO THE BOARD OF GOVERNORS:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Title</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input type="checkbox"/>		Acting Comptroller	May 27, 2021
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		Vice-President (Administration)	June 1, 2021
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		President & Vice-Chancellor	June 4, 2021
<input type="checkbox"/>	<input type="checkbox"/>			
<input type="checkbox"/>	<input type="checkbox"/>			

SUBMISSION PREPARED BY: Gord Pasieka, Acting Comptroller

ATTACHMENTS:

Office of the Auditor General – Annual Audit Results Report



Auditor General
MANITOBA

University of Manitoba

Report to the Audit and Risk Management
Committee

Annual Audit Results

For the year ending March 31, 2021

May 26, 2021

To the Audit and Risk Management Committee of the University of Manitoba:

I am pleased to provide you with the results of our audit on the:

- ▶ Consolidated Financial statements as at March 31, 2021 and for the year then ended (the financial statements); and
- ▶ Statement of public sector compensation for the year then ended December 31, 2020 (the financial information).

This report was prepared to assist the committee members in their review and recommendation for approval by the Board of Governors of the consolidated financial statements and the financial information. It includes an update on our work and a discussion of the observations arising from the audit that are significant and relevant to your responsibility to oversee the financial reporting process.

We will be pleased to elaborate on any of these points, to the extent you would like, during the Audit and Risk Management Committee meeting on June 15, 2021.

Sincerely,

A handwritten signature in blue ink that reads "Brendan Thiessen". The signature is written in a cursive, flowing style.

Brendan Thiessen, CPA, CA
Principal

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Our auditor's reports

Following the completion of our audit, we intend to issue:

- ▶ an unmodified opinion on the consolidated financial statements.
- ▶ an unmodified opinion on the public sector compensation disclosure. Without modifying our opinion, we have considered it necessary to include an emphasis of matter paragraph to draw attention to the basis of accounting used in the disclosure.

We have included our draft reports as Appendix A.

Status of the audit

Our auditor's reports will be issued once we have received and completed our audit work on the following outstanding items:

- ▶ the Board of Governors' approval of the financial statements and public sector compensation disclosure
- ▶ the signed management representation letters
- ▶ legal letters
- ▶ KPMG report on the accuracy of the data used by the Actuary in preparing the December 31, 2019 Pension Valuation
- ▶ completion of subsequent events procedures.

We performed our risk-based audit according to the audit plan we presented to you and no changes were necessary during our work.

Significant audit, accounting and financial reporting matters

In connection with the preparation of financial statements, management is required to select accounting policies as well as make critical accounting estimates and disclosures that involve significant judgment and measurement uncertainty, which can have a significant impact on the reported results

We are responsible for discussing with the Audit and Risk Management Committee our views about the significant qualitative aspects of the organization's accounting practices, including the appropriateness of accounting policies, the reasonableness of accounting estimates, and the adequacy of financial statement disclosures.

Our comments and views included in this report should be taken in the context of the financial statements as a whole. We are sharing our views with you to facilitate an open dialogue on these matters.

Fraud risk in revenue recognition (CAS 240.27)



Risk

Auditing standards assume a rebuttable presumption that there is a significant risk of fraud in revenue recognition in all businesses.



Our response

- ▶ We gained an understanding of the potential risks of fraud and error related to revenue recognition.
- ▶ We gained an understanding of and evaluated the internal controls over revenue recognition.
- ▶ We obtained a moderate level of substantive evidence related to the specific risk of fraud in revenue recognition.
- ▶ We tested journal entries related to revenue recognition.



Our findings

- ▶ On the basis of the testing performed, we have concluded that revenues were appropriately recognized, accurate, recorded in the appropriate period, and properly authorized.
- ▶ The presentation and disclosure in the financial statements are in accordance with appropriate standards.

Management override of controls (CAS 240.33)



Risk

In all entities, there is an inherent risk of fraud resulting from management override of controls. Senior management can potentially override controls over financial reporting. This is a required significant risk under auditing standards.



Our response

- ▶ We assessed the risk of management override of controls through inquiries of management and those charged with governance.
- ▶ We tested the appropriateness of manual journal entries recorded in the general ledger and other adjustments.
- ▶ We reviewed accounting estimates for biases and maintained a level of professional skepticism.
- ▶ We performed unpredictable testing of certain balances, such as those that were immaterial or would not normally be included in our testing.



Our findings

- ▶ On the basis of our audit work, we do not have any items that we wish to bring to your attention.

Significant accounting estimates

Valuation of employee future benefits and pension



Risk

The determination of the provisions related to employee future benefits and pension requires significant judgements by the University, including the assumptions used by the actuary.

The key risks are the adequacy of the provisions, the reasonableness of the methodology and assumptions used, and the completeness and accuracy of the census data used to value the provisions.



Our response

- ▶ We conducted procedures in order to use the work of the actuary engaged by the University.
- ▶ We assessed the reasonableness of any changes in actuarial assumptions and actuarial gains or losses.
- ▶ We tested the census data provided to the actuary.
- ▶ We tested the valuation of the pension and non-pension obligations.



Our findings

- ▶ Pending receipt of a clean report on the accuracy of the census data provided to the actuary, we do not have any items that we wish to bring to your attention.

Elevated risk in senior management spending



Risk

On June 18th 2020, the University of Manitoba informed the OAG of allegations received concerning the Dean of the Faculty of Law. The concerns pertained to excessive spending by the Dean and a payment to an organization that the Dean was an executive on, which appeared to be a conflict of interest. In response to this issue, Audit Services conducted a review and prepared a report which was presented to the Board of Governors in July 2020.

Findings were made with regards to non-compliance with policies and the existence of wrongdoing under the Safe Disclosure (Whistleblower) Policy and Procedure. There were also a number of instances where findings could not be made due to lack of information. Internal control issues were noted that contributed to the issues identified in the review and recommendations for separate assessments were made. In response, at the request of the former Vice-President (Administration) and the ARMC, Audit Services initiated a number of audits. These include:

1. Trust & Endowment Spending Controls Audit
2. Travel and Business Expense Claims Audit
3. EPIC Non-Purchase Order Invoice Process Audit

Audit Services is also working on producing educational materials. The aim of this is to produce training materials, but not an audit report.

Risks include that the issues identified are potentially more systemic, possible internal control design concerns, and possible internal control operational effectiveness risks.



Our response

- ▶ We reviewed the reports prepared by Internal Audit and the recommendations brought forward and consider if findings will impact our audit risk assessments, evaluation of internal controls, and audit approach
- ▶ We performed additional testing related to senior management expenditures (travel, conferences, professional development, etc.).



Our findings

- ▶ On the basis of our audit work, we do not have any items that we wish to bring to your attention.

Accounting policies

Government Reporting Entity (PSAS 1300)



Risk

In 2008, the University purchased approximately 120 acres of land from the Southwood Golf and Country Club Southwood lands. The University is pursuing the development of the Southwood lands through UM Properties Limited Partnership (the Partnership) which was created in 2016-17.

The Partnership is responsible for the planning and development of the infrastructure and roadways of the Southwood lands and will negotiate with builders/developers for the construction of residential and commercial buildings located on the Southwood lands. It is the intent of the University to transfer an interest in the lands to the Partnership by selling its fee simple interest, or by entering into a long-term lease.

The Partnership has a sole general partner and sole limited partner. UM Properties GP Inc. is the general partner and a wholly owned subsidiary of the University. UM Properties Trust (the Trust) is a legal trust and is the limited partner.

UM Properties Holdings Inc. the Corporate Trustee is a wholly owned subsidiary of the University, and is the sole trustee of the Trust. Income will flow from the Partnership to the Trust. The Corporate Trustee is responsible to allocate the taxable income of the Trust in any given year. The University and the J.W. Dafoe Foundation are the beneficiaries of the Trust.

The Trust is taxable on any taxable income that is not allocated to the beneficiaries.

The Partnership is classified as a government business enterprise (GBE) and accounted for by the modified equity basis utilizing the annual audited financial statements of the Partnership prepared as at December 31.

Due to the recent financial transactions within the Partnership, the March 31, 2021 consolidated financial statements of the University include the consolidation of the entity for the first time.



Our response

- ▶ We obtained information on the structure of the Partnership as well as the approved Business Plan.
- ▶ We obtained and reviewed the accounting analysis prepared by the University to assess whether the entity meets the definition of a GBE under PSAS 1300.
- ▶ Using PSAB's Guidance Document – How to Evaluate a GBE's Financial Self-sufficiency - we prepared an analysis on the Partnership's ability to be self-sufficient. As the entity is in the startup phase, we based our analysis on future projections obtained from the Board of Governors approved Business Plan.



Our findings

- ▶ Based on the analysis prepared, we agree that the entity qualifies as a GBE and therefore it should be consolidated in the University of Manitoba financial statements using the modified equity method.

Summary of unadjusted misstatements

Under Canadian generally accepted auditing standards, we are required to ask the Audit and Risk Management Committee to consider adjusting the financial statements for these misstatements. We have not identified any unadjusted misstatements that relate to prior periods or those that could affect future periods.

We have concluded that taken as a whole, the financial statements are free of material misstatement.

The overall materiality level (as previously communicated to you) is \$20M.

Other required communications

Auditors' independence—We remained independent throughout the audit.

Significant difficulties encountered during the audit—While performing our audit, we did not encounter any difficulties or disagreements with management that would require the Audit and Risk Management Committee's attention.

Significant deficiencies in internal control—We have not identified any significant deficiencies in internal control.

Fraud inquiry—No fraud that involved senior management or employees with a significant role in internal control or that would cause a material misstatement of the financial statements came to our attention as the result of our audit procedures. Additionally, we have observed no other matters related to fraud that are, in our judgment, relevant to your responsibilities. We would like to reconfirm that the Audit and Risk Management Committee is not aware of any such fraud or illegal acts not previously discussed with us.

Management letter—We have identified opportunities for procedural changes that would improve internal control systems, streamline operations, and/or enhance financial reporting practices. A copy of the draft management letter is in Appendix D.

Management's representations—Copies of the requested letters regarding management's representations are in Appendix B.

Other information in documents containing audited financial statements—We have read the MD&A and the other information and have considered whether there is a material inconsistency between the other information and the financial statements or with the knowledge that we obtained in the audit, in the context of the audit evidence we obtained and the conclusions we reached in the audit. While reading the other information, we remained alert for indications of material misstatements in the other information (not related to the financial statements or to the knowledge that we obtained in the audit). On the basis of our review, we provided comments to management on the MD&A and the other information. No instances of information were materially inconsistent with the financial statements or with the knowledge that we obtained in the course of the audit.

Appendix A—Draft independent auditor’s reports

INDEPENDENT AUDITOR’S REPORT

To the Lieutenant Governor-in-Council
To the Legislative Assembly of Manitoba
To the Board of Governors of the University of Manitoba

Opinion

We have audited the consolidated financial statements of the University of Manitoba (the University), which comprise the consolidated statement of financial position as at March 31, 2021, and the consolidated statement of operations, the consolidated statement of remeasurement gains and losses, the consolidated statement of change in net financial assets, and the consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the University as at March 31, 2021, and the consolidated results of its operations, its consolidated remeasurement gains and losses, consolidated changes in its net financial assets, and its consolidated cash flows for the year then ended in accordance with Canadian public sector accounting standards (PSAS).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Consolidated Financial Statements* section of our report. We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the consolidated financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Financial Report, but does not include the consolidated financial statements and our auditor’s report thereon.

Our opinion on the consolidated financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

We obtained the Annual Financial Report prior to the date of this auditor's report. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with PSAS, and for such internal control as management determines is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless an intention exists to liquidate the University or to cease operations, or there is no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the University's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Winnipeg, Manitoba
Date

Tyson Shtykalo, CPA, CA
Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Legislative Assembly of Manitoba
To the Board of Governors of the University of Manitoba

Opinion

We have audited the schedule of public sector compensation of the University of Manitoba (the University) for the year ended December 31, 2020 (the schedule).

In our opinion, the financial information in the schedule of the University for the year ended December 31, 2020 is prepared, in all material respects, in accordance with Section 2 of *The Public Sector Compensation Disclosure Act*.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Schedule* section of our report. We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter: Basis of Accounting

We draw attention to the schedule, which describes the basis of accounting. The schedule is prepared to assist the University to meet the requirements of Section 2 of *The Public Sector Compensation Disclosure Act*. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Financial Report, but does not include the schedule and our auditor's report thereon.

Our opinion on the schedule does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the schedule, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the schedule or our knowledge obtained in the audit or otherwise appears to be materially misstated.

We obtained the Annual Financial Report prior to the date of this auditor's report. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Schedule

Management is responsible for the preparation of this schedule in accordance with Section 2 of *The Public Sector Compensation Disclosure Act* and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the University's financial reporting process.

Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial information.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Office of the Auditor General

Winnipeg, Manitoba

Date

Appendix B—Draft management representation letters

Office of the Auditor General of Manitoba
500-330 Portage Avenue
Winnipeg, Manitoba R3C 0C4

We are providing this letter in connection with your audit of the consolidated financial statements of the University of Manitoba (the “University”) as at March 31, 2021 and for the year then ended for the purpose of expressing an opinion as to whether such consolidated financial statements present fairly, in all material respects, the consolidated financial position, consolidated operations, consolidated remeasurement gains and losses, consolidated change in net financial assets and consolidated cash flows of the University, in accordance with Canadian public sector accounting standards (the consolidated financial statements) .

We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated November 6, 2020.

We confirm the following representations:

- We prepared and fairly presented the consolidated financial statements in accordance with Canadian public sector accounting standards, including disclosures and other information referred to below.
- We designed, implemented, and maintained an effective system of internal control over financial reporting to enable the preparation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.
- We designed, implemented, and maintained an effective system of internal control to prevent and detect fraud.
- We complied with legislative and other authorities that govern the University, including the *University of Manitoba Act*.
- We provided you with all relevant information and access, as agreed in the terms of the audit engagement.
- We ensured all transactions have been recorded in the accounting records and are reflected in the consolidated financial statements.

Preparation of consolidated financial statements

The consolidated financial statements are fairly presented in accordance with Canadian public sector accounting standards and include all disclosures necessary for such fair presentation and disclosures otherwise required to be included therein by the laws and regulations to which the University is subject. No such additional disclosures are required by any laws or regulations. We have prepared the University's consolidated financial statements on the basis that the University is able to continue as a going concern. In addition, the consolidated financial statements have been prepared on a basis consistent with that of the preceding year.

We have appropriately reconciled our books and records (for example, general ledger accounts) underlying the consolidated financial statements to their related supporting information (for example, subledger or third party data). All related reconciling items considered to be material were identified and included on the reconciliations and were appropriately adjusted in the consolidated financial statements. There were no material unreconciled differences or material items in the general ledger suspense accounts that should have been adjusted or reclassified to another account balance. There were no material items in the general ledger suspense accounts written off to a statement of financial position account that should have been written off to an operations account, nor were there such items written off to an operations account that should have been written off to a statement of financial position account. All consolidating entries have been properly recorded. All intra-entity and inter-entity accounts have been eliminated or appropriately measured and considered for disclosure in the consolidated financial statements.

Other information

We have informed you of all of the documents, listed below, that we expect to issue or that are otherwise required to be issued in accordance with law, regulation, or custom that will contain or accompany the consolidated financial statements and the auditor's report and that will include information on the University's operations and the University's financial results and financial position as set out in the consolidated financial statements.

We have provided you with Management's Discussion and Analysis. The consolidated financial statements and this other information included in such document(s) are consistent with one another, and the other information does not contain any material misstatements.

Accounting policies

We confirm that we have reviewed the University's accounting policies and, with regard to the possible alternative policies, our selection and application of accounting policies and estimation techniques used for the preparation and presentation of the consolidated financial statements are appropriate in the University's particular circumstances.

Internal controls over financial reporting

We have designed disclosure controls and procedures to ensure that material information related to the University, including its consolidated units/subsidiaries, is made known to us by others within the University and its consolidated subsidiaries.

We have designed internal control over financial reporting to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the consolidated financial statements for external purposes in accordance with Canadian public sector accounting standards.

We have established and maintained effective internal control over financial reporting.

We have communicated to you all changes of which we are aware in the design and implementation or maintenance of internal control over financial reporting during the post-COVID period of March 2020 to the date of this letter. We believe that our internal controls continued to operate effectively in the post-COVID period.

We have not identified any deficiency in the design and operation of the University's disclosure controls and procedures and internal control over financial reporting as part of our assessment as of March 31, 2021.

Minutes

All matters that I am aware of requiring disclosure to or approval of the Board of Governors have been brought before the Board at appropriate meetings and are reflected in the minutes.

Disclosure of information

We have provided you with:

- access to all information of which we are aware that is relevant to the preparation of the consolidated financial statements, such as records, documentation, and other matters, including:
 - contracts and related data.
 - information regarding significant transactions and arrangements that are outside the normal course of business.
 - minutes of the meetings of the Board of Governors, and Board committees, the most recent of which were held on March 9, 2021 (Audit and Risk Management Committee) and March 23, 2021 (Board of Governors).
- additional information that you have requested from us for the purpose of the audit; and

- unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.

Completeness of transactions

All contractual arrangements entered into by the University with third parties have been properly reflected in the accounting records and/or have been disclosed to you where material (or potentially material) to the consolidated financial statements. The University has complied with all aspects of contractual agreements that could have a material effect on the consolidated financial statements in the event of non-compliance. There are no side agreements or other arrangements (either written or oral) undisclosed to you.

Fraud

We have disclosed to you:

- the results of our assessment of the risk that the consolidated financial statements may be materially misstated as a result of fraud;
- all information of which we are aware that is related to fraud, or suspected fraud, affecting the University and involving management, employees who have significant roles in internal control, or others, where the fraud could have a material effect on the consolidated financial statements; and
- all information related to any allegations of fraud, or suspected fraud, that could affect the University's consolidated financial statements, and that was communicated by employees, former employees, analysts, regulators, or others.

Compliance with laws and regulations

We have disclosed to you all aspects of laws, regulations, and contractual agreements that may affect the consolidated financial statements, including any known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing consolidated financial statements.

We have disclosed to you all facts related to illegal or possibly illegal acts committed by the University.

We have disclosed to you all facts related to the allegations received concerning the Dean of the Faculty of Law. These allegations include excessive spending, possible conflict of interest issues, and potential fraud.

There have been no communications from regulatory agencies concerning non-compliance with or deficiencies in financial reporting practices.

All transactions of the University have been within its statutory powers and enabling legislation. The University has complied with the *University of Manitoba Act*.

Accounting estimates and judgments

We are responsible for all significant estimates and judgments affecting the consolidated financial statements. These include fair value measurements and disclosures. The significant judgments made have taken into account all relevant information of which we are aware. The methods underlying data, and significant assumptions used in developing accounting estimates and the related disclosures are reasonable and appropriate to achieve recognition, measurement, or disclosure in the consolidated financial statements in accordance with PSAS. The methods used in developing accounting estimates have been consistently applied in the periods presented and the data used in developing accounting estimates is accurate and complete. Accounting estimates and judgements appropriately reflect our management's intent and ability to carry out specific courses of action, where relevant. Disclosures related to accounting estimates are complete and reasonable under PSAS. Appropriate specialized skills or expertise have been applied in making the accounting estimates. There have been no subsequent events that would require the adjustment of any significant estimates and related disclosures.

Fair value measurements

For recorded or disclosed amounts in the consolidated financial statements that incorporate fair value measurements, we confirm the following:

- The measurement methods make maximum use of relevant and publicly available and observable market inputs.
- The significant assumptions used in determining fair value measurements represent our best estimates and are reasonable.
- The significant assumptions used in determining fair value measurements are consistent with the University's planned courses of action.
- We have no plans or intentions that have not been disclosed to you that may materially affect the recorded or disclosed fair values of assets or liabilities.

We have appropriately disclosed information on fair value measurements used in the consolidated financial statements in accordance with the requirements of CPA Canada Public Sector Accounting Handbook, Section PS 3450, Financial instruments. We have appropriately classified fair value measurements in Level 1, Level 2, or Level 3 of the fair value hierarchy and have appropriately disclosed the categorization of such financial instruments and any changes in the level for which they are carried in the fair value hierarchy.

Related parties

We confirm that we have disclosed to you the identity of the University's related parties as defined by the CPA Canada Public Sector Accounting Handbook, Section PS 2200, Related party disclosures, and all the related party relationships and transactions.

The identity and relationship of, and balances and transactions with, related parties have been properly recorded and adequately disclosed in the consolidated financial statements, as required by Canadian public sector accounting standards, Section PS 2200, Related party disclosures. We provided support for any assertion that a transaction with a related party was conducted on terms equivalent to those prevailing in an arm's length transaction.

We confirm that we have identified to you all members of key management and close family members of key management, as defined by CPA Canada Public Sector Accounting Handbook, Section PS 2200, Related party disclosures.

Going concern

We have no plans or intentions that may materially alter the carrying value or classification of assets and liabilities reflected in the consolidated financial statements (for example, to dispose of the business or to cease operations).

Accordingly, the University's consolidated financial statements are appropriately prepared on a going concern basis.

Impact of COVID-19 on the consolidated financial statements

We confirm that the consolidated financial statements, including disclosures, accurately reflect the COVID-19 pandemic's impact on the recognition, measurement, and presentation of the entity's assets, liabilities, revenues, expenses, and cash flows and that the financial and other risks arising from the pandemic are appropriately described in the notes.

Assets and liabilities

We have satisfactory title or control over all assets. All liens or encumbrances on the University's assets and assets pledged as collateral, to the extent material, have been disclosed in the consolidated financial statements. All contingent assets, in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3320, Contingent assets, have been disclosed to you and are appropriately reflected in the consolidated financial statements.

We have recorded or disclosed, as appropriate, all liabilities, in accordance with Canadian public sector accounting standards. All liabilities and contingent liabilities, including those associated with guarantees, whether written or oral, under which the University is contingently liable in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3300, Contingent liabilities, have been disclosed to you and are appropriately reflected in the consolidated financial statements.

Cash and banks

The books and records properly reflect and record all transactions affecting cash funds, bank accounts, and bank indebtedness of the University.

All cash balances are under the control of the University, free from assignment or other charges, and unrestricted as to use, except as disclosed to you.

The amount shown for cash on hand or in bank accounts excludes trust or other amounts, which are not the property of the University other than holdbacks accounts which are included.

Arrangements with financial institutions involving compensating balances or other arrangements involving restrictions on cash balances or lines of credit or similar arrangements have been properly disclosed.

All cash and bank accounts and all other properties and assets of the University are included in the consolidated financial statements.

Restricted assets and revenues

All assets and revenues subject to externally imposed restrictions are disclosed in the consolidated financial statements.

All externally restricted inflows, other than those that relate to government transfers received or trusts under administration, have been recognized as revenue in the year in which the resources were used for the purposes specified. All externally restricted inflows received before this criterion has been met have been reported as liabilities until the resources are used for the purposes specified.

Condensed supplementary financial information relative to internally restricted entities has been disclosed in the consolidated financial statements, by entity and as a whole.

Accounts receivable

All amounts receivable by the University were recorded in the books and records.

Amounts receivable are considered to be fully collectible, except for the allowance made in the accounts.

All receivables are free from hypothecation or assignment as security for advances to the University, except as hereunder stated.

The University has accounted for and disclosed all transfers of receivables (including securitizations) that have occurred during the year.

Receivables, other than transfers receivable accounted for in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3410, Government transfers, recorded in the consolidated financial statements, represent bona fide claims against debtors for sales or other charges arising on or before the consolidated statement of financial position date and are not subject to discount except for normal cash discounts.

Loans receivable

We have disclosed to you all loan agreements containing forgivable conditions, significant concessionary terms, and those that are to be repaid through future appropriations.

Loans receivable that are not to be repaid through future appropriations and that do not contain forgivable conditions have been accounted for as financial assets, in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3050, Loans receivable. The cost of loans receivable excludes any portion of the loan that will be repaid through future appropriations and any grant portion relating to significant concessionary terms of the loan.

We have reviewed loans receivable for collectability, risk of loss, and expected forgiveness, and made appropriate valuation allowances or write-offs thereon if necessary, in accordance with PS 3050. The valuation allowance for loan losses and/or forgiveness encompasses probable credit losses related to specifically identified loans as well as probable credit losses inherent in the remainder of the loan portfolio that have been incurred as at year-end.

Credit risk

We have adequately disclosed our exposure to credit risk and included the credit risk disclosures required by CPA Canada Public Sector Accounting Handbook, Section 3450, Financial instruments.

Portfolio investments and other financial assets

All securities and other financial assets that are owned by the University were recorded in the accounts.

All income earned on the financial assets has been recorded in the accounts, and any interest income has been accrued using the effective interest rate method.

We are not aware of any objective evidence of impairment that would result in the recognition of an impairment loss on any financial asset.

You have been informed of the acquisition or the formation of all subsidiaries, governmental units, business enterprises, partnerships, joint ventures, or other participations during the year.

All transactions with subsidiaries, significantly influenced organizations, governmental units, business enterprises, partnerships, joint ventures, or other participations have been recorded in the accounts presented to you. All investments in and advances to subsidiaries, significantly influenced organizations, governmental units, business enterprises, partnerships, joint ventures, or other

participations are appropriately recorded, and there is no evidence of impairment in value below the resulting balances shown in the consolidated financial statements.

There has been no activity in any dormant or inactive subsidiaries, significantly influenced organizations, governmental units, business enterprises, partnerships, joint ventures, or other participations, except as disclosed to you.

All investments in equity securities that are traded in an active market and are not subject to significant influence are accounted for at fair value.

Derivative financial instruments

The University has recognized and recorded at fair value all embedded derivative instruments that are required to be separated from their host contracts, in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3450, Financial instruments.

The University has recognized and recorded at fair value all non-financial derivatives that are included within the scope of CPA Canada Public Sector Accounting Handbook, Section PS 3450, Financial instruments.

We confirm that:

- the records reflect all transactions involving derivative financial instruments, and
- the assumptions and methodologies used in the valuation models applied to derivative financial instruments are reasonable.

All transactions involving derivative financial instruments have been conducted at arm's length and at fair values.

We have disclosed to you the terms of transactions involving derivative financial instruments.

There are no side agreements associated with any derivative financial instruments.

Financial instruments (general)

The methods and significant assumptions used to determine fair values of financial instruments are disclosed in the consolidated financial statements.

In relation to the risks associated with the University's financial instruments and the disclosures required by CPA Canada Public Sector Accounting Handbook, Section PS 3450, Financial instruments, we confirm the following:

- All material risks to which the entity is exposed as a result of its financial instruments, including risk exposures arising from transferred financial assets, have been disclosed.

- The following information about each class of financial asset, both recognized and unrecognized, has been properly disclosed in the consolidated financial statements:
 - amount of the maximum credit risk exposure without regard to collateral.
 - significant concentrations of credit.
 - credit quality of financial assets that are neither past due nor impaired.
 - details of financial assets that are either past due or impaired, and
 - collateral held as security and of other credit enhancements.
- The sensitivity analysis has been disclosed in relation to all material market risks, and includes:
 - changes in relevant risk variables that represent our best estimate of reasonably possible changes at that date, and
 - amounts that represent our best estimates of how net revenue/deficit would have been affected by such changes in the relevant risk variables.
- The liquidity risk analysis disclosed includes the contractual cash flows of all of the University's non-derivative and derivative financial liabilities. Cash flows for which uncertainty exists over future timing, as a result of the counterparty's choice of when the amount is paid, are included in the maturity analysis on the basis of the earliest date on which the entity can be required to pay.
- Collateral and other credit enhancements held by the University have all been disclosed in the consolidated financial statements, including our best estimates of the fair values thereof. Where the University has recognized financial or non-financial assets by taking possession of collateral or other credit enhancements, disclosure has been made of:
 - the nature and carrying values of the assets obtained; and
 - when the assets are not readily convertible into cash, the University's policies for disposing of such assets or for using them in its operations.

Tangible capital assets

All charges to tangible capital asset accounts represented the actual cost of additions to tangible capital assets or the fair value at the date of contribution.

All contributed tangible capital assets have been recorded at fair value at the date of the contribution.

No significant tangible capital asset additions were charged to repairs and maintenance or other expense accounts.

Book values of tangible capital assets sold, destroyed, abandoned, or otherwise disposed of have been eliminated from the accounts.

Tangible capital assets owned by the University are being depreciated on a systematic basis over their estimated useful lives, and the provision for depreciation was calculated on a basis consistent with that of the previous date.

All lease agreements covering assets leased by or from the University have been disclosed to you and classified as leased tangible capital assets or operating leases in accordance with CPA Canada Public Sector Accounting Handbook, Guideline PSG-02, Leased tangible capital assets.

Leased tangible capital assets are being amortized on a systematic basis over the period of expected use.

There have been no events, conditions, or changes in circumstances that indicate that a tangible capital asset no longer contributes to the University's ability to provide goods and services, or that the value of future economic benefits associated with the tangible capital asset is less than its net book value. We believe that the carrying amount of the University's long-lived tangible capital assets is fully recoverable in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3150, Tangible capital assets.

Intangible assets

Intangibles assets (except computer software), including those that have been purchased, developed, constructed, or inherited in right of the Crown, are not recognized as assets in the consolidated financial statements.

Works of art and historical treasures

Works of art, historical treasures, inherited natural resources, and Crown lands are not recognized in the consolidated financial statements. The nature of the works of art and the historical treasures held by the University has been disclosed.

Long-term debt

All borrowings and financial obligations of the University of which we are aware are included in the consolidated financial statements as at the date of the consolidated statement of financial position, as appropriate. We have fully disclosed to you all borrowing arrangements of which we are aware.

The University has not violated any covenants on debt during the year. We have fully disclosed to you all covenants and information related to how we determined our compliance with the terms of the covenants.

Deferred revenue

All material amounts of deferred revenue were appropriately recorded in the books and records.

Government transfers

We have disclosed all significant terms and agreements related to transfers received from governments.

Transfers without eligibility criteria or stipulations have been recognized as revenue once the transfer has been authorized.

Transfers with eligibility criteria but without stipulations have been recognized as revenue once the transfer has been authorized and all eligibility criteria have been met.

Transfers with or without eligibility criteria, but with stipulations, have been recognized as revenue in the year the transfer has been authorized and all eligibility criteria have been met, except when, and to the extent that, the transfer gives rise to an obligation that meets the definition of a liability for the recipient government in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3200, Liabilities.

Disclosure

The major kinds of transfers recognized have all been disclosed in the consolidated financial statements, as have the nature and terms of liabilities arising from government transfers received.

Retirement benefits, post-employment benefits, compensated absences, and termination benefits

All arrangements to provide retirement benefits, post-employment benefits, compensated absences and termination benefits have been identified to you and have been included in the actuarial valuation as required.

The details of all pension plan amendments since the date of the last actuarial valuation, have been identified to you.

The actuarial valuation incorporates management's best estimates, detailed as follows:

- The actuarial assumptions and methods used to measure liabilities and costs for financial accounting purposes for pension and other post-retirement benefits are appropriate in the circumstances.
- All changes to the plan provisions and the employee group, or events that had an impact on the plan's performance since the last actuarial valuation have been reviewed, communicated to you and the actuary, and considered in determining the pension plan cost and the estimated actuarial present value of accrued pension benefits and value of pension plan assets.

- The University's actuaries have been provided with all information required to complete their valuation and their extrapolation to March 31, 2021.
- We confirm that the extrapolations are accurate and include the proper reflection of the effects of changes and events occurring subsequent to the most recent valuation that had a material effect on the extrapolations.

The employee future benefit costs, assets and obligations have been determined, accounted for and disclosed in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3250, Retirement benefits and Section PS 3255, Post-employment benefits, compensated absences and termination benefits. In particular:

- The significant accounting policies that the University has adopted in applying CPA Canada Public Sector Accounting Handbook, Section PS 3250 and Section PS 3255 are accurately and completely disclosed in the notes to the consolidated financial statements.
- Each of the best estimate assumptions used reflects management's judgment of the most likely outcomes of future events.
- The best estimate assumptions used are, as a whole, internally consistent, and consistent with the asset valuation method adopted.
- The discount rate used to determine the accrued benefit obligation was determined by reference to the University's plan asset earnings using assumptions that are internally consistent with other actuarial assumptions used in the calculation of the accrued benefit obligation and plan assets.
- The assumptions included in the actuarial valuation are those that management instructed the actuary to use in computing amounts to be used by management in determining pension costs and obligations and in making required disclosures in the above-named consolidated financial statements, in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3250.
- The source data and plan provisions provided to the actuary for preparation of the actuarial valuation are accurate and complete.

All changes to plan provisions or events occurring subsequent to the date of the actuarial valuation and up to the date of this letter have been considered in the determination of pension costs and obligations, and as such, they have been communicated to you and to the actuary.

Consolidated statements of operations, change in net financial assets and remeasurement gains and losses

All transactions entered into by the University have been recorded in the books and records presented to you.

All amounts have been appropriately classified within the consolidated statements of operations and changes in net financial assets and remeasurement gains and losses.

Environmental matters

There are no liabilities or contingencies arising from environmental matters that have not already been disclosed to you.

Liabilities or contingencies related to environmental matters have been recognized, measured, and disclosed, as appropriate, in the consolidated financial statements.

We have considered the effect of environmental matters, and the carrying value of the relevant assets is recognized, measured, and disclosed, as appropriate, in the consolidated financial statements.

All commitments related to environmental matters have been measured and disclosed, as appropriate, in the consolidated financial statements.

Use of experts

We assume responsibility for the findings of the expert in evaluating the pension benefits and other employee future benefits and have adequately considered the qualifications of the expert in determining the amounts and disclosures used in the consolidated financial statements and underlying accounting records. We did not give or cause any instructions to be given to experts with respect to the values or amounts derived in an attempt to bias their work, and we are not otherwise aware of any matters that have had an impact on the independence or objectivity of the experts.

Budgetary data

We have included budgetary data in our consolidated financial statements, which is relevant to the users of financial statements and consistent with that originally planned and approved by the Board of Governors. Planned results and amounts were presented for the same scope of activities and on a basis consistent with that used for actual results.

Consolidations

We confirm that the University has 100% ownership of PHDA. Accordingly, PHDA is a controlled entity of the University. The University consolidates PHDA using their March 31, 2020 financial statements.

We confirm that the University has 7.14% interest in TRIUMF and is accounted for using the proportionate consolidation method. The University consolidates TRIUMF using their March 31, 2021 financial statements.

We confirm that UM Properties Limited Partnership and UM Properties Holdings Inc. met the definition of a government business enterprise in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3070, Investments in Government Business Enterprises, during the year and as at the date of the consolidated statement of financial position. The University consolidates both entities by the modified equity method using their December 31, 2020 financial statements.

Income taxes

The University has determined it is not subject to income taxes in any jurisdiction in which it operates.

General

There are no proposals, arrangements, or actions completed, in process, or contemplated that would result in the suspension or termination of any material part of the University's operations.

Information relative to any matters handled on behalf of the University by any legal counsel, including all correspondence and other files, has been made available to you.

Litigation and claims

All known actual or possible litigation and claims, which existed at the consolidated statement of financial position date or exist now, have been disclosed to you and have been accounted for and disclosed in accordance with Canadian public sector accounting standards, whether or not they have been discussed with legal counsel.

Misstatements

Certain representations in this letter are described as being limited to those matters that are material. Items are also considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would have been changed or influenced by the omission or misstatement.

We confirm that the consolidated financial statements are free of material misstatements, including omissions.

We confirm there are no uncorrected misstatements in the consolidated financial statements.

Events after the consolidated statement of financial position date

We have identified all events that occurred between the date of the consolidated statement of financial position and the date of this letter that may require adjustment of, or disclosure in, the consolidated financial statements, and we have made such adjustment or disclosure.

Other Items

No "letters of comfort" to financial institutions from the University have been issued, nor to the best of our knowledge and belief have such letters been issued by the minister responsible for the University. Nor have any such letters been in force at any time during the year or subsequently.

The University has not issued any offering documents during the year, nor does it intend to issue offering documents in the near term.

Yours truly,

Naomi Andrew, Vice President (Administration)

Michael Emslie, CFO and Comptroller

Office of the Auditor General of Manitoba
500-330 Portage Avenue
Winnipeg, Manitoba R3C 0C4

We are providing this letter in connection with your audit of the schedule of public sector compensation (schedule) of the University of Manitoba (the "University") for the year then ended December 31, 2020 for the purpose of expressing an opinion as to whether the financial information is presented, in all material respects, in accordance with Section 2 of *The Public Sector Compensation Disclosure Act* (Act).

We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated November 6, 2020.

We confirm the following representations:

- We prepared and presented the financial information in accordance with the Act, including disclosures and other information referred to below.
- We designed, implemented, and maintained an effective system of internal control over financial reporting, to enable the preparation and presentation of the financial information that is free from material misstatement, whether due to fraud or error.
- We designed, implemented, and maintained an effective system of internal control to prevent and detect fraud.
- We complied with legislative and other authorities that govern the University, including *The Public Sector Compensation Disclosure Act*.
- We provided you with all relevant information and access, as agreed in the terms of the audit engagement.
- We ensured all transactions have been recorded in the accounting records and are reflected in the schedule.

Preparation of the schedule

The schedule includes all disclosures necessary for presentation in accordance with the Act.

We have appropriately reconciled our books and records (for example, general ledger accounts) underlying the schedule to their related supporting information (for example, sub ledger or third-party data). All related reconciling items considered to be material were identified and included on the reconciliations and were appropriately adjusted in the schedule.

Other information

We have informed you of all of the documents, that we expect to issue or that are otherwise required to be issued in accordance with law, regulation, or custom that will contain or accompany the schedule and the auditor's report and that will include information on the University's operations as set out in the schedule.

The schedule and this other information included in such document(s) are consistent with one another, and the other information does not contain any material misstatements.

Accounting policies

We confirm that we have reviewed the University's accounting policies and, with regard to the possible alternative policies, our selection and application of accounting policies and estimation techniques used for the preparation and presentation of the schedule are appropriate in the University's particular circumstances.

Internal controls over financial reporting

We have designed disclosure controls and procedures to ensure that material information related to the University, including its consolidated units/subsidiaries, is made known to us by others within those entities.

We have designed internal control over financial reporting to provide reasonable assurance regarding the reliability of financial reporting and the preparation of schedule for external purposes in accordance with the Act.

We have established and maintained effective internal control over financial reporting.

We have communicated to you all changes of which we are aware in the design and implementation or maintenance of internal control over financial reporting during the post-COVID period of March 2020 to the date of this letter. We believe that our internal controls continued to operate effectively in the post-COVID period.

We have not identified any deficiency in the design and operation of the University's disclosure controls and procedures and internal control over financial reporting as part of our assessment as of December 31, 2020.

Minutes

All matters requiring disclosure to or approval of the Board of Governors have been brought before the board at appropriate meetings and are reflected in the minutes.

Disclosure of information

We have provided you with

- access to all information of which we are aware that is relevant to the preparation of the schedule, such as records, documentation, and other matters, including:
 - contracts and related data.
 - information regarding significant transactions and arrangements that are outside the normal course of business.
 - minutes of the meetings of the Board of Governors, committees of the board, and management, the most recent of which were held on March 9, 2021 (Audit and Risk Management Committee) and March 23, 2021 (Board of Governors).
- additional information that you have requested from us for the purpose of the audit; and
- unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.

Completeness of transactions

All contractual arrangements entered into by the University with third parties have been properly reflected in the accounting records and/or have been disclosed to you where material (or potentially material) to the schedule. We have complied with all aspects of contractual agreements that could have a material effect on the schedule in the event of non-compliance. There are no side agreements or other arrangements (either written or oral) undisclosed to you.

Fraud

We have disclosed to you:

- the results of our assessment of the risk that the schedule may be materially misstated as a result of fraud.
- all information of which we are aware that is related to fraud, or suspected fraud, affecting the University and involving management, employees who have significant roles in internal control, or others, where the fraud could have a material effect on the schedule; and
- all information related to any allegations of fraud, or suspected fraud, that could affect the University's schedule, and that was communicated by employees, former employees, analysts, regulators, or others.

Compliance with laws and regulations

We have disclosed to you all aspects of laws, regulations, and contractual agreements that may affect the schedule, including known instances of non-compliance with laws and regulations whose effects should be considered when preparing the schedule.

We are not aware of any illegal or possibly illegal acts committed by the University's directors, officers, or employees acting on the University's behalf.

There have been no communications from regulatory agencies concerning non-compliance with or deficiencies in financial reporting practices.

All transactions of the University have been within its statutory powers and enabling legislation. The University has complied with *The Public Sector Compensation Disclosure Act*.

Accounting estimates

We are responsible for all significant estimates and judgments affecting the schedule. The methods underlying data, and significant assumptions used in developing accounting estimates and the related disclosures are reasonable and appropriate to achieve recognition, measurement, or disclosure in the schedule based on applicable requirements of the Act. The methods used in developing accounting estimates have been consistently applied in the periods presented and the data used in developing accounting estimates is accurate and complete. Accounting estimates and judgements appropriately reflect our management's intent and ability to carry out specific courses of action, where relevant. Disclosures related to accounting estimates are complete and reasonable based on applicable requirements of the Act. There have been no subsequent events that would require the adjustment of any significant estimates and related disclosures.

Impact of COVID-19 on the schedule

We confirm that the schedule, including disclosures, accurately reflect the COVID-19 pandemic's impact on the recognition, measurement, and presentation of the entity's compensation as included in the schedule.

Misstatements

Certain representations in this letter are described as being limited to those matters that are material. Items are also considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would have been changed or influenced by the omission or misstatement.

We confirm that the schedule is free of material misstatements, including omissions.

We confirm there are no uncorrected misstatements in the schedule.

Events after the schedule date

We have identified all events that occurred between the date of the schedule and the date of this letter that may require adjustment of, or disclosure, in the schedule and we have made such adjustment or disclosure.

Yours truly,

Naomi Andrew, Vice-President (Administration)

Michael Emslie, CFO and Comptroller

Appendix C—Draft transmittal letters

June xx, 2021

Honourable Wayne Ewasko
Minister of Advanced Education, Skills and Immigration
Room 156, Legislative Building
450 Broadway
Winnipeg, Manitoba R3C 0V8

Dear Minister Ewasko:

Re: University of Manitoba – 2021 Audit Opinions

We have completed our audits and have issued unmodified audit opinions on the University of Manitoba's financial statements and schedule of public sector compensation. The opinions were provided to the Comptroller.

We also issued a management letter to the Vice President, Administration which includes 2 new recommendations. We reviewed the audit results, including the draft audit opinions, with the Audit and Risk Management Committee.

A copy of this letter has been provided to the Minister of Finance and his officials.

If you wish to discuss any matters, we would be pleased to do so at your convenience.

Sincerely,

Tyson Shtykalo, CPA, CA
Auditor General

TS/tm

cc: David McLaughlin, Clerk of the Executive Council
Jeff Lieberman, Chair, Board of Governors, University of Manitoba
Kimber Osioy Chair, Audit and Risk Management Committee, University of Manitoba
Michael Benarroch, President and Vice-Chancellor, University of Manitoba
Naomi Andrew, Vice-President, Administration, University of Manitoba
Tracy Maconachie, Acting Deputy Minister, Advanced Education, Skills and Immigration
Elliot Sims, Associate Clerk for Legislative and Regulatory Affairs and Deputy Minister of
Legislative and Public Affairs

June xx, 2021

Honourable Scott Fielding
Minister of Finance
Room 103, Legislative Building
450 Broadway
Winnipeg, Manitoba R3C 0V8

Dear Minister Fielding:

Re: University of Manitoba – 2021 Audit Opinions

We have completed our audits and have issued unmodified audit opinions on the University of Manitoba's financial statements and schedule of public sector compensation. Attached is a copy of our letter to the Minister of Advanced Education, Skills and Immigration.

If you wish to discuss any matters, we would be pleased to do so at your convenience.

Sincerely,

Tyson Shtykalo, CPA, CA
Auditor General

Encl.

TS/tm

cc: Ann Ulusoy, Secretary to Treasury Board
Richard Groen, Deputy Minister, Finance
Andrea Saj, Acting Provincial Comptroller, Finance

June xx, 2021

Kimber Osiowy
Chair, Audit and Risk Management Committee
University of Manitoba
312 Administration Building
Winnipeg, Manitoba R3T 2N2

Dear Kimber Osiowy:

Re: University of Manitoba – 2021 Audit Opinions

We have completed our audits and have issued unmodified audit opinions on the University of Manitoba's financial statements and schedule of public sector compensation. The opinions were provided to the Comptroller.

We also issued a management letter to the Vice President, Administration which includes 2 new recommendations. We reviewed the audit results, including the draft audit opinions and draft management letter, with your Audit and Risk Management Committee.

We appreciate the assistance provided by senior officials and other employees of the University during our audit. If you wish to discuss any matters, we would be pleased to do so at your convenience.

Sincerely,

Brendan Thiessen, CPA, CA
Principal

BT/tm

cc: Naomi Andrew, Vice-President, Administration, University of Manitoba
Michael Emslie, CFO and Comptroller, University of Manitoba

June xx, 2021

Michael Emslie, CPA, CA
CFO and Comptroller
University of Manitoba
406 Administration Building
Winnipeg, Manitoba R3T 2N2

Dear Michael Emslie:

Re: University of Manitoba– 2021 Audit Opinions

Included are our audit opinions on the University of Manitoba's financial statements and schedule of public sector compensation.

We appreciate your cooperation and the cooperation of your staff during our audit.

Please let me know if you would like to discuss any matters.

Sincerely,

Brendan Thiessen, CPA, CA
Principal

BT/tm

Encl.

Appendix D—Draft management letter

June xx, 2021

Naomi Andrew
Vice-President (Administration)
University of Manitoba
202 Administration Building
Winnipeg, Manitoba R3T 2N2

Dear Naomi Andrew:

Re: University of Manitoba - New findings

We have completed our audit of the financial statements of the University of Manitoba for the year ended March 31, 2021. During the course of the audit we identified matters which may be of interest to management. The objective of the audit was to express an opinion on your financial statements and it was not designed to identify all matters of interest to management in discharging its responsibilities.

The audit includes consideration of internal control relevant to the preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal controls.

The matters being reported are limited to those deficiencies that we have identified during the audit and concluded are of sufficient importance to merit being reported to those charged with governance.

Appendix A lists our new findings for your attention.

Sincerely,

Brendan Thiessen, CPA, CA
Principal

cc: Kimber Osiowy, Chair, Audit and Risk Management Committee, University of Manitoba

Appendix A – 2021 Findings

1. Foreign exchange workbook incomplete

Finding – The University adjusts foreign exchange at the end of the period using a foreign exchange (FX) workbook. During our testing of the FX adjustments, we found that the FX workbook did not include all the USD transaction. The FX workbook only includes the US contract and grant revenue accounts, however USD denominated revenue from other sources was recorded in other foreign revenue accounts. This resulted in missing a foreign funder that had paid in USD.

Implication - An incomplete FX calculation could lead to a material error in non-government grant, or government grant revenue and to the total unrealized gains/losses reported in the statement of remeasurement gains and losses.

Recommendation - We recommend that the University implement a more effective process that would capture all USD payments coming from all government and non-government funders, both US and other foreign funding sources.

Management comments - In 2021 we received approximately \$1.7M from non-US sources that was denominated in US dollars. Normally these are all in Canadian dollars. Procedures have been expanded to include revenue from other foreign sources in the f/x calculations.

2. Payroll authorization

Finding - During our testing the payroll controls, the University was unable to provide us with the approved pay run report for one item in our sample.

Implication – Without proper approval of the pay runs, errors in the payroll such as fictitious employees or errors in hours actually worked could go undetected.

Recommendation - We recommend that the personnel in charge of approving payroll should maintain proper oversight over this process. All time entries should be approved and trails of approval of payroll should be properly maintained.

Management comments - Pay Authorizations are generated in the department and in this instance, there is evidence the report was generated but not signed. The individual responsible for reviewing and approving the pay authorization in question is no longer with the University of Manitoba therefore we are unable to determine why it was not signed. Going forward, all staff have been reminded about the need to review these reports on a timely basis and sign them as evidence of their review.

Appendix E—Developments in accounting and auditing standards

Developments in accounting standards

We have identified the following accounting development as being potentially significant or of interest to the University.

PS 3280 Asset retirement obligation



Overview

- ▶ This Section establishes standards on how to account for and report a liability for asset retirement obligations.
- ▶ An asset retirement obligation is a legal obligation associated with the retirement of a tangible capital asset.
- ▶ Asset retirement costs associated with a tangible capital asset controlled by the entity increase the carrying amount of the related tangible capital asset (or a component thereof) and are expensed in a rational and systematic manner.
- ▶ Asset retirement costs associated with an asset no longer in productive use are expensed.
- ▶ Measurement of a liability for an asset retirement obligation should result in the best estimate of the amount required to retire a tangible capital asset (or a component thereof) at the financial statement date.
- ▶ Subsequent measurement of the liability can result in either a change in the carrying amount of the related tangible capital asset (or a component thereof), or an expense, depending on the nature of the remeasurement and whether the asset remains in productive use.
- ▶ A present value technique is often the best method with which to estimate the liability.



Effective date

- ▶ Fiscal years beginning on or after April 1, 2022.
- ▶ Earlier adoption is permitted.



AGENDA ITEM:

Public Sector Compensation Disclosure Report 2020

RECOMMENDED RESOLUTION:

THAT the Board of Governors approves the Public Sector Compensation Disclosure Report of The University of Manitoba for the year ended December 31, 2020.

CONTEXT AND BACKGROUND:

The Public Sector Compensation Disclosure Act requires that:

Within six months after the end of each fiscal year or calendar year, a public sector body shall disclose to the public in accordance with the Act the amount of compensation it pays or provides in the fiscal year or in the calendar year, directly or indirectly:

- (a) to, or for the benefit of, the chairperson of its board of directors or equivalent governing body, if any, if the chairperson's compensation is \$75,000 (indexed) or more;
- (b) in the aggregate, to, or for the benefit of, its board members, if any;
- (c) individually, to, or for the benefit of, each of its officers and employees whose compensation is \$75,000 or more.

The Act stipulates that a public sector body shall disclose the information required in one of the following ways:

- (a) in its audited financial statements for the fiscal year;
- (b) in a statement prepared for the purpose and certified by its auditor to be correct; or
- (c) in any other manner that is authorized in the regulations.

The public sector body must also publish the information on its website.

The University has adopted option b and will also be including the report on its website for the second year.

The Office of the Auditor General has indicated that it is prepared to issue an unqualified opinion on the report subsequent to Board of Governors approval.

RESOURCE REQUIREMENTS:

Approval of the Public Sector Compensation Disclosure Report does not impact resource requirements.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

Issuing the Public Sector Compensation Disclosure Report supports our value of accountability.

IMPLICATIONS:

The Public Sector Compensation Disclosure Act requires that we issue the report by June 30th.

ALTERNATIVES:

N/A

CONSULTATION:

The Office of the Auditor General of Manitoba

ROUTING TO THE BOARD OF GOVERNORS:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Title</u>	<u>Date</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u><i>G. Pasi</i></u>	<u>Acting Comptroller</u>	<u>May 26, 2021</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u><i>M. Ben</i></u>	<u>Vice-President (Administration)</u>	<u>June 1, 2021</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u><i>M. Ben</i></u>	<u>President & Vice-Chancellor</u>	<u>June 4, 2021</u>
<input type="checkbox"/>	<input type="checkbox"/>	<u></u>	<u></u>	<u></u>
<input type="checkbox"/>	<input type="checkbox"/>	<u></u>	<u></u>	<u></u>

SUBMISSION PREPARED BY: Gord Pasioka, Acting Comptroller

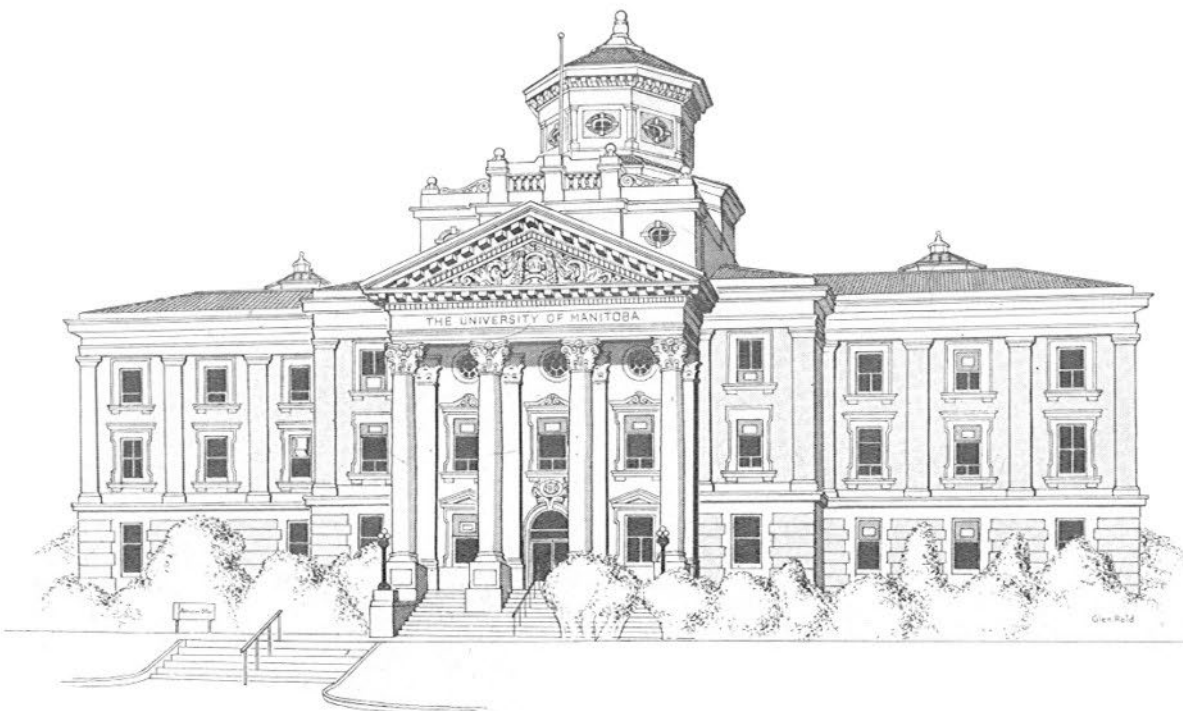
ATTACHMENTS:

- Schedule of Public Sector Compensation 2020 Report



UNIVERSITY
OF MANITOBA

Schedule of Public Sector Compensation
2020 Report



To the Legislative Assembly of Manitoba

To the Board of Governors of the University of Manitoba

Opinion

We have audited the schedule of public sector compensation of the University of Manitoba (the University) for the year ended December 31, 2020 (the schedule).

In our opinion, the financial information in the schedule of the University for the year ended December 31, 2020 is prepared, in all material respects, in accordance with Section 2 of *The Public Sector Compensation Disclosure Act*.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Schedule* section of our report. We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter: Basis of Accounting

We draw attention to the schedule, which describes the basis of accounting. The schedule is prepared to assist the University to meet the requirements of Section 2 of *The Public Sector Compensation Disclosure Act*. As a result, the schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Schedule

Management is responsible for the preparation of this schedule in accordance with Section 2 of *The Public Sector Compensation Disclosure Act* and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the University's financial reporting process.

Auditor's Responsibilities for the Audit of the Schedule

DRAFT

Our objectives are to obtain reasonable assurance about whether the schedule is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial information.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Office of the Auditor General

Winnipeg, Manitoba

Date

SCHEDULE OF PUBLIC SECTOR COMPENSATION FOR THE YEAR ENDING DECEMBER 31, 2020

This report was prepared by the University of Manitoba to meet the requirements of *The Public Sector Compensation Disclosure Act* (The Act). The Act requires public sector bodies to disclose compensation paid:

1. to, or for the benefit of, the chairperson of its board of directors or equivalent governing body, if any, if the chairperson's compensation is \$75,000 or more;
2. in the aggregate, to, or for the benefit of, its board members, if any;
3. individually, to, or for the benefit of, each of its officers and employees whose compensation is \$75,000 or more.

For the year ended December 31, 2020:

1. Compensation paid to the chairperson of the Board was nil
2. The aggregate compensation paid to all other Board members, acting in their capacity as Board members, was nil
3. Compensation paid to officers or employees in excess of \$75,000 are disclosed following the Basis of Accounting.

BASIS OF ACCOUNTING

This report lists in alphabetical order all employees who received compensation of \$75,000 or more for the year ended December 31, 2020, and their position title.

Compensation includes University earned compensation and compensation paid on behalf of other organizations. Compensation paid on behalf of other organizations is related generally to the clinical academic staff in the Rady Faculty of Health Sciences who have joint responsibilities at the University of Manitoba and the teaching hospitals. These staff are paid by the University, and the hospitals reimburse the University for their share of these payments.

Compensation is calculated in accordance with The Act which means compensation pursuant to any arrangement, including an employment contract, calculated to include the total value of all cash and non-cash salary or payments, allowances, bonuses, commissions and perquisites, including:

- a) all overtime payments, retirement or severance payments, lump sum payments and vacation pay-outs,
- b) the value of loan or loan interest obligations that have been extinguished and the value of imputed interest benefits from loans,
- c) long term incentive plan earnings and pay-outs,
- d) the value of the benefit derived from vehicles or allowances with respect to vehicles,
- e) the value of the benefit derived from living accommodation or any subsidy with respect to living accommodation,
- f) payments made for exceptional benefits not provided to the majority of employees of the public sector body,
- g) payments for memberships in recreational clubs or organizations, and
- h) the value of any other payment or benefit that may be prescribed in the regulations.

Last Name	First Name	Position	Compensation Amount \$
ABOSETTA	AHMED MOHAMED M	RESEARCH ASSOCIATE	\$116,253.54
ACAR	ELIF FIDAN	ASSOCIATE PROFESSOR	\$75,535.29
ACHEMICHUK	MONICA DAWN	DIRECTOR, MEDICAL REHAB PROGRAM	\$108,077.04
ADAMKO	HEIDI	DIR, CHANGE MGMT/PROJECT SERV	\$120,865.77
ADAMS	CHRISTOPHER JOHN	RECTOR	\$165,420.01
ADAMS	JEFFREY	REGISTRAR & EXEC. DIRECTOR	\$147,630.07
ADAMS STUBBS	CHRISTINE MARGARET	SENIOR ACADEMIC ADVISOR	\$75,915.30
AFIFI	TRACIE	PROFESSOR	\$154,437.11
AGER	MARK	PROJECT MANAGER LEVEL 2	\$104,384.71
AKCORA	CUNEYT GURCAN	ASSISTANT PROFESSOR	\$98,441.48
AKINREMI	OLALEKAN OLUWOLE	PROFESSOR	\$237,055.11
AL BAGHDADI	ZIADEDDIN	ASSOCIATE PROFESSOR	\$138,060.37
ALBAS	DANIEL CYRUS	PROFESSOR	\$167,452.31
ALBENSI	BENEDICT CHARLES	PROFESSOR	\$150,692.53
ALBRECHT	MARGARET VICTORIA	ASSISTANT LIBRARIAN	\$88,306.31
ALCOLADO	GILLIAN	ASSISTANT PROFESSOR	\$102,671.45
ALESSI-SEVERINI	SILVIA	PROFESSOR	\$134,197.54
ALEXANDRIN	ELIZABETH ROSS	ASSOCIATE PROFESSOR	\$118,913.02
ALEXIUUK	PHILIPPA M.	ADMIN ASSISTANT TO DEAN	\$75,136.76
ALFARO	MAROLO	PROFESSOR	\$154,214.19
ALIANI	MICHEL	PROFESSOR	\$128,183.80
ALLEN	LEANNE	DIABETIC FOOT NURSE	\$100,133.54
ALTMAN	ALON	ASSOCIATE PROFESSOR	\$97,629.62
ALUKO	ROTIMI EMMANUEL	PROFESSOR	\$153,857.11
AMARA	FRANCIS M	PROFESSOR	\$150,943.45
AMARAKOON MUDIYANSELAGE	INOKA DILRUKSHI	ASSISTANT PROFESSOR	\$76,350.89
AMIRO	BRIAN DOUGLAS	SENIOR SCHOLAR	\$170,856.82
ANASTASIADIS	SOPHIA	HR CONSULTANT	\$94,656.66
ANDERSON	ANGELA	LEGAL & CONFIDENTIAL ASSISTANT	\$75,256.68
ANDERSON	CHRISTOPHER M.	PROFESSOR	\$149,475.57
ANDERSON	GEOFFREY DARRELL	CO-OP EDUCATION DIRECTOR	\$83,701.68
ANDERSON	HOPE DELIGHT	PROFESSOR	\$160,130.01
ANDERSON	JOHN ERIC	PROFESSOR	\$163,408.22
ANDERSON	KJELL	ASSISTANT PROFESSOR	\$104,290.66
ANDERSON	MARCIA JO-ANNE	ASSISTANT PROFESSOR	\$388,477.94
ANDERSON	W GARY	PROFESSOR	\$145,156.13
ANDREW	NAOMI MICHAELA	ACTING V.P. ADMINISTRATION / AVP LEGAL & GENERAL COUNSEL	\$210,343.47
ANNAKKAGE	UDAYA DEEPA	PROFESSOR	\$149,507.12
ANNANDALE	DAVID ERIC	SENIOR INSTRUCTOR	\$95,366.91
ANOLING	JEYSAN	IT SECURITY ANALYST	\$101,812.82
ANTROBUS	CAROL CELESTE	MANAGER, COMPUTERS	\$79,001.05
APPADOO	SRIMANTOORAO S.	PROFESSOR	\$158,855.92
APROSOFF	MARCELO DANIEL	ITPC SOLUTIONS CONSULTANT	\$90,132.73
AQUINO	EDUARDO	ASSOCIATE PROFESSOR	\$132,645.26
ARAJI	MOHAMAD TAREK	ASSOCIATE PROFESSOR	\$109,028.50
ARCHIBALD	MANDY MARIE	ASSISTANT PROFESSOR	\$109,252.06

Last Name	First Name	Position	Compensation Amount \$
ARINO	JULIEN	PROFESSOR	\$123,249.52
ARMOUR	GITANJALI	TEAM LEAD ADVSING & TRANSITION	\$87,508.50
ARMSTRONG	DEBBIE	TECHNICIAN	\$83,167.51
ARNETT	JOHN LOUIS	PROFESSOR	\$160,933.80
ARNOLD	TRINA	INSTRUCTOR II	\$101,615.75
ARORA	RAKESH CHRISTOPHER	PROFESSOR	\$85,296.18
ARORA	SANDEEP	ASSISTANT PROFESSOR	\$146,502.76
ARSENIO	JANILYN SILASTRE	ASSISTANT PROFESSOR	\$100,994.57
ARTHUR	GILBERT	SENIOR SCHOLAR	\$116,755.38
ASADZADEH	MASOUD	ASSISTANT PROFESSOR	\$105,535.21
ASHCROFT	TERRI J	SENIOR INSTRUCTOR	\$116,475.34
ASHER	LAURA J	DONOR RELATIONS OFFICER	\$96,768.85
ASHRAF	AHMED BILAL	ASSISTANT PROFESSOR	\$102,394.60
ASPER	DAVID ALAN	DEAN, FACULTY OF LAW	\$105,281.47
ATAMANCHUK	KATHRYN	ENGINEER-IN-RESIDENCE	\$157,952.66
ATEAH	CHRISTINE ANNE	VICE DEAN / PROFESSOR, RADY FAC. OF HEALTH SCIENCES	\$174,722.68
ATUKORALLAYA	DEVI SEWVANDINI ATUKORALA	ASSISTANT PROFESSOR	\$96,354.82
AU	SHIU-YIK	ASSISTANT PROFESSOR	\$145,262.23
AU	WENDY	DATA ANALYST	\$91,473.39
AUKEMA	HAROLD M	PROFESSOR	\$136,427.04
AUSTIN-SMITH	BRENDA LOUISE	PROFESSOR	\$145,377.47
AVERY	LISA	ASSISTANT PROFESSOR	\$189,129.13
AXELROD	CHARLES DAVID	ASSOCIATE PROFESSOR	\$115,151.45
AYELE	BELAY TESHOME	PROFESSOR	\$121,897.13
AYOTTE	MICHEL	SYSTEMS ANALYST	\$91,193.18
AYRES	HEATHER	HR MGR/CHANGE MGMT SPECIALIST	\$90,204.11
AZAD	MEGHAN BRIANNE	ASSOCIATE PROFESSOR	\$129,975.09
AZURE	ERNIE EDDIE JOSEPH	INDIGENOUS KNOWLEDGE HOLDER/EL	\$96,282.78
BAADER	BENJAMIN MARIA	ASSOCIATE PROFESSOR	\$122,094.67
BACHER	DAVE	SUPERVISOR, NORTH ZONE	\$75,535.27
BACOLA	MEREDITH	ASSISTANT PROFESSOR	\$88,078.05
BAFFOE	MICHAEL JACKSON	PROFESSOR	\$128,779.12
BAHL	VIVEK	VENDOR/CONTRACT ANALYST	\$79,001.05
BAILEY	SHAWN	ASSISTANT PROFESSOR	\$86,767.22
BAILIS	DANIEL SETH	PROFESSOR	\$153,281.09
BAILLY	ANGELA M.	FUNCTIONAL ANALYST	\$83,027.99
BAIS	TRUDY	LAN ADMINISTRATOR	\$82,032.00
BAK	GREGORY STANISLAUS	ASSOCIATE PROFESSOR	\$124,789.15
BAKER	PATRICIA MARIE	ASSOCIATE PROFESSOR	\$316,080.97
BAKKER	CAMERON	CHARGE ENGINEER -2ND CLASS	\$98,533.07
BAKKER	MATTHEW	ASSISTANT PROFESSOR	\$95,299.55
BALAKRISHNAN	NISHANT	INSTRUCTOR I	\$84,222.21
BALAKRISHNAN	SUBRAMANIAM	PROFESSOR	\$164,802.81
BALDWIN	ALANNA GAY	RESEARCH NETWORK DIRECTOR	\$82,966.64
BALLANTINE	KRISTINE	SYSTEM ANALYST	\$90,830.95
BALLARD	MYRLE JOYCE	ASSISTANT PROFESSOR	\$94,231.56

Last Name	First Name	Position	Compensation Amount \$
BALNEAVES	LYNDA G.	ASSOCIATE PROFESSOR	\$131,596.79
BALSHAW	ROBERT FRED	RESEARCH ASSOCIATE	\$128,218.65
BALZER	MARLA RICHELLE	PHYSIOTHERAPIST	\$119,015.58
BANADAKOPPA MANJAPPA	RAMESH	RESEARCH ASSOCIATE	\$108,188.10
BANMAN	LISA KIMBERLY	INSTRUCTOR II	\$95,596.32
BANNATYNE	SHARON LYNN	ASSOC. REGISTRAR ACADEMIC SUPP	\$84,287.30
BANNERMAN	JORDAN ALLEN	INSTRUCTOR II	\$90,939.57
BARABAN	ELENA V.	ASSOCIATE PROFESSOR	\$111,781.47
BARAGAR	FLETCHER DAVID	ASSOCIATE PROFESSOR	\$134,789.97
BARBER	DAVID GEORGE	PROFESSOR	\$287,648.58
BARCLAY	RUTH ELIZABETH	ASSOCIATE PROFESSOR	\$124,777.18
BARCZAK	MICHAEL	ASSISTANT PROFESSOR	\$132,863.02
BARNARD	DAVID THOMAS	PRESIDENT EMERITUS / PROFESSOR	\$434,571.18
BARR	DARJA	INSTRUCTOR II	\$86,463.03
BARTELS	CARL	SENIOR INSTRUCTOR	\$103,248.65
BARTH	ROBERT	CERTIFIED PLUMBER/STEAMFITTER	\$79,035.84
BARTLETT	NADINE ALICE BERYL	ASSISTANT PROFESSOR	\$93,146.30
BASHA	CAROLYN	DIRECTOR, MAJOR GIFTS	\$113,266.01
BASS	JORDAN LESLIE	ASSOCIATE LIBRARIAN	\$103,595.29
BASSUONI	MOHAMED TAMER	PROFESSOR	\$130,606.02
BAUER	CRAIG	MGR CRS MAT FT G & HS BOOKSTOR	\$94,304.53
BAUM	STEFI	DEAN / PROFESSOR	\$245,715.25
BAY	DENICE	ASSISTANT PROFESSOR	\$99,614.22
BAYDACK	RICHARD KENITH	PROFESSOR	\$163,835.35
BAZZOCCHI	ROBERT	SYSTEM ADMIN & FUNCTIONAL ANAL	\$76,636.88
BEACH	SHAUNAVON MICHAEL	BUSINESS MANAGER, C.L.S.P.	\$93,998.67
BEACH DUCHARME	DEBRA	DIRECTOR - INDIGENOUS HEALTH	\$131,834.85
BEAL	NATHAN	SOLUTION ARCHITECT	\$113,544.53
BEAN	LAURA DAWN	UNDERGRADUATE PROGRAM MANAGER	\$75,915.19
BEAUDRY	GUY	BUSINESS OFFICER	\$94,292.98
BEAUVAIS	DIANNE	PROGRAMMER ANALYST	\$87,850.00
BEAVERFORD	KELLEY	ASSOCIATE PROFESSOR	\$132,380.04
BECKER	CHRISTIAN	ADMINISTRATIVE DIRECTOR	\$125,389.06
BECKER	MARISSA LEE	ASSOCIATE PROFESSOR	\$162,927.05
BEDDOES	JONATHAN CARL	PROFESSOR	\$330,921.79
BEDNAR	LISA MARIE	DISTANCE ED SESS. INSTRUCTOR	\$91,241.13
BEKKER	JOHANNES J	ASSISTANT MANAGER	\$95,030.12
BELL	RICHARD	ASSISTANT MANAGER	\$81,655.24
BELLAS	JONATHON SAMUEL	ASSISTANT PROFESSOR	\$123,582.52
BELLILI	FAOUZI	ASSISTANT PROFESSOR	\$95,819.31
BELLINO	JOEY JEFFERY	OCCUPATIONAL HYGIENE COORD	\$152,266.60
BELMONTE	MARK FINDLAY	PROFESSOR	\$128,817.45
BENARROCH	MICHAEL	PRESIDENT AND VICE-CHANCELLOR / PROFESSOR	\$243,624.88
BENBOW	SARAH MARY P	ASSOCIATE PROFESSOR	\$135,759.12
BENNETT	MARLYN LORETTA	ASSISTANT PROFESSOR	\$94,859.55
BENTLEY	KENNETH GERALD	SENIOR INSTRUCTOR	\$122,337.27

Last Name	First Name	Position	Compensation Amount \$
BERGEN	HUGO THEODORE	SENIOR SCHOLAR	\$135,514.61
BERNSTEIN	CHARLES NOAH	PROFESSOR	\$199,102.86
BERTONE	MARIA FLORA	ASSOCIATE PROFESSOR	\$151,612.91
BERUBE	CLAUDE ROBERT	INSTRUCTOR II	\$107,067.51
BETA	TRUST	PROFESSOR	\$163,249.33
BEYAK	LETA A	MANAGER, BOOKSTORE	\$150,665.77
BHATNAGAR	NAMITA	PROFESSOR	\$172,445.59
BHULLAR	RAJINDER PAL	PROFESSOR	\$172,548.90
BIBEAU	ERIC L	PROFESSOR	\$139,272.71
BIDZINSKI	HEATHER	ASSOCIATE LIBRARIAN	\$94,611.41
BIERINGER	MARIO	ASSOCIATE PROFESSOR	\$132,541.84
BIESHEUVEL	SANDRA	SENIOR INSTRUCTOR	\$106,907.17
BILASH	ANDREA LYNN	COMMUNICATIONS OFFICER	\$87,080.08
BILLING	WAYNE JAY	WORKSTATION COORDINATOR	\$78,662.14
BIRCH	STEVEN ARNOLD	CONTAINER ADMINISTRATOR	\$79,034.23
BIROUK	MADJID	PROFESSOR	\$154,135.76
BISCONTRI	ROBERT	ASSISTANT PROFESSOR	\$147,500.36
BLACK	HONOURE R	INSTRUCTOR I	\$84,082.52
BLACK	JOANNA	PROFESSOR	\$141,892.75
BLACK	PAMELA	ASSISTANT PROFESSOR	\$94,549.65
BLACK-BRANCH	JONATHAN	PROFESSOR	\$155,634.23
BLAHUT	BRIAN	ASST MGR , LIFE SAFETY SYSTEMS	\$91,002.67
BLANCHARD	JAMES FREDERICK	PROFESSOR	\$384,824.77
BLANCHARD	LAURIE BETH	ASSOCIATE LIBRARIAN	\$103,537.69
BLATZ	JAMES AYRTON	PROFESSOR	\$156,340.59
BLIGHT	TRUDY	PROJECT MANAGER BANNATYNE	\$101,492.83
BLOCK	KATHY	INSTRUCTOR II	\$77,954.64
BLONDEAU	LORETTA	ASSISTANT PROFESSOR	\$85,723.07
BLUNDEN	PETER GWITHIAN	PROFESSOR	\$162,570.67
BOBIWASH	KYLE	ASSISTANT PROFESSOR	\$86,778.66
BODKYN	CARMEN NOEL	ASSISTANT PROFESSOR	\$94,250.41
BOERMA	JAN TIES	PROFESSOR	\$316,404.61
BOHM	CLARA	ASSISTANT PROFESSOR	\$122,703.93
BOHM	ERIC R	PROFESSOR	\$82,160.08
BOHONIS	CHRIS	INFORMATION TECHNOLOGIST 4	\$102,921.45
BOHONIS	CHRISTOPHER EDWARD	ASSISTANT DIRECTOR, SECURITY	\$97,624.74
BOITEAU	MARK	SENIOR FINANCIAL OFFICER	\$93,814.02
BOLEFSKI	AFRA	ASSOCIATE LIBRARIAN	\$109,087.46
BONE	CHRISTINE FRANCES	LIBRARIAN	\$121,424.71
BONE	TRACEY ANNE	ASSISTANT PROFESSOR	\$101,238.11
BONNESS	WILLIAM RAY	ASSOCIATE PROFESSOR	\$105,228.40
BONNYCASTLE	COLIN ROBINSON	SENIOR SCHOLAR	\$157,039.13
BONNYCASTLE	MARLENY MUNOZ	ASSOCIATE PROFESSOR	\$112,232.17
BOOKMAN	SONIA KAREN	ASSOCIATE PROFESSOR	\$114,742.39
BOONSTRA	MYLES	MANAGER, BUILDING PERFORMANCE	\$85,327.76
BOORBERG	NORIKO	ASSOCIATE PROFESSOR	\$151,810.54

Last Name	First Name	Position	Compensation Amount \$
BOOTH	JAMES THOMAS	PROFESSOR	\$83,042.29
BORGERSEN	ROBERT D	INSTRUCTOR II	\$95,626.41
BORSBOOM	RICHARD ALLAN	ASST MANAGER, PLUMBING SHOP	\$91,727.20
BOSE	PINAKI SANKAR	PROFESSOR	\$156,943.93
BOSKWICK	MICHAEL	MECH ENG TECHNOLOGIST 3	\$84,548.65
BOTAR	OLIVER A I	PROFESSOR	\$147,991.38
BOUCHARD	JENNIFER	ASSISTANT DIRECTOR	\$103,511.79
BOWMAN	TRACY LYNN	DIRECTOR,OUTREACH & ENGAGEMENT	\$95,703.07
BOYCE	MICHELLE MICHAEL MACFIELD	RESEARCH ASSOCIATE	\$77,876.93
BOYD	MILTON S	PROFESSOR	\$164,875.96
BOYD	SCOTT	INFORMATION TECHNOLOGIST 4	\$91,131.84
BOYER	KATHERINE ANNE	ASSISTANT PROFESSOR	\$85,701.07
BRAICO	JOHN PHILLIP	SENIOR INSTRUCTOR	\$98,124.02
BRASSINGA	ANN KAREN CORNELIA	ASSOCIATE PROFESSOR	\$122,762.69
BRAUN	MEL	PROFESSOR	\$139,723.18
BRES	ODD	TECHNOLOGY TRANSFER SPECIALIST	\$110,816.34
BRESSER	RYAN WILLIAM	DIRECTOR,NATIONAL RESEARCH CTR	\$145,088.13
BREWIN	DEREK GERALD	PROFESSOR	\$146,997.34
BREYFOGLE	DONNA HELEN	LIBRARIAN	\$85,000.00
BRIDGES	GREGORY ERNEST JOHN	PROFESSOR	\$164,380.92
BRIDGES	LEIGH K	ASSISTANT PROFESSOR	\$93,588.87
BRIDGMAN	LAURIE ST CLAIR	PROFESSOR	\$158,510.39
BRINK	KIRSTIN SARA	ASSISTANT PROFESSOR	\$79,244.38
BRISTOW	FRANKLIN	INSTRUCTOR I	\$83,929.39
BRITTON	CHERYL A	MGR ACCTNG & DATA RECORDS	\$146,756.48
BROOKS	DAVID	ASST MGR, MINOR PROJ. & RENOV.	\$79,162.53
BROWN	BRENDA JOANNE	ASSOCIATE PROFESSOR	\$118,678.75
BROWN	CARA LIANE	ASSISTANT PROFESSOR	\$96,288.98
BROWN	DOUGLAS ADAM	DEAN / PROFESSOR	\$221,570.95
BROWN	LAURA KIMBERLEY	PROFESSOR	\$146,134.90
BROWN	MICHELE	MGR FINANCE & ADMINISTRATION	\$110,948.38
BROWN	NATASHA	INSTRUCTOR II	\$92,216.21
BROWN	ROBERT ANDREW	ASSOCIATE PROFESSOR	\$166,962.78
BROWNELL	MARNI DIANE	RESEARCH ASSOCIATE	\$118,791.21
BROWNLEE	ANTOINE	ASST DIR, RELATIONSHIP MGMT	\$131,285.59
BROWNLEE	HEATHER EILEEN	CLINIC TEAM ASSISTANT	\$107,353.86
BROWNLEE	MEREDITH CATHERINE	ASSISTANT PROFESSOR	\$89,290.54
BROWNLIE	JARVIS ROBIN JACKSON	PROFESSOR	\$145,958.70
BROWNRIDGE	DOUGLAS AUSTIN	PROFESSOR	\$160,543.10
BRUCE	LINDSAY	SENIOR PURCHASING CONSULTANT	\$76,489.14
BRUCE	SHARON GAIL	PROFESSOR	\$166,733.96
BRUECKNER	STEFANIE	ASSISTANT PROFESSOR	\$81,247.68
BRULE-BABEL	ANITA LEONA	PROFESSOR	\$162,821.81
BRYAN	GREGORY WILLIAM	ASSOCIATE PROFESSOR	\$120,631.27
BRYDON	DIANA LEE	DISTINGUISHED PROF EMERITUS/A	\$83,779.38
BUAN	JISSELLE	OPERATIONS COORDINATOR	\$78,600.26

Last Name	First Name	Position	Compensation Amount \$
BUCHAN	PETER JOHN	INSTRUCTOR I	\$87,358.60
BUCHANAN	CARLA	MANAGER, FINANCIAL REPORTING	\$133,057.09
BUCHANAN	DOUGLAS ANDREW	PROFESSOR	\$164,661.36
BUCHANAN	SEAN CHRISTOPHER	ASSISTANT PROFESSOR	\$126,918.42
BUCHEL	EDWARD WAYNE	PROFESSOR	\$179,440.32
BUCHEL	TAMARA	DIRECTOR, POSTGRAD EDUCATION	\$118,978.16
BUDDLE	KATHLEEN	ASSOCIATE PROFESSOR	\$125,613.40
BUDISA	NEDILJKO	PROFESSOR	\$149,831.04
BULLOCK	PAUL R	PROFESSOR	\$153,146.89
BUNIO	TERRY	DIRECTOR, PLANNING & GOVERNANCE	\$129,947.31
BUNT	ANDREA	PROFESSOR	\$116,105.12
BURAK	JEAN PAUL WJ	COORDINATOR, UM/SIU	\$132,974.85
BURCHILL	CHARLES ANDREW	ASSOC. DIR. DATA REPOSITORY	\$132,295.59
BURCZYNSKI	FRANK JOHN	PROFESSOR	\$165,140.15
BURGESS	JACOB	ASSISTANT PROFESSOR	\$93,235.31
BURNETT	MARGARET ANN	PROFESSOR	\$96,353.61
BURR	CALVIN WAYNE	SUPERVISOR, DESK SIDE SUPPORT	\$85,729.73
BUSBY	KAREN L	PROFESSOR	\$180,010.83
BUSBY	TANYA LEE ANN	DIRECTOR RECREATION SERVICES	\$94,292.98
BUSS	MANDY	ASSISTANT PROFESSOR	\$103,211.62
BUTLER	LEO THOMAS	ASSOCIATE PROFESSOR	\$130,488.29
BYRNE	DAVID ALEXANDER	ASSISTANT PROFESSOR	\$93,859.10
BYRNE	JAMES JOHN SEAN	PROFESSOR	\$165,749.71
BYTHEWAY	COLLEEN	INSTRUCTOR II	\$83,696.40
CALDER	ALISON	PROFESSOR	\$153,489.21
CALIC	DIVNA	INSTRUCTOR I	\$92,597.37
CALLAWAY	KARIS	ASSISTANT PROFESSOR	\$93,386.16
CALLISON	CAMILLE LENORA	ASSISTANT LIBRARIAN	\$87,434.28
CAMACHO	ALFREDO	PROFESSOR	\$135,370.51
CAMERON	HELEN ANN	ASSOCIATE PROFESSOR	\$108,343.66
CAMERON	JESSICA JEAN	PROFESSOR	\$123,350.43
CAMERON	RUTH ELIZABETH	INSTRUCTOR II	\$85,898.36
CAMFIELD	DAVID	ASSOCIATE PROFESSOR	\$129,271.03
CAMPANARO	SHANNON	RECEPTIONIST/CONF OFFICE ASST	\$85,927.95
CAMPBELL	CORY JOLENE	SENIOR INSTRUCTOR	\$104,163.36
CAMPBELL	HOLLY DAWN	EXEC ASST (CORRESPONDENCE)	\$75,148.42
CAMPBELL	JOHN MICHAEL	PROFESSOR	\$159,761.07
CAMPBELL	KEVIN LYNN	PROFESSOR	\$146,415.71
CAMPBELL	TANNIS LYNN	MANAGER, OFFICE OF AVP (ADMIN)	\$92,252.48
CAMPBELL-REMPEL	MARGARET ANNE	SENIOR INSTRUCTOR	\$114,890.31
CANTELO	BRENDA J.	SENIOR INSTRUCTOR	\$113,390.24
CAO	GEOFFREY GEORGE GUANG	SYSTEMS INTEGRATION SPEICALIST	\$84,799.72
CARDONA	SILVIA	ASSOCIATE DEPT. HEAD / PROFESSOR, MICROBIOLOGY	\$134,712.23
CARDWELL	RYAN TYLER	ASSOCIATE PROFESSOR	\$124,991.07
CARIOU	WARREN	PROFESSOR	\$142,611.24
CARLBERG	JARED G	PROFESSOR	\$143,692.61

Last Name	First Name	Position	Compensation Amount \$
CARLSON	ANNA MARIE AMBER	ASSISTANT PROFESSOR	\$119,633.86
CARLYLE-GORDGE	ADRIAN	INFORMATION TECHNOLOGIST 4	\$95,816.73
CARR	DAVID MICHAEL	DIRECTOR, U.M. PRESS	\$94,292.97
CARREIRO	MARIA FATIMA GOMES	FUNCTIONAL ANALYST	\$82,660.88
CARRIERE	ADRIENNE LOUISE	INSTRUCTOR II	\$107,147.71
CARRIERE	GEORGES-YVES R	ADMINISTRATIVE ASSISTANT	\$83,000.38
CARRIERE	REAL	ASSISTANT PROFESSOR	\$88,099.81
CARTMILL	CONSTANCE MARY JENNIFER	ASSOCIATE PROFESSOR	\$136,186.62
CARVELL	SUSAN	EXECUTIVE COORDINATOR	\$84,279.15
CASEY	MARGARET JANE	INSTRUCTOR II	\$107,734.13
CATTANI	DOUGLAS JOHN	ASSISTANT PROFESSOR	\$109,488.49
CATTINI	PETER ANDREW	DEPT. HEAD / PROFESSOR, PHYSIOLOGY & PATHOPHYSIOLOGY	\$205,943.67
CENKOWSKI	STEFAN	SENIOR SCHOLAR	\$129,285.54
CEPANEC	DIANA	RESEARCH ASSOCIATE	\$87,578.00
CERNY	VLASTIMIL	INSTRUCTOR I	\$92,957.77
CHA	YOUNG JIN	ASSISTANT PROFESSOR	\$109,605.69
CHADYA	JOYCE MARGARET	ASSOCIATE PROFESSOR	\$118,477.92
CHAKHMOURADIAN	ANTON	PROFESSOR	\$146,001.06
CHALMERS-BROOKS	KATIE	EDITOR, UM TODAY	\$78,075.38
CHAN	MING-KA	ASSOCIATE PROFESSOR	\$85,762.42
CHANCE	LAUREN JULIA	ASSISTANT PROFESSOR	\$77,917.97
CHAPUT	RICHARD MARC	PROJECT COORDINATOR, ASBESTOS	\$78,357.52
CHARETTE	RICHARD	PLUMBER/STEAMFITTER	\$75,313.27
CHARLES	WANDA ANNE	PROFESSOR	\$154,627.74
CHARRON	ANDREA ELIZABETH	ASSOCIATE PROFESSOR	\$105,508.07
CHARTRAND	LOUISE	ASSISTANT PROFESSOR	\$79,217.44
CHASSAING	IRENE ANGELE	ASSOCIATE PROFESSOR	\$92,651.16
CHATEAU	DANIEL GERALD	FGS RECOMMENDED MEMBER	\$85,236.95
CHATOORGOON	VIJAY	ASSOCIATE PROFESSOR	\$133,669.27
CHAULK	SARAH JOY	ASSISTANT PROFESSOR	\$106,633.89
CHELIKANI	PRASHEN VENKATA G KUMAR	PROFESSOR	\$130,174.67
CHELLE	TAMARA	OPERATIONS MANAGER	\$129,226.02
CHEN	FANG	ASSOCIATE PROFESSOR	\$127,466.12
CHEN	JIEYING	ASSISTANT PROFESSOR	\$129,913.68
CHEN	TINA MAI	PROFESSOR	\$150,897.12
CHEN	YING	FINANCIAL OFFICER	\$79,119.88
CHEN	YING	PROFESSOR	\$158,203.01
CHERNIAK	SHAWN WILLIAM	IDENTITY MANAGEMENT CONSULTANT	\$91,288.78
CHERNOMAS	ROBERT J	PROFESSOR	\$147,673.82
CHERNOMAS	WANDA M	ASSOCIATE PROFESSOR	\$133,172.46
CHEUNG	KRISTENE ROSE JUNE	ASSISTANT PROFESSOR	\$93,386.16
CHEUNG	MARIA YIP LING	PROFESSOR	\$151,677.40
CHIPALKATTI	JAYDEEP	ASSOCIATE PROFESSOR	\$131,331.77
CHIPPERFIELD	JUDITH GAIL	PROFESSOR	\$168,210.75
CHITTAL	DERVLA MARGARET LEILA	PHYSICIAN	\$160,427.34
CHIU	AARON	ASSOCIATE PROFESSOR	\$84,999.03

Last Name	First Name	Position	Compensation Amount \$
CHLUP	JAMES THOMAS	ASSOCIATE PROFESSOR	\$109,460.97
CHMIELOWICZ	ANASTASIA	DIABETIC RETINAL SCREEN NURSE	\$108,119.95
CHOCHINOV	ALECS HART	DEPT. HEAD, EMERGENCY MEDICINE	\$134,479.64
CHOCHINOV	HARVEY MAX	PROFESSOR	\$121,404.80
CHOLAKIS	ANASTASIA	DEAN / ASSOCIATE PROFESSOR	\$258,707.45
CHON	JAE-SUNG	INSTRUCTOR II	\$109,566.96
CHOPEK	JEREMY WILLIAM	ASSISTANT PROFESSOR	\$91,805.98
CHOPRA	RAHUL	BUSINESS MANAGER	\$83,189.04
CHOUKOU	MOHAMED-AMINE	ASSISTANT PROFESSOR	\$108,003.42
CHOW	MARLA	DIRECTOR, MARKETING & CREATIVE	\$115,500.37
CHOW	NANCY	PROFESSOR	\$164,302.50
CHRISTIE	CAROLYN JOAN WIEBE	DIRECTOR, STUDENT ACCESSIBILITY SERVICES	\$88,263.46
CHRISTIE	WILLIAM JOHN MITCHELL	IT SENIOR SUPPORT SPECIALIST	\$99,127.35
CHRISTODOULOU	CHRIS	ASSOCIATE PROFESSOR	\$92,003.51
CHRUSCH	DWAYNE	ELECTR ENG TECHNOLOGIST 3	\$81,792.98
CHU	RENE	ASSISTANT PROFESSOR	\$143,090.53
CHU	SOL	INFORMATION TECHNOLOGIST	\$90,380.56
CHUNG	MINNA ROSE	ASSOCIATE PROFESSOR	\$119,232.04
CHURCHILL	DAVID S	PROFESSOR	\$138,275.44
CHURLEY	JOAN	FIELD MANAGER	\$105,069.03
CICEK	NAZIM	PROFESSOR	\$155,327.05
CIURYSEK	SARAH JANE	ASSOCIATE PROFESSOR	\$107,571.90
CLARK	GLENN	ASSOCIATE PROFESSOR	\$111,580.82
CLARK	SARAH JANE	ASSISTANT LIBRARIAN	\$83,437.27
CLARK	SHAWN	PROFESSOR	\$139,214.62
CLAY	ADAM JOSEPH	ASSOCIATE PROFESSOR	\$107,177.30
CLOSE	SUSAN MICHELLE	ASSOCIATE PROFESSOR	\$117,353.26
CLOUATRE	RAPHAEL	ASSISTANT PROFESSOR	\$96,460.84
COAR	LANCELOT YAMALI	ASSOCIATE PROFESSOR	\$108,534.16
COHEN	BENITA ESTHER	ASSOCIATE PROFESSOR	\$131,189.12
COLE	STEVEN CHRISTOPHER	BIOSAFETY OFFICER	\$82,937.43
COLLINS	DAVID	PROFESSOR	\$221,639.90
COLLINS	PAULETTE KAE	ADMINISTRATIVE OFFICER	\$129,140.35
COLLINS	ROY ERIC	ASSISTANT PROFESSOR	\$114,127.18
COMACK	AGNES ELIZABETH	DISTINGUISHED PROF EMERITUS/A	\$129,724.95
COMPTON	JANICE RHODA	ASSOCIATE PROFESSOR	\$130,673.65
COMPTON	RYAN ALEXANDER	PROFESSOR	\$168,013.31
COMTE	JOEL STEPHANE	HR SYSTEMS MANAGER	\$94,292.98
CONAN	MICHELLE	ASSISTANT PROFESSOR	\$97,774.38
CONCI	SARAH JOANNE	INSTRUCTOR II	\$96,209.49
CONDON	AMANDA JANE	ASSOCIATE DEAN, STUDENT AFFAIR	\$103,177.12
CONNER	BRIAN	SHIFT CHARGE ENGINEER -1ST	\$114,610.25
CONQUERGOOD	JEFFREY	SENIOR FINANCE OFFICER	\$117,219.91
CONRAD	DANA-MARIE FIELD	CLINICAL EDUCATIONAL FACILITAT	\$86,001.02
COOK	CATHERINE LOUISE	VICE-PRESIDENT (INDIGENOUS)	\$351,385.14
COOK	KAREN	PROJECT MANAGER	\$94,454.16

Last Name	First Name	Position	Compensation Amount \$
COOKE	CAROL A	ASSOCIATE LIBRARIAN	\$124,425.75
COOMBS	KEVIN MARSHALL	PROFESSOR	\$163,846.72
COOPER	SARAH E V	ASSISTANT PROFESSOR	\$89,748.39
COOPER	SUSAN MARIE	ASSOCIATE PROFESSOR	\$111,420.11
CORMIER	EDWARD FRANK	INSTRUCTOR II	\$109,667.79
CORNE	JONAH EZRA	ASSOCIATE PROFESSOR	\$112,085.05
CORNISH	STEPHEN MARK	ASSOCIATE PROFESSOR	\$104,035.19
COSSAR	ROISIN A	PROFESSOR	\$139,910.60
COSTAMAGNA	ALEJANDRO CARLOS	ASSOCIATE PROFESSOR	\$120,116.83
COTE	DENNIS DONALD	SENIOR INSTRUCTOR	\$116,666.46
COTTICK	CHRISTOPHER JOHN	ORAL HLTH PRGM DENTAL DIR	\$133,810.25
COURCHAINE	RITA KATHERINE	MANAGER, FINANCE & ADMIN	\$94,671.06
COURT	DEBORAH ANN	PROFESSOR	\$155,724.79
COWAN	CRAIG THOMAS	ASSOCIATE PROFESSOR	\$105,326.11
COWLEY	KRISTINE CHERYL	ASSISTANT PROFESSOR	\$108,578.94
COYLE	BARRY THOMAS	PROFESSOR	\$161,058.06
COYSTON	SHANNON	ASSOC UNIV SECRETARY (SENATE)	\$75,148.40
CRAIGEN	ROBERT	ASSOCIATE PROFESSOR	\$133,111.59
CREIGHTON	DAVID JOSEPH	INFORMATION TECHNOLOGIST	\$95,298.69
CRITOPH	URSULE	LEAD, FLEXIBLE LEARNING	\$98,055.49
CROCKETT	MARYANNE	ASSOCIATE PROFESSOR	\$121,881.47
CUI	HONG	ASSOCIATE PROFESSOR	\$132,873.23
CUMPSTY	STEPHEN	DIRECTOR, OPERATIONS & MAINT.	\$168,301.55
CUNHA CORDEIRO	MARCOS RENON	ASSISTANT PROFESSOR	\$91,793.02
CURNOW	JOE ELIZABETH	ASSISTANT PROFESSOR	\$91,779.17
CURRAN	BRUCE JOHN	ASSISTANT PROFESSOR	\$116,631.80
CURRIE	ROBERT WILLIAM	PROFESSOR	\$164,808.96
CURTIS	MICHAEL WILLIAM	ASSISTANT PROFESSOR	\$421,341.90
CYR	CHRISTINE BILLIE	DIR, ABORIGINAL STUDENT CENTRE	\$94,077.13
CZUBRYT	MICHAEL PAUL	PROFESSOR	\$152,355.84
DAAYF	FOUAD	PROFESSOR	\$162,002.27
DABORN	MERISSA	LECTURER	\$80,673.12
DAHL	MATTHEW	DATA ANALYST	\$91,473.39
DAHL	TRACY ELIZABETH	INSTRUCTOR I	\$78,755.50
DAHL-JENSEN	DORTHE	PROFESSOR	\$242,411.76
DALKE	JOHN	MGR, APPLICATION DEVELOPMENT	\$130,479.04
DALLY	ROSLYN	ALUMNI OUTREACH/ENGAG LEAD	\$76,845.40
DAMA	AVINASH	SENIOR STORAGE AND BACKUP SPEC	\$82,530.23
DANAKAS	JOHN	AVP (STRAT.COMM. & GOVMT RELS)	\$244,597.83
DASS	PARSHOTAM	ASSOCIATE PROFESSOR	\$157,373.40
DAVIDSON	CASSANDRA	ACADEMIC PROGRAM SPECIALIST	\$88,409.01
DAVIDSON	MICHELLE PAMELA	SENIOR INSTRUCTOR	\$93,383.00
DAVIDSON-HUNT	IAIN JOHNSON	PROFESSOR	\$137,300.29
DAVIE	JAMES RONALD	PROFESSOR	\$166,514.95
DAVIES	KATHERINE F	ASSOCIATE PROFESSOR	\$109,999.86
DAVIES	MARCIA M	ASST TO VICE-PROVOST(STUDENTS)	\$75,148.39

Last Name	First Name	Position	Compensation Amount \$
DAVIS	LORI DAWN	INSTRUCTOR II	\$95,244.78
DAVIS	REBECCA LYNN	ASSOCIATE PROFESSOR	\$104,262.25
DAVOREN	GAIL	PROFESSOR	\$136,488.62
DAWE	DAVID ERNEST	ASSISTANT PROFESSOR	\$77,268.91
DAWSON	JACQUELINE LOUISE	ASSISTANT PROFESSOR	\$88,719.89
DE JAEGER	AMY ELIZABETH	EDUCATIONAL SPECIALIST-RESEARC	\$91,060.58
DE KIEVIT	TERESA R	PROFESSOR	\$152,002.06
DE LEON	DARLENE	OCCUPATIONAL THERAPIST	\$113,265.34
DE LEON-DEMARE	KATHLEEN	INSTRUCTOR II	\$95,754.64
DE OLIVEIRA JAYME	BRUNO	ASSISTANT PROFESSOR	\$87,218.68
DE SA LEITAO PINHEIRO	FABIO HENRIQUE	ASSISTANT PROFESSOR	\$144,278.82
DE TORO	FERNANDO	PROFESSOR	\$165,069.78
DEALLY	DON	MANAGER, PLUMBING SHOP	\$103,833.26
DEAN	ERIN CLARE	ASSISTANT PROFESSOR	\$78,698.15
DEANE	LEAH	DIRECTOR, STUDENT SERVICES	\$77,164.86
DECONINCK	WOUTER	ASSOCIATE PROFESSOR	\$112,735.82
DEEGAN	C LEE ANNE	INSTRUCTOR II	\$92,380.22
DEEN	LAURA ROSA	SENIOR BUDGET OFFICER	\$97,944.33
DEER	FRANK	ASSOCIATE PROFESSOR	\$129,168.64
DEERE	BRENT	RESEARCH AWARDS ADMINISTRATOR	\$84,323.79
DEERING	GLENN EDWARD	CONTAINER MANAGER	\$78,849.59
DEGAGNE	CHRISTA DAWN	INSTRUCTOR I	\$85,412.32
DEL BIGIO	MARC RONALD	PROFESSOR	\$421,341.90
DELANEY	JOSEPH AUSTIN CHRISTOPHER	ASSOCIATE PROFESSOR	\$126,264.61
DELAY	DAVID C.J.	ASSISTANT PROFESSOR	\$101,692.36
DELIJANI	FARHOUD	INSTRUCTOR I	\$95,703.98
DEMARE	DANIELLA	PROJECT COORDINATOR	\$76,584.40
DEMCZUK	LISA	ASSOCIATE LIBRARIAN	\$122,193.41
DEMETRIOFF	SABRINA LEIGH BELLHOUSE	ASSISTANT PROFESSOR	\$114,279.36
DENG	CHUANG	ASSOCIATE PROFESSOR	\$114,583.15
DENG	WENKANG	PLUMBER/STEAMFITTER	\$75,313.65
DENNIS	MARY CATHERINE	ASSISTANT PROFESSOR	\$94,177.56
DENTSORAS	DIMITRIOS	ASSISTANT PROFESSOR	\$97,377.99
DERKSEN	ROBERT WAYNE	ASSOCIATE PROFESSOR	\$135,794.14
DERKSEN	SHELLEY ANNE	INFORMATION TECHNOLOGIST	\$91,473.49
DESAI	RADHIKA	PROFESSOR	\$160,031.00
DESJARDINS	LUC JOSEPH DENIS	FACILITIES COORD/SR CAMERA OP	\$78,575.79
DESMARAIS	ANNETTE AURELIE	ASSOCIATE PROFESSOR	\$141,152.76
DESMARAIS	DIEDRE ALEXANDRIA	ASSISTANT PROFESSOR	\$110,685.53
DESPINS	DANIEL	IT SERVER LEAD	\$99,298.85
DETILLIEUX	GILBERT ERNEST JOSEPH	INFORMATION TECHNOLOGIST	\$91,288.74
DETILLIEUX	GILLES REAL JOSEPH	DATA ANALYST	\$79,847.98
DETWILER	JILLIAN	ASSOCIATE PROFESSOR	\$101,698.67
DEXTER	JODY ELAINE	TECHNOLOGY TRANSFER SPECIALIST	\$98,283.07
DHALIWAL	RAMAN	DIRECTOR, ADMIN/OPERATIONS	\$168,443.75
DHALLA	NARANJAN S	PROFESSOR	\$84,262.21

Last Name	First Name	Position	Compensation Amount \$
DHANJAL	HARMINDER KAUR	MANAGER, FINANCE & ADMIN	\$94,292.95
DHINDSA	GURPINDER	ASSISTANT ENGINEER	\$80,854.84
DHINGRA	SANJIV	ASSOCIATE PROFESSOR	\$107,767.91
DIAMOND	STACY LYNN	ASSISTANT MANAGER, BOOKSTORE	\$84,620.86
DIAMOND-BURCHUK	LISA	SENIOR INSTRUCTOR	\$114,916.13
DIBROV	PAVEL	PROFESSOR	\$152,047.88
DIETRICH	JAMES WESLEY	ENGINEER IN RESIDENCE	\$115,980.25
DIETZ	CYNTHIA GOODHART	ASSISTANT LIBRARIAN	\$98,750.66
DIFFEY	LINDA	LECTURER	\$87,622.65
DIK	GUENRIKH R.	INFORMATION TECHNOLOGIST	\$79,866.22
DIKA	CHERYL JANE	SENIOR INSTRUCTOR	\$109,058.23
DILLON	LISA	STAFF PHYSICIAN	\$143,045.71
DING	HAO	ASSOCIATE PROFESSOR	\$128,779.17
DINGWALL	ORVIE IRENE ELIZABETH	ASSOCIATE LIBRARIAN	\$111,404.88
DIUBALDO	DEBRA LYNN	ABORIGINAL STUDENT ADVISOR	\$89,244.61
DIXON	IAN MICHAEL CHARLES	PROFESSOR	\$165,144.60
DMITRENKO	IGOR	RESEARCH ASSOCIATE	\$116,071.98
DOAN	LORI ANNE	SCHOLARSHIP OF T&L DEVELOPER	\$110,075.55
DOAN	NHAT	CLIENT REL. MGMT. CONSULTANT	\$93,748.33
DOBIE	JOHN BRIAN	INSTRUCTOR I	\$108,330.94
DOBLE	BRADLEY WAYNE	ASSOCIATE PROFESSOR	\$155,371.38
DOCKER	MARGARET FELICE	PROFESSOR	\$142,611.25
DODD	JOHN-ALLAN	DIRECTOR, HEALTH & SAFETY	\$94,086.75
DOERING	JOHN C	ASSOC. V.P.(PARTNERSHIPS) / PROFESSOR	\$226,076.61
DOLINSKY	VERNON WAYNE	ASSOCIATE PROFESSOR	\$119,005.70
DOMARATZKI	MICHAEL	ASSOCIATE PROFESSOR	\$138,531.06
DOUCETTE	CHRISTINE ANNE	ASSISTANT PROFESSOR	\$104,900.66
DOUGALL	KATHLEEN	SCHOOL THERAPY SVCS TEAM LEAD	\$95,541.65
DOUGLAS	DELIA DIANE	ANTI-RACISM LEAD	\$85,221.66
DOUPE	MALCOLM BRAY	ASSOCIATE PROFESSOR	\$125,716.24
DOW	KAREN ELIZABETH	ASSISTANT PROFESSOR	\$109,534.82
DOYLE	SUZANNE MARIE NOELLA	PROGRAM ADMINISTRATOR MANAGE	\$78,656.61
DRAGOMIR	SORIN NICOLAE	ENGINEER (M) -4TH	\$76,737.27
DRENNAN ALSIP	JANINE SARAH	EXEC. ASSISTANT / BUSINESS MGR	\$78,004.72
DREWES	DAVID DONALD	ASSOCIATE PROFESSOR	\$121,818.97
DREWNIAK	KENNETH RICHARD	INFORMATION TECHNOLOGIST	\$75,655.10
DRIEDGER	DIANE LYNN	ASSISTANT PROFESSOR	\$91,041.39
DRIEDGER	S. MICHELLE	PROFESSOR	\$162,525.53
DRUMMOND	KELLY NICOLE	INSTRUCTOR II	\$117,529.03
DRUMMOND	ROBERT JOHN	ASSISTANT PROFESSOR	\$159,548.94
DRZYMALA	PETER	OCCUPATIONAL THERAPIST/LEADER	\$141,072.94
DUA	ALOK	SESSIONAL INSTRUCTOR	\$125,547.32
DUA	SNEHIL	INSTRUCTOR I	\$96,076.11
DUAN	KANGMIN	ASSOCIATE PROFESSOR	\$116,431.02
DUBE	RHONDA LYN	INSTRUCTOR II	\$92,546.47
DUBIK	DONALD	RESEARCH ASSOCIATE	\$81,941.35

Last Name	First Name	Position	Compensation Amount \$
DUCHARME	JENNIFER L	ASSISTANT PROFESSOR	\$119,633.86
DUCHARME	JUDY KATHLEEN	SUPERVISOR, CENTRAL ZONE	\$75,454.07
DUECK	CAMERON	SYSTEMS ANALYST	\$91,557.90
DUECK	JENNIFER MARIE	ASSOCIATE PROFESSOR	\$124,692.13
DUECK	NATHAN	DIRECTOR OF FINANCE	\$147,291.23
DUECK	REBECCA MARIE	TECHNICIAN	\$109,093.34
DUECK	ROBERT J	FINANCIAL SYSTEMS COORDINATOR	\$89,988.19
DUECK	THEODORE JOHN HENRY	TECH SUPPORT & SVC CONSULTANT	\$78,853.42
DUERKSEN	DONALD R	ASSOCIATE PROFESSOR	\$81,965.31
DUFAULT	BRENDEEN THOMAS	INFORMATION TECHNOLOGIST	\$94,687.55
DUFF	ELSIE LYNN	ASSISTANT PROFESSOR	\$110,354.50
DUGAL	PAUL F	MANAGER, PURCHASING SERVICES	\$160,602.24
DUHAMEL	TODD ASHLEY DALE	PROFESSOR	\$138,155.35
DUKE	LINDSAY ANN	MGR.STUDENTS & FACULTIES COMM	\$88,192.83
DUMONTET	MONIQUE JO-ANN	INSTRUCTOR II	\$97,805.49
DUNCAN	KAREN A	ASSOCIATE PROFESSOR	\$133,010.81
DUNCAN	ROBERT WAYNE	ASSOCIATE PROFESSOR	\$111,008.41
DUNFORD	DRENA ALISA	INSTRUCTOR II	\$107,779.31
DUNN	KATRINA	ASSISTANT PROFESSOR	\$88,952.49
DUPUIS	REJEANNE LISE	DIRECTOR, CAMPUS PLANNING & REAL ESTATE	\$149,695.03
DURKIN	PAUL RICHARD	ASSISTANT PROFESSOR	\$86,337.08
DUROCHER	STEPHANE JEAN-LOUIS	PROFESSOR	\$117,191.25
DURRANT	JOAN ELAINE	PROFESSOR	\$158,774.77
DURSTON	JEFFREY SUTTER	SYSTEMS ADMINISTRATOR	\$91,288.77
DVORSKI	ROBERT VINKO	SUPERVISOR, DESK SIDE SUPPORT	\$111,256.88
DYCK	BRUNO	PROFESSOR	\$162,556.94
DYCK	JONATHAN EARL	INSTRUCTOR II	\$106,506.45
DYCK	KEVIN	SYSTEMS ANALYST	\$79,805.35
DYCK	LINDA AGANETHA	DEAN / ASSOCIATE PROFESSOR	\$232,036.27
EADE	MARGARET EVELYN	PRE-CLEARSHIP PROGRAM ADMIN.	\$91,694.88
EATON	MARCELLA	ASSOCIATE PROFESSOR	\$120,254.42
ECK	PETER KARL	ASSOCIATE PROFESSOR	\$121,506.39
EDGERTON	JASON DENNIS	ASSOCIATE PROFESSOR	\$110,760.25
EDMUNDS	ANDREA	DIRECTOR, ANCILLARY SERVICES	\$165,021.52
EDWARDS	MARIE PATRICIA	ASSOCIATE PROFESSOR	\$135,586.66
EFTEKHARPOUR	EFTEKHAR	ASSOCIATE PROFESSOR	\$106,181.72
EGAN	RORY BERNARD	PROFESSOR	\$83,319.31
EHN	JENS KRISTIAN	ASSOCIATE PROFESSOR	\$110,432.85
EHN	PAULINA MARGARET	UNIX/LINUX SYSTEM ADMINISTRATOR	\$93,311.90
EKUMA	OKECHUKWU	DATA ANALYST	\$107,661.46
EL-GABALAWY	HANI SAAD	PROFESSOR	\$188,490.81
EL-GABALAWY	RENEE MARIE	ASSISTANT PROFESSOR	\$115,264.69
ELGAZZAR	REDA F	ASSOCIATE PROFESSOR	\$143,209.90
ELIAS	BRENDA DENISE	PROFESSOR	\$134,872.07
ELLIOTT	JACQUELINE K	SENIOR INSTRUCTOR	\$116,738.13
EL-SALAKAWY	EHAB FATHY	PROFESSOR	\$149,191.08

Last Name	First Name	Position	Compensation Amount \$
ELTONSY	SHERIF	ASSISTANT PROFESSOR	\$102,936.08
ELVINS	SARAH	PROFESSOR	\$134,118.00
EMMANUEL	FARAN	RESEARCH ASSOCIATE	\$104,228.34
ENGEL	LISA	ASSISTANT PROFESSOR	\$92,241.70
ENGLISH	JAYANNE	ASSOCIATE PROFESSOR	\$133,834.42
ENNS	BERNARD	ELECTRONIC CONTROLS TECHNICIAN	\$79,898.29
ENNS	CHARLOTTE JOHANNA	PROFESSOR	\$151,426.78
ENNS	HERBERT L	PROFESSOR	\$162,629.99
ENS	CHRISTIAN BRUCE	ASST MANAGER, GROUNDS	\$91,123.83
ENS	ERICH WERNER	PROFESSOR	\$162,570.67
ENTZ	MARTIN HERMANN	PROFESSOR	\$165,248.34
EPP	EDUARD	ASSOCIATE PROFESSOR	\$130,300.51
ERICKSON	BRUCE GARTH	ASSISTANT PROFESSOR	\$99,761.84
ERICKSON	DON	INFORMATION TECHNOLOGIST	\$79,866.22
ERKINBAEV	CHYNGYZ	ASSISTANT PROFESSOR	\$94,297.56
EROS	RONALD W	DIRECTOR, EXPERIENTIAL EDUCATI	\$128,240.09
ESKICIOGLU	MEHMET RASIT	ASSOCIATE PROFESSOR	\$132,127.79
ESKIN	N A MICHAEL	PROFESSOR	\$83,984.30
ESPERSEN-PETERS	KURT NELSON	ASSISTANT PROFESSOR	\$94,873.73
ESSIG	MARCO	DEPT. HEAD, RADIOLOGY	\$82,580.73
EVASON	TAMMY LYNN	FINANCIAL OFFICER	\$82,282.23
FAINSTEIN	LISA KAREN	PROGRAM ADVISOR	\$113,153.89
FALK	JAMISON MARK	ASSOCIATE PROFESSOR	\$120,801.60
FALKENBERG	THOMAS GERHARD	DEAN / PROFESSOR	\$160,810.89
FALLDING	HELEN ELIZABETH	MANAGER, HUMAN RIGHTS RESEARCH	\$131,416.66
FANELLA	SERGIO THOMAS	ASSOCIATE PROFESSOR	\$90,802.24
FARENHORST	ANNEMIEKE	PROFESSOR	\$164,099.92
FARRELL-MORNEAU	AMY	ASSISTANT PROFESSOR	\$90,139.88
FAST	DARREN	DIRECTOR, PARTNERSHIPS & INNOV	\$149,502.51
FAUBERT	MICHELLE RAE	PROFESSOR	\$114,154.34
FAURSCHOU	TRISHA	ASSOCIATE LEGAL COUNSEL	\$92,506.10
FAVELL	KAREN	LECTURER	\$95,600.07
FAYEK	MOSTAFA	PROFESSOR	\$153,562.84
FEAR	JOELLE JOY	SUPERVISOR RENAL UNIT GH	\$151,966.36
FEDIRCHUK	BRENT ALLAN	ASSOCIATE PROFESSOR	\$150,286.35
FEDORCHUK	MONICA	MANAGER, FINANCE & ADMIN	\$103,060.71
FEDORYAK	OLESYA	INSTRUCTOR I	\$78,895.83
FEENSTRA	KYLE A.P.	ASSISTANT LIBRARIAN	\$87,120.42
FEHR	MONIQUE	SPACE PLANNER	\$79,144.06
FERENS	KENNETH F.	ASSISTANT PROFESSOR	\$113,183.19
FERGUSON	BARRY GLEN	SENIOR SCHOLAR	\$110,738.42
FERGUSON	DONALD R	ELECTRICIAN	\$75,292.07
FERGUSON	IAN JAMES	PROFESSOR	\$164,538.65
FERGUSON	PHILIP ANDREW	ASSOCIATE PROFESSOR	\$133,037.16
FERGUSON	THOMAS WILLIAM	BIostatistician-HLTH ECONOMIST	\$79,807.58
FERGUSON	JAMES G	PROFESSOR	\$159,875.46

Last Name	First Name	Position	Compensation Amount \$
FERLEY	MICHAEL ARTHUR	MANAGER, ENGINEERING SERVICES	\$147,231.32
FERNANDEZ	ENRIQUE J	PROFESSOR	\$144,920.58
FERNANDO	DILANTHA W G	PROFESSOR	\$169,882.78
FERNANDO	VEERAHENNEDIGE	INSTRUCTOR I	\$80,969.83
FERNYHOUGH	PAUL	PROFESSOR	\$169,475.73
FERREIRA	KAREN JOYCE	INSTRUCTOR II	\$98,255.54
FERRIS	SHAWNA MIKAL-ANN	ASSOCIATE PROFESSOR	\$113,611.60
FEUER	JANICE ELIZABETH	DIRECTOR, GIFT PLAN & LIFETIME	\$129,661.39
FIDLER	GREGORY W F	SENIOR INSTRUCTOR	\$126,357.36
FIEGE	JASON	ASSOCIATE PROFESSOR	\$128,643.08
FIELD	RUSSELL DAVID	ASSOCIATE PROFESSOR	\$110,838.67
FIELDING	CORY LEE	ASSISTANT DIRECTOR	\$139,187.32
FIGLEY	CHASE RUSSELL	ASSOCIATE PROFESSOR	\$109,392.53
FILIZADEH	SHAAHIN	PROFESSOR	\$144,959.49
FILOPOULOS	PETER	DESKTOP SUPPORT CONSULTANT	\$79,034.23
FINCH	LESLIE	COMPTROLLER, ST. PAUL COLLEGE	\$75,148.41
FIORILLO	GRAZIANO	ASSISTANT PROFESSOR	\$109,310.42
FISCHER	GABOR	ASSOCIATE PROFESSOR	\$457,468.94
FITZELL	GORDON DALE	PROFESSOR	\$129,556.61
FLATEN	DONALD NORMAN	PROFESSOR	\$200,540.67
FORD	BRUCE AUSTIN	PROFESSOR	\$146,645.35
FORD	LISA M	SENIOR INSTRUCTOR	\$135,802.31
FORD	LYLE ALEXANDER	ASSOCIATE LIBRARIAN	\$118,140.02
FORGET	EVELYN LOUISE	PROFESSOR	\$175,190.90
FORNWALD	BLAIR MICHEL	DIRECTOR/CURATOR	\$76,734.96
FORREST	MAUREEN DOROTHY	HR CONSULTANT	\$129,043.23
FORSYTHE	LAURA	METIS INCLUSION PROJECT COORD	\$93,054.87
FOSTER	DAVID PAUL	INSTRUCTOR II	\$81,647.03
FOSTER	SHELLEY ANNE	ASSOC UNIV SEC (BRD OF GOVERN)	\$75,307.41
FOURNIER	ANNA	ASSOCIATE PROFESSOR	\$114,473.71
FOWKE	KEITH RAYMOND	PROFESSOR	\$171,029.04
FOWLER	KENT DOUGLAS	ASSOCIATE PROFESSOR	\$116,048.09
FOWLER	MELINDA	ASSISTANT PROFESSOR	\$122,976.26
FRAEHLICH	CHERYL V.L.	SESSIONAL INSTRUCTOR	\$113,018.43
FRANCA	RODRIGO	ASSOCIATE PROFESSOR	\$140,467.92
FRANCO-ESPINOSA	ALICIA AGUSTINA	DIRECTOR / INSTRUCTOR II, ENGLISH LANGUAGE CENTRE	\$88,301.66
FRANCOIS	JOSE	DEPT. HEAD, FAMILY MEDICINE	\$88,136.50
FRANK	CHRISTOPHER	PROFESSOR	\$126,556.48
FRANK	JULIETA	ASSOCIATE PROFESSOR	\$120,967.51
FRANKEL	SIDNEY IRVIN	ASSOCIATE PROFESSOR	\$121,714.84
FRASER	KEVIN CHARLES	ASSOCIATE PROFESSOR	\$100,950.17
FRASER	TREVOR JAMES	FIELD RES FACILITY & EQUIP MGR	\$77,373.51
FREDERIKSEN	ANDREW	PROFESSOR	\$158,276.67
FREER	STAN	LAB TECHNICIAN	\$117,072.49
FREEZE	DONALD RICHARD	PROFESSOR	\$177,359.18
FRESNOZA	AGNES L.	TRANSGENICS MOUSE TECHNICIAN	\$76,743.28

Last Name	First Name	Position	Compensation Amount \$
FRICKE	MONICA	ASSISTANT PROFESSOR	\$110,722.62
FRIDELL	MARA	ASSISTANT PROFESSOR	\$101,801.27
FRIED	SHELLEY LYNN	INSTRUCTOR II	\$81,249.09
FRIEDRICH	LISA ANNE	RESEARCH GRANTS FACILITATOR	\$77,275.19
FRIES	CHRISTOPHER JOHN	ASSOCIATE PROFESSOR	\$115,893.79
FRIESEN	ELROY DUANE	ASSOCIATE PROFESSOR	\$120,844.68
FRIESEN	MARCIA RUTHILD	ASSOCIATE PROFESSOR	\$135,172.79
FRISTENSKY	BRIAN WHITNEY	ASSOCIATE PROFESSOR	\$132,973.87
FROESE	IVAN PETER	BURSAR & EXEC ASST TO WARDEN	\$94,292.95
FROGNER	RAYMOND OSCAR	ASSOCIATE LIBRARIAN	\$124,104.69
FROSK	PATRICK	ASSISTANT PROFESSOR	\$85,626.88
FRY	WILLIAM MARK	ASSOCIATE PROFESSOR	\$121,743.46
FUCHS	FRANCIS FUCHS	IMMIGRATION CONSULTANT	\$80,981.84
FUGLEM	TERRI GAYE	ASSOCIATE PROFESSOR	\$133,098.16
FULLERTON	CODY JAY	ASSISTANT LIBRARIAN	\$78,532.13
FULTON	WILLIAM BRYCE	DESK SUPPORT CONSULTANT	\$76,619.31
FUNK	LAURA MEGAN	ASSOCIATE PROFESSOR	\$113,554.58
GABBERT	MARK ALLAN	ASSOCIATE PROFESSOR	\$135,665.75
GABRIELSON	DAVID	INTERMEDIATE SYSTEMS ANALYST	\$85,968.98
GAGNON	SUZANNE MARIE	ASSOCIATE PROFESSOR	\$204,622.10
GAJPAL	YUVRAJ	ASSOCIATE PROFESSOR	\$146,172.99
GALAUGHER	JOLEN	INDUSTRY & COMM. LIASION OFFIC	\$90,624.11
GALLACHER	GUILLERMO	ASSISTANT PROFESSOR	\$101,216.51
GALLANT	MARY MICHELLE	PROFESSOR	\$167,131.39
GAMACHE	MYLENE YANNICK	ASSISTANT PROFESSOR	\$83,058.99
GAMBLE	JULIA ANNE	ASSISTANT PROFESSOR	\$88,903.60
GAMEY	PARKER JAY	BUSINESS MANAGER	\$81,717.42
GANESAN	THENDRALARASI	ASST MANAGER, CAPITAL ACCTG	\$78,333.03
GAO	JIJUN	ASSOCIATE PROFESSOR	\$199,632.40
GAO	YA	ASSISTANT PROFESSOR	\$151,324.53
GARCIA HOLGUERA	MARIA MERCEDES	ASSISTANT PROFESSOR	\$96,301.21
GARDNER	DERRICK EARL	ASSOCIATE PROFESSOR	\$109,961.84
GARDNER	MARK STEWART	FINANCIAL OFFICER	\$102,262.35
GARLAND	ALLAN BRUCE	PROFESSOR	\$115,570.70
GARLICH-MILLER	MICAH COREY	SR SYSTEMS ANALYST	\$109,632.17
GARRETT	MARK RICHARD	ASSISTANT PROFESSOR	\$120,428.40
GARROWAY	COLIN JAMES	ASSISTANT PROFESSOR	\$98,447.00
GARTNER	JOHN GODFREY	PROFESSOR	\$421,491.90
GATZKE	NOAH DAVID	INSTRUCTOR II	\$101,064.61
GAUCHER	DANIELLE MONIQUE	ASSOCIATE PROFESSOR	\$119,695.29
GE	WENXIA	ASSOCIATE PROFESSOR	\$154,434.89
GEDDERT	CAROLYN ELIZABETH	ENGINEER-IN-RESIDENCE	\$139,905.59
GERICKE	MICHAEL THOMAS	PROFESSOR	\$128,940.83
GERSTEIN	ALEEZA CARA	ASSISTANT PROFESSOR	\$95,819.31
GHAVAMI	SAEID	ASSOCIATE PROFESSOR	\$105,591.58
GHIA	JEAN-ERIC	ASSOCIATE PROFESSOR	\$127,834.46

Last Name	First Name	Position	Compensation Amount \$
GHOMESHI	JILA	PROFESSOR	\$147,102.27
GIBBS	JASON JOHN	ASSISTANT PROFESSOR	\$97,894.98
GIBSON	GREGORY JOHN	ASSISTANT PROFESSOR	\$119,633.86
GIBSON	IAN WILLIAM	ASSOCIATE PROFESSOR	\$421,341.90
GIBSON	SPENCER BRUCE	PROFESSOR	\$158,184.63
GIESBRECHT	DEBRA DAWN	MANAGER, UNIV CTR PHARMACY	\$86,512.87
GIESBRECHT	EDWARD MARK	ASSOCIATE PROFESSOR	\$123,181.60
GIESBRECHT	GORDON GRANT	PROFESSOR	\$165,248.34
GIESBRECHT	TRACEY LYNN	INSTRUCTOR II	\$102,983.61
GIETZ	ROMAN DANIEL H	ASSOCIATE PROFESSOR	\$91,000.00
GILCHRIST	JAMES STUART CHARLES	PROFESSOR	\$166,647.18
GILES-SMITH	LORI	LIBRARIAN	\$124,616.25
GILL	KAMNI JESSICA	ASSISTANT PROFESSOR	\$100,407.55
GILLIS	DARREN MICHAEL	PROFESSOR	\$148,825.87
GILLIS	RICHARD JOHANN	PROFESSOR	\$156,565.86
GILMORE	COLIN GERALD	ASSISTANT PROFESSOR	\$119,895.40
GIRARD	RACHELLE	ASST MANAGER, FINANCIAL ANALYS	\$84,653.92
GIULIANO	RYAN JEFFREY	ASSISTANT PROFESSOR	\$90,853.60
GLASSFORD	LORRAINE FRANCES	INSTRUCTOR II	\$98,141.24
GLAVIN	GARY BERTRUN	ASSOC. V.P. (RESEARCH & INTL) / PROFESSOR	\$221,854.03
GLAZEBROOK	CHERYL MARY	ASSOCIATE PROFESSOR	\$101,700.07
GLAZNER	GORDON WAYNE	ASSOCIATE PROFESSOR	\$133,106.16
GLENWRIGHT	MELANIE	ASSOCIATE PROFESSOR	\$123,105.13
GLOGOWSKA	ALEKSANDRA MARIA	INSTRUCTOR II	\$75,773.79
GLOUX	RICHARD	MGR, INFRASTRUCTURE BUILD	\$127,538.36
GODARD	JOHN HAMILTON	PROFESSOR	\$150,488.19
GODAVARI	S NORMA	ASSOCIATE LIBRARIAN	\$97,176.82
GODFREY	CAROLYN CHRISTINE	PROGRAMMER ANALYST	\$100,434.83
GODWIN	RYAN THOMAS	ASSOCIATE PROFESSOR	\$117,173.03
GOLD	BERNARD	DIRECTOR, PENSION OFFICE	\$152,604.56
GOLDBERG	AVIVA MICHELLE	ASSOCIATE PROFESSOR	\$172,052.75
GOLDSBOROUGH	L GORDON	ASSOCIATE PROFESSOR	\$133,561.06
GOLE	ANIRUDDHA M	PROFESSOR	\$164,894.67
GONG	YUEWEN	PROFESSOR	\$162,265.46
GOOCH	CASEY	ASSISTANT MANAGER, R-SF ACCT	\$102,955.39
GOODMAN	LESLIE GREER	SENIOR INSTRUCTOR	\$191,070.30
GOODWIN	BARBARA LYNN	SENIOR INSTRUCTOR	\$113,407.53
GORCZYCA	BEATA	PROFESSOR	\$139,149.05
GORDON	JONATHAN BARRY	ASSOCIATE PROFESSOR	\$97,499.62
GORDON	JOSEPH WILLIAM	ASSOCIATE PROFESSOR	\$124,975.87
GOUGH	KATHLEEN MARGARET	PROFESSOR	\$162,088.85
GOULD	JENNIFER	SUPERVISOR P.E.M.	\$117,034.59
GOZHO	NHAMO GEORGE	INSTRUCTOR II	\$98,242.05
GRAFF	LESLEY A	PROFESSOR	\$192,059.74
GRAHAM	JACKIE	DIRECTOR OF HEALTH PROGARMS	\$116,741.06
GRAHAM	PETER C J	ASSOCIATE PROFESSOR	\$108,834.44

Last Name	First Name	Position	Compensation Amount \$
GRAHAM-TETRAULT	NICOLE	SENIOR AUDIT CONSULTANT	\$92,864.54
GRAHN	MYRNA	MANAGER OF FFDC	\$98,085.25
GRANT	CHARLES WILLIAM	SENIOR INSTRUCTOR	\$170,731.76
GRAVES	JOSEPH DEREK LEE	IT MANAGER	\$96,608.51
GREEN	CHRISTOPHER HENRY	ASST MGR, PREVENTATIVE MAINT.	\$91,595.26
GREEN	RILEY JAMES	CHARGE ENGINEER -2ND CLASS	\$109,295.63
GREENBERG	BRIAN DOUGLAS	SYSTEMS ANALYST-SECURITY OP	\$83,538.39
GREENBERG	CHERYL ROCKMAN	PROFESSOR	\$122,716.90
GREENFIELD	HASKEL J	PROFESSOR	\$159,893.85
GREIDANUS	NATHAN SIDNEY	ASSOCIATE PROFESSOR	\$172,366.19
GRIFFIN	DOUGLAS	SEN ACCOUNTANT/FINANCE OFFICER	\$94,655.99
GRINIC	IGOR	ASSISTANT ENGINEER -3RD	\$86,413.81
GRIPP	JANICE K	SECRETARY TO THE DEAN	\$75,148.38
GROCOTT	HILARY PETER THOMAS	PROFESSOR	\$147,074.01
GRONSKI	TOM	SYSTEMS ANALYST	\$93,700.67
GROOME	MARGARET ESTELLE	ASSOCIATE PROFESSOR	\$132,190.94
GRUBER	JACQUELINE ISAAN	EDI DIRECTOR	\$116,142.90
GRYMONPRE	RUBY EMILY	PROFESSOR	\$150,244.49
GU	XIAOCHEN	PROFESSOR	\$162,190.52
GUARD	JULIE	PROFESSOR	\$131,683.25
GUDERIAN	ROBERT WILLIAM LEE	INSTRUCTOR I	\$84,222.21
GULDEN	ROBERT HERBERT	PROFESSOR	\$128,650.40
GUNAY	HIKMET	PROFESSOR	\$92,672.11
GUNDERSON	DAVID SHANE	ASSOCIATE PROFESSOR	\$118,642.51
GUNDERSON	KAREN ROSEMARIE	ASSISTANT PROFESSOR	\$95,596.25
GUNN	BRENDA LAURIE	ASSOCIATE PROFESSOR	\$132,722.01
GUYOT	MEGHAN KATHLEEN	INSTRUCTOR I	\$84,903.01
GWINNER	GERALD	PROFESSOR	\$149,647.96
HAAKSMA	JEFF	MANAGER, ENDPOINT SVC-SUPPORT	\$119,127.81
HACK	THOMAS FRANCIS L	PROFESSOR	\$153,930.89
HAGIWARA	ROBERT	ASSISTANT PROFESSOR	\$111,182.84
HAIGH	JODY JONATHAN	ASSOCIATE PROFESSOR	\$112,005.45
HAIMEUR	ASMAA	ASSISTANT PROFESSOR	\$130,512.62
HAJER	JESSE WILLIAM	ASSISTANT PROFESSOR	\$98,982.82
HAJIDIACOS	NICHOLAS PETER	ASSISTANT PROFESSOR	\$121,092.76
HAKIMZADEH	KHOSROW	SYSTEMS ADMINISTRATOR	\$91,288.75
HALABUZA	DARRIN	SYSTEMS SUPPORT	\$79,533.43
HALAS	GAYLE	ASSISTANT PROFESSOR	\$117,754.47
HALAYKO	ANDREW JOHN	PROFESSOR	\$176,722.29
HALDEN	NORMAN MELROSE	PROFESSOR	\$239,344.27
HALDER	RUMEL	SESSIONAL INSTRUCTOR	\$84,208.68
HALKET	LISA	DIRECTOR, STAFF RELATIONS	\$152,604.56
HALLI	SHIVALINGAPPA S	PROFESSOR	\$185,512.36
HALLMAN	BONNIE CATHARINE	ASSOCIATE PROFESSOR	\$132,092.33
HALONEN	DEANA FAY	SENIOR INSTRUCTOR	\$131,195.89
HALPIN	AVA LEAH	DIABETIC FOOT NURSE CLINICIAN	\$88,814.28

Last Name	First Name	Position	Compensation Amount \$
HAMELIN	DARYL	ELECTRICAL TECHNOLOGIST	\$92,492.88
HAMILTON	JOANNE LOREEN THOROSKI	DIRECTOR, EDUCATION DEVELOPMENT	\$120,833.57
HAMM	GARRET JOEL	FACILITIES ASSESSMENT COORD	\$93,122.95
HAMZA	SATE	ASSISTANT PROFESSOR	\$421,341.90
HANESIAK	JOHN MICHAEL	PROFESSOR	\$148,697.95
HANN	BRENDA JANE	PROFESSOR	\$165,276.27
HANNAN	SARAH ANNE LESLIE	ASSISTANT PROFESSOR	\$82,071.72
HANNESSON	LLOYD K	WEB & SYSTEMS ADMINISTRATOR	\$77,851.19
HANNILA	SARI STEPHANIE	ASSOCIATE PROFESSOR	\$111,786.12
HANSEN	NANCY ELLEN	ASSOCIATE PROFESSOR	\$130,832.26
HANSON	MARK L	DEPT. HEAD / PROFESSOR, ENVIRONMENT & GEOGRAPHY	\$137,417.79
HAO	XUEMIAO	ASSOCIATE PROFESSOR	\$135,153.83
HAQUE	C EMDAD	PROFESSOR	\$164,760.99
HARDEN	SUZANNE	ASSOC. V.P. (MARKETING COMM.)	\$102,736.51
HARDER	NICOLE	ASSISTANT PROFESSOR	\$113,564.03
HARE	JAMES F	PROFESSOR	\$141,392.94
HARLAND	NICHOLAS W	INSTRUCTOR I	\$79,749.05
HARRINGTON	DOUGLAS ALLEN	ASSOCIATE PROFESSOR	\$119,655.05
HARRINGTON	MICHAEL WILLIAM	ASSISTANT PROFESSOR	\$122,284.97
HARRIS	STEVEN	PROFESSOR	\$165,299.90
HART	KIMBERLY LEIGH-ANN	SENIOR LEAD INDIGENOUS HEALTH	\$76,851.23
HARTLEY	JESSICA NICOLE	PROG. DIR.-GENETIC COUNS. PROG	\$104,168.20
HARTLIN	JOSHUA	FACILITATOR & LRNG MEDIA SPEC	\$77,426.78
HARVEY	ELIZABETH HUSSA	SENIOR INSTRUCTOR	\$110,442.59
HASAN	MAHMUD	PHYSICIAN	\$140,328.82
HATALA	ANDREW RICHARD	ASSISTANT PROFESSOR	\$106,770.64
HATCH	GRANT MICHAEL	PROFESSOR	\$173,436.58
HAUSEMAN	DAVID CAMERON	ASSISTANT PROFESSOR	\$93,095.06
HAUSNER	GEORG	PROFESSOR	\$150,004.90
HAWORTH-BROCKMAN	MARGARET JEAN	SENIOR PROGRAM MANAGER	\$111,674.16
HAY	THOMAS J	COMPTROLLER	\$88,449.93
HAYES	KERRIE NICOLE	DIRECTOR OF CONTRACTS	\$117,526.77
HAYGLASS	KENT TAYLOR	PROFESSOR	\$150,000.00
HEALY	PAULA MARIE	PHYSICIAN REPATRIATION COORD	\$92,390.77
HEBERGER	ALEXANDRA	ASSOCIATE PROFESSOR	\$121,029.62
HEBERT	ELIZABETH A	ASSISTANT PROFESSOR	\$104,363.71
HECHTER	RICHARD	ASSOCIATE PROFESSOR	\$131,520.58
HECKMAN	GERALD P	ASSOCIATE PROFESSOR	\$144,425.22
HELEWA	MICHAEL ELIAS	PROFESSOR	\$151,647.72
HELLER	HENRY	PROFESSOR	\$84,068.35
HENHAWK	DANIEL ALEXANDER	ASSISTANT PROFESSOR	\$87,790.70
HENRY	RICHARD RORY	DIRECTOR, PLANNING & PRIORITIES	\$140,050.45
HENSEL	JENNIFER	ASSISTANT PROFESSOR	\$179,139.19
HERBERT	DAVID ERIC	ASSOCIATE PROFESSOR	\$109,242.53
HERMOSISIMA	JOHN	CHARGE ENGINEER -2ND CLASS	\$75,595.63
HERRMANN	RANDY	SENIOR INSTRUCTOR	\$124,936.31

Last Name	First Name	Position	Compensation Amount \$
HEWITT	BARBARA RUTH	RESEARCH GRANTS OFFICER	\$125,728.26
HICKS	GEOFFREY GORDON	PROFESSOR	\$165,231.91
HIEBERT	KEITH DOUGLAS	SENIOR NETWORK SPECIALIST	\$93,125.86
HIEBERT	LYNNE C. P.	LEGAL COUNSEL	\$127,933.69
HIEBERT-MURPHY	ELIZABETH DIANE	VICE-PROVOST (ACAD AFFAIRS) / PROFESSOR	\$194,710.08
HILDAHL-SHAWN	KRISTIN	INSTRUCTOR I	\$169,735.23
HILL	DAVID ALEXANDER	ASSISTANT PROFESSOR	\$119,633.86
HITCHON	CAROL ANN	ASSOCIATE PROFESSOR	\$89,764.90
HNATIUK	TERRY GWENDOLYN	RESEARCH INFORMATION SYST MGR	\$93,893.00
HO	JULIET	PROFESSOR	\$120,849.39
HO	NGAI MAN	ASSOCIATE PROFESSOR	\$128,711.03
HODGES	RICHARD	DIRECTOR, ANIMAL CARE & VET.	\$152,604.52
HOHENBERG	EDWARD	ENGINEER-IN-RESIDENCE	\$85,643.23
HOLENS	PAMELA LUANNE	ASSOCIATE PROFESSOR	\$134,633.83
HOLLAENDER	HARTMUT	ASSOCIATE PROFESSOR	\$122,861.05
HOLMQVIST	MAXINE ELISABETH	ASSOCIATE PROFESSOR	\$144,318.96
HOLMSTROM	KATARINA CHANTELE EILEEN	BUSINESS MANAGER	\$84,323.80
HOLOVACH	THOMAS W	ASST MANAGER, ELECTRICAL SHOP	\$89,322.16
HOLTER	KATHY-LYNN (K-L)	DIRECTOR, IST ENGAGEMENT SVCS	\$150,673.85
HOLYK	BRENDA	PHYSICIAN	\$103,289.94
HOLYK	RANDALL PETER ANDREW	MARKETING MANAGER	\$94,292.98
HOMBACH-KLONISCH	SABINE	PROFESSOR	\$139,976.52
HOMENIUK	CARRIE	DIRECTOR, HR SERVICES	\$128,713.18
HONEYFORD	JAMES KEITH	INSTRUCTOR II	\$85,264.31
HONEYFORD	MICHELLE ANNETTE	ASSOCIATE PROFESSOR	\$123,516.27
HONG	SAY PHAM	DATA MANAGEMENT ANALYST	\$89,079.42
HOPPA	ROBERT D	PROFESSOR	\$158,225.74
HORTON	JILLIAN	ASSISTANT PROFESSOR	\$188,343.71
HOSSAIN	ABU ZAFAR MOHAMMAD EKRAM	PROFESSOR	\$155,057.23
HOU	SEN	MOL. IMMUNOL TECH/LAB MANAGER	\$76,743.27
HOUSE	JAMES DUNCAN	PROFESSOR	\$166,485.42
HRABOWYCH	ELEANOR M	CLINICAL EDUCATION FACILITATOR	\$121,522.26
HRYCAIKO	KIMBERLY CLAUDINE	DIABETIC RETINAL SCREEN NURSE	\$104,946.02
HRYNIUK	ALEXA	ASSISTANT PROFESSOR	\$99,406.73
HRYSHKO	LARRY VICTOR	PROFESSOR	\$164,333.87
HU	CANMING	PROFESSOR	\$148,071.63
HU	PINGZHAO	ASSOCIATE PROFESSOR	\$105,198.71
HUBNER	BRIAN EDWARD	ASSOCIATE LIBRARIAN	\$116,568.91
HUDSON	IAN	PROFESSOR	\$151,554.62
HUDSON	MARK	ASSOCIATE PROFESSOR	\$114,986.66
HUGHES	JUDITH ANN	ASSOCIATE PROFESSOR	\$129,381.93
HUI	GEOFFREY YU-HIN	H.R. SYSTEMS ANALYST	\$75,148.37
HUISMAN	MONICA PAULINE	INSTRUCTOR II	\$82,330.28
HUMMEL	MICHAEL	LIVESTOCK ATTENDANT	\$75,006.73
HUNZINGER	VANESSA HILARY MARGRET	ASSISTANT PROFESSOR	\$106,310.02
HUSTON	JEFF	AURORA STUD FUNCTIONAL ANALYT	\$95,771.49

Last Name	First Name	Position	Compensation Amount \$
IACOPINO	ANTHONY MICHAEL	PROFESSOR	\$334,868.86
IACOZZA	JOHN	SENIOR INSTRUCTOR	\$159,410.50
ILNYCKYJ	ALEXANDRA	ASSISTANT PROFESSOR	\$145,644.48
IM	JUNYON	ASSISTANT PROFESSOR	\$127,494.06
INGLIS	DEREK HENRY	INSTRUCTOR I	\$87,615.67
INNIS	JAROD TYLER	NETWORK ADMINISTRATOR	\$91,478.31
IONESCU	DAN ANDREI	PROJECT MANAGER, LEVEL 1	\$91,643.52
IRAGHI MOGHADDAM	GHOLAMHOSSEIN	SENIOR INSTRUCTOR	\$97,687.87
IRANI	POURANG POLAD	PROFESSOR	\$160,343.37
IRELAND	DAVID ANDREW	ASSISTANT PROFESSOR	\$103,823.23
IRVINE	JOHN CHRISTOPHER	PROFESSOR	\$180,573.01
ISFELD-KIELY	HARPA KOLBRUN	SENIOR PROJECT COORDINATOR	\$86,768.77
ISLEIFSON	DUSTIN KONNER	ASSISTANT PROFESSOR	\$102,993.83
ISSA	MOHAMED HASSAN	ASSOCIATE PROFESSOR	\$115,995.82
IVANCO	TAMMY LEANNE	ASSOCIATE PROFESSOR	\$132,511.04
IVERSON	ALVIN THOMAS	CARMAN RESEARCH STATION SUPERV	\$95,615.29
JACKSON	MICHAEL	PROGRAM COORDINATOR	\$76,558.65
JACKSON	MICHAEL FREDERICK	ASSOCIATE PROFESSOR	\$115,932.18
JACKSON	RON GERALD	ELECTRICIAN	\$75,476.71
JACOBSON	ERIC	PROFESSOR	\$179,412.60
JACOBY	GADY	DEAN / PROFESSOR	\$318,934.61
JACOBY	TAMI AMANDA	PROFESSOR	\$130,963.70
JAEGER	STEPHAN	PROFESSOR	\$151,553.05
JAFARI JOZANI	MOHAMMAD	PROFESSOR	\$126,515.73
JAKOBSON	LORNA SUSAN	PROFESSOR	\$145,151.73
JALAYERI	EHSAN	MECH ENG TECHNOLOGIST 4	\$96,400.95
JALLOH	CHELSEA ROBIN	INSTRUCTOR II	\$95,131.18
JAMES	KARIN URSULA	INSTRUCTOR II	\$87,822.00
JAMIESON	RANDALL KENNETH	PROFESSOR	\$134,109.85
JANJIC	SINISA	ELECTR ENG TECHNOLOGIST 3	\$84,548.69
JANSEN	RICK	DIRECTOR, SECURITY SERVICES	\$151,848.72
JANZEN	KEVIN	INFORMATION TECHNOLOGIST	\$99,758.65
JANZEN	MELANIE D.	ASSOCIATE PROFESSOR	\$112,686.84
JANZEN	MICHAEL	RESEARCH DEVELOPMENT MANAGER	\$140,775.48
JANZEN	TERENCE	PROFESSOR	\$147,543.21
JASSAL	DAVINDER SINGH	PROFESSOR	\$139,221.60
JAWORSKI	KYLE	INFORMATION TECHNOLOGIST	\$93,063.77
JAYARAMAN	RAGHAVAN	ASSOCIATE PROFESSOR	\$134,949.78
JAYAS	DIGVIR	V.P.(RESEARCH & INTERNATIONAL) / PROFESSOR	\$323,426.15
JAYASURIYA	JUDITH NIKINIE	LEAD OF EXPERIENTIAL LEARNING	\$117,543.79
JBARA	SAFFANA	ASSISTANT PROFESSOR	\$119,723.48
JEFFREY	IAN FRASER	ASSOCIATE PROFESSOR	\$105,958.29
JEFFRIES	KENNETH MICHAEL	ASSISTANT PROFESSOR	\$94,806.24
JENKINS	JOYCE LYNN	ASSOCIATE PROFESSOR	\$132,516.79
JENSEN	FIONA	SENIOR INSTRUCTOR	\$98,731.00
JETTE	PHIL	ASSISTANT ENGINEER -2ND	\$86,950.15

Last Name	First Name	Position	Compensation Amount \$
JEYARAMAN	MAYA MADHUMATHY	RESEARCH ASSOCIATE	\$86,525.07
JIAN	FUJI	ASSISTANT PROFESSOR	\$98,417.94
JIANG	CHANGMIN	ASSOCIATE PROFESSOR	\$160,616.43
JIANG	DEPENG	ASSOCIATE PROFESSOR	\$140,987.74
JOCHELSON	RICHARD	PROFESSOR	\$150,134.51
JOHNS	ERIN	ASSISTANT PROFESSOR	\$107,486.83
JOHNSON	BRADFORD CECIL	ASSOCIATE PROFESSOR	\$126,118.51
JOHNSON	DEREK STEPHEN	DEPT. HEAD / PROFESSOR, ANTHROPOLOGY	\$132,876.75
JOHNSON	EDWARD ALTON	PROFESSOR	\$132,381.07
JOHNSON	GARY VERNER	ASSOCIATE PROFESSOR	\$135,056.47
JOHNSON	JAY ANTHONY	PROFESSOR	\$112,098.01
JOHNSON	LESLIE	SENIOR INSTRUCTOR	\$116,091.38
JOHNSON	PATRICIA	CLINICAL VETERINARIAN	\$97,237.48
JONASSON-YOUNG	DEBRA SIGNE	I.H. ASPER EXECUTIVE DIRECTOR	\$132,974.89
JONATSCHICK	GUY J D	INFORMATION SYSTEMS COORD.	\$99,983.40
JONES	ESYLLT	PROFESSOR	\$124,575.63
JONES	IAN WILLIAM	PROGRAM DIRECTOR (P.A.E.P.)	\$137,592.94
JONES	MEAGHAN JESSICA	ASSISTANT PROFESSOR	\$95,023.73
JONES	RAYMOND BRIAN	SVCS COORD - REFRIGE/AIR COND	\$81,203.19
JOO	HEE-JUNG SERENITY	ASSOCIATE PROFESSOR	\$119,713.15
JORDAN	LARRY MICHAEL	PROFESSOR	\$83,641.45
JORGENSON	CRYSTAL	COMMUNICATIONS SPECIALIST	\$94,292.97
JORGENSON	JASON	STUDENT AFFAIRS COORDINATOR	\$75,915.18
JOYAL	MARK ALLAN	PROFESSOR	\$162,782.68
JUDD	ELLEN RUTH	PROFESSOR	\$149,487.80
JUNG	ERICA	ASSOCIATE DIRECTOR, CENTRE FOR ADVANCEMENT T&L	\$100,723.73
JUNG	EUN-JEONG	BUSINESS MANAGER	\$84,615.02
JURKOWSKI	EDWARD MARTIN	DEAN / DIRECTOR / PROFESSOR	\$262,950.15
KACHULAK-BABEY	LISA SUSAN	ASSOC REGISTRAR & DIR- STU REC	\$122,092.34
KAITA	KELLY DANIEL ENJIRO	ASSISTANT PROFESSOR	\$82,586.00
KAJTAR	TRINA GISELLE	HR BUSINESS ANALYST	\$83,170.08
KALAJDZIEVSKI	SASHO	SENIOR INSTRUCTOR	\$104,471.08
KALBERG	HOLGER	ASSOCIATE PROFESSOR	\$107,178.26
KALYNUK	SEAN	TECHNICAL SPECIALIST/DEVELOPER	\$95,757.81
KAMALI	SHAHIN	ASSISTANT PROFESSOR	\$101,813.47
KAMPEN	KAREN MARGARET-ANNE	INSTRUCTOR II	\$101,427.87
KANDRACK	MARY-ANNE	INSTRUCTOR II	\$99,560.36
KANG	NANCY	ASSOCIATE PROFESSOR	\$114,215.22
KAPITANKER	ZEEV	MECH ENG TECHNOLOGIST 4	\$107,309.82
KARANI	PARVIZ	SYSTEM ANALYST	\$93,456.42
KARDAMI	ELISSAVET	PROFESSOR	\$166,337.59
KARI	SIOBHAN	MGR, ADV. DATA & STEWARDSHIP	\$85,428.53
KARIMI-ABDOLREZAAEE	SOHEILA	PROFESSOR	\$124,748.39
KARNAOUKH	SVIATOSLAW	MECH ENG TECHNOLOGIST 3	\$83,785.08
KARPAN	CYNTHIA	ASSOCIATE PROFESSOR	\$133,647.21
KATYAL	SACHIN	ASSISTANT PROFESSOR	\$113,481.73

Last Name	First Name	Position	Compensation Amount \$
KATZ	ALAN	PROFESSOR	\$202,424.95
KAUFMANN	ANTHONY MICHAEL	ASSOCIATE PROFESSOR	\$98,581.79
KAUPPINEN	TIINA MATLEENA	ASSOCIATE PROFESSOR	\$115,122.49
KAYAMA	YUHKO	SENIOR INSTRUCTOR	\$107,052.27
KAZEM MOUSSAVI	ZAHRA	PROFESSOR	\$159,242.99
KEARSEY	JOHN E	V.P. (EXTERNAL)	\$366,919.13
KEATES	JEAN LOUISE	ASSISTANT PROFESSOR	\$102,051.29
KEATING	ERIN MICHELLE	ASSOCIATE PROFESSOR	\$108,275.28
KEHLER-SIEBERT	JUDITH LYNN	PROFESSOR	\$150,538.27
KEIJZER	RICHARD	PROFESSOR	\$96,063.79
KELLY	CHRISTINE ELIZABETH	ASSISTANT PROFESSOR	\$103,809.24
KELLY	DEBBIE M	PROFESSOR	\$158,784.22
KELLY	KEVIN	ASSOCIATE PROFESSOR	\$124,767.72
KELLY	LAUREN	ASSISTANT PROFESSOR	\$105,231.60
KELSO	JAMES HENRY	SENIOR INFO TECHNOLOGY OFFICER	\$99,127.29
KENKEL	NORMAN CHARLES	PROFESSOR	\$175,842.68
KENNEDY	GERARD JOSEPH	ASSISTANT PROFESSOR	\$108,270.60
KENNEDY	JONATHAN	FLEXING LEARNING SUPPORT	\$90,817.00
KENNY	LEO	CLINICAL VETERINARIAN	\$115,610.59
KEOWN	VERA LYNN	ASSOCIATE LIBRARIAN	\$128,239.26
KERR	JAMES	DIRECTOR, TECHNOLOGY SERVICES	\$157,681.67
KERR	WILLIAM	ASSOCIATE PROFESSOR	\$125,213.61
KERRACHE	ALI	HIGH PERF COMPUTING SPECIALIST	\$87,927.07
KETTLE	KERI LIEN	ASSISTANT PROFESSOR	\$138,329.26
KETTNER	JOEL DAVID	ASSOCIATE PROFESSOR	\$166,120.88
KEYNAN	YOAV	ASSOCIATE PROFESSOR	\$225,030.70
KHAJEHPOUR	MAZDAK	ASSOCIATE PROFESSOR	\$118,615.43
KHAN	ABDUL KHALIQ	TECHNOLOGIST 4	\$94,830.16
KHAN	MOHAMMAD NURUZZAMAN	ASSISTANT PROFESSOR	\$88,077.81
KHODAY	AMAR	ASSOCIATE PROFESSOR	\$129,398.69
KHOSHDARREGI	MATT	ASSISTANT PROFESSOR	\$89,555.72
KILEY	KIMBERLY	INSTRUCTOR II	\$86,849.35
KIM	AARON	ASSOCIATE PROFESSOR	\$144,873.73
KIM	JEONG MIN	ASSISTANT PROFESSOR	\$79,844.16
KINDRACHUK	KENNETH JASON	ASSISTANT PROFESSOR	\$108,921.46
KING	KAITLIN	INSTRUCTOR I	\$90,545.46
KINLEY	DEBRA JOLENE	ASSISTANT PROFESSOR	\$113,239.82
KINNELL	AMANDA	SENIOR FINANCIAL OFFICER	\$112,814.79
KINSNER	WITOLD	PROFESSOR	\$164,938.50
KIRILLOV	SERGEI	RESEARCH ASSOCIATE	\$82,183.30
KIRKLAND	STEPHEN JAMES	PROFESSOR	\$168,737.74
KIROUAC	GILBERT J	PROFESSOR	\$154,245.12
KIRSHENBAUM	LORRIE ALLEN	PROFESSOR	\$201,938.48
KLASSEN	DIANA HELEN	INSTRUCTOR II	\$107,217.97
KLASSEN	PAUL STANLEY	INFORMATION TECHNOLOGIST	\$92,293.05
KLASSEN	TERRY PAUL	PROFESSOR	\$171,114.06

Last Name	First Name	Position	Compensation Amount \$
KLEIMAN	NANCY LEIGH	SENIOR INSTRUCTOR	\$119,462.67
KLONISCH	THOMAS	PROFESSOR	\$173,249.50
KLOWAK	CHAD STEVEN	MATERIALS LABORATORY MANAGER	\$127,806.85
KLUS	BRADLEY ALLAN	ASSISTANT PROFESSOR	\$158,072.51
KLYMCHUK	JARET	DIRECTOR, ARCH. & ENGIN. SVCS.	\$167,108.83
KO	JI HYUN	ASSOCIATE PROFESSOR	\$105,830.65
KOCZANSKI	KRYSZYNA	SENIOR INSTRUCTOR	\$114,301.38
KOHUT	KARL LAWRENCE	ASSISTANT PROFESSOR	\$85,767.07
KOKSEL USTUNDAG	HAVVA FILIZ	ASSISTANT PROFESSOR	\$79,267.33
KOLANSKY	HAROLD	CHIEF TECHNOLOGIST	\$84,323.80
KOLDINGNES	VANESSA	DIRECTOR, V.P. (EXTERNAL)	\$117,445.21
KOLSTAD	ROSALIE	EXECUTIVE ASST TO THE VPE	\$81,117.47
KOMINOWSKI	JAMES ANTHONY	ASSOCIATE LIBRARIAN	\$116,993.61
KONG	JIMING	PROFESSOR	\$157,276.08
KONOWALCHUK	LEE ANDREW	ASSOC. V.P.(ADMINISTRATION)	\$206,475.37
KONSTANTIUK	IRYNA	SENIOR INSTRUCTOR	\$91,388.81
KOOP	ROYCE A J	ASSOCIATE PROFESSOR	\$117,518.29
KOPER	NICOLA	PROFESSOR	\$137,082.13
KOPOTUN	KIRILL	PROFESSOR	\$158,203.01
KOPS	WILLIAM JOHN H	PROFESSOR	\$82,151.16
KORDI	BEHZAD	PROFESSOR	\$142,828.11
KORMISH	JAY DENE	INSTRUCTOR II	\$97,704.64
KORNELSEN	JENNIFER	ASSISTANT PROFESSOR	\$104,883.63
KORT	MARCIA JOY	MGR, ADMIN & DEAN'S OFFICE	\$76,214.40
KOSTELNYK	WILLIAM I S	STAFF RELATIONS OFFICER	\$106,078.41
KOULOURIOTIS	JOANNA ELIZABETH	EDUCATIONAL DEVELOPER	\$77,878.55
KOURITZIN	SANDRA	PROFESSOR	\$161,061.46
KOVEN	LESLEY PAULA	ASSISTANT PROFESSOR	\$119,633.86
KOWALEC	KAARINA ASHLEY	ASSISTANT PROFESSOR	\$93,647.41
KOWK	GREGORY	MANAGER, POWERHOUSE	\$138,696.62
KOZYRA	BRIDGET	INSTRUCTOR II	\$84,425.59
KRAMER-KILE	MARNIE	ASSISTANT PROFESSOR	\$110,220.20
KRAUT	ALLEN GERALD	ASSOCIATE PROFESSOR	\$97,039.92
KRAWITZ	SHERRY A.	ASSISTANT PROFESSOR	\$421,341.90
KREDENTSER	MAIA SIMONE	ASSISTANT PROFESSOR	\$87,336.59
KREINDLER	ADI SARA	ASSISTANT PROFESSOR	\$114,194.69
KRENTZ	ROWENA	DIRECTOR, V.P.(RESEARCH & INTERNATIONAL)	\$84,489.51
KREPSKI	DEREK ALISTAIR	ASSOCIATE DEPT. HEAD / ASSOC. PROFESSOR, MATHEMATICS	\$106,706.28
KRIELLAARS	DEAN JOHANNES	ASSOCIATE PROFESSOR	\$134,850.58
KROEGER	EDWIN ARTHUR	PROFESSOR	\$167,797.60
KROEKER	SCOTT	PROFESSOR	\$149,550.83
KROKHINE	OLEG VLADIMIROVICH	ASSOCIATE PROFESSOR	\$116,774.43
KRUEGER	PAUL ARNOLD	MECH ENG TECHNOLOGIST 4	\$93,769.80
KRUK	RICHARD	ASSOCIATE PROFESSOR	\$113,500.71
KRUSE	KRISTEN LEANNE	ASSOCIATE LIBRARIAN	\$108,591.19
KRYSANSKI	VALERIE	ASSISTANT PROFESSOR	\$118,555.12

Last Name	First Name	Position	Compensation Amount \$
KUBAS	JENNIFER	LEGAL COUNSEL	\$116,689.44
KUCERA	THOMAS GLEN	ASSOCIATE PROFESSOR	\$131,950.83
KUCHISON	ANGELA MARIA	INSTRUCTOR I	\$80,558.46
KUFFERT	LEONARD BRENT	PROFESSOR	\$129,271.76
KUFFNER	JEREMY GEORGE	INFORMATION TECHNOLOGIST	\$107,696.72
KUHN	DAVID CHARLES STORY	PROFESSOR	\$172,410.39
KULCHYSKI	PETER	PROFESSOR	\$166,024.59
KUMAR	ANAND	PROFESSOR	\$94,324.95
KUMAR	AYUSH	PROFESSOR	\$130,565.39
KUMAR	KARI LYNNE	INSTRUCTOR II	\$99,992.33
KUNG	SAM KAM-PUN	PROFESSOR	\$135,673.22
KURAL	BRITT	EXPERIENTIAL EDUCATION FACILIT	\$81,345.32
KURJEWICZ	ZENON	SENIOR RESEARCH ANALYST	\$94,292.83
KUSS	CHRISTIAN	ASSISTANT PROFESSOR	\$92,849.90
KUSS	SABINE	ASSISTANT PROFESSOR	\$92,783.90
KUZMA	DORIS	DEPUTY DIRECT., MANAGE/FINANCE	\$121,857.35
KUZYK	ZOU ZOU ANNA	ASSOCIATE PROFESSOR	\$107,818.47
KYDD	JANESCA MARGARET	LEGAL COUNSEL	\$127,211.29
LABOSSIERE	JANICE	WEB & NEW MEDIA COORDINATOR	\$78,601.94
LABOSSIERE	PAUL EDWARD LEO	SENIOR INSTRUCTOR	\$135,177.67
LABOUTA	HAGAR	ASSISTANT PROFESSOR	\$102,936.08
LACAP	PAUL	DIR, DIGI STRATEGY & ENGAGMNT	\$127,415.73
LACH	LORI-ANN DORISE	DIRECTOR, UNIVERSITY HEALTH SERVICES	\$202,021.34
LADNER	KIERA	PROFESSOR	\$162,693.39
LAFRENIERE	BRENDA LEE	INSTRUCTOR II	\$143,681.78
LAGACE	ALIA	INSTRUCTOR I	\$85,412.80
LAING	CHRISTOPHER	INSTRUCTOR II	\$107,107.32
LAKOWSKI	THEODORE MARTIN	ASSOCIATE PROFESSOR	\$123,836.19
LANDRUM	LISA MARIE	ASSOCIATE PROFESSOR	\$127,883.89
LANG	STUART	ASSISTANT ENGINEER	\$78,559.31
LANGELAAR	MAIKO	INFORMATION TECHNOLOGIST	\$91,288.78
LANGLAIS	GAIL	DIRECTOR, CAREER SERVICES	\$115,020.20
LANSDOWN	ROBERT IAN	PROGRAMMER ANALYST	\$91,288.75
LAPORTE	DOMINIQUE	ASSOCIATE PROFESSOR	\$132,097.16
LARCOMBE	LINDA ANNE	ASSOCIATE PROFESSOR	\$112,935.74
LAROCQUE	EMMA	PROFESSOR	\$166,035.70
LARSON	PAUL	PROFESSOR	\$149,266.54
LASSI	ETIENNE-MARIE	ASSOCIATE PROFESSOR	\$108,774.24
LASTRA	JANE	ASSOC REGISTRAR & DIR- FAA	\$120,302.26
LASTRA	RODRIGO ALEJANDRO	INSTRUCTOR II	\$100,932.89
LATULIPE	CELINE	ASSOCIATE PROFESSOR	\$129,054.10
LAURENCELLE	FRANCINE	SENIOR INSTRUCTOR	\$109,013.43
LAVICH	JOE	PLUMBER/STEAMFITTER	\$75,342.48
LAVIOLETTE	DAYNA	INSTRUCTOR II	\$93,171.97
LAVOIE	JOSEE GABRIELLE MARIE	PROFESSOR	\$167,664.03
LAW	DARREN DAVID	SOLUTION ARCHITECT	\$116,356.56

Last Name	First Name	Position	Compensation Amount \$
LAWALL	MARK	PROFESSOR	\$143,881.07
LAWLEY	CHAD DAMON	ASSOCIATE PROFESSOR	\$116,902.50
LAWLEY	YVONNE ELIZABETH	ASSISTANT PROFESSOR	\$104,796.75
LAZARUS	LISA	RESEARCH ASSOCIATE	\$75,475.13
LE	ANNA MARIE ME-LINH	ASSOCIATE LIBRARIAN	\$100,751.96
LEA	GRAHAM W	ASSISTANT PROFESSOR	\$93,840.05
LEBAR	MARIO M.	CHIEF INFORMATION OFFICER	\$212,621.17
LEBLANC	ALEXANDRE	ASSOCIATE PROFESSOR	\$133,465.99
LEBOE-MCGOWAN	JASON PHOENIX	PROFESSOR	\$190,989.57
LEBOE-MCGOWAN	LAUNA CHERYL	ASSOCIATE PROFESSOR	\$168,516.41
LEBOIS	JOEL	HUMAN RIGHTS COUNSEL	\$103,566.43
LECCE	STEVEN ANTHONY	PROFESSOR	\$131,454.56
LECLAIR	LEANNE LISA	ASSOCIATE PROFESSOR	\$131,855.10
LECLERC	JEFFREY	UNIVERSITY SECRETARY	\$197,293.36
LEE	RAYMOND T	PROFESSOR	\$164,005.27
LEE	WILLIAM JAMES	ASSOCIATE PROFESSOR	\$103,473.00
LEGAL	ROBERT	CLIENT REL. MGMT. CONSULTANT	\$79,682.10
LEI	JUNMEI	FINANCIAL ANALYST	\$90,709.61
LEIER BLACHER	RHIANNON	MGR, MARKETING/COMMUNICATIONS	\$83,134.07
LEIGH	CHRISTOPHER EDWARD	COORDINATOR	\$91,288.82
LEIVAS POZZER	LILIAN	ASSISTANT PROFESSOR	\$107,447.03
LENGYEL	CHRISTINA O	ASSOCIATE PROFESSOR	\$125,899.06
LENNON	SUZANNE	ASSISTANT PROFESSOR	\$99,932.97
LEONG	CHRISTINE	ASSISTANT PROFESSOR	\$112,053.36
LESLIE	JOCELYN	HR CONSULTANT	\$124,000.31
LESTER	KRISTIE LAUREL	INSTRUCTOR I	\$97,526.94
LEUNG	CARSON KAI-SANG	PROFESSOR	\$154,782.41
LEUNG	STELLA	INFORMATION TECHNOLOGIST	\$91,473.40
LEVASSEUR	KARINE LOUISE	ASSOCIATE PROFESSOR	\$115,982.69
LEVENE	STEPHANIE GWEN	ASSOC VP (ALUMNI & DONOR REL.)	\$192,257.79
LEVIN	DAVID BERNARD	PROFESSOR	\$153,108.48
LEVINE	KATHRYN ANN	ASSOCIATE PROFESSOR	\$124,096.17
LEWIS	JUSTIN JARON	ASSOCIATE PROFESSOR	\$108,840.41
LEYGUE	ETIENNE	PROFESSOR	\$147,899.67
LI	FABIANA GRACIELA	ASSOCIATE PROFESSOR	\$113,507.05
LI	GENYI	ASSOCIATE PROFESSOR	\$132,302.70
LI	HONG	ASSISTANT PROFESSOR	\$137,238.05
LI	JOHNSON CHING HONG	ASSOCIATE PROFESSOR	\$101,261.30
LI	PAKCHING BEN	ASSOCIATE PROFESSOR	\$141,460.79
LI	YI	ASSOCIATE PROFESSOR	\$114,956.13
LIANG	XIHUI	ASSISTANT PROFESSOR	\$92,475.64
LIAO	CHI	ASSISTANT PROFESSOR	\$145,028.47
LIAO	KANG-LING	ASSISTANT PROFESSOR	\$94,807.73
LIBICH	WILLIAM GORDON	DIRECTOR, IMMUNIZATION	\$124,114.46
LIBIN	MARK	ASSOCIATE PROFESSOR	\$126,338.01
LILLIES	KEITH	SYSTEMS ANALYST	\$77,617.25

Last Name	First Name	Position	Compensation Amount \$
LIMON	COLLEEN L.	DIRECTOR, FINANCE & OPERATIONS	\$129,177.07
LIN	FRANCIS	PROFESSOR	\$112,758.67
LINDEN	ERIC WILLIAM	PROFESSOR	\$165,123.07
LINDSEY	BENJAMIN WELLINGTON	ASSISTANT PROFESSOR	\$85,086.97
LINOVSKI	ORLY	ASSISTANT PROFESSOR	\$95,602.56
LINTON	JANICE S	LIBRARIAN	\$118,821.75
LINTS-MARTINDALE	AMANDA CLAIRE	ASSISTANT PROFESSOR	\$119,521.23
LIONBERG	CARRIE ANN	ASSISTANT PROFESSOR	\$119,633.86
LIPNOWSKI	IRWIN FRANK	ASSOCIATE PROFESSOR	\$135,814.28
LIPPERT	DUSTIN	RESEARCH GRANT FACILITATOR	\$82,457.44
LIPSCHITZ	JEREMY	ASSOCIATE PROFESSOR	\$80,459.36
LITTMAN	CHARLES DAVID	ASSOCIATE PROFESSOR	\$421,342.08
LITWILLER	FENTON	ASSISTANT PROFESSOR	\$96,875.62
LIU	GEORGE	CHARGE ENGINEER - 2ND CLASS	\$93,782.57
LIU	MINGZHI	ASSOCIATE PROFESSOR	\$201,080.67
LIU	PENG	ASSISTANT PROFESSOR	\$90,525.64
LIU	SONG	PROFESSOR	\$127,848.73
LIU	XIAOQING	ASSISTANT PROFESSOR	\$106,979.62
LIVI	LORENZO	ASSISTANT PROFESSOR	\$111,466.93
LIX	LISA MARIE	PROFESSOR	\$214,162.62
LO	EVELYN	ASSISTANT PROFESSOR	\$116,697.65
LO	WILSON KWOK KWONG	DEVELOPER	\$92,252.17
LOBB	DAVID A	PROFESSOR	\$160,509.55
LOBCHUK	MICHELLE MARIE	ASSOCIATE PROFESSOR	\$131,495.79
LOCKIE	BEVERLEY DEANNA	STAFF RELATIONS OFFICER	\$101,418.43
LOEWEN	HAROLD J	ASSISTANT LIBRARIAN	\$104,348.81
LOEWEN	LAURA	ASSOCIATE PROFESSOR	\$126,210.14
LOEWEN	PETER CECIL	PROFESSOR	\$175,744.26
LOGOZAR	STEVE	SUPERVISOR, SERVICE DESK	\$114,983.77
LOGUE	SUSAN ELIZABETH	ASSISTANT PROFESSOR	\$97,506.97
LORIMER	DARYL	VIRTUAL SERVER SPECIALIST	\$93,029.09
LORWAY	ROBERT READ	ASSOCIATE PROFESSOR	\$136,119.66
LOS	RYAN	RESEARCH ASSOCIATE	\$76,030.42
LOUREIRO-RODRIGUEZ	VERONICA	ASSOCIATE PROFESSOR	\$107,764.72
LOVATT	ANDREW	PROJECT MANAGER LEVEL 1	\$83,292.36
LOVETRI	JOE	PROFESSOR	\$167,588.50
LU	LEI	ASSOCIATE PROFESSOR	\$170,614.77
LUI	SHIU HONG	PROFESSOR	\$152,149.96
LUND	ANDREW	SYSTEMS ADMINISTRATOR	\$78,849.59
LUND	JAMES	ELECTRICAL ENGINEERING TECH	\$83,232.98
LUO	HAI	ASSISTANT PROFESSOR	\$95,726.94
LUO	YUNHUA	PROFESSOR	\$139,386.18
LUONG	HORACE	SENIOR INSTRUCTOR	\$105,842.46
LUSSIER	JEAN-CLAUDE	INFORMATION SYSTEMS TECHNICIAN	\$78,849.59
LUTFIYYA	ZANA MARIE	PROFESSOR	\$230,301.05
LYNCH	KERRY	TECHNOLOGIST 3	\$85,262.43

Last Name	First Name	Position	Compensation Amount \$
LYS	JUSTIN	RESEARCH ASSOCIATE	\$82,211.42
LYSY	ESTEFANIA	DENTAL PRACTITIONER	\$87,770.27
MABON	BRIAN ANDRE	INFORMATION TECHNOLOGIST	\$78,849.59
MAC	LORI LYNN	SENIOR INSTRUCTOR	\$97,813.36
MACDONALD	KELLY SIGRID	PROFESSOR	\$285,604.39
MACDONALD	LAURA LEE	ASSOCIATE PROFESSOR	\$130,545.25
MACDONALD	MARCIE	STAFF RELATIONS OFFICER	\$131,303.93
MACDONALD	SEAN R	FACULTY ADVISOR	\$120,362.17
MACDONALD	TERI	MANAGER, STAFF & ADMIN SVCS	\$89,189.90
MACKAY	DYLAN	RESEARCH ASSOCIATE	\$86,675.07
MACKAY	KIMBERLEY	INSTRUCTOR II	\$93,198.68
MACKENDRICK	KENNETH G.	ASSOCIATE PROFESSOR	\$130,477.59
MACKENZIE	COREY SCOTT	PROFESSOR	\$125,075.72
MACKEY	DENISE CATHERINE	SENIOR INSTRUCTOR	\$110,658.05
MACLEOD	DANIEL CHRISTOPHER	ASSISTANT PROFESSOR	\$99,371.14
MACLEOD-SCHROEDER	NATALIE JANE	DIRECTOR, C.A.P.	\$120,240.81
MACMILLAN	BRENDAN	SYSTEMS ADMINISTRATOR	\$90,028.75
MACNEIL	BRIAN JOSEPH	ASSOCIATE PROFESSOR	\$134,095.29
MACPHERSON	DARCY LAWRENCE	PROFESSOR	\$156,425.64
MADDEN	CARRIE BETH	INSTRUCTOR II	\$80,123.81
MADZIAK	ROBERT STANLEY	DIRECTOR, CENTRAL ANIMAL CARE SERVICES	\$152,013.86
MAGHOUL	POONEH	ASSOCIATE PROFESSOR	\$110,988.34
MAGNUSSON	ERIK DAVID	RESEARCH GRANT FACILITATOR	\$77,914.38
MAHAR	ALYSON	ASSISTANT PROFESSOR	\$105,201.85
MAHARAJ	KRISHNEEL	ASSISTANT PROFESSOR	\$101,916.82
MAHMUD	SALAHEDDIN	PROFESSOR	\$150,836.61
MAHONEY	KELLY	MANAGER	\$78,915.20
MAHRENHOLZ	SIMONE	ASSOCIATE PROFESSOR	\$122,952.48
MAI	PHUCQUOC HUYNH	INSTRUCTOR II	\$79,242.43
MAI	SABINE	PROFESSOR	\$182,044.26
MAIELLO	JAMES VINCENT	ASSOCIATE PROFESSOR	\$107,538.30
MAIER	JOANNE C.	ASSISTANT DEAN	\$160,076.21
MAIN	KELLEY JOANNE	PROFESSOR	\$168,919.31
MAJOR	ARKADIJ	PROFESSOR	\$149,676.43
MALIK	IJAZ	MANAGER, GENERAL ACCOUNTING	\$136,575.50
MALIK	SAYMA	ASSISTANT PROFESSOR	\$93,050.85
MALLIN	BARRY	ASSOCIATE PROFESSOR	\$150,271.19
MALLORY-HILL	SHAUNA	ASSOCIATE PROFESSOR	\$124,486.13
MAMCHUR	DAVID	VENDOR/CONTRACT ANALYST	\$79,001.05
MAMMEI	JULIETTE MAE	ASSOCIATE PROFESSOR	\$107,578.79
MANCHANDA	RAJESH V	PROFESSOR	\$184,492.00
MANDAL	SAUMENDRANATH	PROFESSOR	\$149,929.47
MANDZUK	DAVID	DEAN / PROFESSOR	\$222,174.94
MANI	PRIYA SUBRA	ASSOCIATE PROFESSOR	\$128,755.68
MANICKAVALLI	MULLAI	TECHNICAL SPECIALIST/DEVELOPER	\$99,127.28
MANKAD	TARPAN	CLINICAL TRIAL SPECIALIST	\$90,850.36

Last Name	First Name	Position	Compensation Amount \$
MANN	DANIEL DELMAR	PROFESSOR	\$157,585.38
MANN	JANELLE MARGUERITE	ASSOCIATE PROFESSOR	\$123,387.71
MANSFIELD	SHANNON L	SENIOR RESEARCH ANALYST	\$94,292.95
MARCHINKO	SHELLEY LORRINE	INSTRUCTOR II	\$105,252.13
MARCINCO-JERRIS	AUDREY MARIA	ARCHITECT	\$104,391.00
MARCUS	JEFFREY MEIER	PROFESSOR	\$135,370.79
MARK	BRIAN	PROFESSOR	\$144,144.20
MARKHAM	JOHN	PROFESSOR	\$141,564.77
MARKOWSKY	ASHLEY MARGARET	INSTRUCTOR II	\$99,221.62
MARNOCH	NEIL ANDREW	REGISTRAR	\$151,318.68
MAROTTA	JONATHAN	PROFESSOR	\$140,229.16
MARRIE	RUTH ANN	PROFESSOR	\$105,666.64
MARSHALL	AARON JAMES	PROFESSOR	\$168,823.70
MARSHALL	MICHAEL	MANAGER, DIGITAL CONTENT STRA.	\$91,890.41
MARTEL	GISELLE	EXEC. DIRECTOR, FIN. PLANNING	\$146,466.56
MARTENS	JAMES	POWER ENGINEER	\$86,608.59
MARTENS	RHONDA MARIE	ASSOCIATE PROFESSOR	\$135,731.78
MARTIN	DONNA ELIZABETH	PROFESSOR	\$135,684.29
MARTIN	GARRY LENARD	DISTANCE ED SESS. INSTRUCTOR	\$165,916.50
MARTIN	JANICE LYNN	DIRECTOR, AUDIT SERVICES	\$150,665.81
MARTIN	LEE	SENIOR INFO TECH/TECH LEAD	\$107,118.63
MARTIN	ROBERT	ASSOCIATE PROFESSOR	\$109,611.06
MARTIN	SANDRA LEE	HR SUPPORT INFORMATION TECH	\$109,818.53
MARTIN	TOBY	ASSISTANT PROFESSOR	\$112,436.79
MARTINEZ	MARIA INES	ASSOCIATE PROFESSOR	\$124,265.08
MARTINEZ LAGUNAS	VANESSA	SENIOR INSTRUCTOR	\$104,392.01
MARTSYNYUK	YULIYA V	ASSOCIATE PROFESSOR	\$120,780.12
MARX-WOLF	HEIDI	PROFESSOR	\$119,014.49
MARY	LINDA	MD CARE COORDINATOR	\$94,135.19
MARZBAN	HASSAN	ASSOCIATE PROFESSOR	\$116,622.59
MARZBAN	LUCY	ASSOCIATE PROFESSOR	\$129,800.47
MASOOD	NUSRAAT FOWJIA	DIRECTOR, IEEQ & WISE	\$88,557.14
MASSEY	CHRISTA	CLINICAL PLACEMENT COORDINATOR	\$83,325.53
MASSEY	GREGORY THOMAS	MECH ENG TECH/TECHNOLOGIST	\$84,751.49
MATEO	ZENAIDA	SENIOR INSTRUCTOR	\$103,228.85
MATHEOS	KATHLEEN RUTH	ASSOCIATE PROFESSOR	\$126,519.12
MATHESON	CARL ALAN	PROFESSOR	\$164,380.10
MATHESON	HEATHER COLLEEN	INSTRUCTOR I	\$84,412.60
MAWDSLEY	HELEN BARBARA	EDUCATIONAL SPECIALIST	\$85,279.08
MAZAK	TREVOR DUANE	SYSTEMS ANALYST/COMPUTER PROGR	\$91,269.85
MCARTHUR	BRENDA	MANAGER, IST HELP CTR	\$121,761.93
MCARTHUR	NEIL	ASSOCIATE PROFESSOR	\$125,294.51
MCCAFFERTY	DANIEL SHANE	ASSISTANT PROFESSOR	\$92,600.02
MCCALLUM	JOHN STUART	PROFESSOR	\$75,887.71
MCCANCE	DAWNE CHRISTINE	PROFESSOR	\$164,380.10
MCCANN	JAMES CHRISTIAN	SYSTEM SPECIALIST	\$107,933.74

Last Name	First Name	Position	Compensation Amount \$
MCCARTHY	PATRICK	DIRECTOR, INFO SEC & COMPL	\$150,665.80
MCCLARTY	GRANT ALAN	PROFESSOR	\$168,021.81
MCCLEMENT	SUSAN ELAINE	PROFESSOR	\$158,465.32
MCDERMOTT	MAIRE	CHANGE MANAGEMENT CONSULTANT	\$93,095.32
MCDONALD	MATTHEW J.	TECHNICIAN	\$84,125.09
MCEVOY	FLEUR	INSTRUCTOR II	\$122,995.09
MCEVOY	KEVIN	SUPERVISOR, ACTIVE LIVING ZONE	\$78,214.46
MCGAVOCK	JONATHAN MICHAEL	ASSOCIATE PROFESSOR	\$126,410.18
MCGEOUGH	EMMA	ASSOCIATE PROFESSOR	\$103,561.74
MCINTYRE	HEATHER FAYE	SENIOR INSTRUCTOR	\$106,852.70
MCINTYRE	MICHAEL N.	MANAGER SYSTEMS & SERVICES	\$132,974.89
MCKENNA	SEAN ANDREW	PROFESSOR	\$123,438.38
MCKENZIE	MARCIA MAIA	INSTRUCTOR II	\$103,400.06
MCKINLEY	LANCE RAYMOND	DIRECTOR TREASURY SERVICES	\$166,969.89
MCKINNON	EMILY ANNE	INSTRUCTOR II	\$88,818.46
MCKINNON	LYLE ROBERT	ASSISTANT PROFESSOR	\$104,469.43
MCLACHLAN	STEPHANE MARC	PROFESSOR	\$161,066.68
MCLAREN	JAMES ARCHIBALD	MENTOR	\$79,674.14
MCLEAN	BRIAN	SYSTEMS ADMINISTRATOR LMS	\$78,309.60
MCLEESE	JENNIFER MARY	SENIOR INSTRUCTOR	\$122,457.29
MCLEOD	ROBERT DONALD	PROFESSOR	\$165,830.60
MCMANUS	KIRK JAMES	ASSOCIATE PROFESSOR	\$116,836.50
MCMILLAN	DIANA ELIZABETH	ASSOCIATE PROFESSOR	\$133,538.25
MCMUNN	WADE	WEB DEVELOPER	\$86,901.84
MCMURRAY	R MICHAEL	SENIOR INSTRUCTOR	\$113,711.09
MCNEILL	DEAN KEVIN	ASSOCIATE PROFESSOR	\$135,216.70
MCPHAIL	DEBORAH IRENE	ASSOCIATE PROFESSOR	\$107,069.40
MCPHERSON	JOHN ANGUS MURRAY	ASSISTANT PROFESSOR	\$160,877.41
MCQUARRIE	SHAUNA	PHYSICIAN	\$141,706.49
MCQUARRIE SMITH	KERRY	DIRECTOR, OFFICE OF THE PRESIDENT	\$131,285.59
MCRAE	HEATHER MARIE	DIRECTOR FOR INDIGENOUS ENGAG	\$88,191.65
MCRAE	RODNEY	INFORMATION TECHNOLOGIST	\$107,681.51
MEDORO	DANA	PROFESSOR	\$130,651.08
MEELKER	KAREN IRENE	ACCESS & PRIVACY OFFICER	\$122,629.81
MEHRAN	BABAK	ASSISTANT PROFESSOR	\$107,853.42
MENARD	LINDSAY	CONF. ASST. & OFFICE MANAGER	\$75,148.44
MENDEZ	LISA	SENIOR INSTRUCTOR	\$113,462.59
MENDOZA	JEFFREY WAYNE	HELP & SOLUTION USER SUPPORT	\$76,546.84
MENEC	VERENA H	PROFESSOR	\$161,053.98
MERIE	IRENE	DIRECTOR, EXECUTIVE EDUCATION	\$129,622.99
MERKE	TANYA	RESEARCH FACILITATOR/BDO	\$77,387.85
MERZ	DAVID	ASSISTANT PROFESSOR	\$114,071.09
MESSING	PAUL GORDON	INSTRUCTOR II	\$87,756.28
MEZGHANI	AMINE	ASSISTANT PROFESSOR	\$95,233.55
MIDDAGH	KIMBERLY	MANAGER, GROUP INSURANCE	\$90,719.31
MIGIE	WILLIAM	ASSOC SOFTWARE SOLN ARCHITECT	\$101,095.63

Last Name	First Name	Position	Compensation Amount \$
MIGNONE	JAVIER JOSE	PROFESSOR	\$149,482.42
MILGROM	RICHARD	ASSOCIATE PROFESSOR	\$135,310.62
MILKS	CHRISTOPHER DYLAN	INTERMEDIATE SYSTEMS ANALYST	\$84,381.77
MILLAR	THOMAS ANDERSON	INFORMATION TECHNOLOGIST	\$87,829.45
MILLER	AVERY	ASSISTANT PROFESSOR	\$104,457.11
MILLER	CARY	ASSOCIATE PROFESSOR	\$130,903.57
MILLER	DONALD	PROFESSOR	\$160,869.17
MILLIKEN	EVELINE JEAN	ASSOCIATE PROFESSOR	\$137,404.45
MILLIKIN	COLLEEN PATRICIA	ASSISTANT PROFESSOR	\$119,633.86
MILLWARD	ELIZABETH	PROFESSOR	\$131,247.37
MINAKER	BLAKE	IMPROVEMENT SPECIALIST	\$77,949.08
MINUK	GERALD YOSEL	PROFESSOR	\$216,741.74
MINUK	NEIL SIMON	ASSISTANT PROFESSOR	\$92,288.02
MIRWALDT	TOM	ASSISTANT DIRECTOR	\$142,808.73
MISHRA	SURESH	PROFESSOR	\$128,104.84
MITTOO	RAKESH CHANDRA	SESSIONAL INSTRUCTOR	\$82,213.19
MIZUNO	TOORU	PROFESSOR	\$142,458.85
MIZZI	ROBERT CHARLES	ASSOCIATE PROFESSOR	\$101,842.80
MLINAR	DIANA	INSTRUCTOR II	\$109,001.33
MODIRROUSTA	MANDANA	ASSOCIATE PROFESSOR	\$79,101.60
MOFFAT	CARLY	ASSOC DIRECTOR, RESIDENCE LIFE	\$76,771.44
MOGHADASIAN	MOHAMMED HASSAN	PROFESSOR	\$170,565.32
MOHAMMED	NOMAN	ASSOCIATE PROFESSOR	\$109,523.48
MOHR	TRACY LEE LANDRY	DIRECTOR, RESEARCH SERVICES	\$126,234.40
MOJABI	PUYAN	ASSOCIATE PROFESSOR	\$128,286.66
MONDOR	TODD ALEXANDRE	DEPUTY PROVOST (ACADEMIC P&P) / PROFESSOR	\$227,835.36
MONTGOMERY	JANINE MARIE	ASSOCIATE PROFESSOR	\$118,049.23
MOOKHERJEE	NEELOFFER	ASSOCIATE PROFESSOR	\$118,760.16
MOOR	LESLIE THOMAS	ASSOCIATE LIBRARIAN	\$126,604.12
MOORE	SEAN PATRICK	MEDIA RELATIONS OFFICER	\$75,578.61
MOORE	SHANNON	ASSISTANT PROFESSOR	\$89,217.32
MOORE	WILLIAM JOHN	SENIOR TECHNICAL SPECIALIST	\$104,599.81
MOREIRA BRUNO	JACKSON	PROGRAM/PMO LEAD	\$79,747.08
MORIN	FRANCINE	PROFESSOR	\$177,778.39
MORIN	LYLE	MANAGER, GENERAL SERVICES	\$105,705.52
MOROZ	DAVID	PROFESSOR	\$145,666.68
MORPHY	EWA	GRADUATE PROGRAM MANAGER	\$75,111.79
MORRILL	CAMERON KEITH JOSEPH	ASSOCIATE PROFESSOR	\$150,369.21
MORRILL	JANET BEVERLEY	ASSOCIATE PROFESSOR	\$155,397.22
MORRIS	ANDREW JON	INSTRUCTOR II	\$96,714.93
MORRIS	HEATHER	DIRECTOR, STUDENT ADVOCACY & CASE MGMT	\$85,170.50
MORRIS	OPHELIA	SPECIAL PROJECTS COORDINATOR	\$84,166.16
MORRISON	JASON BOYD	ASSOCIATE PROFESSOR	\$110,263.36
MOSES	STEPHEN	PROFESSOR	\$189,829.65
MOTA	ALBERT	MANAGING DIRECTOR	\$121,008.54
MOTA	NATALIE P F	ASSISTANT PROFESSOR	\$113,576.94

Last Name	First Name	Position	Compensation Amount \$
MUELLER	REBECCA LYNN	INSTRUCTOR II	\$75,088.36
MUIR	DAVID	DIR. COMPENSATION & BENEFITS	\$113,724.32
MUIR	LEANNE MARIE	INSTRUCTOR II	\$76,598.18
MULLER	ADAM PATRICK DOOLEY	PROFESSOR	\$138,900.70
MULLER	GENE	DIRECTOR, ATHLETICS & RECREATION	\$130,638.30
MULVALE	JAMES PATRICK	ASSOCIATE PROFESSOR	\$133,972.69
MUNDY	CHRISTOPHER JOHN	ASSOCIATE PROFESSOR	\$112,514.53
MUROOKA	THOMAS TSUTOMU	ASSISTANT PROFESSOR	\$99,067.67
MURPHY	COLLEEN MARGARET ANNE	ASSISTANT PROFESSOR	\$81,514.03
MURPHY	LEIGH CAMPBELL	PROFESSOR	\$164,553.67
MURRAY	ADAM RUSSELL	ASSISTANT PROFESSOR	\$92,399.24
MUTALIK	VIMI SUNIL	ASSISTANT PROFESSOR	\$131,009.49
MUTCH	WILLIAM ALAN COLLIER	PROFESSOR	\$92,122.54
MUTHUKUMARANA	PALAVINNAGE SAMAN	ASSOCIATE PROFESSOR	\$119,283.70
MYAL	YVONNE	PROFESSOR	\$159,176.67
MYRIE	SEMONE BERNADET	ASSOCIATE PROFESSOR	\$119,029.85
MYSKA	DAVID J	SERV COORD - ELECTRICAL SHOP	\$81,543.07
NACHTIGAL	MARK WILLIAM	ASSOCIATE PROFESSOR	\$142,686.88
NADEAU	JAY COLEMAN	IT PROJECT COORDINATOR	\$90,686.12
NAGY	JAMES IMRE	PROFESSOR	\$171,088.53
NAIMARK	ARNOLD	PROFESSOR	\$123,429.76
NAIRN	CHRISTIE	DIRECTOR SUSTAINABILITY OFFICE	\$77,237.05
NALLIM	JORGE ALFREDO	PROFESSOR	\$131,002.66
NANTON	DOUGLAS	DIRECTOR BUSINESS DEVELOPMENT	\$125,648.87
NARVAEZ BRAVO	CLAUDIA	ASSOCIATE PROFESSOR	\$110,228.68
NAU	ROBERT STEPHEN	INSTRUCTOR II	\$97,294.72
NEILSON	CHRISTINE JOANN	ASSOCIATE LIBRARIAN	\$99,606.65
NELSON	JACQUELINE GWEN	SENIOR ANIMAL TECH/SECRETARY	\$102,073.98
NEMYKIN	VIKTOR	ADJUNCT PROFESSOR	\$96,616.07
NESS	DAVID VICTOR	ASSOCIATE PROFESSOR	\$137,880.60
NEUFELD	CAMERON JOHN-HENRY	DIRECTOR, PARKING SERVICES	\$101,710.92
NEUFELD	CHRIS	ELECTRONIC CONTROLS TECHNICIAN	\$79,130.15
NEUFELD	DARREN CHRISTOPHER	ASSISTANT PROFESSOR	\$100,500.41
NEUFELD	MARK E	ASSOCIATE PROFESSOR	\$104,461.38
NEVILLE	LUKE	ASSISTANT PROFESSOR	\$159,192.52
NG	KOI YU ADOLF	INSTRUCTOR	\$151,338.45
NG	MOUNT-FIRST Y.F.	INFORMATION TECHNOLOGIST 4	\$88,617.76
NG	SHEILA ROSE	INSTRUCTOR II	\$107,465.92
NGUYEN	HAI CAO	OPERATIONS MANAGER	\$82,144.00
NGUYEN	QUANG	ASSISTANT ENGINEER -3RD	\$93,907.54
NICHOLS	ELLERT REGINALD	INSTRUCTOR II	\$96,881.21
NICKEL	ELMA GRACE	ASSOCIATE PROFESSOR	\$107,610.15
NICKEL	NATHAN CHRISTOPHER	ASSOCIATE PROFESSOR	\$100,562.17
NICKERSON	PETER WILLIAM	PROFESSOR	\$382,166.60
NICOLSON	RYAN	IT SENIOR SUPPORT SPECIALIST	\$75,255.39
NIKNAM	MEHDI	INSTRUCTIONAL TECHNOLOGY SPEC	\$99,622.51

Last Name	First Name	Position	Compensation Amount \$
NIXON	KENDRA LOUISE	ASSOCIATE PROFESSOR	\$118,610.16
NODRICK	DARREN	MANAGER, ANNUAL GIVING	\$86,707.76
NOEL-ROMAS	LAURA MELANIE	BIOFORMATICS ANALYST	\$83,840.48
NORTHAGE	JASON BENJAMIN	FACULTY INFO TECHNOLOGIST	\$83,285.03
NOVAK	MYRRHANDA	EXECUTIVE DIR, PUBLIC AFFAIRS	\$96,236.36
NOWAKOWSKI	ANTHONY T.	ASSISTANT PROFESSOR	\$131,123.36
NYACHOTI	CHARLES MARTIN	PROFESSOR	\$160,639.97
O	KARMIN	PROFESSOR	\$163,630.94
OAKES	JILLIAN ELIZABETH	PROFESSOR	\$164,314.10
OBERDORFER	LORI RAE	INSTRUCTOR II	\$110,845.93
O'BRIEN	SEAN TYLER	INSTRUCTOR I	\$83,712.43
O'BRIEN-MORAN	MICHAEL JAMES MUIRE	SENIOR INSTRUCTOR	\$107,408.49
O'DEA	CHRISTOPHER	PROFESSOR	\$145,356.53
OGILVIE	TAMRA ERIN	ASSOCIATE PROFESSOR	\$123,238.87
OGUZOGLU	MEHMET UMUT	ASSOCIATE PROFESSOR	\$125,001.65
O'HARA	LISA HANSON	VICE-PROVOST (LIBRARIES) / LIBRARIAN	\$201,361.25
OJO	OLANREWAJU AKANBI	PROFESSOR	\$146,574.48
OKHMATOVSKI	VLADIMIR IVANOV	PROFESSOR	\$142,641.27
OKOLI	GEORGE NDUBUISI	RESEARCH ASSOCIATE	\$86,525.07
OLESON	BRIAN THOMAS	PROFESSOR	\$167,434.80
OLESZKIEWICZ	JAN A	PROFESSOR	\$149,299.17
OLIVER	DEREK ROBERT	PROFESSOR	\$147,306.43
OLIVER	KRISTJANA	COLLEGE ADMIN/HR OFFICER	\$81,884.30
OLIVER	ROBIN LOYD	INSTRUCTOR I	\$109,518.28
OLSEN	GREGG MATTHEW	PROFESSOR	\$164,030.35
OLSON	STEPHANIE	INSTRUCTOR II	\$106,431.05
OMINSKI	KIMBERLY HEATHER	PROFESSOR	\$157,931.45
O'NEIL	JOSEPH DOMINIC JOHN	PROFESSOR	\$168,090.09
O'NEIL	LIAM JO-LEE	ASSISTANT PROFESSOR	\$110,418.78
ORELLANA	SARA	PROJECT MANAGER LEVEL 1	\$78,385.73
ORESNIK	IVAN J	PROFESSOR	\$148,053.82
ORMISTON	SCOTT JAMES	PROFESSOR	\$164,512.36
ORR	PAMELA HUTCHINS	PROFESSOR	\$82,003.97
OSACHUK	TIMOTHY ALLAN GORDON	ASSOCIATE PROFESSOR	\$134,310.55
OSBORNE	ANDREW THOMAS	SENIOR INSTRUCTOR	\$116,078.21
OSCHIPOK	LOREN	TECHNOLOGY TRANSFER SPECIALIST	\$94,706.77
OSHANYK	MICHELLE	BUSINESS MANAGER	\$87,541.01
OSTERREICHER	ANGELA	ASSOCIATE LIBRARIAN	\$112,460.88
OULD MOULAYE	CHEIKH BAYE	SENIOR INSTRUCTOR	\$99,475.78
OWENS	JUDITH MARIE CAMPBELL	PROFESSOR	\$143,621.69
OXFORD	WILLIAM ROBERT	ASSOCIATE PROFESSOR	\$98,796.68
PABLA	GURPREET	COMP PROGRAMMER/DATA ANALYST	\$78,552.41
PACHAL	BRENDAN JACOB	LAB TECHNOLOGIST	\$77,054.53
PAGTAKHAN	CHRISTOPHER	BUSINESS ANALYST	\$84,533.46
PAI	JEFFREY	PROFESSOR	\$163,979.33
PAIGE	ALLISON COURTNEY	LECTURER	\$85,629.00

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PALIWAL	JITENDRA	PROFESSOR	\$154,838.71
PALLICKAPARAMBIL MATHEW	SABU	BUDGET OFFICER	\$92,208.41
PANNU	BILJIT	INFORMATION TECHNOLOGIST	\$78,849.59
PANONTIN	ROBERT	HR CONSULTANT	\$124,653.88
PAPAKYRIAKOU	TIMOTHY N	PROFESSOR	\$145,242.95
PARENT	DAVID	LECTURER	\$84,187.46
PARK	JASON	ASSOCIATE PROFESSOR	\$82,480.02
PARKER	ANNE ELIZABETH	ASSOCIATE PROFESSOR	\$120,695.31
PARKER	ROBERT JOHN	LAN COORDINATOR	\$91,288.78
PARSONS	JOANNE LESLEY	ASSISTANT PROFESSOR	\$100,639.51
PASCOE	CHRISTOPHER DANIEL	ASSISTANT PROFESSOR	\$87,434.68
PASIEKA	GORDON M	ACTING COMPTROLLER / ASSOCIATE COMPTROLLER	\$181,341.09
PASKARUK	LARRY S	DIRECTOR, PROPERTY MGMT & DEV	\$94,292.97
PASSMORE	STEVEN ROBERT	ASSOCIATE PROFESSOR	\$106,246.57
PASYEKA	OLEXANDR	ASSISTANT PROFESSOR	\$147,500.36
PATEL	RONAK	ASSISTANT PROFESSOR	\$112,200.32
PATERSON	CORY	ASSISTANT ENGINEER	\$85,421.03
PATIO	ARELLANO REYES	SR STUDENT SYSTEMS ANALYST	\$101,428.93
PATZER	JEREMY LEONARD	ASSISTANT PROFESSOR	\$97,894.98
PAULS	MERRIL ANDREW	LONGITUDINAL LDR PROFESSIONLSM	\$85,609.66
PAULUSMA	ALLISON DAWN	ADMINISTRATIVE ASSISTANT	\$80,960.41
PAWLAK	MIROSLAW	PROFESSOR	\$165,009.57
PEAR	JOSEPH JAMES	PROFESSOR	\$85,091.59
PEARSON	MICHELLE LEE	INSTRUCTOR II	\$78,276.16
PEELER	JASON	ASSOCIATE PROFESSOR	\$130,125.88
PEELER	ROBERT BRYAN	INSTRUCTOR II	\$83,407.82
PEELER	WILLIAM NEIL	DATA MANAGER	\$91,473.38
PELKA	PETER	ASSOCIATE PROFESSOR	\$113,683.69
PELLETIER	RICHARD	BUSINESS MANAGER	\$124,340.84
PELLY	LORINE PATRICIA	RESEARCH ASSOCIATE	\$98,049.27
PENG	QINGJIN	PROFESSOR	\$152,212.70
PENNER	CHARLES	ASSOCIATE DEAN, MAX RADY COLLEGE OF MEDICINE	\$126,680.55
PENNER	IRWIN	TECHNICIAN/MACHINIST	\$78,339.88
PENNER	JAMIE LAFAYE	ASSISTANT PROFESSOR	\$101,813.47
PENNER	KATHERINE JANE	ASSOCIATE LIBRARIAN	\$78,460.13
PENTLAND	DAVID H	PROFESSOR	\$156,177.76
PERKINS	PAMELA A	PROFESSOR	\$154,627.74
PERREAULT	HELENE	PROFESSOR	\$162,076.44
PERRIN	MICHAEL	IT SECURITY ANALYST	\$90,494.41
PERRON	PHILLIPE RICHARD	PROFESSOR	\$143,756.80
PERRY	ADELE	PROFESSOR	\$150,089.97
PERRY	JOHN BLAKE	ASSOCIATE PROFESSOR	\$201,498.76
PERRY	RAYMOND PAUL	PROFESSOR	\$127,678.19
PESCHKEN	CHRISTINE ANNEMARIE	ASSOCIATE PROFESSOR	\$101,548.86
PESUN	IGOR JOHN	ASSOCIATE PROFESSOR	\$228,995.18
PETER	TRACEY	PROFESSOR	\$175,160.86

Last Name	First Name	Position	Compensation Amount \$
PETERS	JAMES CHRISTOPHER	MANAGER OF ACCOUNTING	\$94,292.97
PETERS	JOCELYN BERYL	ASSISTANT PROFESSOR	\$93,039.34
PETERS	PAUL	COMPUTER SPECIALIST	\$78,849.59
PETERS	WAYNE ALLAN	DEVELOPER	\$78,849.59
PETERS III	JAMES FRANCIS	PROFESSOR	\$83,226.46
PETKAU	DONALD STANLEY	SENIOR INSTRUCTOR	\$111,172.29
PEYTON	JONATHAN	ASSOCIATE PROFESSOR	\$108,733.13
PFEFFER	JULIANA CATHERINE	ASSISTANT PROFESSOR	\$119,087.69
PHAM	CHRISTIANE	PROJECT MANAGER, LEVEL 1	\$85,111.93
PHAM	THI THU BA	RESEARCH ASSOCIATE	\$75,890.87
PHILIPPE	EMANUELLE NATHALIE	SYSTEMS INFO MGMT SPECIALIST	\$83,440.28
PHYFE	LYNETTE DEE ANN	INSTRUCTOR II	\$100,561.49
PIERCE	DARLENE CLAIRE	INSTRUCTOR II	\$107,341.31
PIERCE	GRANT N	PROFESSOR	\$166,693.64
PIERRE	STANFORD NATHANIEL	INSTRUCTOR I	\$88,448.24
PILLOUD	GREGORY LIONEL	SPRINKLER SYST INSTALLER/PLUMB	\$77,696.49
PINSK	MAURY NELSON	PROFESSOR	\$131,344.54
PIOTROWSKI	ANDREA SUZANNE	ASSISTANT PROFESSOR	\$119,733.86
PIOTROWSKI	CAROLINE CATHERINE	ASSOCIATE PROFESSOR	\$132,712.84
PIQUEMAL	NATHALIE	PROFESSOR	\$135,060.58
PIRNAT	DENI	INSTRUCTOR II	\$106,355.91
PISCHKE	GARTH HENRY	SENIOR INSTRUCTOR	\$107,026.73
PISTORIUS	STEPHEN	PROFESSOR	\$158,826.07
PIYARATNE	NISHAN	IT SUPPORT SPECIALIST	\$79,562.50
PLAIZIER	JAN C B	PROFESSOR	\$152,329.51
PLETT	CATHERINE G	PENSION ADMINISTRATOR	\$85,485.53
PLOURDE	PIERRE JOSEPH JACQUES P.	PROFESSOR	\$345,750.21
PLUMTON	COLLEEN GAYLE	SENIOR INSTRUCTOR	\$105,460.85
PODNAR	DAVID JOHN	ASSISTANT PROFESSOR	\$114,279.36
PODOLSKY	TIMOTHY	INSTRUCTOR II	\$100,270.70
POKHANOVSKI	OLEG	PROFESSOR	\$143,304.01
POLIMENI	CHRISTINE JOANNA	VICE DEAN (C.C.A.)	\$140,349.41
POLIQVIN	VANESSA	ASSISTANT PROFESSOR	\$127,031.64
POMPANA	YVONNE EDITH	ASSOCIATE PROFESSOR	\$132,014.14
POMRENKE	MARLENE MARGARET	INSTRUCTOR II	\$104,786.62
PONNAMPALAM	ARJUNA	ASSISTANT PROFESSOR	\$295,028.69
POPIEL	ANDRZEJ	COMPUTER SYSTEM COORD-STATS	\$77,548.14
POPOWICH	ALICE EMMA	ASSOCIATE LIBRARIAN	\$106,000.62
POPOWICH	SHAUNDRA L	ASSISTANT PROFESSOR	\$75,140.25
PORTER	MICHELLE MARIE	PROFESSOR	\$166,358.57
PORTET	STEPHANIE	PROFESSOR	\$117,586.67
PORTH	LYSA MARIE	ADJUNCT PROFESSOR	\$162,310.88
POSTL	BRIAN DAVID	DEAN / PROFESSOR / VICE-PROVOST (HEALTH SCIENCES)	\$527,328.22
POTTER	JENNIFER LYNN	ASSISTANT PROFESSOR	\$76,460.37
PREHNA	GERD	ASSISTANT PROFESSOR	\$100,444.60
PRENTICE	BARRY EVERETT	PROFESSOR	\$82,949.18

Last Name	First Name	Position	Compensation Amount \$
PRENTICE	SUSAN	PROFESSOR	\$158,172.76
PRICE	DANIEL EHMAN	ACTING PROGRAM DIRECTOR	\$158,785.08
PRIOR	HEATHER JANE	SR SYSTEM ANALYST INFO TECH 6	\$105,997.80
PROTUDJER	JENNIFER LISA PENNER	ASSISTANT PROFESSOR	\$97,843.13
PROTUDJER	VLADAN	INSTRUCTOR II	\$95,596.32
PRUDEN	PAT B.	INSTRUCTOR I	\$85,412.08
PRYMAK	ANDRIY VIKTOROVYCH	ASSOCIATE PROFESSOR	\$116,747.01
PYLYPJUK	CHRISTY L	ASSISTANT PROFESSOR	\$113,672.61
PYMAR	HELEN CHRISTINA	ASSOCIATE PROFESSOR	\$90,149.36
QI	DAKE	ASSISTANT PROFESSOR	\$114,242.40
QING	GEFEI	ASSOCIATE PROFESSOR	\$421,341.90
QUIRING	MONTANA	SYSTEMS ADMINISTRATOR	\$80,424.45
RABBANI	RASHEDA	BIostatistical CONSULTANT	\$99,127.28
RABINOVITCH	CELIA	PROFESSOR	\$200,721.95
RACANO	GIUSEPPE	AUDIT MANAGER	\$128,800.68
RACANO	HEATHER LYNN	HR CONSULTANT	\$83,065.49
RACHUL	CHRISTEN MICHELLE	DIRECTOR, RESEARCH OEFD	\$82,846.67
RAGNELLI	FABIO	ASSISTANT PROFESSOR	\$83,409.60
RAHMAN	MASHIUR	SENIOR INSTRUCTOR	\$90,013.96
RAJAPAKSE	ATHULA DAYANART	PROFESSOR	\$149,517.47
RAKOVITSKY	TATIANA	LAN CONTAINER ADMINISTRATOR	\$86,184.10
RAMAN-WILMS	LALITHA	PROFESSOR	\$223,682.29
RAMSAY	ROBERT	MANAGER, ELECT. & LIFE SAFETY	\$91,706.73
RANDALL	SELENA J	ASSOC DIRECTOR, PLAN & DEVEL	\$92,158.93
RAOUF	AFSHIN KATEB	ASSOCIATE PROFESSOR	\$122,883.15
RASTEGAR	MOJGAN	ASSOCIATE PROFESSOR	\$122,081.37
RATHGEBER	CHRISTOPHER	SENIOR INSTRUCTOR	\$103,839.28
RAUSCH	JENNIFER DIANE	SENIOR EDUCATIONAL DEVELOPER	\$78,375.11
RAVINSKY	ESTHER	PROFESSOR	\$210,819.87
RAWLUK	CHRISTINE DAWN LYONS	ADMINISTRATIVE MANAGER	\$94,674.13
RAYNARD	MELISSA	ASSOCIATE LIBRARIAN	\$117,321.91
REEVE	TRENNA MARIE	ASSISTANT PROFESSOR	\$152,356.81
REGEHR	JONATHAN DAVID	ASSOCIATE PROFESSOR	\$119,216.75
REGUIR	EKATERINA	RESEARCH ASSOCIATE	\$75,487.15
REITANO	CATERINA	SENIOR INSTRUCTOR	\$113,615.65
REITSMA	DENISE	DIRECTOR, ADMINISTRATION	\$126,534.48
REMPEL	JONATHAN PETER	SENIOR INSTRUCTOR	\$113,066.18
REMPEL-ROSSUM	SHELLY CHRISTA	R.E.B. COORDINATOR	\$84,323.80
RENAUD	ROBERT DONALD	ASSOCIATE PROFESSOR	\$157,883.65
RENAULT	SYLVIE	PROFESSOR	\$145,097.35
RENNER	EBERHARD LUDWIG	PROFESSOR	\$113,582.44
REQUEIMA	BERT	SERVICES COORD - PLUMBING SHOP	\$84,427.98
RESTALL	GAYLE	ASSOCIATE PROFESSOR	\$119,850.70
RETNAKARAN	NARMADA	DATA COORD. CENTRE MANAGER.	\$110,254.91
REY	DOMINIQUE S	ASSOCIATE PROFESSOR	\$94,316.69
REYNOLDS	KRISTIN AUDREY ALISON	ASSISTANT PROFESSOR	\$99,976.62

Last Name	First Name	Position	Compensation Amount \$
RICE	BRIAN DONALD	PROFESSOR	\$135,110.42
RICHARDSON	CHERYL	AURORA STUDENT FUNCTNL ANALYST	\$83,111.13
RIDDELL	JULIA	ASSISTANT PROFESSOR	\$77,116.08
RIEDIGER	NATALIE	ASSISTANT PROFESSOR	\$92,917.47
RIGHOLT	CHRISTIAAN HENDRIK	COMPUTER PROGRAMMER/DATA ANLST	\$93,751.87
RIPAT	JACQUELINE	ASSOCIATE PROFESSOR	\$141,177.00
RIPSTEIN	IRA	ASSOCIATE DEAN (U.G.M.E.)	\$151,138.90
RISTOCK	JANICE LYNN	PROVOST & V.P. (ACADEMIC) / PROFESSOR	\$317,005.38
RITCHIE	LESLEY	ASSISTANT PROFESSOR	\$119,633.86
RIVERS	DAMIEN MICHAEL REGHELINI	INSTRUCTOR II	\$87,552.91
ROBBINS	CATHERINE ELIZABETH	ASSISTANT PROFESSOR	\$96,526.84
ROBERTS	DANIEL EDWARD	PROFESSOR	\$159,316.41
ROBERTSON	PATRICIA J.	DIRECTOR, MAJOR GIFTS	\$107,785.10
ROBY	JONATHAN	TECHNICAL SPECIALIST/DEVELOPER	\$99,127.31
ROCHON	KATERYN	ASSOCIATE PROFESSOR	\$106,741.61
ROCHON	SHALENE	BUSINESS MANAGER	\$84,824.47
RODAS GONZALEZ	ARGENIS RAFAEL	ASSOCIATE PROFESSOR	\$100,909.65
RODRIGUEZ	NATALIE	PROGRAM DIRECTOR	\$94,110.68
RODRIGUEZ LEYVA	DELFIN	ASSOCIATE PROFESSOR	\$105,292.17
ROGALSKY	MICHELE THERESA	DIRECTOR, SCHOOL OF AGRICULTURE	\$114,581.93
ROGER	KERSTIN STIEBER	PROFESSOR	\$115,688.28
ROGERS	SHAN	FUNCTIONAL ANALYST	\$84,871.38
ROGIEWICZ	ANNA	ASSISTANT PROFESSOR	\$91,727.02
ROLLER	RANDY	EXECUTIVE DIRECTOR	\$146,740.21
ROMANIUK	DARRYL	ELECTRICIAN	\$75,299.20
ROMUND	GRACE EMILY	ASSISTANT LIBRARIAN	\$78,532.13
RONCADIN	ANDREW	IT SENIOR SUPPORT SPECIALIST	\$80,504.00
RONCIN	GAYLE MARGARET	GRAD APPLIC FUNCTIONAL ANALYST	\$77,939.46
ROOS	LESLIE ELIZABETH	ASSISTANT PROFESSOR	\$96,085.31
ROSEN	NICOLE	PROFESSOR	\$108,392.53
ROSENOFF GAUVIN	LARA	ASSISTANT PROFESSOR	\$85,434.43
ROSHKO	ROY MICHAEL	PROFESSOR	\$165,448.43
ROSHKO	TIJEN	ASSOCIATE PROFESSOR	\$109,149.48
ROSS	RACHELLE LYNNE	RECORDS MANAGER	\$75,045.01
ROTH	JAMES DAVID	ASSOCIATE PROFESSOR	\$124,880.67
ROTHNEY	JANET EILEEN	ASSOCIATE LIBRARIAN	\$94,798.09
ROUNCE	ANDREA DAWN	ASSOCIATE PROFESSOR	\$111,800.76
ROWINSKI	KRYSTYN MARY	MANAGER, ADMINISTRATIVE SERV.	\$91,215.81
ROY	LAURENT PHILIPPE	INSTRUCTOR II	\$90,389.44
RUDOLPH	MELANIE	PROJECT MANAGER, I.W.M.S.	\$97,009.50
RUEDA PLATA	CARLOS IVAN	ASSOCIATE PROFESSOR	\$136,149.20
RUSK	RICHARD CRAIG	DIRECTOR, CPD MEDICINE	\$85,273.44
RUSSELL	KELLY FERN	ASSOCIATE PROFESSOR	\$116,982.58
RUSSELL	RONALD KEVIN	ASSOCIATE PROFESSOR	\$132,670.85
RYPLANSKI	VANESSA	ASST. MGR, STUDENT & GEN. ACCT	\$93,095.35
SABOURIN	BRIGITTE COLETTE	ASSISTANT PROFESSOR	\$104,678.93

Last Name	First Name	Position	Compensation Amount \$
SAFI-HARB	SAMAR	PROFESSOR	\$150,292.10
SALAMATIN	BISMARCK	INSTRUCTOR II	\$90,743.92
SALEEM	AYESHA	ASSISTANT PROFESSOR	\$94,011.82
SALIMI	ELHAM	ASSISTANT PROFESSOR	\$92,163.70
SAMPSON	CHRISTOPHER MICHAEL	ASSOCIATE PROFESSOR	\$103,478.21
SANCHEZ-RAMIREZ	DIANA CAROLINA	ASSISTANT PROFESSOR	\$98,584.51
SANDISON	TIM CAREY DOUGLAS	END USER SUPPORT ANALYST	\$78,849.59
SANDRED	ORJAN	PROFESSOR	\$151,994.26
SANKARAN	SIDDARTH	ASSISTANT PROFESSOR	\$87,486.04
SANKARANARAYANAN	KANCHANA	BUSINESS MANAGER	\$89,439.54
SANTOS	CYNTHIA BATANGAN	ASSISTANT PROFESSOR	\$421,341.90
SAPIRSTEIN	HARRY DANIEL	SENIOR SCHOLAR	\$94,036.30
SAREEN	JITENDER	PROFESSOR	\$190,424.38
SARGENT	MICHAEL	TECHNICIAN 6	\$83,900.91
SARKAR	JOYKRISHNA	DATA ANALYST	\$87,277.91
SAVAGE	GAYLE	MGR, APPLICATION MAINTENANCE	\$87,041.51
SAXTON	HEATHER	DIGITAL PROJECT COORDINATOR	\$75,268.81
SCANLON	MARTIN GERARD	DEAN / PROFESSOR	\$228,242.68
SCHAFFER	ARTHUR MELVYN	PROFESSOR	\$84,134.11
SCHALKWYK	JOHANNES	DIRECTOR OF CLINIC OPERATIONS	\$132,500.99
SHELLENBERG	BENJAMIN JACOB ISAAC	ASSISTANT PROFESSOR	\$90,760.33
SCHEPP	KIRBY TAYLOR	SENIOR INSTRUCTOR	\$107,166.96
SCHINDLER	MICHAEL	PROFESSOR	\$136,718.21
SCHIPPERS	ERIC	PROFESSOR	\$144,609.90
SCHMIDT	CLEA ALEXANDRA	PROFESSOR	\$138,730.72
SCHNARR	LAURIE	VICE-PROVOST (STUDENTS)	\$212,154.26
SCHOENBECK	JODIE	STUDENT SUPPORT CASE MANAGER	\$83,356.00
SCHOFFNER	JOHN ANTHONY	LAN COORDINATOR	\$91,288.75
SCHONWETTER	DIETER JURGEN	PROFESSOR	\$143,565.64
SCHRECKENBACH	HANS GEORG	PROFESSOR	\$148,978.07
SCHROTH	ROBERT JOHN	PROFESSOR	\$150,925.49
SCHULTZ	ANNETTE	PROFESSOR	\$135,386.67
SCHULTZ	RYAN SCOTT	ASSISTANT LIBRARIAN	\$104,009.96
SCHULTZ	TREVOR K	EXECUTIVE ASSISTANT	\$94,292.96
SCHULZ	JENNIFER LYNN	PROFESSOR	\$156,992.28
SCHWARTZ	BRYAN PAUL	PROFESSOR	\$194,113.67
SCHWARTZ	KAREN DEBRA	FACULTY RELATIONS OFFICER	\$86,575.96
SCHWEIZER	FRANK	PROFESSOR	\$144,076.90
SCOTT	ALAN A.	CHIEF RISK OFFICER	\$209,330.19
SCOTT	AYNSLEY KRISTEN	ASSISTANT PROFESSOR	\$110,158.83
SCOTT	JAMES ELLIOTT	SENIOR SCHOLAR	\$110,072.00
SCOTT	KEVIN GLEN-EDWARD	SENIOR INSTRUCTOR	\$111,342.46
SCOTT	STEPHANIE	OPERATIONS DIRECTOR	\$101,245.43
SCOVILLE	CHRISTINE PAULINA	INSTRUCTOR II	\$99,301.58
SEAGER	MARY-JANE	DEPT. HEAD, OBS, GYN & REPROD SCIENCES	\$92,381.75
SELLERS	ELIZABETH ANN CAMERON	PROFESSOR	\$109,695.56

Last Name	First Name	Position	Compensation Amount \$
SEMUS	MICHAEL JONATHAN	ASSISTANT PROFESSOR	\$150,116.75
SENEHI	JESSICA JOY	PROFESSOR	\$135,588.21
SENIUK CICEK	JILLIAN JUDITH	ASSISTANT PROFESSOR	\$100,783.92
SEPEHRI	NARIMAN	DEAN / PROFESSOR	\$188,935.98
SEPEHRI-BOROJENI	ARDESHIR	PROFESSOR	\$134,540.01
SEREBRIN	WAYNE GREGORY	ASSOCIATE PROFESSOR	\$133,769.91
SERIEUX	JOHN	PROFESSOR	\$139,661.21
SERZU	MULUGETA H	INSTRUCTOR I	\$79,396.70
SEYMOUR	LISA MARGUERITE	ASSOCIATE PROFESSOR	\$78,994.02
SHAFAI	CYRUS	PROFESSOR	\$159,492.88
SHAFER	LEIGH ANNE	ASSISTANT PROFESSOR	\$130,336.27
SHAFFREY	DAVID	PHYSIOTHERAPIST	\$76,256.67
SHAH	SYED ADNAN	PROFESSOR	\$167,546.39
SHALABY	AHMED	PROFESSOR	\$180,180.32
SHALCHI TOUSSI	ANDREAS	PROFESSOR	\$125,318.53
SHAMOV	GRIGORY	COMPUTE CDA/WEST GRID SITE COR	\$99,127.28
SHAMSEDDINE	KHODR MAHMOUD	ASSOCIATE DEPT. HEAD / PROFESSOR, PHYSICS & ASTRONOMY	\$135,457.19
SHANTZ	VALERIE RUTH	DIRECTOR,INTG & STRAT PLANNING	\$125,212.25
SHAPIRO	CARLA RUTH	SENIOR INSTRUCTOR	\$115,661.55
SHARIF	TANVEER	ASSISTANT PROFESSOR	\$96,235.21
SHARIFF	MARY JOHANNARRA	ASSOCIATE PROFESSOR	\$144,807.43
SHARPE	RYAN WILLIAM	LAB MANAGER	\$83,125.36
SHAVER	ROBERT WILLIAM	PROFESSOR	\$165,248.34
SHAW	CHRISTINE	ASSOCIATE LIBRARIAN	\$114,858.11
SHAW	JENNIFER ANN	FINANCIAL OFFICER	\$75,336.73
SHAW	MICHAEL PETER	SENIOR INSTRUCTOR	\$133,755.99
SHAY	BARBARA LYNN	ASSOCIATE PROFESSOR	\$134,173.79
SHEAD	RUTH	DIRECTOR, INDIGENOUS ACHIEVEMENT	\$89,368.60
SHELDON	MICHAEL	SENIOR BUDGET OFFICER	\$87,613.16
SHEN	GARRY XINYI	PROFESSOR	\$162,226.44
SHERIF	SHERIF S	ASSOCIATE PROFESSOR	\$133,661.12
SHI	YULIN	CONFIDENTIAL ASSISTANT TO DEAN	\$96,395.53
SHIELDS	JASON	ASSISTANT PROFESSOR	\$79,204.17
SHIELDS	JUDY	OCCUPATIONAL HLTH COORDINATOR	\$99,215.25
SHOOSHTARI	SHAHIN	PROFESSOR	\$138,647.06
SHORT	DONN	PROFESSOR	\$155,197.58
SIBLEY	KATHRYN MAY	ASSOCIATE PROFESSOR	\$133,139.94
SIDDIQUI	TABREZ JAMAL	ASSISTANT PROFESSOR	\$105,030.50
SIDHU	RAVINDER K	MICRO & MATS CHARACTERIZ TECH	\$76,558.63
SIKORSKY	DONNA	ASSISTANT LIBRARIAN	\$102,091.06
SILVESTRE	BRUNO DOS SANTOS	PROFESSOR	\$180,545.23
SIMARD	LOUISE ROLANDE	DEAN / PROFESSOR	\$197,431.38
SIMON	ILANA JOY	DIRECTOR OF COMM & MARKETING	\$117,560.08
SIMON	PHILIP	FIELD LIAISON	\$83,082.67
SIMONOT-MAIELLO	COLETTE	ASSISTANT PROFESSOR	\$93,869.31
SIMPSON	WAYNE DOUGLAS	PROFESSOR	\$94,022.13

Last Name	First Name	Position	Compensation Amount \$
SIMPSON-LITKE	REBECCA SUZANNE	ASSISTANT PROFESSOR	\$90,760.33
SINCLAIR	ANDREW JAMES	PROJECT MANAGER LEVEL 2	\$97,280.30
SINCLAIR	ANDREW JOHN	PROFESSOR	\$164,526.65
SINCLAIR	NIIGANWEWIDAM JAMES MURR	ASSOCIATE PROFESSOR	\$115,942.70
SINCLAIR	STRUAN	ASSOCIATE PROFESSOR	\$78,626.72
SINGAL	PAWAN K	PROFESSOR	\$167,145.89
SINGER	ALEXANDER GERALD	ASSOCIATE PROFESSOR	\$114,842.59
SINGER	JONATHAN CRAIG	ASSOCIATE PROFESSOR	\$100,891.33
SINGH	HARMINDER	ASSOCIATE PROFESSOR	\$133,022.56
SINGH	SUKHJINDER	MANAGER, CARETAKING SERVICES	\$102,096.73
SIPINSKI	RICHARD CHRISTOPHER	INFORMATION TECHNOLOGIST	\$98,644.48
SIRANT	MICHAEL PAUL	SENIOR INSTRUCTOR	\$116,882.11
SIRKER	JESKO MICHAEL RUDOLF	PROFESSOR	\$124,958.02
SIRSKI	JONATHAN PAUL ANDREW	INSTRUCTIONAL TECHNOLOGIST	\$81,137.58
SIVARAMAKRISHNAN	SUBRAMANIAN	ASSOCIATE PROFESSOR	\$163,131.94
SKAFTFELD	ERIKA KELSEY	ASSISTIVE TECHNOLOGIST	\$91,160.15
SKAKUM	KURT KENNETH	ASSOCIATE PROFESSOR	\$75,841.82
SKRABEK	RYAN QUILAN	ASSISTANT PROFESSOR	\$94,877.24
SLATER	JOYCE JASMINE	PROFESSOR	\$113,867.13
SLEVINSKY	RICHARD MIKAEL	ASSISTANT PROFESSOR	\$93,817.15
SLIPPERT	KEVIN	SYSTEM/BUSINESS ANALYST	\$86,327.56
SLIWORSKY	CORY	ELECTRICIAN	\$75,299.20
SMALL	JAMES ALEXANDER	IMPROVEMENT SPECIALIST	\$81,454.45
SMANDYCH	RUSSELL CHARLES	PROFESSOR	\$145,892.37
SMETANA	LONNIE A	SOLUTION ARCHITECT	\$113,399.65
SMIRNOVA	ELENA	SENIOR INSTRUCTOR	\$80,000.00
SMIT	CORY A.	MACHINE SHOP MANAGER	\$76,558.64
SMITH	BRANDI	BUSINESS MANAGER	\$118,728.76
SMITH	DARLENE	ASSOC. V.P. (HUMAN RESOURCES)	\$195,457.79
SMITH	GREGORY THOMAS	ASSOCIATE PROFESSOR	\$137,820.57
SMITH	MALCOLM CRAWFORD	PROFESSOR	\$164,653.75
SMITH	ROBERT STANLEY	SENIOR INSTRUCTOR	\$109,274.64
SMITH	WENDY LYNN	GENERAL PRACTITIONER	\$209,430.86
SNARE	FRANK A	ASST MANAGER, CONTROLS SHOP	\$107,070.79
SNOW	WANDA MAE	RESEARCH ASSOCIATE	\$81,012.83
SOBIE	GREGORY GENE	MANAGER, STUDENT SERVICES	\$98,461.42
SODERSTROM	MELANIE	ASSOCIATE PROFESSOR	\$122,562.20
SOLMUNDSON	ANNA KATRIN	ASSOCIATE LEGAL COUNSEL	\$79,556.74
SOLOMON	CHARLENE SUZANNE	ASSISTANT PROFESSOR	\$146,833.38
SOLOVYOVA	MARIYA	MANAGER PROGRAM DELIVERY	\$86,409.37
SOLVASON	DAYNA	PROJECT MANAGER	\$79,106.45
SOPILNYAK	ALEX	PROJECT MANAGER LEVEL 2	\$102,617.59
SORENSEN	JOHN	PROFESSOR	\$124,398.62
SORIANO	RICARDO HUMBERT	DIRECTOR, INTEG ACCRED UNIT	\$93,082.66
SOULEYMANOV	ROUSTAM	ASSISTANT PROFESSOR	\$90,853.60
SOUSSI GOUNNI	ABDELILAH	PROFESSOR	\$143,996.27

Last Name	First Name	Position	Compensation Amount \$
SPARLING	RICHARD ROBERT MICHAEL	PROFESSOR	\$155,353.64
SPARROW	SCOTT CAMERON	TECHNOLOGIST 3	\$84,548.66
SPEARE	A MARIE	ASSOCIATE LIBRARIAN	\$122,362.57
SPEECHLEY	SARA DANIELLE	ASSOCIATE DEAN, ADMISSIONS / MEDICAL ADVISOR	\$199,742.36
SPICER	VICTOR L	RESEARCH TECHNICIAN	\$76,558.63
SPORNITZ	WILLIAM	INFORMATION TECHNOLOGIST 4	\$90,595.17
SRI RANJAN	RAMANATHAN	PROFESSOR	\$157,020.88
ST MARTIN	ARMELLE	ASSOCIATE PROFESSOR	\$120,356.50
STACEY	JOY ELIZABETH	SENIOR INSTRUCTOR	\$99,571.88
STAMPS	ROBERT LEON	PROFESSOR	\$168,546.09
STANGELAND	DAVID ALAN	PROFESSOR	\$205,067.94
STANLEY	CINDY	DENTAL ASSISTANT	\$84,084.28
STARK	JODY LYNNE	ASSISTANT PROFESSOR	\$91,778.39
STARZYK	KATHERINE BEATA	ASSOCIATE PROFESSOR	\$121,937.66
STASOLLA	CLAUDIO	PROFESSOR	\$150,969.73
STAVROPOULOU	CHRYSI	ASSISTANT PROFESSOR	\$127,042.09
STECINA	KATINKA	ASSOCIATE PROFESSOR	\$103,401.89
STEINER	SHEPHERD	ASSOCIATE PROFESSOR	\$110,196.52
STE-MARIE	JOAN	MANAGER, DESIGN & PRODUCTION	\$84,736.84
STERN	GARY AVERY	RESEARCH ASSOCIATE	\$137,985.26
STERN	RALPH EDWARD	PROFESSOR	\$167,530.98
STETEFELD	JOERG	PROFESSOR	\$174,664.63
STEWART	DONALD WILLIAM	PROFESSOR	\$157,229.94
STEWART	RONALD EARL	PROFESSOR	\$148,849.16
STILES	W.L. DALE	LEAD CHARGE ENGINEER	\$96,671.66
STIRLING	LEA MARGARET	PROFESSOR	\$158,128.40
STOBART	JILLIAN LYNN	ASSISTANT PROFESSOR	\$104,967.81
STOESZ	BRENDA MARIE	FACULTY SPECIALIST - ACADEMIC	\$77,431.59
STOFFMAN	JAYSON MARK	ASSOCIATE PROFESSOR	\$118,729.93
STOIK	APRIL	CHANGE & CONFIGURATION SPECIAL	\$89,316.91
STONE	BARRY	DIRECTOR, STUDENT RESIDENCES	\$114,657.85
STONE	ERIN PATRICIA	DIRECTOR, ADMISSIONS	\$104,978.50
STOUT	JASON M	ASSISTANT PROFESSOR	\$99,710.75
STRACHAN	LEISHA AUGUSTA TERESA	PROFESSOR	\$106,512.57
STRACHAN	SHAELYN	ASSOCIATE PROFESSOR	\$122,326.21
STRANG	DONNA LYNN	FUNCTIONAL ANALYST	\$86,612.31
STRAUB	DIETMAR KONRAD	PROFESSOR	\$127,717.30
STRIEMER	JOCELYN	EXEC ASST (SCHEDULING)	\$75,148.46
STROEVE	JULIENNE CHRISTINE	PROFESSOR	\$201,638.45
STROM	GERALD W	DATABASE PROGRAMMER	\$95,986.05
STRONG	JAMES ERIC	ASSISTANT PROFESSOR	\$116,810.21
SUH	MIYOUNG	PROFESSOR	\$134,545.10
SULLIVAN	DAVID JOSEPH	INSTRUCTOR II	\$85,423.82
SULLIVAN	WAYNE	ASSISTANT MANAGER	\$92,674.97
SUMALING	VIRGILIO PRADO	SYSTEMS ANALYST	\$91,269.85
SUNG	MICHELE KIMM	INSTRUCTOR I	\$77,198.42

Last Name	First Name	Position	Compensation Amount \$
SUNSTRUM	SYLVIA	CLINIC FINANCE & ADMIN OFFICER	\$111,670.36
SUTHERLAND	DAWN LEIGH	PROFESSOR	\$155,147.51
SVECOVA	DAGMAR	PROFESSOR	\$157,073.47
SWAIN	VANESSA LYNNE	ASSOCIATE PROFESSOR	\$158,610.42
SWEENEY	SHELLEY TONI	SENIOR SCHOLAR	\$94,262.64
SWIFT	AUDREY U A A	INSTRUCTOR II	\$99,305.44
SZELE	ALEXANDER JOSEPH	SYSTEMS ANALYST-MIDDLEWARE COM	\$78,450.94
SZTURM	TONY JOSEPH	PROFESSOR	\$152,452.28
SZWAJCER	ANDREA L	ASSOCIATE LIBRARIAN	\$115,015.15
TABACK	SHAYNE PHILLIP	ASSOCIATE PROFESSOR	\$146,758.72
TACHIE	MARK FRANCIS	PROFESSOR	\$153,445.06
TAILLIEU	TAMARA LYNN	INSTRUCTOR I	\$89,197.18
TALLMAN	BARBARA LYNN	INSTRUCTOR II	\$97,726.64
TAMTIK	MERLI	ASSISTANT PROFESSOR	\$95,786.77
TAN	QI ER	DATA ANALYST	\$76,883.39
TANGRI	NAVDEEP	ASSOCIATE PROFESSOR	\$87,172.20
TATE	ALAN	PROFESSOR	\$161,198.33
TAYLOR	CARLA	PROFESSOR	\$160,060.44
TAYLOR	CAROLE	DATA ANALYST	\$90,804.46
TAYLOR	CHRISTOPHER	APPLICATION CONSULTANT	\$82,420.29
TAYLOR	JEFFERY MAX	PROFESSOR	\$276,962.08
TAYLOR	LAURA E	ASSOCIATE PROFESSOR	\$159,631.75
TAYLOR	NICOLE MENDAROZQUETA	ASSISTANT PROFESSOR	\$78,388.90
TEBECHRANI FIUZA	CRISTINA	SENIOR INSTRUCTOR	\$99,251.05
TEETZEL	SARAH JANE	ASSOCIATE PROFESSOR	\$127,600.18
TELICHEV	IGOR	ASSOCIATE PROFESSOR	\$122,766.74
TENUTA	MARIO	PROFESSOR	\$161,187.93
TETRAULT	TRAVIS	ELECTRONIC CONTROLS TECHNICIAN	\$76,163.10
THABLE	ANGELA	INSTRUCTOR II	\$99,221.62
THALHAMMER	RAINER	ASST MGR, MINOR PROJ. & RENOV.	\$92,395.25
THARAYIL	JAMES	SENIOR PURCHASING CONSULTANT	\$85,462.00
THAVANESWARAN	AERAMBAMOORTHY	PROFESSOR	\$148,078.09
THEULE	JENNIFER ALLISON NICOLE	ASSOCIATE PROFESSOR	\$110,704.03
THIESSEN	KELLIE RENEE	ASSOCIATE PROFESSOR	\$154,899.59
THILLE	PATRICIA HELEN	ASSISTANT PROFESSOR	\$101,419.60
THIYAM-HOLLANDER	USHA	ASSOCIATE PROFESSOR	\$120,859.25
THOMAS	DARLENE	SOCIAL WORKER	\$96,240.06
THOMAS	GABRIEL	ASSOCIATE PROFESSOR	\$133,426.19
THOMAS	KELLY F	PROJECT COORDINATOR	\$84,751.49
THOMPSON	DARWIN	ENGINEERING DESIGNER	\$87,188.66
THOMPSON	GENEVIEVE NESTA BARBARA	ASSOCIATE PROFESSOR	\$123,818.17
THOMPSON	KATHERINE LYNN	INSTRUCTOR II	\$93,399.18
THOMPSON	SHIRLEY	ASSOCIATE PROFESSOR	\$126,300.99
THOMSON	DOUGLAS JOHN	PROFESSOR	\$167,699.90
THOMSON	ERIK MACDONALD	ASSOCIATE PROFESSOR	\$108,773.10
THOMSON	RONALD KEN	PHYSICAL PLANT ENGINEER	\$76,847.85

Last Name	First Name	Position	Compensation Amount \$
THOROSKI	JOHN HENRY	DAIRY PILOT PLANT MANAGER	\$81,409.12
THORPE	JOCELYN	ASSOCIATE PROFESSOR	\$108,706.81
THULASIRAM	RUPPA K	PROFESSOR	\$156,082.17
THULASIRAMAN	PARIMALA	PROFESSOR	\$160,811.94
THURMAYR	ANNA MARIA	ASSOCIATE PROFESSOR	\$129,370.57
TILLMAN	CHRISTOPHER	PROFESSOR	\$127,525.53
TILLY	JANICE LYNN	CONFIDENTIAL SECRETARY TO DEAN	\$76,576.40
TIMMERMAN	LISA	INSTRUCTOR II	\$91,166.94
TINLEY	LISA	ASSOC DIRECTOR ATHLETICS & REC	\$91,712.33
TKACHUK	GREGG ALLAN	ASSISTANT PROFESSOR	\$119,733.86
TODESCAN	REYNALDO	ASSOCIATE PROFESSOR	\$168,428.35
TODESCAN	SYLVIA MARIA CORREIA	ASSOCIATE PROFESSOR	\$149,660.12
TOEWS	JEFFREY JOHN	INSTRUCTOR II	\$105,747.75
TOLES	GEORGE EDWARD	PROFESSOR	\$152,176.99
TOMY	GREGG THOMAS	PROFESSOR	\$126,088.07
TOPPING	AIDAN ELIZABETH	INSTRUCTOR I	\$82,192.78
TORABI	MAHMOUD	PROFESSOR	\$124,343.01
TORCHIA	MARK GABRIEL	VICE-PROVOST (TEACHING & LEARN)	\$193,243.05
TORQUATO	SAVERIA MARIA	INSTRUCTOR II	\$101,427.87
TORRES	JULIAN	ASSISTANT PROFESSOR	\$90,981.66
TORRES	NELSON	CONTROL TECHNICIAN	\$76,127.54
TORRIE	VIRGINIA ERICA	ASSISTANT PROFESSOR	\$109,203.84
TOWNS	DAVID GORDON	SENIOR DATA MGMT ANALYST	\$87,022.68
TOWNSEND	LINDA JANE	INSTRUCTOR II	\$102,271.58
TOWNSON	GARY LESTER	ELECTRICIAN	\$75,292.07
TRAN	HUY	CLIENT REL. MGMT. CONSULTANT	\$99,127.30
TRAN	MICHAEL	BUSINESS ANALYST-DATA/ANALYTIC	\$98,170.02
TRANMER	GEOFFREY KENNETH GORDON	ASSOCIATE PROFESSOR	\$121,408.18
TRASK	WENDY LEE	SENIOR RESEARCH ANALYST	\$94,292.96
TRAVICA	BOZIDAR	ASSOCIATE PROFESSOR	\$141,301.76
TRAVIS	KEITH DARRYL	ADMINISTRATIVE ASSISTANT	\$95,000.00
TREBERG	JASON ROBERT	ASSOCIATE PROFESSOR	\$125,529.32
TREBLE	CECIL DAVID	I.T. SECURITY COORDINATOR	\$99,841.14
TREMBLAY-SAVARD	OLIVIER	ASSISTANT PROFESSOR	\$104,523.11
TRIGGS-RAINE	BARBARA LYNNE	PROFESSOR	\$169,186.79
TRIM	DONALD WAYNE	PROFESSOR	\$83,898.29
TROMLY	LUCAS PIERCE	ASSOCIATE PROFESSOR	\$123,377.98
TROTT	CHRISTOPHER GEOFFREY	ASSOCIATE PROFESSOR	\$158,545.48
TROTTIER	JEAN	ASSOCIATE PROFESSOR	\$127,295.08
TROUTT	ELIZABETH SUPPLEE	PROFESSOR	\$131,773.12
TRUPISH	PAMELA	DIRECTOR OFFICE OF THE PROVOST	\$165,115.88
TU	YE	SENIOR AUDIT CONSULTANT	\$92,361.03
TUCKER	LESLIE ROBIN	INSTRUCTOR II	\$108,077.60
TURCOTTE	DANA A	ASSISTANT PROFESSOR	\$95,195.57
TURGEON	MAXIME	ASSISTANT PROFESSOR	\$89,284.04
TURMAN	TYLA RAEANNE	ACADEMIC ADMINISTRATOR	\$85,515.39

Last Name	First Name	Position	Compensation Amount \$
TURNBULL	LORNA ANNE	PROFESSOR	\$176,914.66
TURNER	SUFIA RUKIYA	INSTRUCTOR II	\$89,329.39
TWADDLE	KATHERINE	INSTRUCTOR II	\$91,213.36
UDOD	SONIA ANN	ASSISTANT PROFESSOR	\$104,817.41
UHANOVA	JULIA	ASSOCIATE PROFESSOR	\$112,853.89
UKASOANYA	GRACE CHIDINMA	ASSISTANT PROFESSOR	\$98,146.24
UNRUH	MIRIAM	INSTRUCTOR II	\$104,369.12
URBANOWSKI	REGINALD	DEAN, REHABILITATION SCIENCES / ASSOCIATE PROFESSOR	\$232,826.04
URIBE	JAVIER	ARCHITECT	\$104,385.52
URQUIA	MARCELO LUIS	ASSOCIATE PROFESSOR	\$127,019.95
USCHOLD	SHIANNE	AURORA STUD FUNCTIONAL ANALST	\$82,091.14
USICK	BRANDY LEIGH	EXECUTIVE DIRECTOR, S.E.S.	\$132,778.00
UYAGUARI DIAZ	MIGUEL IGNACIO	ASSISTANT PROFESSOR	\$94,231.56
UZONNA	JUDE EZEH	PROFESSOR	\$154,309.85
VADNAIS	ARLANA JOANNE	EMPLOYEE WELLNESS SPECIALIST	\$82,273.65
VAGIANOS	SOTIRIOS	BUSINESS MANAGER	\$123,444.95
VALMESTAD	LIV S	LIBRARIAN	\$153,725.40
VAN AMEYDE	KENNETH J L	ASSOCIATE PROFESSOR	\$77,994.17
VAN INEVELD	CORNELIA	ASSOCIATE PROFESSOR	\$93,210.36
VAN LIEROP	JOHAN	PROFESSOR	\$140,326.76
VAN NEST	BYRON NEAL	ASSISTANT PROFESSOR	\$87,218.68
VAN OSCH	TRACY LEE	ANIMAL CARE COORDINATOR	\$82,702.82
VAN VLIET	DAVID	ASSOCIATE PROFESSOR	\$119,154.68
VAN WIJNGAARDEN	JENNIFER ANNE	PROFESSOR	\$127,606.21
VAN WINKLE	CHRISTINE MARIE	PROFESSOR	\$114,614.86
VASSILCHENKO	VLADISLAV	SENIOR SYSTEMS ANALYST	\$98,673.94
VERCAIGNE	LAVERN MARVIN	PROFESSOR	\$171,326.04
VERDUN	MARIA	SPACE PLANNER	\$89,428.98
VERREAULT	RICK BERNARD	INFO TECHNOLOGIST	\$83,537.90
VERSACE	MARIA ANGELA	LEGAL COUNSEL	\$135,991.32
VIEIRA	NELSON MATIAS	IT TECHNICAL LEAD (MEDICINE)	\$92,666.55
VILLAR	RODRIGO	ASSISTANT PROFESSOR	\$90,833.90
VINCENT	NORAH KATE	PROFESSOR	\$151,687.05
VINET	C. DEE-LYNN K.	COMPUTER ACCOUNTS ADMINISTRATO	\$82,510.39
VITT	JONATHAN	SERVICE DESK LEAD	\$94,960.11
VIVEIROS	TRACI ANNE	FUNCTIONAL ANALYST FEE & SCHED	\$91,755.25
VOKEY	SHERRI LYNN	ASSOCIATE LIBRARIAN	\$107,754.33
VORAUER	JACQUELINE DAWN	PROFESSOR	\$147,878.52
VOS	ANDRE JOHANN	DENTAL PRACTITIONER	\$147,372.16
VRIEND	JERRY	PROFESSOR	\$167,337.01
WAKITA	WANBDI	ELDER-IN-RESIDENCE	\$75,448.84
WALC	MARK	UNIVERSITY BUDGET OFFICER	\$113,448.39
WALKER	DAVID JOHN	ASSISTANT PROFESSOR	\$112,706.55
WALKER	STEPHEN	HAZ MATERIAL ASSES COORDINATOR	\$77,499.77
WALL	ALEXANDER	HYDRAULICS TECH/LAB MANAGER	\$81,366.22
WALLBRIDGE	HAROLD RICHARD	DIRECTOR, PSYCHOLOGICAL SERVICE CENTRE	\$127,935.66

Last Name	First Name	Position	Compensation Amount \$
WALLD	RANDOLPH KENNETH	INFORMATION TECHNOLOGIST	\$91,288.74
WALLIS	BERNADINE	INSTRUCTOR II	\$103,732.85
WALTON	JENNIFER	MGR, RESEARCH & PROSPECT MGMT	\$93,095.32
WAN	FANG	PROFESSOR	\$185,189.03
WANG	BINGCHEN	PROFESSOR	\$142,732.36
WANG	FEIYUE	PROFESSOR	\$210,873.10
WANG	JUN-FENG	ASSOCIATE PROFESSOR	\$125,183.00
WANG	LIQUN	PROFESSOR	\$165,203.16
WANG	LUMING	ASSOCIATE PROFESSOR	\$154,939.98
WANG	PEIQING	TECHNICIAN	\$76,558.63
WANG	SIMON	DIRECTOR, FACILITIES	\$101,059.52
WANG	XIKUI	PROFESSOR	\$171,055.33
WARD	KRISTINE	ASSISTANT MANAGER	\$84,647.24
WARD	MEGHAN	BUSINESS MANAGER - UGME	\$87,880.03
WARKENTIN	CURT	ASSOC DIR, BISON SPORTS OPER	\$89,729.44
WARKENTIN	ELYSSA DANAE	RESEARCH GRANT FACILITATOR	\$82,803.67
WARNE	VANESSA KAY	ASSOCIATE PROFESSOR	\$125,216.01
WARNER	STEVEN M	SYSTEMS ANALYST	\$77,375.28
WATERMAN	JANE MARGARET	PROFESSOR	\$149,868.58
WATSON	GRAHAM CARL SCOTT	SR SYSTEMS ANALYST	\$112,137.92
WATT	DAVID	ASSOCIATE PROFESSOR	\$122,585.39
WATT	JENNIFER ELLEN	ASSISTANT PROFESSOR	\$89,222.60
WEBB	COLLEEN ELIZABETH	EDUCATION DEVELOPER	\$88,705.35
WEBBER	SANDRA CHRISTINE	ASSOCIATE PROFESSOR	\$120,773.69
WEI	VICTOR CHUNLIANG	CIVIL ENG TECHNOLOGIST 3	\$84,548.72
WEI	YIFAN	ASSISTANT PROFESSOR	\$126,560.75
WEIHRAUCH	DIRK	PROFESSOR	\$133,864.71
WEIMER	JADE BROOKLYN	SESSIONAL INSTRUCTOR	\$97,146.05
WELCH	TREVOR DEAN	DOCUMENT SPECIALIST	\$77,236.72
WELLMAN	SCOTT COLIN	WINDOWS SERVER SPECIALIST	\$89,648.77
WENER	PAMELA FRANCES	ASSOCIATE PROFESSOR	\$80,085.65
WENSTOB	ZACH	PHYSICAL PLANT ENGINEER	\$77,447.77
WERBOWESKY	ROBERT	TECHNOLOGY TRANSFER SPECIALIST	\$106,405.68
WESST	DAVID	ASSOC INFRASTRUCTURE SOLN ARCH	\$97,351.25
WEST	ADRIAN ROBERT	ASSISTANT PROFESSOR	\$102,868.47
WEST	CHRISTINA HELEN	ASSOCIATE PROFESSOR	\$118,372.37
WESTMACOTT	ROBIN PHYLLIS	ASSISTANT PROFESSOR	\$82,126.78
WESTRA	JOSEPH	SYSTEMS SPECIALIST	\$97,248.67
WHEELER	ALTHEA	COPYRIGHT STRATEGY MANAGER	\$79,424.91
WHETTER	IAN CAMPBELL	ASSISTANT PROFESSOR	\$205,260.09
WHICHER	IAN	PROFESSOR	\$151,527.22
WHIKLO	JARED S	TECHNICAL SPECIALIST/DEVELOPER	\$99,127.28
WHITEHILL	MONIQUE	SR CATEGORY LEAD, IT GDS & SER	\$110,215.81
WHYARD	STEVEN	ASSOCIATE PROFESSOR	\$132,003.93
WICHART	NOREEN	INSTRUCTOR II	\$133,501.13
WICKLOW	BRANDY ALEXANDRA	ASSOCIATE PROFESSOR	\$91,384.22

Last Name	First Name	Position	Compensation Amount \$
WIEBE	BRYAN ANTHONY	MANAGER, EMPLOYEE WELL-BEING	\$93,002.62
WIEBE	LESLEY	ADMINISTRATIVE ASSISTANT	\$78,238.14
WIEBE	LINDSEY	MGR. INSTITUTIONAL PROJ COMM.	\$84,323.79
WIESE	KIMBERLY	SENIOR INSTRUCTOR	\$106,745.64
WIGLE	JEFFREY THEODORE NELSON	ASSOCIATE PROFESSOR	\$134,153.33
WILKINS	JOHN ALFRED	PROFESSOR	\$87,075.12
WILKINS	OLIVIA	ASSISTANT PROFESSOR	\$95,299.55
WILKINSON	LORI ANNE	PROFESSOR	\$144,050.68
WILLIAMS	ABSATOU M	INSTRUCTOR I	\$90,491.52
WILLIAMS	VALERIE	DIVERSITY CONSULTANT	\$92,557.62
WILLOUGHBY	DAVID	ASSISTANT PROFESSOR	\$96,876.66
WILSON	ALISTAIR MCRAE	PLUMBER/STEAMFITTER	\$75,313.65
WILSON	ANGELA	CLIN TRIAL RESEARCH NURSE COOR	\$75,148.40
WILSON	JANNA LEAH	SENIOR INSTRUCTOR	\$92,239.16
WILSON BAPTIST	KAREN ELIZABETH	DEAN / ASSOCIATE PROFESSOR	\$150,629.40
WILTSHIRE	WILLIAM ANTHONY	PROFESSOR	\$262,400.05
WINTONIW	SUSAN	INSTRUCTOR II	\$117,998.76
WITT	JULIA CATHERINE	ASSOCIATE PROFESSOR	\$124,263.99
WOJCIECHOWSKI	CHESTER	UNIVERSITY BUDGET OFFICER	\$105,353.02
WOLIGROSKI	SEBRINA LYNNE	SEXUAL VIOLENCE RES.CENT.COORD	\$76,826.32
WOLOSCHUK	SANDRA LOUISE	ASSOCIATE DIRECTOR, LEARNING & ORG. DEVELOPMENT	\$119,771.42
WONG	HEI LING	ASST. MANAGER, PAYROLL SVCS	\$82,223.98
WONG	LISA LAI PING	OPERATIONS MANAGER	\$83,895.54
WONG	TONY	MIDDLEWARE SPECIALIST	\$91,293.58
WOODGATE	ROBERTA LYNN	PROFESSOR	\$174,116.58
WOOD-WARREN	ALI MARIE	FIRST YR CENTRE COORDINATOR	\$79,001.05
WOOLFORD	ANDREW JOHN	PROFESSOR	\$148,736.47
WORKUM	KIMBERLY DAWN	SENIOR INSTRUCTOR	\$111,614.69
WORLEY	ANNE C	ASSOCIATE PROFESSOR	\$122,612.16
WORMS	ANDRE DION	SYSTEMS ANALYST	\$101,245.56
WOTTON	DONALDA HOPE	INSTRUCTOR II	\$109,513.42
WRIGHT	BROCK JAMES	ASSOCIATE DEAN (CLINICAL)	\$95,280.12
WU	NAN	ASSOCIATE PROFESSOR	\$108,654.00
WU	QIONG CHRISTINE	PROFESSOR	\$100,695.21
WU	ZHENYU	PROFESSOR	\$297,460.50
WYATT	STACY LEE	MANAGER OF CEREMONIES/EVENTS	\$110,676.08
XI	ZHENG MING	ACADEMIC ADMINISTRATOR	\$92,070.13
XIDOS	JAMES	SENIOR INSTRUCTOR	\$114,290.06
XIE	JINGWEI	LIFE SAFETY ENGINEER	\$100,252.99
XIE	JIUYONG	PROFESSOR	\$149,249.25
XING	MENGQIU	ASSOCIATE PROFESSOR	\$122,688.18
XUAN	WEI	ASSOCIATE LIBRARIAN	\$92,168.06
YAFFE	CLIFFORD STEPHEN	ASSOCIATE PROFESSOR	\$153,012.59
YAFFE	DANIELLE JOY	INSTRUCTOR II	\$89,329.39
YAHAMPATH	PRADEEPA	ASSOCIATE PROFESSOR	\$132,738.25
YAKIMOSKI	AMELIA GAYLE	STUDY COORDINATOR	\$84,508.44

Last Name	First Name	Position	Compensation Amount \$
YAMCHUK	ANDRIY	TECHNICAL & TEACHING	\$75,661.93
YANG	CHENGBO	ASSOCIATE PROFESSOR	\$98,530.98
YANG	PANSEOK	MICROBEAM LAB MANAGER	\$94,297.93
YANG	PO	ASSOCIATE PROFESSOR	\$116,711.95
YANG	XI	PROFESSOR	\$164,759.03
YAO	XIAO-JIAN	PROFESSOR	\$139,797.21
YARCHUK	LORI	ASSOC. V.P. (MARKETING COMM.)	\$76,372.46
YARMILL	ALISON HEATHER	ASSIST RADIATION SAFETY COORD	\$83,641.65
YELLOWBIRD	MICHAEL JAMES	DEAN / PROFESSOR	\$228,781.33
YEPEZ	CARLOS	ASSOCIATE PROFESSOR	\$110,251.83
YEREX	KATHERINE ELIZABETH	ASSISTANT PROFESSOR	\$93,296.30
YEUNG	EVELYN LIANE	INFO TECH 5	\$94,906.30
YI	KYOUNG JUNE	ASSISTANT PROFESSOR	\$97,909.13
YOGENDRAN	MARINA SASHIKALA	INFORMATION TECHNOLOGIST	\$99,155.08
YOON	EE-SEUL	ASSISTANT PROFESSOR	\$98,856.05
YOSHIDA	ASAKO	ASSOCIATE LIBRARIAN	\$113,922.02
YOSHIDA	BLAIR	INSTRUCTOR II	\$106,728.49
YOUNES	JOHN KHERALLAH	ASSISTANT PROFESSOR	\$526,602.97
YOUNG	DEBRA	MANAGING DIRECTOR	\$117,657.19
YOUNG	JAMES EVERETT	ASSOCIATE PROFESSOR	\$123,310.54
YOUNG	JEFFREY BRUCE	SENIOR INSTRUCTOR	\$113,627.57
YU	ADELICIA CHEE WING	ASSISTANT PROFESSOR	\$80,526.01
YU	C.T.DICKIE	PROFESSOR	\$160,952.36
YUAN	QIUYAN	ASSOCIATE PROFESSOR	\$111,189.51
YUAN	WENLONG	ASSOCIATE PROFESSOR	\$227,904.96
YUN	MISUK	GEOCHEMISTRY LABORATORY MGR	\$76,558.64
YURKIW	STEPHEN MICHAEL	EDUCATIONAL SPECIALIST	\$82,184.66
YURKOV	VLADIMIR	PROFESSOR	\$135,440.69
ZAHARIA	DERRICK	MANAGER, MAINTENANCE SERVICES	\$98,758.81
ZAHRADKA	PETER C	PROFESSOR	\$164,323.32
ZAMUCO	RICHARD	STUDENT SYSTEM ANALYST	\$101,630.48
ZAPP	MICHAEL	SENIOR INSTRUCTOR	\$114,453.04
ZAPSHALA-KELLN	LYNN	V.P. (ADMINISTRATION)	\$225,287.39
ZEILER	FREDERICK ADAM	ASSISTANT PROFESSOR	\$108,682.74
ZELÉNITSKY	SHERYL ANN	PROFESSOR	\$165,839.45
ZELINSKI	TERESA ANN	PROFESSOR	\$164,315.02
ZELMER	CARLA DALE	INSTRUCTOR I	\$89,189.81
ZENG	RONG	ASSISTANT PROFESSOR	\$127,260.75
ZHANEL	GEORGE G.	PROFESSOR	\$167,949.70
ZHANG	GENG	COMPUTER PROGRAMMER	\$77,799.21
ZHANG	QIANG	PROFESSOR	\$164,649.09
ZHANG	YANG	PROFESSOR	\$125,853.94
ZHANG	YING	ASSISTANT PROFESSOR	\$157,121.50
ZHANG	YONG	PROFESSOR	\$146,024.70
ZHANG	ZHI CHUAN	DATABASE ANALYST	\$81,135.18
ZHENG	STEVEN XIAOFAN	PROFESSOR	\$165,705.31

Last Name	First Name	Position	Compensation Amount \$
ZHONG	RUI KE	SENIOR WEB DEVELOPER	\$75,756.43
ZHONG	WEN	ASSOCIATE PROFESSOR	\$126,805.76
ZHU	GUOZHEN	ASSISTANT PROFESSOR	\$111,474.84
ZHU	SHU	INSTRUCTOR II	\$92,439.34
ZORBOSKA	NINA	PROFESSOR	\$164,520.99
ZVOMUYA	FRANCIS	PROFESSOR	\$138,008.15

PRESIDENT'S REPORT: June 22, 2021

GENERAL

A community consultation process is underway to build on the University's existing strategic plan, [Taking our Place](#) 2015-2020. A full renewal of the plan will be launched in 2022, under the leadership of incoming Provost and Vice-President (Academic), Dr. Diane-Hiebert-Murphy. The current process is seeking specific short-term guidance from the UM community on some focused area of priority over the next 18 months. All members of the UM community are being encouraged to provide their feedback by responding to a series of questions on those priorities and on our path forward. Feedback can be provided at [Building on our Strategic Plan: Community Consultation 2021](#) through June 28, 2021.

June represents National Indigenous History Month and June 21 marks National Indigenous Peoples Day, an opportunity to celebrate the histories, cultures and traditions of First Nations, Metis and Inuit peoples. Spring Convocation 2021 recognized 582 Indigenous graduates, the largest cohort of Indigenous graduates in the University's history, and three members of the UM community: vice-president (Indigenous) Dr. Catherine Cook [MD/87, MSc/03], Faculty of Arts student Justin Langan and alumna Nahanni Fontaine [MA/01] recently were honoured with 2021 Indspire Awards. At the same time, the discovery of the remains of hundreds of children in Tk'emlúps te Secwépemc (Kamloops) and at other former residential school sites across Canada is a devastating reminder of the truths of our history and present. UM is committed to moving forward on the path to reconciliation, and will work to honour the Calls to Action of the Truth and Reconciliation Commission. A number of virtual events are occurring throughout the month of June and the community is encouraged to engage in these [learning opportunities](#).

The Support Staff Awards of Excellence were changed this year to better recognize those staff, who, through their efforts, helped bring out the very best in the University during the COVID-19 pandemic, including those who demonstrated extraordinary efforts to maintain critical operations, assisted faculty and students in transitioning to online classes, supported critical research or facilitated the shut-down and restart of research activities, and ensured the safety and well-being of others, all of which was accomplished with emphasis on effectively supporting the academic mission of the school and the University during the pandemic. This year, a huge number of nominations were received reflecting the amazing efforts of our community. All nominees and their respective achievements will be formally recognized, and an announcement related to the President's Award selection will be made the week of June 21.

Based on early data, both credit hours and enrolment in Summer Term 2021 show an increase compared with this time last year. Overall, enrolment is up more than six per cent from June 2020. There was an increase of more than 12 per cent in international enrolment and a one per cent increase in Indigenous enrolment. Undergraduate credit hours are up approximately ten per cent over last year.

ACADEMIC MATTERS

- Dr. Michael Eskin, Food and Human Nutritional Sciences, has been selected to receive the Order of Manitoba for his world-recognized research into canola oil and his excellence in food science writing.

The formal investiture ceremony is tentatively scheduled to be held on July 15 at the Manitoba Legislative Building.

A talented musician, Dr. Eskin also recently released another music video related to human nutrition in celebrating the 100th anniversary of the discovery of insulin. It was presented at the 2021 AOCS (American Soil Chemists' Society) Annual Meeting & Expo.

- The Department of Biosystems Engineering has announced the new Sustainability-in-Action Facility, located on the west edge of the Fort Garry Campus. This space will be available to the University of Manitoba community for experiential learning and demonstration opportunities that relate to sustainability.
- Dr. Julie Guard, Labour Studies Program, was recognized as the winner of the 2021 Society for Socialist Studies Errol Sharpe book prize for *Radical Housewives: Price Wars and Food Politics in Mid-Twentieth-century Canada*.
- Dr. Andrea Charron, Department of Political Studies, was appointed to the North American Forum. Founded in 2005, the North American Forum is a community of Canadian, Mexican, and American thought leaders, whose purpose is to advance a shared vision of North America, and to contribute to improved relations among neighbors. They come together annually to explore the interactions among the mutually reinforcing goals of security, prosperity, and enhanced quality of life.
- The School of Art Gallery hosted an exhibition called, "*mapping elsewhere: A Reading by Mariana Muñoz Gomez*" (School of Art alumni), in conjunction with the School of Art Gallery exhibition, "cause to become", presented with the support of the Government of Canada through the Young Canada Works program, Building Careers Heritage.
- School of Art alumni, Dayna Danger and Andrea Oliver Roberts were longlisted for the 2021 Sobey Art Award. Globally recognized as one of the world's most generous privately funded prizes for contemporary visual artists, the Award celebrates the careers of emerging Canadian artists of all ages through financial support, an exhibition highlighting the practices of the five shortlisted artists, as well as national and international recognition.
- The Office of Interprofessional Collaboration in the Rady Faculty of Health Sciences held its fourth annual Communities and Collaboration Symposium, featuring an address on fighting systemic racism collectively in healthcare. Dr. Peter Cahn of the MGH Institute of Health Professions in Boston delivered the address, attended virtually by nearly 80 faculty, staff and students. Cahn referred to the "twin pandemics of COVID-19 and structural racism," saying people from marginalized groups continue to experience consistently worse health outcomes. The keynote address was followed by an afternoon of poster presentations from across the five colleges of the Rady Faculty of Health Sciences, as well as community partners.
- This fall, the College of Nursing will host a new course exploring the role, experiences and needs of family caregivers. The undergraduate course, Introduction to Family Caregiving Across the Lifespan, is open to any UM student or member of the broader community. It will be offered virtually and will focus

on what family caregivers do, the contributions they make, the rewards and challenges they face and how they can be supported.

- On May 5, 2021, the faculty hosted a virtual Research Day focusing on graduate students. The main program included a 3-Minute Thesis for the master's students in the faculty. The event was attended by over 50 faculty, students and participants from various members of the community.
- Led by Professor Richard Gillis, the Winnipeg Jazz Orchestra released a recording project on May 10, 2021. The project, "Twisting Ways" features a joint commission and was a Canada Council sponsored project. Professor Gillis also collaborated with the Manitoba Museum to feature regular professional brass concerts at or through the museum. The first concert was premiered through the Manitoba Museum website on Thursday, May 13, 2021. The goal of this project is to present music by Manitoba (and Canadian) composers, performed by local professional musicians, and was made possible by a University of Manitoba creative works grant.
- Percussion Instructor Victoria Sparks will be performing as a featured soloist in a video/audio recording project with the Manitoba Chamber Orchestra (MCO). The digital world premiere of this new concerto for percussion and strings called "Waking the Lion" was commissioned by the MCO specifically for Ms. Sparks. It was written by Order of Canada recipient, Chinese-Canadian Alexina Louie.
- Dr. Noman Mohammed, Department of Computer Science, and Dr. Kenneth Jeffries, Department of Biological Sciences were awarded the Terry G. Falconer Memorial Rh Institute Foundation Emerging Researcher Awards for applied sciences and natural sciences respectively.
- UM physicists Dr. Juliette Mammei and Dr. Michael Gericke are part of an international research experiment that has made the most precise measurement yet of the neutron distribution in a heavy nucleus, with implications for the structure of neutron stars. Their paper, Accurate Determination of the Neutron Skin Thickness of ^{208}Pb through Parity-Violation in Electron Scattering has just been published in the Physical Review Letters.

RESEARCH MATTERS

- At this time, research at the University of Manitoba (UM) is continuing within in the labs as well as remotely to the extent possible in compliance with the provincial Public Health Guidelines. Details on the current COVID-19 guiding principles, processes for requesting access and preventative measures are available in the updated Researcher FAQs section of the COVID-19 webpage.
- The 2020 Winnipeg Rh Institute Foundation Award recipients were celebrated via an online event on May 13. Dr. Joan Durrant, Community Health Sciences was awarded the Dr. John M. Bowman Memorial Winnipeg Rh Institute Foundation Award.
- The 2020 Terry G. Falconer Memorial Rh Institute Foundation Emerging Researcher Awards were also celebrated. These awards recognize academic staff members who are in the early stages of their careers

and who display exceptional innovation, leadership and promise in their respective fields. The recipients were:

- **Applied Sciences** – Dr. Noman Mohammed (Computer Science)
 - **Creative Works** – Ms. Katherine Boyer (School of Art)
 - **Health Sciences** – Dr. Christine Kelly (Community Health Sciences); Dr. Jillian Stobart (College of Pharmacy)
 - **Interdisciplinary** – Dr. Natalie Riediger (Food and Human Nutritional Sciences)
 - **Natural Sciences** – Dr. Kenneth Jeffries (Biological Sciences)
 - **Social Sciences** – Dr. Ee-Seul Yoon (Educational Administration, Foundations & Psychology)
- Thirty-one research projects received a total of \$1.7 million in grant funding from a variety of sponsors. Those projects receiving more than \$25,000 are:

PI	Sponsor	Title	Awarded Amount
Asadzadeh, Masoud (Civil Engineering)	University of Saskatchewan	Integrated Modelling Program for Canada - Phase II	\$60,000
Cunha Cordeiro, Marcos (Animal Science)	Mitacs Accelerate	Simulation of nitrogen and phosphorus losses from native pasture at large spatial scales	\$60,000
Gerstein, Aleeza (Microbiology)	Canadian Institute for Advanced Research	Drug resistance and virulence in human fungal pathogens	\$100,000
Gole, Aniruddha (Electrical and Computer Engineering)	Mitacs Accelerate	Investigations into HVDC converter arrangements for a Western Canada grid	\$45,000
Hanson, Mark (Environment & Geography)	Mitacs Accelerate	Expanding chemical oxygen demand (COD) profiles to validate contaminant specific degradation in freshwater environments and indicators of ecosystem function	\$55,000
Mahar, Alyson (Community Health Sciences)	Canadian Cancer Society	Measuring Equity and Generating Action in CANcer: Using research to promote equitable care delivery across Canada (MEGAN-CAN)	\$461,537
McMillan, Diana (Nursing)	Health Sciences Centre Foundation	Health Sciences Centre Clinical Chair: Enhancing evidence-informed patient care through clinical and research partnerships, Phase I	\$50,344
Mendelson, Asher (Internal Medicine)	University Medical Group	Microvascular monitoring in critical illness: physiology and clinical applications	\$50,000

Sharif, Tanveer (Pathology)	Canadian Cancer Society	Effect of standard chemoradiotherapy interventions on metabolism and stemness in glioblastoma	\$600,000
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ADMINISTRATIVE MATTERS

- The University’s COVID-19 Recovery Operations Team is working on a return to work document to help guide units in the gradual return to campus, and to ensure consistency across the University. The guide will include planning documents for staff and faculty returning to work, as well as guidance on how to prepare space and personal protective equipment for a safe return back to the workplace.
- Sustainable Solutions Group (SSG) was hired to develop a Climate Action Plan (CAP), including carbon emission targets aimed at achieving emissions neutrality by 2050. To date, SSG has provided the University with updated Energy Use and Emissions Production totals. In 2019, the University’s total energy was 1,354 terajoules, and its total GHG emissions were 57,000 tonnes. These numbers are expected to rise steadily to 2050 if the University does not act. SSG is in the process of preparing low-carbon action plans to show to the CAP Working Group for consideration in meeting these targets.
- The Office of Sustainability, in partnership with Architectural and Engineering Services, hosted a collaborative virtual workshop for the University community on May 13 and 14 to celebrate the planning and design of the Eastern Transportation Corridor, located along the eastern edge of the Fort Garry campus. Using the University Indigenous Planning and Design Principles (IPDP) as a framework, the Eastern Transportation Steering Committee identified four themes for the workshop, which were Cultural Landscapes: History of this Place; Water; Ecologies; and Creative Expressions on and for the Land. Over 25 participants, including the Steering Committee, faculty, graduate and undergraduate students, and alumni, engaged in meaningful conversations throughout both days on making these spaces welcoming, while acknowledging and understanding the colonial processes that had defined the landscape. Ideas were generated on how to evoke de-colonial methods, and to celebrate diversity on the site and the greater campus. External participation included local design firms, Duncan Mercredi (Poet Laureate 2019-2020), Di Brandt (Poet Laureate 2018-2019), and environmental specialists.
- The Office of Sustainability now has a module in the UM Essentials course that is mandatory for all first-year students to complete. This module is focused on waste at the University campuses, and how students can participate in helping the University to increase its waste diversion levels. Additional information was included in this module to share the most important aspects of sustainability, and the resources available to all new students at the University.
- The Office of Human Rights and Conflict Management (OHRM) Student Educators Pilot Project ended May 14. Over the course of the pilot, 12 student educators from diverse equity-seeking backgrounds had the opportunity to introduce the OHRM and its services to varied students groups at the University; and assist with the research and development of student-relevant educational tools and resources on issues of diversity, equity and human rights. In the post-program feedback form, students indicated increased awareness and knowledge of the OHRM services and policies as a result of participating in this pilot, as well as increased confidence delivering presentations to other students about the OHRM. The final report of the pilot will be available for review by May 31, 2021.

- From June 22 to 24, a new faculty and staff virtual learning and wellness event called THRIVE will be held. This conference-style virtual event will focus on helping employees thrive individually, professionally and organizationally, as we continue to navigate this changing landscape and a gradual return to on-campus work. Learning and wellness sessions will share resources, tools and supports for how to work effectively, stay healthy, and to thrive as a community.
- The first 21 employees to complete the program will receive their certificate of completion this month from the new UM Human Resources Essentials Program (UMHREP). Learning and Organizational Development, Human Resources, launched the UMHREP in September 2020, and over 70 employees were admitted to the program, which is designed to increase capacity in human resource practices, with participants taking workshops on recruitment, hiring, employee development, human resource systems administration, diversity, staff relations, and University policies related to human resource practices.
- In June, Learning and Organizational Development will celebrate 15 employees who completed the UM Management Fundamentals Certificate program (UMMFP), which included six full days of learning that was designed for managers, supervisors, and those who wanted to move into a supervisory role. An important feature of this program was the mandatory Peer Coaching whereby all participants completed peer coaching training, and participated in coaching others and being coached. Employees have up to two years to complete the program requirements, and currently, 85 people are enrolled in the UMMFP certificate program.

EXTERNAL RELATIONS

Fundraising Highlights include:

- We are striving for a minimum year over year increase in funds raised of 8% or \$32.1M.
- As at end of May we have raised \$1.7 M from 716 donors. There are 5 new planned gifts.
- On May 31, 2021, President Benarroch, John Kearsey, Vice-President (External) and Associate Vice-President Stephanie Levene met with the Front and Centre President's Campaign Team to gather feedback and to re-engage them in the university's post-campaign activities.
- Preparations are underway to launch the Spring Appeal to UM alumni and donors through direct mail and email. The appeal will raise essential funds for the COVID-19 Student Technology Fund, UM Emergency Bursaries Funds, and the Work-Study Program.
- Delivered by UM affinity partner, TD Insurance, Alumni Relations will host a Financial Literacy webinar for its new and recent graduates on June 28.
- President Benarroch has continued his outreach to community and government partners:
 - Terry Duguid – Manitoba Liberal Member of Parliament

Speaking Engagements included:

- Access Graduation Celebration – May 20
- Convocation Message – White Book/UMToday – May 20
- Faculty of Agriculture and Food Sciences Ag. Certificate of Merit – May 27

- *UMToday The Magazine* launched April 19 as a digital-only issue. In just over a month it had over 17,000-page views of its cover and four feature stories.
- The Alumni Council met on June 1 to discuss three topics of focus for the next 18-24-month period. These were advancing flexible and sustainable learning, experiential learning, and forging greater alumni engagement and connections.
- Alumni Relations launched an all-alumni survey on June 1 to evaluate virtual programming and events over the last 15 months, reimagine homecoming and understand readership and digital vs. print distribution of *UMToday The Magazine*. Academica Group is conducting the survey on behalf of the University of Manitoba.
- 2,753 UM Alumni voters elected Duane Brothers [BA/82, Bed/94, PhD/17] as their 2021-2024 alumni representative on the UM Board of Governors. Gratitude is extended to Carla Loewen [Bed/01, BA/03, Med/10] for her services during the past three years.
- On May 4, UM held its first Student Teacher Recognition Reception hosted by the Centre for the Advancement of Teaching and Learning.
- On May 8, Marketing and Communications supported Virtual Indigenous Graduation with promotions across digital platforms including a *UMToday* article featuring two graduating students that recorded 1,452 views (compared to 689 average views on articles in 2020). Facebook and Twitter posts performed equally well, with an average reach of 5,800 each (vs. typical performance of 4,000 and 2,000 respectively).
- UM Intranet was successfully launched in early May with nearly 40,000 faculty and staff visits in less than a month. 60 additional faculties/departments will be introduced over the next year.
- UM was recognized by the Canadian Council for the Advancement of Education (CCAЕ) with four Prix d'Excellence Awards <https://news.umanitoba.ca/um-recognized-for-adaptability-and-creativity>. These represent the incredible teamwork, collaboration and exceptional standards of work from our UM Community.
- During the past month there were 2,756 news stories in media mentioning UM, most of which related to COVID-19. Major media coverage during the past month included: Dr. Jason Kindrachuk in Newsweek and the Globe and Mail, and Dr. Anand Kumar in Maclean's magazine, both speaking about vaccines and the virus in the third wave. Also, entomology professor Kyle Bobiwash was interviewed in a Weather Network story on pollinators that was read by over 8.5 million people. A story about a charter challenge by UM law students was read by 700,000 people locally and shared widely in our community.



AGENDA ITEM:

The Provost and the Vice-Presidents of the University of Manitoba: Bylaw

RECOMMENDED RESOLUTION:

THAT the Board of Governors approves the Bylaw *The Provost and the Vice-Presidents of the University of Manitoba, effective the date of the Board of Governors' approval.*

THAT the Board of Governors repeals the following:

[*Bylaw: Vice-Presidents \(effective date not listed\)*](#)

[*Bylaw: Vice-President \(Academic\) and Provost \(effective date not listed\)*](#)

[*Bylaw: Vice-President \(Administration\) \(effective date not listed\)*](#)

[*Bylaw: Vice-President \(Research and International\) \(effective date not listed\)*](#)

[*Bylaw: Vice-President \(External\) \(effective date April 1, 2004\)*](#)

CONTEXT AND BACKGROUND:

Within the University of Manitoba's governing documents are a series of bylaws to describe the roles, responsibilities and functions of executive officers of the University.

These include the high-level *Bylaw: Vice-Presidents* that applies to the Vice-Presidents as a group. It assigns responsibility to the Board of Governors for their appointment, on the recommendation of the President, and stipulates that Vice-Presidents shall be responsible to the President and shall have such powers, duties and functions as may be assigned to them respectively by the President or by the Board, that they shall report to the President, and may delegate their powers, duties and functions as they see fit.

The *Bylaw: Vice-Presidents* is accompanied by a series of specific Bylaws for the roles of Provost and Vice-President (Academic), the Vice-President (Administration), the Vice-President (Research and International) and the Vice-President (External). At present, no Bylaw exists describing the role of the Vice-President (Indigenous).

It is proposed that the Board of Governors approve an expanded and updated Bylaw that describes those powers and duties that the Vice-Presidents have in common and that also defines the specific powers, duties and functions of the Provost. It is also proposed that those duties and responsibilities that are specific to individual Vice-Presidential portfolios be articulated in a Procedure for each portfolio, approved by the President. These proposed new Procedures are attached, for information.

The proposed new framework of governing documents for Vice-President positions is intended to respond to a number of factors:

- Governing document inconsistency: the existing set of Vice-President bylaws do not reflect a consistent approach to defining each role. This is seen in the varying degrees of detail in which

individual responsibilities are described and differences in format that relate to the era in which the documents were drafted. The individual bylaws also do not in all cases fully reflect the current expectations of and practices within each position and, because they were developed independently of each other at different times, do not necessarily fully reflect those responsibilities that individual vice-presidents undertake in conjunction with their colleagues.

- Institutional roles and responsibilities: recognizing that the Vice-Presidents at the University of Manitoba have extensive responsibilities that are specific to their portfolios, they also have certain responsibilities that are consistent across all portfolios and they have a number of shared responsibilities as well. The proposed new Bylaw *The Provost and the Vice-Presidents of the University of Manitoba* is intended to describe all those responsibilities that stem from being a Vice-President, emphasizing their role as institutional leaders. In so doing, the intent is to emphasize that the leadership and stewardship of the university is a shared responsibility, one that the university's senior leaders are committed to, collectively. Accordingly, along with those responsibilities that Vice-Presidents share in common, such as responsibility to prepare and submit annual budget plans for their units, the revised Bylaw defines their shared obligations, ranging from the obligation to uphold the University's mission, vision, values and commitments to Indigenous peoples and communities to working collaboratively to advance mutual goals that advance the primary functions of the university.
- Role of the Provost – Definition: Though the University of Manitoba operates under a Provostial model (whereby the Provost acts in a manner akin to a Chief Operating Officer), the specific role of the Provost is not defined in its governing documents. The updated Bylaw provides this clarity, emphasizing that the Provost – in addition to their role as a Vice-President – is the senior Vice-President and is responsible to act for the President in their absence or inability to act, to collaborate with the President to establish policy and direction for the university as a whole, to provide leadership on the university's strategic, operational, capital, learning spaces and resource planning, and to make a recommendation to the President on annual resource allocations.
- Vice-President (Indigenous): When the Board of Governors approved the establishment of the Vice-President (Indigenous) position, no bylaw existed to define the role. Instead, it was determined that a detailed articulation of the powers and responsibilities for a Vice-President (Indigenous) should be developed as part of the implementation plan that the interim Vice-President would be asked to generate. The proposed Bylaw *The Provost and the Vice-Presidents of the University of Manitoba* identifies the Vice-President (Indigenous) as one of the University's vice-president portfolios. The draft *The Vice-President (Indigenous) Procedures* document recognizes that the specifics of the portfolio remain under development, and assigns a three-year timeframe for its next review, rather than the normal ten-year review period.
- Update of Authorities: At present, all governing documents related to the Vice-Presidents are approved by the Board of Governors. The proposed framework of governing documents, which would result in a more descriptive Board-approved Bylaw applying to all Vice-Presidents, supported by portfolio-specific procedures approved by the President, would have the effect of articulating more accurately in policy the current practice. The Board of Governors would continue to be responsible for the appointment of Vice-Presidents and to confirm institutional responsibilities for Vice-Presidents as a collective, and the President would be responsible to determine and review specific responsibilities for each Vice-President, in keeping with the President's responsibility to "...exercise general supervision over and direction of the operation of the University including its academic work, staff, students and business affairs".

RESOURCE REQUIREMENTS:

nil

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

The new Bylaw is intended to better define and clarify roles and responsibilities for the University's Vice-Presidents, including their shared obligations as institutional leaders, consistent with the Strategic Plan's commitment to a culture of leadership and teamwork. The overall update of governing documents for these roles also establish the position of the Vice-President (Indigenous) in the University's policy framework, supporting the work to embed Indigenous leadership within the governance structures of the University.

IMPLICATIONS:

The proposed Bylaw, as supported by the accompanying procedures, will have the effect both of emphasizing the shared responsibilities within the senior leadership group while updating and better articulating the roles and responsibilities for each Vice-President.

ALTERNATIVES:

An early option considered was to update the four standalone bylaws already in place, and add a fifth for the Vice-President (Indigenous). Given the above-noted need to both create a framework that applied to the Vice-Presidents as a collective while also reflecting the President's authority to direct the definition of job requirements as needed, it was determined that a Board-approved Bylaw applying to the Provost and all Vice-Presidents, supplemented by role-specific procedures approved by the President, was optimal.

CONSULTATION:

The Provost and Vice-President (Academic), the Vice-President (Administration), the Vice-President (Research and International), the Vice-President (External), the Vice-President (Indigenous) and the University Secretary all were consulted on the development of this Bylaw. Legal counsel has also undertaken its review.

ROUTING TO THE BOARD OF GOVERNORS:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Title</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>M Benavist</u>	<u>President and Vice-Chancellor</u>	<u>June 14, 2021</u>
<input type="checkbox"/>	<input type="checkbox"/>	<u>_____</u>	<u>_____</u>	<u>_____</u>
<input type="checkbox"/>	<input type="checkbox"/>	<u>_____</u>	<u>_____</u>	<u>_____</u>
<input type="checkbox"/>	<input type="checkbox"/>	<u>_____</u>	<u>_____</u>	<u>_____</u>
<input type="checkbox"/>	<input type="checkbox"/>	<u>_____</u>	<u>_____</u>	<u>_____</u>

SUBMISSION PREPARED BY: Kerry McQuarrie Smith

ATTACHMENTS:

BYLAW: The Provost and the Vice-Presidents of the University of Manitoba (for approval)

- Procedure: The Provost and Vice-President (Academic) *(for information)*
- Procedure: The Vice-President (Administration) *(for information)*
- Procedure: The Vice-President (Research and International) *(for information)*
- Procedure: The Vice-President (External) *(for information)*
- Procedure: The Vice-President (Indigenous) *(for information)*

**UNIVERSITY OF MANITOBA
BYLAW**

Bylaw¹:	THE PROVOST AND THE VICE-PRESIDENTS OF THE UNIVERSITY OF MANITOBA
Effective Date:	To be entered by Office of Legal Counsel
Revised Date:	To be entered by Office of Legal Counsel
Review Date:	To be entered by Office of Legal Counsel
Approving Body:	To be entered by Office of Legal Counsel
Authority:	University of Manitoba Act section #16(1)b
Responsible Executive Officer:	President and Vice-Chancellor
Delegate: (If applicable)	
Contact:	President and Vice-Chancellor
Application:	Board of Governors members, Senate members, Faculty, Staff, Students

**Part I
Reason for Bylaw**

- 1.1 To identify the authorities vested in the Provost and in the Vice-Presidents of the University of Manitoba, along with a statement of duties and reporting lines.

**Part II
Bylaw Content**

- 2.1 Office:**
- (a) There shall be the following Vice-Presidents of the University of Manitoba:
- Vice-President (Academic)
 - Vice-President (Research and International)
 - Vice-President (Administration)
 - Vice-President (External)
 - Vice-President (Indigenous)

¹ If the Governing Document is a By-Law or Regulation use the applicable term in place of the “Policy” reference throughout the document.

- (b) There shall be a Provost of the University of Manitoba who shall also be the Vice-President (Academic).

2.2 Appointment

- (a) Vice-Presidents shall be appointed by the Board on the recommendation of the President.

2.3 Reporting:

- (a) The Vice-Presidents shall be responsible to the President.

2.4 Powers and Duties

- (a) The President shall exercise general supervision over and direction of the operation of the University including its academic work, staff, students and business affairs. In support of the President, the powers, duties and functions of the Vice-Presidents shall include:
 - i. Supporting the University's mission, vision and upholding core institutional values;
 - ii. Supporting the University's commitments to Indigenous peoples and communities;
 - iii. Overseeing, providing leadership to and coordination of the administration of the University;
 - iv. Developing leaders within the University and acting as the officers to whom the heads of their respective reporting units report;
 - v. Authorizing the implementation of new initiatives for their respective reporting units where necessary approvals have been granted;
 - vi. Working with the President and the other Vice-Presidents to ensure achievement of mutual goals that support the primary functions of the University;
 - vii. Developing accountability frameworks for implementing the University's strategic plan and achieving its goals;
 - viii. Recommending to the President on the appointment, promotion, change of service, discipline, retirement and dismissal of the heads of their respective reporting units. In the case of the Provost and Vice-President (Academic), the Vice-President will make recommendations to the President for appointment, promotion and tenure for all faculty members;
 - ix. Preparing such analyses, reports, plans, and policy recommendations as the Vice-President deems appropriate for advancing the work of the University;

- x. Preparing an annual resource plan for their respective reporting units with such assistance from the members of the staff or committees as the Vice-President may call for, and submitting the budget to the Central Unit Allocation Committee;
 - xi. Serving as members of Senate, and participating and engaging in the collegial governance of the University as appropriate;
 - xii. Participating in and serving as resources to meetings of the Board of Governors and its Committees as appropriate;
 - xiii. Supporting the President in advancing external relationships; and
 - xiv. Undertaking such additional duties as may be assigned from time to time by the Board or the President.
- (b) In addition to the powers and duties of a Vice-President, the Provost shall be the senior Vice-President, with the following powers, duties and functions:
- i. Acting on behalf of the President in his or her absence or inability to act, or as delegated;
 - ii. Collaborating with the President to establish policy and direction on academic and administrative matters affecting the University as a whole, including the development of the University's strategic goals and objectives;
 - iii. Leading and integrating institutional strategic, operational, capital, learning spaces and resource planning activities, and engaging the Senate and Board of Governors in a collegial planning process as appropriate; and
 - iv. Making recommendations to the President on annual resource allocations for the University in alignment with academic priorities and the Strategic Plan(s) of the University.

2.5 Delegation

- (a) A Vice-President may delegate any of the powers, duties and functions of that Vice-President as the Vice-President sees fit and may prescribe conditions governing the exercise of any delegated power, duty and function, including the power of sub-delegation.

Part III Accountability

- 3.1 The Office of Legal Counsel is responsible for advising the University Secretary that a formal review of this Bylaw is required.
- 3.2 The President is responsible for the implementation, administration and review of this Bylaw.
- 3.3 Board of Governors members, Senate members, Faculty/School Councils, Faculty Members, Staff Members and Students are responsible for complying with this Bylaw.

Part IV Authority to Approve Procedures

- 4.1 The President may approve Procedures, if applicable, which are secondary to and comply with this Bylaw.

Part V Review

- 5.1 Governing Document reviews shall be conducted every ten (10) years. The next scheduled review date for this Bylaw is June 22, 2031.
- 5.2 In the interim, this Bylaw may be revised or repealed if:
 - (a) the Board of Governors or the Approving Body deems it necessary or desirable to do so;
 - (b) the Bylaw is no longer legislatively or statutorily compliant; and/or
 - (c) the Bylaw is now in conflict with another Governing Document.
- 5.3 If this Bylaw is revised or repealed all Secondary Documents, if applicable, shall be reviewed as soon as possible in order that they:
 - (a) comply with the revised Bylaw; or
 - (b) are in turn repealed.

Part VI Effect on Previous Statements

- 6.1 This Bylaw supersedes all of the following:
 - (a) Bylaw: Vice – President (Academic) and Provost

- (b) Bylaw: Vice – President (Administration)
- (c) Bylaw: Vice – President (External)
- (d) Bylaw: Vice – President (Research and International)
- (e) all previous Board of Governors/Senate Governing Documents on the subject matter contained herein; and
- (f) all previous Administration Governing Documents on the subject matter contained herein.

Part VII Cross References

7.1 This Bylaw should be cross referenced to the following relevant Governing Documents, legislation and/or forms:

- (a) The Provost and Vice – President (Academic) Procedures
- (b) The Vice – President (Administration) Procedures
- (c) The Vice President (External) Procedures
- (d) The Vice – President (Research and International) Procedures
- (e) The Vice-President (Indigenous) Procedures

**UNIVERSITY OF MANITOBA
PROCEDURE**

Procedure:	The Provost and Vice President (Academic)
Parent Bylaw:	The Provost and The Vice-Presidents of the University of Manitoba
Effective Date:	To be entered by Office of Legal Counsel
Revised Date:	To be entered by Office of Legal Counsel
Review Date:	To be entered by Office of Legal Counsel
Approving Body:	To be entered by Office of Legal Counsel
Authority:	University of Manitoba Act section #16 1(b)
Responsible Executive Officer:	President and Vice-Chancellor
Delegate: (If applicable)	President and Vice-Chancellor
Contact:	President and Vice-Chancellor
Application:	Board of Governors members, Senate members, Faculty/School Council members, faculty, staff and students

**Part I
Reason for Procedure**

- 1.1 To set out Procedures secondary to the Bylaw entitled “The Provost and The Vice-President of the University of Manitoba” (the Bylaw) and in further defining the roles and responsibilities of the Provost and Vice-President (Academic) of the University of Manitoba.

**Part II
Procedural Content**

Definitions

- 2.1 For the purposes of this Procedure, “Research” means research, scholarly works and other creative activities.

Duties and Responsibilities

- 2.2 Specifically and/or in addition to the duties set out in the Bylaw, the Provost and Vice-President (Academic) shall be responsible for:
- (a) Leading and integrating institutional strategic, operational, capital, learning spaces and resource planning activities, engaging other Vice-Presidents, Senate and the Board of Governors in a collegial planning process as appropriate;
 - (b) Recommending to the President on annual resource allocations for the University in alignment with academic priorities and the Strategic Plan(s) of the University.
 - (c) Setting the academic goals of the University and establishing academic priorities and planning are in alignment with University priorities;
 - (d) Providing overall leadership for the strategic development, implementation and oversight of the University's academic and academic administrative matters/activities, including leadership in all matters relating to students and academic staff.
 - (e) Ensuring the effective and efficient administration of units which report directly to the Provost, including, but not limited to, the faculties, schools, departments and colleges;
 - (f) Evaluating, reviewing, and renewing academic programs and courses on an ongoing basis, with a focus on ensuring program sustainability across the University;
 - (g) Encouraging the continued development and provision of high-quality programs and services for domestic and international students consistent with the University's mission and vision;
 - (h) Overseeing faculty relations matters including recruitment, retention, tenure and promotion, academic programs and the structure within which they are delivered, long-range academic planning, and enrolment management;
 - (i) Fostering teaching and learning excellence with a focus on innovation, support, and creativity;
 - (j) Recommending to the President any changes in the fees associated with academic programs for consideration by the Board of Governors;
 - (k) Collaborating with all the Vice-Presidents to provide the infrastructure and environment required to facilitate, nurture and support the University's teaching and research excellence;
 - (l) Collaborating with all the Vice-Presidents to cultivate and celebrate excellence in teaching, research, and service to the University;

- (m) Working with the Vice-President (Administration) to set budget and capital planning priorities in support of the University's academic mission;
- (n) Working with the Vice-President (External) and government officials in the areas relating to academic matters and provincial funding;
- (o) Collaborating with the Vice-President (Indigenous) to advance Indigenous achievement and engagement as set out in the University's Strategic Plan;
- (p) Collaborating with the Vice-President (Research and International) and the Vice-President (Indigenous) to effectively plan and set research priorities for the University, develop supporting policy(ies), and promote the responsible conduct of research;
- (q) Collaborating with the Vice-President (External) to ensure the University's philanthropic foci are aligned with the University's Strategic Plan and the academic priorities of the University;
- (r) Supporting, mentoring, and supervising all Deans and Directors and ensuring the fulfilment and alignment of the academic objectives align with the UM Strategic Plan;
- (s) In accordance with the provisions of the Senate of the University of Manitoba, serving as an ex-officio member of each faculty, college and school council; and
- (t) Acting for the President, in the President's absence, inability to act or as delegated.

Part III Accountability

- 3.1 The Office of Legal Counsel is responsible for advising the University Secretary that a formal review of this Procedure is required.
- 3.2 The President is responsible for the implementation, administration and review of this Procedure.
- 3.3 Board of Governors members, Senate members, Faculty/School Councils, Faculty members, staff members and students are responsible for complying with this Procedure.

Part IV

Review

- 4.1 Governing Document reviews shall be conducted every ten (10) years. The next scheduled review date for this Procedure is June 22, 2031.
- 4.2 In the interim, this Procedure may be revised or repealed if:
 - (a) the Board of Governors or Approving Body deems it necessary or desirable to do so;
 - (b) the Procedure is no longer legislatively or statutorily compliant;
 - (c) the Procedure is now in conflict with another Governing Document; and/or
 - (d) the Parent Policy is revised or repealed.

Part V Effect on Previous Statements

- 5.1 This Procedure supersedes all of the following:
 - (a) The Vice-President (Academic and Provost) Bylaw;
 - (b) all previous Board of Governors/Senate Governing Documents on the subject matter contained herein; and
 - (c) all previous Administration Governing Documents on the subject matter contained herein.

Part VI Cross References

- 6.1 This Procedure should be cross referenced to the following relevant Governing Documents, legislation and/or forms:
 - (a) Bylaw: The Provost and The Vice-Presidents of the University of Manitoba

UNIVERSITY OF MANITOBA PROCEDURE

Procedure:	The Vice President (Administration)
Parent Bylaw:	The Provost and the Vice-Presidents of the University of Manitoba
Effective Date:	To be entered by Office of Legal Counsel
Revised Date:	To be entered by Office of Legal Counsel
Review Date:	To be entered by Office of Legal Counsel
Approving Body:	To be entered by Office of Legal Counsel
Authority:	University of Manitoba Act section #16 1(b)
Responsible Executive Officer:	President and Vice-Chancellor
Delegate: (If applicable)	President and Vice-Chancellor
Contact:	President and Vice-Chancellor
Application:	Board of Governors members, Senate members, Faculty/School Council, Students

Part I Reason for Procedure

- 1.1 To set out Procedures secondary to the Bylaw entitled “The Provost and the Vice-Presidents of the University of Manitoba” (the Bylaw) in further defining the roles and responsibilities of the Vice-President (Administration) of the University of Manitoba.

Part II Procedural Content

Definitions

- 2.1 For the purpose of this Procedure, “**Research**” means research, scholarly works and other creative activities.

Duties and Responsibilities

- 2.2 Specific and/or in addition to the duties set out in the Bylaw, the Vice-President (Administration) shall:
- (a) provide overall leadership for the strategic development, administration, implementation and oversight of the University's short and long term administrative activities and all financial, business, property, security and investment interests of the University;
 - (b) ensure the effective and efficient administration of units which report to the Vice-President (Administration) and directly support the operational activities of the University;
 - (c) in accordance with the Signing of Agreements Policy, recommend to the Board of Governors all contracts requiring the approval of the Board of Governors;
 - (d) support the institutional strategic, operational, capital, learning spaces and budget planning activities led by the Provost and Vice-President (Academic);
 - (e) work with the Provost and Vice-President (Academic) to set budget and capital planning priorities in support of the University's mission;
 - (f) collaborate with all the Vice-Presidents to provide the technology and capital infrastructure and respectful learning environment required to facilitate, nurture and support the University's teaching and research excellence;
 - (g) collaborate with the Vice-President (Indigenous) to create a supportive environment for Indigenous students, faculty, staff and guests;
 - (h) in accordance with the policies or procedures established by the Board of Governors or the President, oversee the development, implementation and evaluation of multi-year financial planning and annual budget processes that align with the University's strategic goals and objectives, which are established under the direction of the Provost and Vice-President (Academic);
 - (i) control the receipts and disbursements of all funds for capital and other purposes processed through University accounts, according to appropriations and policies approved by the Board of Governors;
 - (j) administer loan funds, trust funds, and all other funds held by the University or administered through its accounts;

- (k) invest the funds of, or held by the University, maintain detailed records thereof, and report to the Board of Governors on the investment of funds, including all changes made since the previous report in the said investments, and reporting at the end of each fiscal year the sum total of all important details of such investments;
- (l) arrange for appropriate safe-keeping and control of all securities owned or held by or for the University, and of all documents of title evidencing an interest of the University;
- (m) present the annual financial report to the Board of Governors on the accounts of the University on or before the last day of June following the close of the fiscal year.
- (n) administer for the University the acquisition by purchase or otherwise of all property and services required by the University, and the disposition by sale or otherwise of any property of the University, in accordance with the policies and procedures established by the Board of Governors or the President;
- (o) coordinate, in conjunction with the Vice-President (Research and International), the development and operation of the SmartPark Research Park;
- (p) develop, secure and maintain the University's property, including its lands, buildings, grounds and equipment;
- (q) serve as the administrative officer responsible for oversight of the administration of the pension plans;
- (r) oversee the general insurance program and staff benefits plans of the University;
- (s) administer and enforce the traffic and parking regulations of the University; and
- (t) in collaboration with the Vice-President (External), ensure the University's philanthropic foci are aligned with the University's capital plan,.

Part III Accountability

- 3.1 The Office of Legal Counsel is responsible for advising the University Secretary that a formal review of this Procedure is required.
- 3.2 The President is responsible for the implementation, administration and review of this Procedure.

- 3.3 Board of Governors members, Senate members, Faculty/School Councils, faculty members, staff and students are responsible for complying with this Procedure.

Part IV Review

- 4.1 Governing Document reviews shall be conducted every ten (10) years. The next scheduled review date for this Procedure is June 22, 2031.
- 4.2 In the interim, this Procedure may be revised or repealed if:
- (a) the Board of Governors or Approving Body deems it necessary or desirable to do so;
 - (b) the Procedure is no longer legislatively or statutorily compliant;
 - (c) the Procedure is now in conflict with another Governing Document; and/or
 - (d) the Parent Policy is revised or repealed.

Part V Effect on Previous Statements

- 5.1 This Procedure supersedes all of the following:
- (a) The Vice-President (Administration) Bylaw;
 - (b) all previous Board of Governors/Senate Governing Documents on the subject matter contained herein; and
 - (c) all previous Administration Governing Documents on the subject matter contained herein.

Part VI Cross References

- 6.1 This Procedure should be cross referenced to the following relevant Governing Documents, legislation and/or forms:
- (a) Bylaw: The Provost and the Vice-Presidents of the University of Manitoba

**UNIVERSITY OF MANITOBA
PROCEDURE**

Procedure:	The Vice President (External)
Parent Bylaw:	The Provost and the Vice-Presidents of the University of Manitoba
Effective Date:	To be entered by Office of Legal Counsel
Revised Date:	To be entered by Office of Legal Counsel
Review Date:	To be entered by Office of Legal Counsel
Approving Body:	To be entered by Office of Legal Counsel
Authority:	University of Manitoba Act section #16 1(b)
Responsible Executive Officer:	President and Vice-Chancellor
Delegate: (If applicable)	President and Vice-Chancellor
Contact:	President and Vice-Chancellor
Application:	Board of Governors members, Senate members, Faculty/School Council, Faculty, Staff, Students

**Part I
Reason for Procedure**

- 1.1 To set out Procedures secondary to the Bylaw entitled “The Provost and the Vice-Presidents ” (the Bylaw) in further defining the roles and responsibilities of the Vice-President (External) of the University of Manitoba.

**Part II
Procedural Content**

Definitions

- 2.1 For the purpose of this Procedure, “**Research**” means research, scholarly works and other creative activities.

Duties and Responsibilities

- 2.2 Specifically and/or in addition to the duties set out in the Bylaw, the Vice-President (External) shall:
- (a) provide overall leadership for the strategic development, implementation and oversight of the University's short and long term external relations activities and coordinate efforts that maximize good will and financial benefits to the institution;
 - (b) ensure the effective and efficient administration of units which directly support the external relations activities of the University;
 - (c) act as the first point of contact for public issues management and serve as official spokesperson for the University, when this role is not undertaken by the President, and/or coordinate the selection and preparation of the most appropriate spokesperson based on the issue and circumstance;
 - (d) provide overall leadership for the University's brand and visual identity including overseeing its development, developing standards for use, and ensuring standards are upheld;
 - (e) in collaboration with the other Vice-Presidents, build partnerships and foster relationships between the University and governments, donors, business and industry, foundations, media, alumni, students, faculty, staff and friends of the University;
 - (f) in collaboration with the Vice-President (Research and International), liaise effectively on behalf of the University with federal, provincial and municipal government officials and agencies and institutions such as national granting councils, research foundations, teaching hospitals, and external research centres;
 - (g) in collaboration with the Provost and Vice-President (Academic) and the other Vice-Presidents, celebrate excellence in teaching, research, and service throughout the University;
 - (h) work with the President to plan, implement and oversee short and long term marketing and communications, alumni relations, government and community relations, and philanthropic strategies and with the Provost and Vice-President (Academic) to ensure the University's strategic priorities and academic mission are supported through philanthropy;
 - (i) support deans and directors to create and foster opportunities for philanthropy in support of their respective faculty's academic priorities and the strategic priorities of the University;

- (j) build a culture of advancement throughout the University through the strategic engagement of faculty, staff, students and retirees;
- (k) lead the development of the University's philanthropic case for support, aligned with the University's strategic plan, academic mission, research priorities and capital plan;
- (l) identify and engage prospective donors, and develop strategic partnerships with external institutions, corporations, foundations, community organizations and other relevant bodies to secure financial support for the University's priorities; and
- (m) fulfil the University's commitment to engaging alumni by working with the Alumni Association as a strategic partner, maintaining a database of updated alumni contact information, and recognizing and celebrating alumni achievements.

Part III Accountability

- 3.1 The Office of Legal Counsel is responsible for advising the University Secretary that a formal review of this Procedure is required.
- 3.2 The President is responsible for the implementation, administration and review of this Procedure.
- 3.3 Board of Governors members, Senate members, Faculty/School Councils, faculty, staff, and students are responsible for complying with this Procedure.

Part IV Review

- 4.1 Governing Document reviews shall be conducted every ten (10) years. The next scheduled review date for this Procedure is June 22, 2031.
- 4.2 In the interim, this Procedure may be revised or repealed if:
 - (a) the Board of Governors or Approving Body deems it necessary or desirable to do so;
 - (b) the Procedure is no longer legislatively or statutorily compliant;
 - (c) the Procedure is now in conflict with another Governing Document; and/or
 - (d) the Parent Policy is revised or repealed.

Part V
Effect on Previous Statements

- 5.1 This Procedure supersedes all of the following:
- (a) The Vice-President (External) Bylaw;
 - (b) all previous Board of Governors/Senate Governing Documents on the subject matter contained herein; and
 - (c) all previous Administration Governing Documents on the subject matter contained herein.

Part VI
Cross References

- 6.1 This Procedure should be cross referenced to the following relevant Governing Documents, legislation and/or forms:
- (a) Bylaw: The Provost and the Vice-Presidents of the University of Manitoba

UNIVERSITY OF MANITOBA PROCEDURE

Procedure:	The Vice President (Indigenous)
Parent Bylaw:	The Provost and the Vice-Presidents of the University of Manitoba
Effective Date:	To be entered by Office of Legal Counsel
Revised Date:	To be entered by Office of Legal Counsel
Review Date:	To be entered by Office of Legal Counsel
Approving Body:	To be entered by Office of Legal Counsel
Authority:	University of Manitoba Act section #16 1(b)
Responsible Executive Officer:	President and Vice-Chancellor
Delegate: (If applicable)	President and Vice-Chancellor
Contact:	President and Vice-Chancellor
Application:	Board of Governors members, Senate members, Faculty/School Council, Faculty, Staff, Students

Part I Reason for Procedure

- 1.1 To set out Procedures secondary to the Bylaw entitled “The Provost and the Vice-Presidents of the University of Manitoba” (the Bylaw) in further defining the roles and responsibilities of the Vice-President (Indigenous) of the University of Manitoba.

Part II Procedural Content

Definitions

- 2.1 For the purpose of this Procedure, “**Research**” means research, scholarly works and other creative activities.

Duties and Responsibilities

- 2.2 Specifically and/or in addition to the duties set out in the Bylaw, the Vice-President (Indigenous) shall:

- (a) provide overall leadership for the strategic development, implementation and oversight of the University's Indigenous achievement and engagement activities;
- (b) collaborate with the Provost and Vice-President (Academic) to effectively support academic Indigenous matters, Indigenous student success, and other important priorities in support of the University's Indigenous achievement and engagement matters;
- (c) in conjunction with the Provost and Vice-President (Academic) and the Vice-President (Research and International), plan, implement and oversee matters relating to short and long term research policy development and planning, activity and programs, promote the responsible conduct of research and assure smooth coordination with the mission and vision of the University;
- (d) ensure the effective and efficient administration of units which directly support the Indigenous achievement and engagement activities of the University including, but not limited to, the Office of the Vice-President (Indigenous), the National Centre for Truth and Reconciliation, the Indigenous Student Centre, and any other such units that, on the basis of necessary approvals, may be placed under the leadership of the Vice-President (Indigenous);
- (e) undertake the analysis of the recommendations contained within *University of Manitoba: Indigenous Senior Leadership: Report and Recommendations to the Provost and Vice-President (Academic) August 31, 2019 (the Report)*.
- (f) Develop, coordinate, oversee and lead the implementation of a detailed and phased action plan, in collaboration with the President and Vice-Presidents, related to the overall implementation of the Report, including the structure of Vice-President (Indigenous) portfolio and necessary resourcing;
- (g) Where possible and on the basis of necessary approvals, begin implementing recommendations contained within the Report that can be advanced in the short term;
- (h) With the President and for the approval of the Board of Governors, develop procedures defining the responsibilities of the Vice-President (Indigenous) and the overall portfolio, on a permanent basis.

Part III

Accountability

- 3.1 The Office of Legal Counsel is responsible for advising the University Secretary that a formal review of this Procedure is required.

- 3.2 The President is responsible for the implementation, administration and review of this Procedure.
- 3.3 Board of Governors members, Senate members, Faculty/School Councils, faculty, staff, and student sare responsible for complying with this Procedure.

Part IV Review

- 4.1 The first Governing Document review shall be conducted within three (3) years. Thereafter, Governing Document reviews shall be conducted every ten (10) years. The next scheduled review date for this Procedure is July 1, 2024.
- 4.2 In the interim, this Procedure may be revised or repealed if:
- (a) the Board of Governors or Approving Body deems it necessary or desirable to do so;
 - (b) the Procedure is no longer legislatively or statutorily compliant;
 - (c) the Procedure is now in conflict with another Governing Document; and/or
 - (d) the Parent Policy is revised or repealed.

Part V Effect on Previous Statements

- 5.1 This Procedure supersedes all of the following:
- (a) all previous Board of Governors/Senate Governing Documents on the subject matter contained herein; and
 - (b) all previous Administration Governing Documents on the subject matter contained herein.

Part VI Cross References

- 6.1 This Procedure should be cross referenced to the following relevant Governing Documents, legislation and/or forms:
- (a) Bylaw: The Provost and the Vice-Presidents of the University of Manitoba

UNIVERSITY OF MANITOBA PROCEDURE

Procedure:	The Vice President (Research and International)
Parent Bylaw:	The Provost and the Vice-Presidents of the University of Manitoba
Effective Date:	To be entered by Office of Legal Counsel
Revised Date:	To be entered by Office of Legal Counsel
Review Date:	To be entered by Office of Legal Counsel
Approving Body:	To be entered by Office of Legal Counsel
Authority:	University of Manitoba Act section #16 1(b)
Responsible Executive Officer:	President and Vice-Chancellor
Delegate: (If applicable)	President and Vice-Chancellor
Contact:	President and Vice-Chancellor
Application:	Board of Governors members, Senate members, Faculty/School Council, Faculty, Staff Students

Part I Reason for Procedure

- 1.1 To set out Procedures secondary to the Bylaw entitled “The Provost and the Vice-Presidents of the University of Manitoba” (the Bylaw) in further defining the roles and responsibilities of the Vice-President (Research and International) of the University of Manitoba.

Part II Procedural Content

Definitions

- 2.1 For the purpose of this Procedure, “**Research**” means research, scholarly works and other creative activities.

Duties and Responsibilities

- 2.2 Specifically and/or in addition to the duties set out in the Bylaw, the Vice-President (Research and International) shall:
- (a) in collaboration with the Provost and Vice-President (Academic) and in alignment with the University's strategic plan, provide overall leadership and advocacy, internal and external, for the strategic development and administration of research at the University of Manitoba and provide guidance, direction and support to faculty members in pursuit of research funding;
 - (b) in conjunction with the Provost and Vice-President (Academic) and the Vice-President (Indigenous), plan, implement, and oversee all matters relating to short and long term research policy development and planning, activity and programs, promote the responsible conduct of research and assure smooth coordination with the mission and vision of the University;
 - (c) foster appreciation and raise the profile of research within the immediate and larger communities and promote the University's research strengths and achievements;
 - (d) solicit new funding opportunities, leverage existing funding and maximize the external resources that can be brought to the University in support of its research programs;
 - (e) in conjunction with the Provost and Vice-President (Academic) and the Vice-President (Administration), provide the infrastructure and environment required to facilitate, nurture and support research excellence;
 - (f) assure effective and efficient administration of units which report to the Vice-President (Research and International) and directly support the research activities of the University;
 - (g) lead the University's compliance efforts with respect to research activities with regard to the regulatory requirements of the Granting Councils, government, and other regulatory bodies;
 - (h) provide to faculties and schools educational and support services relating to research administration and information on funding sources, grant procedures and other relevant information;
 - (i) work with Deans, Directors, and faculty to enhance the University's research productivity and its reputation for innovation and creativity in research through ongoing review and monitoring of research performance;
 - (j) in collaboration with the Vice-President (External) liaise effectively on behalf of the University with federal, provincial and municipal government officials and agencies

- and institutions such as the national granting Councils, research foundations, teaching hospitals, and external research institutes and centres;
- (k) in collaboration with the Vice-President (External), build partnerships and foster relationships between the University and governments, business and industry, foundations, media, alumni, students, faculty, staff and friends of the University;
 - (l) in collaboration with the Vice-President (External) and the Provost and Vice-President (Academic), ensure the University's philanthropic foci are aligned with the University's research priorities;
 - (m) act as the officer through whom liaison with local, regional and national industry occurs and through whom liaison with institutions, both national and provincial, occurs on matters such as government research policies, the indirect cost of research, and intellectual property;
 - (n) coordinate, in conjunction with the Vice-President (Administration) or their designate, the development and operation of the SmartPark Research Park;
 - (o) administer research grants and research contracts;
 - (p) negotiate research contracts;
 - (q) negotiate international public and private partnership agreements;
 - (r) initiate Canadian and foreign patents and copyrights on intellectual property developed at the University, and coordinate the licensing of such patents and copyrights; and
 - (s) develop and monitor international development programs in conjunction with the Provost and Vice-President (Academic).

Part III Accountability

- 3.1 The Office of Legal Counsel is responsible for advising the University Secretary that a formal review of this Procedure is required.
- 3.2 The President is responsible for the implementation, administration and review of this Procedure.
- 3.3 Board of Governors members, Senate members, Faculty/School councils, faculty members, staff members and students are responsible for complying with this Procedure.

Part IV Review

- 4.1 Governing Document reviews shall be conducted every ten (10) years. The next scheduled review date for this Procedure is June 22, 2031.
- 4.2 In the interim, this Procedure may be revised or repealed if:
- (a) the Board of Governors or Approving Body deems it necessary or desirable to do so;
 - (b) the Procedure is no longer legislatively or statutorily compliant;
 - (c) the Procedure is now in conflict with another Governing Document; and/or
 - (d) the Parent Policy is revised or repealed.

Part V Effect on Previous Statements

- 5.1 This Procedure supersedes all of the following:
- (a) The Vice-President (Research and International) Bylaw;
 - (b) all previous Board of Governors/Senate Governing Documents on the subject matter contained herein; and
 - (c) all previous Administration Governing Documents on the subject matter contained herein.

Part VI Cross References

- 6.1 This Procedure should be cross referenced to the following relevant Governing Documents, legislation and/or forms:
- (a) Bylaw: The Provost and the Vice-Presidents of the University of Manitoba



AGENDA ITEM:

Request to Extend Suspension of Admissions to Master of Arts in Icelandic and Post-baccalaureate Diploma in Agrology

RECOMMENDED RESOLUTION:

For discussion / advice

CONTEXT AND BACKGROUND:

- The Board policy on *Admission Targets* specifies that it is the President who has authority to approve changes to, or the introduction of, admission targets following consultation and discussion with the dean or director, with Senate and with the Board of Governors, subject to the provisions of the provincial Programs of Study Regulation.
- The President has received a request from the Deputy Provost (Academic Planning and Programs), to extend the temporary suspension of admissions to the following programs, for two years, for the reasons indicated:
 - Master of Arts in Icelandic, to allow time for a review, to determine whether appropriate teaching resources may become available to re-open intake into the program. Admissions to the program have been suspended since December 2015, in response to a change in staffing levels that resulted in insufficient resources to supervise graduate students.
 - Post-baccalaureate Diploma in Agrology (Internationally Educated Agrologists Program) – to allow the Faculty of Agricultural and Food Sciences to identify the final model of training and bring forward any program proposals or modifications, as appropriate. Admissions to the program have been suspended since the Fall 2015. Since that time, the Faculty has consulted with industry partners and stakeholders on the long-term viability of the program and alternative programming opportunities for internationally trained agrologists.
- The President also received, and consulted with Senate on, requests to extend the temporary suspension of admissions to the Post-baccalaureate Certificate in Applied Leadership, for one year, and the Post-baccalaureate Certificated in E-Learning (PBCEL), for two years, to allow time for current students to complete the programs and for the Division of Extended Education to assess the long-term viability of the programs. Admissions to the programs have been suspended since the Fall 2018 and Fall 2019, respectively. Consultation with the Board is not required, as non-degree programs offered by the Division on a cost-recovery basis do not require Board approval.

RESOURCE REQUIREMENTS:

N/A

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

N/A

IMPLICATIONS:

- There are no students currently enrolled in either the M.A. in Icelandic or the P.B.Dip. in Agrology.

ALTERNATIVES:

N/A

CONSULTATION:

The President consulted Senate on the requests to extend the suspension of admissions to the programs at its meeting on May 19, 2021. Senate did not identify any concerns regarding either of the requests.

ROUTING TO THE BOARD OF GOVERNORS:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>Senate Executive Committee</u>	<u>May 5, 2021</u>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<u>Senate</u>	<u>May 19, 2021</u>
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____

SUBMISSION PREPARED BY: University Secretary on behalf of Senate

ATTACHMENTS:

- Correspondence from President and Vice-Chancellor Re: Extension of Suspension of Intake to the M.A. in Icelandic; Internationally Education Agriologists Post-Baccalaureate Program (IEAP); Post-Baccalaureate Certificate in E-Learning (PBCEL); and Post-Baccalaureate Certificate in Applied Leadership (PBCAL) [dated April 12, 2021]
- Request for Extension of Suspension of Intake, Master of Arts in Icelandic
- Request for Extension of Suspension of Intake, Internationally Educated Agriologists Post-Baccalaureate Program (IEAP)




**University
of Manitoba** | Office of the President

Office of the President
Room 202 Administration Bldg.
University of Manitoba
Winnipeg, MB
Canada R3T 2N2
T: 204-474-9345
F: 204-261-1318
president@umanitoba.ca

DATE: April 12, 2021

TO: Jeff Leclerc, University Secretary

FROM: **Michael Benarroch, Ph.D.**
President and Vice-Chancellor 

RE: Extension of the Suspension of Intake to the M.A., Icelandic; Internationally Educated Agrologists Post-Baccalaureate Program (IEAP); Post-Baccalaureate Certificate in E-Learning (PBCEL); and Post-Baccalaureate Certificate in Applied Leadership (PBCAL)

I attach a recommendation from Dr. Todd Mondor, Deputy Provost (Academic Planning and Programs) to extend the suspension of admissions to the following programs:

- M.A., Icelandic,
- Internationally Educated Agrologists Post-Baccalaureate Program (IEAP),
- Post-Baccalaureate Certificate in E-Learning (PBCEL), and
- Post-Baccalaureate Certificate in Applied Leadership (PBCAL).

Under the Admission Targets Policy, the President may suspend admissions to a program following consultation and discussion with the applicable unit's dean or director, with Senate and with the Board of Governors, subject to the provisions of the provincial Programs of Study Regulation.

Accordingly, please place these items on the agenda for the May 5, 2021 Senate Executive meeting and the May 19, 2021 Senate Meeting.

Cc: Janice Ristock, Provost and Vice-President (Academic)
Laurie Schnarr, Vice-Provost (Students)
David Mandzuk, Acting Dean, Division of Extended Education
Martin Scanlon, Dean, Faculty of Agricultural and Food Sciences
Jeff Taylor, Dean, Faculty of Arts
Jeff Adams, Registrar and Executive Director, Enrolment Services
Randy Roller, Executive Director, OIA
Cassandra Davidson, Academic Program Specialist



Office of Provost and Vice-President (Academic)

208 Administration Building
Winnipeg, Manitoba
Canada R3T 2N2
Telephone (204) 480-1408
Fax (204) 275-1160

**University
of Manitoba**

Date: April 12, 2021

To: Dr. Michael Benarroch, President and Vice-Chancellor

From: Dr. Todd Mondor, Deputy Provost (Academic Planning and Programs)

Re: Request for Extension of Suspension of Intake, Master of Arts, Icelandic

Under the Admission Targets Policy and at the requests of Dr. Kelley Main, Acting Dean, Faculty of Graduate Studies, and Dr. Greg Smith, Associate Dean, Graduate Programs, Faculty of Arts, please find attached a proposal to extend the suspension of intake into the Master of Arts, Icelandic program.

Intake to the program has been suspended since 2015 in response to changes in staffing levels that resulted in insufficient resources to supervise graduate students. The Faculty is requesting suspension be extended for an additional two-years during which time a review will be undertaken to determine whether appropriate resources may be available to reopen intake to the program.

Consistent with the Admission Targets Policy and Procedure, the President may approve the suspension of admissions to a program following consultation with the Dean/Director, Senate, and the Board of Governors. If considered favourable, then the proposal will be forwarded to the province for their review and approval under the provincial Program of Study Regulations.

Cc: Janice Ristock, Provost and Vice-President (Academic)
Laurie Schnarr, Vice-Provost (Students)
Kelley Main, Acting Dean, Faculty of Graduate Studies
Jeff Taylor, Dean, Faculty of Arts
Greg Smith, Associate Dean, Graduate Programs, Faculty of Arts
Jeff Leclerc, University Secretary
Jeff Adams, Registrar and Executive Director, Enrolment Services
Randy Roller, Executive Director, OIA
Cassandra Davidson, Academic Program Specialist



MEMORANDUM

February 19, 2021

To: Dr. Todd Mondor, Deputy Provost (Academic Planning and Programs),
Office of the Provost & Vice-President (Academic)

From: Dr. Kelley J. Main, Acting Dean, Faculty of Graduate Studies *Kelley JM*

Re: Request to Extend Status of Suspended Program

Cc: Ms. Cassandra Davidson, Academic Program Specialist,
Office of the Provost & Vice-President (Academic)

I am writing in support of the continued temporary cessation of the **Master of Arts in Icelandic Language and Literature**. Following communication with Drs. Jeff Taylor and Greg Smith of Faculty of Arts, I am in agreement that the program should be suspended for another 24 months (2023). It is with hope that this unique program will one day have the resources to re-admit high quality graduate students.



University
of Manitoba

Faculty of Arts

Associate Dean of Arts
316 Fletcher Argue Building
University of Manitoba
Winnipeg, Manitoba
Canada R3T 5V5
Telephone (204) 294-6309
Email Greg.Smith@umanitoba.ca

February 19, 2021

To: Dr. Todd Mondor, Deputy Provost (Academic Planning and Programs),
Office of the Provost & Vice-President (Academic)

From: Dr. Greg Smith, Associate Dean, Graduate Programs, Faculty of Arts

Re: Request to Extend Status of Suspended Program

The Faculty of Arts supports the request from the Department of Icelandic Language and Literature to continue the temporary cessation of admissions to the **Master of Arts in Icelandic Language and Literature**. While the University of Manitoba holds a fantastic archive of Icelandic and Icelandic-Canadian print and manuscript materials, and the Faculty has capacity to support Icelandic language instruction, the Department currently lacks a research faculty member who would be in a position to supervise a Master's level project.

Cc: Ms. Cassandra Davidson, Academic Program Specialist, Office of the Provost & Vice-President (Academic)
Dr. Kelley J. Main, Acting Dean, Faculty of Graduate Studies
P.J. Buchan, Head, Department of Icelandic Language and Literature



Department of Icelandic Language and Literature
357 University College
220 Dysart Rd
Winnipeg, Manitoba
Canada R3T 2N8
T: 204.474.8487
um_icelandic@umanitoba.ca

February 12, 2021

Dr. Todd Mondor
Deputy Provost (Academic Planning and Programs)
University of Manitoba

Dear Dr. Mondor,

Please find attached to this letter a request from the Department of Icelandic Language and Literature in the Faculty of Arts for an extension of temporary cessation of admissions to our graduate (M.A.) program.

The program was suspended in 2015 following the departure of Dr. Birna Bjarnadóttir and our resultant inability to ensure a full-time research supervisor for new students. Unfortunately, filling the position left vacant by Dr. Bjarnadóttir's departure is not currently a strategic resource priority for the Faculty of Arts, and no other supervisors in cognate disciplines are available.

The program is the only one of its kind in Canada and provides significant value to Manitoban society through the preservation and development of knowledge about Iceland and Icelandic-Canadian settlement. Prior to the cessation of admissions, the program had seen significant increases in enrolment from across North America. The program has much to recommend it, despite the current dearth of faculty to provide research guidance.

Efforts are ongoing to enhance the faculty complement in the department with support from the Icelandic-Canadian community, the Government of Iceland and through collaboration with the University of Iceland. We hope that the coming years will enable us to reopen this singular program.

We respectfully request that the current cessation of admissions be extended from 1 September 2021 to 31 August 2024.

Sincerely yours,

Peter John R. Buchan

Instructor and Department Head
Icelandic Language and Literature
Faculty of Arts
University of Manitoba

TEMPORARY CESSATION OF A PROGRAM OF STUDY

Under The Advanced Education Administration Act

Universities and colleges requesting approval for the **temporary cessation** of a program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

UM INTERNAL REQUIREMENTS



**University
of Manitoba**

1. Please refer to the Senate Policy and Procedures on Admission Targets (available online at: http://umanitoba.ca/admin/governance/governing_documents/academic/admission_targets.html).
2. Please complete the application below and submit with it the following supplemental documentation, to the Deputy Provost (Academic Planning and Programs):
 - a. A cover letter justifying and summarizing the rationale behind the request for suspension of admissions (*as outlined in section 2.3 on the Admission Targets Procedures*).
 - b. Letters of support from internal stakeholders that were consulted as part of this proposal.
 - c. Enrolment and graduation trends for the past five years and forecasted trends for the next three to five years.
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, at Cassandra.Davidson@umanitoba.ca in the Office of the Provost & Vice-President (Academic).

SECTION A – PROPOSAL DETAILS

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: Faculty of Graduate Studies, Faculty of Arts, Department of Icelandic Language and Literature

If program is a joint program, list all participating institutions and the roles of each in delivering the program to be temporarily ceased:

Program name: Masters of Arts, Icelandic

Credential awarded: M.A.

Proposed start date for temporary cessation: 1 September, 2021

Office Use Only

One-time funding: _____

On-going funding: _____

SECTION B – PROGRAM DESCRIPTION AND DELIVERY

B-1 Provide a general description of the program and its objectives: *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

The aim of the program is to develop the students' knowledge of modern and Old Icelandic language and literature and to train the students in methods of scholarship. Students entering the program will normally be expected to have taken an undergraduate major program in Icelandic or its equivalent. Those who do not meet these requirements may be required to take additional courses in preparation for their graduate work. Students who have already done post-graduate work elsewhere, particularly while in residence in Iceland, will be given recognition. A reading knowledge of a second language is required. Requirements for the M.A. degree include a thesis and three graduate courses.

Students can study works by Icelandic authors in their translated form, or in the original, or they can follow comparative literary approaches. The curriculum is driven by a coursework plus thesis model and normally involves supplementary training in the Icelandic language.

The program is almost unique in North America, and is the only graduate level program of its kind in Canada. Its capacity is deeply enhanced by the very strong library collections in Icelandic held in the Elizabeth Dafoe Library. Specialist study is possible in Icelandic-Canadian literature, Icelandic Literary History and Icelandic Literature in translation as well as Icelandic immigration and settlement and Icelandic-Indigenous contact in Manitoba.

B-2 Length of Program: *(Define the length of the proposed program using measures appropriate to the schedule and delivery format. This will include total course credits and weeks/months, and, where relevant, hours and semesters of instruction)*

The Master's degree is a two year program of study. Students must complete 18 credit hours of coursework at the 7000 level, normally in year one of their program. Students then research and write a master's thesis.

B-3 Describe the mode of delivery for this program:

The program follows a two year model of study, beginning with 18 credit hours of graduate study in Icelandic with up to 6 credit hours of graduate level coursework permitted in a cognate department (such as German, Slavic Studies, English, History).

C-1 Identify and provide a detailed description of the rationale for the temporary cessation of this program of study:

(Such as changes in applications, enrolment, employer demand.)

The program is only viable when a full-time faculty member with a doctorate degree and an established research program and record is in place. Since the departure of Dr. Birna Bjarnadóttir in 2015, the Department dissuaded potential students from applying to the MA as they could not promise them a full-time research supervisor would be in place. Other faculty members in cognate departments, such as Dr. Arnason (Dept. English, Theatre, Film and Media) have since retired.

The faculty member who would direct graduate research would also be responsible for coverage of some portion of the undergraduate teaching curriculum in Icelandic literature and culture as well. With modest (though sustained) interest from graduate students along with modest undergraduate enrollments, it has not been a strategic resource priority for the Faculty of Arts to replace the full-time research faculty position in the face of competing enrollment pressures in other departments. Thus, the program does not currently hold the requisite research instructional capacity to commit to multi-year supervision of potential graduate students.

The Icelandic community in Winnipeg and across Canada, including a number of University of Manitoba alumni, has been supportive of an ongoing place for this program and a growing endowment fund has been established. The Government of Iceland has also been a major donor to the Icelandic Department and to the Icelandic Collection in the Dafoe Library. However, ongoing support for a moderate-sized program such as this one, will best occur once a solid and evergreen funding model has been secured in support of a new, full-time research faculty member. A fully endowed Chair would be the permanent solution.

C-2 Describe the expected outcome of the temporary cessation of this program and the timeframe of the temporary cessation process:

Efforts to enhance support for a Chair in Icelandic are ongoing and collaboration with the local Icelandic-Canadian community are ongoing. As well, the Department and University have continued to develop strategic partnerships with the University of Iceland and student exchange is possible, including for graduate students.

A delay in re-opening admissions is a responsible approach to students who would be unable to successfully compete an advanced program of study. The COVID-19 pandemic has disrupted graduate student mobility and interest internationally and the effects may also last more than 12 months.

During a further cessation of admissions, time can also be used to further build capacity with the potential supporters and to consider alternative teaching models with Icelandic or, indeed, other current or future university partners, willing to collaborate on a new model of graduate level instruction.

Cessation of admission is proposed for three years, from 1 September 2021 to 31 August 2024.

C-3 Outline the internal approval process (i.e. committees, governing bodies) for approving the temporary cessation of this program of study within your institution and indicate any dates of decision.

(Governing Council, Board of Governors, Board of Regents, Senate, other)

UM INTERNAL REQUIREMENTS: dates will be inserted by the Provost's Office prior to submission to government.

UNIVERSITY OF MANITOBA:

Approval by President

Date _____

Consultation with Senate: _____

Consultation with Board of Governors: _____

Additional Consultation (*as needed*): _____

Details:

Final Decision: Y N _____

C-4 Responsibility to consult

C-4.1 What agencies, groups, or institutions have been consulted regarding the temporary cessation of this program?

C-4.2 How have students and faculty been informed of the intent to temporarily cease this program?
The Faculty of Arts has been in direct communication with the Department Head.

C-5 Describe the impact that the temporary cessation of this program may have on the labour market in Manitoba:

Graduate students in the program in the past have come from both within and outside of the Province. Students coming to Manitoba for postgraduate studies support local business, rent accommodations, and sometimes contribute academic labour by serving as teaching assistants or part time instructors at various institutions.

D-1 Describe how the temporary cessation of this program will affect any specific laddering, articulation and/or credit transfer options for students in Manitoba and Canada:

There is no affect to such options as a result of this cessation.

D-2 Describe how the temporary cessation of this program may affect the academic, cultural, social and economic needs and interests of students and the province:

Given Manitoba's unique national and global position as a former hub of Icelandic emigration, and with the ongoing vibrancy of Icelandic culture in and around Gimli and the Interlake region, it is possible that the absence of the forum for training highly skilled keepers of Icelandic knowledge about language, literature, culture and history will lead to an unquantifiable loss to the fabric of Manitoba society. Potential spin offs from cultural vibrancy, migration studies, and cultural products will be likely as long as this program remains in limbo.

Moreover, highly trained personnel transfer their acquired skills from Master's program in research, writing, project management, interview, translation, public presentation and so on, to multiple fields and employment sectors beyond their field of study.

SECTION E– STUDENT IMPACTS

E-1 Provide a program completion plan for students currently enrolled in the program that is being temporarily ceased:

Year 1 N/A

Year 2 N/A

Year 3 N/A

Year 4 N/A

E-2 Will previous graduates of this temporarily ceased program be negatively affected by the temporary cessation of this program?

No.

E-3 What was the maximum seat capacity of the program that is being temporarily ceased?

3 students

E-4 What was the enrolment and graduation rate for this program over the past 5 years?

1 student / 5 years

SECTION F – FINANCIAL REALLOCATION

F-1 What portion of ongoing funding is allocated to this program?

None

F-2 Please provide a detailed description of how these funds will be reallocated during the temporary cessation of this program:

The current endowment Academic and Operating fund for the Department supports a portion of the administrative costs of the unit's undergraduate offerings as well as the salary for the other full-time Instructor in the program.

SECTION G – FINANCIAL REALLOCATION

(A second signature section is provided for joint programs only)

SUBMITTED BY:

President:

Name:

Signature:

Date:

Vice-President/Academic:

Name:

Signature:

Date:

For use by joint programs only:

President:

Name:

Signature:

Date:

Vice-President/Academic:

Name:

Signature:

Date:

SUBMIT COMPLETED FORM

PROVOST'S OFFICE ONLY Once completed and signed, please submit this application form to Post-Secondary Education and Labour Market Outcomes at PSE-LMO@gov.mb.ca with the following attachments (double-click to engage check box):

<input type="checkbox"/> Cover letter
<input type="checkbox"/> Any supporting documentation <i>(reviews, letters of support, etc.)</i>

If you have any questions or require further information, please contact:

Post-Secondary Education and Labour Market Outcomes
Manitoba Education and Training
400-800 Portage Avenue Winnipeg MB R3C 0C4
(204) 945-1833
PSE-LMO@gov.mb.ca



Office of Provost and Vice-President (Academic)

208 Administration Building
Winnipeg, Manitoba
Canada R3T 2N2
Telephone (204) 480-1408
Fax (204) 275-1160

**University
of Manitoba**

Date: April 5, 2021

To: Dr. Michael Benarroch, President and Vice-Chancellor

From: Dr. Todd Mondor, Deputy Provost (Academic Planning and Programs)

Re: Request for Extension of Suspension of Intake, Internationally Educated Agrologists Post-Baccalaureate Program (IEAP)

Under the Admission Targets Policy and at the request of Dr. Martin Scanlon, Dean, Faculty of Agricultural and Food Sciences, please find attached a proposal to extend the suspension of intake into the Internationally Educated Agrologists Post-Baccalaureate Program (IEAP).

Intake to the program has been suspended since 2015, during which time the Faculty has consulted with industry partners and stakeholders on the long-term viability of the IEAP and alternative programming opportunities for internationally trained agrologists. The Faculty is asking for another two years in order to identify the final model of training and put forward any program proposals or revisions, as appropriate.

Consistent with the Admission Targets Policy and Procedure, the President may approve the suspension of admissions to a program following consultation with the Dean/Director, Senate, and the Board of Governors. If considered favourable, the proposal will be forwarded to the province for their review and approval under the provincial Program of Study Regulations.

Cc: Janice Ristock, Provost and Vice-President (Academic)
Laurie Schnarr, Vice-Provost (Students)
Martin Scanlon, Dean, Faculty of Science
Jeff Leclerc, University Secretary
Jeff Adams, Registrar and Executive Director, Enrolment Services
Randy Roller, Executive Director, OIA
Cassandra Davidson, Academic Program Specialist



MEMORENDUM

Date: March 15th, 2021
To: Dr. Todd Mondor, Deputy Provost (Academic Planning and Programs)
From: Dr. Jitendra Paliwal, Associate Dean (Academic and Graduate Programs), Faculty of Agricultural and Food Sciences
Subject: Temporary Cessation of the Internationally Educated Agrologists Post-Baccalaureate Program (IEAP)

The Faculty of Agricultural and Food Sciences recommends a temporary cessation of the Internationally Educated Agrologists Post-Baccalaureate Program (IEAP) for two years until June 2023.

The IEAP was started in 2007 with significant support from the Province of Manitoba. Over the years, government priorities shifted and funding for the Program stopped. The costs of running the program such as industry tours, cost of the Program support staff (Administrative Assistant 2) became the responsibility of the Faculty. The financial burden combined with low enrollment led us to suspend the program in 2015.

The Faculty is committed to upgrading the credentials of new immigrants who are academically trained in agronomic sciences so that they are able to utilize their training in western Canadian context. To this end, we are working with Agrologists Manitoba to reinvent the program in a way that it aligns with their vision as well as University of Manitoba's new microcredential-based offerings.

In light of this, we formally request the IEAP be temporarily ceased for two years while we find alternative ways to address its underlying objectives in a sustainable manner. Please do not hesitate to contact me if you require any further information on this matter.

Universities and colleges requesting approval for the **temporary cessation** of a program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

UM INTERNAL REQUIREMENTS



**University
of Manitoba**

1. Please refer to the Senate Policy and Procedures on Admission Targets (available online at: http://umanitoba.ca/admin/governance/governing_documents/academic/admission_targets.html).
2. Please complete the application below and submit with it the following supplemental documentation, to the Deputy Provost (Academic Planning and Programs):
 - a. A cover letter justifying and summarizing the rationale behind the request for suspension of admissions (*as outlined in section 2.3 on the Admission Targets Procedures*).
 - b. Letters of support from internal stakeholders that were consulted as part of this proposal.
 - c. Enrolment and graduation trends for the past five years and forecasted trends for the next three to five years.
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, at Cassandra.Davidson@umanitoba.ca in the Office of the Provost & Vice-President (Academic).

SECTION A – PROPOSAL DETAILS

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: **Faculty of Agricultural and Food Sciences**

If program is a joint program, list all participating institutions and the roles of each in delivering the program to be temporarily ceased:

Program name: **Internationally Educated Agrologists Post-Baccalaureate Diploma (IEAP)**

Credential awarded: **Post-Baccalaureate Diploma**

Proposed start date for temporary cessation: **Fall 2021**

Office Use Only

One-time funding: _____

On-going funding: _____

SECTION B – PROGRAM DESCRIPTION AND DELIVERY

B-1 Provide a general description of the program and its objectives: *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

The IEAP program facilitates the integration of foreign-trained Agrologists into the Canadian agriculture sector, through a one-year program of coursework and work experience. The program stresses the importance of essential skills and professional branding by Canadian Standards.

The objective of the program is to assist new Manitobans who hold an agricultural degree from outside of Canada to become trained in Canadian standards and achieve meaningful work in their field.

B-2 Length of Program: *(Define the length of the proposed program using measures appropriate to the schedule and delivery format. This will include total course credits and weeks/months, and, where relevant, hours and semesters of instruction)*

One year, 25 credit hours.

B-3 Describe the mode of delivery for this program:

The delivery mode of this program was in-classroom coursework and work experience.

SECTION C – INFORMATION REGARDING TEMPORARY CESSATION DEVELOPMENT PHASE

C-1 Identify and provide a detailed description of the rationale for the temporary cessation of this program of study:

(Such as changes in applications, enrolment, employer demand.)

The program began accepting students in Fall 2007. Enrolment numbers and applications to the program were not as high as anticipated. The program was costly to offer and the low registration serves as rationale for permanent cessation. In Fall 2015 intake into the program was suspended.

Fall	Registered	New Admits
2007	13	13
2008	9	7
2009	8	8
2010	7	7
2011	12	11
2012	16	14
2013	13	12
2014	10	9
2015	0	0
2016	1	0
2017	0	0
2018	0	0
2019	0	0
2020	0	0

C-2 Describe the expected outcome of the temporary cessation of this program and the timeframe of the temporary cessation process:

The eventual outcome would be the Faculty applying for permanent cessation of the program. This would occur once the Faculty has a good understanding of how microcredentials can be used to offer the communication, inter-personal and practical agronomy skills required by new immigrants with academic skills in agronomic sciences but lacking their application in a western Canadian context. The safety net for the Faculty wishing to offer these skills in the next two years is the IEAP program in case Agrologists Manitoba can secure support to re-establish it. We are currently engaging with Agrologists Manitoba to define courses or components of courses that will deliver the necessary programming for internationally educated agrologists. Therefore the timeframe for closure is June 2023.

C-3 Outline the internal approval process (i.e. committees, governing bodies) for approving the temporary cessation of this program of study within your institution and indicate any dates of decision. *(Governing Council, Board of Governors, Board of Regents, Senate, other)*

(Governing Council, Board of Governors, Board of Regents, Senate, other)

UM INTERNAL REQUIREMENTS: dates will be inserted by the Provost’s Office prior to submission to government.

UNIVERSITY OF MANITOBA:

Approval by President **Date** _____

Consultation with Senate: _____

Consultation with Board of Governors: _____

Additional Consultation (*as needed*): _____

Details:

Final Decision: Y N _____

C-4 Responsibility to consult

C-4.1 What agencies, groups, or institutions have been consulted regarding the temporary cessation of this program?

This program does not require approval by any external organizations. Agrologists Manitoba have been consulted and have expressed their concern with the closure of the program. However, there are other pathways for international student to upgrade their Agrology course work by applying to the University of Manitoba as Special Students, or through Extended Education and taking our degree courses, or through opportunities afforded by the new microcredential programming. Agrologists Manitoba may want to consider providing recommendations for upgrading upon assessment of academic transcripts for registration with them.

C-4.2 How have students and faculty been informed of the intent to temporarily cease this program?

The program has been suspended since 2015 and there are no current students left in the program to consult.

C-5 Describe the impact that the temporary cessation of this program may have on the labour market in Manitoba:

There is no perceived effect on developing a skilled workforce in the area of Agronomy by closing the IEAP program. Other degrees offered at the University of Manitoba in the Faculty of Agricultural and Food Sciences are producing trained Agrologists to send into the labour market, for example the BSc in Agriculture (Agronomy) and other programs. The low number of graduates produced through the IEAP program indicates closing the program would not make a significant difference on the workforce.

SECTION D – SYSTEM IMPACTS

D-1 Describe how the temporary cessation of this program will affect any specific laddering, articulation and/or credit transfer options for students in Manitoba and Canada:

No laddering or articulation agreements are in place with this program.

D-2 Describe how the temporary cessation of this program may affect the academic, cultural, social and economic needs and interests of students and the province:

There is no anticipated effect as there has been no impact reported since suspending intake to the program.

SECTION E– STUDENT IMPACTS

E-1 Provide a program completion plan for students currently enrolled in the program that is being temporarily ceased:

There are no students left in the program.

E-2 Will previous graduates of this temporarily ceased program be negatively affected by the temporary cessation of this program?

We are aware of no ways in which previous graduates of the program will be negatively affected, they have the credentials to continue working in the field.

E-3 What was the maximum seat capacity of the program that is being temporarily ceased?

The Admissions cap was 15 students per year.

E-4 What was the enrolment and graduation rate for this program over the past 5 years?

Enrolment:

Fall	Registered
2016	1
2017	0
2018	0
2019	0
2020	0

Graduation:

Year	February	May/June	October	Total
2016	0	0	0	0
2017	0	0	2	2
2018	0	0	0	0
2019	0	0	0	0
2020	0	0	0	0

SECTION F – FINANCIAL REALLOCATION

F-1 What portion of ongoing funding is allocated to this program?

None.

F-2 Please provide a detailed description of how these funds will be reallocated during the temporary cessation of this program:

There are no funds currently being towards administering the program to reallocate as it is suspended.

SECTION G – FINANCIAL REALLOCATION

(A second signature section is provided for joint programs only)

SUBMITTED BY:

President:

Name:

Signature:

Date:

Vice-President/Academic:

Name:

Signature:

Date:

For use by joint programs only:

President:

Name:

Signature:

Date:

Vice-President/Academic:

Name:

Signature:

Date:

SUBMIT COMPLETED FORM

PROVOST'S OFFICE ONLY Once completed and signed, please submit this application form to Post-Secondary Education and Labour Market Outcomes at PSE-LMO@gov.mb.ca with the following attachments (double-click to engage check box):

<input type="checkbox"/>	Cover letter
<input type="checkbox"/>	Any supporting documentation <i>(reviews, letters of support, etc.)</i>

If you have any questions or require further information, please contact:

Post-Secondary Education and Labour Market Outcomes
Manitoba Education and Training
400-800 Portage Avenue Winnipeg MB R3C 0C4
(204) 945-1833
PSE-LMO@gov.mb.ca



AGENDA ITEM:

Request to Extend Suspension of Admissions to Baccalaureate Program for Registered Nurses, College of Nursing

RECOMMENDED RESOLUTION:

For discussion / advice

CONTEXT AND BACKGROUND:

- The Board policy on *Admission Targets* specifies that it is the President who has authority to approve changes to, or the introduction of, admission targets following consultation and discussion with the dean or director, with Senate and with the Board of Governors, subject to the provisions of the provincial Programs of Study Regulation.
- The President has received a request from the Deputy Provost (Academic Planning and Programs), to extend the temporary suspension of admissions to the Baccalaureate Program for Registered Nurses, in the College of Nursing, for two years.
- Admissions to the program have been suspended since the Fall of 2019. Admissions were suspended at that time so the College could complete a review of the long-term viability of the program. The results of the review confirm declining demand for the program. The majority of diploma-prepared Registered Nurses still in practice are either mid-career or approaching retirement and unlikely to return to postsecondary to complete a B.P.R.N.

RESOURCE REQUIREMENTS:

N/A

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

N/A

IMPLICATIONS:

- A two-year extension to the suspension of admissions to the B.P.R.N. would allow time for students currently enrolled in the program to complete their degree and for the Rady Faculty of Health Sciences to bring forward a proposal to close the program.

ALTERNATIVES:

N/A

CONSULTATION:

The President will consult with Senate regarding the request to extend the suspension of admissions to the B.P.R.N. program at the meeting on June 16, 2021.

Universities and colleges requesting approval for the **temporary cessation** of a program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

UM INTERNAL REQUIREMENTS



**University
of
Manitoba**

1. Please refer to the Senate Policy and Procedures on Admission Targets (available online at: http://umanitoba.ca/admin/governance/governing_documents/academic/admission_targets.html).
2. Please complete the application below and submit with it the following supplemental documentation, to the Deputy Provost (Academic Planning and Programs):
 - a. A cover letter justifying and summarizing the rationale behind the request for suspension of admissions (*as outlined in section 2.3 on the Admission Targets Procedures*).
 - b. Letters of support from internal stakeholders that were consulted as part of this proposal.
 - c. Enrolment and graduation trends for the past five years and forecasted trends for the next three to five years.
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, at Cassandra.Davidson@umanitoba.ca in the Office of the Provost & Vice-President (Academic).

SECTION A – PROPOSAL DETAILS

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: College of Nursing, Rady Faculty of Health Sciences

If program is a joint program, list all participating institutions and the roles of each in delivering the program to be temporarily ceased:

Not applicable

Program name: Baccalaureate Program for Registered Nurses (BPRN)

Credential awarded: Bachelor of Nursing (BN)

Proposed start date for temporary cessation: September 2021 to August 2023

Office Use Only

One-time funding: _____

On-going funding: _____

SECTION B – PROGRAM DESCRIPTION AND DELIVERY

B-1 Provide a general description of the program and its objectives: *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

In 2018, Manitoba Education and Training approved the temporary suspension of admissions to the Baccalaureate Program for Registered Nurses (BPRN) for two academic years, with temporary suspension of admissions starting in Fall 2019. Students previously admitted continue to complete program requirements.

The BPRN is designed for diploma-prepared Registered Nurses, acknowledging the students' cumulative nursing knowledge, values, and skills. This 45 credit hour program builds on that knowledge to enable students to attain a Bachelor of Nursing degree. Because the BPRN recognizes the previous diploma earned by students admitted to the program, the program length is 45 credit hours. Twenty-six credit hours of the program are required core courses in nursing, 10 credit hours are nursing electives and 9 credit hours are non-nursing electives.

Program outcomes

1. Consolidate meanings of caring within the context of nursing
2. Integrate systematic inquiry and research findings into the practice of nursing
3. Value the process of self-discovery in relationship to self and others
4. Engage in systems thinking in caring for the client, family and community
5. Maximize opportunities for optimal health for the client, family and community
6. Support the meaning of health as identified by individuals, families and community
7. Provide holistic nursing care to client family and community
8. Exhibit ethical and social responsibility in service to others
9. Demonstrate leadership behaviours at organizational and social level
10. Integrate new and existing knowledge to construct meaning from new learning experiences
11. Contribute to the advancement of nursing practice
12. Provide culturally competent care within the scope of nursing practice
13. Recognize professional education in relation to lifelong learning skills
14. Demonstrate the use of informatics in nursing practice
15. Engage in evidence-based practice

Curriculum Design

The program consists of 45 credit hours. Twenty-six credit hours of the total are core courses on theory, research and practice. The remaining 19 credits hours are in the student's chosen focus of study and include electives and required courses.

B-2 Length of Program: *(Define the length of the proposed program using measures appropriate to the schedule and delivery format. This will include total course credits and weeks/months, and, where relevant, hours and semesters of instruction)*

The program consists of 45 credit hours and can be done fulltime or part-time. If done fulltime, the program could be completed in three academic terms (12 months in length). The program must be completed within 5 years.

B-3 Describe the mode of delivery for this program:

Courses are currently offered online through UM Learn.

C-1 Identify and provide a detailed description of the rationale for the temporary cessation of this program of study:

(Such as changes in applications, enrolment, employer demand.)

Interest in the BPRN declined over the past decade. Demand for this program declined as a result of the demographics of the nursing workforce. The majority of Registered Nurses (RNs) in Canada are now degree prepared (approximately 55% nationally in 2016 according to the Canadian Nurses Association). Diploma nursing education programs began closing or establishing collaborative arrangements with degree programs in the 1990s and, with the exception of Quebec, a degree in nursing is now the minimum qualification for eligibility for initial registration as an RN in Canada. The majority of diploma-prepared RNs still in practice are mid-career or approaching retirement age.

Another factor influencing the decline in admissions and enrolments in the BPRN was the closure of the Diploma Nursing Accelerated Program (DNAP) at Red River College (RRC) in 2012. The DNAP was established by the Government of Manitoba to address a shortage in the RN workforce in the early 2000s, but even at that time, the number of degree-prepared nursing students exceeded the number of diploma-prepared students. However, during its lifetime, the DNAP provided a significant applicant pool for the BPRN. In fact, graduates of the Red River Diploma Nursing Program received additional credits towards the BN degree if they were accepted to the BPRN within 5 years of their graduation from RRC. The closure of this program contributed to the downward trend in applications and enrolments in the BPRN.

Students who need a course that is offered at a time/location that does not work for their schedules or that is not offered in that academic year are directed to Athabasca University, where all courses are offered annually online. Increasingly, our students depend on Athabasca University to complete their degree in a timely fashion.

In 2018, a temporary cessation of the program was approved for September 2019. Therefore, no students were admitted to the program since that time. As the students have 5 years to complete the program, several students admitted prior to September 2019 continue to complete the coursework to complete the program. In order to allow remaining students to have sufficient time to complete the requirements of the BPRN, we are seeking an extension of the temporary cessation of this Program to August 2023, with the intent to close the Program at that time.

C-2 Describe the expected outcome of the temporary cessation of this program and the timeframe of the temporary cessation process:

In accordance with the UM Admission Targets Policy, the status of the suspension of admission to the BPRN which was initiated in Fall 2019, should be reviewed after 24 months. In Fall 2021, it will have been 24 months since the suspension of admissions and we are requesting an extension of that suspension until August 2023 to allow students currently enrolled to complete the requirements of the Program.

Students enrolled in the BPRN must complete their coursework within five years of admission. Therefore, students admitted in Fall Term 2018 should be completed by August 2023. The University of Athabasca offers an online BPRN which is open to residents of Manitoba. Manitoba nurses who wish to attend a post-diploma degree program can attain that degree through the University of Athabasca.

Unless there is a major shift in demand and sufficient resources are available to meet that demand, when the last student has graduated from the BPRN, the College of Nursing will apply for permission to close the program.

C-3 Outline the internal approval process (i.e. committees, governing bodies) for approving the temporary cessation of this program of study within your institution and indicate any dates of decision. (Governing Council, Board of Governors, Board of Regents, Senate, other)

UM INTERNAL REQUIREMENTS: dates will be inserted by the Provost's Office prior to submission to government.

UNIVERSITY OF MANITOBA:

<u>Approval by President</u>	<u>Date</u>	
Consultation with Senate:	_____	
Consultation with Board of Governors:	_____	
Additional Consultation (<i>as needed</i>):	_____	Details:
Final Decision: Y <input type="checkbox"/> N <input type="checkbox"/>	_____	

C-4 Responsibility to consult

C-4.1 What agencies, groups, or institutions have been consulted regarding the temporary cessation of this program?

When the request for temporary cessation was initially approved, the following groups and institutions were consulted and letters of support for the temporary cessation were received:

1. Rady Faculty of Health Sciences
2. Manitoba Nurses Union (MNU)
3. Association of Registered Nurses of Manitoba
4. Winnipeg Regional Health Authority
5. College of Registered Nurses of Manitoba
6. Interdisciplinary Health Program
7. Option in Aging

We have reached out to each of these institutions/groups to notify them of the intent to extend the temporary cessation to allow the current students time to complete the program. With the changes to the coordination of the Options in Aging, the letter was sent to the Centre on Aging. As well, a letter was sent to the Chief Nursing Officer at Shared Health.

C-4.2 How have students and faculty been informed of the intent to temporarily cease this program?

The students enrolled in the BPRN were advised of the temporary cessation of the BPRN in a letter from the Dean of the College of Nursing dated August 11, 2017. The letter assured students that the program would be maintained until all current students completed their BN degree within the 5 year time-to-completion period required by the College. The students currently enrolled in the program have been advised by the Dean of the College of Nursing of the request to extend the temporary cessation of the BPRN to August 2023 to provide sufficient time for students to complete the requirements of the program (letter attached).

Faculty members approved the proposal to extend the temporary cessation of the BPRN to August 2023 at College Council meeting on March 25, 2021.

C-5 Describe the impact that the temporary cessation of this program may have on the labour market in Manitoba:

This temporary cessation will have negligible impact on the labour market in Manitoba. BPRN students are already employed in Registered Nurse positions. Ceasing admissions will not reduce the number of registered nurses available to the Manitoba labour market.

SECTION D – SYSTEM IMPACTS

D-1 Describe how the temporary cessation of this program will affect any specific laddering, articulation and/or credit transfer options for students in Manitoba and Canada:

The extension of the temporary cessation of the BPRN will not have any effect on laddering, articulation or credit transfer options. The opportunity for DPRN students from RRC to qualify for additional credits towards the BN degree at UM ended in 2017, five years after the program closed in 2012.

The Interdisciplinary Health Program at the University of Manitoba includes BPRN courses (NURS 3330: Women and Health and NURS 3400: Men’s Health: Concerns, Issues, and Myths) on its long list of possible electives. The College of Nursing has not offered these courses for two years, but the courses remain on the books.

D-2 Describe how the temporary cessation of this program may affect the academic, cultural, social and economic needs and interests of students and the province:

The extension of the temporary cessation of this program will not affect the academic, cultural, social or economic needs and interest of students and the province. Manitoban residents can register in a similar online program at Athabasca University and attain their degree in nursing.

SECTION E – STUDENT IMPACTS

E-1 Provide a program completion plan for students currently enrolled in the program that is being temporarily ceased:

We are requesting an extension to the previously approved temporary cessation in order to allow students to complete the remaining requirements of the BPRN.

There is no formal structure to the BPRN curriculum in terms of course sequencing. The College of Nursing has managed student flow through the program in several ways and will continue this process until all students have completed the program.

- We notify students of the courses available for the next academic year well ahead of the course registration period;
- We require each student to meet with a student advisor prior to May 15 of each academic year to establish, modify or confirm a program completion plan that is based on course availability;
- We monitor each student’s course registrations to ensure that their program completion plan is on track;
- We provide letters of permission for students to take courses at other universities (primarily Athabasca University) if the course that they require to continue to progress in the program is not available in the academic year that they require it;

- We have created academic regulations to ensure that students pursue their coursework in a timely manner.

In total, there are six BPRN students remaining in the program. These remaining students have primarily electives to complete. There are only two core courses that a portion of the remaining students have to complete. These are STATS 1000 and NURS 4210 (NURS 4210 is the upper level course requirement for the BPRN).

Year 1

Year 2

Year 3

Year 4

E-2 Will previous graduates of this temporarily ceased program be negatively affected by the temporary cessation of this program?

No, previous graduates of this program will not be negatively affected by the temporary cessation of this program.

E-3 What was the maximum seat capacity of the program that is being temporarily ceased?

Prior to the temporary cessation, the maximum seat capacity of the program was 100 seats.

E-4 What was the enrolment and graduation rate for this program over the past 5 years?

Academic Year	Data Report Timing	2015	2016	2017	2018	2019	2020
Admission	Fall 20XX ¹	17	12	8	6	suspended	suspended
Enrolment	Fall 20XX ²	48	36	28	14	15	5
Graduates	20XX ³	26	19	14	15	5	*

¹Admission counts represent students admitted to the BPRN in the Fall of the given year (20XX).

²Enrolment counts represent students enrolled in the program effective November 1st of that year (20XX), therefore if students are not registered, they may be absent from that count.

³Graduates include students who graduated within the given academic year (20XX), from February, June, and October graduations. Graduate counts therefore include graduates from two academic years.

*Data not yet reported

SECTION F – FINANCIAL REALLOCATION

F-1 What portion of ongoing funding is allocated to this program?

Each College in the Rady Faculty of Health Sciences administers its own operating budget. The BPRN is funded out of the general operating budget of the College of Nursing. No specific funds are allocated to the program.

F-2 Please provide a detailed description of how these funds will be reallocated during the temporary cessation of this program:

Because the BPRN is supported through general funding and there are few courses remaining for current students, the current operating budget will continue to be used towards offering courses for BPRN students.

SECTION G – FINANCIAL REALLOCATION

(A second signature section is provided for joint programs only)

SUBMITTED BY:

President:

Name:

Signature:

Date:

Vice-President/Academic:

Name:

Signature:

Date:

For use by joint programs only:

President:

Name:

Signature:

Date:

Vice-President/Academic:

Name:

Signature:

Date:

SUBMIT COMPLETED FORM

PROVOST'S OFFICE ONLY Once completed and signed, please submit this application form to Post-Secondary Education and Labour Market Outcomes at PSE-LMO@gov.mb.ca with the following attachments (double-click to engage check box):

<input type="checkbox"/>	Cover letter
<input type="checkbox"/>	Any supporting documentation <i>(reviews, letters of support, etc.)</i>

If you have any questions or require further information, please contact:

Post-Secondary Education and Labour Market Outcomes

Manitoba Education and Training

400-800 Portage Avenue Winnipeg MB R3C 0C4

(204) 945-1833

PSE-LMO@gov.mb.ca

March 8, 2021

Dear Students,

I am reaching out to you regarding the temporary cessation of our Baccalaureate Program for Registered Nurses (BPRN).

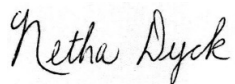
Two years ago, you received a letter from the Dean of the College of Nursing advising you of the temporary cessation of the BPRN program for 2019/20 and 2020/21 due to low enrolment. You also received the College's commitment to support you to completion of the program.

I would like to let you know of our intent to extend the temporary cessation of the BPRN until August 2023 to provide sufficient time for students currently enrolled to complete the requirements of the program. At that time, we will apply for closure of the program.

Please let me know if you have any questions regarding the extension of the temporary cessation of the BPRN.

I wish you success in completing the remaining requirements of the BPRN.

Sincerely,



Dr. Netha Dyck, RN, EdD, CHE, I-FCNEI, I-FCAN
Dean, College of Nursing
University of Manitoba