

# BOARD OF GOVERNORS

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

**Tuesday, April 20, 2010**

**Alan A. Borger Sr. Executive Conference Room**

**E1-270 Engineering Information and Technology Complex**

**4:00 p.m.**

## OPEN SESSION

Please call regrets to: 474-6165 no later than 9:00 a.m. the day of the meeting.

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**OFFICE OF THE UNIVERSITY SECRETARY**



UNIVERSITY  
OF MANITOBA

**BOARD OF GOVERNORS**

Alan A. Borger Sr. Executive Conference Room (E1-270 EITC)

Tuesday, April 20, 2010

4:00 p.m.

**OPEN SESSION**

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**AGENDA**

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*If any member of the Board wants to ask a question, discuss or oppose an item that is marked for the consent agenda, the member can have an item removed from the consent agenda by contacting the Secretary of the Board prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the motion to approve or receive, by unanimous consent, the items listed.*

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**MOTION TO MOVE TO CLOSED AND CONFIDENTIAL SESSION  
MOTION TO ADJOURN**



**Minutes of the Meeting of the Board of Governors  
Open Session  
March 16, 2010**

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The meeting was held at 4:00 p.m. in the  
Alan A. Borger Sr. Executive Conference Room, E1-270 EITC.

Present: T. Sargeant, Chair  
J. Leclerc, University Secretary

D. Barnard A. Berg A. Bonar P. Bovey E. Bowness A. Curran  
R. Dhalla J. Embree G. Hatch H. Milan S. Rashid D. Ruth  
H. Secter R. Sigurdson T. Strutt R. Zegalski

Assessors Present:

J. Dyer C. Morrill

Officials Present:

K. Inskip D. Jayas G. Juliano R. Lobdell D. McCallum

Regrets:

J. Alho B. Austin-Smith M. Forsen J. Heppner J. Keselman  
J. Lederman R. Mahé M. Robertson J. Sealey M. Tripple

1. **In Memoriam** – Dr. Paul Soubry

Mr. Sargeant remembered Dr. Soubry, who served on the Board of Governors from 1996 to 2002, and was Chair of the Board from 1997 to 2002. He remarked that Dr. Soubry was one of the best Chairs of a non-profit Board and his inclusiveness made everyone at the table feel comfortable. Dr. Soubry's family will be establishing a scholarship in his honour.

2. **Approval of the Agenda**

It was moved by Dr. Ruth and seconded by Mr. Berg:

**THAT the agenda for the March 16, 2010 Open Session be approved as circulated.**

**CARRIED**

3. **Minutes**

3.1 Open Minutes

It was moved by Ms. Bovey and seconded by Ms. Hatch:

**THAT the minutes of the January 26, 2010 Open Session be approved as circulated.**

**CARRIED**

4. **Unanimous Consent Agenda**

It was moved by Dr. Embree and seconded by Ms. Milan that the Board of Governors approve and/or receive for information the following:

**THAT the Board of Governors approve that the students in the department of City Planning from the Faculty of Architecture contribute \$3.57 per credit hour for a three year term, to the City Planning Students Bursaries, beginning in the fall of 2010.**

**THAT the Board of Governors approve that the students in the department of Environmental Design from the Faculty of Architecture contribute \$2.08 per credit hour for a three year term, to the Faculty of Architecture Endowment Fund, beginning in the fall of 2010.**

**THAT the Board of Governors approve that the students in the department of Interior Design from the Faculty of Architecture contribute \$1.66 per credit hour for a three year term, to the Faculty of Architecture Endowment Fund, beginning in the fall of 2010.**

**THAT the Board of Governors approve that the students in the department of Landscape Architecture from the Faculty of Architecture contribute \$2.59 per credit hour for a three year term, to the Faculty of Architecture Endowment Fund and the Landscape Speaker Fund, beginning in the fall of 2010.**

**THAT the Board of Governors approve that the students in the Clayton H. Riddell Faculty of Environment, Earth, and Resources contribute \$2.33 per credit hour for a three year term, to the Clayton H. Riddell Faculty of Environment, Earth, and Resources Student Fund, beginning in the fall of 2010.**

**THAT the Board of Governors approve that the students in the Faculty of Kinesiology and Recreation Management contribute \$2.50 per credit hour for a one year term to the Faculty of Kinesiology and Recreation Management Endowment Fund, beginning in the fall of 2010.**

**THAT the Board of Governors approve 15 new offers, seven amended offers, and the withdrawal of five offers, as set out in Appendix A of the Report of the Senate Committee on Awards [dated December 15, 2009].**

**THAT the Board of Governors approve the amended offer, as set out in Appendix A of the Addendum to the Report of the Senate Committee on Awards [dated November 10, 2009]; and the four new offers, one amended offer, and the withdrawal of two offers, as set out in Appendix A of the Report of the Senate Committee on Awards [dated January 11, 2010].**

**THAT the Board of Governors receive for information the annual report of the University Disciplinary Committee for the period September 1, 2008 to August 31, 2009.**

**THAT the Board of Governors receive for information the Statement of Implementation of the Master of Fine Art Program.**

**THAT the Board of Governors receive for information the Statement of Intent: Bachelor of Science (Major) in Genetics.**

**CARRIED**

## **5. Report from the President**

Dr. Barnard noted that the series of budget meetings between the Executive team and the Deans and Directors had been completed and that it will be a difficult budget to put together as all of the faculties are already stressed in their budgets.

A delegation of University of Manitoba academics met with members of the Truth and Reconciliation Commission of Canada and had the opportunity to discuss a number of issues, including the future establishment of a research centre and the archiving of materials. While there were no commitments made, and there are others interested in these areas as well, the prospect of becoming the centre where this legacy is established could be significant for the University of Manitoba.

Dr. Barnard, in response to a question regarding the monitoring of the events held as part of international Israel Apartheid Week, said that while he had not personally attended any of the events, the events proceeded as anticipated and were orderly. He added that he had received a lot of communication from the external community regarding this, and that while there were a number of people against the event, there was also support for the University's position in allowing the event to proceed.

## **6. From Finance, Administration and Human Resources Committee**

### **6.1 Interim Spending Guidelines for 2010-2011**

Ms. Bovey noted that this was an annual submission that allows for the University to continue operating financially from April 1<sup>st</sup> until the 2010-2011 budget is approved by the Board.

It was moved by Ms. Bovey and seconded by Mr. Berg:

**THAT the Board of Governors authorize interim spending guidelines based on 95% of the current 2009-2010 baseline operating budget from April 1, 2010 until the Board of Governors approves the 2010-2011 operating budget.**

**CARRIED**

## 6.2 Policy and Procedure: Signing of Agreement

Ms. Bovey highlighted that this change of policy was developed based on the findings of Phase 1 of the ROSE project. Mrs. McCallum added that the current policy allowed only the Vice-President (Administration) and the President to sign agreements, and the revised policy will transfer that authority to the appropriate area, with the Vice-President (Administration) and President also retaining their signing power.

Mr. Juliano outlined that the proposed policy was a cautious approach that would provide Vice-Presidents with signing authority in their areas, and Deans and Directors restricted signing authority as well. He noted that any non-standard agreement would still require review by Legal Counsel and that any standard agreements are required to meet purchasing standards in place at the University. While this is still a cautious policy, it does place the University more in line with other institutions across Canada.

It was moved by Ms. Bovey and seconded by Dr. Sigurdson:

**THAT the Board of Governors approve the Policy: Signing of Agreements as presented, effective immediately.**

**CARRIED**

## 6.3 Policy: Intellectual Property

Dr. Jayas remarked that as members of UMFA are covered by their collective agreement, this policy does not apply to those members.

It was moved by Ms. Bovey and seconded by Mr. Berg:

**THAT the Board of Governors rescind Policy: Patents and Copyrights and approve Policy: Intellectual Property as presented.**

**CARRIED**

7. **From Senate**

7.1 Proposal for a Bachelor of Arts: Integrated Studies

Dr. Sigurdson noted that this proposal was developed following extensive consultation with the external employers and is designed to fit the needs of those who are currently employed and have some post-secondary education with the desire to complete their degree while still working. The laddering of the diploma programs into degree programs may be especially beneficial for recent immigrants and working parents. Dr. Sigurdson commended the staff involved with the development of the program within the Faculty of Arts and Extended Education, especially the dedication of Ms. Sealey, who has been nominated for a 2010 YMCA-YWCA Women of Distinction Award.

It was moved by Dr. Barnard and seconded by Dr. Sigurdson:

**THAT the Board of Governors approve the proposal for a Bachelor of Arts: Integrated Studies [as recommended by Senate March 3, 2010].**

**CARRIED**

7.2 Proposal for a Ph.D. in Food Science and a Ph.D. in Human Nutritional Sciences

Dr. Barnard remarked that while it is unusual to be recommending the separation of programs at this point, in this particular situation there are no additional resource requirements to implement this proposal and the best option is to allow these two departments to focus on their different perspectives in program delivery.

It was moved by Dr. Barnard and seconded by Mr. Bonar:

**THAT the Board of Governors approve the proposal for a Ph.D. in Food Science and a Ph.D. in Human Nutritional Sciences [as recommended by Senate March 3, 2010].**

**CARRIED**

7.3 Proposal for a Master of Dentistry in Pediatric Dentistry

Dr. Barnard noted that this program will not be implemented without the extensive external support that the Faculty expects to secure. One option for the funding to redevelop the clinic space is a short-term loan from the University that would be repaid with the revenue generated by the clinic operations.

It was moved by Dr. Barnard and seconded by Dr. Embree:

**THAT the Board of Governors approve the proposal for a Master of Dentistry in Pediatric Dentistry [as recommended by Senate March 3, 2010].**

**CARRIED**

The Board of Governors received the following items for information:

8. **Reports**

8.1 Update from the UMSU and GSA Presidents

Mr. Rashid discussed the recent UMSU elections that resulted in the acclamation of the winning slate. The new executive will take office on May 1, 2010. He also noted his participation in the Alternative Spring Break Team that travelled to rural El Salvador in February and the team's contributions to the local community. Additionally, there will be a Bubble Tea operating out of IQ's for the upcoming five years and an Answers booth opening at Bannatyne.

Mr. Bonar noted that the GSA elections had also been held and was pleased to see the high voter turnout that elected a slate based mostly out of the Bannatyne campus.

Motion to Move to Closed and Confidential Session

It was moved by and seconded by:

**THAT the Board of Governors move into Closed and Confidential Session.**

**CARRIED**

Motion to Adjourn

It was moved by Mr. Rashid:

**THAT the meeting adjourn.**

**CARRIED**

\_\_\_\_\_  
Chair

\_\_\_\_\_  
University Secretary



## PRESIDENT'S REPORT: April 20, 2010

### GENERAL

In keeping with the recent practice of alternating between the University's two campuses, the March 25 President's Town Hall took place in the Frederic Gaspard Theatre, located in the Basic Medical Sciences Building of the Bannatyne campus. The session represented an opportunity to provide an update to the university community about our financial situation in light of the release of the provincial budget on March 23. The approval of Phase 2 of the ROSE project by the Board of Governors at its March meeting allowed for an update at the Town Hall on next steps related to resource optimization as well.

On March 31, the University hosted the *Human Wrongs: Making Things Right* public forum, at which Winnipeg human rights lawyer David Matas was the keynote speaker. The forum was co-sponsored by the Office of the Vice-President (Research) and the Royal Society of Canada (RSC) – The Academies of Arts, Humanities and Sciences of Canada. Karen Busby (law) presented on *Acting Out in the Public Realm: Thinking About Sexuality and Religious Rights Conflicts*. Andrew Woolford (sociology) presented on *The United Nations Genocide Convention and Aboriginal Peoples in Canada: Defining and Experiencing Genocide*. Jessica Senehi (Mauro Centre for Peace and Justice at St. Paul's College) presented on *The Role of Storytelling in Human Rights Work*. The three formed a four member panel with Matas responding to questions from audience members after their presentations.

The event also allowed us to honour University of Manitoba professors recently elected as fellows of the RSC at a reception after the forum. New fellows Digvir Jayas, Noralou Roos and Ronald Stewart were presented plaques with their certificates and Kenneth Standing was presented the Sir John William Dawson medal for excellence in interdisciplinary research.

The accelerated construction plan for a new community-owned football stadium on the Fort Garry campus, with \$22.5 million slated to come to the University from three levels of government for a new fitness centre, was announced on March 31, 2010. The Office of the Vice-President (Administration) and the Government Relations Office (GRO) worked with community and government partners to finalize the agreement.

In response to the Government of Manitoba's expressed willingness to consider a proposal for adjusting fees in professional programs, the University has begun work on a proposal and initiated consultations with students. Through this process, the University will be seeking both to provide its students with educational programs of the highest quality and remove financial barriers to access wherever possible.

A presentation/reception was held on March 30 to mark the one year anniversary of the Duff Roblin fire, in acknowledgement of the hard work, endurance and dedication of all those involved over the past year. The fire had a devastating impact on both the building and its occupants, and I continue to be grateful for the contributions from throughout the University of Manitoba community in working toward recovery.

## ACADEMIC MATTERS

- Digvir Jayas, Vice-President (Research) and Distinguished Professor was appointed President of the Manitoba Institute of Agrologists (MIA). MIA's focus is to protect the public interest by setting standards for registration and practice under The Agrologists Act of Manitoba. Jayas' leadership and research excellence have earned him many awards including the MIA Distinguished Agrologist Award.
- Karin Wittenberg, Acting Dean, Agricultural and Food Sciences, was appointed to the Board of the Manitoba Rural Adaptation Council.
- Oliver Botar, School of Art, received the 2010 Melva J. Dwyer Book Award for creating an exceptional reference or research tool relating to Canadian art or Architecture with his book entitled *A Bauhausler in Canada: Andor Weininger in the 50s*.
- John Loxley, Economics, won the 2010 John Kenneth Galbraith (JKG) Prize in Economics. The JKG Prize is awarded every two years and is based upon a demonstrated contribution combining economic analysis with a commitment to social justice. It is given to the economist whose work exemplifies the goals and objectives of the Progressive Economics Forum, a group of 125 Canadian economists.
- Dieter Schönwetter, Dentistry, is the recipient of the Robert J. Menges Award for Outstanding Research in Educational Development. The prestigious award was confirmed at the Professional and Organizational Development Network in Higher Education (POD) annual conference this past fall in Texas. Awards are given for proposals that reflect original research, along with implementation of an innovative program or reflection on best practices.
- Mike Sirant, Bison Men's Hockey Head Coach, was named the Canada West Hockey Coach of the Year for the 2009-10 season. This marks the third time that Sirant has earned the conference honour over the course of his 14-year coaching career at the University of Manitoba.
- Terry Dick, Biological Sciences, was appointed to the Council of the Ocean Tracking Network (OTN), which sets policy and decides special funding for international projects. An OTN Chinese-Australia initiative now also includes the Chinese Academy of Fishery Sciences. Dick is a consulting scientist on aquaculture in northern climes in China.
- Dr. John Wiens, Dean of Education, was invited to and has written an article for a Special Issue of *LEARNiNg Landscapes* that will be published in June, 2010 entitled, "Perspectives on Education: Voices of Eminent Canadians." The aim of the issue is to publish short commentaries on education from a range of Canadians who are prominent in various walks of life. His submission is in the form of a letter to his grandchildren and is simply titled *An EDUCATION Letter*.
- Extended Education's English Language Studies is offering the Adult English course as Another Language (EAL) Program for Newcomers; a joint initiative with Manitoba Labour and Immigration, sponsored under the Manitoba Immigrant Integration Program. The main focus of the program is to provide immigrants and refugees with the language tools needed to facilitate their settlement in Canada.

- Robert Schroth, Dentistry, was instrumental in launching a new, web-based resource initiative that is designed with the goal of improving the oral health of Aboriginal children. The aim is to effectively address the oral health issues prevalent in young populations among Canada's First Nations people.
- Iris Vaisman, Plant Science graduate student, received the Annual Post-Graduate Fellowship Award from the Organic Crop Improvement Association for her research investigating ways of reducing tillage in organic agriculture on the Canadian Prairies. It is a special honour for a Canadian to win this North America wide competition.
- Suresh Neethirajan, recent Ph.D. graduate and post-doctoral fellow in Biosystems Engineering, received the prestigious Obei-Tanki Fellowship Award from the Japan Society for the Promotion of Science to work as a visiting researcher at the National Food Research Institute, Tsukuba. Suresh is also a recipient of a Humboldt Fellowship from Alexander Von Humboldt Foundation, Germany and the 2010 NSERC Postdoctoral Fellowship from Canada to work at the Max Planck Institute, Germany and The Oak Ridge National Laboratory, Tennessee respectively.
- Steve Christie, student-athlete in Kinesiology and Recreation Management, was named the inaugural recipient of the 2009-10 Canadian Interuniversity Sport (CIS) Men's Hockey Goaltender of the Year Award. Christie was also selected as a CIS First Team All-Canadian (in the goaltender position), becoming the 12<sup>th</sup> Bison Men's Hockey player in history to earn a CIS First Team All-Canadian honour.
- Students at the Marcel A. Desautels Faculty of Music won a number of the major awards in the 2010 Winnipeg Music Festival including: the Rose Bowl, Richard W. Cooke Trophy, the Alice F. Mills Memorial Trophy, Herbert and Audrey Belyea Trophy, Doris Lewis Memorial Trophy, Reg Hugo Memorial Trophy, Long and McQuade Trophy, Gilbert and Sullivan Society Trophy, Winnipeg Classical Guitar Society Len Hew Trophy, Adam N. Leckie Memorial Trophy, Gilbert and Sullivan Society Scholarship, the Len Hew Scholarship, the Wednesday Morning Musicale Scholarship, Audrey Belyea Scholarship, Great West Life Scholarship, and the M. Winnifred Sim Bursary.

## RESEARCH MATTERS

- Two University of Manitoba graduate students are part of an elite group from across Canada selected to receive the 2009 Canada Graduate Scholarships – Michael Smith Foreign Study Supplement. Laura Cobus, physics and astronomy, and Morgan Craig, mathematics, will each receive financial support from the Natural Sciences and Engineering Research Council of Canada (NSERC) to pursue research at institutions outside Canada. Cobus is heading to Paris, France to conduct research involving ultrasonic sound waves and the localization of these waves in three dimensions. Craig will be situated in Germany researching the construction of mathematical models of intermediate filament assembly.
- Seven research projects received funding totalling \$68,500 from six sponsors: Ducks Unlimited Canada, International Association of Universities, Landscape Architecture Canada Foundation, Manitoba Corn Growers Association, Manitoba Hydro, and the University of Manitoba Conference Sponsorship Program. Project leaders are Gordon Goldsborough (biological sciences), Michael Baffoe (social work), Anna Thurmayr (landscape architecture), Mohammed Moghadasian (human

nutritional sciences), Nariman Sepehri (mechanical & manufacturing engineering), Kristopher Dick (biosystems engineering), and Curtis Rempel (Richardson Centre for Functional Foods and Nutraceuticals).

- Four health researchers received funding totaling \$192,398 from three sponsors: Manitoba Medical Services Foundation, University of Manitoba and the University Medical Group. Project leaders are Sadesh Srinathan (surgery), Bulangu Nyomba (internal medicine), Sohelia Karimi-Abdolrezaee (physiology), and Barbara Shay (medical rehabilitation). The four projects involve the study of vascular events in non-cardiac surgery patients, diabetes, spinal cord injury therapies, and behavioural therapy in patients with fibromyalgia.
- On March 8, the Manitoba Centre for Health Policy (MCHP), an academic research unit in the Department of Community Health Sciences at the Faculty of Medicine, celebrated their 20<sup>th</sup> anniversary. The “Going for Gold” conference and gala dinner were held over two days at the Fort Garry Hotel. At the gala evening, Premier Greg Selinger announced a joint contribution from the Province of Manitoba and the Winnipeg Regional Health Authority in the amount of \$20,000 to the Roos Doctoral Fellowship in Population Health. This new fellowship is set up to honour the founding directors, Noralou and Leslie Roos, by supporting doctoral research in population health.
- Janice Ristock, Associate Vice-President (Research) and SSHRC Leader, hosted a SSHRC Research Community Meeting on March 23. This meeting facilitated discussion on and understanding of SSHRC’s proposed program changes. From these discussions, feedback will be formulated to prepare an institutional response to SSHRC in regard to the new program architecture.
- The Office of Research Services facilitated several presentations and workshops in March:
  - The Canada Council for the Arts – Killam Presentation which provided information and advice on the Killam Program, which includes both the Killam Research Fellowship and the Killam Prizes. Dr. Peter Morand, Special Advisor to the Killam Program was on hand to provide advice and information.
  - A workshop on Collaborative Health Research Projects for NSERC and CIHR Researchers was provided to give a brief overview of the program and tips and insights from committee/evaluation group members, as well as recent successful applicants providing an overview of their application strategies.
  - An NSERC Strategic Grants Workshop was held for interested applicants on March 11, in preparation for the upcoming April deadline for this program.
- Gary Glavin, Associate Vice-President (Research) has been reappointed to a second, four year term on the Board of Directors of Canadian Blood Services (CBS). He has also been appointed as Chair of the Safety, Science and Ethics Committee of the CBS Board, as well as Chair of the Ad Hoc Enterprise Risk Management Committee. CBS is a not-for-profit, charitable organization whose sole mission is to manage the blood and blood products supply for Canadians as well as the One Match Stem Cell and Marrow Network.
- Two faculty members, both of them leading cardiovascular sciences research scientists at St. Boniface Hospital Research (formerly Centre), were recently honoured in India for their work. Naranjan Dhalla, Distinguished Professor at the Institute of Cardiovascular Sciences and director of cardiovascular development at St. Boniface Hospital Research, was recently elected Honorary

Foreign Fellow of the Romanian Academy of Medical Sciences. Dhalla was also elected Honorary Fellow of the Punjab Academy of Sciences in recognition of outstanding research contributions and achievements in medical sciences. He received the honour on February 7th during the 13th Punjab Science Congress in Chandigarh, India. Dr. Dhalla was also awarded an Honorary Degree of Doctor of Science at the 36<sup>th</sup> Convocation of the Guru Nanak Dev University in Amritsar, Punjab on February 27th.

Grant Pierce, professor of physiology in the Faculty of Medicine and executive director of research at St. Boniface Hospital Research, received the Manjeet Singh Oration Award in New Delhi on February 3rd. Presented during the Joint International Conference of the International Society for Heart Research and the International Academy of Cardiovascular Sciences, the award recognizes outstanding contributions in cardiovascular sciences.

## **ADMINISTRATIVE MATTERS**

- Following the announcement by the Province of a 2% increase in the base operating grant and a 5% tuition fee increase, work has commenced on striking the 2010-2011 operating budget for recommendation to the Board of Governors in May, 2010. For the first time, in addition to the operating budget, the Board of Governors will be asked to approve financial plans for the research and special, trust and endowment and capital budget.
- Work is commencing on developing an enterprise risk management (ERM) framework. The Office of Risk Management has recently received a licensed copy of TeamMate<sup>®</sup> component from Audit Services. Significant progress has been made in identifying the next steps required to utilize this software in the hazard identification and risk assessment process.
- UMFA bargaining will commence on April 19. Negotiations with AESES (Security) continue to replace the former Collective Agreement which expired in September, 2009.
- A student walking on Chancellor Matheson was the victim of a purse snatching during the early evening hours of March 13. The student was knocked to the ground but not seriously injured. The Winnipeg Police Service is investigating the incident.
- The 6th International Israeli Apartheid Week took place on campus without any major incidents.
- Payroll Services is in the process of testing electronic pay stubs that could eventually replace the distribution of over 192,000 paper copies annually.
- ROSE Project Meetings in Financial Services - A number of meetings were held in Financial Services regarding the ROSE Project to get ready to launch the business process reviews of nine different finance streams. The process stream mapping/optimization process will result in 90 sessions for groups of approximately 12 participants over the next two months.
- A joint meeting of Provost's Council and Administrative Council was held on April 6 to present information regarding the launch of the new Web page design. There have been a number of early adopters and the new Web site will roll out over the next several months.

- Student parking registration began on April 5, 2010. Multiple upcoming construction projects will require staff parking relocation in “N” and “P” Lots. Permit holders will be notified this month with relocation information.
- The 2010/2011 spending allocations have been completed and forwarded to Faculties and Units. The actual spending amounts per individual account are down approximately 4%. There has been little feedback regarding the amounts available.
- Negotiations have concluded with Stella’s to take over restaurant operations in Smartpark at One Research Road likely under the name of Edna’s Café.

## EXTERNAL MATTERS

- Total funds raised as of March 31, 2010: \$29,327,216.18 (*N.B. This is preliminary total for FY 2009-2010. The fundraising achievement is subject to change.*)
- The Winnipeg Interdisciplinary Student-run Health (WISH) Clinic hosted an anniversary celebration and gift announcement on Wednesday, March 17, 2010. At the event, David Barnard, President and Vice-Chancellor, Dr. Bruce Martin, Associate Dean of Undergraduate Medical Education, WISH Clinic student volunteers and others celebrated the anniversary and thanked the Tolkien Trust for their support of £60,000 over six years with the unveiling of a recognition plaque that will hang in the WISH Clinic.
- On March 10, 2010, over 150 law graduates and guests gathered at the Hotel Fort Garry in Winnipeg to bring the new Chancellor, Harvey Secter, together with graduates and friends of the Faculty of Law. This event was planned and sponsored by the Alumni Association. The Chancellor will be featured in the April 2010 issue of *On Manitoba*, which also includes newsletter inserts from 12 faculties and schools.
- The GRO organized another successful Breakfast and Brainstorms lecture at the Manitoba Legislative Building on March 25th, with 45 people in attendance. Dr. David Barber, Director for Centre of Earth Observation Science was the featured guest speaker. He discussed climate change and his research into multi-year Arctic ice, which indicates that we are rapidly approaching a time when the Arctic will be seasonally ice free.
- March 23rd was Provincial Budget Day 2010; the GRO provided a briefing note on the content to both PET and Executive Council. The items of interest to the University included the following:
  - 4.4% increase in operating resource grants provided for post-secondary education in Manitoba for 2010/11. Of this amount a 2% increase was allocated for the University of Manitoba resulting in a Base Operating Grant of \$283,251,500, and \$3,964,900 to support ACCESS programs
  - Approval for up to a 5% increase in tuition fees
  - \$34,149,000 allocated for Manitoba Student Aid
  - The budget contains funding of \$21,261,000 in the area of science, research and innovation.

- The GRO monitored the presentation of the Federal Minister of Finance's budget speech on March 4th. In brief, the government will deliver on the second year of stimulus spending under the Economic Action Plan, including completion of the Knowledge Infrastructure Program (KIP). An additional \$32M per year will be provided for the research granting councils. Federal Budget 2010 will provide Western Economic Diversification with an additional \$14.7M per year for activities in support of commercialization, enhancing global competitiveness and driving economic growth and development. In the pre-budget submission to the House of Commons Standing Committee on Finance, the University of Manitoba proposed that budget 2010 include funding for the establishment of a Centre of Excellence for Grain Crops. Unfortunately there was no funding in the budget designated to this project.
- A new brochure showcasing the University of Manitoba's \$1.8 billion annual contribution to the economic well being of Manitoba was developed by Public Affairs. The brochure includes key statistics from the PriceWaterhouseCoopers' Economic Impact Analysis and outlines the university's social, cultural and economic contributions to the community.



**AGENDA ITEM:** 2010-11 Strategic Resource Planning and Budget Framework

**RECOMMENDED RESOLUTION:**

*That the Board of Governors receives the attached document which establishes a context for presentation of a 2010-11 budget proposal to the Board of Governors at the May meeting.*

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

*On March 23, 2010, the Province of Manitoba announced a 2010/2011 base operating grant increase of 2%. Universities were also advised that for the 2010/2011 academic year, tuition fees paid by students may be increased by up to 5%. The combination of the approved base grant and tuition increases is not sufficient to balance the 2010/2011 budget. While we will continue to scrutinize our revenue and expenditure projections as well as review all possible options to address the shortfall, some level of budget reductions and reallocations are anticipated.*

*This document establishes a context for the presentation of a budget proposal to the Board at the next meeting. It is intended as a basis for discussion so that the President's Executive Team (PET) can be aligned with the expectations of the Board. Specifically, this document responds to a number of concerns raised by the Board, by others in the community and by PET itself.*

*The final operating budget proposal and financial plans for the research, trust and endowment and capital budgets will be presented to the Board on May 22, 2010.*

**RESOURCE REQUIREMENTS:**

*We are closely scrutinizing the revenue and expenditure projections to determine the actual shortfall.*

**CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

*The discussions leading up to the formation of the budget take place in the context of the **Strategic Planning Framework** approved by Senate and by the Board in 2009.*



**IMPLICATIONS:**

*The resultant discussion will provide the President's Executive Team with the expectations of the Board with respect to budget planning for 2010/11.*

**ALTERNATIVES:**

*None*

**CONSULTATION:**

*Provost's Council, Administrative Council, the Budget Advisory Committee and the overall university community have been advised that the University is facing serious budget challenges for 2010/11. Further consultations with Provost's Council, Administrative Council and the Budget Advisory Committee will continue throughout the 2010/11 resource planning process.*



Board of Governors Submission

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"/>	<i>Deborah McCall</i>	<i>March 30/10</i>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>David Darnell</i>	<i>March 30, 2010</i>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<i>FAHR Atc</i>	<i>6 April 2010</i>
<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>		

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**Submission approved by:** Deborah McCallum, Vice-President (Administration)

**Appendices**

*Appendix A – 2010-11 Strategic Resource Planning and Budget Framework*

## 2010-2011 Strategic Resource Planning and Budget Framework

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## 1. Introduction to Pre-Budget Document

This document establishes a context for the presentation of a budget proposal to the Board at the next meeting. It is intended as a basis for discussion so that the President's Executive Team (PET) can be aligned with the expectations of the Board. Specifically, this document responds to a number of concerns raised by the Board, by others in the community and by PET itself.

- The discussions leading up to the formation of the budget take place in the context of the **Strategic Planning Framework** approved by Senate and by the Board in 2009. The major goals of the Framework are presented here as context.

The Framework does not describe everything that is taking place at UM, but it does provide a context for thinking about some of our strategic decisions. Thus it is not to be expected that all decisions shaping the budget are directly influenced by the existence of the Framework, but some certainly have been. PET intends to make these linkages clear in the presentation of the budget document itself.

- The budget considerations should take place against a backdrop of shared **information**. We are in the process of identifying the appropriate information sources and the processes that can generate the information as it is required.

One such set of information is **indicators** that will show progress toward the goals expressed in the Framework. There is currently a working group focused on proposing such indicators that can be used for several purposes – for reporting to the community, for reporting to the Board and for managing the ongoing work of the University. Some members of that working group, and others with whom they need to consult, have been involved in the response to the Knowledge Infrastructure Program projects (of which there are 7), the recovery from the Duff Roblin Building fire, the stadium project and the Southwood precinct long range planning project. Accordingly, the indicators are not available in time for this year's budget process but will certainly be ready for discussion in advance of next year's process.

Another set of useful information is the analysis of **trends** in the University's pattern of expenditures. Several trend analyses are included here. We show several years of data for expenditures by category, expenditures by faculty, expenditures per student by faculty (raw and indexed), and some comparative data with other medical and doctoral universities. We wish that there were better comparative information for other universities as this at least would represent common practice, if not best practice. However, while there is a wealth of data, it is difficult to extract useful information from the data because institutions report in non-comparable terms. We hope that in consultation with some of our peers we might be able to improve this situation gradually.

- The University's budget is based on a number of different **funds**, each of which has different purposes.

Some transfers among funds are possible – e.g., moving an amount from the operating fund into the capital fund to support the start-up equipment costs associated with a new appointment – but many are not possible – e.g., money obtained from federal granting councils for research purposes

or from the Federal Knowledge Infrastructure Program may not be used for any other purpose that that for which it was given.

Some transfers are a normal part of the budget administration throughout the year, e.g., the transfer of sums from central accounts into faculty accounts to fund salary increases when they take place.

The document explains the purposes of the funds, the kinds of transfers that take place and the reasons for the balances that are held in reserve in certain funds. Much of this will be familiar to long-serving members of the Board but making it explicit is helpful for all of us.

- The University's budget can be difficult to understand because of the use of these funds (which makes our budget different from those of many other organizations), and because the process in recent years has had the Board approving only the operating budget without being presented with an **aggregate plan** for all of the funds. Many of the other funds have obvious and simple plans, e.g., the research of the University is expected to grow from year to year, and we expect researchers to spend all of the money they raise, perhaps with a delay from one fiscal year to the next. But it should simplify the budget presentation for the Board, for management and for other interested readers to have an omnibus document that lays out the plans, in general terms for each of the major fund categories. The budget for 2010-11 will be presented this way, and periodic reporting during the year will refer back to this omnibus presentation.

The University of Manitoba has a history of careful management of its resources and our intention is to continue the pattern of care while at the same time being increasingly well informed about the decisions we are making, and then making choices that will have the University of Manitoba increasingly recognized as a great university.

## **2. University of Manitoba Strategic Planning Framework 2009-2014**

The University of Manitoba Strategic Planning framework will inform the major decisions made at the University of Manitoba through the annual strategic resource planning and allocation process. Four priorities have been indentified that will guide the approach.

### **Priorities:**

- 1. Enhancing academic offerings by focusing on issues relevant to our world today, such as food safety, public health and human rights, while remaining true to our core teaching and research strengths.**

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

### **Academic Enhancement: Innovations in Academic and Research Programs (6 Themes)**

- a. Healthy, safe, secure and sustainable food and bioproducts
- b. Sustainable Prairie and Northern Communities
- c. Human Rights
- d. Innovations in Public and Population Health

- e. New Materials and Technologies
- f. Culture and Creativity

**2. Delivering an exceptional student experience by continuing to offer more opportunities for our students to learn, thrive, grow and be celebrated for their personal contributions.**

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

**3. Advancing Aboriginal Education by providing students with the tools they need to be successful and reinforcing the University of Manitoba's role as a national centre for Aboriginal Scholarship.**

Goal: The University of Manitoba will work with a variety of partners to make Winnipeg the national centre of excellence in Aboriginal education, and in particular to allow Aboriginal students to be prepared for and to achieve educational success in the full range of academic programs that we provide.

**4. Prevailing as an outstanding employer by providing our exceptional and dedicated staff with leadership, growth and development opportunities.**

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

**3. Background**

The University of Manitoba is responsible for the financial stewardship of in excess of \$600 million annually. The University of Manitoba uses the Restricted Fund Accounting method to prepare its Financial Statements in accordance with Generally Accepted Accounting Principles (GAAP). The University maintains a collection of separate Funds for its major diverse activities which are grouped into the following categories:

- General Funds include General Operating, Specific Provisions and Expenses Funded from Future Revenues; and
- Restricted Funds include the Capital Asset, Research and Special, Staff Benefits and Trust and Endowment Funds

Throughout this document, a number of graphs, tables and charts have been included in an effort to provide useful financial data to the Board of Governors. What is disappointing, however, is the lack of good comparative data from other institutions. For example, University of Manitoba data on the net operating expenditures per student full time equivalent for each faculty has been presented but there is no comparative data from other institutions.

In some cases percentages referenced in the tables may vary dependent on the source of data. For example, some data collected by the Canadian Association of University Business Officers (CAUBO) has been provided. The data collected by CAUBO varies somewhat from the data extracted from the University's annual financial report based on differing definitions.

## **Fund Overview**

### **General Funds**

- **General Operating:** General operating funds support the academic mission and the administration of the University. Ancillary enterprises (Book Store, Parking, Residences, University Centre Pharmacy) are included in the general operating fund but are self-supporting. General operating revenue sources are the provincial operating grant, tuition and related fees, federal government grants, net investment income, miscellaneous income, sale of goods and services to external parties and income from the ancillary enterprises.
- **Specific Provisions:** The Specific Provisions Fund records appropriations to provide future funding for the replacement, improvement or emergency maintenance of capital assets, unit carry-over, a fiscal stabilization provision to offset potential spending in excess of future budgets and other matters.
- **Expenses Funded from Future Revenues:** Expenses funded from Future Revenues record the amount of unpaid vacation pay for staff which will be funded from future revenues. It also records the actuarially determined expense for employee future benefits and change in pension obligations.

### **Restricted Funds**

- **Capital Asset Fund:** The Capital Asset Fund consists of contributions for the purpose of acquiring capital assets and/or making debt repayments. Expenses include interest on debt relating to the acquisition or construction of capital assets, amortization and gains or losses on disposal of capital assets.
- **Research and Special Funds:** The Research and Special Fund consists of contributions specifically restricted for research or other special activities. This includes external grants and contracts from a variety of federal and provincial granting agencies, industry and non-governmental organizations provided specifically for research, research infrastructure and special activities. Funds are spent in accordance with the conditions stipulated in the governing contracts and agreements.
- **Staff Benefits Fund:** The Staff Benefits Fund includes Fund Accounts for Pension Reserve, Self-Insured Plans and Benefit Reserve, the revenues of which are restricted for the purposes noted.

- **Trust Fund:** The Trust Fund records donations received by the University which may be used in their entirety along with the net investment income earned on these funds, according to donor restrictions. The majority of these funds are used for capital projects, faculty and school support, and student support.
- **Endowment Fund:** The Endowment Fund records donations received with the stipulation that these funds are invested in perpetuity and an annual allocation of investment income earned is utilized for purposes as designated by the donor. These allocations are used to support faculties and schools, students, professorships, chairs, research, libraries and athletics.

#### **4. Interfund Transfers**

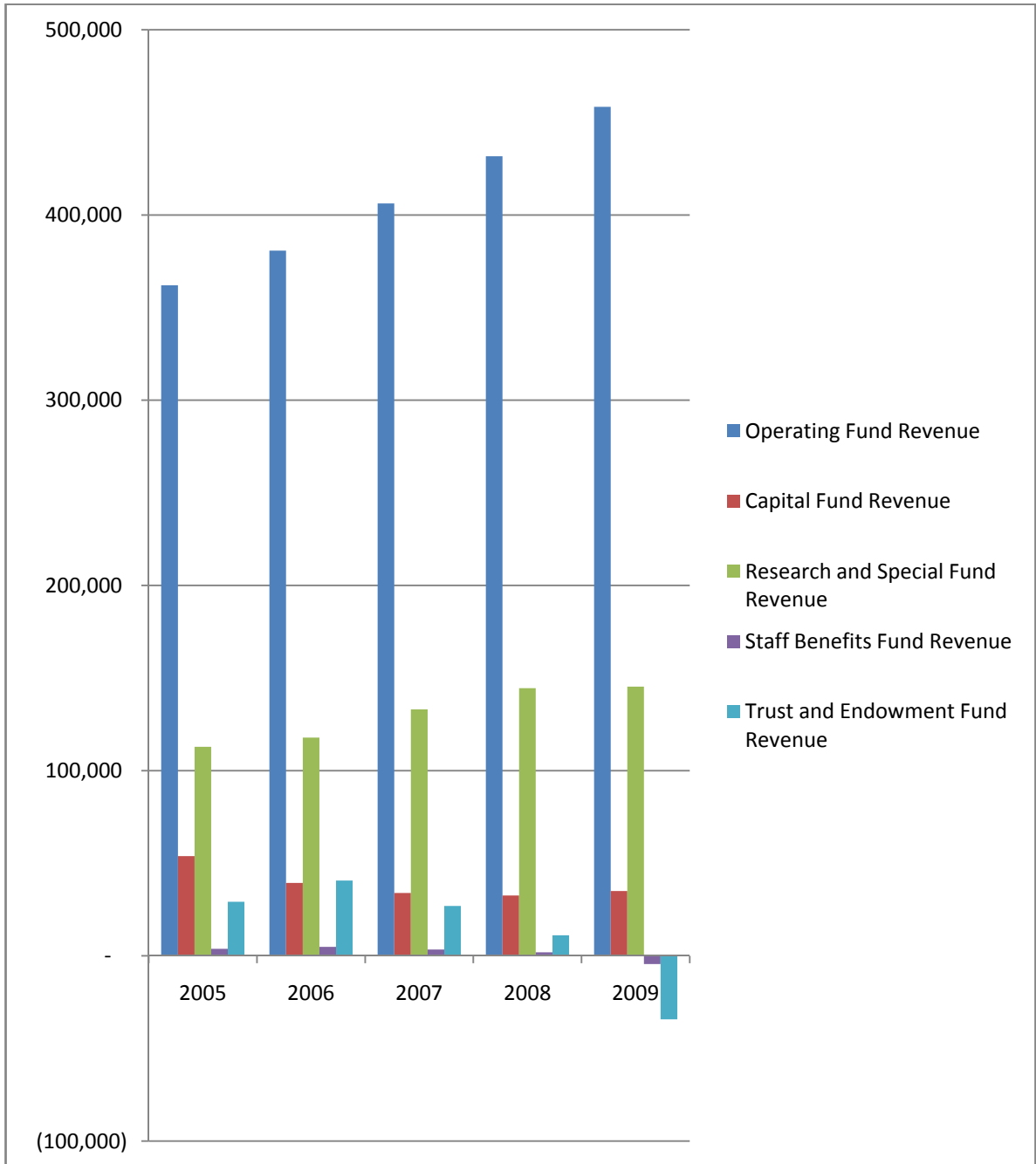
Under certain circumstances, approval is granted for inter-fund transfers between Fund types. For example, when a faculty/unit purchases a capital item (eg equipment, computers, etc), the expenditure is reported as an Interfund Transfer out of the Fund (Operating or Research) that paid for the item with an offsetting Interfund Transfer into the Capital Fund. Debt servicing costs funded from operating (for example, the technology fee collected from students as part of the approved debt servicing plan) are also transferred to the Capital Asset Fund. Funding in support of scholarships, bursaries and other awards are transferred to the Trust Fund for the disbursement of the funds to students. Spending allocations from the Trust Fund are transferred, on request, to Operating, Capital or Research Funds dependent upon the nature of the planned expenditure.

#### **5. Revenues and Expenditures – All Funds Over 5 Years**

GRAPH I illustrates the growth (or decline) in revenues for all funds over the past five years. Although there has been an increase in operating fund revenues of \$96.4 M (26.6%) and in Research Revenues of \$32.5 M (28.8%), revenues in the other fund categories have declined.

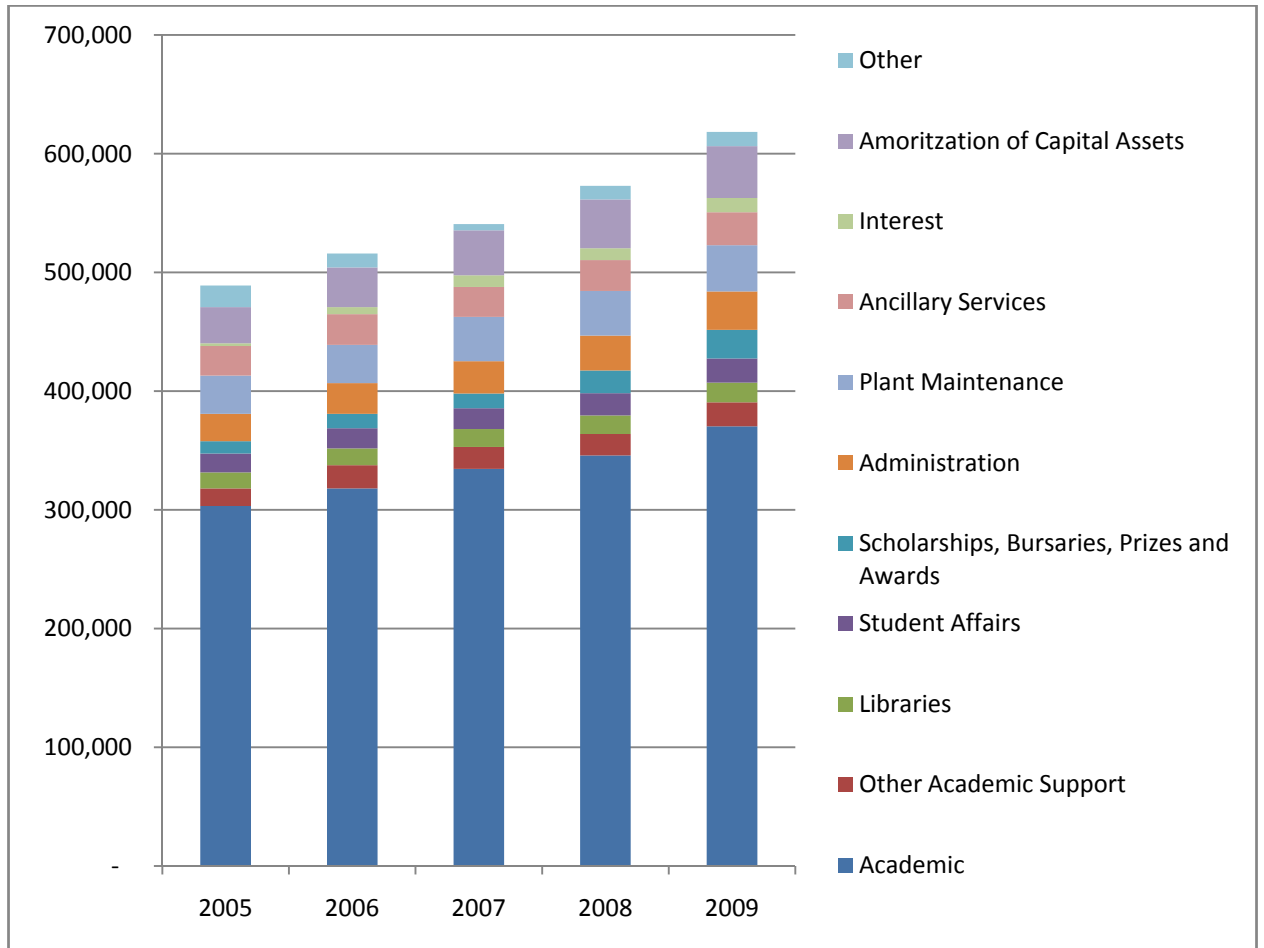


**GRAPH I - Revenues by Fund over the past five years (\$000) – All Funds:**



Graph 2 illustrates expenditures over 5 years by function for all funds.

**GRAPH 2 - Expenses over the past five years (\$000) – All Funds:**



A five year summary of revenues and expenses for all funds is attached as Appendix 1.

**6. Overview of the Strategic Resource Planning Process – Operating Budget Development**

The strategic resource planning process which informs the development of the general operating budget begins with the development of assumptions with respect to inflationary and other parameters. These assumptions are used to model revenue and expenditures for the Estimates of Operating Requirements in response to the annual request from the Council on Post Secondary Education (COPSE) for preliminary budgets and supplementary information. The request from COPSE signals the start of the Province’s budgeting process. Throughout the planning period, revenue and expenditure projections are reviewed and refined as new information becomes available.

To support the 2010/11 resource planning and allocation process, Deans, Directors and Heads of Administrative units were requested to submit a Strategic Resource Plan using a prescribed template.

The 2010/11 strategic resource plans focused on the connections between internal planning efforts at the unit level to the core institutional priorities articulated in the university's Strategic Planning Framework and on collectively addressing our financial challenges.

Deans, Directors and Heads of Administrative Units were asked to plan for a potential budget reduction of 5 per cent. The planning template included a section to describe the implementation plans for such a reduction and the plans for mitigating the impact to ensure that program and/or service quality are not compromised.

The 2010/11 strategic resource planning template included the following sections:

- I. Introduction (Mission, Vision, Values)
- II. Strategic Influences (SWOT)
- III. Strategic Priorities – Accomplishments
- IV. Enrolment Experience, Research Success & Assumptions (Academic Units Only)
- V. Summary of Unit Strategic Priorities
- VI. Response to Potential Budget Reductions
- VII. Supporting Comparative Data
- VIII. Template A - Summary of New Initiatives Requiring Additional Funds
- IX. Appendices

Resource allocation decisions will be guided by the information provided within the strategic resource planning submission. As the anticipated savings from the ROSE and OARs projects will not be fully realized for at least a year, we do not expect to have significant baseline or one-time only funds available for allocation in 2010/11. As a result, for 2010/11, a combination of budget reductions and reallocations are likely. While unit heads were not precluded from requesting additional funds for 2010/11, the expectation is that the majority of new initiatives will be accomplished through the re-alignment of existing resources.

The President and Vice-Presidents met with Deans and Directors of academic units to review and discuss the unit submissions in March, 2010. Administrative unit heads met with the Vice-President to whom they report.

**A. The President's Budget Advisory Committee (BAC)** refers to a committee whose composition, as currently structured was approved by the Board of Governors. It has the following members:

- President, Chair
- four Vice-Presidents or designates, Academic and Administrative Vice-Presidents to act as Vice Chair as required
- six faculty members from the Senate Planning and Priorities Committee, including the Chair
- two support staff members
- Chair of the Board of Governors' Finance, Administration and Human Resources Committee
- President of UMSU or designate
- President of the Graduate Students' Association or designate
- Assessor from the University of Manitoba Faculty Association
- University Budget Officer – Resource Person

The responsibilities of the Budget Advisory Committee are:

- To recommend to the President on the priorities for allocation of funds to meet the University's strategic objectives; and
- To review the annual budget that is recommended to the Board of Governors.

The first meeting of the BAC was held in early February 2010 at which details of the budget process were reviewed and discussed. Copies of the Strategic Resource Planning submissions have been shared with the BAC to assist them in fulfilling their role of advising on the University's Operating Budget and related resource allocation issues. Unit data templates have been also compiled and provided to the BAC.

In April 2010 the President and Vice-Presidents will present to the BAC on pressures and opportunities in each portfolio. Following receipt of feedback from the BAC and in light of notification by the Province on the 2010-11 operating grant, a draft budget including recommendations for changes to tuition fees and unit operating budget allocations will be presented to the BAC.

A formal recommendation on the 2010-11 operating budget will be submitted to the Finance, Administration and Human Resources Committee and the Board of Governors at the May 2010 meetings.

#### **B. Approval Process**

In previous years, Board of Governors approval was sought for the operating budget only. In an effort to increase transparency and improve awareness and understanding of all Fund Types, for 2010/11 financial plans for Research and Special Funds, Trust and Endowment Funds, and the Capital Fund will also be presented for approval.

The operating budget and financial plans for all other fund types which will be submitted for Board of Governors approval will be based on information available at the time and will be updated as follows:

#### **C. Quarterly Board Reporting**

As part of the Provincial Government Summary Budgeting and Reporting process, the University of Manitoba is required to provide quarterly updates on actual results for the year. Based on this quarterly reporting requirement, this will also be reported to the Board. This reporting will differ from previous periodic reporting in that it will be quarterly instead of reporting the results to July, September, January and March. It will also be comprised of all funds instead of just the operating fund. The reporting will not include information about budget adjustments, but instead will focus on actual results for the quarters compared to the prior year and anticipated full year results.

### **7. Discussion and Trends of Various Fund Types**

In preparation for the approval at the May meeting of the Board of Governors, a more detailed description of the various fund types and trend information is provided below.

#### **A. General Funds**

##### **i. General Operating Fund**

The General Operating Fund includes the academic, administrative, operational and ancillary costs that are funded by tuition and related fees, government grants, net investment income and miscellaneous

income, sale of goods and services to external parties and ancillary income. As such, this Fund reports unrestricted resources and restricted resources earmarked for general operating purposes. All funds received or accrued by the University for general operating purposes and for equipment and renovation expenses not meeting the University’s capitalization criteria are included in the General Operating Fund.

The General Operating Fund is managed through the operating budget approved by the Board of Governors. The approved operating budget is based on the best estimate of revenues and expenses known at the time. During the year, however, new sources of operating revenue may be identified or revenues that were anticipated may not materialize. For revenue that is unit specific, the operating budget will be “adjusted” to allow units to spend new sources of revenue or to remove budget from the units which did not realize their expected revenues.

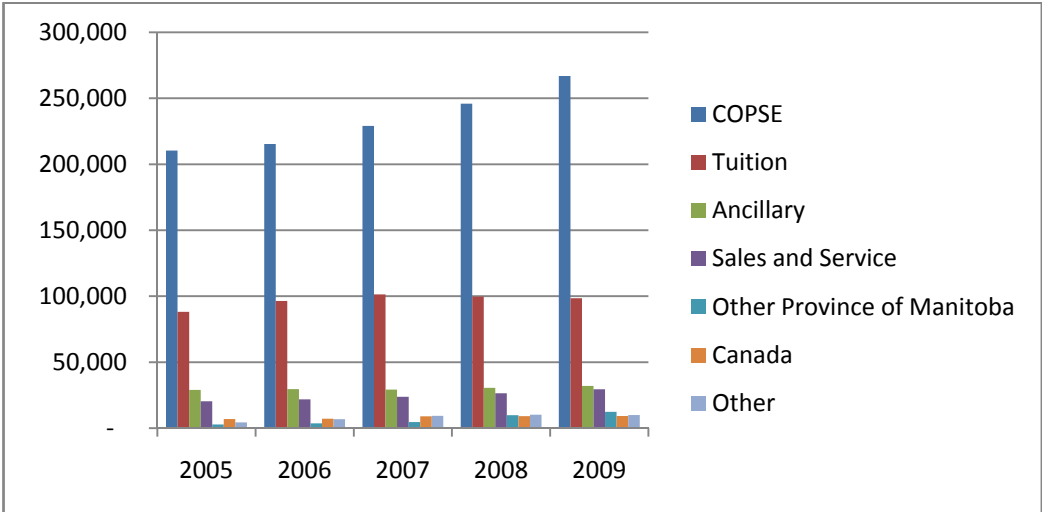
When the budget is established, funds are set up in operating reserves for transfer to units as required throughout the year to cover various cost increases (salary increases, negotiated travel and expense allocations, V.P. emergency funds, removal allowances, etc.).

As referenced in the section on interfund transfers, in the absence of capital funding, units may fund renovations or purchase items of a capital nature (for example, library acquisitions, equipment, furnishings etc.) from the Operating Fund. These items are not recorded as expenditures in the operating fund as per GAAP, they are recorded in the capital asset fund. Debt servicing costs funded from the operating budget and amortization of capital assets are also recorded in the capital asset fund.

In the absence of sufficient student financial support, operating funds are earmarked to support scholarships, bursaries and emergency student loans. An estimate of the projected interfund transfers from general operating to the Trust Fund for student financial support will be reflected in the consolidated budget.

Graph 3 below summarizes the operating fund revenue over the last five years.

**GRAPH 3 - Operating Fund Revenue over the last five years (\$000)**



A 5 year statement of general operating revenue and expenditures by function and type is attached as Appendix 2.

Table 1 details the percentage of the total operating budget received from various sources over 5 years. With the exception of tuition revenue which has declined from 26% of the operating revenue in 2004-05 to 23% of the operating revenue in 2008-09, there has been little change in the revenue sources. (Some columns total slightly less than 100% due to rounding).

**Table 1 Percentage of Operating Budget from Various Revenue Sources**

<b>Revenues</b>	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>
COPSE	63%	61%	61%	61%	63%
Tuition	26%	27%	26%	25%	23%
Sales of Goods and Services	6%	6%	7%	7%	7%
Other Province of Manitoba	1%	1%	1%	2%	3%
Investment Income	1%	2%	2%	3%	2%
Government of Canada	2%	2%	2%	2%	2%
	99%	99%	99%	100%	100%

Table 2 details the percentage of the operating budget spent on various functions. Although operating revenues in total have increased as per Graph 3, there has been minimal shifting of resources from function to function. For example, the percentage of operating funds spent on instruction was 64% in 2004-05 and remained at 64% in 2008-09.

**Table 2 Operating Expenditures by Function as a Percentage of Total Expenditures**

<b>Expense by Function</b>	<b>2004-05</b>	<b>2005-06</b>	<b>2006-07</b>	<b>2007-08</b>	<b>2008-09</b>
Instruction	64%	65%	65%	65%	64%
Plant Maintenance	10%	10%	11%	10%	10%
Administration	7%	7%	7%	7%	8%
Student Affairs	5%	5%	5%	5%	5%
Other Academic	5%	6%	5%	5%	5%
Libraries	4%	4%	4%	4%	4%
Scholarships/Bursaries	1%	1%	1%	1%	2%
General	2%	2%	0%	1%	1%
Other	2%	0%	0%	0%	0%
	100%	100%	98%	98%	99%

**Table 3 General Operating Expenditures by Function by University**

For comparison purposes, Table 3, extracted from the 2007-08 CAUBO Report – Financial Information of Canadian Universities and Colleges, provides a summary of the percentage of the total operating budget spent on various functions for select Canadian universities.

Functions	Instruction and non sponsored research	Non-Credit Instruction	Library	Computing/communications	Admin. and general	Student services	Physical plant	External Relations
	%							
<b>Provinces/Universities</b>								
Memorial	47.1%	4.6%	6.0%	4.3%	14.0%	6.0%	16.1%	1.9
Dalhousie	60.8%	2.5%	4.5%	4.0%	6.8%	9.1%	10.2%	2.1
McGill	56.6%	1.9%	5.7%	4.7%	12.1%	5.1%	10.3%	3.6
McMaster	61.9%	1.5%	4.0%	3.1%	7.5%	9.4%	11.1%	1.6
Western Ontario	63.7%	3.0%	4.2%	2.0%	6.6%	10.8%	7.5%	2.1
Toronto	56.8%	3.3%	6.1%	1.6%	8.1%	10.9%	11.4%	1.8
Brandon	61.8%	1.5%	6.0%	3.5%	10.1%	7.7%	7.9%	1.4
Winnipeg	44.6%	11.0%	4.5%	4.8%	15.0%	8.1%	8.6%	3.4
Manitoba	61.7%	3.3%	6.4%	4.0%	6.4%	6.2%	10.6%	1.4
Regina	52.6%	4.2%	5.8%	4.1%	11.6%	6.4%	13.9%	1.5
Saskatchewan	57.4%	4.6%	5.6%	4.9%	9.8%	6.7%	9.4%	1.6
Alberta	56.0%	1.8%	5.4%	5.0%	11.6%	6.6%	11.5%	2.2
Calgary	49.6%	2.7%	5.0%	5.3%	5.5%	12.7%	17.2%	2.1
Simon Fraser	57.5%	4.6%	5.4%	4.8%	8.7%	11.8%	6.4%	0.9
British Columbia	63.1%	2.2%	3.4%	3.0%	8.4%	7.4%	10.8%	1.7

Source: 2007-08 CAUBO Report – Financial Information of Canadian Universities and Colleges

Table 4 below summarizes the net expenditures per full time equivalent student by faculty over a 5 year period. This table is evidence of the significantly higher costs of delivering professional programs.

**Table 4 Net Expenditures per FTE Student by Faculty**

	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
	\$	\$	\$	\$	\$
Agricultural & Food Sciences	23,838	22,848	21,875	24,096	24,052
Architecture	10,401	10,988	11,944	10,698	11,102
Art, School of	6,947	7,465	7,768	8,876	10,676
Arts	5,069	5,274	5,966	6,197	6,824
Business	8,124	8,578	9,236	9,191	9,836
Dentistry	45,195	47,277	47,933	48,296	54,153
Education	8,186	8,491	8,075	8,442	9,596
Engineering	10,698	11,552	13,734	13,691	15,821
Environment, Eath, and Resources	8,925	9,273	10,664	10,034	12,370
Human Ecology	6,907	6,755	6,281	6,710	7,601
Kinesiology and Recreation	8,236	7,960	7,270	7,876	8,051
Law	13,155	15,121	13,377	14,306	14,863
Medicine	33,032	35,108	33,112	37,172	41,733
Music	18,002	17,940	19,787	16,144	18,601
Nursing	8,721	9,297	10,274	9,571	10,975
Pharmacy	12,845	13,692	15,329	17,263	19,832
Science	5,980	5,997	6,391	7,002	7,451
Social Work	10,331	10,390	11,693	12,451	13,591
University Average	9,300	9,726	10,400	10,941	12,189



Table 5 presents the net expenditures per full time equivalent student indexed to 2004-05.

**Table 5 Net Expenditures per FFTE Student by Faculty indexed to 2004-2005**

	2004-2005	2005-2006	2006-2007	2007-2008	2008-2009
Agricultural & Food Sciences	100	96	92	101	101
Architecture	100	106	115	103	107
Art, School of	100	107	112	128	154
Arts	100	104	118	122	135
Business	100	106	114	113	121
Dentistry	100	105	106	107	120
Education	100	104	99	103	117
Engineering	100	108	128	128	148
Environment, Earth, and Resources	100	104	119	112	139
Human Ecology	100	98	91	97	110
Kinesiology and Recreation	100	97	88	96	98
Law	100	115	102	109	113
Medicine	100	106	100	113	126
Music	100	100	110	90	103
Nursing	100	107	118	110	126
Pharmacy	100	107	119	134	154
Science	100	100	107	117	125
Social Work	100	101	113	121	132
University Average	100	105	112	118	131

1. Net Expenditures were taken from the March 31 Annual Financial Reports.
2. Fiscal Full-Time Equivalent (FFTE) Student contains both undergraduate and graduate students. The undergraduate FFTE is calculated by dividing the number of undergraduate credit hours that are taught per faculty by a standard load of 30 credit hours. Three exceptions to this calculation include the student counts used in the School of Dental Hygiene, the Faculty of Dentistry and the Faculty of Medicine. In these three cases the student headcount as at November 1 is used in lieu of credit hours. The graduate student FFTE is taken from the Graduate Standard Student Count.

**Table 6 - Average Undergraduate University Tuition by Province**

Tuition revenues are the second largest source of operating funding for the University. As a result of the Provincially imposed tuition freeze which was lifted in 2009/10, the fees have increased only 4.1% since 2001/02 while the fees in Western provinces and Canada as a whole have increased by substantially higher percentages.

	\$			% change	
	2001/2002	2008/2009	2009/2010	2001/02- 2009/10	2008/09- 2009/10
Canada	3,577	4,747	4,917	37.4	3.6
BC	2,527	4,746	4,840	91.5	2.0
Saskatchewan	3,879	5,064	5,238	35.0	3.4
Alberta	4,030	5,308	5,520	37.0	4.0
<b>Manitoba</b>	3,243	3,238	3,377	4.1	4.3

In fact, if the University of Manitoba charged the same fees as the University of Saskatchewan, it would generate \$35 Million in additional operating revenues.

Source: Statistics Canada, *The Daily*, October 20, 2009 and September 1, 2006

**ii Specific Provisions Fund**

The University annually sets aside funding in Provisions for specific purposes. The Specific Provisions Fund records appropriations made from (to) the General Operating, Capital Asset and Research and Special Funds. These appropriations are made to provide future funding for the replacement, improvement or emergency maintenance of capital assets, unit carry-over, a fiscal stabilization provision to offset potential spending in excess of future budgets and other matters. Such appropriations are shown as inter-fund transfers in the Consolidated Statement of Operations and Changes in Fund Balances.

Specific Provisions Fund Balance as at March 31, 2009

Ancillary Furniture and Equipment	\$3,266,060
Computer Equipment Replacement	2,840,131
Unit Specific Projects (Carry-Over)	45,063,070
Fiscal Stabilization	4,766,287
Parking Lot Improvements	2,828,964
Pension	2,511,866
Special Funding Arrangements	9,344,052
Special Projects & Initiatives	5,713,949
Vehicle and Other Equipment Replacement	796,671
Worker's Compensation Self Insurance	<u>1,839,000</u>
Total	<u>\$78,970,050</u>

The largest is the **unit carry-over provision** – currently at \$45.1 million which represents 93% of the total carry-over allocated. The carry-over provision is comprised of funds that were not spent by faculties, schools and administrative units in the year in which they were allocated (or earned in the case of income). As per the University carry-over policy, those unspent funds are set up in a provisions account and are allocated to the faculties and schools for spending in the following year. \$39.9 million or 82.6% of the funds in the carry-over provision are allocated to academic units. \$5.1 million (10.6%) is allocated to research development/support. \$3.3 million (6.65%) is allocated to administrative/support units. Examples of the types of funds that have been set up in the carry-over provision are:

- Unspent UMFA travel and expense (formerly called PDA) funds
- Research start up funds
- Unspent graduate support funding eg. Manitoba Graduate Scholarship funds (awards span two fiscal years)
- Funds transferred from trust and endowment to the operating budget for faculty or research support (or other purposes specified by the donor)
- Targeted tuition revenues for field trips, co-op programs
- Sales and service revenue eg. Income earned from the rental of Physical Education facilities, income from the English language Program, non credit course revenue, researcher’s income from labs, etc.
- Targeted funding from COPSE for specific purposes such as Access programs
- Faculty overhead revenues
- Funds related to the University research grants program
- Funds for the Research Development Fund Competition

As mentioned above, the carryover provision represents 93% of the total carry-over allocated. Less than ten years ago, the carryover had no provision funding. In other words, the University had made a carryover commitment which was not funded. This was a real concern to the Board of Governors since it is not prudent to allocate funds we do not have. In 2006, with the support of the deans, two significant changes were made to address the unfunded carryover problem and build up the carryover provision;

1. \$14 million of carryover commitment was “written off”.
2. The carryover policy was changed so that some of the carryover each year is “taxed” to enable the University to build up the provision.

Although this caused considerable hardship, the deans supported these initiatives on a one-time basis to resolve the unfunded carryover problem.

There are several other provisions accounts that have been set up and earmarked for specific purposes. These include:

- **\$3.2 Ancillary furniture and equipment replacement** is generated by the operating results in Ancillaries. They are expected to be self-sustaining and as a result can save from one year to spend in the next, consistent with the way carryover works for units that generate external income.
- **\$2.8 IST computer equipment replacement** also includes telephone equipment and the emergency notification system.
- **\$4.8 fiscal stabilization** has been set aside by the Board and is probably too low. This would most likely be used to resolve a problem that couldn't be foreseen and was out of our control.
- **\$2.8 parking lot improvements** is similar to carryover in that Parking Services is able to save from one year to make repairs and improvements in a following year.
- **\$2.5 pension provision** has been created in an attempt to help address the pension funding requirement in 2010. The amount is not sufficient to meet the 2010 additional mandatory payments and it has not been factored into the projected results for 2010-11. This is a small measure of safety for 2010-11... it doesn't change the need for addressing the pension shortfall but could be used to partially fund the shortfall in 2010 if plan improvements can't be agreed to and implemented fast enough.
- **\$9.3 special funding arrangements** includes provisions for special projects like matching funding for the Knowledge Infrastructure Program, a provision which was created to allow a baseline reduction in the utilities budget – basically a cold winter provision, and other items of a one-time nature.
- **\$5.7 special projects** includes amounts that typically have a unique source and associated use. For example, the largest item in this category is amounts generated from a soft drink supplier in exchange for an exclusive contract and is used in support of student scholarships. It also includes amounts previously set aside and continuing to be used for development of systems like Aurora Student and VIP.
- **\$0.8 vehicle and equipment replacement** has been established by Faculties and units to support replacement of specific equipment, for example Dentistry equipment, Engineering's Scanning Electron Microscope Facility, and equipment used by Physical Plant.
- **\$1.8 WCB self-insurance.** The University recently moved back into the WCB program with individuals now being covered by this provincial program instead of being insured by the University directly. A condition of WCB to accepting the University back into the pool is that an amount equivalent to the "run out" costs of old claims be held in a separate account and be separately identified in our financial reporting.

With the exception of Fiscal Stabilization, the provisions are established because there is either a legal/contractual obligation (for example faculty travel allocations and targeted funding) or a commitment made to a specific purpose or unit (for example pension funding and faculty equipment replacement).

While the provisions are not discretionary, changing circumstances could change the need for the provision. For example, if a combination of pension investment returns and plan amendments resulted in elimination of the need for additional employer pension contributions, the need for the pension provision would correspondingly change. However, our current assessment is that the provisions are not adequate to meet the commitments, notably in the area of carryover and pension. Fiscal Stabilization was previously established as a protection against unforeseen circumstances, but is considered minimal at 1% of the operating budget.

**B. Restricted Funds**

The Restricted Funds are managed with the objective to spend the funds in accordance with the various terms and not spend beyond the resources that have been provided.

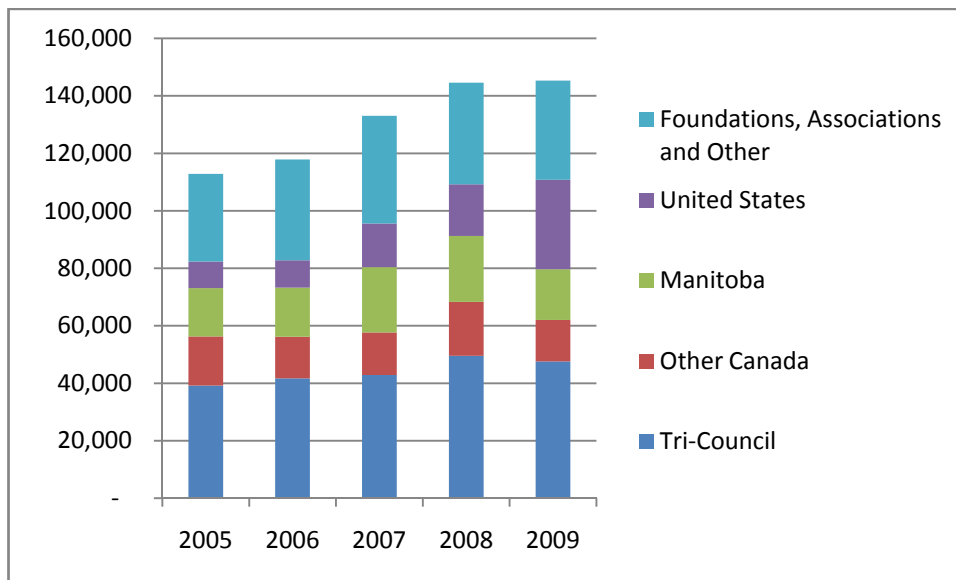
**i. Research and Special Funds**

The Research and Special Fund consists of contributions specifically restricted for research or other special activities. Research and Special Funds include external grants and contracts from a variety of federal and provincial granting agencies, industry and non-governmental organizations provided specifically for research, research infrastructure and special activities. Funds are spent in accordance with the conditions stipulated in the governing contracts and agreements.

Funds received in any given year for research may not all be spent in the year received therefore the research revenues include funds carried forward from the prior year. Any unspent research funds as at March 31, 2011 will be carried forward to the following fiscal year.

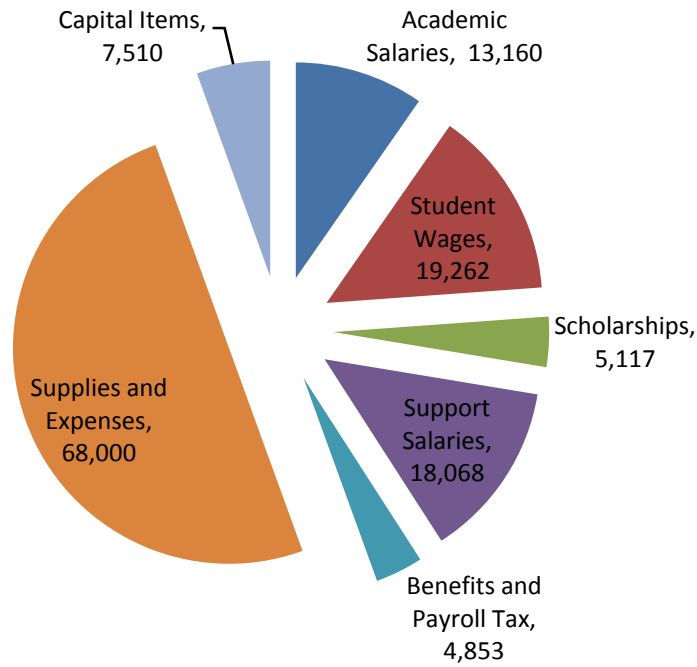
Graph 4 illustrates the growth in research revenues over 5 years by source. Total Research revenues have increased by 28.8% in 5 years.

**GRAPH 4 – Research Revenue over the last five years (\$000)**

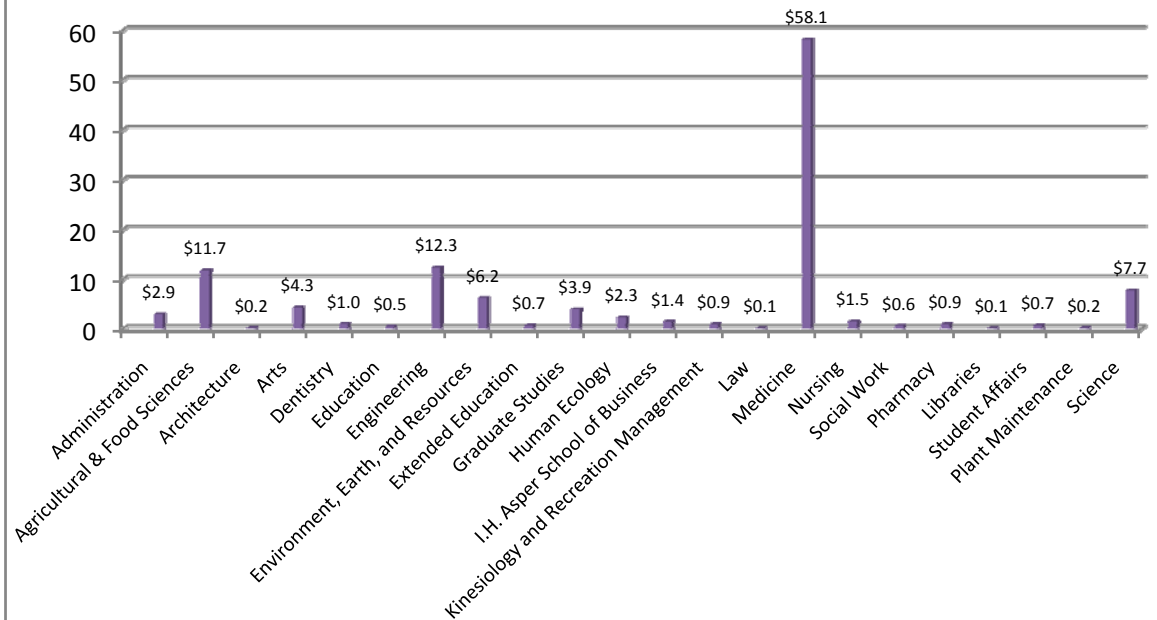


The purpose for which the research revenues were spent in 2008/09 is detailed in the following chart and the level of spending by faculty/support units is detailed on Graph 5.

**Chart 1 - Gross Research Expenditures 2008-09 by type (\$000):**



**GRAPH 5 - Research Fund Expenditures by Faculty/Unit 2008-2009 (Total \$118.2 M)**

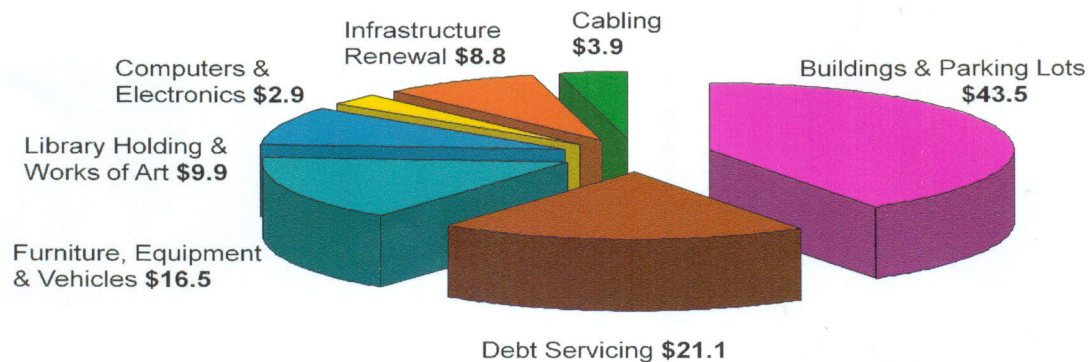


ii. Capital Asset Fund

The Capital Asset Fund consists of restricted contributions from external parties for the purpose of acquiring capital assets and/or making debt repayments. Expenses include interest on debt relating to the acquisition or construction of capital assets, amortization and gains or losses on disposal of capital assets. The expenditures related to the construction of buildings or purchase of equipment are not recorded as an expense in the statement of operations but are recorded as an asset on the University's balance sheet. Since the contributions are recorded as revenue and the capital expenditures are recorded as an asset, the Capital Fund will typically report a surplus, unless the current year amortization and interest expense exceeds current year contributions. When a faculty/unit purchases a capital item (eg equipment, computers, etc), the expenditure is reported as an Interfund Transfer out of the Fund (Operating or Research) that paid for the item with an offsetting Interfund Transfer into the Capital Fund.

Chart 2 illustrates the expenditures made in 2008/09 for capital purposes.

**Chart 2 - Capital Fund – Expenditures 2008-2009 (in Millions) Total \$106.6 M:**



**Deferred Maintenance**

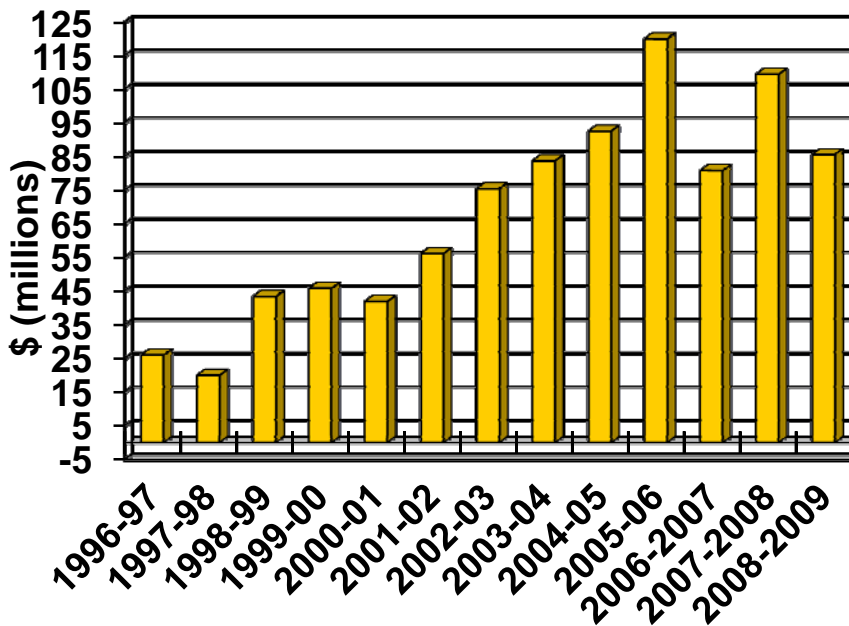
Deferred maintenance is the accumulated backlog of infrastructure maintenance that has been deferred generally due to lack of sufficient funds. Included in the chart above as infrastructure renewal are the expenditures made for deferred maintenance and capital renewal. The 2008/09 estimate of the deferred maintenance backlog was \$323 Million. The following factors have contributed to this backlog:

- aging buildings – 72% of campus is over 35 years old
- average lifecycle of buildings is 30 years
- 55% of campus is in a period of extensive/expensive building component renewal requirements eg. roof replacements, building envelope upgrades, HVAC upgrades, etc.
- limited funding for infrastructure renewal

The Association of Physical Plant Administrators (APPA) recommends as a benchmark that 1.5-3% of current infrastructure replacement value be spent annually to prevent further accumulation of deferred maintenance. Current replacement value of University of Manitoba buildings and infrastructure is \$2.1 Billion. A 1.5% annual reinvestment represents \$31.5 Million. The Province has typically provided infrastructure renewal funding of \$2-3 Million annually.

Graph 6 illustrates the annual expenditure made for capital purposes since 1996/97. The significant growth in expenditures is largely a result of the success of the Building on Strengths Capital Campaign, increased Provincial Infrastructure grants, debt financing and CFI grants.

**GRAPH 6 - Capital Expenditures 1996-97 to 2008-2009 Excluding Debt Servicing**



A Capital Plan for 2010/11 will be brought forward in May and will include COPSE capital allocations, confirmed provincial or federal monies, transfers from specific provisions and an estimate of interfund transfers from operating for capitalized expenditures and/or planned projects to be funded from operating.

**iii. Trust and Endowment Funds**

The Trust Fund records donations which may be used in their entirety, whereas the Endowment Fund records donations with the stipulation that these funds be invested in perpetuity. Many trust funds are actually quasi-endowment funds, whereby the donor has allowed the original capital to be spent, but it seldom is, and so the funds are invested along with endowed funds in the University Investment Trust (UIT). In the UIT each individual fund is pooled for investment purposes and tracked with unitized accounting, similar to a mutual fund. The use of a pooled fund ensures new donations purchase units and receive a pro-rata share of the earnings, while existing account holders maintain their equitable



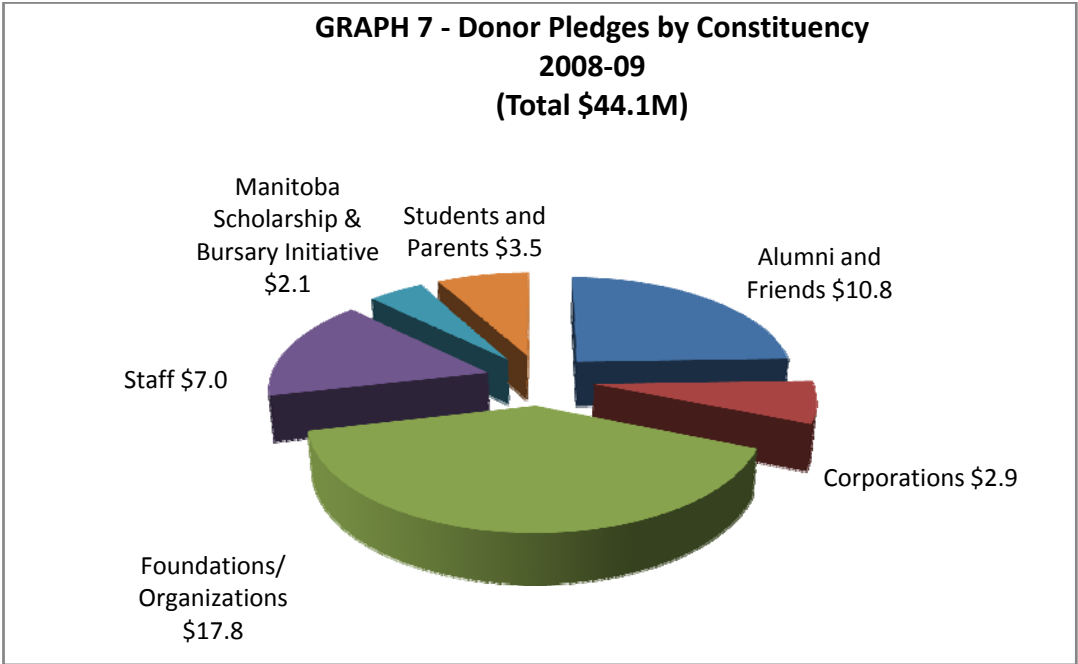
ownership in the pool. The annual distributions from the UIT are made in accordance with a spending policy that authorizes an annual transfer of a certain percentage of the UIT's market value, which currently is 4.5% of a 3 year moving average of market values. These annual allocations support faculties and schools, students, chairs, professorships, libraries, research and athletics.

Certain trust funds are held outside of the UIT pool, due to either liquidity requirements or donor restrictions. These funds are designated as Specific Trust Funds, and primarily support capital projects, student loan funds, and to a lesser extent, various other scholarly activities.

The Trust Investment Committee has general authority over the investment of the assets of the Trust and Endowment Fund. This includes the investments of the UIT and the Specific Trusts. The composition of the Trust Investment Committee and the Investment Policy Statement are established under the authority of the Board of Governors through the Finance, Administration and Human Resources Committee. The committee membership is comprised of representatives from the University Staff, the Board of Governors, and the External Community. The annual distributions from the Trust and Endowment Funds are made in accordance with the spending policy recommended by the University's Trust Investment Committee and approved by the Board of Governors. The spending policy is reviewed annually by the Trust Investment Committee in conjunction with managing the UIT's asset mix, asset mandates and investment return objectives. As it is not anticipated that all funds available for expenditure will be spent by units, the amount included in the general operating budget as an interfund transfer will be based on actual transfers requested by units.

The revenues of the Trust and Endowment Funds include the net investment income earned by the investments of the UIT and Specific Trusts, plus new donations received. The expenses are transfers of allocations to the various units, plus all of the awards paid directly to students.

Graph 7 below details the sources of pledges received from donors in 2008-09. Graph 8 indicates the purposes for which the \$44.1 M in pledges are to be used as specified by the donors.



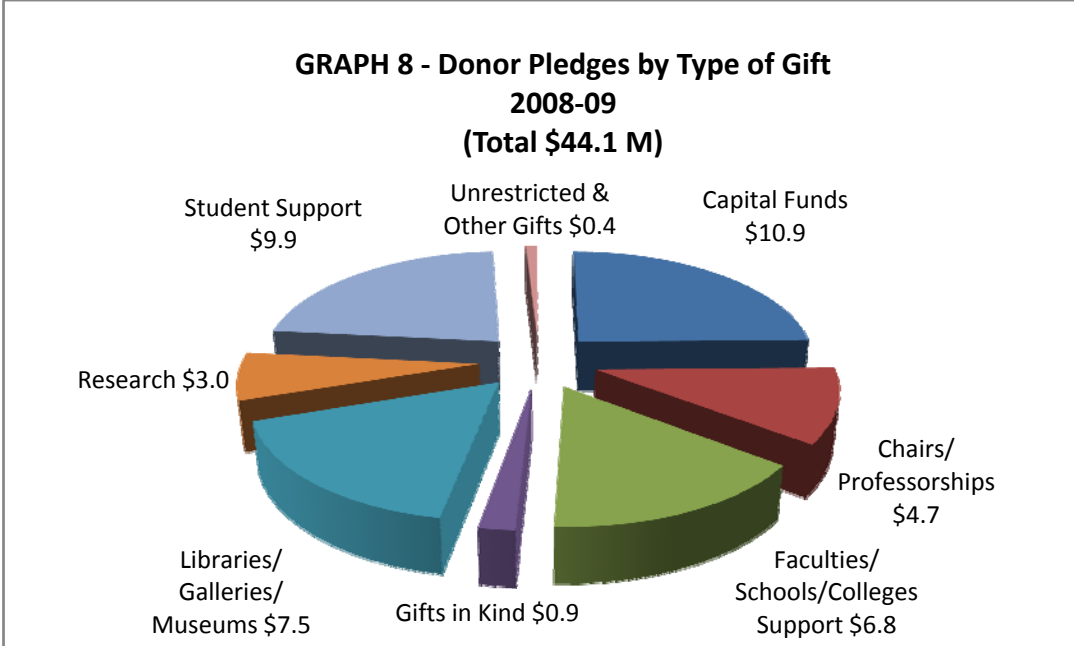
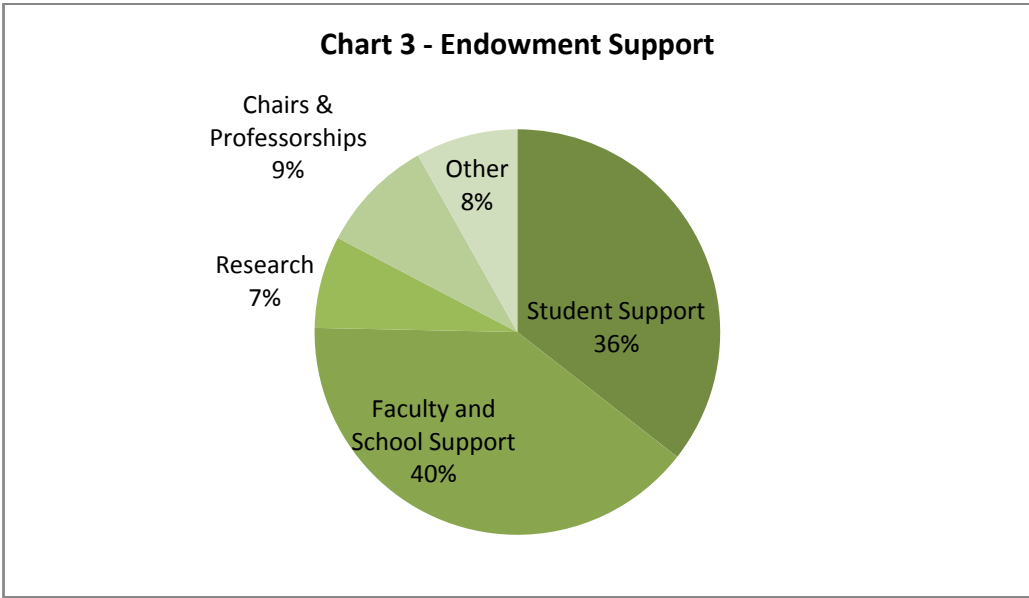
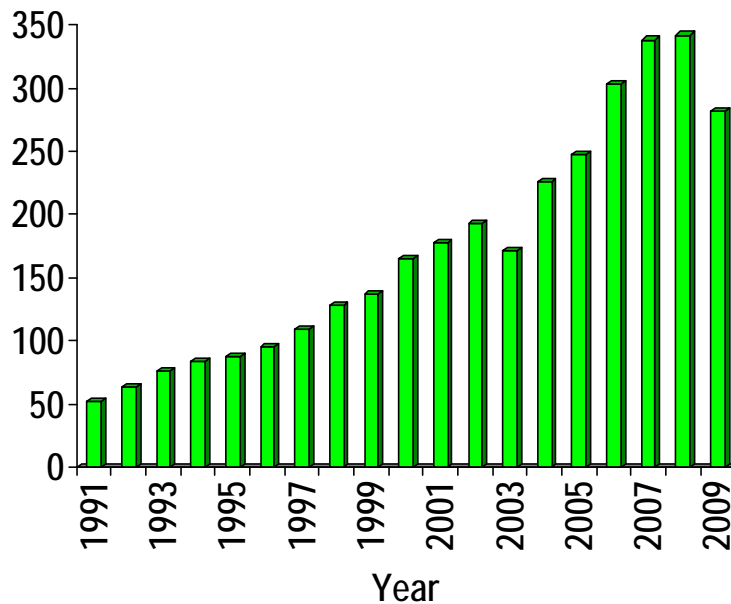


Chart 3 details the breakdown of the purposes for which the income from the total endowment fund is to be used with 40% dedicated to faculty and school support and 36% to student support.



Finally, Graph 9 illustrates the growth in the market value of the endowment fund which in 2008 was the 8<sup>th</sup> largest endowment fund at Canadian Universities according to the Canadian Association of University Business Officers (CAUBO). Due to the downturn in the market in 2009, the market value of the fund declined by 20%. The national ranking in 2009 has not yet been reported by CAUBO.

**GRAPH 9 – Trust and Endowment Funds – Total Market Value:**



**8. Summary**

As detailed above, the University of Manitoba budget is large and complex with revenues and expenditures recorded in three major fund categories. The Operating fund is the largest with 2008-09 revenues of \$458.4 Million, an increase of 26.6% over 5 years (see appendix 3). Research and Special funds have increased to \$145.3 Million, an increase of 28.8% over the same period while endowment revenues have declined from \$29.1 Million in 2004-05 to -\$34.2 Million in 2008-09.

In May, 2010 the Board of Governors will be asked to approve an Operating Budget for 2010-2011 and Financial Plans for Research and Special Funds, Trust and Endowment Funds as well as the 2010-11 Capital Plan.

In striking the recommended budgets and financial plans for 2010-2011, the Executive Team will be guided by the Strategic Planning Framework and advice provided by the President’s Budget Advisory Committee. A balanced budget will be presented for approval.

**Revenues and Expenses - 5 Year Summary - All Funds (in \$ '000)**

<b>Revenues - All Funds</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Operating Fund Revenue	362,033	380,770	406,229	431,733	458,394
Capital Fund Revenue	53,850	39,379	33,957	32,572	34,991
Research and Special Fund Revenue	112,834	117,843	133,028	144,554	145,324
Staff Benefits Fund Revenue	3,758	4,857	3,417	1,915	(4,429)
Trust and Endowment Fund Revenue	29,180	40,641	26,945	11,119	(34,246)
<b>Total Revenues</b>	<b>561,655</b>	<b>583,490</b>	<b>603,576</b>	<b>621,893</b>	<b>600,034</b>

<b>Expenses - All Funds</b>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Academic	303,275	318,066	334,498	345,794	370,357
Other Academic Support	14,741	19,531	18,461	18,134	20,273
Libraries	13,506	14,206	15,053	15,534	16,506
Student Affairs	15,871	16,908	17,558	18,741	20,399
Scholarships, Bursaries, Prizes and Awards	10,434	12,113	12,423	19,167	24,117
Administration	22,990	25,903	27,212	29,387	32,345
Plant Maintenance	32,260	32,282	37,355	37,550	38,892
Ancillary Services	24,928	25,814	25,157	26,045	27,797
Interest	2,344	5,925	9,839	9,976	11,988
Amoritzation of Capital Assets	30,347	33,437	37,919	41,079	43,675
Other	18,293	11,692	5,244	11,563	11,941
<b>Total Expenses</b>	<b>488,989</b>	<b>515,877</b>	<b>540,719</b>	<b>572,970</b>	<b>618,290</b>
<b>Net Increase (Decrease) to All Fund Balances</b>	<b>72,666</b>	<b>67,613</b>	<b>62,857</b>	<b>48,923</b>	<b>(18,256)</b>

	2004-05		2005-06		2006-07		2007-08		2008-09	
	\$	%	\$	%	\$	%	\$	%	\$	%
<b>Revenue:</b>										
COPSE	210,416	63%	215,393	61%	229,104	61%	245,972	61%	266,845	63%
Tuition Fees	88,120	26%	96,462	27%	99,092	26%	99,670	25%	98,465	23%
Sales of Goods & Services	20,367	6%	21,790	6%	25,996	7%	26,403	7%	29,500	7%
Other Province of Manitoba	2,811	1%	3,626	1%	4,573	1%	9,830	2%	12,407	3%
Investment & Other Revenue	4,329	1%	6,749	2%	9,343	2%	10,183	3%	9,902	2%
Government of Canada	6,969	2%	7,184	2%	8,930	2%	9,129	2%	9,213	2%
<b>Subtotal</b>	<b>333,012</b>	<b>100%</b>	<b>351,204</b>	<b>100%</b>	<b>377,038</b>	<b>100%</b>	<b>401,187</b>	<b>100%</b>	<b>426,332</b>	<b>100%</b>
Ancillary Services	29,021		29,566		29,191		30,546		32,062	
<b>Total Revenue</b>	<b>362,033</b>		<b>380,770</b>		<b>406,229</b>		<b>431,733</b>		<b>458,394</b>	
<b>Expense by Function:</b>										
Instruction	202,379	64%	213,796	65%	222,567	65%	231,681	65%	250,464	64%
Plant Maintenance	32,260	10%	32,282	10%	37,355	11%	37,550	10%	38,892	10%
Administration	20,950	7%	23,376	7%	25,083	7%	26,295	7%	29,443	8%
Student Affairs	15,871	5%	16,908	5%	17,558	5%	18,741	5%	20,399	5%
Other Academic Support	17,156	5%	18,990	6%	18,430	5%	18,134	5%	20,273	5%
Libraries	13,506	4%	14,206	4%	15,053	4%	15,534	4%	16,506	4%
Scholarships, Bursaries, Prizes & Awards	2,505	1%	3,444	1%	3,921	1%	4,381	1%	6,935	2%
General	5,554	2%	5,742	2%	645	0%	4,102	1%	3,853	1%
Property Tax	5,277	2%	868	0%	345	0%	396	0%	410	0%
Actuarially Determine Employee Future Benefits		0%		0%		0%	3,876	1%	410	0%
Actuarially Determine Pension Expenses		0%		0%		0%		0%	4,043	1%
Staff Benefits Contra		0%		0%		0%	(2,415)	-1%	(2,579)	-1%
<b>Subtotal</b>	<b>315,458</b>	<b>100%</b>	<b>329,612</b>	<b>100%</b>	<b>340,957</b>	<b>100%</b>	<b>358,275</b>	<b>100%</b>	<b>389,049</b>	<b>100%</b>
Ancillary Services	24,928		25,814		25,157		26,045		27,797	
<b>Total Expense</b>	<b>340,386</b>		<b>355,426</b>		<b>366,114</b>		<b>384,320</b>		<b>416,846</b>	
<b>Net</b>	<b>21,647</b>		<b>25,344</b>		<b>40,115</b>		<b>47,413</b>		<b>41,548</b>	
<b>Transfer to/from Other Funds:</b>										
Employee Future Benefit	1,787									
Basic			3,740		(3,997)		660		(1,209)	
LTD (Long Term Disability)			(155)		3,608		3,647		2,363	
PRA (Post Retirement adjustment)			(351)		(120)		(431)		(744)	
Repayment of Staff Benefits									(1,475)	
Net Change in Vacation Pay & Pension Liability	809		755		544		57		4,831	
Benefits Premiums Net of Employer Contributions of Staff Benefits	1,327		1,287		1,188		1,234		1,444	
Appropriation for Specific Provisions:										
Capital Asset Replacements & Improvements	(5,774)		(2,261)		(3,012)		(2,966)		(3,786)	
Unit Carryovers, Special Projects & Initiatives	(2,038)		(4,875)		(9,235)		(21,269)		(11,932)	
Fiscal Stabilization, Net	2,200		90							
Funding of Capital Asset Additions	(20,957)		(23,667)		(22,312)		(24,078)		(26,926)	
Long Term Debt Repayments	(4,094)		(4,327)		(4,304)		(5,682)		(4,041)	
Student Contributions to University Development Funds	(1,126)		(1,253)		(1,305)		(861)		(1,047)	
Student Contributions to Technology Fund			(3,626)		(3,343)		(3,282)		(3,242)	
Scholarships, Bursaries & Prizes	(867)		(1,079)		(3,432)		(3,465)		(4,436)	
Other Net Transfers	(179)		(22)		468		404		(13)	
Overhead Recoveries From Research	1,963		1,539		2,048		3,328		3,389	
Funding of General Operating Expenditures from:										
Trust	3,354		3,838		4,103		4,807		5,437	
Provisions	1,484		7,177		2,180		3,181		2,198	
Research							45		950	
Capital	32		1,625		531		1,142		801	
Unit Capital Development Assessment			(3,483)		(3,681)		(3,799)		(4,023)	
Funding of Research Projects	(15)						(48)		(71)	
Funding of Building on Strength Campaign	500									
<b>Net Transfer to/from Other Funds</b>	<b>(21,594)</b>		<b>(25,048)</b>		<b>(40,071)</b>		<b>(47,376)</b>		<b>(41,532)</b>	
<b>Net Increase to Fund Balance</b>	<b>53</b>		<b>296</b>		<b>44</b>		<b>37</b>		<b>16</b>	
<b>Expense by Type:</b>										
Salaries & Wages	214,675	68%	227,887	69%	240,363	70%	248,450	69%	264,513	68%
Staff Benefits	32,889	10%	34,535	10%	35,969	11%	37,547	10%	40,570	10%
Payroll Tax Levy	4,626	1%	4,914	1%	5,179	2%	5,356	1%	5,716	1%
Utilities	12,790	4%	13,540	4%	12,627	4%	13,699	4%	13,713	4%
Supplies & Expense	42,696	14%	44,424	13%	42,553	12%	48,446	14%	57,192	15%
Scholarships, Bursaries, Prizes & Awards	2,505	1%	3,444	1%	3,921	1%	4,381	1%	6,935	2%
Property Tax	5,277	2%	868	0%	345	0%	396	0%	410	0%
<b>Subtotal</b>	<b>315,458</b>	<b>100%</b>	<b>329,612</b>	<b>100%</b>	<b>340,957</b>	<b>100%</b>	<b>358,275</b>	<b>100%</b>	<b>389,049</b>	<b>100%</b>
Ancillary Services:										
Salaries & Wages	4,443		4,558		4,789		4,981		5,267	
Staff Benefits	685		727		750		791		852	
Payroll Tax Levy	99		103		108		111		117	
Costs of Goods Sold	15,349		15,637		14,790		15,375		16,339	
Equipment, Alterations, etc.	486		505		809		814		1,073	
Utilities	1,160		1,292		1,480		1,575		1,580	
Supplies & Expense	2,704		2,991		2,431		2,399		2,568	
<b>Subtotal</b>	<b>24,928</b>		<b>25,814</b>		<b>25,157</b>		<b>26,045</b>		<b>27,797</b>	
<b>Total Expense</b>	<b>340,386</b>		<b>355,426</b>		<b>366,114</b>		<b>384,320</b>		<b>416,846</b>	

**University of Manitoba**  
**5 Year Statement of Revenue and Expense**  
**All Funds**  
**(in \$ '000)**

**Appendix 3**

<u>Operating Fund Revenues</u>	<b>2005</b>	<b>2006</b>	<b>2007</b>	<b>2008</b>	<b>2009</b>
Tuition and Related Fees	88,120	96,462	101,342	99,670	98,465
Contributions, Donations, Non-Government					
Grants	879	1,338	575	1,497	2,122
Net Investment Income	2,353	3,808	5,394	6,983	5,649
Miscellaneous Income	1,097	1,603	3,374	1,703	2,131
Government Grants:					
Council on Post-Secondary Education	210,416	215,393	229,104	245,972	266,845
Other Province of Manitoba	2,811	3,626	4,573	9,830	12,407
Government of Canada	6,969	7,184	8,930	9,129	9,213
Sales of Goods and Services	20,367	21,790	23,746	26,403	29,500
Ancillary Services	29,021	29,566	29,191	30,546	32,062
<b>Total Operating Fund Revenue</b>	<b>362,033</b>	<b>380,770</b>	<b>406,229</b>	<b>431,733</b>	<b>458,394</b>
Capital Fund Revenues	53,850	39,379	33,957	32,572	34,991
Research and Special Fund Revenues	112,834	117,843	133,028	144,554	145,324
Staff Benefits Fund Revenues	3,758	4,857	3,417	1,915	(4,429)
Trust and Endowment Fund Revenues	29,180	40,641	26,945	11,119	(34,246)
<b>Total Revenue</b>	<b>561,655</b>	<b>583,490</b>	<b>603,576</b>	<b>621,893</b>	<b>600,034</b>
<u>Operating Expenses:</u>					
Academic	204,794	213,796	223,013	231,681	250,464
Libraries	13,506	14,206	15,053	15,534	16,506
Student Affairs	15,871	16,908	17,558	18,741	20,399
Administration	20,950	23,376	25,052	26,295	29,443
Plant Maintenance	32,260	32,282	37,355	37,550	38,892
Other Academic Support	14,741	19,531	18,461	18,134	20,273
General	5,585	4,013	3,497	4,102	3,853
Property Taxes	5,277	868	345	396	410
Scholarships, Bursaries, Prizes and Awards	2,505	3,444	3,475	4,381	6,935
Ancillary Services	24,928	25,814	25,157	26,045	27,797
Actuarially Determined Employee Future Benefits	1,787	3,234	(509)	3,876	410
Actuarially Determined Pension Expense	0	0	0	0	4,043
Staff Benefits Contra	(1,818)	(2,046)	(2,343)	(2,415)	(2,579)
	<b>340,386</b>	<b>355,426</b>	<b>366,114</b>	<b>384,320</b>	<b>416,846</b>
<u>Capital Fund Expenses</u>					
Interest on Bank Loans, Long Term Debt,					
Capital Advances and Capital Lease Obligations	2,344	5,925	9,839	9,976	11,988
Amortization of Capital Assets	30,347	33,437	37,919	41,079	43,675
	<b>32,691</b>	<b>39,362</b>	<b>47,758</b>	<b>51,055</b>	<b>55,663</b>
<u>Research Fund Expenses</u>					
Academic	98,481	104,270	111,485	114,113	119,893
Administration	2,040	2,527	2,160	3,092	2,902
Scholarships, Bursaries, Prizes and Awards	0	0	0	4,912	5,117
Other	1,779	1,685	1,158	708	549
	<b>102,300</b>	<b>108,482</b>	<b>114,803</b>	<b>122,825</b>	<b>128,461</b>
<u>Staff Benefits Fund Expenses</u>	2,173	2,404	2,421	3,116	3,727
<u>Trust Fund Expenses</u>					
Scholarships, Bursaries, Prizes and Awards	7,929	8,669	8,948	9,874	12,065
Other	3,510	1,534	675	1,780	1,528
	<b>11,439</b>	<b>10,203</b>	<b>9,623</b>	<b>11,654</b>	<b>13,593</b>
<b>Total Expenses</b>	<b>488,989</b>	<b>515,877</b>	<b>540,719</b>	<b>572,970</b>	<b>618,290</b>
<b>Net Increase to All Fund Balances</b>	<b>72,666</b>	<b>67,613</b>	<b>62,857</b>	<b>48,923</b>	<b>(18,256)</b>



AGENDA ITEM: 2010 - 2011 Residence Room and Meal Plan Rates

**RECOMMENDED RESOLUTION:**

That the Board of Governors approve the room and meal plan rate increases for 2010 -11 for the Arthur V. Mauro Residence, Mary Speechly Hall, Taché Hall, and University College Residence as detailed in Table 1 and 2 attached.

**Action Requested:**            x Approval     Discussion/Advice     Information

**CONTEXT AND BACKGROUND:**

There are four University operated residence facilities on campus offering a variety of room and meal plan options.

**Arthur V. Mauro Residence:**

- Two bedroom apartment-style residence with kitchen facilities.
- No mandatory meal plan, although students may purchase declining balance plans offering tax free benefits.

**Mary Speechly / Taché Halls:**

- Dormitory-style residences with double, single, or super\* single rooms.
- Three meal plan options; currently 10 meals per week plus \$500 declining balance, 15 meals per week plus \$500 declining balance, and 7 day unlimited meals plus \$125 declining balance.
- Declining balance dollars may be used at any University Food Service outlet, as well as the UMSU-operated Degrees Restaurant.

**University College Residence:**

- Dormitory-style residence with double, single, or large single rooms.
- Three declining balance meal plan options (currently at Super Saver - \$2,000; Bison - \$2,400; and Premium - \$2,800) that can be used at any University Food Service outlet or the UMSU-operated Degrees Restaurant.

**Meal Plan External Declining Balance Dollars:** A new added value in response to requests from the Residence Food Service Committee. This new feature will allow students to purchase meals or have deliveries made to their rooms through participating local restaurants. (Details follow).

**\*Super Single Rooms:**

- Super Single Rooms are only available in Mary Speechly Hall and University College Residence. Double accommodations, if available, are sold as single occupant rooms for a

premium of an additional \$400.00 per academic term.

## **RESOURCE REQUIREMENTS:**

### **A. Proposed 2010-11 Room Rates:**

#### **Recommendation:**

A 5% increase in room rates --3% increase allocated to cover utility services, etc. and a 2% increase allocated to seed a repair and renovation fund (see below).

#### **Rationale**

- Proposed room rates with past comparables are detailed in Table 1. For example, a 5% increase for a single room in a suite in Arthur V. Mauro Residence would result in a rate increase from \$5,421 to \$5,692 (a monthly increase of \$33.88). A 5% increase for a single room in Taché Hall/Speechly/University College Residences would result in a rate increase from \$3,607 to \$3,787 (a monthly increase of \$22.50).
- Utility cost increases (i.e. steam heat to increase by 5% over 2009-2010 for an estimated total cost of \$774,984; water costs to increase by 3% over 2009-2010 for an estimated total cost of \$160,047; hydro costs to increase by 3% over 2009-2010 for an estimated total cost of \$108,053).
- University of Manitoba residence room rates continue to be low and competitive for comparable properties (see attached Table 3 for institutional comparisons).
- Current rates do not provide sufficient revenue to generate funds for residence upgrades and maintenance. While Taché Hall is expected to close in 2011, University College Residence and Mary Speechly Hall will remain in use and require significant upgrades. Rates will have to be increased over the next few years to generate funds to continue to upgrade these facilities.
- Significant renovations are required to Mary Speechly Hall in order to maintain the facility to a standard required by today's student and one that is competitive and comparable to our other housing options. These renovations include upgrades to all information technology infrastructure, as well as overall building mechanical and electrical systems.

### **B. Meal Plan Rate Increases**

#### **Recommendation:**

A 5% increase in the 10 Meals/Week, 15 Meals/Week, and Unlimited Meal Plan rates for Speechly/Taché; a 10% increase in the Super Saver Meal Plan only, but no increase in the other two declining balance plans for University College Residence. (The increase in the Super Saver Meal Plan is required in order to maintain the tax free status of the program. This minimum rate has not been increased for 4 years).

#### **Summary**

For 2010/2011, the increase applies only to the Mandatory Meal Plans and does not affect the Declining Balance Dollars.



A new program will be introduced this year called **External Declining Balance Dollars**. This new feature will allow the students to go off campus to purchase meals or have deliveries made to their rooms through participating local restaurants; a valuable option during holiday seasons, Reading Week, or any time of year.

All Meal Plans in University College Residence, Mary Speechly Hall, and Taché Hall will come with an option to purchase a \$200 value in External Declining Balance Dollars in addition to the base cost. However, if the student does not use these funds, they are refundable (less \$25 Administration Fee) so this feature will have minimal financial impact on the student/parent.

The Pembina Hall Dining facility will be closed for September and October 2010 during steel construction of the new residence. Full Fresh Food services will be provided in MPR in University Centre.

### **Rationale**

Food cost increases are trending to be at approximately 6% overall.

Utility cost increases (i.e. steam heat to increase by 5% over 2009-2010; water and hydro costs to increase by 3%).

The cost of going "green" is increasing. ARAMARK has committed to operate food services businesses as green as possible and will continue to explore additional green options.

### **IMPLICATIONS:**

The creation of a special renovation fund as part of the room rate adjustment is an important step toward planning for significant costs and upgrades that are required in the Residences. The service component held at a 3% increase offsets costs while maintaining an overall room rate that is comparable to market value.

### **ALTERNATIVES:**

If the increases are not considered, the operation will not be financially viable.

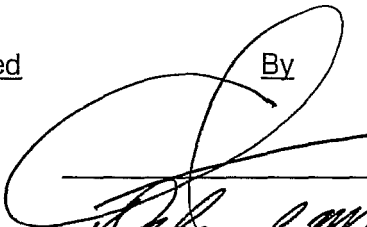
### **CONSULTATION:**

This proposal has been reviewed by the General Manager of U of M Food Services, Director of Housing & Student Life, Director of Ancillary Services, Associate Vice-President (Administration), and Vice-President (Administration), and the proposed structure of the meal plans has been reviewed with Residence Student Advisory Council.



**Board of Governors Submission**

**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"/>		March 24, 2010
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Robert M. Kelly	March 24, 2010
<input type="checkbox"/>	<input checked="" type="checkbox"/>	David Stewart	March 25, 2010
<input type="checkbox"/>	<input checked="" type="checkbox"/>	FAHR CTE	6 April 2010
<input type="checkbox"/>	<input type="checkbox"/>		

**Submission prepared by:** \_\_\_\_\_

**Submission approved by:** *This must be the President, a Vice-President, or the University Secretary.*

**Attachments**

*Please list any related material attached. Ideally attachments for any given submission will not exceed ten (10) pages.*

- Table 1 – Room Rate History and Proposed Rates*
- Table 2 – Meal Plan History and Proposed Rates*
- Table 3 – Institutional Comparisons in Canada*

Room Rate History and Proposed Rates

Table 1

	04/05 Room Rate	05/06 Room Rate	06/07 Room Rate	07/08 Room Rate	08/09 Room Rate	09/10 Room Rate	PROPOSED 10/11 Room Rate
<b>SINGLE</b>	2,814	2,983	3,222	3,351	3,485	3,607	3,787
Mary Speechly Hall, Taché Hall, University College Residence	5.0%	6.0%	8.0%	4.0%	4.0%	3.5%	5.0%
<b>DOUBLE</b>	2,000	2,120	2,290	2,382	2,477	2,564	2,692
Mary Speechly Hall, Taché Hall, University College	5.0%	6.0%	8.0%	4.0%	4.0%	3.5%	5.0%
<b>SUPER SINGLE</b>	3,414	3,783	4,022	4,151	4,285	4,407	4,587
Mary Speechly Hall, Taché Hall, University College	4.1%	10.8%	6.3%	3.2%	3.2%	2.8%	4.1%
<b>SUITE STYLE</b>	4,150	4,399	4,751	4,989	5,238	5,421	5,692
Arthur V. Mauro Residence	4.8%	6.0%	8.0%	5.0%	5.0%	3.5%	5.0%
Super Single Upcharge as % of base	28%	27%	25%	24%	23%	22%	21%
Average Annual Increase Excluding Super Single	4.9%	6.0%	8.0%	4.5%	4.5%	3.5%	5.0%

**Meal Plan History and Proposed Rates**

Table 2

Building	Meal Membership	05-06 Meal Plan Rate	06-07 Meal Plan Rate	07-08 Meal Plan Rate	08-09 Meal Plan Rate	09-10 Meal Plan Rate	10-11 Proposed Meal Plan Rate	
		<i>Includes Internal DB \$125 - All Non Refundable</i>	<i>Includes Internal DB \$125 - All Non Refundable</i>	<i>Includes Internal DB 500/500/125 (Non Refundable)</i>	<i>Includes Internal DB 500/500/125 (Non Refundable)</i>	<i>Includes Internal DB 500/500/125 (Non Refundable)</i>	<i>Includes Internal *DB 500/500/125 (Non Refundable)</i>	<i>% Incr</i>
Mary Speechly OR Taché Hall - SINGLE -	10 Meals per week (06-07 12 Meals per wk)	3,033	3,185	3,360	3,489	3,698	3,858	4.3%
	15 Meals per week (06-07 14 Meals per week)	3,117	3,273	3,593	3,732	3,958	4,131	4.4%
	7 Day Unlimited (17 Meals per week)	3,201	3,361	3,646	3,804	4,062	4,259	4.8%
Arthur V. Mauro - SINGLE IN SUITE -	OPTIONAL							
University College Residence - SINGLE -	Super Saver (05-06 Small Declining)	1,700	1,900	2,000	2,000	2,000	2,200	10.0%
	Bison Membership (05-06 Medium Declining)	n/a	2,300	2,400	2,400	2,400	2,400	0.0%
	Premium Membership (05-06 Large Declining)	1,900	2,700	2,800	2,800	2,800	2,800	0.0%

\*DB - declining balance

**2009/2010 Residence Room Rate Comparisons**

**Table 3**

Sorted by "single room rate" highest to lowest

INSTITUTION	SINGLE Room Rate	DOUBLE Room Rate	SUITE-STYLE Room Rate
University of Western Ontario	\$5,549 – \$6,170	\$4,890 – \$5,570	Nothing comparable
Queen's University	\$5,516	\$5,416	\$5,660
McMaster University	\$5,430 – \$5,795	\$4,830 – \$5,185	\$5,240
University of Guelph	\$5,250 – \$6,402	\$4,832 – \$5,240	\$5,240 – \$5,792
University of Waterloo	\$5,142 – \$5,722	\$4,613 – \$4,845	\$5,546
York University	\$4,783	\$4,170	\$4,952 – \$4,375
University of Windsor	\$4,701 – \$6,136	\$4,448 – \$4,972	Nothing comparable
University of Winnipeg	\$4,680	\$4,680	Nothing comparable
University of Calgary	\$4,600*	\$2,850*	\$5,000 – \$5,510*
Simon Fraser University	\$4,432 – \$4,764	Nothing comparable	\$5,118
University of Alberta	\$4,136	\$2,624	\$4,944
University of British Columbia	\$3,976 – 4,728	\$3,429	n/a
<b>University of Manitoba</b>	\$3,607 – \$4,407	\$2,564	\$5,421
University of Regina	\$3,488 – \$3,912	No double dorm rooms	\$4,768 – \$5,152
Brandon University	\$3,300 – \$3,577	\$2,437 – \$2,695	\$4,248
University of Saskatchewan	\$3,020 – \$4,896	\$2,295 – \$4,144	\$2,867

\* 2010-11 rates

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**AGENDA ITEM:** Attendance Management Policy

**RECOMMENDED RESOLUTION:**

That the Board of Governors approve the Attendance Management Policy and accept for information the Attendance Management Procedures approved by the President and Vice-President (Administration).

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

The University has generous provisions for vacation, time off for work for personal reasons, and sick leave. The attached Policy and Procedure provides supervisors and support staff with guidelines and support in addressing issues or problems that might be affecting a support staff member's ability to attend work on a regular basis.

**RESOURCE REQUIREMENTS:**

None

**CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

Employer of Choice – the attached Policy and Procedure demonstrates care towards employees who have difficulties attending work on a regular basis and respect for those co-workers affected by the absences.

**IMPLICATIONS:**

None

**ALTERNATIVES:**

Inclusion of academic staff was considered but due to the nature of their positions the direct accountability for time is not practical.

**CONSULTATION:** *[delete if not applicable]*

Requests for comments were sent to all 4 support staff unions and 1 union responded. Consultations with the EMAPS Advisory Committee took place and modifications were made to the draft Policy and Procedure.



**Board of Governors Submission**

**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>Terry Voss</u>	<u>March 10, 2010</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Deborah McCall</u>	<u>March 10, 2010</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Deborah McCall</u>	<u>March 15, 2010</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>FAHR cHe</u>	<u>6 April 2010</u>
<input type="checkbox"/>	<input type="checkbox"/>		

**Submission prepared by:** \_\_\_\_\_

**Submission approved by:** Debbie McCallum, Vice President Administration.

**Attachments**

1. Attendance Management Policy
2. Attendance Management Procedures





2.4 Although regular attendance is expected, it is recognized that circumstances do occur where legitimate factors make it impossible or impractical to do so. The University believes that helping staff maintain their health, safety and well-being promotes a healthy and productive workplace. With this in mind, the University will make every reasonable effort to provide accommodation, assistance and rehabilitation.

2.5 The University's Attendance Management Program provides:

- (a) a raised awareness of the importance of attendance;
- (b) opportunities for supervisors, managers, and Human Resources staff to encourage employees to stay healthy and use the supports available to help them attend work regularly;
- (c) fair and equitable treatment of employees in matters of attendance;
- (d) the necessary supports to ill or injured employees to help them return to work or to help employees remain at work;
- (e) guidance to supervisors and managers responsible for dealing with attendance issues; and
- (f) consistent procedures for handling attendance concerns.

2.6 The details of the University's Attendance Management Program are contained in the document titled Procedures: Attendance Management Program.

### 3.0 **Accountability**

3.1 The University Secretary is responsible for advising the President that a formal review of this Policy is required.

3.2 The Executive Director of Human Resources is responsible for the communication, administration and interpretation of this policy.

### 4.0 **Secondary Documents**

4.1 The Vice-President (Administration) or the President may approve Procedures which are secondary to and comply with this Policy.

### 5.0 **Review**

5.1 Formal Policy reviews will be conducted every ten (10) years. The next scheduled review date for this Policy is \_\_\_\_\_.

5.2 In the interim, this Policy may be revised or rescinded if:

- (a) the Board of Governors deems necessary; or
- (b) the Policy is revised or rescinded.

5.3 If this Policy 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 Policy; or
- (b) are in turn rescinded.

### 6.0 **Effect on Previous Statements**

6.1 This Policy supercedes:

- (a) all previous Board/Senate Policies, Procedures, and resolutions on the subject matter herein; and
- (b) all previous Administration Policies, Procedures, and directives on the subject matter contained herein.

7.0 Cross References

<b>Cross References</b>	
[Indicate names and numbers of other specific Governing Documents which should be cross referenced to this Governing Document. Include section # of other Governing Documents if appropriate.]	
Cross referenced to:	(1) <u>Procedures Attendance Management Program</u> (3) <u>Policy Sick Leave</u>
	(2) <u>Procedures Temporary Absences from Work</u> (4) <u>Policy Temporary Absences from Work</u>
	(5) <u>Procedures Sick Leave</u> (6) <u>Policy Reasonable Accommodation For Persons with Disabilities</u>
	(7) <u>Procedures Reasonable Accommodations for Persons with Disabilities</u>



- a) each employee is a valuable team member who contributes to the quality of service provided at the University;
- b) every employee has a contractual obligation to attend work as part of the job requirements for which she/he was hired;
- c) each employee brings unique circumstances to the workplace and their attendance shall be looked upon individually and evaluated based on its own merits;
- d) regular communication between managers/supervisors and employees, which keep employees informed and involved, are key elements in developing a culture of regular attendance;
- e) sick leave plans and other paid absences are provided as insurance in the event of unavoidable absence from work due to illness or injury; and
- f) attendance management is the responsibility of all parties; the University, the supervisor/manager, the employee, and their Union, if applicable.

## 2.1 Definitions

- 2.1.1 **Attendance** – being at the workplace, on time, including break times with the exception of meal breaks, when scheduled or otherwise expected to be at work.
- 2.1.2 **Absence** – any time an employee, who is scheduled or otherwise expected to be at work, is not at work.
- 2.1.3 **Non-culpable Absenteeism (Innocent Absenteeism)** – is an absence resulting from factors generally considered to be outside of the control of the employee, such as illness or injury.
- 2.1.4 **Culpable Absenteeism (Blameworthy Absenteeism)** – is an absence from work without reasonable justification, such as:
  - i) lateness/leaving work early including break times;
  - ii) failure to notify of absence;
  - iii) absence without approval;
  - iv) abuse of the sick leave benefit;
  - v) failure to provide an explanation for an absence satisfactory to the University; or
  - vi) absence not supported by medical information.
- 2.1.5 **Patterned Absenteeism** – absences that are non-culpable in isolation; however, upon review of overall absenteeism, a pattern appears that suggests culpability eg. a pattern of sick leaves on Fridays and/or Mondays.

## 2.2 Roles and Responsibilities

### 2.2.1 Employee Responsibilities

- a) attend work when scheduled or otherwise expected to be at work;
- b) improve personal health and adjust lifestyle, where necessary, to maintain regular attendance;
- c) report illness or injury promptly to supervisor in accordance with departmental reporting procedures;

- d) attend to personal issues and obligations (including medical appointments, physiotherapy, chiropractic treatment etc.) outside of regular work hours, whenever possible;
- e) provide all necessary documentation to justify absences (including adequately completed medical certificates, as required);
- f) fully participate in the University's timely and safe return to work initiatives;
- g) implement and adopt improved attendance strategies with the manager/supervisor where the need for improved attendance has been identified; and
- h) maintain regular contact with the manager/supervisor and provide information on expected duration of absence and possible return to work date.

### **2.2.2 Manager/Supervisor Responsibilities**

- a) inform employees about the University's Attendance Management Program and departmental reporting responsibilities;
- b) implement the Attendance Management Program;
- c) monitor, document, and report the attendance of all employees;
- d) request reasonable information related to an employee's absence and maintain confidentiality of the information received in accordance with the *Personal Health Information Act*;
- e) maintain regular contact with an employee who is absent from work;
- f) carry out attendance reviews when necessary and in a fair and consistent manner;
- g) coach and support employees on attendance matters which may include reasonable accommodation;
- h) refer employees to appropriate supports or resource for improving attendance; and
- i) seek the advice of senior management and Human Resources when regular attendance is not achieved following informal attention to situation.

### **2.2.3 Human Resources Responsibilities**

- a) provide training on the University's Attendance Management Program and advice to managers/supervisors as required;
- b) discuss particular employee attendance concerns with the manager/supervisor;
- c) schedule Attendance Management Meetings and Attendance Management Hearings and notify all parties;
- d) maintain historical attendance records and data;
- e) maintain confidentiality of the information received in accordance with the *Personal Health Information Act*;
- f) monitor ongoing attendance management concerns; and
- g) ensure appropriate consultation with unions, if applicable.

### **2.2.4 Disability Case Coordinator Responsibilities**

- a) provide support to employees and managers/supervisors with respect to sick leave and disability case management;
- b) provide advice, as required, on the University's Attendance Management Program and on attendance issues, generally;
- c) act as a resource and support when an identified or suspected medical problem prevents an employee from performing his/her regular duties;
- d) manage the University's timely and safe return to work process;

- e) work collaboratively with managers/supervisors, employees and unions in developing rehabilitation programs; and
- f) maintain the confidentiality of employee information received in accordance with the *Personal Health Information Act*.

### 2.2.5 Occupational Health Coordinator Responsibilities

- a) provide support to employees and managers/supervisors with respect to Workers Compensation related case management;
- b) act as a resource and support when an identified or suspected work-related medical condition prevents an employee from performing his/her regular duties;
- c) work collaboratively with the Workers Compensation Board (WCB), managers/supervisors, employees and unions in developing rehabilitative programs; and
- d) maintain the confidentiality of employee information received in accordance with the *Personal Health Information Act*.

## 2.3 Procedures

It is the responsibility of all departments and managers/supervisors to ensure the consistent application of the University's Attendance Management Program. Where an attendance concern has been identified, the following corrective action steps will be followed. A specific step may be repeated before proceeding to the next step.

### 2.3.1 STEP 1 - Informal Attendance Review

Where attendance suggests an emerging absenteeism problem, the supervisor will conduct an informal interview with the employee. The attendance concern may have arisen due to the number of days absent, the number occurrences of absence, or the identification of a pattern of absenteeism. The purpose of the informal interview is to:

- a) identify concerns with attendance;
- b) reinforce the importance of being at work;
- c) determine the nature of the problem that has caused the absences;
- d) determine if the absences are "culpable" or "non-culpable"\*;
- e) discuss resources available for assistance
- f) provide expectations for improvement

Every conversation, meeting, telephone call or email message should be documented and maintained by the supervisor.

If the informal attention has not resulted in improvement in regular attendance, it may be necessary to take a more formal approach and proceed to "STEP 2".

\*Note – at any Step in the procedures, once a determination is made regarding the culpability of absences, the following is applicable:

- I. where absences are culpable in nature (i.e. the employee is able to attend but chooses not to) the employee is not eligible for pay for the time not worked and the basic principles of progressive discipline should be followed and administered in accordance with the University's disciplinary policy and/or collective agreements. Ongoing consultation with Human Resources is required; or
- II. where absences are non-culpable in nature (i.e. the employee wants to attend work but is unable to due to situations that appear to be beyond his/her control) a

progressive non-disciplinary approach should be followed. Activities will include some, or all, of the following:

- 1) request for medical documentation and/or information about any medical restrictions;
- 2) explore the possibility of reasonable accommodation
- 3) inform the employee of the type of options available (i.e. leave of absence, reduction in hours, move to casual status); and
- 4) communicate to the employee that promotions to other positions may be affected while efforts to improve attendance are in the process.

### **2.3.2 STEP 2 – Attendance Review Meeting**

Prior to conducting a formal meeting with the employee, the supervisor must consult with a Human Resource Consultant to discuss the nature of the situation and the next steps to be taken. Following this consultation the supervisor will meet with the employee to discuss the absences. The employee is entitled to bring a representative from his or her union to the meeting. The purpose of the Attendance Review Meeting is to:

- a) advise the employee of the attendance concern;
- b) review the employee's attendance record;
- c) provide the employee with an opportunity to discuss the situation;
- d) determine if the absences are "culpable" or "non-culpable";
- e) discuss the possibility of improvement and identify attendance expectations;
- f) offer assistance where possible – remind the employee of available resources;
- g) express confidence that the employee will improve his/her attendance;
- h) inform the employee that their attendance will be continued to be monitored; and
- i) advise that if this meeting fails to correct the attendance issue, further action will be warranted.

The supervisor must maintain accurate documentation of the Attendance Review Meeting.

### **2.3.3 STEP 3 – Attendance Management Meeting**

An Attendance Management Meeting is held when the employee's attendance has not improved as required following the previous meeting. The supervisor must consult with a Human Resource Consultant before holding an Attendance Management Meeting. If such a meeting is deemed appropriate, participants will include the supervisor, employee, human resources representative, and union representative (if requested). The discussions and outcome of the meeting will be documented in a letter to the employee. The purpose of the Attendance Management Meeting is to:

- a) follow-up on items discussed at the previous meeting
- b) identify that the employee's attendance is unacceptable
- c) seek further response from the employee concerning the absenteeism
- d) determine if the absences are "culpable" or "non-culpable";
- e) reinforce attendance requirements; and
- f) identify specific course of action to be taken and possible consequences

### **2.3.4 STEP 4 – Attendance Management Hearing**

An Attendance Management Hearing is held if the absenteeism continues to be excessive following the previous meeting and it appears that the absences are "non-



culpable". The supervisor must consult with Human Resources before holding this meeting. If such a meeting is deemed appropriate, participants will include the supervisor, employee, human resources representative, and union representative (if requested). The discussions and outcome of the meeting will be documented in a letter to the employee. The purpose of the Attendance Management Hearing is to:

- a) review the employee's attendance record;
- b) summarize previous attempts to resolve the issue;
- c) explain the impact the absenteeism is having on the employee, co-workers and the organization;
- d) give the employee an opportunity to respond to the absenteeism concerns;
- e) determine if the absences are "culpable" or "non-culpable";
- f) determine if there is any indication that attendance will improve in the future:
  - i) if yes, advise of last chance to show that he/she can attend work regularly; or
  - ii) if no, advise of other options that may be pursued, including non-disciplinary termination (as the absence is without blame).

## 2.4 Medical Certificates – Workplace Capabilities Form

- 2.4.1 As a basic premise, an employer has a right to enquire into any absence from work, and an employee has an obligation to account for any absence, including an absence alleged to be due to illness or injury. An employer's right to obtain medical information to accommodate an employee's disability, determine eligibility for sick benefits, or verify the basis for an absence from work must be balanced with the employee's right to privacy. The determination to obtain medical information is dependent on the circumstances underlying the absence, the purpose of the request, and the specifics of the applicable collective agreement/University Policy.
- 2.4.2 The level of detail an employer may insist upon will depend on the particular situation. The employer has a right to be advised of the employee's prognosis for recovery (with or without limitations), the general nature of the medical condition, fitness for work, and duration of any work limitations.
- 2.4.3 A certificate may be deficient if it does not contain sufficient information to establish that the employee was unable to work, or if it fails to demonstrate that an employee is fit to return to work following an injury or illness. Some instances where an employer may reject a medical certificate and/or request further information include:
- a) if it is not clear that the physician and patient have actually met, it is legitimate to request the date and time of the appointment and whether or not the patient was examined;
  - b) when the medical certificate is either prospective (for future dates), or retrospective (obtained after the injury or illness);
  - c) if it appears that the physician is not aware of the employee's duties, it would be appropriate to provide the physician with a copy of the job description and to request an opinion about the employee's ability to perform same;
  - d) if it appears that the employee is seeing multiple physicians, the employer has the right to ask the physician how long the employee has been a patient, and whether other physicians are treating him/her for the same ailment; or
  - e) if there is a concern that the physician might not have the necessary expertise or qualifications to diagnose or treat the employee's condition,

the employer could ask the physician if a referral to a specialist would be appropriate.

### 3.0 Accountability

- 3.1 University Secretary or the President is responsible for initiating a formal review of these Procedures.
- 3.2 The Executive Director of Human Resources is responsible for the communication, administration and interpretation of these Procedures.

### 4.0 Review

- 4.1 Formal Procedure reviews will be conducted every ten (10) years. The next scheduled review date for these Procedures is \_\_\_\_\_.
- 4.2 In the interim, these Procedures may be revised or rescinded if:
  - (a) the Vice-President (Administration) or the President deems necessary; or
  - (b) the relevant Bylaw, Regulation(s) or Policy is revised or rescinded.

### 5.0 Effect on Previous Statements

- 5.1 These Procedures supersede:
  - (a) all previous Board/Senate Policies, Procedures, and resolutions on the subject matter contained herein; and
  - (b) all previous Administration Policies, Procedures, and directives on the subject matter contained herein,
  - (c) all previous Faculty/School Council Procedures stemming from the Faculty/School Council Bylaw and academic and admission Regulations and any resolutions on the subject matter contained herein.

### 6.0 Cross References

<b>Cross References</b>	
[Indicate names and numbers of other specific Governing Documents which should be cross referenced to this Governing Document. Include section # of other Governing Documents if appropriate.]	
Cross referenced to:	(1) Policy: Sick Leave
	(2) Procedures: Sick Leave
	(3) Policy: Attendance Management
	(4) Policy: Temporary Absences from Work
	(5) Procedures: Temporary Absences from Work
	(6) Policy: Reasonable Accommodation for Persons With Disabilities



**AGENDA ITEM:** *Student Referendum: Faculty of Architecture*

**RECOMMENDED RESOLUTION:**

*THAT the Board of Governors approve that the students from the Faculty of Architecture contribute \$1.66 per credit hour for a three year term to the Faculty of Architecture Endowment Fund, beginning in the fall of 2010/2011*

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

*On Wednesday, February 10 and Thursday, February 11, 2010 the University of Manitoba Association of Architecture Students held a referendum to support the Faculty of Architecture Endowment Fund. Each student was proposed with making a donation of \$1.66 per credit hour for a three year term, beginning in the fall of 2010. This amounts to an approximate donation of \$50 per student per year. There was a 10% participation rate with 7 of the 69 eligible student voters casting a ballot. Of those votes, 7 were "yes" votes and there were no "no" votes or spoiled ballots.*

**RESOURCE REQUIREMENTS:**

N/A

**CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

N/A



### Board of Governors Submission

**Routing to the Board of Governors:**

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	John Alho <i>JA</i>	March 10, 2010
<input type="checkbox"/>	<input checked="" type="checkbox"/>	David Barnard <i>DB</i>	March 12, 2010
<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>		

**Office of the Vice-President (External)**

**Submission prepared by:**

**Submission approved by:**

*Acting Vice-President (External)*

**Attachments**

- Letter from Acting Dean Richard Perron*
- Letter from President, UMAAS*



UNIVERSITY  
OF MANITOBA

Faculty of Architecture

Architecture  
City Planning  
Environmental Design  
Interior Design  
Landscape Architecture

Office of the Dean  
Winnipeg, Manitoba R3T 2N2  
Canada  
Telephone (204) 474-6433  
Fax (204) 474-7532

February 25, 2010

Dr. David Barnard  
President and Vice-Chancellor  
University of Manitoba

Dear Dr. Barnard:

I am pleased to inform you that the students in the Faculty of Architecture have once again voted to continue making contributions to the faculty through their student referendum.

Attached you will find the letter I received from Mr. Chris Gilmour, President of the University of Manitoba Association of Architecture Students. The letter details how proper notice was provided to the students about the referendum initiative, including the disbursement and the vote date, through emails sent by the president of the student council.

As Chris explains, the students wish to contribute \$1.66 per credit hour for a three year term, to the Faculty of Architecture Endowment Fund. This will result in a contribution of \$10,350 (pending enrolment) to the university. This contribution is to be collected from each student in each term when fees are paid, beginning in the fall of the 2010/2011 fiscal year.

I would appreciate it if you would present these results to the Board of Governors for approval.

Sincerely,

Dr. Richard Perron  
Acting Dean

enclosure

cc: Annual Giving Program, Department of Development

February 25, 2010

Dr. Richard Perron  
Acting Dean, Faculty of Architecture  
201C Russell Bldg  
University of Manitoba

Dear Dr. Perron,

On Wednesday, February 10 and Thursday, February 11, 2010 the University of Manitoba Association of Architecture Students held a referendum to support the Faculty of Architecture Endowment Fund. Each student was proposed with making a donation of \$1.66 per credit hour for a three year term, beginning in the fall of 2010. This amounts to an approximate donation of \$50 per student per year. I am pleased to inform you that the vote was successful and as such, the students will be contributing \$10,350 (pending student enrolment) to the Faculty of Architecture over the next three years. The ballot read as follows:

**FACULTY OF ARCHITECTURE  
DEPARTMENT OF ARCHITECTURE  
2009/2010 REFERENDUM BALLOT**

I agree to make a \$1.66 per credit hour contribution  
(\$50 per year for 30 credit hours)  
to be paid at the time of registration.

This contribution, which is eligible for a tax credit, will be directed to the  
Faculty of Architecture as follows:

\$50 Faculty of Architecture Endowment Fund

The term for this agreement is to be 3 years.

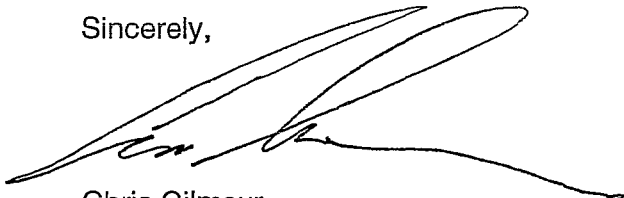
**Yes**       **No**

There was a 10% participation rate with 7 of the 69 eligible student voters casting a ballot. Of those votes, 7 were "yes" votes and there were no "no" votes or spoiled ballots.

Prior to the referendum vote, we notified all students via emails to ensure all students were made aware of information detailing the referendum process, the proposed donation amount and disbursement and the need to give back.

The University of Manitoba Association of Architecture Students supports the results of this referendum and asks that the university take the necessary steps to implement the contributions. I am requesting that you forward this information to Dr. David Barnard, President of the University of Manitoba, who will present it to the Board of Governors for ratification. If you require any additional information or have any questions, please feel free to contact me.

Sincerely,



Chris Gilmour  
President, UMAAS

cc: Sana Mahboob, Department of Development



**AGENDA ITEM:** *Student Referendum: Marcel A. Desautels Faculty of Music*

**RECOMMENDED RESOLUTION:**

*THAT the Board of Governors approve that the students from the Marcel A. Desautels Faculty of Music contribute \$2.00 per credit hour for a three year term to the Marcel A. Desautels Faculty of Music Endowment Fund, beginning in the fall of 2010/2011*

**Action Requested:**       Approval       Discussion/Advice       Information

**CONTEXT AND BACKGROUND:**

*On Wednesday, February 10 to Friday, February 12, 2010 the Marcel A. Desautels Faculty of Music Students' Association held a referendum to support the Marcel A. Desautels Faculty of Music Endowment Fund and the Student Initiative Fund. Each student was proposed with making a donation of \$2.00 per credit hour for a three year term, beginning in the fall of 2010. This amounts to an approximate donation of \$60 per student per year. There was an 85% participation rate with 144 of the 169 eligible student voters casting a ballot. Of those votes, 113 were "yes" votes, 27 were "no" votes and there were 4 spoiled ballots.*

**RESOURCE REQUIREMENTS:**

N/A

**CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

N/A



### Board of Governors Submission

**Routing to the Board of Governors:**

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	John Alho <i>JA</i>	March 10, 2010
<input type="checkbox"/>	<input checked="" type="checkbox"/>	David Barnard <i>DB</i>	March 12, 2010
<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>		

**Office of the Vice-President (External)**

**Submission prepared by:**

**Submission approved by:** *Acting Vice-President (External)*

**Attachments**

- Letter from Dean Edmund Dawe*
- Letter from Ben Cambell,*





UNIVERSITY  
OF MANITOBA

Marcel A. Desautels  
Faculty of Music

Marcel A. Desautels Faculty of Music  
65 Dafoe Road  
Winnipeg, Manitoba  
Canada R3T 2N2  
Telephone (204) 474-9310  
Fax (204) 474-7546  
music@umanitoba.ca

February 12, 2010

Dr. David Barnard  
President and Vice-Chancellor  
University of Manitoba

Dear Dr. Barnard:

I am pleased to inform you that the students in the Marcel A. Desautels Faculty of Music have once again voted to continue making contributions to the faculty through their student referendum.

Attached you will find the letter I received from Ben Campbell, Vice Stick of the Marcel A. Desautels Faculty of Music Students' Association. The letter details how proper notice was provided to the students about the referendum initiative, including the disbursement and the vote date, through a presentation made by the vice stick of the student council.

As Ben explains, the students wish to contribute \$2.00 per credit hour for a three year term, to the Marcel A. Desautels Faculty of Music endowment fund and the Student Initiative Fund. This will result in a contribution of \$30,420 (pending enrolment) to the university. This contribution is to be collected from each student in each term when fees are paid, beginning in the fall of the 2010/2011 fiscal year.

I would appreciate it if you would present these results to the Board of Governors for approval.

Sincerely,

Edmund Dawe  
Dean

enclosure

cc: Annual Giving Program, Department of Development

February 12, 2010

Dr. Edmund Dawe  
Dean, Marcel A. Desautels Faculty of Music  
207 Music Building  
University of Manitoba

Dear Dr. Dawe,

On Wednesday, February 10 to Friday, February 12, 2010 the Marcel A. Desautels Faculty of Music Students' Association held a referendum to support the Marcel A. Desautels Faculty of Music Endowment Fund and the Student Initiative Fund. Each student was proposed with making a donation of \$2.00 per credit hour for a three year term, beginning in the fall of 2010. This amounts to an approximate donation of \$60 per student per year. I am pleased to inform you that the vote was successful and as such, the students will be contributing \$30,420 (pending student enrolment) to the Marcel A. Desautels Faculty of Music over the next three years. The ballot read as follows:

**MARCEL A. DESAUTELS FACULTY OF MUSIC  
2009/2010 REFERENDUM BALLOT**

I agree to make a \$2.00 per credit hour contribution  
(\$60 per year for 30 credit hours)  
to be paid at the time of registration.

This contribution, which is eligible for a tax credit, will be directed to the  
Marcel A. Desautels Faculty of Music as follows:  
90% Marcel A. Desautels Faculty of Music Endowment Fund  
10% Marcel A. Desautels Faculty of Music Student Initiative Fund

The term for this agreement is to be 3 year.

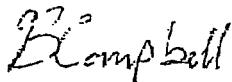
Yes  No

There was an 85% participation rate with 144 of the 169 eligible student voters casting a ballot. Of those votes, 113 were "yes" votes, 27 were "no" votes and there were 4 spoiled ballots.

Prior to the referendum vote, I conducted a presentation to ensure all students were made aware of information detailing the referendum process, the proposed donation amount and disbursement and the need to give back.

The Marcel A. Desautels Faculty of Music Students' Association supports the results of this referendum and asks that the university take the necessary steps to implement the contributions. I am requesting that you forward this information to Dr. David Barnard, President of the University of Manitoba, who will present it to the Board of Governors for ratification. If you require any additional information or have any questions, please feel free to contact me.

Sincerely,



Ben Campbell  
Vice Stick

cc: Sana Mahboob, Department of Development



**AGENDA ITEM:** Delay in implementation of Master of Physical Therapy

**RECOMMENDED RESOLUTION:**

**For information only.**

**Action Requested:**       Approval       Discussion/Advice       Information

**CONTEXT AND BACKGROUND:**

The Master of Physical Therapy was approved by the Board of Governors on June 16, 2009. In anticipation of the approval for this program by the Council on Post-Secondary Education (COPSE) and the subsequent implementation of the MPT in September 2010, there was no intake into the Baccalaureate program in September 2009. As approval for the MPT is still outstanding, there will be an intake into the Baccalaureate program in September 2010.

COPSE has indicated that this proposal must be reviewed by the Coordinating Committee for Entry-to-Practice (ETP) Credentials, the national body that evaluates all proposals for ETP credential shifts in health care professions, for a recommendation. Reviews by this committee can take up to a year before a final report is issued.

**RESOURCE REQUIREMENTS:**

N/A

**IMPLICATIONS:**

As there was no admission to the Baccalaureate program in September 2009, and the Master's program will not be implemented in September 2010 as expected, there will be no graduates from Physical Therapy at the University of Manitoba in the spring of 2012.

In addition, Manitoba will remain the only jurisdiction in Canada that provides this education at the Baccalaureate rather than the Master's level.

**ALTERNATIVES:**

N/A



## Board of Governors Submission

### Routing to the Board of Governors:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
x	<input type="checkbox"/>	Senate Executive	March 24, 2010
x	<input type="checkbox"/>	Senate	April 7, 2010
<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>		
		<b>Senate</b>	

Submission prepared by:

Submission approved by: University Secretary

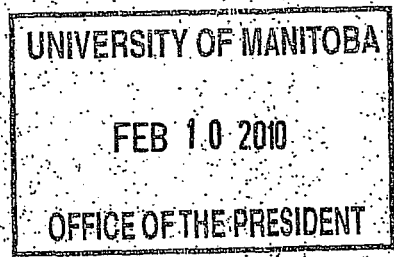
### Attachments

- Correspondence from the Council on Post-Secondary Education [dated February 4, 2010].

Richard Hobdell

February 4, 2010

Dr. David Barnard  
President and Vice-Chancellor  
University of Manitoba  
202 Administration Building  
Winnipeg MB R3T 2N2



Dear Dr. Barnard:

I am writing in response to the University of Manitoba (UM) proposal for a Master of Physical Therapy (MPT) program submitted to the Council on Post-Secondary Education (COPSE) on July 13, 2009.

At the time of this submission, Council was informed that the UM would not accept an intake into the existing Bachelor's program in the Fall of 2009, anticipating Government approval of the MPT program proposal.

We had subsequent discussions at which I explained that, as the request had entry to practice change implications, Council would not consider the proposal until these were resolved. I have been advised that the entry to practice issue must be resolved prior to Council addressing the program change and that if the UM still intends to pursue the establishment of an MPT program, the University must prepare an updated Entry-to-Practice (ETP) proposal, which will be submitted for review by the Coordinating Committee for Entry-to-Practice Credentials (CCETPC). This is the national body that evaluates all proposals for ETP credential shifts in healthcare professions.

As CCETPC reviews can take up to a year before a final report is issued, COPSE assumes the UM will accept an intake into the Bachelor's program in Fall, 2010. If UM does choose to submit an ETP proposal for the consideration of the CCETPC, a final decision on the future of the BMR(PT) and the proposed MPT programs, will be considered after the CCETPC has issued its report.

Please do not hesitate to contact me further if you have any questions or concerns. I can be reached at (204) 945-1840.

Sincerely,

Sid Rogers  
Secretary

c. Jerry Ross  
Barb Millar



**AGENDA ITEM:** Implementation of Joint Master's in Peace and Conflict Studies

**RECOMMENDED RESOLUTION:**

For information only.

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

The Joint Master's in Peace and Conflict Studies was approved by the Board of Governors on March 17, 2009, and subsequently by the Council on Post-Secondary Education (COPSE). The Vice-President (Academic) and Provost has authorized the implementation of this program in September 2010.

**RESOURCE REQUIREMENTS:**

Funding will be provided by the University through reallocation of its existing operating budget recognizing that human rights are an identified area of academic enhancement within the strategic planning framework.

**IMPLICATIONS:**

N/A

**ALTERNATIVES:**

N/A



**Board of Governors Submission**

**Routing to the Board of Governors:**

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
x	<input type="checkbox"/>	Senate Executive	March 24, 2010
x	<input type="checkbox"/>	Senate	April 7, 2010
<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>		
		<b>Senate</b>	

**Submission prepared by:**

**Submission approved by:** University Secretary

**Attachments**

- Correspondence from Vice-President (Academic) and Provost



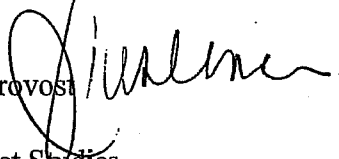
UNIVERSITY  
OF MANITOBA

Office of the  
Vice-President (Academic) & Provost

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

February 11, 2010

**TO:** Jay Doering, Dean, Faculty of Graduate Studies

**FROM:** Joanne C. Keselman, Vice-President (Academic) & Provost 

**SUBJECT:** Implementation of Joint Master's in Peace and Conflict Studies

---

As detailed in my memorandum of today's date, funding for the Joint Master's in Peace and Conflict Studies has been approved and will be made available incrementally during 2009/10 and 2010/11. Accordingly, I hereby approve implementation of this new degree program with effect from September 2010.

On behalf of the University, I extend congratulations to all those who over the years have worked so hard to design this program. I look forward to hearing of its development and success in the years ahead.

c Sean Byrne, St Paul's College  
Richard Lobdell, Vice-Provost (Programs)  
Neil Marnoch, Registrar  
✓ Jeff Leclerc, University Secretary