

# BOARD OF GOVERNORS

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

**Tuesday, June 26, 2012**

**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, June 26, 2012

4:00 p.m.

# OPEN SESSION



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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. **Consent Agenda items are: 9.1, 9.2, 10.1, and 10.2***

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**BOARD OF GOVERNORS**  
**Alan A. Berger Sr. Executive Conference Room (E1-270 EITC)**  
**Tuesday, March 20, 2012**  
**4:00 p.m.**


**OPEN SESSION**


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**AGENDA**

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**Minutes of the Meeting of the Board of Governors  
Open Session  
May 22, 2012**

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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: J. Lederman, Chair  
J. Leclerc, University Secretary

B. Arte      D. Barnard      A. Berg      J. Black      T. Bock      P. Bovey  
R. Dhalla      J. Embree      N. Halden      G. Hatch      S. Jasper      M. Labine  
E. Ojo      B. Passey      M. Robertson      H. Secter      C. Tapp      M. Whitmore  
R. Zegalski

Assessors Present:

R. Howard      B. McKenzie

Regrets:

E. Bowness      M. Forsen

Officials Present:

S. Foster      D. Jayas      J. Kearsey      J. Keselman      D. McCallum

1. **Announcements**
2. **Approval of the Agenda**

It was moved by Ms. Bovey and seconded by Mr. Zegalski:  
**THAT the agenda for the May 22, 2012 Open Session be approved as circulated.**

**CARRIED**

**FOR APPROVAL**

3. **MINUTES (Open Session)**
  - 3.1 Approval of the Minutes for the March 20, 2012 (open session) meeting as circulated or amended

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

**THAT the minutes of the Open Session of the March 20, 2012 meeting be approved as circulated.**

**CARRIED**

3.2 Business arising – Safe Disclosure Policy Question

A document was included in the agenda package which provided clarification around this issue.

**4. UNANIMOUS CONSENT AGENDA**

The Chair asked whether any member had concern with any of the items on the Consent Agenda. No items were identified for individual consideration.

It was moved by Dr. Whitmore and seconded by Mr. Zegalski that the Board of Governors approve and/or receive for information the following:

**6.2.1 That a \$4.00 per credit hour contribution be assessed against the students in the Faculty of Kinesiology and Recreation Management for a three year term commencing in the fall of 2012 as outlined in the letter from Jane Watkinson, Dean, Faculty of Kinesiology and Recreation Management, dated February 17, 2012.**

**6.2.2 That a \$7.00 per credit hour contribution be assessed against the students in the Faculty of Science for a three year term commencing in the fall of 2012 as outlined in the letter from Mark Whitmore, Dean, Faculty of Science, dated March 31, 2012.**

**6.2.3 That a \$5.83 per credit hour contribution be assessed against the students in the Faculty of Dentistry for a three year term commencing in the fall of 2012 as outlined in the letter from Anthony Iacopino, Dean, Faculty of Dentistry, dated March 1, 2012.**

**7.1 THAT the Board of Governors approve four new offers and one amended offer as set out in Appendix A of the Report of the Senate Committee on Awards [dated February 17, 2012].**

**7.2 THAT the Board of Governors approve the establishment of the Centre for Human Rights Research for a period of five years beginning April 1, 2012 [as recommended by Senate April 4, 2012].**

**CARRIED**

**5. REPORT FROM THE PRESIDENT**

The report from the Dr. Barnard was presented in writing and rather than elaborating he invited questions from Board members. There were no questions.

**6. FROM FINANCE, ADMINISTRATION & HUMAN RESOURCES COMMITTEE**

6.1 Operating Budget for 2012-2013

Mr. Zegalski reported that the Finance, Administration and Human Resources Committee recommends that the Board of Governors approve the Operating Budget for 2012-2013 as included in the agenda, starting on page 29. He thanked Mrs. McCallum and those in her office for their excellent work in making this complex document so clear.

Dr. Barnard stated that the Executive Team is aware of the external context and the challenges in the economy, noting that the Province of Manitoba has provided some certainty in funding for the next two years and the increase in the operating grant will help to make up the gap in funding. Dr. Barnard added that it is important to be aware of the fragility of the environment in which the government must operate and be aware of risks, debt, etc. Dr. Barnard then explained that the University has begun to receive some useful data from the U15 which will be helpful to frame and inform budget discussions in upcoming years. Lastly, Dr. Barnard stated that this budget tries to take advantage of the opportunity this year to make some significant changes and improvements to the institutional infrastructure.

Mrs. McCallum reviewed the budget submission, noting the following:

- tuition fees will increase by 2.8%, based on a 12 month rolling average of the inflation rate, as provided by the provincial government;
- the total operating budget is \$539 million;
- the total new revenue, shown on page 46, is \$26 million and is based on increases in the operating grant, tuition, and predicted growth in enrollment of 2%;
- the total amount of first claims \$17 million, leaving a total of \$8.4 million available for reallocation;
- strategic investments will be made on the Strategic Priorities;
- the budget submitted for approval is summarized on a line by line basis by unit in attachment 5.

Dr. Barnard explained that the unsatisfactory opinion from the Tri-Council referred to in the submission is not an indication of problem spending or fraud, but an indication of more stringent reporting requirements for documentation from the granting councils, which will require the University to make changes to monitoring.

Ms. Arte observed that the tuition increase of 2.8% was higher than the 2.5% rate presented in a previous iteration of the document, adding that nothing from the Province would preclude the University setting the tuition increase lower than the rate allowed. Ms. Arte then remarked that the student perspective on this was a negative one. Mrs. McCallum responded that the previous document to which Ms. Arte was referring was a draft and included estimates at that particular point in time as the Province had not yet informed the University of the rate at which the tuition could increase. Mrs. McCallum pointed out that funding had not been allocated for copyright costs in the budget, so the additional revenue brought in by the increase in tuition will go into the copyright fund. Ms. Arte then noted that the Access Copyright agreement had not been signed by the University of Winnipeg and that other schools have shown that it is possible to save money by doing in-house copyright monitoring. Dr. Barnard responded that he had been involved in negotiations with Access Copyright and that the ensuing result provides protection against lawsuits that Universities opting out of the agreement will have to take on a risk – a risk that the University of Manitoba cannot bear in the short term. He added that those risks could be mitigated but that to do so would take some time to prepare. He added that the tuition fee increase is not tied directly to the Access Copyright issue, and that the University of Manitoba's tuition fees remain very low in relation to the rest of the country. Finally, Dr. Barnard remarked that the draft budget to which Ms. Arte referred previously was only draft so that a number of

changes have been made to the previous version, adding that some figures had been and continue to be estimates.

Dr. McKenzie observed that the increases in fees for Access Copyright agreement are very significant, and that a few universities have opted out – and asked if there had been any thought given to opting out of the agreement. Dr. Barnard responded that there had definitely been some thought about opting out but the University of Manitoba is not ready to accept or mitigate the associated risks, adding that other institution, the University of British Columbia, for example, have spent a great deal of effort and expense in making their preparations. Finally, he remarked that at the end of the current agreement period, the University will have done what is needed to prepare as the University of British Columbia has done.

Mr. Sauer expressed his appreciation for the hard work put into the budget, and added his general concern that increases in tuition fees may negatively impact accessibility for some students, noting that an important debate on this issue is occurring in the country. He asked whether the University must always reach the bar set by the inflation rate. Dr. Barnard responded that the issue is an important one and the University can return to discussion again, but reminded the Board that most data suggest that tuition is not the major barrier to university access. Dr. Barnard added that the University would like to see more students from lower income families, and that lower tuition fees across the board subsidize those students who can afford higher fees, noting that more students from the most affluent group attend.

Ms. Lederman asked where the amount of unit carryover is shown in the document. Mrs. McCallum stated that the actual number is not yet known, but that the difference between the two numbers listed for the provisions fund is mainly unit carryover.

Dr. McKenzie observed that the general nature of the budget document is very clear and mostly understandable, and expressed his compliments on the budget presented. He requested more clarity on the External Relations and Marketing and Communications funding, adding that the unit's baseline is almost being doubled without an indication of where the funds will be spent. Dr. Barnard responded that the funds are partly for salary costs and media purchases, adding that there is currently an opportunity to make a change in this area, and this is the change that he recommends, as the University has underinvested in this area in the past. Further, he noted, in order to move forward and gain the attention of those individuals the University wants to approach for the capital campaign, the University must invest in the possibility of raising that money.

Mr. Kearsey remarked that he would go into more detail on this allocation in his presentation, adding that research indicates that every dollar spent in this area returns seven dollars. Mr. Kearsey added that the funds raised in the campaign will go to support the academic mission of the University. Mr. Kearsey also remarked that this allocation seems like a quick shift, but that it is necessary. He added that the University of Winnipeg spends more than the University of Manitoba does on external relations, as do many other universities. Mr. Kearsey went on to say that the ROSE initiative made plans for significant strides in external relations, adding for example, that the "Trailblazers" campaign costs money. Lastly, he noted that the costs are beyond the University's control, and in order to compete the University must invest in this area. Mr. Kearsey also reported that this team had won the best media campaign last week as well as other awards as well. Dr. McKenzie stated that he wasn't asking for justification for the allocation, just more details or a breakdown of where that money is going. Dr. Barnard responded that this could be brought forward for information at the next meeting.

Mr. Ojo asked about the disparity between the Consumer Price Index (CPI) and the inflation rate as stipulated by the Government of Manitoba. Dr. Barnard indicated that the government calculates the rate of inflation based on a twelve month rolling average, explaining that the rate was set last year at 1%, which was considerably lower than the year-over-year rate in the Province of Manitoba. Further, Dr. Barnard noted that the rate set for this year is higher even than last year as it is a lagging rolling average instead of a year over year average.

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

**THAT the Board of Governors approve:**

- **a tuition fee increase on all programs and ancillary fees of 2.8%.**
- **the operating budget based on total revenue, fund transfers and expenditures of \$572,936,930; and**
- **financial plans for Research and Special, Trust and Endowment and the Capital Budget for the year ending March 31, 2013 as set out in Attachment 6.**

**CARRIED**

### 6.3 Policy – Institutional Costs of Research

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

- i) THAT the Board of Governors approve the new policy on Institutional Costs of Research: Recovery and Distribution (the "Policy")**
- ii) THAT the Board of Governors rescind the Recovery of Indirect Costs Policy**
- iii) THAT the Board of Governors rescind the Distribution of Indirect Cost Income Policy**

**CARRIED**

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

**THAT the meeting move into Closed & Confidential Session.**

**CARRIED**

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**Chair**

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**University Secretary**



## PRESIDENT'S REPORT: June 26, 2012

### GENERAL

Convocation ceremonies are the focal point of many of the university's activities in the spring of every year. In early June 2012, degrees, diplomas and certificates were conferred upon almost 2,800 graduates. The university also conferred honorary degrees upon seven individuals in recognition of their achievements and contributions: Lloyd Robertson, Tannis Richardson, Sir Gordon Ying-Sheung Wu, Robert Brennan, Douglas Cardinal, Sister M. Cyril Mooney and Dr. George E. Yee.

All year, the University has been showcasing its researchers and the contributions they make to the challenges facing the province and the world in its *Visionary Conversations* speaker series. The last session in this year's series occurred on Wednesday, June 13<sup>th</sup>. It was titled, "The Food We Eat" and featured Dr. Ryan Cardwell, Dr. Rick Holley, Dr. Joyce Slater, and Dr. Shirley Thompson. The 2012/13 season of *Visionary Conversations* will be launched as part of Homecoming week from Sept 12<sup>th</sup>–16<sup>th</sup>.

A great deal of progress has been made on the academic restructuring initiative, which was announced in late 2011. All five clusters have been engaged in this initiative, though as was noted at the outset the Health Sciences cluster has been the early focus of activity. Work is being led by Dr. Joanne Keselman, Vice-President (Academic) and Provost, supported by the Office of Continuous Improvement, which is assisting with the project delivery framework. A preliminary progress report will be delivered by the Vice-President (Academic) and Provost at the June meeting of Senate, followed by a detailed set of proposals or options to be prepared by the end of the calendar year.

In January of 2011, the Board of Governors approved a policy and procedures on sustainability that articulates the University of Manitoba's commitment to leadership in campus sustainability and to the pursuit of sustainability principles, and its intent to develop a sustainability action plan. The final draft of *Sustainability at the University of Manitoba: A Strategic Vision for Action* has been prepared for the Board's approval and is informed by extensive consultation within the university community.

There have been a number of significant research funding commitments announced recently, including projects funded by SSHRC, NSERC and CIDA. The University of Manitoba also is fortunate to have secured a \$10 million funding commitment from the Province of Manitoba in support of its efforts to secure another Canada Excellence Research Chair in the second phase of this program.

### ACADEMIC MATTERS

- Michael Trevan, Dean, Agricultural and Food Sciences, appeared as an expert witness before the Senate Standing Committee on Agriculture and Forestry in Ottawa, with Doug Hedley, executive director of the Canadian Faculties of Agriculture and Veterinary Medicine, and Peter W. Philips of the University of Saskatchewan. Discussion centered on the future needs to stimulate agriculture research and innovation in Canada.
- John Godard, business administration, was appointed Chief Editor of the *British Journal of Industrial Relations*, a journal of the London School of Economics which is the highest ranked European journal in that field. Editorships are appointed on the basis of academic merit - only the most prolific researchers who publish consistently in high quality journals earn such appointments. This speaks to Dr. Godard's exceptional scholarship and is a very prestigious appointment.

- Jacky Baltes, computer science, and his team attended the International Conference on Robotics and Automation (the flagship conference for robotics from the Institute of Electrical & Electronics Engineers Robotics and Automation Society with more than 1300 participants) and took part in the DARwIn-OP Application Challenge. The challenge had teams describe new applications for humanoid robots. Out of the initial submissions, nine finalist teams were selected. The University of Manitoba's team won first place for their ice-hockey playing robot "Jennifer".
- Brett Sheffield, agricultural and food sciences student and previous Student Entrepreneur Provincial and Central Canada Regional Champion, has won the 2012 Student Entrepreneur National Competition. Brett moves on to compete at the Global Student Entrepreneur Awards in New York City in November and will also be invited to attend the 2012 Students in Free Enterprise (SIFE) World Cup in Washington, DC, in October.
- Andrew Eyer and Michael Scott, arts students, each won a first-place prize in two of the three categories in a video competition sponsored by Manitoba Public Insurance. Michael Scott's winning video was entitled *ReThink Impaired Driving* (Impaired Driving category), and Andrew Eyer's video was called *Race to Nowhere* (Speed and Aggressive Driving category).
- Jan Nato, music student, was awarded the 2012 Rose Bowl, the top vocal honour at the Winnipeg Music Festival. Students from the Marcel A. Desautels Faculty of Music won or placed in 97 Music Festival classes this year.
- *Let's Talk Science* held another major outreach in two Portage la Prairie schools in April 2012 where they presented to 402 students, their second largest outreach session. A team of 22 University of Manitoba students volunteered to inspire youth to take an active, hands-on interest in science. As well, an All Science Challenge with 83 grade 6, 7, and 8 students from 11 schools was held in May. Middle Years students prepare for the challenge by studying the All Science Challenge Handbook that encourages students to expand their science knowledge beyond the school curriculum in disciplines such as earth sciences, psychology, physics and biotechnology.
- The University of Manitoba hosted its 3<sup>rd</sup> annual Science Rendezvous on May 12, 2012 with participation of Let's Talk Science and the faculties of Agricultural and Food Science; Engineering; Environment, Earth and Resources; and Science. Science Rendezvous is a nation-wide science and technology festival that aims to make science accessible to the general public with a day of engaging, informative and interactive events. The goal is to encourage a public understanding of the great impact science and technology has on our lives and our changing world. The event attracted families with young children for a day of discovery and inspiration.
- As noted, work is proceeding on the Academic Structure initiative. Meetings with all five clusters have been completed. A governance model within the Health Sciences cluster has been established. Terms of reference have been developed for sub-committees working on potential areas of integration within the HS Cluster (Promotion and Tenure, Research, and Graduate Studies). Workshops within subcommittees have begun. A Town Hall was held at the Bannatyne campus presenting the Health Sciences Cluster initiative overview, its progress to-date, and a Q & A session. A project manager to develop and provide project delivery framework oversight for the overall initiative and each of the clusters has been hired. Preliminary progress reports are to be presented to the Vice-President (Academic) in late June.

## RESEARCH MATTERS

- On April 25, 2012 \$2.2 million in new funding from the Canadian International Development Agency (CIDA), the Canadian Food Grains Bank (CFGB) and the University of Manitoba was announced at an event at the Bannatyne Campus. The funding will support a new program by the Centre for Global Public Health that will create and deliver maternal, newborn and child health nutritional programs for vulnerable families in Kenya.
- Michael Eskin, human nutritional sciences, was awarded the prestigious 2012 Stephen S. Change Award for Lipid Science by the Institute of Food Technologists for his significant contributions to lipid science. His work helped to establish canola oil as an important oil in the world market. He has made significant accomplishments in basic and applied research in lipid science useful to the food industry. Eskin has published extensively in the area of lipid science and made major breakthroughs in research on lipids. The award represents the highest honor in lipid science. The award, which includes a Steuben Crystal Structure, recognizes the 40 years of outstanding research conducted at University of Manitoba and brings considerable prestige and recognition to both the faculty and university.
- The Manitoba Schools Science Symposium (MSSS) was held on the University of Manitoba campus from April 27 to 30. More than 350 students from across Manitoba from grades 4 to 12 competed for the chance to advance to the Canada-Wide Science Fair. The students participated in a day of Science Activities both on campus and off campus allowing them to experience hands on university research in action. Mark Belmonte, biological sciences, mentored grade 8 student, Dennis Drewnik, who won two gold medals: a gold medal for the Junior category as well as a Best Individual, Biology - Plant Science Project Award at the Junior Level.
- Upon the heels of the provincial science symposium, the International Science Fair (ISF) was held on campus from April 30 to May 2. This was the first time in more than 10 years that Canada has been asked to host the ISF. It was coordinated by the Fort Richmond Collegiate this year and afforded international students the opportunity to experience Canadian culture and science activities.
- The Centre on Aging held its annual Spring Research Symposium on May 7 at the Bannatyne campus. This year's symposium coincided with the Centre's 30th anniversary, making it among the oldest of the aging research centres in Canada. Over 350 attendees heard sessions that provided the latest research findings to questions such as: How does music therapy help people with dementia? How can food reduce our risk of vascular disease? And will an aging population really burden our healthcare system?
- Eight students from Frontier School Division participated in the inaugural Verna J. Kirkness Science Education Program from May 14 to 17, 2012. The students were from various First Nations communities within Frontier School Division. They spent their time on campus in research labs working with researchers, graduate students and research technicians learning about the various scientific discoveries underway. It is hoped that the program will inspire students to consider careers in a scientific field.

- Two SSHRC Partnership Development Grants were also awarded to researchers Jeffrey Masuda, environment and geography and Arlene Young, English, film and theatre. Masuda with co-investigator Sonia Bookman, sociology, received \$199,565 to explore long-standing human rights issues facing people who live in Vancouver’s Downtown Eastside. Young with co-investigators Brenda Austin-Smith, film studies, and Jason Leboe-McGowan, psychology, received \$198,764 to provide a better understanding of how the physical expression of emotion—called affect—shapes how we interpret things.
- On May 25 the Social Sciences and Humanities Research Council of Canada (SSHRC) announced \$2,694,791 to Haskel Greenfield, anthropology and Aren Maeier, Bar-Ilan University in Israel, from the Partnership Grants program. The project will take place in central Israel, digging up one of the world’s earliest neighborhoods to find out what urban life was like thousands of years ago.
- Rhonda Friesen, Manager of International Cooperation Agreements in the International Relations Office, was the recipient of a Masters Thesis/Project Award from the Canadian Society for the Study of Higher Education. The award was presented in the area of “topics in postsecondary education in Canada” and included a presentation of Certificate of Merit at the Congress of the Humanities and Social Sciences.
- Seventy researchers received \$9,054,497 in new and renewed funding from the Natural Sciences and Engineering Research Council of Canada (NSERC) announced on May 23, 2012, through the Discovery Grants program in the categories of individual, group, subatomic physics, and research tools and instruments. Three of those researchers will receive an extra \$120,000 each through the Discovery Accelerator Supplements program. Thirty-five additional researchers at the graduate, doctoral, and post-doctoral level will receive a combined \$521,500 in scholarships. The grants are over a period of one to five years. The professors awarded funds were:

Researcher	Program	Project Title	Funding
Arino, JO (Mathematics)	RGPIN	Theory and applications of metapopulations	\$75,000
Bekker, Y (Geological Sciences)	RGPIN	Co-Evolution of Life and Surface Environments Linked to Plate Tectonics and Mantle Evolution	\$230,000
Birouk, (Mechanical and Manufacturing Engineering)	RGPIN	On Spray Combustion: Spray Formation and Droplet Gasification	\$100,000
Blatz, JA (Civil Engineering)	RGPIN	Development of temporary flood tube technology and erosion assessment for permanent flood protection systems	\$120,000
Brandt, JMB (Mechanical and Manufacturing Engineering)	RGPIN	Clinically Relevant Artificial Lubricants for Implant Wear Testing	\$125,000
Chakhmouradian, AR (Geological Sciences)	RGPIN	"Implications of the tectonic setting, magma-wallrock interaction and postemplacement evolution of carbonatites for their rare-metal (REE, Nb, Ta, Zr and U) potential"	\$135,000

Clark, SP (Civil Engineering)	RGPIN	Advancing the Field of River Ice Engineering Using Ice Processes Research	\$95,000
Costamagna, AC (Entomology)	RGPIN	Multi-scale herbivore regulation in agroecosystems: role of multiple predator assemblages and bottom-up controls	\$125,000
de Kievit, R (Microbiology)	RGPIN	Molecular mechanisms involved in Pseudomonas biocontrol	\$140,000
Dibrov, A (Microbiology)	RGPIN	Comparative analysis of cation-proton antiporters of NhaP type in Vibrio cholerae and Yersinia pestis	\$170,000
Elsalakawy, F (Civil Engineering)	RGPIN	Punching Shear Behaviour of FRP-Reinforced Concrete Slab-Column Connections	\$140,000
Fayek, M (Geological Sciences)	RGPIN	Radionuclide and mass transport in surface and in near-surface environments	\$190,000
Fernando, WGD (Plant Science)	RGPIN	Drivers and mechanisms in biological control of plant pathogens to improve plant health	\$135,000
Fiege, JD (Physics and Astronomy)	RGPIN	Modeling of magnetized star forming cores and gravitational lenses	\$100,000
Freund, S (Chemistry)	RGPIN	Functional Conducting Polymers and Composites	\$350,000
Friesen, MR (Design Engineering)	RGPIN	"Agent based modeling of urban-level, contact-based infectious disease spread"	\$115,000
Ghahramani, F (Mathematics)	RGPIN	"Derivations, cohomology groups and second duals of Banach algebras"	\$105,000
Glazebrook, CM (Kinesiology & Rec Mgmt)	RGPIN	Multisensory-motor integration: the impact of sight and sound on reaching movements	\$145,000
Goertzen, AL (Radiology)	RGPIN	Technologies to advance hybrid multimodality positron emission tomography and magnetic resonance imaging	\$90,000
Gole, A M (Electrical and Computer Engineering)	RGPIN	Advanced HVDC Converter Applications in the Modern Power Grid	\$210,000
Gough, M (Chemistry)	RGPIN	"Characterization of biological systems with vibrational spectroscopy, microspectroscopy, and computational modelling"	\$175,000
Gumel, B (Mathematics)	RGPIN	Mathematics of Mosquito-borne Diseases: Climatic and Ecological Considerations	\$105,000

Gwinner, Gerald (Physics and Astronomy)	SAPPJ	Fundamental symmetry tests with the francium laser trap facility at ISAC	\$43,500
Hanesiak, JM (Environment and Geography)	RGPIN	Surface-Atmosphere Couplings and Convection Processes	\$135,000
Hatch, M (Pharmacology and Therapeutics)	RGPIN	Mechanism of omega-6 and omega-3 fatty acid transport across the blood brain barrier	\$25,000
Issa, MH (Civil Engineering)	RGPIN	Whole Life Appraisal and Post Occupancy Evaluation of Green Buildings in Use in Manitoba.	\$115,000
Jones, PJH (Richardson Centre for Functional Foods and Nutraceuticals)	RGPIN	Role of fatty acid ethanolamides in regulation of energy and lipid metabolism	\$325,000
Karimi, SK (Physiology)	RGPIN	Functional roles of astrocytes in modulating neural stem and progenitor cells in the adult mammalian spinal cord	\$165,000
Kazem Moussavi, M (Electrical and Computer Engineering)	RGPIN	Novel Acoustic Technologies for Obstructive Sleep Disorders Diagnosis and Treatment Monitoring	\$125,000
Khajehpour, MHK (Chemistry)	RGPIN	"Probing the Hydrogen Bonding Properties of the Protein-Water Interface and its Effects on Protein Stability, Function and Dynamics"	\$140,000
Koper, N (Natural Resources Institute)	RGPIN	"Effects of disturbance, habitat loss and fragmentation on prairie birds and their ecosystems"	\$130,000
Kordi, B (Electrical and Computer Engineering)	RGPIN	Transmission Line Remote Condition Monitoring for Smart Grid Applications	\$90,000
Leung, CKS (Computer Science)	RGPIN	Mining Interesting Useful Patterns	\$110,000
Lobb, DL (Soil Science)	RGPIN	Tillage erosion and its interactions with wind and water erosion	\$199,000
Loewen, PC (Microbiology)	RGPIN	Structure and function of oxidative defense systems	\$240,000
LoVetri, J (Electrical and Computer Engineering)	RGPIN	"Design, Calibration, and Inversion Algorithms for Novel Microwave Tomography Systems"	\$165,000
Marzban, H (Human Anatomy & Cell Science)	RGPIN	Cerebellar nuclei are the primary organizers of circuit formation in cerebellum	\$130,000

McLeod, RD (Electrical and Computer Engineering)	RGPIN	Institutional Agent Based Models for Healthcare Applications (Simstitution)	\$90,000
McManus, J (Biochemistry and Medical Genetics)	RGPIN	Identifying the Molecular Determinants of Chromosome Stability in Humans.	\$140,000
Merz, C (Biochemistry and Medical Genetics)	RGPGP	Pathways of glycosaminoglycan degradation.	\$130,000
Mojabi, P (Electrical and Computer Engineering)	RGPIN	"Enhanced Electromagnetic Inversion: Algorithms, Techniques, and Emerging Applications"	\$115,000
Munz, G (Civil Engineering)	RGPIN	Bioaugmentation as a strategy to reduce the uncertainty of biological nutrient removal in granular sludge systems	\$110,000
Ojo, A (Mechanical and Manufacturing Engineering)	RGPIN	Advanced Joining of Single Crystal Aerospace Materials	\$145,000
Oleszkiewicz, A (Civil Engineering)	RGPIN	Closing wastewater treatment energy balance through advanced nutrient removal and recovery	\$120,000
Oliver, DR (Electrical and Computer Engineering)	RGPIN	Sub-micron dielectric spectroscopy of composite polymer membranes and interfaces for alternative energy applications	\$90,000
Papakyriakou, TN (Environment and Geography)	RGPIN	Air-sea carbon cycling in mixed ice- ocean environments	\$160,000
Pawlak, MP (Electrical and Computer Engineering)	RGPIN	Large-Scale Machine Learning: Sparse Representations for Signal/Image Processing and System Modeling	\$210,000
Regehr, D (Civil Engineering)	RGPIN	Performance-Based Design of Highway Infrastructure for Heavy Vehicles	\$115,000
Scanlon, MG (Food Science)	RGPIN	Constitutive Properties of Soft Aerated Food Materials	\$155,000
Schreckenbach, HG (Chemistry)	RGPIN	Quantum Chemistry as a Tool for Addressing Global Energy Needs and Related Environmental Challenges	\$225,000
Shalaby, AS (Civil Engineering)	RGPIN	Advancing measurement methods and standards for pavement texture and friction	\$105,000
Singer, M (Psychology)	RGPIN	Language and Memory: Comprehending and Remembering Discourse	\$135,000

Sorensen, JL (Chemistry)	RGPIN	Natural Product Biosynthesis in Lichen and Other Fungi	\$175,000
Stetefeld, J (Chemistry)	RGPIN	Structure-function studies on glutamate-1-semialdehyde aminomutase (GSAM)- A key enzyme in chlorophyll biosynthesis	\$170,000
Tachie, MF (Mechanical and Manufacturing Engineering)	RGPIN	Roughness Effects on Complex Near-wall Turbulent Flows	\$130,000
Telichev, IYE (Mechanical and Manufacturing Engineering)	RGPIN	Modeling and Damage/Failure Control of Spacecraft Pressurized Structures Subject to Orbital Debris Impact	\$115,000
Treberg, JR (Biological Sciences)	RGPIN	Temperature induced oxidative stress in ectotherms	\$160,000
Wang, Q (Mechanical and Manufacturing Engineering)	RGPIN	Application of nonlocal continuum mechanics in modeling of carbon nanotubes and graphenes	\$155,000
Weingartl, HM (Medical Microbiology & Infectious Diseases)	RGPIN	Effect of Nipah virus infection on interferon type I (IFN-I) induction in porcine immune cells.	\$170,000
Wu, QC (Mechanical and Manufacturing Engineering)	RGPIN	Development of stable and energy-efficient bipedal walking robots - challenges in stability analysis and stability criteria	\$190,000
Wyss, UP (Mechanical and Manufacturing Engineering)	RGPIN	Improving the long-term performance of modular connections in artificial joints	\$20,000

- Ten health researchers received a combined \$833,650 from a variety of sponsors. The researchers who were awarded funds are:

Researcher	Sponsor	Project Title	Funding
Enns, Charlotte (Educ. Admin., Fnds and Psych)	Gallaudet University	Collaborative research: Science of Learning Center: Visual language and visual learning (VL2)	\$82,000
Hochman, Jordan (Otolaryngology)	Manitoba Medical Service Foundation	Patient specific rapid prototyped temporal bone models in surgical planning	\$22,500
Karimi-Abdolrezaee, Soheila (Physiology)	CIHR	Examination of the role of neuregulin-1/ErbB signaling in regulating spinal cord stem cells in a clinically relevant model of spinal cord injury	\$4,950



Kobinger, Gary (Medical Microbiology)	CIHR	A DNA-based universal seasonal influenza vaccine phase I safety and immunogenicity study	\$318,945
Li, Xin-Min (Psychiatry)	Health Sciences Centre Foundation	The beneficial effects of antipsychotics in MS	\$35,000
McGavock, Jonathan (Pediatrics and Child Health)	Manitoba Health Research Council	Aboriginal youth mentorship program	\$50,000
Oen, Kiem (Pediatrics and Child Health)	Children's Hospital of Eastern Ontario	CIHR team in linking exercise, physical activity and pathophysiology in childhood arthritis: A Canadian collaboration team	\$19,900
Simard, Louise (Biochemistry and Medical Genetics)	Families of Spinal Muscular Atrophy (SMA)	Validation of SMA biomarkers in VALIANT subjects	\$25,355
Wang, Jun-Feng (Pharmacology and Therapeutics)	University of Manitoba Research Operating Funds – Start Up	Oxidative stress, bipolar disorder and mood stabilizing treatment	\$250,000
Weingartl, Hana (Medical Microbiology)	Canadian Food Inspection Agency	Swine immune response to nipah virus infection	\$25,000

- Three investigators have received a total of \$175,000 for three projects from the National Networks Centres of Excellence. They are:

Researcher	Sponsor	Project Title	Funding
Udaya Annakkage (Electrical and Computer Engineering)	Mitacs Inc.	Enhancement of power system security using synchophasor data	\$80,000
Barber, David (Environment and Geography)	ArcticNet	IRIS 3 Workshop	\$20,000
Peters III, James (Electrical and Computer Engineering)	Canadian Arthritis Network (CAN)	Automated Tracking and Assessment (ATA) Exercise System for Rheumatoid Arthritis of the Hand	\$75,000

## ADMINISTRATIVE MATTERS

- The **2012-13 operating budget and financial plans for all other fund types (Research and Special, Capital, Trust and Endowment)** were approved by the Board of Governors (BoG) on May 26, 2012. The 2012-13 Operating Budget of just under \$573 million was developed on the basis of a 5% base grant increase, a 2% enrolment increase and a 2.8% tuition increase. In an effort to continue

progress on organizational transformation and strategic planning priorities, the approved operating budget included investments in a number of areas such as: information technology, physical plant, evidence based decision making and full participation in the U15 data exchange, external relations, compliance and certification, safety and security, academic enhancement, indigenous achievement, student experience, outstanding workplace as well as strategic allocations to a number of faculties.

- This is the seventh year that **Awards of Excellence** honoured the contributions and achievements of support staff. Their work is vital to the University and these awards formally recognize those whose contributions are outstanding. The following awards were presented this year:
  - **The President's Award:**  
Kali Storm, Director, Aboriginal Student Centre
  - **Leadership Award:**  
Terry Hnatiuk, Research Information Systems Manager, Office of Research Services  
Charles Burchill, Information Technologist, Community Health Sciences
  - **Service Awards:**  
Trudy Lyttle, Technician, Department of Psychology  
Bob Milne, Plumber/Steamfitter, Physical Plant  
Amber Skrabek, External Communications Coordinator, Faculty of Engineering  
Tom Millar, Database/Web Master, Faculty of Education  
Christine Cyr, Aboriginal Recruitment Officer, Enrolment Services
  - **Team Awards:**  
Architectural Services Team (Physical Plant)  
Graduate Orthodontic Clinic Team (Dentistry)  
Serials Team (Libraries)
- The 15th annual **Campus Beautification Day** took place on May 24, 2012. Approximately 1500 staff, students, faculty and retirees participated by planting flowers and trees, pulling weeds, raking, sweeping, picking up litter etc. This highly popular event provides an opportunity for staff, students and retirees to work together to beautify the campus. A noon hour barbeque featuring a “low waste” lunch sponsored by ARAMARK was held in the quadrangle on the Fort Garry Campus and in front of the Brodie Centre on the Bannatyne Campus. A tree was planted in honour of Deborah McCallum who is retiring this year. A rose garden is being planned on the Fort Garry Campus as a result of a partnership agreement with Xerox who will be donating almost 1,500 rose bushes over the next seven years. The exact location has not yet been confirmed. The donations this year were exceptional with a total of 11 nurseries donating plants and gift certificates. The Book Store and other campus businesses donated “door” prizes for the event. The grand prize of two airline tickets was donated by West Jet.

Several sustainability and related initiatives were successfully included in Campus Beautification Day activities. Two organizations were invited to offer information on residential composting and organic lawn-care. Eco-spies rewarding individuals who brought their own mugs for coffee breaks were very well-received. The eco-spies will become a regular feature of the day.

- **Campus Planning Activities**
  - **U of M International Urban Design Competition and Master Planning Process. Competition Principles and Design Elements** – Pulling in inputs and ideas from multiple engagement activities, a backgrounder document called Principles, Design Elements and Areas of Focus – U of M International Urban Design Competition has been drafted and is currently being reviewed by stakeholders. The document is available on the U of M – Campus Planning web site. The Backgrounder will be used as the foundation to the next critical stage being the drafting of the Competition Brief. The brief will serve as specific instructions to design teams.
  - **Competition Communications and Marketing** – Bounce Design has been retained to brand the competition and create a competition web site. The competition web site will be launched in June 2012.
  - **Competition – Engagement** – An engagement plan has been drafted, outlining engagement opportunities for the University community and external community throughout the planning process. A fourth neighbourhood network meeting is planned for early June. Internal and external meetings with stakeholders are on-going including the City of Winnipeg. A major outreach/engagement campaign is planned for the fall.
  - **Interim Southwood Lands Plan** - The Southwood Lands will be opened this summer for passive recreation use. The Interim Use Committee is managing the requirements to get the site ready for public use including fencing, signage and developing a maintenance plan.
  - **Space planning** and design is well underway to accommodate the consolidation and relocation of External Relations to Smartpark including the Alumni Association, Philanthropy, Marketing Communications Office, and Government and Community Engagement. The project proposes a newly constructed space contiguous to the existing (former CIC) space of 12,700 square feet as well as the renovation of the 5,000 square feet of the existing (former CIC) space. The preliminary schedule tenders the project in July, startups construction in August with a desired completion date for the spring of 2013.
  
- **Construction Activities:**
  - **Active Living Centre Tunnel** - Grade beams, floor slab and walls have all been poured. 85% of the roof slab has been poured. Scheduled substantial completion is June 30, 2012; scheduled landscaping completion is August 3, 2012. Elevator in Architecture 2 is scheduled to be refurbished September 28, 2012.
  - **Basic Medical Sciences - Theatre D Lab Renovation** Contract documents have been completed and a purchase order issued. All required shop drawings have been submitted and most have been returned to PCL Constructors. All demolition required is complete. Electrical and mechanical service installations are ongoing. New wall framing is almost complete.
  - **Elizabeth Dafoe Library Learning Commons** - Demolition complete, new walls going up. An area of existing second floor slab has slight structural damages, repairs are required and will delay the project slightly. When repairs begin a better assessment of schedule impact can be made. HVAC system scheduled for shutdown and replacement starting June 4, 2012.
  - **Tache Hall Phase 1, Services Relocation** - Trenching and excavation between Pembina Hall and Drake has now started. Expected completion by end of June, including work in “C” Lot and Pembina Hall. Gas line relocation between Tache Hall West and Mary Speechly is in final design.

- **Tache Hall Redevelopment** -Final design development drawings have been submitted for UofM review by the Consultant Team. Mechanical system design to be revisited to accomplish forecasted cost savings. Consultant meetings for Music and Theatre are ongoing. Selected demolition of Tache Hall is ongoing. Exterior masonry work has been tendered.
  - **Certificate of Recognition – Letter of Good Standing (COR™)** - A letter of congratulations was received from the Construction Safety Association of Manitoba (CSAM) on attaining recertification of our Certificate of Recognition (COR™). This was based on the completion of an internal safety audit verification review, a departmental self-audit, and the review of an independent External Auditor. It recognizes the Department’s continued commitment to safety.
- Currently, the **ROSE Program** has 24 active projects. Please find a summary of each ROSE stream and project below:
    - **Finance Stream**
      - Integrated Travel & Expense System (Concur): - May 31<sup>st</sup> marks the completion of rolling out training to the University community, having trained more than 1,500 people. Additional support for this product launch will continue over the coming months.
      - EPIC (eProcurement): Integration development and configuration of all modules is aimed to be completed at the end of May. System testing to follow in June. The schedule is tight but still targeting a go-live in late July. The rollout to vendors will be done in increments.
      - Research Accounting: Agency templates to be completed by end of May so that they are available for research accountants in time to meet agency reporting deadlines.
      - Monthly Reporting 2: On hold pending available resourcing from Integrated Travel & Expense project.
    - **HR Stream**
      - ESS: ESS/MIP development and testing work is well underway. The Management Information Portal (MIP) launch date is still being planned. Current forecast for completion go-live for MIP is August 2012.
      - REACH-UM: Process mapping and documentation for extending REACH-UM for the recruitment of teaching assistants and sessional instructors continues and is about 70 per cent complete. Current forecast for go-live is late October 2012.
    - **IT Stream**
      - Shared Services: The six month period of the project’s internal collaborative assessment is underway. Engagement sessions (focus groups) have been scheduled with deans and CompuReps. Met with the dean of Nursing, who will present to faculty council. Met with Library; information collection continues. Met with Pharmacy; information collection begins
      - Email & Calendar: Mass email migrations continue (3100 complete). Migrations of Medicine, Continuing Education, Physics and Math remain an issue. Calendar cut over occurred on June 1, and was preceded with a communication to all employees.
      - Managed Print Services Implementation (MPSI): First rollout in Education at the end of May. Starting balance of site assessments at the beginning of June. A number of presentations to deans and directors, unit heads, and other staff have been completed.
      - ITPC: New ITPC Manager started May 1. New ITPC Solution Consultant started May 28. “Transfer of knowledge” from the team to both resources continues.

- PCCD: Meeting held with program sponsors, ROSE program manager and project team regarding decisions needed for PC decommissioning options. Additional policies will be developed to support the decisions made with respect to resale, donations, and inter-departmental reuse of retired computing equipment. Team finalizing future state process document and plans for Stage 2 (i.e. Implementation).
- **Physical Plant**
  - Integrated Workplace Management System: Current state process mapping for work order process and project process continue and are on track. Process work will continue for another month.
  - Project Management Improvements: Demonstration held with Vice-President (Administration) of the model for simulating alternative tendering evaluation processes to the Low-Bid approach.
- 
- **Research Services**
  - Contracting: Institutional Cost Policy was submitted to BoG and approved. Web feature deployed.
  - Compliance Systems Implementation: Animal Ethics functionality went live on May 28. Human Ethics functionality is live at both Fort Garry and Bannatyne campuses. Facilities management software installation has been completed and testing is underway.
- **Students - Undergrad**
  - Admissions: Continued development of the Hobson data catalogue. Integration issue with Beansteam® payment gateway is being worked on by Hobsons.
  - Financial Aids and Awards: Development of new reports (general ranking, entrance scholarship ranking, finance feed for endowment funds) are in progress.
  - CRM: Development of the online inquiry form (interest pages), the Connect email, newsletter templates and the student portal page are underway.
  - Classroom Scheduling: The optimization process of September classroom scheduling has not yet been completed due to issues with a small set of classrooms. This is to be completed by end of June. The scheduling of events for September is pending the completion of classroom optimization process. Additional training/mentoring sessions are being conducted for academic
- **Graduate Studies**
  - Graduate Student Enrolment Management (GSEM): Proposed project plan from Hobsons is under review. The data catalogue for the admission application form is in progress. Integration issue with Beansteam® payment gateway and Hobsons is a problem.
  - Policy Development & Management: A Policy Analyst started on May 15; will perform initial review of policies. The recruitment of a contract lawyer to edit policy is in progress.
- **External Relations**
  - Marketing and Communications Office: Job descriptions for all directors completed. Final list of five ROSE resources that will be on-boarded in 2012-13 have been identified. Completed meetings with deans from all faculties.

- Philanthropy: Moving team resources to trailer completed. Job descriptions for next set of positions to be on-boarded in progress.
- **IST**
  - Learning Management System (LMS) Project: Assessing resource loads and activities needed to achieve the targeted September 1 go-live of the 'Desire2Learn' application, which will replace Angel. Governance structure of project revised to secure proper functional owner, instead of IST. Surveys issued to course instructors to determine readiness to migrate. Legal department assessing copyright issue and workloads. A decision was made to continue to support Angel until at least December 31, 2012.
  - Extended Education System Replacement Project: Project Charter updated and under review. Process review sessions on current and future state have begun.
  - Wireless N Project: Target completion for all 12 in-scope buildings continues to be September 12 with possible exception of Duff Roblin building due to recent issue. Walkthroughs of building with assessment reports and tendering are underway. Installation has started in University Centre and Bio Sciences.
  - News and Event Scheduler: Project to replace existing application for management and publication of events on the U of M website. Governance structure of project revised to secure proper functional owner, instead of IST. Announcement of a pilot starting in early June was issued.
- **Access Copyright:** The University gave notice it will sign the AUCC/Access Copyright model agreement and has announced that it will absorb the \$26 FTE fee rather than pass it on to students.
- **The Manitoba Marathon** took place on campus on Sunday, June 17<sup>th</sup>. A committee including representatives from AVP (Administration), Security Services, Physical Plant, Parking Services, stadium (Stuart Olson Dominion), and Custodial Services met with the Manitoba Marathon representatives to prepare for the event.

## EXTERNAL MATTERS

- As of June 7, 2012, the university has raised \$3,397,062.41 in this fiscal year.  
  
Significant gifts included \$1,599,969.53 from the estate of Lenka Magda Bihler for the *Bihlers' Professorship in Basic Medical Research*.
- Planned Giving is piloting a legacy calling program through the annual giving call centre. From May 22-June 15, student callers are phoning 952 specially selected donors to request their participation in the survey. To date 280 donors have completed the survey. There have been eleven confirmed commitments to make a bequest; 89 donors who have asked for follow up either through mail, email or personal visit; and 180 identified prospects that have thought about a bequest to U of M but don't want to be contacted at the present time.
- External Relations assisted the Office of the Vice-President (Research and International) in securing a \$10 million commitment from the Province of Manitoba to support the University of Manitoba application for the second intake of the Canada Excellence Research Chair program.

- External Relations coordinated a meeting for President Barnard with the Federal Council on May 25<sup>th</sup>. Dr. Barnard updated Council members on the priorities and activities taking place at the University of Manitoba.
- In support of the University of Manitoba's overall engagement strategy, External Relations arranged several advocacy meetings with government officials in Ottawa for President Barnard on May 17. Topics of discussion included the proposed Centre of Excellence for Cereals Research lab, a new Chair in Agriculture Risk Management and Insurance, a review of the MOU between the University of Manitoba and Environment Canada with respect to the Champions Program, and collaborating on opportunities to support greater participation in post-secondary education by Aboriginal students.
- An interim report was prepared and submitted to Heritage Canada's Cultural Spaces Fund outlining construction activities and cashflows for the period April 1, 2011 to March 31, 2012. These reports are part of the contribution agreement between Heritage Canada and the University in order to flow the \$1 million received to support the Art Gallery and vault spaces in ARTLab.
- External Relations secured \$16,000 from Province of Manitoba Green Team Program for the University of Manitoba's Wise Kid-Netic Energy program. This funding covers four summer students at minimum wage for 320 hours in the summer, the maximum allowed under the program.
- At the Advertising Association of Winnipeg's Signature Awards, an annual event celebrating the best work in Manitoba's advertising community, the Trailblazers campaign won for best newspaper advertising and also won the Gary Gzebb Award for best overall advertising campaign.
- Canadian Council for the Advancement of Education (CCAEE) announced their PRIX D'EXCELLENCE 2012 awards, recognizing outstanding achievements in alumni affairs, public affairs, communications, marketing, development, advancement services, stewardship, student recruitment and overall institutional Advancement. The University of Manitoba won four awards in the following categories:
  - Best institutional branding: Gold
  - Best community outreach (Visionary Conversations): Gold
  - Best photograph (Trailblazer): Gold
  - Best use of social media: Bronze
- These awards follow seven awards earned from the Council for the Advancement and Support of Education (CASE), bringing the total number of awards the University of Manitoba earned for its marketing communications efforts in 2012 to 13.
- The Alumni Association Board of Directors met on May 22. Brian Bowman, Partner, Pitblado Law LLC, presented a proposed Agreement between the Alumni Association and the University of Manitoba. The proposed Agreement is based on the new bylaws for the Association presented at the April 2012 meeting. Greg Juliano will be working with Brian Bowman to represent the University of Manitoba's interests in forming the new agreement. The proposed new bylaws will be addressed at the Alumni Association's Annual General Meeting on June 25th. If the bylaws are approved by the membership, the proposed agreement will then also be signed.

- Alumnus Gerry Price [BSc(ME)/70, MSc72] was selected as the 2012 Distinguished Alumni Award recipient. Mr. Price will be celebrated at Homecoming 2012; as well, promotion/ announcement of his distinction will be developed for *On Manitoba* as well as other media.
- The Committee of the Alumni Fund selected the recipient of the Graduate Student Award (a \$7500 award) at their meeting in May. The announcement will appear in the August edition of *On Manitoba*.
- External Relations worked closely with the Registrar's Office during the 133<sup>rd</sup> Annual Spring Convocation which was held on campus from May 29-31, 2012. External Relations coordinated the arrangements for each of the six honorary degree recipients, which included assigning a special host to each recipient to enrich their experience during their visit to campus. In addition to the six convocation ceremonies that took place, three intimate luncheons were organized in honour of the honorary degree recipients, where key internal and external stakeholders were invited to celebrate with each recipient. External Relations also worked closely with the Lieutenant Governor's Office who hosted a reception at Government House in honour of the honorary degree recipients.
- In addition to providing various supports to MCO during Spring 2012 Convocation, the Alumni Association was pleased to have the following board executive/ board members deliver remarks at the spring convocation ceremonies, as well as the medicine and agriculture diploma ceremonies: Jan Coates, Ryan Buchanan, Racquel Baert, Rennie Zegalski and Romel Dhalla.
- Please mark your calendars for Homecoming September 12-16, 2012.
- Forty one class reunions are scheduled to take place throughout 2012.





**AGENDA ITEM:** Annual Financial Report 2012

**RECOMMENDED RESOLUTION:**

The Board of Governors approves the Financial Statements of The University of Manitoba for the year ended March 31, 2012.

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

**CONTEXT AND BACKGROUND:**

The University of Manitoba Act requires that the Board of Governors provide the Minister of Advanced Education and Literacy an annual report of the operations of the University including the audited financial statements within six months of each fiscal year end. The Act also requires that the Office of Auditor General of Manitoba (OAG) audit the accounts of the University.

The OAG has indicated that it is prepared to issue an unqualified opinion on the Financial Statements subsequent to Board of Governors approval. The Auditor General's office will be presenting to the Audit and Risk Management Committee an Audit Results package including Draft auditors' reports for the Financial Statements and Public Sector Compensation Disclosure report, Summary of uncorrected misstatements, Draft management letters, and Draft management representation letters.

The Report of the Vice-President (Administration) is included in the Annual Financial Report and includes explanation of the financial results for the year. To augment that report, financial and audit highlights are presented below:

**Balance Sheet:**

Marketable investments have increased by \$20M. We received a favourable rate on a short term GIC paying a higher rate than the bank. The majority of funds are still held in the bank for liquidity while still achieving the 90 day bankers acceptance rate.

The loan receivable of \$130.9M represents the flow through to BBB Stadium and is offset by an equal amount in long term debt. These transactions are described in notes 4, 9 and 19.

Long term investments have increased to \$553M from \$538M mainly due to net investment returns and new donations.

Capital Assets increased from \$843M to \$917M, or \$74M which is comprised of \$124M of additions, net of \$50M in amortization. Of the \$124M in additions, \$77M is related to building additions ranging from Pembina Hall Residences \$24M, Art Lab \$11M, Biological Sciences \$9M and Duff Roblin Fire restoration of \$4M. This can be seen in the change in buildings and construction in progress in Note 7 of the financial statements.

Bank loans increased by \$7M as a portion of the long term debt was refinanced during the year.

Long term debt has increased by \$93.5M to \$309.2M (includes current portion). The Province of Manitoba debt relating to the stadium has increased by \$106.6M while other debt has declined by \$6M due to regular payments. Debt of \$7M was refinanced and is now reported under bank loans.

**Income Statement:**

Total revenues for the year are \$794M compared to \$786M the prior year, an \$8M increase as detailed below:

	<u>2012</u>	<u>2011</u>	<u>Increase (Decrease)</u>
Operating	547	511	36
Restricted	237	243	(6)
Endowment	<u>10</u>	<u>32</u>	<u>(22)</u>
<b>Total Revenues</b>	<b><u>794</u></b>	<b><u>786</u></b>	<b><u>8</u></b>

Operating fund revenues increased by \$36M as a result of a 5% COPSE grant increase (\$14M) and a 2.4% increase in enrolment and tuition fees totaling approximately \$5M. Miscellaneous revenue increased by over \$9M of which the majority is related to the insurance proceeds for the Duff Roblin fire and Wallace building flood. Ancillary revenues increased by over \$4M as Smartpark is now included in Ancillary operations and residence fees increased as a result of the new Pembina Hall residence as well as rate increases. Increases in various other areas comprise the balance of the net increase.

Endowment Fund revenues declined as a result of lower investment returns in 2011-12.

**Restricted Fund Revenues** decreased slightly overall. The most notable changes relate to the Capital Fund where KIP projects came to an end and other projects such as Active Living Centre and the relocation of the soccer fields started in 2012.

**Total Expenses** increased by \$27M from \$663M to \$690M

	<u>2012</u>	<u>2011</u>	<u>Increase (Decrease)</u>
Operating	471	452	19
Restricted	219	211	8
Endowment	<u>0</u>	<u>0</u>	<u>0</u>
<b>Total Expenses</b>	<b><u>690</u></b>	<b><u>663</u></b>	<b><u>27</u></b>

The Operating Fund expenses increased by a net \$19M as was anticipated in the opening budget. The most substantial increase in the Operating Fund was an increase of \$11.6M in additional wages of which over \$8.5M was in merit increases and other adjustments. Other increases (which were allowed for in the budget) come from an additional \$1M in Public Affairs for marketing, communications and branding, \$1.2M allocation to Science, \$1.5M in IST, \$1.5M in additional graduate student support, \$.8M in Physical Maintenance funding for maintenance of expanding facilities and \$1M for student services at Bannatyne, Enhance Student Life opportunities and increased student counseling support. Increases and decreases in other areas comprise the overall balance of the net change in expenditures for 2012 including a reduction in Plant Maintenance of \$0.9M is attributed to lower utility costs as a result of declining natural gas prices and a mild winter.

The above variances translate as follows on the Statement of Operations for the General Operating Fund:

	<b>2012</b>	<b>2011</b>	<b>Increase (Decrease)</b>	<b>Note</b>
Academic	\$291,347	\$277,320	\$14,027	1
Libraries	16,872	16,901	(29)	
Student Affairs	16,786	15,791	995	2
Administration	35,051	34,469	582	
Plant Maintenance	32,858	34,643	(785)	3
Other Academic Support	21,124	18,891	2,233	4
General	23,024	24,898	(1,874)	5

**Note**

- 1- Primarily wages and other allocations such as Science
- 2- Increased Public Affairs
- 3- Decline in natural gas and mild winter
- 4- Increased IST spending
- 5- 2011 contained 15 months (Jan 2010-March 2011) of extra pension contributions, current year contains 12 months

The Restricted Fund expenses increased by a net \$8M as follows:

- Interest expense increased by \$5.6M which is the result of the change in fair value of interest rate swaps (as disclosed in note 9) as well as interest on the loan to fund the new stadium.
- Amortization increased by \$2.4M as overall capital additions have been increasing over the years.
- Decline in research spending \$1.2M.
- Increase in Student Awards \$2.5M targeted for graduate and international students.

Interfund transactions recorded for the year are highlighted in Note 13 of the Financial Statements and net operating transfers summarized as follows:

Transfers beginning of year from Provisions (unit carryover) to Operating:	\$ 54.5
Transfers end of year from Operating to Provisions to Fund Carryover:	(54.2)
Transfers end of year from Operating to Provisions to Fund capital replacements (e.g. Ancillaries, telephone):	(5.3)
Transfers during the year to fund debt:	(5.5)
Transfers from CDI and student contributions during the year to fund debt:	(8.2)
Transfers in support of scholarships:	(7.6)
Transfers during the year to reflect capital equipment purchases:	(32.9)
Transfers during the year to fund capital projects:	(30.2)
Funding from overhead:	3.3
Funding for Vacation pay, employee future benefits and pension:	3.8
Funding of operating from trust:	7.6
Other net:	<u>(1.9)</u>
	<u>\$ (76.6)</u>

**Audit Highlights:**

During 2010-11 the University entered in a complex arrangement with the Province of Manitoba and BBB Stadium Inc. to facilitate the construction of a new football stadium on university grounds. Total financing flowing through the University is \$160M of which \$127.6M was advanced at March 31, 2012 (note 9).

Smartpark Development Corporation, formerly a wholly owned subsidiary, was wound up and the corporation transferred its net assets to the University of Manitoba on July 28th. The overall financial position of the University did not change as Smartpark was previously consolidated. The results of the operations have been reported as an Ancillary operation.

**RESOURCE REQUIREMENTS:**

Approval of the Financial Statements does not impact resource requirements.

**CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

Issuing Financial Statements supports our values of Accountability and Responsibility to Society.

**IMPLICATIONS:**

The University of Manitoba Act requires that we issue a report to the Province by September.

**ALTERNATIVES:**

N/A

**CONSULTATION:**

The financial statements have been audited by the Office of the Auditor General.



### 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 J. McCallum</i>	<i>June 11/12</i>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>David Bawa</i>	<i>June 11, 2012</i>
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____

Gord Pasioka, Associate Comptroller

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

Submission approved by: Deborah J. McCallum, (VP) Administration)

#### Attachments

Annual Financial Report including:

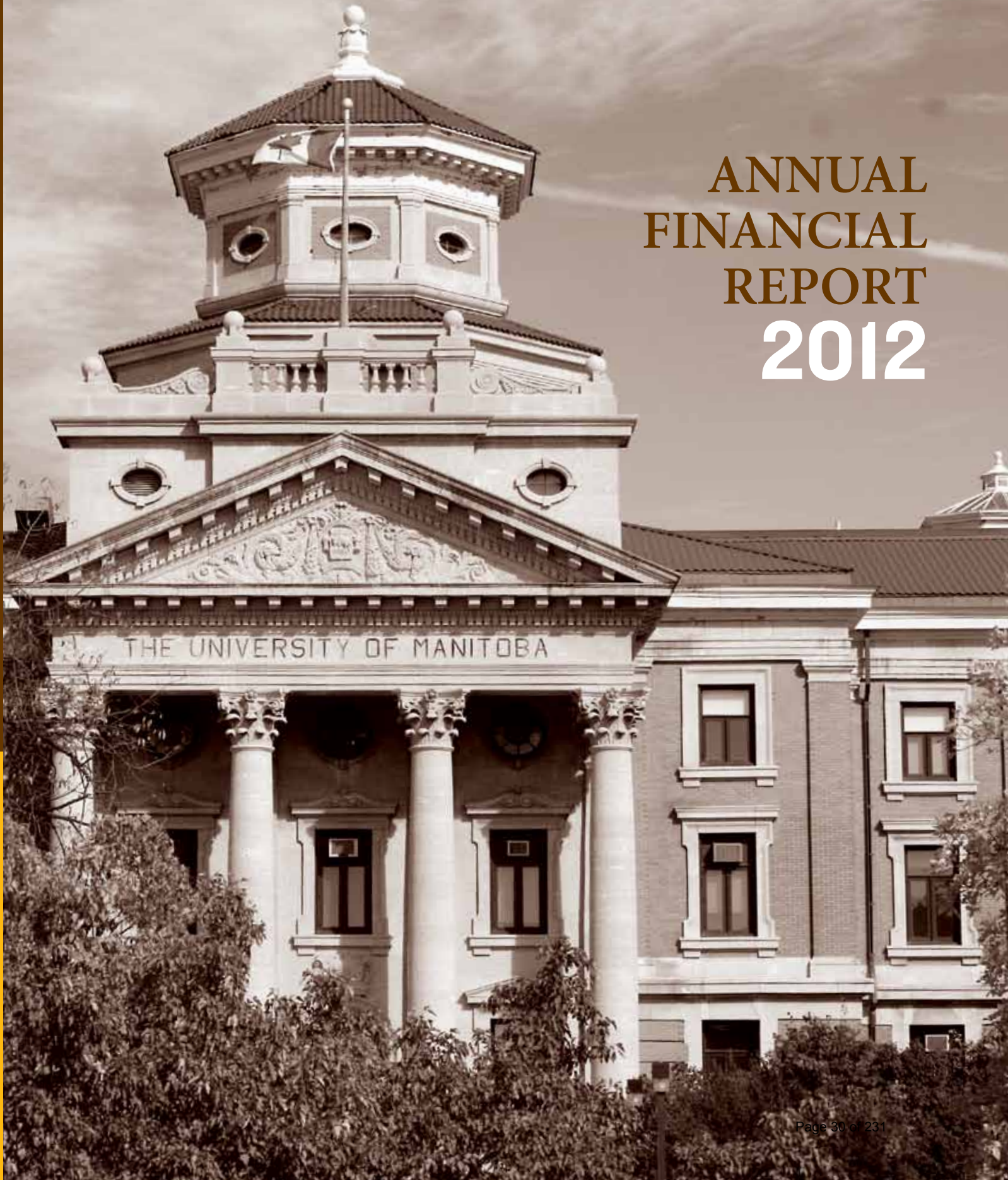
- Report of the Board of Governors
- Report of the Vice-President (Administration)
- Financial Statements





UNIVERSITY  
OF MANITOBA

# ANNUAL FINANCIAL REPORT 2012





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## MISSION

To create, preserve and communicate knowledge, and thereby, contribute to the cultural, social and economic well-being of the people of Manitoba, Canada and the world.

## VISION

Our students, staff and alumni will have an association with the University of Manitoba that is transformative and their discoveries will be of the greatest possible benefit to their own lives, and to the lives of others.

## VALUES

Excellence, Equity and Diversity, Accountability, Innovation, Integrity, Humanity, Responsibility to Society, Environmental Sustainability, Selectivity, Academic Freedom.

# REPORT OF THE BOARD OF GOVERNORS

## To the Minister of Advanced Education and Literacy, Manitoba

In Compliance with Section 22(1) of The University of Manitoba Act, the Annual Report on the financial affairs of the University for the year ended March 31, 2012 is herewith submitted to the Minister of Advanced Education and Literacy. In this report, we set forth in detail –

- (a) the receipts and expenditures for the next preceding fiscal year,
- (b) the investments as they stood at the end of the year, and
- (c) other particulars which may be of interest to the Minister of Advanced Education and Literacy.

Included with this Report are the Report of the Vice-President (Administration), the Statement of Management Responsibility for Financial Reporting and the Report of the Auditor General of the Province of Manitoba on the audit of the accounts of the University.

### Receipts and Expenditures: Summary of General Operating Fund Results

(in thousands of dollars)

	Year Ended March 31	
	2012	2011
Revenues and Other Additions	\$ 547,081	\$ 510,687
Expenditures and Other Deductions	470,486	451,886
Net Revenues	76,595	58,801
Net Appropriated To Specific Provisions	(4,415)	(5,313)
Inter-Fund Transfers	(72,166)	(53,470)
<b>Net Increase To Fund Balances</b>	<b>\$ 14</b>	<b>\$ 18</b>

Additions exceeded deductions by \$76,595,000 for the current fiscal year. Net appropriations of \$4,415,000 were made to specific provisions and an amount of \$72,166,000 was transferred to other funds. The resulting net surplus of \$14,000 has been added to the general operating balance in the General Operating Fund, increasing it to a balance of \$2,303,000 as at March 31, 2012.

### Investments: Investment holdings at March 31, 2012 were as follows (at fair value):

(in thousands of dollars)

Canadian Bonds and Other Fixed Income	\$ 195,312
Canadian Equities	140,420
U.S. Equities	74,139
International Equities	50,014
Pooled Real Estate	56,488
Bankers Acceptances, Guaranteed Investment Certificates and Cash	36,514
Other	422
	<b>\$ 553,309</b>

Details of the above summaries will be found in the Financial Statements of the University which follow.

# REPORT OF THE BOARD OF GOVERNORS

## MEMBERS OF THE BOARD OF GOVERNORS:

At March 31, 2012 the members of the Board of Governors were as follows:

### **Chair**

Janice Lederman, B.A., LL.B.

### **Vice-Chair**

Patricia Bovey, B.A., FRSA

### **Chancellor**

Harvey Secter, B.Comm, LL.B., LL.M., LL.D.

### **President and Vice-Chancellor**

David T. Barnard, B.Sc., M.Sc., Ph.D (Toronto),  
Dip.C.S. (UBC)

### **Appointed by the Lieutenant-Governor-in-Council:**

Aaron Berg, B.A. (Hons.), LL.B.

Ted Bock, B.A., LL.B.

Patricia Bovey, B.A., FRSA

Evan Bowness

Mona Forsen, B.Comm. (Hons.), M.B.A

Sharon Jasper, B.Ed.

Meaghan Labine, B.Sc., M.Sc., Ph.D. candidate

Janice Lederman, B.A., LL.B.

Bev Passey, FCGA

Michael Robertson, B.A., M.A., MAA, MRAIC

David Sauer, B.A.

### **Elected by Senate**

Joanne Embree, M.D., FRCPC

Norman Halden, B.Sc. (Hons.), Ph.D.

Mark Whitmore, B.Sc. (Hons.), M.Sc., Ph.D

### **Elected by Graduates**

Romel Dhalla, B.A., B.Comm. (Hons.)

Gwen Hatch, B.A., LL.B.

Rennie Zegalski, B.Comm. (Hons.)

### **Elected by the University of Manitoba Students Union**

Peter Nawrot, B.S.W.

Camilla Tapp

Nour Rashid, B.A.

### **University Secretary**

Jeffrey M. Leclerc, B.Ed., M.Ed.

Respectfully submitted,  
The Board of Governors,  
The University of Manitoba.

Janice Lederman, Chair.

# REPORT OF THE VICE-PRESIDENT (ADMINISTRATION)

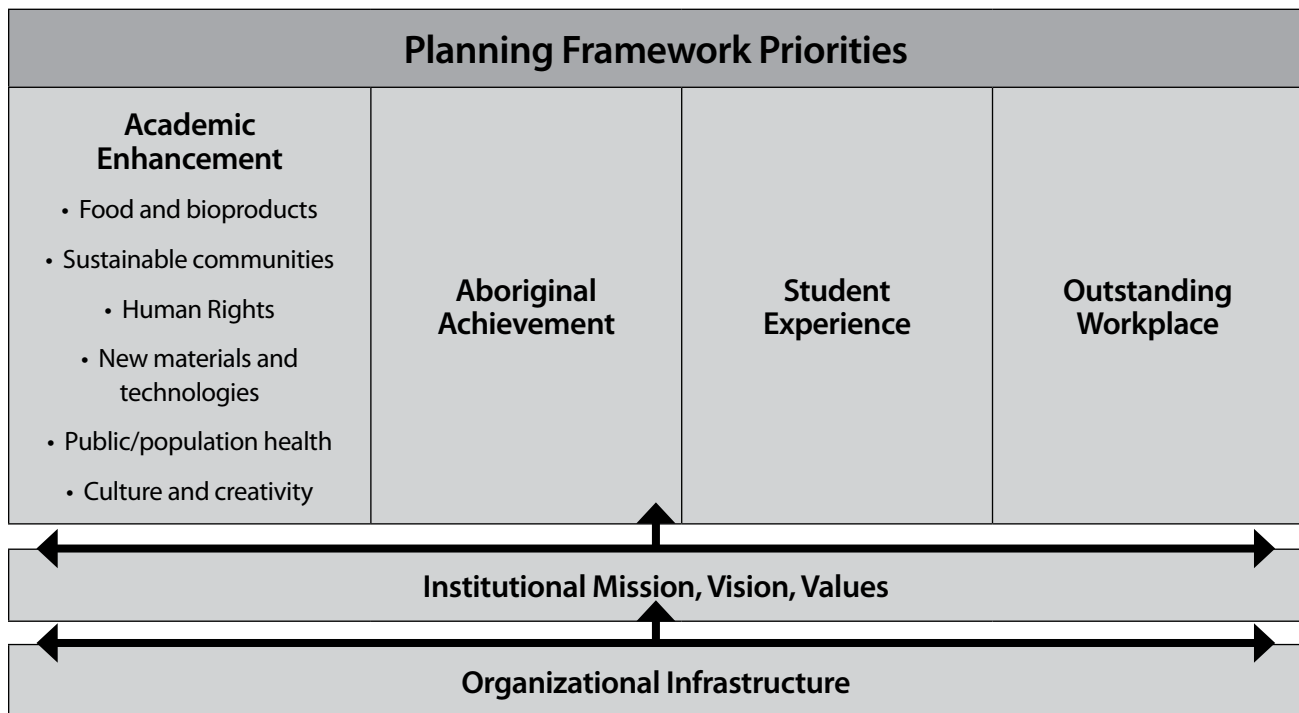
*Building on a tradition of excellence, innovation and global influence.*

*Forging a vision of discovery and growth.*

*Achieving greatness.*

To ensure our university builds on its tradition of excellence, innovation and global influence, our planning decisions are guided by the Strategic Planning Framework that was approved and implemented in 2009. The plan focuses on four key strategic goals to ensure the university education we provide continues to be a transformative power for students and their families and we strive to be an active contributor to finding solutions to the challenges faced by citizens and communities of this province, this country, and this planet.

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 identified below will guide the approach.



In order to make progress in the planning framework priorities the university is undergoing a transformation of its organizational infrastructure – a necessary first step to broadly support learning, discovery and engagement. This transformation process is focusing on six major areas of organizational infrastructure: process, structure, space, IT and data, leadership and governance.

The university’s approach, since the approval in 2009 of the Strategic Planning Framework, has been to allocate a small portion through the budget process to areas which, if enhanced, will lead to institutional benefits such as increased enrolment, reputational improvements and connections to Manitoba priorities.

The 2011-12 provincial budget provided for an operating grant increase of five per cent in the 2011-12 fiscal year and in the subsequent two years, as well as a commitment to tie future tuition increases to the rate of inflation, subsequently confirmed by the Province to be 1% for 2011-12. The certainty provided by this three-year commitment was welcomed by the University of Manitoba, as it permits multi-year planning and enables better optimization of available resources, in order to align resources with strategic priorities.

In preparing the 2011-12 budget, the University of Manitoba focused on the need to develop a balanced budget; to invest strategically to continue progress on organizational transformation and strategic planning priorities; to invest in select faculties and schools to sustain programs; and to allocate new and realign existing funds to address priorities.

# REPORT OF THE VICE–PRESIDENT (ADMINISTRATION)

The 2011-12 budget approved by the Board of Governors on May 17, 2011 allowed us to invest in key priority areas. Some of those areas included: information technology, physical plant, academic enhancement, indigenous achievement, student experience, outstanding workplace, external relations, data analysis, and strategic allocations to a number of faculties.

Among the allocations for specific priority areas were graduate student support and collaborative cluster initiatives support in the area of academic enhancement; support for the activities of the executive lead in the area of indigenous achievement; and support for student services on Bannatyne campus and the creation of an Office of Student Life. In addition, significant increases were made in supporting graduate studies and scholarships.

Additionally, we were able to invest significantly in both the Arts and Science faculties, which are the two largest faculties with the largest student bodies on our campus. Other faculties receiving strategic funding included: Architecture, School of Art, Kinesiology and Recreation Management, Law, The Marcel A. Desautels Faculty of Music, Pharmacy and Social Work.

In the last three successive budgets, \$4.9 million in ongoing funding and \$650,000 in one-time funds have been allocated to framework priorities. The ongoing funding represents just less than one percent of the operating budget, nevertheless, these funds have been utilized to launch new programs and seed new initiatives.

## INVESTING IN MANITOBA'S FUTURE

In 2011-12 total university revenue in all Funds (unrestricted and restricted) was \$794 million, an increase of 1% from 2010-11 revenue of \$786 million.

The provincial government, through COPSE, Manitoba Health, Manitoba Student Aid, Manitoba Agriculture, Food & Rural Initiatives and various provincial councils and funds in support of teaching, innovation, capital and research is the largest single supporter of the university, representing 48% or \$380 million of total revenue, up from \$367 million last year. The grant from COPSE increased \$16.4 million. Other revenues from the province included \$13.0 million for Project Domino.

Students, through their tuition and related fees, provided the second largest source of the university's revenue during the year. In 2011-12, \$123.2 million was assessed, up from \$117.5 million in the prior year. These fees represent about 16% of total revenues. The increase in the year is due to an enrollment increase in regular session (\$2.2 million), international student enrollment increase (\$2.5 million), and fee increases (\$1 million).

Support from the Government of Canada remained stable this year at \$93.6 million or 12% of total revenues. Federal programs provide significant support to research, capital, and indirect costs of research at the university.

The university received \$81.1 million or 10% of total revenue in 2011-12 in contributions, donations, and grants in support of research, special projects and initiatives, capital, chairs, scholarships, bursaries and staff benefits from our generous individual and corporate donors, contributors, and employees. This represents a decrease of \$3.7 million compared to 2010-11. In 2010-11 we received a one-time gift for the Stu Clark Centre of \$2.5 million as well as \$3.4 million from USAID. In 2011-12 we received an additional \$1.8 million from the Bill and Melinda Gates Foundation.

Net investment income of \$27.1 million is down from last year's income of \$45.4 million, due to the drop in investment returns of the Trust and Endowment Funds. The one-year return of the University Investment Trust was 4.9% in 2012, down from the 12.4% earned last year, which is due to performance of the equity portfolios. Although the combined equity returns were favorable on a relative basis to their benchmarks, absolute returns were disappointing. The real estate and bond portfolios were the mandates responsible for the generation of the positive return for the overall fund portfolio over the past 12 months. A more detailed discussion of the Trust and Endowment Fund appears later in this report.

The university's Ancillary Services, which are comprised of the BookStore, Residences, Parking, Pharmacy, and Smartpark, generated \$37.0 million or 5% of total revenue in 2011-12. This is an increase of \$4.2 million over 2010-11. Smartpark revenue is included in Ancillary Services since its dissolution in July of 2011. This increased total Ancillary revenue by \$2.7 million. Revenue from residences increase \$0.9 million due to higher revenues from the new Pembina Hall residence compared to revenues previously earned from Taché Hall. Ancillary Services are completely self-sustaining and contribute to the university's operation by covering their share of overhead in addition to their direct costs, as well as the capital costs of refurbishing Ancillary facilities, acquiring equipment and constructing and upgrading parking lots. They also support non-revenue generating units such as Security Services.

# REPORT OF THE VICE-PRESIDENT (ADMINISTRATION)

The sale of various goods and services generated 4% of total revenues in 2011-12 or \$31.7 million, a small decrease from 2010-11. These revenue generating activities supplement the resources available to many faculties and schools for operating purposes while at the same time providing valuable linkages to the community.

Insurance proceeds related to the Duff Roblin fire and Wallace flood of \$13.3 million are included in miscellaneous income. Insurance proceeds from the Duff Roblin fire were \$12.3 million this year compared to \$6.2 million in 2010-11.

**Table 1: General Operating Fund  
Summary Statement**  
(in thousands of dollars)

	April 1, 2011 Budget	%	March 31, 2012 Actual	%	March 31, 2011 Actual	%
<b>Revenue:</b>						
COPSE	\$ 303,741	58.6%	\$ 304,147	55.6%	\$ 288,282	56.4%
Tuition Fees	119,115	23.0%	123,191	22.5%	117,529	23.0%
Ancillary Services	33,377	6.4%	37,025	6.8%	32,793	6.4%
Sales of Goods & Services	29,068	5.6%	31,010	5.7%	31,375	6.1%
Other Province of Manitoba	14,960	2.9%	15,799	2.9%	15,184	3.0%
Miscellaneous	1,421	0.3%	17,070	3.1%	9,603	1.9%
Government of Canada	10,762	2.1%	10,760	2.0%	9,373	1.8%
Net Investment Income	5,031	1.0%	5,426	1.0%	4,317	0.8%
Contributions, Donations, Non-Government Grants	1,278	0.2%	2,653	0.5%	2,231	0.4%
	518,753	100.0%	547,081	100.0%	510,687	100.0%
<b>Expense by Function:</b>						
Instruction	\$ 270,971	56.4%	\$ 291,347	61.9%	\$ 277,322	61.4%
Administration	36,463	7.6%	35,051	7.4%	34,469	7.6%
Plant Maintenance	28,896	6.0%	32,858	7.0%	34,643	7.7%
Ancillary Services	27,084	5.6%	28,926	6.1%	27,277	6.0%
General	23,055	4.8%	23,024	4.9%	24,898	5.5%
Other Academic Support	22,942	4.8%	21,124	4.5%	18,891	4.2%
Libraries	17,716	3.7%	16,872	3.6%	16,901	3.7%
Student Affairs	15,507	3.2%	16,786	3.6%	15,791	3.5%
Student Awards	7,810	1.6%	7,850	1.7%	6,473	1.4%
Actuarially Determined Employee Future Benefits			2,372	0.5%	(2,187)	(0.5%)
Change in Pension Obligation			950	0.2%	3,602	0.8%
Staff Benefits Contra	(5,439)	(1.1%)	(6,674)	(1.4%)	(6,194)	(1.3%)
Central Reserves*	35,288	7.4%				
	480,293	100.0%	470,486	100.0%	451,886	100.0%
<i>Net Revenue</i>	38,460		76,595		58,801	
<i>Net Transfer to Other Funds</i>	(38,460)		(76,581)		(58,783)	
<i>Net Increase to Fund Balance</i>	\$		\$ 14		\$ 18	

# REPORT OF THE VICE–PRESIDENT (ADMINISTRATION)

... Continued from page 7

	April 1, 2011 Budget	%	March 31, 2012 Actual	%	March 31, 2011 Actual	%
<b>Expense by Type:</b>						
Salaries & Wages	\$ 300,932	62.7%	\$ 300,284	63.8%	\$ 288,648	63.9%
Supplies and Expenses	80,719	16.8%	72,323	15.4%	70,766	15.7%
Staff Benefits	59,032	12.3%	57,324	12.2%	55,608	12.3%
Ancillaries Cost of Goods Sold	13,413	2.8%	15,702	3.3%	15,627	3.5%
Utilities	16,861	3.5%	13,887	3.0%	13,294	2.9%
Student Awards	8,310	1.7%	7,850	1.7%	6,473	1.4%
Payroll Tax Levy	6,465	1.3%	6,468	1.4%	6,249	1.4%
Actuarially Determined Employee Future Benefits			2,372	0.6%	3,602	0.8%
Change in Pension Obligation			950	0.2%	(2,187)	(0.5)%
Staff Benefits Contra	(5,439)	(1.1%)	(6,674)	(1.5%)	(6,194)	(1.4%)
	\$ 480,293	100.0%	\$ 470,486	100.0%	\$ 451,886	100.0%

\* Represents funds budgeted for distribution to unit budgets during the year for salary and contract increases and other centrally funded initiatives.

## GENERAL OPERATING FUND

The results of the General Operating Fund for 2011-12, shown on a comparative basis with the prior year and the April 1, 2011 Board of Governors approved operating budget are summarized in **Table 1, General Operating Fund**. Operating revenues are shown by source, and expenses are shown by function and type to provide an overview of how the university utilizes the resources of the General Operating Fund. The university was successful again this year in achieving a balanced budget. Selective budget reductions and strategic reallocations were used in the budget striking process. Many of the university's employee groups were in the second year of a wage pause, as mandated by the provincial government, to assist in balancing the budget.

Although under budget pressure, there is a strong commitment to fiscal responsibility and financial stability on the part of the university's administration, faculties, schools, libraries, and support units. This is achieved in a decentralized system of budgetary control where academic and support units are allocated resources to meet the strategic priorities of the university. The operating units are provided with procedures to administer their budgets responsibly and to ensure there is accountability for the resources that are transferred to them.

The General Operating Fund ended the year with \$77 million of revenue in excess of expense. Part of this amount is due to the process of accounting for capital additions as assets in the Capital Fund even though they are funded by the operating budgets of faculties and units. In addition, some current year revenues and expenses were favourable to budget, for example, tuition revenues exceeded budget as noted above, and a mild winter combined with a decrease in natural gas prices provided for significant savings in the utilities budget (\$3 million). The net increase to the General Operating Fund of \$14,426 was generated after taking into account the following interfund activity:

- \$33.3 million was transferred out to Capital representing amounts faculties and units spent on capital assets and library acquisitions;
- \$7.6 million was transferred out to Trust and Endowment representing funds received through tuition assessments or other revenue sources to be used in future years for scholarships;
- \$5.3 million was transferred out to Provisions on behalf of units such as Ancillaries and the telephone office which are expected to be self-sufficient including future capital replacements;
- \$7.6 million was transferred in to Operating from Trust to support students and unit budgets;

# REPORT OF THE VICE-PRESIDENT (ADMINISTRATION)

- \$30.1 million was transferred out of Operating to support infrastructure needs, for example, sprinkler systems and asbestos abatement required in BMSB; the addition to the Physical Plant building; renovations for the MCO office on Innovation Drive; renovations in Machray Hall for the Department of Mathematics and Statistics; and the renovations to the Wallace building.
- \$13.1 million was transferred out of Operating for debt servicing
- \$3.3 million of overhead recoveries was transferred in from Research

As detailed in Table 1, General Operating Fund expenses increased by \$18.6 million or 4% in fiscal 2011-12 over 2010-11. The largest driver of the increase was the salaries and wages which accounts for \$11.6 million of the increase. There was a decrease in the General category of \$1.9 million which was due to reduced consulting costs associated with the Resource Optimization program. Instruction increased \$14.0 million, primarily due to salaries and wages.

## RESOURCE OPTIMIZATION

In 2009 two programs, Resource Optimization and Service Enhancement (ROSE) and Optimizing Academic Resources (OARs) were initiated.

The ROSE program was designed not just to realize cost savings and process efficiencies, but also to enhance quality of service, advance shared responsibility and promote accountability and transparency. After completion of the assessment and design phases in 2009 and 2010 respectively, the implementation phase of the program began in February 2011 with over 20 projects being initiated within six functional focused streams.

The ROSE program now has nine streams housing a total of 23 active projects. The past year has seen the deployment of systems and processes to support an online expense submission and travel booking, online new staff recruitment, employee self-service, student bursary application, and a program portal for future potential students. Other projects have achieved successful restructuring within the marketing and philanthropy offices, and significant reductions in the acquisition time and costs of personal computers. New projects include deployment of managed print services implementation initiative to reduce the overall university printed output and cost; and a complete management system to improve the overall quality and timeliness of the work order processes.

Participation from all levels of the university continues to be significant. Currently there are nearly 150 staff members working in some capacity as part of the ROSE program team.

In 2011, the responsibility for managing the delivery of the ROSE program was transitioned from the external consulting firm, engaged for delivery of assessment and design phases, to a newly formed Office of Continuous Improvement within the university.

The ROSE program is on track to meet projected annual combined cost savings and revenue enhancement of \$8 million to \$15 million, in addition to significant service enhancement for the functional areas within scope of the program.

The goal of the OARs program is to make better use of the university's academic resources by identifying strategies to improve, and reduce barriers to their effective use. In 2009, three project teams identified issues and advanced recommendations to academic bodies and administrative offices/officers designed to optimize the future use of the university's academic resources and, in so doing, advance the academic enterprise.

In 2010, OARs evolved to focus on two major areas: the development of a strategic enrolment management plan; and the establishment of collaborative clusters designed to facilitate more deliberate collaboration between faculties/schools. A Strategic Enrolment Management Planning Committee was established to provide advice on enrolment goals, and policies and practices to facilitate the overall student experience. A variety of sub-committees are in place, including data management, student success/retention, graduate students/research, academic rules and regulations, and recruitment and marketing.

In 2010, to facilitate collaboration between academic units, five groupings or collaborative clusters were established: Fine Arts, Design and Culture; Health Sciences; Natural and Applied Sciences; Social and Human Development; and Social Sciences. Over the past year, the clusters have begun formal processes to identify opportunities for the joint development of new



# REPORT OF THE VICE–PRESIDENT (ADMINISTRATION)

teaching and research programs; the sharing of administrative services and resources; and methods to reduce barriers and foster faculty and student mobility within and between units.

As the next step to the cluster collaborations the President of the university initiated a challenge in January 2012 to investigate and initiate opportunities to integrate the administration and operations of faculties and units. *“It is now time to move forward with a plan to simplify and improve our university’s academic structure, so that we can more effectively achieve our strategic vision.”* This multi-year initiative will begin with Health Sciences cluster for 2012, culminating with a report of proposed options by the end of the year.

## STAFF

The University of Manitoba continues to be an outstanding workplace – one that recognizes the significant contributions of its faculty and support staff and provides challenging and enjoyable opportunities for its staff members. A total of 4,511 full-time equivalent staff were employed during the year comprised of 2,099 faculty and 2,412 administrative staff. Ancillary Services employed an additional 167 staff.

People drive the success of the University of Manitoba – faculty and staff are committed to providing students with the exceptional education that they expect and deserve. The experience in the classroom and research laboratory is paramount to students’ future success and contribution to society. Attracting and retaining the best faculty and staff requires that we compete globally by offering fair compensation packages, modern facilities in which to teach and perform research, and state-of-the-art equipment in classrooms and laboratories.

Faculty achievements throughout the university community this past year were many and varied and are too numerous to detail in this report. To name a few: Distinguished Professor Dr. Lotfollah Shafai, electrical and computer engineering and Canada Research Chair in Applied Electromagnetics, was chosen to receive the 2011 Killam Prize in Engineering, Canada’s most distinguished research award; three professors, Dr. Stephen Moses, medical microbiology, Dr. Brian Postl, Dean of Medicine, and Dr. Noralou Roos, community health sciences, were elected Fellows of the Canadian Academy of Health Sciences, one of the highest honours for individuals in the Canadian health sciences community; two professors, Dr. Ron Britton, design engineering, and Distinguished Professor Dr. Aniruddha Gole, electrical and computer engineering, were elected Fellows of the Canadian Academy of Engineering, the national institution through which Canada’s most distinguished and experienced engineers provide strategic advice on matters of critical importance to Canada; Dr. Joan Durrant, family social sciences, was the recipient of the 2011 Humanitarian of the Year award by the Manitoba Chapter of the Canadian Red Cross, an award presented to an individual who has demonstrated the spirit of humanity through volunteer work, advocacy, leadership and philanthropy, in their community and around the world; the Women’s Executive Network named Dr. Wanda Wuttunee, Native studies, one of Canada’s Most Powerful Women: TOP 100, in the Trailblazers and Trendsetters category; Distinguished Professor Dr. Jan Oleszkiewicz, civil engineering, was named the 2011 recipient of the Dr. John M. Bowman Memorial Winnipeg Rh Institute Foundation Award for outstanding research by senior university faculty.

## STUDENTS

Fall 2011 saw the highest student enrolment in the University of Manitoba’s 134 year history with 28,430 students enrolled. Increases were evident in many areas, including undergraduate, graduate, international, and Indigenous enrolment.

Undergraduate enrolment increased 1.7% to 24,347 students in Fall Term 2011. Graduate enrolment increased 5% to 3,501 students in Fall Term 2011.

Substantial increases were seen in the number of international students enrolled at the University of Manitoba. International student enrolment increased 16.3% from Fall Term 2010 and the international student population now comprises 9.6% of the total student population.

The University of Manitoba is proving to be the university of choice for Indigenous students. The Indigenous student population increased nearly 6% from Fall Term 2010 and Indigenous students now comprise 7.1% of the student population.

# REPORT OF THE VICE-PRESIDENT (ADMINISTRATION)

**Table 2, Selected Statistics** provides information on undergraduate and graduate student enrolment, self-declared Aboriginal students, undergraduate student credit hours and degrees, diplomas and certificates conferred on our graduates.

**Table 2: Selected Statistics**

	Fall Term 2011	Fall Term 2010	Fall Term 2009	Fall Term 2008	Fall Term 2007
<b>Fall Term Enrolment</b>					
Total Students <sup>1,2</sup>	28,430	27,751	27,476	26,238	26,814
Undergraduate students	24,347	23,929	23,654	22,544	23,044
% Annual Change	1.7	1.2	4.9	(2.2)	(0.9)
Full-Time	19,876	19,522	19,174	18,345	18,767
Part-Time	4,471	4,407	4,480	4,199	4,277
Graduate students	3,501	3,333	3,333	3,224	3,290
% Annual Change	5.0	0	3.4	(2.0)	1.7
Full-Time	2,720	2,560	2,550	2,452	2,487
Part-Time	781	773	783	772	803
Post-Graduate Medical Education Students	582	489	489	470	480
<b>Summer Enrolment</b>	<b>10,157</b>	<b>10,121</b>	<b>9,637</b>	<b>9,437</b>	<b>9,599</b>
% Annual Change	0.4	5.0	2.1	(1.7)	(0.4)
<b>Full-Time Equivalent Students <sup>1,3</sup></b>	<b>27,581</b>	<b>26,943</b>	<b>26,470</b>	<b>25,384</b>	<b>25,928</b>
% Annual Change	2.4	1.8	4.3	(2.1)	0.8
<b>International Students</b>	<b>2,738</b>	<b>2,354</b>	<b>2,165</b>	<b>2,134</b>	<b>2,419</b>
<b>Self-Declared Canadian Aboriginal Students<sup>4</sup></b>	<b>2,021</b>	<b>1,912</b>	<b>1,883</b>	<b>1,766</b>	<b>1,648</b>
Undergraduate	1,876	1,771	1,748	1,638	1,513
% of Total undergraduate	7.7	7.4	7.4	7.3	6.6
% of Total University 1	8.4	8.4	8.3	8.3	7.1
Graduate	139	133	129	123	127
% of Total Graduate	4.0	4.0	3.9	3.8	3.9
Post Graduate Medical Education	6	8	6	5	8
% of Total PGME	1.0	1.6	1.2	1.1	1.7
<b>Undergraduate Student Credit Hours</b>					
Fall and Winter	512,849	509,309	503,048	485,695	495,370
Summer	53,617	53,910	51,457	49,244	52,255
On-load <sup>5</sup>	6,156	6,084	6,928	6,133	5,556
<b>Degrees, Diplomas, Certificates Conferred</b>					
Undergraduate	4,139	4,120	4,095	4,382	4,052
Graduate	778	769	738	765	759

1. As at November 1st.

2. Includes B.Sc.(Dentistry), B.Sc.(Medicine) and Joint Master's Program students based on workload calculations.

3. Full-Time Equivalent Students = Full-time + (Part-time / 3.5). Includes all terms.

4. Aboriginal identity is a voluntary self-declaration made on the Admission form. Therefore, the numbers reported are less than the total population of Canadian Aboriginal students on campus.

5. Courses taught during Summer term as part of Fall and Winter teaching load.

# REPORT OF THE VICE–PRESIDENT (ADMINISTRATION)

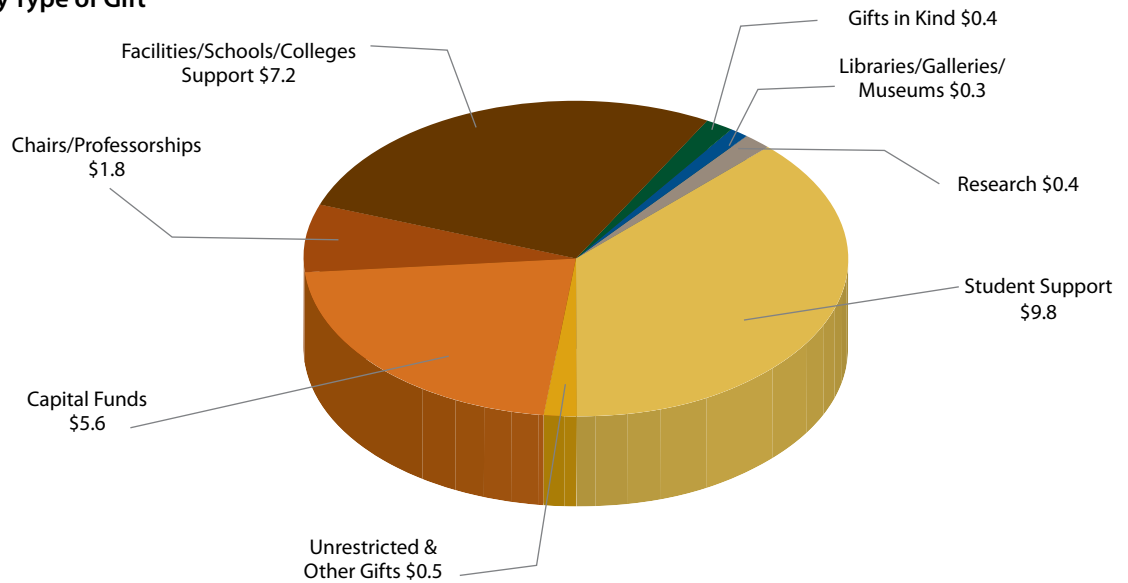
## TRUST AND ENDOWMENT FUND

The trust and endowment funds of the university continue to grow due to a combination of new gifts and investment returns. As at March 31, 2012, the market value of the endowment fund grew to \$357 million (2011 – \$342 million), with \$15.6 million in donations received during the year, and an annual return of 4.9% adding value to the fund. Despite ongoing challenges in the investment marketplace, the endowment fund’s return was relatively strong compared to both its indices and its peer group. The 4.9% return compared favorably to the endowment’s benchmark policy return of 2.3%, which is a weighted average of each mandate’s individual benchmarks. Canadian equities led the way by outperforming the S&P/TSX Index by 8.9% over the past year (-0.9% vs. the index return of -9.8%), while the U.S equity portfolio and the Canadian real estate portfolio contributed to the absolute return by earning 11.2% and 17.1%, respectively.

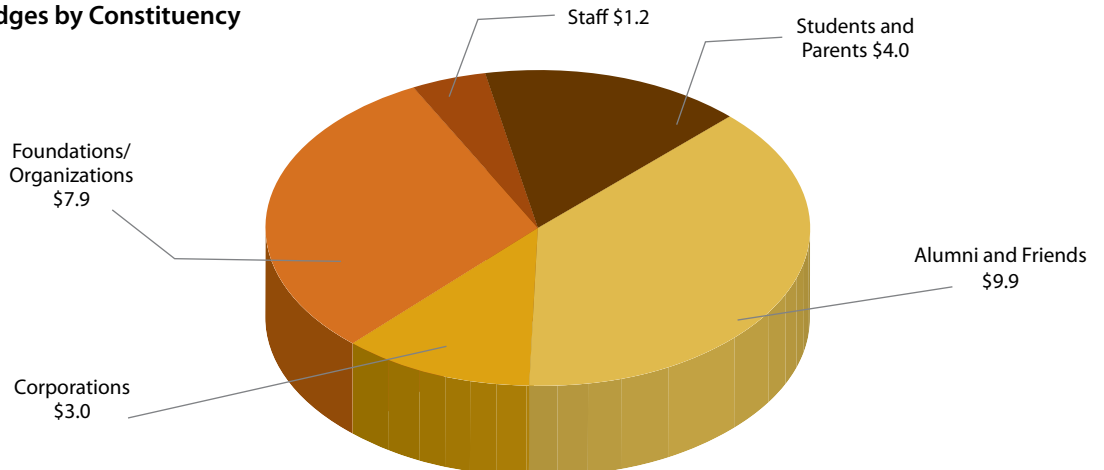
The income distributed from the fund through the annual spending allocation was \$15.2 million, which will provide student support, attract faculty and researchers, provide programs in faculties and schools, support chairs and professorships, and add to library resources. The market value of the specific trusts are \$36 million (2010 – \$28 million), the increase due to gifts and funding for new capital projects.

Tables 3.1 and 3.2 Donor Pledges summarize pledges received by type of donor and the purpose for which the gift was pledged.

**Table 3.1:**  
**Donor Pledges by Type of Gift**  
 2011-2012  
 (Total \$26.0 M)



**Table 3.2: Donor Pledges by Constituency**  
 2011-2012  
 (Total \$26.0 M)



## WORLD CLASS RESEARCH

The University of Manitoba currently holds 47 Canada Research Chairs and one Canada Excellence Research Chair, and is an active participant in 12 of Canada's National Networks of Centres of Excellence. The university is also home to, or a partner in, 53 research centres, institutes and shared facilities that foster collaborative research and scholarship in a wide variety of fields.

On October 12, 2011, the Canada Research Chair (CRC) program announced an investment of \$7.3 million for research at the University of Manitoba. The university was awarded one new CRC, one CRC was advanced, and eight CRCs had their chairs renewed. Dr. Jason Treberg, biological sciences, CRC in Metabolism and Environmental Dynamics, will receive \$500,000 over the next five years. His research will examine the role of mitochondria in metabolic and physiological responses to environmental change and quality. Dr. Lorrie Kirshenbaum, physiology, pharmacology & therapeutics, and St. Boniface Hospital Research Centre CRC in Molecular Cardiology, had his chair advanced from a Tier 2 to a Tier 1 and will receive \$1.4 million over the next seven years. This will allow him to build on the research he has conducted thus far. The following eight CRCs were renewed in their Tier 2 appointments and awarded \$500,000 each over the next five years: Dr. Trust Beta, food science, Dr. Ehab El-Salakawy, civil engineering, Dr. Mostafa Fayek, geological sciences, Dr. Andrew Halayko, physiology, Dr. Kiera Ladner, political studies, Dr. Aaron Marshall, immunology, Dr. Mario Tenuta, soil science, and Dr. Abraham Quan Wang, mechanical & manufacturing engineering. Dr. James Davie, biochemistry & medical genetics, was renewed as a Tier 1 Chair and will receive \$1.4 million in funding over the next seven years.

In 2011-12, research at the University of Manitoba continued its strength, with investment in a number of key areas. University researchers received \$126.8 million in sponsored or assisted research support through grants or contracts from the federal and provincial governments, various foundations, business and industry, and individuals. This funding is consistent with the amount received in 2010-11.

**Table 4, Research Expenses by Faculty or Support Unit**, illustrates the level of research investment, as measured by the level of spending, in faculties and schools in 2011-12. Research investment was highest in the Faculty of Medicine, at a level of \$57.1 million in 2011-12. The second-highest was the Faculty of Agricultural and Food Sciences at \$16.1 million, followed by the Faculties of Science, the Clayton H. Riddell Faculty of Environment, Earth and Resources, and Engineering at \$9.6, \$8.4, and \$7.4 million respectively. In 2011-12 a total of \$115 million was spent on sponsored or assisted research activities at the University of Manitoba.

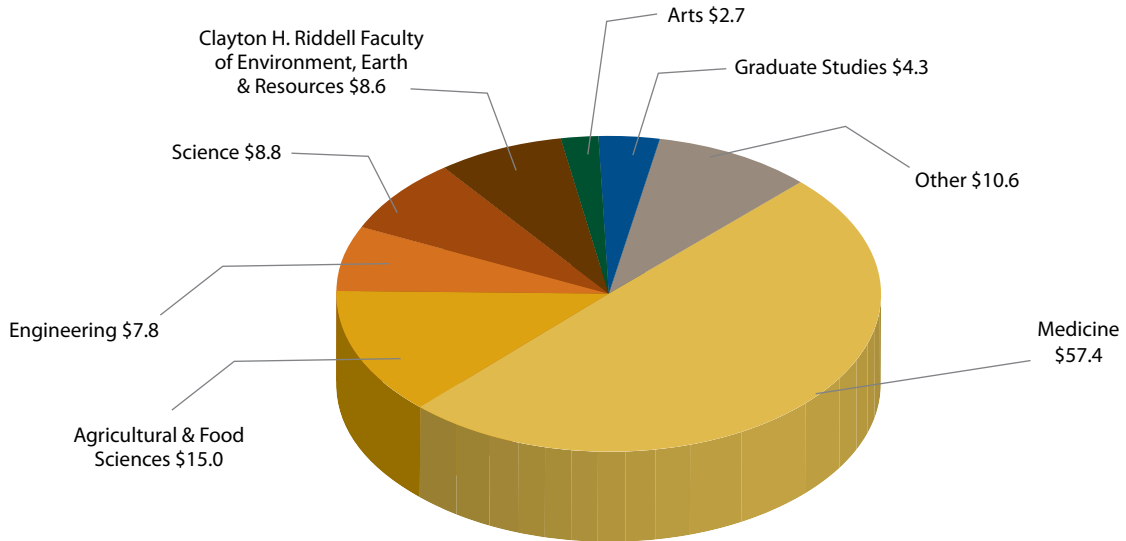
On September 1, 2011, the Honourable Gary Goodyear, Minister of State (Science and Technology), announced new funding from the Canada Foundation for Innovation (CFI) Leaders Opportunity Fund totaling \$700,547 to three University of Manitoba researchers who are working on projects that will directly impact agricultural and food science research initiatives. The recipients are: Dr. Michel Aliani (Human Nutritional Sciences), \$159,974 to establish a functional foods research laboratory; Dr. John Hanesiak (Environment and Geography), \$399,757 to establish a Mobile Atmospheric Research System (MARS); and Dr. Juan Rodrigues-Lecompte (Animal Science), \$140,816 to establish the first integrated Avian Nutritional Immunology Laboratory in Canada.

The establishment of Manitoba's first-ever research chair in the Immunobiology of Infectious Disease at the University of Manitoba came a step closer to fruition with a funding announced on June 15, 2011, of \$1.5 million from GlaxoSmith Kline Inc.'s Pathfinders Fund, \$500,000 from the Province of Manitoba's Research Innovation Fund, and \$1 million from the Faculty of Medicine. The areas of focus for the proposed chair will be immunology, infectious diseases, systems biology and public health.

Funding from the CFI, MRIF, and matching contributions from industry, along with the corresponding expenditures, are reflected in the Capital Asset Fund. In 2011-12, total contributions from these sources were \$10.9 million. The new funding supports research in seven faculties and two research partner institutions. Projects include: a mobile atmospheric research system (MARS) for surface-atmosphere and severe weather research, the establishment of an integrated laboratory to study the biology and functions of normal and malignant breast stem cells, preservation and promotion of northern Canadian heritage resources – a non-invasive/non-destructive approach to archaeological research, translational research centre for spinal cord injury repair, and a sea ice research facility (SIRF). When combined with sponsored or assisted research funding of \$115.9 million, University of Manitoba researchers received \$126.8 million in funding in 2011-12.

# REPORT OF THE VICE–PRESIDENT (ADMINISTRATION)

**Table 4: Research Expenses by Faculty or Support Unit 2011-12**  
(Total \$115.2 M)



## INVESTMENT IN CAPITAL, INFRASTRUCTURE, AND TECHNOLOGY

In 2011-12, the University of Manitoba invested \$123.5 million in capital assets as follows:

- \$86.3 million for the construction of buildings, infrastructure renewal and land improvements;
- \$21.7 million for the acquisition of furniture, equipment and vehicles;
- \$4.6 million for computer equipment and technological improvements such as building cabling; and
- \$10.9 million for library acquisitions and works of art.

In addition, debt servicing costs of \$21.2 million were paid, primarily relating to the Provincial Debt, the Arthur V. Mauro Student Residence, and the Pembina Hall Student Residence.

Capital funding for the year includes internal sources plus \$6.8 million from COPSE, \$24.8 million from other Provincial departments, \$21.7 million from the Federal Government, \$6.3 million from private donors and \$6.4 million from other income.

A number of projects were completed during the fiscal year including Art Research Technology (ART) Lab (\$16.4 million), Biological Sciences Building Upgrade (\$1.6 million), eureka Incubator (\$0.4 million), Buller Building Labs and Infrastructure Renovation (\$0.2 million) and Smartpark Lake 2 Infrastructure Development (\$0.2 million) funded by the Knowledge Infrastructure Program (KIP). Other projects which were completed include: Pembina Hall Student Residence (\$17.0 million), Soccer Playing Field Relocation (\$2.7 million), Asper School of Business James W. Burns Executive Education Centre (\$0.6 million) and the Dafoe Library Storage Annex (\$0.4 million).

Construction commenced on the Active Living Centre (\$2.2 million) which will be available to all students, as well as staff and community members. The new 100,000 square foot Active Living Centre will house a state-of-the-art indoor running track, 40-foot climbing wall and strength and conditioning room and assist to create a world-class health, wellness and fitness centre. Construction also commenced on the Project Domino Taché Hall Renovation (\$4.9 million) which will house the Marcel A. Desautels Faculty of Music. The Taché Hall project includes a new 500 seat Concert Hall, classroom addition and renovation and retrofitting of the existing 100 year old Taché Hall.

# REPORT OF THE VICE-PRESIDENT (ADMINISTRATION)

Construction continued on the Wallace Building Addition (\$4.7 million) and the Duff Roblin Building fire restoration/upgrades (\$13.0 million). The Duff Roblin west side occupancy is expected in late June 2012.

Infrastructure renewal projects undertaken in 2011-2012 included asbestos remediation (\$1.8 million), fire and safety (\$1.2 million), window replacements (\$1.4 million) roof replacements (\$1.2 million) and electrical distribution upgrades (\$0.9 million); which includes the Bannatyne Electrical Reservicing Project. These projects were funded by COPSE capital grants, Critical Deferred Maintenance funding from the Province and the Provincial Debt.

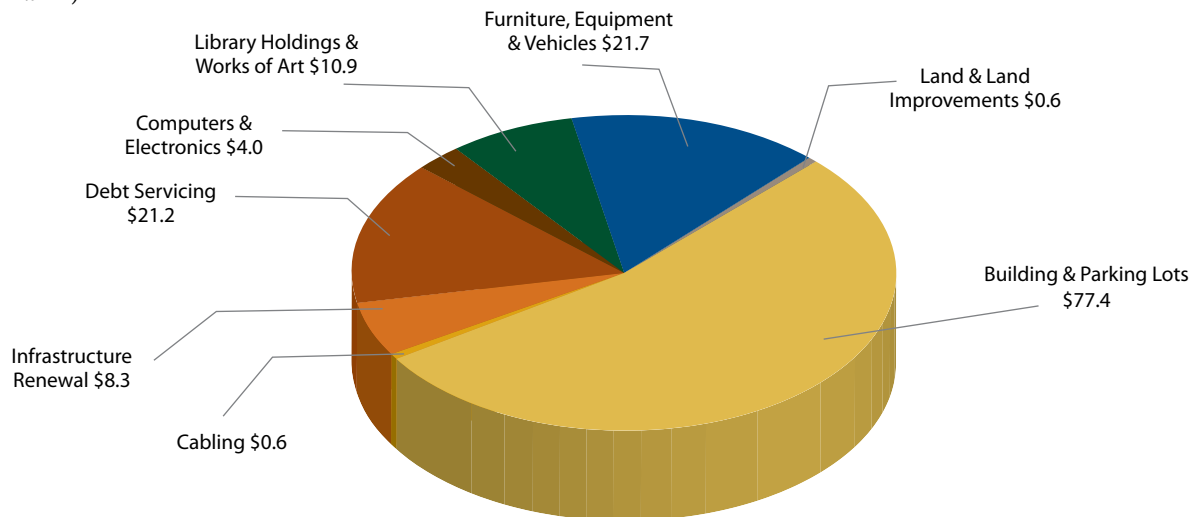
During 2011/12 Smartpark Development Corporation completed its transaction from a subsidiary corporation directly into the University of Manitoba as an income funded department of Ancillary Services. Smartpark properties were transferred to the university including the assignment of all its leases, licenses and use agreements, as well as the assumption of all its obligations. Day to day management of buildings and grounds continued seamlessly throughout this period operating under the banner of the University of Manitoba / Smartpark Department.

Since the first building opened in 2002, the Smartpark record has been one of rapid development and growth that is now beginning to show fulfillment of its vision – to build a community of innovators on the doorstep of the university that facilitates university-industry research collaborations and innovation. Today, after the development of nine building facilities, the community is home to twenty high tech tenant organizations and a technology business incubator employing over a thousand researchers, technicians and innovators with the capability of attracting and retaining highly skilled students and academic researchers in the Winnipeg and Manitoba region. Recognizing the long-term nature of research park development, Smartpark Research and Technology Park has the potential to translate discovery into application, develop talent, commercialize technology, and integrate government, higher education and industry interests.

**Table 5, Capital Fund Expenditures** provides a more detailed breakdown of the \$123.5 million in capital asset expenditures and debt servicing costs of \$21.2 million during 2011-12.

**Table 5: Capital Fund Expenditures  
2011-12**

(Total \$144.7 M)



# REPORT OF THE VICE–PRESIDENT (ADMINISTRATION)

## AN ASSET TO OUR COMMUNITY

In addition to success at providing a quality university education to our students and conducting world class research with global implications, the University of Manitoba reaches out to the community in many other ways, through continuing education, collaborative efforts with business and industry, and through the provision of specialized services not readily available locally. The university operates two main campuses, Bannatyne and Fort Garry, with satellite teaching and research facilities at Glenlea Research Station, Ian M. Morrison Research Farm in Carman, University of Manitoba Downtown: Aboriginal Education Centre, and at the William Norrie Centre on Selkirk Avenue.

In addition, Dentistry, Medicine and Social Work all offer programs onsite and through distance education delivery techniques in rural and northern communities. Dentistry offers extensive dental services through the Centre for Community Oral Health and Medicine provides health services through the Northern Medical Unit, bringing dental and health care to remote and Aboriginal communities. The University Centre Pharmacy also operates the Medical Information Line for the Elderly which offers phone and walk-in medication consultation to all Manitobans.

Smartpark continues to flourish, providing business and industry with opportunities to work collaboratively with researchers at the University of Manitoba.

More than \$1.8 billion in Province-wide economic activity is stimulated by the University of Manitoba, according to a study released in December 2009. The University of Manitoba Economic Impact Analysis, produced by PricewaterhouseCoopers and commissioned by the University of Manitoba, shows the university has a far-reaching effect upon all Manitobans. As illustrated above, the university does more than stimulate the economy in the short term; it is successful in the delivery of education, research, and community service which translates into major long term economic, social, and cultural benefits for the people of Manitoba.

The university currently is undergoing a physical transformation as a result of several projects underway that will enhance campus life for our students, faculty and staff. Project Domino is a five-year project that will see at least 13 units on campus receive new classroom, study, laboratory and studio space, in either new or retrofitted buildings and facilities. These changes will attract and retain national and international students, faculty and staff and include construction of Pembina Hall, a new 360 bed residence, refurbishing historic Taché Hall for the Marcel A. Desautels Faculty of Music and the School of Art, and construction of the adjacent ARTlab Building providing additional studio space. The university is also very excited to be home to the new professional football stadium at its Fort Garry Campus. In addition to the stadium development, the initiative includes a government contribution to the university of \$22.5 million which is, in part, facilitating development of the new Active Living Centre.

## CONCLUSION

Increased investment in the university is the right choice for Manitoba and will not only result in sustaining the capacity of the university to support learning, innovation in research, and community service, but also ensure that Manitobans will prosper.

The university acknowledges with gratitude the continuing support of the Province and the Council on Post-Secondary Education as well as the support of our students, staff, alumni, and community stakeholders.

Respectfully submitted,

Deborah J. McCallum  
Vice-President (Administration)



# STATEMENT OF MANAGEMENT RESPONSIBILITY FOR FINANCIAL REPORTING

The University is responsible for the preparation of the financial statements and has prepared them in accordance with generally accepted accounting principles as set out by the Canadian Institute of Chartered Accountants (CICA). The University believes the financial statements present fairly the University's financial position as at March 31, 2012 and the results of its operations for the year then ended.

The University's Board of Governors is responsible for overseeing the business affairs of the University and also has the responsibility to approve the financial statements. The Board has delegated certain responsibilities to its Audit and Risk Management Committee including the responsibility for reviewing the annual financial statements and meeting with management and the Auditor General of Manitoba on matters relating to financial reporting. The Auditor General has full access to the Audit and Risk Management Committee with or without the presence of management. The Board has approved the financial statements.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, the University has developed and maintains a system of internal controls designed to provide reasonable assurance that University assets are safeguarded from loss and that accounting records are a reliable basis for the preparation of financial statements. The integrity of internal controls is reviewed on an ongoing basis by Audit Services and the Auditor General.

The financial statements for the year ended March 31, 2012 have been reported on by the Auditor General of Manitoba, the auditor appointed under the University of Manitoba Act. The Auditor's Report outlines the scope of her examination and provides her opinion on the fairness of presentation of the financial statements.

Deborah J. McCallum,  
Vice-President (Administration)

Winnipeg, Manitoba  
June 26, 2012



# INDEPENDENT AUDITOR'S REPORT

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# FINANCIAL STATEMENTS

**UNIVERSITY OF MANITOBA**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT MARCH 31**  
(in thousands of dollars)

	2012	2011
<b>Assets</b>		
Current Assets		
Cash	\$ 101,368	\$ 109,444
Marketable Investments	20,000	
Accounts Receivable (Note 3)	74,081	75,230
Inventories	3,348	3,411
Prepaid Expenses	1,097	551
	<b>199,894</b>	<b>188,636</b>
Long Term Assets		
Loan Receivable (Note 4)	130,878	24,286
Investments (Note 5)	553,309	537,587
Capital Assets, Net of Accumulated Amortization (Note 7)	917,277	843,385
	1,601,464	1,405,258
	<b>\$ 1,801,358</b>	<b>\$ 1,593,894</b>
<b>Liabilities</b>		
Current Liabilities		
Accounts Payable	\$ 49,813	\$ 55,119
Unearned Revenue	6,521	5,278
Staff Vacation Entitlements	11,412	10,809
Bank Loans	15,570	8,712
Current Portion of Capital Lease Obligations (Note 8)	234	347
Current Portion of Long Term Debt (Note 9)	3,901	3,739
	<b>87,451</b>	<b>84,004</b>
<b>Long Term Liabilities</b>		
Other Long Term Liabilities (Note 10)	5,856	2,714
Capital Lease Obligations (Note 8)	200	307
Long Term Debt (Note 9)	305,258	211,965
Employee Future Benefits (Note 11)	67,924	65,552
Pension Obligation (Note 15)	24,074	23,124
	<b>403,312</b>	<b>303,662</b>
Fund Balances	1,310,595	1,206,228
	<b>\$ 1,801,358</b>	<b>\$ 1,593,894</b>

Contractual Obligations and Contingencies (Note 20)

Janice Lederman – Chair

Patricia Bovey – Vice-Chair

(The accompanying Notes form an integral part of the Financial Statements)

# FINANCIAL STATEMENTS

## STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES FOR THE YEARS ENDED MARCH 31

(in thousands of dollars)

	General Funds (Note 2D)	Restricted Funds (Note 2E)	Endowment Fund (Note 2F)	2012 Total Funds	2011 Total Funds
<b>Revenue:</b>					
Tuition and Related Fees	\$ 123,191	\$	\$	\$ 123,191	\$ 117,529
Contributions, Donations, Non-Government Grants	2,653	65,169	13,256	81,078	84,781
Net Investment Income (Note 16)	5,426	24,686	(3,078)	27,034	45,350
Miscellaneous Income	17,070	3,626		20,696	12,125
Government Grants:					
Council on Post-Secondary Education	304,147	6,817		310,964	294,560
Other Province of Manitoba	15,799	52,925		68,724	72,289
Government of Canada	10,760	82,851		93,611	93,833
Sales of Goods and Services	31,010	721		31,731	32,274
Ancillary Services	37,025			37,025	32,793
	547,081	236,795	10,178	794,054	785,534
<b>Expense:</b>					
Academic	291,347	105,457		396,804	383,840
Libraries	16,872	9		16,881	16,997
Student Affairs	16,786	30		16,816	15,854
Administration	35,051	2,591		37,642	36,882
Plant Maintenance	32,858			32,858	34,640
Other Academic Support	21,124	16		21,140	19,252
General	23,024	5,890		28,914	31,443
Student Awards	7,850	38,691		46,541	42,695
Interest		16,863		16,863	11,310
Amortization of Capital Assets		49,654		49,654	47,217
Ancillary Services	28,926			28,926	27,277
Actuarially Determined Employee Future Benefits	2,372			2,372	3,602
Change in Pension Obligation (Note 15)	950			950	(2,187)
Staff Benefits Contra	(6,674)			(6,674)	(6,194)
	470,486	219,201		689,687	662,628
<b>Net Revenue (Expense)</b>	76,595	17,594	10,178	104,367	122,906
<i>Inter-Fund Transfers (Note 13)</i>	(76,147)	74,682	1,465		
<i>Net Increase to Fund Balances</i>	448	92,276	11,643	104,367	122,906
<i>Fund Balances Beginning of the Year</i>	15,258	958,282	232,688	1,206,228	1,083,322
<b>Fund Balances End of the Year</b>	\$ 15,706	\$ 1,050,558	\$ 244,331	\$ 1,310,595	\$ 1,206,228
Unrestricted Funds	\$ (67,264)	\$	\$	\$ (67,264)	\$ (65,741)
Internally Restricted Funds	82,970	39,016		121,986	117,020
Externally Restricted Funds		196,283	244,331	440,614	429,469
Invested in Capital Assets		815,259		815,259	725,480
	\$ 15,706	\$ 1,050,558	\$ 244,331	\$ 1,310,595	\$ 1,206,228

(The accompanying Notes form an integral part of the Financial Statements)

# FINANCIAL STATEMENTS

## STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES FOR THE GENERAL FUNDS FOR THE YEARS ENDED MARCH 31

(in thousands of dollars)

	General Operating Fund (Note 2D)	Specific Provisions Fund (Note 2D)	Expenses Funded From Future Revenues (Note 2D)	2012 Total General Funds	2011 Total General Funds
<b>Revenue:</b>					
Tuition and Related Fees	\$ 123,191	\$	\$	\$ 123,191	\$ 117,529
Contributions, Donations, Non-Government Grants	2,653			2,653	2,231
Net Investment Income (Note 16)	5,426			5,426	4,317
Miscellaneous Income	17,070			17,070	9,603
Government Grants:					
Council on Post-Secondary Education	304,147			304,147	288,282
Other Province of Manitoba	15,799			15,799	15,184
Government of Canada	10,760			10,760	9,373
Sales of Goods and Services	31,010			31,010	31,375
Ancillary Services	37,025			37,025	32,793
	547,081			547,081	510,687
<b>Expense:</b>					
Academic	291,347			291,347	277,322
Libraries	16,872			16,872	16,901
Student Affairs	16,786			16,786	15,791
Administration	35,051			35,051	34,469
Plant Maintenance	32,858			32,858	34,643
Other Academic Support	21,124			21,124	18,891
General	23,024			23,024	24,898
Student Awards	7,850			7,850	6,473
Ancillary Services	28,926			28,926	27,277
Actuarially Determined Employee Future Benefits	2,372			2,372	3,602
Change in Pension Obligation (Note 15)	950			950	(2,187)
Staff Benefits Contra	(6,674)			(6,674)	(6,194)
	470,486			470,486	451,886
<b>Net Revenue</b>	76,595			76,595	58,801
<i>Inter-Fund Transfers (Note 13)</i>	(76,581)	1,971	(1,537)	(76,147)	(59,548)
<i>Net Increase (Decrease) to Fund Balances</i>	14	1,971	(1,537)	448	(747)
<i>Fund Balances Beginning of the Year</i>	2,289	80,999	(68,030)	15,258	16,005
<b>Fund Balances End of the Year</b>	\$ 2,303	\$ 82,970	\$ (69,567)	\$ 15,706	\$ 15,258
Unrestricted Funds	\$ 2,303	\$	\$ (69,567)	\$ (67,264)	\$ (65,741)
Internally Restricted Funds		82,970		82,970	80,999
	\$ 2,303	\$ 82,970	\$ (69,567)	\$ 15,706	\$ 15,258

(The accompanying Notes form an integral part of the Financial Statements)

# FINANCIAL STATEMENTS

## STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES FOR THE RESTRICTED FUNDS FOR THE YEARS ENDED MARCH 31

(in thousands of dollars)

	Capital Asset Fund (Note 2E)	Research and Special Fund (Note 2E)	Staff Benefits Fund (Note 2E)	Trust Fund (Note 2E)	2012 Total Restricted Funds	2011 Total Restricted Funds
<b>Revenue:</b>						
Contributions, Donations, Non-Government Grants	\$ 6,304	\$ 48,923	\$ 3,323	\$ 6,619	\$ 65,169	\$ 66,686
Net Investment Income (Note 16)	3,460		999	20,227	24,686	24,590
Miscellaneous Income	2,905	550	171		3,626	2,522
Government Grants:						
Council on Post-Secondary Education	6,817				6,817	6,278
Other Province of Manitoba	24,813	28,112			52,925	57,105
Government of Canada	21,675	61,176			82,851	84,460
Sales of Goods and Services		721			721	899
	65,974	139,482	4,493	26,846	236,795	242,540
<b>Expense:</b>						
Academic		105,457			105,457	106,518
Libraries		9			9	96
Student Affairs		30			30	63
Administration		2,591			2,591	2,413
Plant Maintenance					-	(3)
Other Academic Support		16			16	361
General			3,485	2,405	5,890	6,545
Student Awards		24,089		14,602	38,691	36,222
Interest	16,863				16,863	11,310
Amortization of Capital Assets	49,654				49,654	47,217
	66,517	132,192	3,485	17,007	219,201	210,742
<b>Net Revenue</b>	(543)	7,290	1,008	9,839	17,594	31,798
<i>Inter-Fund Transfers (Note 13)</i>	90,322	(16,995)	(110)	1,465	74,682	55,730
<i>Net Increase (Decrease) to Fund Balances</i>	89,779	(9,705)	898	11,304	92,276	87,528
<i>Fund Balances Beginning of the Year</i>	725,480	104,365	(5,296)	133,733	958,282	870,754
<b>Fund Balances End of the Year</b>	\$ 815,259	\$ 94,660	\$ (4,398)	\$ 145,037	\$ 1,050,558	\$ 958,282
Internally Restricted Funds	\$	\$	\$ 762	\$ 38,254	\$ 39,016	\$ 36,021
Externally Restricted Funds		94,660	(5,160)	106,783	196,283	196,781
Invested in Capital Assets	815,259				815,259	725,480
	<b>\$815,259</b>	<b>\$ 94,660</b>	<b>\$ (4,398)</b>	<b>\$145,037</b>	<b>\$1,050,558</b>	<b>\$ 958,282</b>

(The accompanying Notes form an integral part of the Financial Statements)

# FINANCIAL STATEMENTS

## STATEMENT OF CASH FLOWS FOR THE YEARS ENDED MARCH 31

(in thousands of dollars)

	General Funds	Restricted Funds	Endowment Funds	2012 Total Funds	2011 Total Funds
<b>Operating Activities:</b>					
Net Revenue	\$ 76,595	\$ 17,594	\$ 10,178	\$ 104,367	\$ 122,906
Amortization of Capital Assets		49,654		49,654	47,217
	76,595	67,248	10,178	154,021	170,123
Net Change in Non-Cash Working Capital Items	53,437	(49,373)		4,064	(638)
Net Change in Other Long Term Liabilities	346	2,796		3,142	486
Net Change in Pension Obligation	950			950	(2,187)
Net Change in Employee Future Benefits	67	2,305		2,372	3,602
<i>Net Cash Generated through Operating Activities</i>	131,395	22,976	10,178	164,549	171,386
<b>Investing Activities:</b>					
Increase in Loan Receivable		(106,592)		(106,592)	(24,286)
Increase in Long Term Investments	(50,150)	46,071	(11,643)	(15,722)	(55,740)
Purchase of Capital Assets		(123,546)		(123,546)	(138,755)
<i>Net Cash Generated used in Investing Activities</i>	(50,150)	(184,067)	(11,643)	(245,860)	(218,781)
<b>Financing Activities:</b>					
Proceeds from Capital Lease Obligations		168		168	279
Proceeds from Long Term Debt		103,591		103,591	23,976
Contractual Interest Added to Loan Principal		3,002		3,002	309
Principal Repayment on Capital Lease Obligations		(388)		(388)	(450)
Refinancing of Long Term Debt		(7,075)		(7,075)	
Principal Repayment on Long Term Debt		(6,063)		(6,063)	(4,094)
<i>Net Cash Generated through Financing Activities</i>		93,235		93,235	19,932
<b>Net Increase (Decrease) in Cash</b>	81,245	(67,856)	(1,465)	11,924	(27,463)
Inter-Fund Adjustments	(76,147)	74,682	1,465		
<b>Cash Beginning of Year</b>	21,798	87,646		109,444	136,907
<b>Cash End of Year</b>	\$ 26,896	\$ 94,472	\$	\$ 121,368	\$ 109,444
<i>Cash is defined as:</i>					
Cash	\$ 6,896	\$ 94,472	\$	\$ 101,368	\$ 109,444
Marketable Investments	20,000			20,000	
	\$ 26,896	\$ 94,472	\$	\$ 121,368	\$ 109,444
<b>Supplemental cash flow information:</b>					
Interest Received	\$ 4,387	\$ 6,245		\$ 10,632	\$ 7,907
Dividends Received		\$ 7,134		\$ 7,134	\$ 5,807
Interest Paid		\$ 10,617		\$ 10,617	\$ 11,249

(The accompanying Notes form an integral part of the Financial Statements)

# FINANCIAL STATEMENTS

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEARS ENDED MARCH 31

(in thousands of dollars)

### I. AUTHORITY AND PURPOSE

The University of Manitoba was established in 1877. It is governed by a Board of Governors acting under the authority of The University of Manitoba Act, R.S.M. 1987, c. U60. The University of Manitoba is a registered charity and is exempt from income taxes under Section 149 of the Income Tax Act.

The University of Manitoba, as the largest and most comprehensive institution of higher learning in Manitoba, plays a distinctive role within the Province. In addition to offering an undergraduate liberal education in arts, science and education, the University of Manitoba provides programs in a broad range of professional studies, applied sciences and the fine and performing arts and is responsible for the vast majority of graduate education and research in Manitoba. The University of Manitoba reaches out to a variety of constituencies in order to enhance the health, cultural, social and economic life of Manitobans and to provide lifelong learning opportunities for them. Through community service the University makes its expertise available to all Manitobans.

### 2. SIGNIFICANT ACCOUNTING POLICIES

#### A. GENERAL

These financial statements have been prepared in accordance with Generally Accepted Accounting Principles (GAAP) as recommended by the Canadian Institute of Chartered Accountants (CICA) for not-for-profit organizations. The University has adopted the restricted fund method of accounting for contributions.

Effective July 28, 2011, Smartpark Development Corporation, a wholly owned subsidiary of the University of Manitoba, transferred its net assets to the University and the Corporation was dissolved. The University assumed operations of the research park.

#### B. FUND ACCOUNTING

The University classifies resources used for various purposes into separate Funds which correspond to its major activities and objectives. The Statement of Financial Position combines the assets and liabilities of all Funds.

The University maintains its Funds under three fund categories, General, Restricted and Endowment Funds. The General Funds include the Funds for General Operating, Specific Provisions and Expenses Funded from Future Revenues. The Restricted Funds include the Capital Asset, Research and Special, Staff Benefits and Trust Funds. The Endowment Fund includes endowment funds of the University.

#### C. ACCOUNTING ESTIMATES

Accounting estimates are included in financial statements to approximate the effect of past revenue or expense transactions or events, or to approximate the present status of an asset or liability. Examples include accruals for salaries and benefits, the estimated useful life of an asset and certain actuarial assumptions used in determining employee future benefits. It is possible that changes in future conditions could require changes in the recognized amounts for accounting estimates.

#### D. GENERAL FUNDS

**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, sales 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 net cost of operating units is determined by including internal cost allocations for certain centrally administered services such as the telephone system in the units' expenses and by deducting these expenses as internal cost recoveries from the total expenses incurred by the unit administering these services.

The University BookStore, Parking, Student Residences, Pharmacy/Post Office, and Smartpark are classified as Ancillary Services and are budgeted on a break even basis. Any surpluses or deficits are transferred to/from the Specific Provisions Fund. Overhead costs have been allocated to all ancillary operations. Amortization of ancillary capital assets and interest expense is recorded in the Capital Asset Fund.

**Specific Provisions Fund:** 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 carryover, a fiscal stabilization provision to offset potential spending in excess of future budgets and other matters. Such appropriations are shown as inter-fund transfers on the Statement of Operations and Changes in Fund Balances.

**Expenses Funded From Future Revenues:** Expenses Funded from Future Revenues records 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.

## E. RESTRICTED FUNDS

**Capital Asset Fund:** The Capital Asset Fund consists of restricted contributions resulting from capital asset co-funding arrangements with external parties, contributed capital assets, sinking fund investment income and government grants, restricted for the purpose of acquiring capital assets and retiring capital advances. Funding agreements, using promissory notes as a vehicle, entered into with the Provincial Government, for the construction or acquisition of capital assets, which will be repaid from future funding provided by the Provincial Government through the Council on Post-Secondary Education (COPSE) are recorded as capital grants. These capital grants, under the restricted fund method of accounting, are reflected as revenue in the Statement of Operations and Changes in Fund Balances. The interest expense and the related future funding from COPSE over the terms of the promissory notes, to offset the interest expense and principal payments, are both excluded from the Statement of Operations and Changes in Fund Balances. Expenses include interest on debt relating to the acquisition or construction of capital assets, amortization and gains or losses on disposal of capital assets, including write-downs resulting from obsolescence.

**Research and Special Fund:** The Research and Special Fund consists of contributions specifically restricted for research or other special activities. Contributions are provided from both federal and provincial granting agencies and other public and private sources. These funds are spent in accordance with the conditions stipulated in the governing contracts and agreements.

**Staff Benefits Fund:** The Staff Benefits Fund is divided into Fund Accounts for Pension Reserve and Self Insured Plans, the revenues of which are restricted for the purposes noted.

- (i) **Pension Reserve:** This Fund Account is restricted for special payments towards any unfunded liability of the University of Manitoba Pension Plan (1993) and other pension obligations.
- (ii) **Self-Insured Plans:** This Fund Account records the assets and liabilities for two self-insured benefit plans, the Long Term Disability Income Plan and the Dental Plan. The Long Term Disability Income Plan is used for long term disability payments arising on and after June 1, 1981 for eligible staff. The Plan contains two funds, one for the payment of Basic Benefits and another for the payment of Cost-of-Living Benefits. The Dental Plan is administered by a contracted third party. Surplus funds are held for the purpose of covering deficits which may occur in this self-insured plan.

**Trust Fund:** The Trust Fund records gifts and bequests received which may be used in their entirety along with net investment income earned on these funds, according to donor restrictions. The majority of these funds are used for scholarships, bursaries, awards, loans, and other scholarly activities.



# FINANCIAL STATEMENTS

## F. ENDOWMENT FUND

The Endowment Fund records gifts and bequests received with the stipulation that these funds be invested in perpetuity and the net realized investment income earned be utilized for designated purposes. The Fund balance also reflects the change in fair value of Endowment Fund investments, which is recorded as a component of net investment income.

## G. REVENUE RECOGNITION

Restricted contributions are recognized as revenue of the appropriate Fund when received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured.

Unrestricted contributions, including sales of goods and services and ancillary revenues, are recognized as revenue of the General Operating Fund in the year received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions for endowment purposes are recognized as revenue in the Endowment Fund in the year received. Net realized investment income earned on endowments is recorded in the appropriate Fund depending on the restrictions imposed by the original donor. The change in fair value (unrealized investment income) of Endowment Fund investments is recorded as a component of net investment income in the Endowment Fund.

Net investment income earned on temporary surplus funds is recorded in the appropriate Fund depending on the restrictions imposed. Investment income on unrestricted surplus funds is recorded as unrestricted income in the General Operating Fund.

## H. CONTRIBUTED MATERIALS AND SERVICES

Gifts-in-kind are recorded in the financial statements to the extent that they are eligible for an official donation receipt, since this results in the capture of the information in the University's financial records.

Because of the difficulty involved in tracking and recording contributed services, the market value of these services is not recognized in the financial statements. Contributed services include activities such as membership on the University's Board of Governors and its various committees, lecturing services and volunteer services at fund raising or sporting events all of which are performed by staff, students and the community at no charge to the University. These services, although not recognized in the financial statements, are critical to the successful functioning of the University.

## I. INVESTMENTS

Investments are classified as held-for-trading and are carried at fair value. The change in fair value of investments is reflected as a component of net investment income in the statement of operations. Fair value of investments is determined based on year end quoted market prices.

## J. PLEDGES RECEIVABLE

The University does not record pledges receivable in its financial statements. Revenue from gifts, bequests and donations is recognized on a cash basis because of the uncertainty surrounding collection and in some instances because of the difficulty in determining the valuation of pledges receivable. The University recognizes gifts and donations to be received through the University of Manitoba Foundation U.S.A. Inc. only when the Board of Directors of the Foundation have formalized the transfer with a resolution, collectability is reasonably assured and the valuation of these gifts and donations can be reasonably determined.

## K. INVENTORIES

Inventories have been valued at the lower of cost and net realizable value.

## L. CAPITAL ASSETS

Purchased capital assets are recorded at cost. Capital assets which are constructed by the University are recorded as Construction in Progress until the capital asset is put into use. Contributed capital assets are recorded at market value at the date of contribution. Intangibles such as patents and copyrights are recorded at a nominal amount of one dollar in the year the patent or copyright is obtained.

Amortization is provided on a straight-line basis over the assets' estimated useful lives as follows:

Buildings and Major Renovations	15-50 years
Computer Hardware and Electronics	5-10 years
Furniture and Equipment	10 years
Library Books	10 years
Parking Lots	20 years
Vehicles	5 years

Equipment acquired under a capital lease is amortized over the useful life of the asset. Works of art, treasures, rare books and manuscripts are not amortized.

## M. COLLECTIONS

The University holds a number of collections which have been donated to its libraries, faculties and schools over the years. The library, faculty or school receiving the donation assumes responsibility for safeguarding and preserving the collection. The University seldom, if ever, disposes of its collections or of individual pieces in its collections. The University policy is to use proceeds generated from deaccessioned works of art to augment the University art collection.

The University's policy with regard to its collections is to fund maintenance expenses from the General Operating Fund, if monies are not available for such purposes in a Restricted Fund. The cost of maintenance is not tracked and is therefore not determinable.

## N. PENSION COSTS

The University sponsors three pension plans for its employees and retirees:

The University of Manitoba Pension Plan (1970), The University of Manitoba Pension Plan (1993) and The University of Manitoba GFT Pension Plan (1986). The 1970 Plan and 1986 Plan are defined contribution plans and as a result the pension costs are based on contributions required by those plans.

The Pension Costs for the 1993 Plan are determined actuarially using the projected unit credit actuarial cost method, prorated on services, and management's best estimate expectations of the discount rate for liabilities, the expected return on assets, salary escalation, retirement ages of employees and member mortality. Actuarial gains and losses are amortized on a straight line basis over the expected average remaining service life of the active employees, commencing in the year following the year the respective annual actuarial gains or losses arise.

The funded position of the 1993 plan is disclosed in Note 15.

## O. FINANCIAL INSTRUMENTS

The University continues to apply Section 3861 Financial Instruments – Disclosure and Presentation in place of Sections 3862 and 3863.

The financial instruments at the University consist of cash, marketable investments, accounts receivable, loan receivable, investments, accounts payable, bank loans, staff vacation entitlements, other long term liabilities, and long term debt.

Initially, all financial assets and liabilities must be recorded on the Statement of Financial Position at fair value. Subsequent measurement is determined by the classification of each financial asset and liability.

Under this standard, all financial instruments are classified as one of: held-for-trading; loans and receivables; held-to-maturity; available-for-sale or other liabilities. Financial assets and liabilities held-for-trading are measured at fair value with gains and losses recognized in the Statement of Operations. Financial instruments classified as held-to-maturity, loans, and receivables and other liabilities are measured at amortized cost. Available-for-sale financial instruments are measured at fair value, with unrealized gains and losses recognized directly in unrestricted net assets.

The University has classified its cash, marketable investments, investments, and derivatives as held-for-trading, which are measured at fair value. Accounts receivables and loan receivable are classified as loans and receivables which are measured at

# FINANCIAL STATEMENTS

amortized cost and accounts payable, staff vacation entitlements, bank loans, long term debt, and other long term liabilities, excluding derivatives, are classified as other liabilities, which are measured at amortized cost.

The primary risk exposures for investments are foreign currency, interest rate volatility, and market and credit risk. The University, through the work of its investment committees and Treasury Services, has formal policies and procedures in place governing asset mix among equity, fixed income and alternative investments, requiring diversification within categories, and setting limits on the size of exposure to individual investments. The University is also exposed to interest rate risk on its long term debt. The University has entered into interest rate swap agreements for a portion of its debt obligations.

## P. EMPLOYEE FUTURE BENEFITS

The University accrues its obligations for employee future benefit plans relating to health, dental, long term disability, and group life insurance. The cost of non pension post retirement and post employment benefits earned by employees is actuarially determined using the projected benefit method pro rated on service and managements' best estimates for the discount rate for liabilities, the expected rate of return on assets, retirement ages and expected future cost trends.

The University also accrues its obligations relating to post retirement adjustments to pensions for specifically entitled employees who retired prior to 1993. The cost of such post retirement pension adjustments is actuarially determined using the accrued benefit method and management's best estimate for the discount rate for liabilities and the expected rate of return on assets. Any increase in such adjustments is recognized in the year that it occurs.

Actuarial gains or losses are recognized in the year the gain or loss arises.

## Q. FOREIGN CURRENCY TRANSLATION

Monetary assets and liabilities denominated in foreign currencies are translated at the year-end exchange rate. Revenues and expenses are translated at exchange rates on the transaction dates. Gains or losses arising from these translations are included in earnings.

## R. DERIVATIVE FINANCIAL INSTRUMENTS

From time to time, the University uses derivative financial instruments, including interest rate swap agreements, in its management of exposures to fluctuations in interest rates. An interest rate swap is a derivative financial contract between two parties who agree to exchange fixed rate interest payments for floating rate payments on a predetermined notional amount and term. Derivatives are recorded at fair value and in determining the fair value, the credit risk of the counterparty is considered

## S. FUTURE ACCOUNTING POLICY CHANGES

### Public Sector Accounting Standards

The CICA's Public Sector Accounting Board announced that government controlled not-for-profit organizations will adopt public sector accounting board (PSAB) standards, which include not-for-profit accounting standards, effective for fiscal years beginning on or after January 1, 2012. The transition date for the University of Manitoba of April 1, 2011 will require the restatement and presentation of the April 1, 2011 Statement of Financial Position, for comparative purposes and the restatement of the March 31, 2012 figures in the March 31, 2013 financial statements. The University is currently assessing the impact of those differences.

## 3. ACCOUNTS RECEIVABLE

	2012	2011
Business, Industry and Foundations	\$ 20,490	\$ 21,871
Federal Government	20,345	19,501
Other	13,399	13,977
Provincial Government	15,123	16,422
Students	4,724	3,459
	<u>\$ 74,081</u>	<u>\$ 75,230</u>

## 4. LOAN RECEIVABLE

The University has a loan agreement with BBB Stadium Inc. (BBB) related to the construction of a stadium at the Fort Garry campus. The loan agreement is divided into a first phase and a second phase for a combined amount not to exceed \$160 million. The first phase is not to exceed \$75 million while the second phase is not to exceed \$85 million. The interest rate on the first phase of the loan is 4.65% and the first phase of the loan receivable is due and payable in full on June 1, 2038. The interest rate on the second phase is 4.65% until June 1, 2053 and is due and payable in full on November 24, 2058.

Any amounts received by BBB in the form of insurance proceeds, entitled to be retained by BBB by reason of the destruction of all or part of the stadium, where such insurance proceeds are not being applied to restore, reconstruct and repair the stadium in accordance with the ground lease, shall be paid to the University and be applied to the repayment of the loan, firstly to the accrued interest and secondly to principal outstanding, for both phases of the loan, on a pro-rata basis.

Payment terms of the first phase and second phase of the loan receivable are as follows:

### FIRST PHASE:

BBB is required to make payments to the University equivalent to the aggregate of:

- Any amounts received by BBB in respect of the stadium development from the City of Winnipeg pursuant to The Community Revitalization Tax Increment Financing Act.
- Any amounts received by BBB from any party which were designated by the party for application to the loan.

Payments are applied firstly to accrued interest and secondly to the principal outstanding. Unpaid interest is added to the principal of the first phase of the loan and compounded annually.

### SECOND PHASE:

Interest will be calculated annually and unpaid interest until July 15, 2017 shall be added to the first phase of the loan. Any unpaid interest after July 15, 2017 shall be added to the second phase of the loan and compounded annually. Payments in respect of principal shall be made in amounts determined by BBB, on or before each of:

- (i) July 15, 2013;
- (ii) July 15, 2014;
- (iii) July 15, 2015; and
- (iv) July 15, 2016.

Annual payments of principal and interest over the remainder of the second phase loan term are to be paid on or before July 15 of each calendar year commencing on July 15, 2017 based on the amortization of the loan following the July 15, 2016 payment.

	2012	2011
First Phase interest and principal outstanding	\$ 78,311	\$ 24,286
Second Phase principal outstanding	52,567	
	\$ 130,878	\$ 24,286

The University has an equal long term debt loan payable to the Province of Manitoba (Note 9).

# FINANCIAL STATEMENTS

## 5. INVESTMENTS

	2012 Fair Value	2011 Fair Value
<b>General Funds</b>		
Bonds and Other Fixed Income Securities:		
Other Provincial	\$	\$ 14,565
Corporate	130,727	124,596
	130,727	139,161
<b>Trust &amp; Endowment</b>		
Bankers Acceptances, Guaranteed Investment		
Certificates and Cash	15,593	18,169
Bonds and Other Fixed Income Securities:		
Government of Canada	23,686	24,245
Province of Manitoba	3,227	2,193
Other Provincial	18,566	13,216
Corporate	1,004	3,210
Other	69	77
Municipal	4,599	4,398
	51,151	47,339
Equities:		
Canadian Equities	133,029	129,512
US Equities	69,677	62,515
International Equities	45,595	46,875
	248,301	238,902
Pooled Real Estate Fund	56,488	48,676
	371,533	353,086
<b>Capital</b>		
Bankers Acceptances, Guaranteed Investment		
Certificates and Cash	20,129	17,998
<b>Staff Benefits</b>		
Money Market Funds and Cash		
	792	732
Bonds		
	10,446	9,070
Equities:		
Canadian Equities	7,391	6,968
US Equities	4,462	4,019
International Equities	4,419	3,899
	16,272	14,886
Mortgage Fund	2,988	2,607
	30,498	27,295
<b>Research &amp; Special</b>		
Other Investments	422	47
<b>Total Investments</b>	<b>\$ 553,309</b>	<b>\$ 537,587</b>

As at March 31, the average yields and the terms to maturity are as follows:

- Bankers Acceptances, Guaranteed Investment Certificates and Money Market Funds: 1.40% (2011, 1.40%); term to maturity: less than one year.
- Government and Corporate bond funds: 2.84% (2011, 2.82%); terms to maturity: range from less than one year to more than 12 years.

The University's investment in real estate consists of units of a pooled real estate investment in the Great West Life Assurance Company – Canadian Real Estate Investment Fund No. 1

During the year ended March 31, 2012, the University recognized net unrealized losses of \$3,331 (2011 net unrealized gains, \$24,971) on investments classified as held-for-trading, which are recorded in net investment income in the statement of operations.

## 6. CREDIT RISK EXPOSURE AND MANAGEMENT

The carrying amount of financial assets represents the maximum credit exposure. The maximum exposure to credit risk at March 31 was:

	2012	2011
<b>Financial Assets Held-For-Trading:</b>		
Cash	\$ 101,368	\$ 109,444
Marketable Investments	20,000	
Investments	553,309	537,587
<b>Loans and Receivables:</b>		
Accounts Receivable	74,081	75,230
Loan Receivable	130,878	24,286
<b>Totals</b>	<b>\$ 879,636</b>	<b>\$ 746,547</b>

The University manages the credit risk related to these items as follows:

Cash is held in Chartered banks and marketable investments are held in high quality Canadian money market instruments. Exposure to risk is managed by considering the rates of return in conjunction with liquidity needs and making investments in a variety of short term instruments with several financial institutions.

Credit risk related to investments is managed by maintaining a diverse portfolio of investments, investing with counterparties considered to be of high quality, and limiting the amount that can be invested in any one holding.

A significant portion of the University's accounts receivable (Note 3) is related to Restricted Funds and is from the federal and provincial governments, not-for-profit organizations, corporations, the US government, and other universities. The University also has accounts receivable from students and staff. The credit risk on these receivables is minimal. The remaining accounts receivable are due from a diverse group of customers and are subject to normal credit risks.

The credit risk on the loan receivable (Note 4) is offset by a loan payable (Note 9) from the Province of Manitoba with matching terms of repayment.

# FINANCIAL STATEMENTS

## 7. CAPITAL ASSETS, NET OF ACCUMULATED AMORTIZATION

	2012		2011	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Assets Under Capital Lease	\$ 3,632	\$ 3,191	\$ 3,526	\$ 2,840
Buildings and Major Renovations	886,708	200,550	745,989	183,148
Computer Hardware and Electronics	100,815	83,695	98,961	79,015
Construction in Progress	41,377		96,074	
Furniture and Equipment	227,344	147,313	208,165	134,348
Land	28,681		27,994	
Library Books	176,115	127,923	168,136	121,353
Parking Lots	8,481	2,605	8,280	2,187
Rare Books and Manuscripts	5,734		5,271	
Vehicles	7,745	6,618	7,810	6,418
Works of Art	2,540		2,488	
	1,489,172	571,895	1,372,694	529,309
Less Accumulated Amortization	571,895		529,309	
<b>Net Book Value</b>	<b>\$ 917,277</b>		<b>\$ 843,385</b>	

## 8. CAPITAL LEASE OBLIGATIONS

Minimum lease payments which include principal and interest under the capital lease obligations are as follows:

2013	\$ 247
2014	130
2015	72
2016	6
Total Minimum Lease Payments	455
Less: Interest at 2.22%	(21)
	434
Less: Current Portion	234
	<b>\$ 200</b>

## 9. LONG TERM DEBT

	2012	2011
<b>Province of Manitoba:</b>		
Promissory Note, 5.23% due March 1, 2035	\$ 66,264	\$ 67,715
Promissory Note, 5.55% due April 1, 2036	68,184	69,498
Promissory Note, 5.35% due February 1, 2040	30,079	30,533
Loan, First Phase, 4.65% due June 1, 2038	78,311	24,286
Loan, Second Phase, 4.65% until June 1, 2053, due November 24, 2058	52,567	
	295,405	192,032
<b>Term Loans:</b>		
Multi Tenant Facility, 5.975% due October 31, 2012		1,219
Multi Tenant Facility, 5.95% due January 22, 2014		1,150
		2,369
<b>Bankers Acceptances with Interest Rate Swaps:</b>		
Multi Tenant Facility, 3.85% due February 11, 2019		7,075
Arthur V. Mauro Student Residence, 5.62% due September 5, 2028	13,754	14,228
	13,754	21,303
	309,159	215,704
<b>Less Current Portion:</b>		
Province of Manitoba	(3,398)	(3,221)
Term Loans		(44)
Bankers Acceptances	(503)	(474)
	(3,901)	(3,739)
	\$ 305,258	\$ 211,965

Interest expense on long term debt was \$14,058 (2011, \$10,828), including the change in the fair value of the interest rate swaps of \$1,206 (2011, \$70).

The fair value of long term debt is approximately \$336,092 (2011, \$226,901) compared to a carrying value of \$309,159 (2011, \$215,704). Fair value of these long term debt instruments has been determined using future payments of principal and interest of the actual outstanding long term debt discounted at current interest rates available to the University.

The University entered into an interest rate swap agreement whereby the University has fixed a swap rate of 5.62% on a 25 year loan for the Arthur V. Mauro Student Residence. A stamping fee is committed until September 1, 2013. Under the terms of the agreement, the University is required to make monthly principal and interest repayments similar to a conventional amortizing loan. The notional principal underlying this swap agreement amounted to \$13,754 as at March 31, 2012 (2011, \$14,228).

The Multi Tenant Bankers Acceptances represents an interest rate swap agreement to finance the development of 150 Innovation Drive, which has a fixed swap rate of 3.85% that is committed until February 11, 2029. A stamping fee is committed until February 2019. Under the terms of the agreement, monthly principal and interest repayments are required based on a total amortization period of 25 years, similar to a conventional amortizing loan after February 11, 2016. The notional principal underlying this swap agreement as at March 31, 2011 was \$7,075. During the year the swap agreement was refinanced with a stamping fee committed until November 30, 2012. The amount is now included in bank loans.

The fair value of the swap agreements on the bank loan and long term debt at March 31, 2012 was \$5,510 (2011, \$2,368) and has been recorded in other long-term liabilities (Note 10).

The University has entered into a loan agreement with the Province of Manitoba related to the construction of a new stadium at the Fort Garry campus. The loan agreement is divided into a first phase and a second phase for a combined amount not to exceed \$160 million. The first phase is not to exceed \$75 million while the second phase is not to exceed \$85 million. The



# FINANCIAL STATEMENTS

interest rate on the first phase of the loan is 4.65% and the first phase of the loan is due and payable in full on June 1, 2038. The second phase of the loan bears interest at 4.65% until June 1, 2053 and is due and payable in full on November 24, 2058.

Any amounts received by the University in the form of insurance proceeds received and entitled to be retained by the University by reason of the destruction of all or part of the stadium, where such insurance proceeds are not being applied to restore, reconstruct and repair the stadium in accordance with the ground lease are also to be applied to the repayment of the loan, firstly to the accrued interest and second to the principal outstanding, for both phases of the loan, on a pro-rata basis.

Additional terms of repayment of the loan are as follows:

## LOAN, FIRST PHASE:

The amount of the annual payment of principal and interest on the loan is equivalent to the aggregate of:

- any amounts paid by BBB to the University in respect of the BBB loan receivable;
- any amounts received by the University in respect of the stadium development from The City of Winnipeg pursuant to The Community Revitalization Tax Increment Financing Act; and
- any amounts received by the University from any party which were designated by the party for application to the loan.

Payments are applied firstly to accrued interest and secondly to the principal outstanding. Unpaid interest is added to the principal of the First Phase of the loan and compounded annually. Any accrued interest and principal outstanding on the First Phase of the loan as at June 1, 2038 is due and payable in full, subject to receipt of the accrued interest and principal outstanding from BBB, unless the parties agree otherwise in writing.

## LOAN, SECOND PHASE:

Interest will be calculated annually and unpaid interest until July 31, 2017 shall be added to the first phase of the loan. Any unpaid interest after July 31, 2017 shall be added to the second phase of the loan and compounded annually. Payments in respect of principal shall be made in amounts as received from BBB, on or before each of:

- (i) July 31, 2013;
- (ii) July 31, 2014;
- (iii) July 31, 2015; and
- (iv) July 31, 2016.

Annual payments of principal and interest over the remainder of the second phase loan term are to be paid on or before July 31 of each calendar year commencing on July 31, 2017 based on the amortization of the loan following the July 31, 2016 payment. Payments are applied firstly to accrued interest after July 31, 2017 and secondly to principal outstanding.

Any accrued interest and principal outstanding on the second phase of the loan as at November 24, 2058 is due and payable in full, subject to receipt of accrued interest and principal outstanding from BBB, unless the parties agree otherwise in writing.

Principal and interest outstanding at March 31 are:

	2012	2011
Loan, First Phase	\$ 75,000	\$ 23,977
Loan, First Phase Accrued Interest	2,869	309
Loan, Second Phase Accrued Interest	442	
	78,311	24,286
Loan, Second Phase	52,567	
	<b>\$ 130,878</b>	<b>\$ 24,286</b>

Principal repayments on long term debt payable over the next five years are as follows:

	Province of Manitoba	Bankers Acceptances	Total
2013	\$ 3,398	\$ 503	\$ 3,901
2014	3,586	533	4,119
2015	3,783	567	4,350
2016	3,992	603	4,595
2017	4,212	639	4,851
Thereafter	276,434	10,909	287,343
	<b>\$ 295,405</b>	<b>\$ 13,754</b>	<b>\$ 309,159</b>

## 10. OTHER LONG TERM LIABILITIES

Amounts included in other long term liabilities are as follows:

	2012	2011
Refundable deposit	\$ 346	\$ 346
Fair Value of Financial Derivatives	5,510	2,368
	<b>\$ 5,856</b>	<b>\$ 2,714</b>

## 11. EMPLOYEE FUTURE BENEFITS

The University of Manitoba provides certain health, dental and group life benefits for its retired employees who have met the eligibility criteria and long term disability benefits for current employees. Post retirement pension benefits are also provided for specifically entitled retirees.

Health, dental and group life benefits are provided to employees who retired prior to July 1, 2004 on a non contributory basis. The group life benefits are indexed post retirement. For eligible employees retiring on or after July 1, 2004, no group life benefit is available, and retired former employees share in the cost of the health and dental benefits.

The long term disability income benefit is provided on a contributory basis.

Post retirement pension benefits are provided to specifically entitled employees who retired prior to 1993. The adjustments for a year are determined as the lesser of the amounts that can be provided by a weighted average percentage salary increase at the University, or the excess interest approach provided under the University of Manitoba Pension Plan (1993). One hundred percent of the adjustments are paid by the University.

The University measures the fair value of assets and the accrued benefit obligations for the non pension and post retirement pension adjustments as of March 31. The most recent actuarial valuations of the non pension benefit plans were as of March 31, 2010 with the next valuations due as of March 31, 2013. The actuarial valuation of the post retirement pension adjustments was as of March 31, 2012.

The Accrued Benefit Obligation for the non pension benefit plans and the post retirement adjustments are reported in the University's statement of financial position under long term liabilities.

# FINANCIAL STATEMENTS

Information about the University's non-pension benefit plans and post-retirement adjustments as at March 31 is as follows:

	Non-Pension Benefit Plans		Post-Retirement Adjustments		Total	
	2012	2011	2012	2011	2012	2011
Benefit Cost	\$ 5,054	\$ 4,500	\$ 226	\$ 163	\$ 5,280	\$ 4,663
Accrued Benefit Obligation	64,041	61,356	3,883	4,196	67,924	65,552
Plan Assets	27,372	24,232	1,418	1,662	28,790	25,894
Employer Contribution	5,509	5,061			5,509	5,061
Employees' Contributions	3,322	2,978			3,322	2,978
Benefits Paid	6,584	6,109	590	652	7,174	6,761

Plan assets consist of:

	Non-Pension Benefit Plans		Post-Retirement Adjustments	
	2012	2011	2012	2011
Equities			54%	55%
Fixed Income			34%	33%
Other			12%	12%
Total			100%	100%

Key Assumptions are:

	Non-Pension Benefit Plans		Post-Retirement Adjustments	
	2012	2011	2012	2011
Accrued benefit obligation at March 31: Discount rate	4.30%	5.00%	4.30%	5.00%
Benefit Cost for year ended March 31: Discount rate	5.00%	5.50%	5.00%	5.75%
Expected rate of return on assets	5.00%	5.50%	5.00%	5.75%
Health Care Cost Trend Rates at March 31:				
Initial rate	8.00%	8.25%		
Ultimate rate	6.00%	6.00%		
Year ultimate rate reached	2020	2020		
Dental Care Cost Trend Rates at March 31:				
	4.00%	4.00%		

## 12. INTER-FUND ADVANCES AND LOANS

Inter-Fund advances and loans at March 31 are as follows:

	2012	2011
<b>General Operating Fund:</b>		
Due to Capital	\$ (57,853)	\$ (3,685)
Due to Trust	(3,529)	(4,656)
	<b>\$ (61,382)</b>	<b>\$ (8,341)</b>
<b>Capital Asset Fund:</b>		
Due from Operating	\$ 57,853	\$ 3,685
Due to Research		(5,961)
Due to Trust		(909)
	<b>\$ 57,853</b>	<b>\$ (3,185)</b>
<b>Trust Fund:</b>		
Due from Operating	\$ 3,529	\$ 4,656
Due from Capital		909
	<b>\$ 3,529</b>	<b>\$ 5,565</b>
<b>Research and Special Fund:</b>		
Due from Capital	\$	\$ 5,961
	<b>\$</b>	<b>\$ 5,961</b>

# FINANCIAL STATEMENTS

## 13. INTER-FUND TRANSFERS

	General Operating	Specific Provisions	Expenses Funded From Futures Revenues	Capital Asset	Research and Special	Staff Benefits	Trust Fund	Endow- ment Fund
Employee Future Benefits	\$ 2,372	\$	\$ (67)	\$	\$	\$ (2,305)	\$	\$
Net Change in Vacation Pay & Pension Liability	1,470		(1,470)					
Benefit Premiums Net of Employer Contributions for Staff Benefits	(2,195)					2,195		
Appropriations for Specific Provisions:								
Capital Asset Replacements & Improvements	(5,310)	5,310						
Unit Carryovers, Special Projects & Initiatives	(68,508)	68,508						
Funding of Capital								
Asset Additions	(63,105)	(2,343)		76,652	(11,047)		(157)	
Long Term Debt Repayments	(5,486)			5,489	(3)			
Student Contributions to University Development Funds	(738)							738
Student Contributions for Technology	(3,703)			3,703				
Scholarships, Bursaries & Prizes	(7,620)	(100)			(3,091)		10,811	
Other Net Transfers					(21)		(706)	727
Overhead Recoveries	3,348				(3,348)			
Funding of General								
Operating Expenses	77,523	(69,404)			(502)		(7,617)	
Unit Capital Development Assessment	(4,478)			4,478				
Funding of Research Projects	(151)				1,017		(866)	
March 31, 2012	\$ (76,581)	\$ 1,971	\$ (1,537)	\$ 90,322	\$ (16,995)	\$ (110)	\$ 1,465	\$ 1,465
March 31, 2011	\$ (58,783)	\$ (1,535)	\$ 770	\$ 72,296	\$ (8,397)	\$ (3,158)	\$ (5,011)	\$ 3,818

## 14. CONTRIBUTED CAPITAL ASSETS

Contributions recognized in the Capital Asset Fund include contributed building, capital equipment, library books and artwork of \$822 (2011, \$836).

## 15. PENSION PLANS

The University is the sponsor of three pension plans, The University of Manitoba Pension Plan (1970), The University of Manitoba GFT Pension Plan (1986), and The University of Manitoba Pension Plan (1993).

During the year, The University created separate Pension Committees to act as Plan Administrator for each of the 1993 and 1986 plan. The University is the Plan Administrator for the 1970 plan.

Each of the 1993 Pension Committee and 1986 Pension Committee have the following responsibilities for their respective plans:

- monitor the operation of the plan;
- take responsibility for the plan's administration;
- ensure that the plan is in compliance with all applicable legislation; and
- act in an advisory capacity to the University Board of Governors, making recommendations as required.

All three pension plans issue their own financial statements, none of which form part of the University's financial statements.

The University's pension liability for the 1993 Plan is the net of pension obligations less plan assets and adjusted for any unamortized actuarial gains or losses. For the 1986 Plan, the University has no pension liability as pension obligations equal plan assets. The University has no pension liability for 1970 Plan.

### 1993 PLAN

The University of Manitoba Pension Plan (1993) is a money purchase plan with a defined benefit minimum. In years prior to calendar 2010, the surplus from the Plan was adequate to fund any amounts required in excess of matching contributions of active members and the University.

At December 31, 2010, the actuarial method used to value the liabilities was the projected unit credit method, consistent with the funding valuations. Under this method, the amendment to increase future contributions had no effect on the pension obligations for the 1993 Plan because the obligations for the supplementary pensions are based on the projection to retirement of contributions and service accrued to the valuation date only.

For 2011, the actuarial method used to value the liabilities was changed to the projected unit credit method, prorated on services. Under this method, the amendment to increase future contributions also affects the determination of the accrued benefit obligations.

The financial impact of the change in method has been reflected as two adjustments to the accrued benefit obligations: an increase of \$4,023 related prorating on services and a decrease of \$15,150 related to the plan amendment to increase future contributions.

The \$4,023 has also been reflected as an increase in the current year pension expense. The \$15,150 has been accounted for as an actuarial gain and was applied against the unamortized actuarial losses. The unamortized net actuarial losses will be amortized over EARSL.

An actuarial valuation for accounting purposes was prepared by a firm of consulting actuaries as at December 31, 2009 and extrapolated to December 31, 2011.

The University uses a December 31 measurement date for reporting plan assets and obligations.

# FINANCIAL STATEMENTS

The actuarial present value of benefits and plan assets as of December 31, were as follows:

	2011	2010
<b>Accrued Benefit Obligation</b>		
Actuarial present value of accrued pension benefits at beginning of year, as previously reported	\$ 1,017,033	\$ 936,458
Plan amendment	(15,150)	-
Actuarial present value of accrued pension benefits, at the beginning of year, as adjusted	\$ 1,001,883	\$ 936,458
Adjustment pro rating on service to December 31	4,023	
Interest accrued on defined benefits	20,133	21,706
Interest accrued (decreased) on member accounts	(15,561)	54,671
Benefits accrued	39,905	36,353
Benefits paid	(74,922)	(77,727)
Actuarial losses	15,599	6,588
Change in assumptions	22,453	38,984
Actuarial present value of accrued pension benefits at end of year	\$ 1,013,513	\$ 1,017,033
<b>Plan Assets</b>		
Fair value, at beginning of year	\$ 939,571	\$ 889,022
Actual return on plan assets	(24,506)	86,295
Employer contributions calendar year	26,268	25,682
Employee contributions	17,803	16,093
Transfer from other plans	205	206
Benefits paid	(74,922)	(77,727)
Fair value, at end of year	\$ 884,419	\$ 939,571
<b>Reconciliation of Pension Liability</b>		
Accrued benefit obligation	\$ 1,013,513	\$ 1,017,033
Plan assets	(884,419)	(939,571)
Plan deficit	129,094	77,462
Contributions during fiscal year in excess of calendar year	(4,531)	(2,092)
Adjusted plan deficit	124,563	75,370
Unamortized net actuarial losses	(100,489)	(52,246)
Pension liability	\$ 24,074	\$ 23,124
<b>Pension Liability</b>		
Pension liability, beginning of year	\$ 23,124	\$ 25,311
Employer contributions, fiscal year	(28,707)	(27,327)
Net benefit plan expense	29,657	25,140
Pension liability, end of year	\$ 24,074	\$ 23,124
<b>Net Benefit Plan Expense</b>		
Current service cost, net of employee contributions	\$ 21,898	\$ 20,054
Interest costs at discount rate	55,069	54,946
Expected return on plan assets	(55,455)	(52,269)
Amortization of actuarial loss	4,122	2,409
Adjustment pro rating on service to December 31	4,023	
Net benefit plan expense	\$ 29,657	\$ 25,140

<b>Significant Long-term Actuarial Assumptions</b>	2011	2010
Discount rate	4.3%	5.0%
Expected rate of return on assets	6.0%	6.0%
Rate of general salary increase	4.0%	4.0%
Interest assumption for converting member accumulations to annuities	4.75%	4.75%
Mortality based on an adjustment to the Uninsured Pensioner 1994 Mortality table Projected to 2015.	the adjustment varies by age (average 67%)	the adjustment varies by age (average 67%)

In 2009, the Manitoba Pension Commission advised that the University was required to begin to make additional payments with respect to current service costs in excess of matching contributions of active members and the University. The additional annual current service cost payments required are based on a percentage (changes annually) of employee contributions. This total payment for fiscal 2012 was \$4.1 million (2011, \$5.9 million).

The unamortized net actuarial losses shown above, which were determined on the basis of this valuation and extrapolation for accounting purposes, are being amortized over a period of nine years (expected average remaining service life) starting in the year following the year the respective annual actuarial gains or losses arise. However, cash funding for the pension plan is based on the going-concern funding valuation as described below.

The going concern deficit that results from these and other sources of loss, as they apply to the valuation for funding purposes filed with the pension regulators, is being funded under the Pension Benefits Act over the maximum of 15 years. The payments are \$4.0 million annually until the going concern deficit is eliminated based on the December 2009 funding valuation. This total payment for fiscal 2012 was \$4.0 million (2011, \$5.0 million).

In 2009, as permitted under the University Pension Plans Exemption Regulation, the University filed an election for an exemption to the solvency deficiency funding requirements under the Pension Benefits Act for the 1993 Plan. However, the Plan will continue to be subject to the going-concern funding provisions of the Act and the funding deficit payments are being paid by the University over the maximum of 15 years as indicated above.

This plan was amended effective January 1, 2011 to provide for increases in member and University required contribution rates of 0.5% of salary effective January 1, 2011, a further increase of 0.5% effective January 1, 2012 and further increases of 1.0% effective January 1, 2013. Changes to the Pensions Benefit Act in 2010 can result in higher retirement benefit for some members who retire after age 65.

## 1986 PLAN

For the 1986 Plans, which is a money purchase plan for active members, the University recorded contributions of \$2,001 (2011, \$1,929) and this is included in the statement of operations as an expense.

## 1970 PLAN

There were no university employees earning pension entitlements in 2011 in the 1970 Plan. As a result, the University made no contributions to the Plan during the year.



# FINANCIAL STATEMENTS

## 16. NET INVESTMENT INCOME (LOSS)

2012	General Operating Fund	Staff Benefits Fund	Trust Fund	Capital Fund	Endowment Fund	Total Funds
Net Realized Investment Income:						
Interest	\$ 4,387	\$ 546	\$ 2,239	\$ 3,460	\$	\$ 10,632
Dividends			7,134			7,134
Gains (losses) on sale of investments	(258)	648	12,209			12,599
	4,129	1,194	21,582	3,460		30,365
Change in fair value of investments	1,297	(195)	(1,355)		(3,078)	(3,331)
<b>Total</b>	<b>\$ 5,426</b>	<b>\$ 999</b>	<b>\$ 20,227</b>	<b>\$ 3,460</b>	<b>\$ (3,078)</b>	<b>\$ 27,034</b>

### 2011

Net Realized Investment Income:						
Interest	\$ 4,683	\$ 534	\$ 2,081	\$ 710	\$	\$ 8,008
Dividends			5,807			5,807
Gains on sale of investments		570	5,994			6,564
	4,683	1,104	13,882	710		20,379
Change in fair value of investments	(366)	1,826	7,068		16,443	24,971
<b>Total</b>	<b>\$ 4,317</b>	<b>\$ 2,930</b>	<b>\$ 20,950</b>	<b>\$ 710</b>	<b>\$ 16,443</b>	<b>\$ 45,350</b>

## 17. CAPITAL DISCLOSURES

### A. CAPITAL MANAGEMENT

#### General Funds (Note 2d)

The University's objective in managing its operating capital is to maintain sufficient resources to allow it to satisfy its financial obligations even if adverse financial events were to occur.

The University manages its operating capital through an operating budget which is approved by the Board of Governors. The University has been successful at achieving a balanced budget at the end of each fiscal year and this success is credited to a strong commitment to fiscal responsibility and financial stability as well as a strong commitment by faculties, schools, libraries and support units who share in that responsibility. This is achieved in a decentralized system of budgetary control whereby academic and support units are allocated resources on an annual basis to meet their strategic priorities and those of the University. These operating units are provided with procedures to administer their budgets responsibly and to ensure that there is accountability for the resources that are transferred to them. In the event of a shortfall in revenues, the University could invoke a spending freeze, reduce budgets, or access its Specific Provisions Funds including the Fiscal Stabilization Provision.

#### Restricted Funds and Endowment Fund (Notes 2e and 2f)

The University also maintains externally and internally restricted funds (Note 2e) and an endowment fund (Note 2f).

The restricted funds are managed with the objectives to spend the funds in accordance with the various terms and not spend beyond the resources that have been provided. Individual funds are established and carefully monitored both within the departments and within central administration. In the event of an over expenditure or ineligible expenditure, the department would be responsible for funding the costs from other resources. In the case of the Capital Asset Fund, at the approval of the Province of Manitoba, the University is permitted to enter into long term debt to assist with the financing of capital assets.

The endowment fund is managed with the long term objective of preserving the capital of the individual endowment accounts to achieve inter-generational equity, whereby current students are neither advantaged nor disadvantaged compared to future students. The goal is to earn investment returns, adjusted for inflation, which will support the ongoing expenditures and commitments of the fund. The Trust Investment Committee (“the Committee”) is responsible for the investment of endowment assets. Assets are invested in accordance with an Investment Policy Statement. The Committee determines an asset mix that meets the return objectives of the fund while assuming an appropriate level of risk. Each individual asset (within the mandate of the approved asset mix) is invested by professional external managers, and the portfolio is rebalanced to the target asset mix according to the Investment Policy Statement. The asset mix is reviewed annually to assess whether the risk and return objectives of the fund are met.

The approved spending rate of the net investment income earned on the endowment fund, plus inflation, must be supported by the long term investment. The spending rate is set by the Vice-President (Administration) based on the recommendation of the Committee and reviewed annually to determine the viability of maintaining the rate in light of long term investment performance. The performance of the fund is subject to volatility. The endowment fund is monitored through full market cycles to assess the effectiveness of the asset mix and spending rates which are then adjusted accordingly.

## **B. QUANTITATIVE DATA**

The University’s capital comprises its fund balances, which include unrestricted funds, internally restricted funds, externally restricted funds, and funds invested in capital assets. Capital in the restricted funds also includes long term debt. The University’s Statement of Operations and Changes in Fund Balances sets out fund balances at the beginning and end of the year.

As at March 31, 2012, The University has met its objectives with respect to its capital requirements. There were no changes in capital management during the year.

## **18. INTEREST IN RELATED ENTITIES**

### **The University of Manitoba Foundation U.S.A. Inc.**

The University has an economic interest in the University of Manitoba Foundation U.S.A. Inc. (“the Foundation”) which is an Illinois Not-For-Profit Corporation incorporated in December 1989. The Foundation’s purpose is exclusively charitable, literary, scientific and educational and its activities include the promotion, encouragement, aid and advancement of higher education, research and training in the Province of Manitoba, in Canada and elsewhere. The Foundation is exempt from U.S.A. Federal Income Tax under Section 501(c)(3) of the Internal Revenue Code.

The Board of Directors of the Foundation is an independent board whose members direct and guide the Foundation’s actions. Members of the Board include, among others, certain senior staff of the University of Manitoba. The University of Manitoba, however, is one of many entities eligible to receive aid from the Foundation. The University must make application to the Foundation’s Board of Directors to request funds, which may or may not be granted. The University’s economic interest therefore is beneficial, as gifts and donations which are solicited by the Foundation may be transferred to the University of Manitoba from time to time.

### **TRIUMF**

The University has a 9.09% interest in TRIUMF, a joint venture which operates a national laboratory for particle and nuclear physics. The University uses the equity method of accounting to record its interest in TRIUMF.

# FINANCIAL STATEMENTS

## 19. OTHER RELATED PARTY TRANSACTIONS

The University has significant influence in BBB Stadium Inc. (BBB). BBB is a not-for-profit corporation established to develop, own and operate a stadium as a venue for professional and university football and community athletics. The sole members of BBB are the City of Winnipeg, the University of Manitoba and the Winnipeg Football Club. Activities of BBB are managed by the directors comprised of the University, City of Winnipeg, Province of Manitoba and the Winnipeg Football Club. The University has an economic interest in BBB related to the use of the stadium for university football games and events at nil charge.

The Province of Manitoba has committed up to \$160 million as a loan to the University (Note 9), and the University has committed to loan an equal amount to BBB (Note 4). As at March 31, 2012 and for year then ended the related party transactions with BBB and the corresponding transactions with the Province of Manitoba are as follows:

Amounts borrowed from the Province of Manitoba and advanced to BBB under the loan agreements

	2012	2011
Loan Receivable, including accrued interest	\$130,878	\$24,286
Interest Income on loan	\$3,002	\$309
Loan Payable, including accrued interest	\$130,878	\$24,286
Interest Expense on loan	\$3,002	\$309

All transactions with BBB and the Province of Manitoba are recorded at exchange amounts.

Effective July 28, 2011, Smartpark Development Corporation, a wholly owned subsidiary of the University of Manitoba, transferred its net assets of \$4,056 (assets \$33,430, liabilities \$29,374) to the University and the Corporation was dissolved. The University assumed operations of the research park.

## 20. CONTRACTUAL OBLIGATIONS AND CONTINGENCIES

The University of Manitoba is a member of the Canadian Universities Reciprocal Insurance Exchange (CURIE). CURIE pools the property damage and public liability insurance risks of its members. All members pay annual deposit premiums, which are actuarially determined and are subject to further assessment in the event members' premiums and reserves are insufficient to cover losses and expenses. No additional assessment was necessary for the current year.

Contractual obligations relating to Construction in Progress amount to \$26,495 (2011, \$61,504).

The University of Manitoba is named as a defendant in litigations where action has commenced or is anticipated. While the ultimate outcome of these proceedings cannot be predicted at this time, management and its legal counsel are of the opinion that the outcome will not have a material effect on the financial position of the University. No provision has been made in the financial statements in respect of these claims as of March 31, 2012.

The members of the TRIUMF joint venture and the Canadian Nuclear Safety Commission (CNSC) approved a decommissioning plan which requires all members to be severally responsible for their share of the decommissioning costs, which were estimated at \$44.2 million as of November 2011, as well as provide financial covenants to the CNSC for the amount of these costs. While there are no current intentions to decommission the facilities, and the facilities are estimated to have an indefinite useful life, the University's share of the unfunded decommissioning costs, as at March 31, 2011, is estimated at \$3.1 million. The March 31, 2012 figures are not available. TRIUMF has put in place a plan for funding the cost of decommissioning which does not require any payments from the joint venture partners.

## 21. COMPARATIVE FIGURES

Comparative figures for the year ended March 31, 2011 have been reclassified, where appropriate, to conform with the presentation adopted for the year ended March 31, 2012.





UNIVERSITY  
OF MANITOBA



**AGENDA ITEM:** Office of the Auditor General – Audit Results Memorandum

**RECOMMENDED RESOLUTION:**

The Board of Governors receive for information the Audit Results Memorandum from the Office of the Auditor General (OAG)

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

**CONTEXT AND BACKGROUND:**

Representatives of the OAG will attend the Audit & Risk Management Committee meeting to present their Audit Results Memorandum.

The OAG will highlight the status of the audit, significant areas of audit focus, and other standard areas of communication including:

- Audit Opinion
- Uncorrected misstatements
- Recommendations for improvements

The Audit and Risk Management Committee should consider the contents of the Audit Results Memorandum prior to approving the Financial Statements.

**RESOURCE REQUIREMENTS:**

None.

**CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

This submission supports the Financial Statements and our values of Accountability and Responsibility to Society.

**IMPLICATIONS:**

The Audit results memorandum contains recommendations for improvements which are intended to reduce the risk of errors and irregularities that could affect financial reporting as well as recommendations and observations regarding information technology general computer controls.

## **ALTERNATIVES:**

The Audit Results Memorandum includes two items the OAG has identified as uncorrected misstatements. The OAG will ask the Audit and Risk Management Committee to consider whether these items should be adjusted prior to approving the Financial Statements.

The OAG has indicated that the items do not affect the audit opinion.

### **Classification of liability**

Included in accounts payable is \$665,658 of which \$578,785 will be paid in fiscal 2014 to 2019 and should be categorized as a long term liability. However this would require note disclosure and due to the confidential nature of the liability this was not a desirable option.

### **Actuarial Valuation of 1993 Pension**

As a result of the staged increase in employee and employer contributions from 7% to 9%, the Actuary needed to factor these changes into how they value the pension obligation. Included in this change was an adjustment for pro rating on services which changed the opening pension obligation (approximately \$1 billion) by \$4M. This adjustment was reflected in the financial statements through the statement of operations as an increase to the current year pension expense. The OAG prefers that this be shown as a separate line in the statement of operations adjusting the opening balance.

Management is of the opinion that including this in current year pension expense is a “cleaner approach” than to adjust opening fund balances and avoids splitting the change in pension into two lines which will appear this year as well as in next year’s financial statements.

### **Unrecorded invoice**

The OAG detected an unrecorded invoice relating to work done on the Duff Roblin fire restoration. This invoice was received in late May, and is in fact dated May, but relates to work performed January – March 2012. As the expense is covered by insurance, the missed invoice has the impact of understating accounts payable, building additions, accounts receivable and miscellaneous revenue (insurance proceeds) in the amount of \$288,131. Had we received the invoice earlier, we would have recorded this.



### 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>June 11/12</i>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>Gord Pasieka</i>	<i>June 11, 2012</i>
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____

**Submission prepared by:** Gord Pasieka, Associate Comptroller

**Submission approved by:** Deborah J. McCallum, VP (Administration)

**Attachments**

- o Office of the Auditor General – Audit Results Memorandum





**University of Manitoba  
Audit Results Memorandum  
March 31, 2012**

May 25, 2012

To the Audit and Risk Management Committee of the University of Manitoba:

We have completed our audit of the University of Manitoba for the year ended March 31, 2012, and are prepared to issue our unqualified Auditor's Report on the University of Manitoba's financial statements. The objective of our audit was to express an opinion on their financial statements based on the audit. While our audit was not designed to identify matters to communicate and may not identify all such matters, there were several items that we would like to bring to your attention.

This report to the Audit and Risk Management Committee (Audit Committee) summarizes the status of our final procedures, significant areas of focus and response, report to the Legislature on the Public Accounts and where appropriate other communications required under Canadian Auditing Standards.

This report is the by-product of our audit of the March 31, 2012 financial statements and indicates matters identified during the course of our audit. Our audit did not necessarily identify all matters that may be of interest to the Audit Committee in fulfilling its responsibilities.

We would like to take this opportunity to express our appreciation to the University of Manitoba for the cooperation and assistance provided by management and staff during the audit.

Yours sincerely,

Susan Hay, CA  
Principal

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## Status of the Audit

- We have completed the audit of the University of Manitoba financial statements for the year ended March 31, 2012 and are prepared to issue an unqualified auditor's report (subject to the approval of the financial statements).
- We have completed the audit of the schedule of public sector compensation in accordance with the Public Sector Compensation Disclosure Act for the year ended December 31, 2011 and are prepared to issue an unqualified auditor's report (subject to the approval of the schedule).
- We have requested that legal confirmation letters be sent for representation of claims as at May 29, 2012 to be returned by June 1, 2012 with further follow-up of claims up to June 20<sup>th</sup>.
- Management has provided us with their draft written representations for the year ended March 31, 2012 and December 31, 2011, respectively (Appendix 3).
- We have prepared draft management letters for the year ended March 31, 2012 (Appendix 4).
- Our involvement with the March 31, 2012 annual report of the University of Manitoba will be in accordance with the recommendations of Canadian Auditing Standards.

## Significant Audit Areas of Focus and Response

Risk Areas	Nature of Testing
<p><b>The transfer of Smartpark Development Corporation's net assets to the University and subsequent dissolution of the Corporation.</b></p>	<p><b>As mentioned at our planning meeting, we have completed the audit of the Corporation's July 27, 2011 financial statements and the subsequent transfer of the Corporation's net assets to the University on July 28, 2011. We reviewed the recognition of the transfer of the Corporation's net assets in the University's financial statements.</b></p>
<p><b>Accounting for the loans related to construction of the new football stadium on the University's grounds.</b></p>	<p><b>We reviewed the additional disclosure required for the second phase loan based on the respective loan agreements and confirmed the loans payable with the Province of Manitoba.</b></p>
<p><b>Pension accounting and the note to the financial statements.</b></p>	<p><b>We have completed the respective audits of the University of Manitoba Pension Plans for the twelve months ended December 31, 2011. We reviewed the extrapolation of the calculation of the pension liability to December 31, 2011 and the impact of the change in method on the calculation of the pension liability.</b></p>

Significant Accounts and Disclosures	Planned Audit Response	
	We Tested Operating Effectiveness of Controls (Yes/No)	Substantive Procedures
Tuition and related fee revenue	Yes	- Analytical review procedures; and - Substantive test of details.
Government grant revenue	Yes	- Confirmation of balances; - Analytical review procedures; and - Substantive test of details/review of grant agreements.
Sales of goods and services/ancillary services revenue	Yes	- Analytical review procedures; and - Substantive test of details.
Restricted revenue	Yes	- Analytical review procedures; and - Substantive tests of details.
Payroll expenses	Yes	- Analytical review procedures; and - Substantive tests of detail.
Supplies and other expenses	Yes	- Analytical review procedures; and - Substantive test of details.
Cash	Yes	- Confirmation of balances; - Analytical review procedures; and - Review and testing of bank reconciliations.
Accounts receivable	Yes	- Analytical review procedures; - Review of subsequent receipts; and - Substantive test of details.
Investments and net investment income	No	- Confirmation with manager and custodian; - Review of reconciliation manager/custodian to general ledger; - Analytical review of return on investment/ comparison to industry benchmarks; and - Review of allocation of income.
Capital assets and amortization of capital assets	Yes	- Analytical review procedures; - Substantive test of details for material additions/disposals; and - Analytical review of amortization.
Accounts payable and accrued liabilities	Yes	- Analytical review procedures; - Search for unrecorded liabilities; - Review of cut-off procedures; and - Substantive tests of details.
Short-term debt and long-term debt	No	- Confirmation with lenders; and - Analytical review procedures.

## Other Required Auditor Communication

Canadian Auditing Standards require the auditor to communicate certain matters to the Audit Committee that may assist them in overseeing management's financial reporting process. The following summarizes these required communications for your organization.

Area	Comments
Auditor's Responsibility under Canadian Generally Accepted Auditing Standards (GAAS)	We have conducted our audit in accordance with Canadian GAAS in order to obtain reasonable but not absolute assurance that the financial statements of the University of Manitoba are free from material misstatement. There have been no significant changes in our planned audit approach as communicated to you.
Management's Responsibility	Management, with oversight by the Audit Committee is responsible for the preparation of the financial statements, which includes responsibilities related to internal control, such as designing and maintaining accounting records, selecting and applying accounting policies, safeguarding assets and preventing and detecting error and fraud.
Internal Controls	<p>As auditors we obtain sufficient understanding of internal controls to plan the audit, but we only evaluate and test those internal controls on which we intend to rely during our audit.</p> <p>We have identified certain areas where internal controls could be improved. We have included our findings and recommendations in separate management letters. (Appendix 4)</p>
Related Party Transactions	No significant issues were identified during our audit in connection with the University of Manitoba's related parties.
Significant Accounting Policies	We are satisfied with the significant accounting policies used by the University of Manitoba. There were no accounting policy changes during the year. There were no significant unusual transactions identified for which accounting policies should be disclosed.
Management Estimates	We have reviewed the accounting estimates made by management. We have concluded that the estimates and assumptions used by the University of Manitoba's management in the preparation of the financial statements are reasonable.
Audit Adjustments	<p>We have concluded that the financial statements taken as a whole are free of material misstatement. Also, there are no unresolved matters or disagreements between the University of Manitoba's management and us, which, in our judgment, would impact the overall fair presentation of the financial statements.</p> <p>While we request – in accordance with Canadian GAAS – that all uncorrected misstatements be corrected, please note that the uncorrected misstatements,</p>

Area	Comments
	both individually and in aggregate do not affect the opinion expressed in the auditor's report.
Difficulties Encountered in Performing the Audit	No difficulties were encountered during the audit. Management and staff gave us their full cooperation.
Independence	<p>Canadian generally accepted auditing standards (GAAS) require that we communicate at least annually with you regarding all relationships between us and the University of Manitoba that, in our professional judgment, may reasonably be thought to affect our independence.</p> <p>In determining which relationships to report, the standards require us to consider relevant rules and related interpretations prescribed by the appropriate provincial institute and applicable legislation, covering such matters as:</p> <ul style="list-style-type: none"> <li>a) holding a financial interest, either directly or indirectly, in a client;</li> <li>b) holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client;</li> <li>c) personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client;</li> <li>d) economic dependence on a client; and</li> <li>e) provision of services in addition to the audit engagement.</li> </ul> <p>We are not aware of any relationships between the University of Manitoba and us that, in our professional judgment, may reasonably be thought to negatively affect our independence with respect to the University within the meaning of the Rules of Professional Conduct of the Institute of Chartered Accountants of Manitoba.</p>
Annual Report	Our Office reviews the University of Manitoba's Annual Report, prior to final printing, to ensure that the Financial Statements and our Auditor's Report have been accurately reproduced. And whether there is any other information included in the Annual Report that is inconsistent with the financial statements.
Follow up on Information Technology Management Letter Point to be included in the Office of the Auditor General November 2012 Report to the Legislature	The Office of the Auditor General January 2012 Report to the Legislature included a recommendation to the University to implement a comprehensive IT risk assessment process. We expect that the November 2012 Report to the Legislature will include a follow up on the status of the implementation of this recommendation, which we understand is still in progress at this point.



### Auditor's Reports

#### INDEPENDENT AUDITOR'S REPORT

To the Lieutenant Governor-in-Council  
To the Legislative Assembly of Manitoba  
To the Board of Governors of the University of Manitoba

We have audited the financial statements of the University of Manitoba, which comprise the statement of financial position as at March 31, 2012, and the statements of operations and changes in fund balances and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

#### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, these financial statements present fairly, in all material respects, the financial position of the University as at March 31, 2012, and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

[Date]  
Winnipeg, Manitoba

Carol Bellringer, FCA, MBA  
Auditor General

DRAFT

## **INDEPENDENT AUDITOR'S REPORT**

To the Lieutenant Governor-in-Council  
To the Legislative Assembly of Manitoba  
To the Board of Governors of the University of Manitoba

We have audited the accompanying schedule of public sector compensation of the University of Manitoba for the year ended December 31, 2011 ("the schedule"). The schedule has been prepared by management based on Section 2 of the Public Sector Compensation Disclosure Act.

### **Management's Responsibility for the Schedule**

Management is responsible for the preparation of this schedule in accordance with Section 2 of the Public Sector Compensation Disclosure Act and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on the schedule based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the schedule is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the schedule. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the schedule, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the schedule in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the schedule.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### **Opinion**

In our opinion, the financial information in the schedule of public sector compensation of University of Manitoba for the year ended December 31, 2011 is prepared, in all material respects, in accordance with Section 2 of the Public Sector Compensation Disclosure Act.

### **Basis of Accounting**

Without modifying our opinion, we draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the entity to meet the requirements of Section 2 of the Public Sector Compensation Disclosure Act. As a result, the schedule may not be suitable for another purpose.

Office of the Auditor General  
[Date]  
Winnipeg, Manitoba

**Office of the Auditor General of Manitoba  
Schedule of Uncorrected Misstatements**

**APPENDIX 2**

Entity University of Manitoba Year ended March 31, 2012

**Objective:**

To document uncorrected misstatements identified during the audit and to evaluate their effect on the financial statements.

Materiality \$ 7,000,000 Insignificant misstatements under \$ 210,000 need not be recorded below.

Description	Amount of misstatement in the financial statements				Opening Fund Balances	F/S disclosures
	Assets	Liabilities	Income			
A liability is accrued for a legal settlement which is to be paid over the next several years. The entire liability was recorded as a current liability, an accounts payable; however most of the liability should have been recorded as a long term liability as it will not be paid in the next fiscal year. This is a classification issue only between current and long term liabilities.						
Dr. Accounts payable		578,785				
Cr. Long term liability		(578,785)				
There was a change in the method used to calculate the pension liability. The change to prorate on service was applied prospectively rather than retrospectively as required under the accounting standards.						
Dr. Opening Fund Balance				4,023,000		
Cr. Pension Expense			(4,023,000)			
In reviewing significant disbursements after year-end, a payment was found for an invoice that was received in May 2012, but that related to the 2011/12 fiscal year. The invoice was for work on the Duff Roblin Building restoration in 2011/12. An accounts payable should have been recorded as well as an addition to capital assets, and revenue and a receivable should also have been accrued for insurance proceeds for work done prior to year end.						
Dr. Buildings - Duff Roblin Restoration	288,131					
Cr. Accounts Payable		(288,131)				
Dr. Accounts Receivable	288,131					
Cr. Miscellaneous Revenue			(288,131)			
Total uncorrected misstatements identified during the audit	576,262	(288,131)	(4,311,131)	4,023,000	-	
Effect of uncorrected misstatements from prior periods	-	-	-	-	-	
Total effect of uncorrected misstatements on the financial statements	576,262	(288,131)	(4,311,131)	4,023,000	-	
Materiality	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000	7,000,000
Amount remaining for possible misstatement	6,423,738	6,711,869	2,688,869	2,977,000	7,000,000	
Uncorrected misstatements to be carried forward to next year			288,131			

## **Management Representation Letters**

### ENTITY'S LETTERHEAD

[Date (same date as Auditor's Report)]

Office of the Auditor General  
500 – 330 Portage Avenue  
Winnipeg, Manitoba  
R3C 0C4

Dear Sir/Madam:

This representation letter is provided in connection with your audit of the financial statements of the University of Manitoba for the year ended March 31, 2012 for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with Canadian generally accepted accounting principles.

We confirm that (to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves):

#### **Financial Statements**

- We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated February 1, 2012 for the preparation of the financial statements in accordance with Canadian generally accepted accounting principles; in particular, the financial statements are fairly presented in accordance therewith.
- Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
- There are no known environmental liabilities that have not been accrued for or disclosed in the financial statements.
- Related-party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of Canadian generally accepted accounting principles.
- All events subsequent to the date of the financial statements and for which Canadian generally accepted accounting principles require adjustment or disclosure have been adjusted or disclosed.
- The effects of uncorrected misstatements are immaterial, both individually and in the aggregate, to the financial statements as a whole. A list of the uncorrected misstatements is attached to the representation letter.

**Information Provided**

- We have provided you with:
  - Access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
  - Additional information that you have requested from us for the purpose of the audit; and
  - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.

All transactions have been recorded in the accounting records and are reflected in the financial statements.

- We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
- We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves:
  - Management;
  - Employees who have significant roles in internal control; or
  - Others where the fraud could have a material effect on the financial statements.
- We have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others.
- We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements.
- We have disclosed to you the identity of the entity's related parties and all the related-party relationships and transactions of which we are aware.
- We disclosed to you all claims which were outstanding and possible claims, whether or not discussed with a law firm.

Yours truly,

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Deborah J. McCallum  
Vice-President (Administration)

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Tom Hay, CA  
Comptroller

## ENTITY'S LETTERHEAD

[Date (same date as Auditor's Report)]

Office of the Auditor General  
500 – 330 Portage Avenue  
Winnipeg, Manitoba  
R3C 0C4

Dear Sir/Madam:

This representation letter is provided in connection with your audit of the Schedule of Public Sector Compensation (Schedule) of the University of Manitoba for the year ended December 31, 2011 for the purpose of expressing an opinion as to whether the Schedule is in compliance, in all material respects, with the provisions of the Public Sector Compensation Disclosure Act.

We confirm that (to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves):

### **Financial Information**

- We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated February 1, 2012 for the preparation of the Schedule in accordance with the provisions of the Public Sector Compensation Disclosure Act (Act).
- Significant assumptions used by us in making accounting estimates, if any, including those measured at fair value, are reasonable.
- All events subsequent to the date of the Schedule have been considered.
- There were no uncorrected misstatements identified.

### **Information Provided**

- We have provided you with:
  - Access to all information of which we are aware that is relevant to the preparation of the financial information such as records, documentation and other matters;
  - Additional information that you have requested from us for the purpose of the audit; and
  - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.

All transactions have been recorded in the accounting records and are reflected in the financial information.

- We have disclosed to you the results of our assessment of the risk that the financial information may be materially misstated as a result of fraud.
- We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves:
  - Management;
  - Employees who have significant roles in internal control; or
  - Others where the fraud could have a material effect on the financial information.

- We have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the entity's financial information communicated by employees, former employees, analysts, regulators or others.
- We have disclosed to you all known instances of non-compliance or suspected non-compliance with the Act whose effects should be considered when preparing the financial information.

Yours truly,

---

Deborah J. McCallum  
Vice-President (Administration)

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Tom Hay, CA  
Comptroller

DRAFT



## **Management Letters**

May, 2012

Ms. Deborah McCallum  
Vice-President (Administration)  
University of Manitoba  
202 Administration Building  
Winnipeg, Manitoba R3T 2N2

Dear Ms. McCallum:

**Re: University of Manitoba**

The purpose of this letter is to present to you our new observation and recommendation from our audit of the March 31, 2012 financial statements of the University of Manitoba as well as the follow up on the status of implementation of prior years' recommendations. The intent of these recommendations is to reduce the risk of errors and irregularities that could affect the University's financial reporting. We have prepared a separate letter regarding our recommendations from our review of Information Technology General Computer Controls.

### **A. New Recommendation**

#### **1. Some Payroll Authorization Reports Not Reviewed on a Timely Basis**

##### ***Observation***

We found that Payroll Authorization reports were not always being reviewed on a timely basis by the signing authority responsible. We selected a sample of 12 units and arranged to review the payroll authorization report for a selected pay period for each. We found non-compliance with the review procedures in 3 cases. In one unit, it was noted that the payroll authorization reports were not reviewed on a regular basis because there was no business manager in that unit for a period of time. In another instance, we were not satisfied with the evidence that the report had been reviewed on a timely basis. In the third instance, we noted that the payroll authorization report for the given pay period was not run until several months after the pay period in question, and even then there was no evidence of review.

##### ***Implication***

The review of the Payroll Authorization report by the signing authority responsible is a management control designed to detect possible errors in the payroll prior to its disbursement. Errors in payroll could be undetected if the report is not reviewed by the relevant signing authority on a timely basis.

### ***Recommendation***

We recommend that management ensures that all units review their Payroll Authorization report prior to the payroll being disbursed and retain evidence of that review.

### ***Management Response***

Agreed. During the year, as part of Audit Services Key Internal Control reviews, we became aware that some areas were not conducting an effective review of the Payroll Authorization forms. We understand that some of the reason for non-review is that the form is not intuitive. We intend to consider revision of the form as a project in the short to mid-term, subject to availability of resources. Note also that there are other controls in place to mitigate the risk, including monthly reconciliation of monthly financial reports, budget controls, and employee review of amounts received.

## **B. Prior Years' Recommendation Not Yet Implemented**

### **2. Develop a Business Continuity Plan (Reported in 2008/09 – IT Observation #14)**

#### ***Observation***

During our review, we noted that University has made progress during the past year towards developing a Business Continuity Plan (BCP).

#### ***Implication***

A BCP describes the processes and procedures an organization puts in place to ensure that essential business functions can continue during and after a disaster. The aim of a BCP is to prevent the interruption of mission-critical services, and in the event of a crisis, to re-establish critical business operations as quickly as possible.

In the event of a disaster or crisis, the absence of an approved BCP and the dedication of the required resources for critical business functions to implement it, may result in the University being unable to recover its business operations and/or computer systems in an acceptable period of time.

#### ***Recommendation***

We recommend that the University continues to work towards developing and implementing a Business Continuity Plan for key systems and business processes. Once implemented, this plan should be updated when there are changes to business processes or information technology environments and should be tested annually.

#### ***2012 Status Update – Still in Progress***

The University is continuing to work to develop an enterprise level Business Continuity Plan (BCP) for key systems and business processes. The Enterprise Risk Management initiative is assessing risks, identifying existing controls to mitigate those risks and evaluating whether further mitigation strategies are required.

The intent is to have a University or 'enterprise' BCP based in part on the identified risks, the prevention and mitigating controls/strategies and a ranking of the risks. The overall plan will flow from

the Enterprise Risk Management initiative as a mitigating strategy and protocols such as IST's Recovery protocol (Disaster Recovery Plan) will be incorporated into the University's BCP.

### ***Management Response***

Agreed.

## **C. Prior Years' Recommendations Implemented**

### **3. Public Interest Disclosure (Whistleblower Protection) Act Policy Required (Reported in 2010/11 – Observation # 1)**

#### ***Observation***

We found that the University has not yet implemented a policy addressing the requirements of *The Public Interest Disclosure (Whistleblower Protection) Act*. However, the University has not received any whistleblower disclosures, as defined under the Act, based on their records. We were informed that the University is currently developing a policy to bring forward to the Board of Governors for approval and implementation by the fall of 2011.

#### ***Implication***

The University has been listed as a government body in the regulations to *The Public Interest Disclosure (Whistleblower Protection) Act* and therefore is required to comply with the provisions of the Act. The provisions require the development of procedures for managing disclosures of employees of wrongdoings, including designating a senior officer to receive and deal with disclosures by employees and preparing a report that is available to the public. The report includes the number of incidents brought forward and the number acted on and not acted on, the number of investigations commenced as a result of a disclosure, as well as, in the case of an investigation that results in a finding of wrongdoing, a description of the wrongdoing and any recommendations or corrective actions taken in relation to the wrongdoing or the reasons why no corrective action was taken.

As such, the University is not fully in compliance with the provisions of this Act.

#### ***Recommendation***

We recommend that the University develops and implements a policy to address the requirements under *The Public Interest Disclosure (Whistleblower Protection) Act* as soon as practical.

#### ***2012 Status Update – Implemented***

A Safe Disclosure Policy, which includes the requirements under *The Public Interest Disclosure (Whistleblower Protection) Act*, was implemented on March 20, 2012. We will review the disclosure required under the Act that is included in an annual report for 2012/13.

### **4. Review of Quarterly Trust and Endowment Statements (Reported in 2007/08– Observation #1)**

#### ***Observation***

In prior years, we noted that the Faculty of Engineering, the Faculty of Education and the Faculty of Law did not perform detailed reviews of the quarterly statements of trust and endowments. A regular

detailed review of these statements is an important control to ensure that all the reported transactions are complete and accurate and that any discrepancies are promptly reported to Trust and Endowments.

***Implication***

There is an increased risk that errors in the respective Faculty's trust and endowments balances will not be detected in a timely manner.

***Recommendation***

We recommend that all University faculties should review the quarterly trust and endowment statements to ensure that errors are detected in a timely manner.

***2012 Status Update – Implemented***

We again selected three Faculties to determine whether this report was reviewed. We noted that they received this report on a quarterly basis, and reviewed them on a timely basis based on our discussion with the business managers in the respective Faculties. We consider our recommendation to be implemented.

**D. Prior Years' Recommendation No Longer Relevant**

**5. Unreturned Capital Equipment Verification Forms (Reported in 2009/10 – Observation # 1)**

***Observation***

We found that the capital asset verification forms sent to departments were not being returned to Capital Asset Accounting on a timely basis. Capital asset verification forms are used to confirm the location of capital asset additions such as equipment purchases and therefore the completion of the forms by departments/faculties is an important internal control regarding the existence of capital equipment. Based on discussions with Capital Asset Accounting staff and from the results of our testing, we found that some departments, including the Departments of Environment and Geography, and Electrical and Computer Engineering, have frequently failed to return the verification forms on a timely basis.

***Implication***

Without departmental accountability as to the location of capital asset additions, these assets may be more easily misappropriated.

***Recommendation***

We recommend that the Comptroller's Office determines the impediments, if any, to Departments returning the capital asset verification forms on a timely basis and take appropriate action to ensure that the Capital Asset Accounting records are kept up to date.

***2012 Status Update – No Longer Relevant***

Management has determined that the costs of central monitoring of capital equipment outweigh the benefits. This process was not considered to be valued added. Management would like to address capital assets as a ROSE project in the future and at that time would contemplate a common system of asset tracking that would add value to the various units.

We will assess during the 2012/13 audit whether this change results in any weakness in internal controls.

---

The contents of this letter apply to the controls and procedures in existence during our audit. Please note that this letter does not necessarily disclose all weaknesses and inefficiencies in the University's system of internal controls. The primary objective of an audit is to express an opinion on the financial statements. To satisfy this objective, we reviewed the University's system of internal control related to controls affecting financial reporting. However, this review cannot be expected to disclose all matters that a special review of the internal controls might identify.

This communication is prepared solely for the information of management of the University and is not intended for any other purpose. We accept no responsibility to a third party who uses this communication.

If you require further information or explanation on any of these matters, please contact me. We would like to thank University management and staff for their cooperation and assistance throughout the audit.

Yours sincerely,

Susan Hay, CA  
Principal

cc: Patricia Bovey, Chair, Audit and Risk Management Committee

May, 2012

Ms. Deborah McCallum  
Vice-President (Administration)  
University of Manitoba  
202 Administration Building  
Winnipeg, Manitoba R3T 2N2

Dear Ms. McCallum:

**Re: University of Manitoba – Information Technology Observations**

We would like to bring to your attention the following new Information Technology (IT) observations and recommendations made during the audit of the University of Manitoba for the year ended March 31, 2012 as well as the follow up on the status of implementation of prior years' recommendations.

This letter contains the following:

- Explanation of audit scope – Appendix A
- Listing of all IT observations – Appendix B
- Detailed IT observations and recommendations organized by status (New, Not Yet Implemented, Implemented or No Longer Relevant), and year of observation – Appendix C

We noted opportunities for improvement in the following areas:

- IT Governance
- Security & Access Management
- Change Management

The contents apply to the controls and procedures in existence during the review period. We have discussed the contents of this letter with representatives from the University of Manitoba. As part of our audit process, we discuss and validate each observation with the appropriate individuals from the University of Manitoba.

This letter does not necessarily disclose all weaknesses and inefficiencies in the University of Manitoba's system of internal controls. The primary objective of an audit is to express an opinion on the financial statements. To satisfy this objective, we reviewed the University of Manitoba's system of internal controls relating to financial reporting. However, this review cannot be expected to disclose all matters that a special review of the internal controls might identify. Additionally, not all of these observations have a direct impact on financial reporting.

This communication is prepared solely for the information of management of the University of Manitoba and is not intended for any other purpose. We accept no responsibility to a third party who uses this communication.

Please do not hesitate to contact us if you require further information or explanation on any of these matters. We would like to acknowledge the continued cooperation and assistance of the management and staff of the University of Manitoba.

Sincerely,

Fraser McLean, CA•CISA  
Principal

Susan Hay, CA  
Principal

cc: Patricia Bovey, Chair, Audit and Risk Management Committee

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## **AUDIT SCOPE**

Computer programs and applications operate in a computer environment. Controls within the computer environment are called Information Technology General Computer Controls (ITGCs). A well-controlled computer environment provides assurance that the programs and applications are functioning properly.

As part of our financial statement audit methodology, we gain an understanding of controls and processes that are significant to financial reporting. We identify the key systems and automated controls (application controls and system generated reports) that are part of these processes. Our ability to rely on identified automated controls is based on our assessment of the following ITGC components:

- IT Governance
- Security & Access management
- Change Management, Backup & Recovery

In support of the University of Manitoba (the University) audit, we focused on the following systems which are significant to financial reporting:

- Banner Finance
- Banner Student
- VIP (payroll)
- FAST

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**LISTING OF IT OBSERVATIONS**

**New Information Technology Observations**

1. Perform annual re-verification of compliance to the End User Computing Policy
2. Disable terminated users on a timely basis

**Prior Information Technology Observations – Not Yet Implemented**

3. Control access to servers supporting financial reporting data and processes
4. Strengthen configurations of servers supporting financial data and processes
5. Remove trust server relationships for UNIX Servers supporting financial data and processes
6. Create unique Oracle database administrator accounts
7. Implement a formal overall IT risk assessment process
8. Implement a formal change management process
9. Formalize the periodic review of user access within financial applications
10. Improve monitoring of activities at the application and operating system levels
11. Improve password strength in the UNIX environment
12. Implement a formal Disaster Recovery Plan

**Prior Information Technology Observations – Implemented or No Longer Relevant**

13. Improve the processes used to manage user access to Banner applications
14. Improve monitoring of the Oracle database
15. Plan and conduct formal integrity testing of backups
16. Review remote administration practices for servers
17. Improve physical security

## New Information Technology Observations

### 1. Perform annual re-verification of compliance to End User Computing Policy

#### *Observation*

The annual re-verification of user compliance to the End User Computing Policy was not performed during the past year. The last re-verification performed was in February 2011.

#### *Implication*

In the absence of re-verification of policies, there is a risk that policies may not be followed as per management's intentions.

#### *Recommendation*

We recommend that the re-verification of compliance to the End User Computing Policy be performed on an annual basis.

#### *Management Response*

Agreed – this feature still needs to be implemented for our new Identity Management (IDM) system.

### 2. Disable terminated users on a timely basis

#### *Observation*

Verification/termination procedures were not being performed on a regular basis by IST and terminated users may retain access to financial applications. Subsequent to the completion of our tests we were advised that IST performed the verification/termination procedure for students (not staff) at the end of March 2012.

#### *Implication*

Terminated users may gain unauthorized access to financial applications.

#### *Recommendation*

We recommend that termination procedures be performed on a regular basis.

#### *Management Response*

We terminate staff accounts as required when they leave the University and do a periodic review and shut down to supplement this. For student accounts we do a shut down twice per

year as it needs to be coordinated around our graduation processes. The student shut down process was delayed due to the new IDM system but has now been completed.

### **Prior Information Technology Observations – Not Yet Implemented**

#### **3. Control access to servers supporting financial reporting data and processes (Reported in 2009-10- Observation #1).**

##### ***Observation***

Servers supporting financial data are not appropriately protected from internal and external threats. For example, financially significant servers were not adequately protected by the University's main firewall and could be directly accessed from the Internet.

##### ***Implication***

If access to servers is not restricted, there is a risk that unauthorized individuals may gain access to the University's financial data and systems. This may result in a loss of data integrity.

##### ***Recommendation***

It is critical that Information Services and Technology (IST) place the servers that support financial reporting data and processes behind a firewall that has been configured to deny all activity not expressly authorized. Only essential authorized services for the proper functioning of the organization should be permitted.

##### ***OAG Status Update March 31, 2012***

**Still in Progress** – The observation and recommendation remains as stated above; however, we noted through enquiry that the University is implementing a Virtual Local Access Network (VLAN) to improve security. At the time of our current year review, the financially significant servers were not yet on the VLAN.

##### ***Management Response***

Agreed – we are continuing to work towards moving key systems onto the private network. There is a plan to move key systems to the private network on June 9<sup>th</sup> and 10<sup>th</sup>.

#### **4. Strengthen configurations of servers supporting financial data and processes (Reported in 2009-10 - Observation #2).**

##### ***Observation***

We noted the following in regards to servers that support financial reporting data and processes particularly Unix/Linux servers):

- Servers were configured with numerous unnecessary services (programs) that were Internet accessible
- The majority of the services' patch levels were not up-to-date

### ***Implication***

Any direct connection to the Internet poses a risk of system compromise and must be secured and managed accordingly. As many of these services run with administrative privileges, failure to patch them in a timely manner significantly increases the risk of system compromise and unauthorized super-user access.

### ***Recommendation***

We recommend that the University perform a review on all servers that support financial data. Critical services for each server should be identified, supported by a risk assessment and tracked from a configuration management perspective. All unnecessary services should be immediately removed. Critical services should have the latest patches applied. These patches should be tracked in accordance with the University's Patch Management program. Authorized access to these services (internal or external) should be managed through a firewall and logged accordingly.

### ***OAG Status Update March 31, 2012***

**Still in Progress** – In the prior year, we noted through enquiry that the University remediated the second portion of the original finding above pertaining to service patch levels. However, the observation and recommendation pertaining to unnecessary services remains as stated above.

Additionally, as reported in prior year, the Transmission Control Protocol (TCP) Wrappers on the servers supporting financial data and processes were not configured securely. The TCP Wrapper, through the “/etc/hosts.allow” file, provides additional restrictions on access connections to various machines. However, all connections are allowed through “/etc/hosts.allow” and nothing is noted as restricted in the “/etc/hosts.deny” file. Without such restrictions, unauthorized access could occur, negatively affecting the servers supporting the financial data and processes. We recommend that the University review the configuration of the TCP Wrapper and provide appropriate restrictions, allowing only authorized connections. We continue to recommend that the University review the configuration of the TCP Wrapper and provide appropriate restrictions, allowing only authorized connections.

### ***Management Response***

A unique network subnet, with firewall protection, has been created to eliminate access to financial servers from the internet. A more enhanced configuration of TCP wrappers is being designed and implemented. All operating system vendor-provided guidelines are followed for server patching.

**5. Remove trust server relationships for UNIX Servers supporting financial data and processes (Reported in 2009-10 - Observation #3).**

***Observation***

UNIX servers supporting financial reporting data and processes are involved in high-risk trust relationships.

***Implication***

A trusted server relationship is created when the normal standard password-based user authentication mechanism is bypassed. A trusting server will allow users to access or run commands on the local server from a remote host without having to supply a password. Establishing trust relationships with systems that are directly exposed to the Internet significantly increases the risk of system compromise and is against good practice. Gaining access to one server implicitly allows access to all of the trusted servers.

***Recommendation***

We recommend that the University restrict the high risk trust relationships used by the UNIX servers that support financial reporting data and processes.

***OAG Status Update March 31, 2012***

**Still in Progress** – We noted through enquiry that this observation and recommendation remains as stated above.

***Management Response***

Trust Server Relationships, while introducing a certain amount of control risk into the UNIX environment, are a prerequisite for efficient and effective server management as managing each server individually would be an administrative burden. This control risk is mitigated through the maintenance of a very strict list of userids that can access these servers, and other security controls.

**6. Create unique Oracle database administrator accounts (Reported in 2007-08 - Observation # 7)**

***Observation***

Database administrators on the Banner, FAST and VIP Oracle databases share access to the SYS and SYSTEM accounts.

### ***Implication***

The University is prevented from tracing unauthorized activities within the Oracle database to a specific individual. Unauthorized activities could compromise the integrity of Banner, FAST and VIP data. Furthermore, the inability to trace activities through unique userids is compounded by the risk associated by informal Oracle monitoring techniques (Observation #9).

### ***Recommendation***

We recommend that the University create unique userids for database administrators accessing the Oracle databases.

### ***OAG Status Update March 31, 2012***

**Still in Progress** – The observation and recommendation remain as stated above. We acknowledge that two individual DBA accounts had been setup to test the “unique” DBA accounts process prior to implementation for all DBAs.

### ***Management Response***

We experimented with the individual accounts and found that the privilege set that can be granted to them do not suffice to do all the work that is required of the employees concerned. Also, all our automation is written with the concept of a shared ID. Staff, therefore, need to escalate to the higher privilege set granted by SYS and SYSDBA for some functions. For example, SYS is required to: start and stop database instances, install backups, install oracle databases (as well as the oracle id and SYSDBA) as well as several other functions. Since any of the DBAs can be working on any task at any time (cross training is vital given the number of resources we have) they all need to know the passwords. The University appreciates the risk and will investigate compensating control options.

## **7. Implement a formal overall IT risk assessment process (Reported in 2007-08 – Observation # 1)**

### ***Observation***

The University has not implemented a formal overall, comprehensive IT risk assessment process; however, several initiatives in support of an IT risk assessment process have been implemented or are in progress:

- University is in the process of recruiting, at the senior management level, a position focused primarily on risk management
- University’s Internal Audit Services is presently conducting an IT Risk Assessment Review
- Project management activities consider risk as part of the project management process

### ***Implication***

Many of the potential risks faced by organizations relate to information held in or processed by information technology (IT) systems. The objective of an IT risk assessment is to gain a sound

understanding of the risks associated with information technology and to determine the safeguards that should be put in place to mitigate the risk to a level acceptable to management and to help ensure business objectives are met.

Assertions for which IT related risks should be identified and managed include security, confidentiality, processing integrity, data integrity, and system availability. As such, IT risk management should be included in an organization's overall strategy for managing risk, as well as be integrated into the system development and acquisition methodology and change management process. IT risk will change as new technologies are adopted to support the organization's goals.

Areas to address in an IT risk assessment program include: technology (hardware and software), security of IT assets (physical and logical), procedures and policies, legal and regulatory requirements (data retention, privacy requirements) and loss of key personnel.

A risk assessment raises management awareness of exposures, provides a mechanism for understanding the magnitude of these exposures, and assists in the evaluation and selection of appropriate safeguards. The process of risk assessment is not a one-time project but an on-going process that changes as technology and the business changes.

In the absence of a formal risk assessment process, University management may be unaware of the risks that exist and consequently may not be in a position to mitigate the risks on a timely basis.

### ***Recommendation***

While University management has adopted practices to assess and manage IT risk, we recommend that the IT risk management process should be documented. Periodic risk assessments should be conducted for new and existing information assets to ensure that appropriate cost-effective measures are incorporated in order to comply with the sensitivity/criticality of information assets.

### ***OAG Status Update March 31, 2012***

**Still in Progress** – Although progress has been made with respect to the IT Risk Assessment process, it remains in draft form and was not yet approved and implemented at the time of our review.

### ***Management Response***

A risk assessment is part of the Security Program being implemented at the University through the Security Coordinator. Progress has been made on this and will continue.

**8. Implement a formal change management process (Reported in 2007-08 – Observation # 2)**

***Observation***

We noted the following regarding change management procedures at the University:

- Although, application change management processes are followed at the University, the documentation of the policy adopted for change management processes was not available for audit review.
- Similar to the above, change management processes for the UNIX operating systems and network environments are followed at the University; however, documentation of the policy was not available for audit review.
- For application changes processed through the Request for Service System, evidence of unit testing, user acceptance testing and/or final sign off from business users were not available for two of eleven changes requests selected for review.
- Document retention is not consistent. Documented change management procedures will assist with standardization of policies for retention of documents.

***Implication***

The absence of a centralized formal change management process increases the risk that change requests are not properly tracked, prioritized or completed within the time frame needed by the users. Additionally, the University may have difficulty ensuring that changes meet business objectives and are implemented in a controlled manner. Business users may not have the opportunity to test and confirm agreement with changes.

***Recommendation***

We recommend that the formal change management process be finalized and implemented. The change management process should address changes to applications, direct changes to data and infrastructure changes (hardware, operating systems, security/configuration settings and networks).

***OAG Status Update March 31, 2012***

**Still in Progress** – We acknowledge that the change management documentation for applications was enhanced in 2012; however, a documented and communicated formal change management process/policy for operating systems, databases and the network was not available for audit review.

***Management Response***

Agreed – a Change Advisory Board has been implemented that approves changes.



**9. Formalize the periodic review of user access within financial applications (Reported in 2007-08 – Observation # 5)**

***Observation***

The University did not review user access privileges in the Banner Finance and Student modules during the current year. However, at the time of our review, the Finance Security Group was in the process of designing such a review.

***Implication***

Users may have access rights that do not match job functionality. Unauthorized access and inadequate segregation of duties may occur, negatively impacting the integrity of financial data.

***Recommendation***

We recommend that the Finance Security Group continue to coordinate the review of user access privileges, in particular the Banner Finance module. The University should periodically review user access within the Banner Finance and Student modules. The University should adequately document the review.

***OAG Status Update March 31, 2012***

**Still in Progress** – At the time of our review we noted that periodic reviews of user access privileges were not performed in 2012 for:

- VIP – the review was started, but not completed.
- For the Banner (Aurora) Finance application, the Finance Security Group started a review of one department; however, this review was not completed and remaining departments were not reviewed.
- For the Banner Student application, the Registrar's Office had not formally reviewed user access privileges.

***Management Response***

**Finance**

User access rights are reviewed by the Financial Services System Administrator before employees are granted access to Aurora Finance. Users are established based on roles (e.g. Accounts payable data entry, cashier function, A/R invoicing, etc.) and rights (ability to create transactions versus view only). Individual departments contact the Financial Services System Administrator when an employee's role has changed to request modification of the access profile. Terminated staff are automatically removed from the system through an interface to the VIP system.

Financial Services is currently reviewing the appropriateness of access (Funds and Organization codes) as part of the EPIC implementation.

We believe the risk of a lack of segregation of duties or inappropriate access in critical areas (e.g. cash handling) is low as areas such as cashiering and cheque production are central functions and are carefully monitored.

### **Student**

Reviewing the setup of security classes is an ongoing process that relies mainly on feedback from the Aurora Functional Analysts in the Registrar's Office. A survey was sent out to all Aurora Student account holders in Fall 2010 asking what access they use and require in both Internet Native Banner and Banner Self Service. The data shows a wide degree of variance in system usage across the academic and administrative units. As a result, the Registrar's Office has made minor adjustments to security classes. Further modifications to existing security classes are expected, as well as development of new classes to reflect unit differences. Implementation of Banner 8.5 and in particular Banner 9, will result in a thorough review of security set ups in both Internet Native Banner and Self Service.

### **VIP**

The HR review process on VIP Access is ongoing. We hope to complete the task by Summer 2012.

- We are reviewing all users' VIP profile and access rights in preparation for VIP 7G rollout in June 2012
- We are also preparing a summary report sent to faculty/admin. units so they can periodically review (and authorize) their unit's access to HR systems including VIP

## **10. Improve monitoring of activities at the application and operating system levels (Reported in 2007-08 – Observation # 6 & 8)**

### ***Observation***

The overall monitoring at the application and operating system levels should be improved based on the following observations:

- Banner user activity logs (at the application level) are not generated and as such, user activities are not monitored.
- A log is maintained for the UNIX operating system environment of success and failure attempts to switch to the privileged 'root' user. Evidence of regular monitoring of this log was not available for audit review.

### ***Implication***

In the absence of effective logging and monitoring of user activity, there is an increased risk of unauthorized/inappropriate access to financial applications and supporting systems.

### ***Recommendation***

We recommend that, if possible, the University should create application logs for critical user functions within the Banner and VIP applications and that the logs are reviewed on an established periodic basis.

We also recommend that proactive monitoring of the UNIX “su” log be performed to identify repeated failures and also verify that successful logins are performed by appropriate individuals.

***OAG Status Update March 31, 2012***

**Still in Progress** – Monitoring at the application and operating system level remains as stated above. Operating System logs are created; however, are not monitored on a regular basis. We also noted that network logs, although created, are not monitored on a regular basis.

***Management Response***

Agreed. Related to applications, auditing is done on several Oracle databases including the finance, student and HR systems. All user logins are audited including both successful and unsuccessful logins and the reports are mailed to our Security Officer daily for review. These reports as well as others are archived onto a separate server, as well as the raw audit log, on a daily basis.

We will review our process for operating system and network logging.

**11. Improve password strength in the UNIX environment (Reported in 2007-08 – Observation # 9)**

***Observation***

The password strength in the UNIX environment (Solaris and Linux) is not in accordance with good practices in that the account lockout feature is not utilized after a predetermined number of failed logon attempts, and the forced password change options is also not utilized.

We acknowledge that due to the large number of users at the University, implementation of these controls would present an administrative burden. We also understand that with the implementation of the Identity Management System, management's intention is to consider addressing password strength, based on a classification of the associated access risk.

***Implication***

There is an increased risk of unauthorized access to financial systems when password strength does not follow good practices.

***Recommendation***

We recommend that good practice password standards in the UNIX environment be part of the design and implementation of the identity management system.

***OAG Status Update March 31, 2012***

**Still in Progress** - This observation remains as stated above. Although Iridium, the Identity Management System has been implemented, it does not appear to manage userIDs (including

password controls) at the operating system level. Good practices now recommend privileged user passwords to be a minimum of eight characters in length.

### ***Management Response***

We agree that 8 character passwords are desirable; however as noted, the large number of users in the UNIX environment is substantial, and if not implemented properly the maintenance of this control would be an administrative burden. It is worth noting that while this was first observed in 2007 – 2008, the UNIX environment remains one of the most secure.

## **12. Implement a formal Disaster Recovery Plan (Reported in 2007-08 – Observation # 14)**

### ***Observation***

The University has made progress towards developing Disaster Recovery Plans (DRP); however, at the time of our review, the DRP strategy was still in the design phase.

### ***Implication***

Continuity of business operations is highly depended on the uninterrupted flow of information. Without a formal DRP and required resources for recovery, the University may not be able to continue critical business processes. Uncoordinated recovery efforts within the University could extend system outages.

DRPs are key components of Business Continuity Plans (BCP). Recovery procedures go beyond data processing hardware and software. The University requires adequate manual procedures to process transactions until computer processing can be restored. A BCP describes the processes and procedures an organization puts in place to ensure that essential business functions can continue during and after a disaster (see Observation in the non-IT management letter discussing the BCP).

### ***Recommendation***

We recommend that the University IT continues to work towards implementing a DRP in support of the organizations BCP (still to be fully developed) for key systems and business processes. These plans should be updated when there are changes to the business processes or information technology environments and should be tested annually.

### ***OAG Status Update March 31, 2012***

**Still in Progress** – The observation and recommendation remain as stated above.

### ***Management Response***

Agreed - we are continuing to work towards implementing a disaster recovery plan as funding permits.

## **Prior Information Technology Observations – Implemented or No Longer Relevant**

### **13. Improve the processes used to manage user access to Banner applications (Reported in 2010-11 - Observation #1)**

#### ***Observation***

The process to change user privileges for the Banner Finance application is not consistently followed. From our sampled testing of thirty users, we could not evidence appropriate approval for five users. Additionally, for the Banner Student application, the user deletion process is not formally documented.

#### ***Implication***

In the absence of formal processes, including appropriate approvals, inappropriate and unauthorized access could be granted within the financial applications; such access could negatively impact the integrity of the financial reporting data.

#### ***Recommendation***

We recommend that:

- For the Banner Finance application, the Finance Security Group consistently follow the process to make changes to user access privileges.
- For the Banner Student application, the user deletion process be documented and followed by the Registrar's Office.
- Evidence of appropriate approvals should be retained for audit purposes.

#### ***OAG Status Update March 31, 2012***

**Implemented** – The University implemented this process during the year.

### **14. Improve monitoring of the Oracle database (Reported in 2007-08 - Observation # 7)**

#### ***Observation***

The University does not log and monitor direct access to Banner and VIP data in the Oracle database.

#### ***Implication***

In most environments which are significant to financial reporting, database administrators or delegates have access to change data in production databases. This access is usually granted for operational efficiency to ensure the fastest available support in the event of production problems. However, with these access privileges, it is possible that database administrators or delegates may make changes to production data that bypass the change control process without detection.

***Recommendation***

We recommend that the University monitor direct changes to Banner and VIP data. Individuals independent of the database administrator function should review the logs on a proactive basis and appropriately document the review.

***OAG Status Update March 31, 2012***

**Implemented** – The University implemented this process during the year.

**15. Plan and conduct formal integrity testing of backups (Reported in 2010-11 - Observation #2).**

***Observation***

Restoration of users' history data and files on backup tapes was performed on a user request basis; however there was no formal backup testing/restoration procedure in place. In addition, through enquiry we noted that restoration was performed on the backups of the Banner and VIP Production data but the testing/restoration performed was not formally documented and therefore not available for audit review.

***Implication***

In the absence of formal periodic restorations of tape backups, the University may be unable to restore data during unforeseen disruptions.

***Recommendation***

We recommend that the University develop and follow a formal procedure for testing the integrity of the users' data and file backups. Testing of all backups should be formally documented and retained for audit purposes.

***OAG Status Update March 31, 2012***

**Implemented** – Enquiry with IST noted that integrity testing of backups is being performed.

**16. Review remote administration practices for servers (Reported in 2009-10 – Observation #4).**

***Observation***

Servers supporting financial data could be remotely administered through a variety of means without sufficient controls. For example, unencrypted, clear-text protocols could be used for remote system administration.

### ***Implication***

Remotely administering servers, without the appropriate controls, increases the risk of unauthorized privileged network access.

Clear-text protocols, such as Telnet, FTP, should be disabled in remote administration of a server as all credentials (including passwords) and commands can be easily intercepted and used to gain unauthorized administrative access to the University's financial systems.

### ***Recommendation***

We recommend that the University review all remote administration practices. Remote, off-campus, administration should only be securely implemented after a thorough risk assessment has been performed and residual risks have been accepted by the appropriate business units.

### ***OAG Status Update March 31, 2012***

**Implemented** - This observation has been implemented. Remote logins are monitored by the Security Coordinator. A specific check is performed to ensure that remote logins are not using the Telnet protocol.

## **17. Develop an Incident Handling Plan/Policy (Reported in 2009-10 – Observation #5).**

### ***Observation***

The University has not established a formal plan to manage information security incidents; however, we acknowledge that ad hoc incident response processes are currently being performed.

### ***Implication***

An incident handling policy/plan is necessary for timely detection of incidents, minimizing loss and destruction, mitigating the weaknesses that were exploited, and restoring computing services. Failure to establish clear policies and procedures for resolving incidents in a timely manner increases the risk of business impact.

### ***Recommendation***

We recommend that the University develop an Incident Handling Policy. This policy should include, but is not limited to:

- Roles and responsibilities
- Detection/reporting/initial analysis
- Impact assessment
- Containment/eradication/recovery
- Evidence gathering
- Post-incident activity (Lessons Learned)

Patterns of incidents (including number and frequency) should be reviewed to diagnose common problems, to minimize their reoccurrence and reduce their impact on business.

*OAG Status Update March 31, 2012*

**Implemented** – This recommendation has been implemented.

**18. Improve physical security (Reported in 2007-08 – Observation # 15)**

*Observation*

During the year, a review of access to the data centre was performed with active cards being reduced to 102 from the 126 active cards noted in the prior year. Of the 102 active cards, we noted 51 cards were assigned to IST/ACN personnel.

*Implication*

The provision of a large number of active cards increases the risk of unauthorized access to the data centre.

*Recommendation*

We recommend that University management perform additional review of the 51 active cards assigned to IST/ACN personnel to determine if access to the data centre is required in accordance with functional job responsibilities.

*OAG Status Update March 31, 2012*

**Implemented** - We noted that a policy regarding physical access to the data centre was developed and posted on the Web. We also noted a review of physical access privileges was performed.

DRAFT





**AGENDA ITEM:** Public Sector Compensation Disclosure Report 2011

**RECOMMENDED RESOLUTION:**

That the Board of Governors approve the Public Sector Compensation Disclosure Report of The University of Manitoba for the year ended December 31, 2011.

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

**CONTEXT AND BACKGROUND:**

The Public Sector Compensation Disclosure Act requires that:

Within six months after the end of each fiscal year or calendar year, a public sector body shall disclose to the public in accordance with the Act the amount of compensation it pays or provides in the fiscal year or in the calendar year, directly or indirectly,

- (a) to, or for the benefit of, the chairperson of its board of directors or equivalent governing body, if any, if the chairperson's compensation is \$50,000 or more;
- (b) in the aggregate, to, or for the benefit of, its board members, if any;
- (c) individually, to, or for the benefit of, each of its officers and employees whose compensation is \$50,000 or more.

The Act stipulates that a public sector body shall disclose the information required in one of the following ways:

- (a) in its audited financial statements for the fiscal year;
- (b) in a statement prepared for the purpose and certified by its auditor to be correct;
- (c) in any other manner that is authorized in the regulations.

The University has adopted option b.

The OAG has indicated that it is prepared to issue an unqualified opinion on the report subsequent to Board of Governors approval.

**RESOURCE REQUIREMENTS:**

Approval of the Public Sector Compensation Disclosure Report does not impact resource requirements.

**CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

Issuing Public Sector Compensation Disclosure Report supports our values of accountability and responsibility to society.

**IMPLICATIONS:**

The Public Sector Compensation Disclosure Act requires that we issue the report by June 30th.

**ALTERNATIVES:**

The University could include the compensation disclosure report in the audited financial statements as opposed to issuing a separate report. Management recommends to keep the report separate as the audited financial statements are based on a fiscal year not calendar year and focus on the results of the University, not individual compensation.


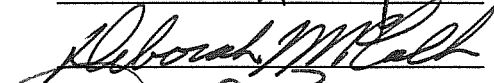

**CONSULTATION:**

This report has been audited by the Office of the Auditor General.



### 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"/>		<u>May 24, 2012</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Tom Hay</u>	<u>May 24, 2012</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>		<u>May 24, 2012</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>		<u>May 27, 2012</u>
<input type="checkbox"/>	<input type="checkbox"/>		

Gord Pasieka, Associate Comptroller

**Submission prepared by:**

**Submission approved by:**

Deborah J. McCallum, VP (Administration)

**Attachments**

Annual Public Sector Compensation Disclosure Report



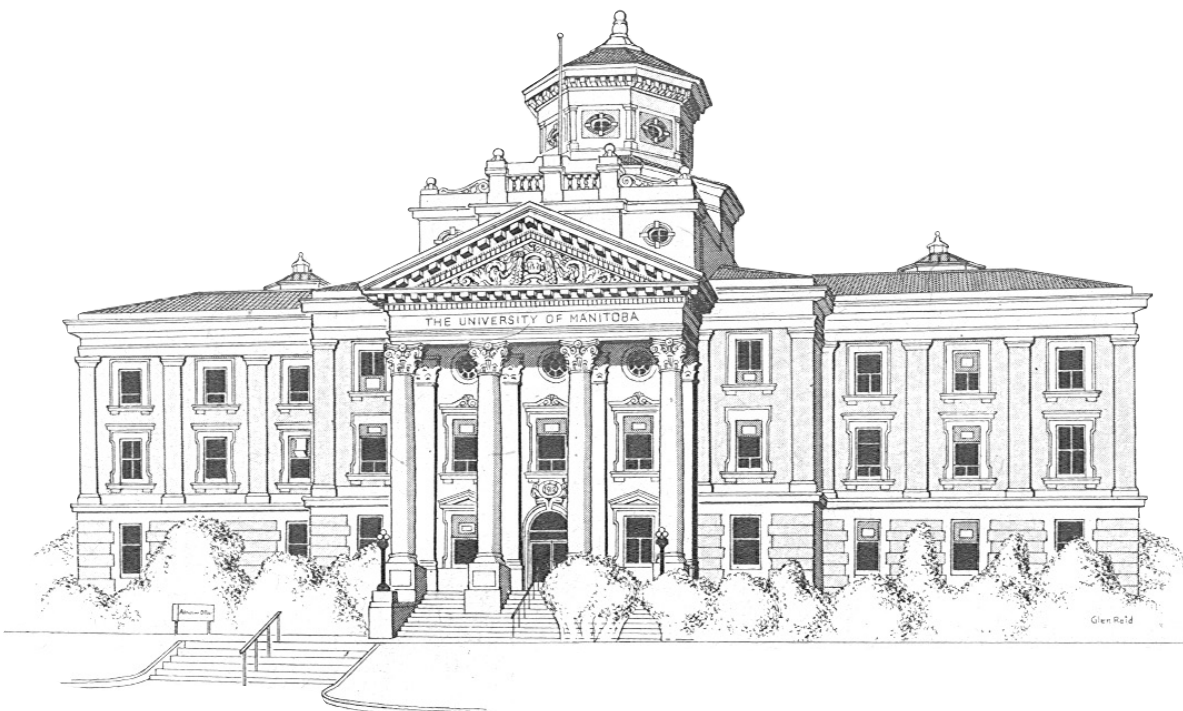
UNIVERSITY  
OF MANITOBA

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2011 Report

The Public Sector Compensation Disclosure Act

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## **2011 REPORT: THE PUBLIC SECTOR COMPENSATION DISCLOSURE ACT**

This report was prepared by the University of Manitoba to meet the requirements of the Public Sector Compensation Disclosure Act of 1996.

### **THE ACT**

The Act requires public sector bodies to publish annually a list of all employees who received compensation of \$50,000 or more in the previous calendar year. The public sector includes municipalities, crown corporations, public schools, hospitals, universities, and colleges.

Compensation includes salaries, overtime, retiring allowances, and taxable benefits. The information is to be made available for inspection on request by any person, during normal office hours. Copies of the report may also be purchased on payment of an administrative fee.

### **THE REPORT**

In 2010-2011 the university employed a total of 8532 individuals supported by operating and research funds, of which there were:

- 1975 full-time academic staff
- 1947 part-time academic staff
- 2478 full-time support staff
- 505 part-time support staff
- 1627 casual positions (including casual student positions)

This report lists in alphabetical order all employees who receive compensation of \$50,000 or more in the year ended December 31, 2011, and their position title.

Compensation is reported from two sources:

- University earned compensation, which is compensation paid from the university's operating budget and from research funds received from external sources.
- Paid on behalf of other organizations. This is compensation related generally to the clinical academic staff in the Faculty of Medicine who have joint responsibilities at the University of Manitoba and the teaching hospitals. These staff are paid by the university, and the hospitals reimburse the university for their share of these payments.

### **SOME COMPARISONS**

#### ***Academic staff***

Salaries for academic staff at all universities reflect the advanced study required and the salary levels at similar universities.

Academic staff usually have a doctoral or equivalent degree (depending on their discipline). This requires an average of 10 years of university and post-doctoral study before accepting a full-time position. At the University of Manitoba, 94 per cent of full-time academic staff have Ph.D. or other terminal degrees.

In order to recruit and retain academic staff, a university must have a salary schedule that is similar to universities with which they compete. In the case of the University of Manitoba, the comparison is with Canadian universities which are referred to as "medical/doctoral" universities.

In a 2010-2011 survey of average academic salaries that included 16 "medical/doctoral" universities in Canada, Statistics Canada positioned the University of Manitoba in 13th place for average salaries of those at the rank of professor; 15th place for those at the rank of associate professor; and 16th place for academic staff at the rank of assistant professor.

### ***Senior Administration***

Statistics Canada does not record salaries of presidents and vice-presidents of Canadian universities. The University of Manitoba comparisons for these positions are therefore limited to actual salary information obtained from the five medical/doctoral universities in western Canada.

### ***The President***

The salary of the University of Manitoba president ranks 4<sup>th</sup> in the field of five presidents from the medical/doctoral Universities in Western Canada.

### ***The Vice-Presidents***

There are 22 vice-presidents at these five western Canadian universities, with four vice-presidents at the University of Manitoba. The compensation for the four University of Manitoba vice-presidents was 13<sup>th</sup>, 15<sup>th</sup>, 17<sup>th</sup>, and 19<sup>th</sup> in a field of 22 for 2011.

## **REPORT AVAILABILITY**

Copies of this report are available for inspection in the administration offices of the Elizabeth Dafoe Library on the Fort Garry Campus and the Neil John Maclean Library in Brodie Centre at the Bannatyne Campus (727 McDermot Avenue). Office hours are 8:30 a.m. to 4:30 p.m. Copies of the report may also be purchased at a cost of \$15 at each of these locations. The government publication section of the Legislative Library at 200 Vaughn Street, Winnipeg, also has a copy of this report.

June 2012

**NOTE TO THE SCHEDULE OF PUBLIC SECTOR COMPENSATION  
FOR THE YEAR ENDED DECEMBER 31, 2011**

**1. Basis of Accounting**

Compensation is calculated in accordance with the Act which means compensation pursuant to any arrangement, including an employment contract, calculated to include the total value of all cash and non-cash salary or payments, allowances, bonuses, commissions and perquisites, including:

- (a) all overtime payments, retirement or severance payments, lump sum payments and vacation pay-outs,
- (b) the value of loan or loan interest obligations that have been extinguished and the value of imputed interest benefits from loans,
- (c) long term incentive plan earnings and payouts,
- (d) the value of the benefit derived from vehicles or allowances with respect to vehicles,
- (e) the value of the benefit derived from living accommodation or any subsidy with respect to living accommodation,
- (f) payments made for exceptional benefits not provided to the majority of employees of the public sector body,
- (g) payments for memberships in recreational clubs or organizations, and
- (h) the value of any other payment or benefit that may be prescribed in the regulations.

Compensation excludes Post Doctoral/ Research/Scholarship/Bursary/Fellowship payment(s) and professional dues paid on behalf of employees.



**AGENDA ITEM:**     ***Sustainability at the University of Manitoba: A Strategic Vision for Action***

**RECOMMENDED RESOLUTION:**

*That the Board of Governors approve the attached document as a strategic vision for sustainability at the University of Manitoba*

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

**CONTEXT AND BACKGROUND:**

In January, 2011 the Board of Governors formally approved the University of Manitoba Sustainability Policy. This policy expresses the University's commitment to leadership in campus sustainability, directs that sustainability principles be integrated into strategic planning and within academic and administrative processes, and outlines the expectation that priorities will be established in a participatory way that also recognizes financial constraints. A sustainability Committee was established and charged with developing a comprehensive sustainability action plan which will deliver the directive and framework for moving forward with sustainability initiatives.

Four working groups were created in February, 2011 composed of faculty, staff and students to begin the development of initiatives in the areas of strategic planning and administration, operations and education and research. The working groups considered best practices from universities around the world and received input from across the University community over many months. A draft was released on October 5<sup>th</sup> which was followed by another 4 months of consultation with members of the University community, provincial and municipal governments, civic groups, and the University's external partners. Consultations included facilitated workshops, presentations, meetings, solicited e-mail and social media. Based on this extensive consultation process and the myriad of suggestions and overwhelming support and advice received from hundreds of people, the attached document entitled *Sustainability at the University of Manitoba: A Strategic Vision for Action* was developed.

The document presents the first iteration of a plan to move forward. A first critical step will be the establishment of a Sustainability Office at the University that can enhance efforts already underway and coordinate the work that needs to be done. The Sustainability Committee acknowledges achieving goals relies on a large number of factors ranging from available staff to material ability. On an annual basis and informed by this document, the Sustainability Office will prioritize the specific actions to be taken, establish realistic budgets, define approaches, seek approval when needed and measure success.



## RESOURCE REQUIREMENTS:

At least two full time staff will be hired in addition to the sustainability coordinator currently on staff in Physical Plant to set up the Sustainability Office. The involvement of academic staff to support the office will be achieved by buying out teaching time. The cost of setting up the office is estimated to be \$175,000, which will be achieved through a reallocation of funds from existing budgets. One time funding will also be required to cover the cost of implementation of some of the actions to get started. A source of this funding may include the commission revenue received from the contract with ARAMARK for food service and vending service. Furthermore, the plan outlines a number of actions that the Sustainability Committee has identified as ways to generate revenue to fund project actions. Space will also have to be identified for the office.

## CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

The strategic vision for sustainability links to a number of other projects that are currently underway. For example, the application to the Top 100 Employers program under the Outstanding Workplace initiative has a significant section on the sustainability initiatives underway at the University. That application is strengthened by the development of this draft sustainability plan. The international design competition to develop a master plan for the Southwood Land has established sustainability as one of the key design principles and was heavily informed by this plan. Students have been heavily engaged in the development of this strategic vision and look to the University's commitment to sustainability as contributing to enhancing the student experience.

## IMPLICATIONS:

The University previously made strategic level commitments to sustainability by signing the Talloires and Halifax Declarations , the University and College President's Climate Change Statement of Action in 2008 and by approving the Sustainability Policy in 2011. *Sustainability at the University of Manitoba: A Strategic Vision for Action* will now focus the efforts of the university to achieve the vision of a more sustainable campus and to become a leader in sustainability. Implementation of the actions will result in significantly more change at a time when there is already significant change underway. The document envisions a culture change that, if fully implemented, will have a major impact on what is done and how it is done.

## ALTERNATIVES:

In developing this document, the extensive consultation process resulted in hundreds of initiatives being proposed by hundreds of stakeholders. The Sustainability Committee spent countless hours reviewing and discussing all of the proposals and eventually produced this document, condensed considerably from a previous document entitled "What We Were Told" available on the University Website at [www.umanitoba.ca/sustainability](http://www.umanitoba.ca/sustainability). Consideration was given to producing a shorter prioritized strategy but it was decided that a reflection of the broader vision which would be prioritized on a go forward basis by the Sustainability office in consultation with the Sustainability Committee was the preferred approach.

## CONSULTATION:

As indicated previously, in addition to the Sustainability Committee and the members of the working groups, consultations occurred with Administrative Council and Provost's Council, some faculty councils, middle managers, UMSU, representatives from the province and the City of

Winnipeg, Physical Plant, the President's Executive Team and by soliciting input through all employee and all student e-mail, the Bulletin, the Alumni magazine and open workshops as outlined in the "What We Were Told" document.



### 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>Robert M. Kelly</i>	<i>June 12/12</i>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<i>D. J. H. O.</i>	<i>Jun 12, 2012</i>
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<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.*

# SUSTAINABILITY AT THE UNIVERSITY OF MANITOBA:

A STRATEGIC VISION FOR ACTION







President's Statement on Sustainability  
University of Manitoba  
May, 2012

Universities as a category are among the longest lasting organizations in the world, and the University of Manitoba is among the oldest of Canadian universities. Because the University has a continuing purpose, it is important that those of us who work here now, and who hold it in trust, sustain it for those who will follow us, as has been done for generations. We must do so because the University of Manitoba's mission of learning, discovery and engagement – building bigger futures – will continue to be of value.

Like those who went before us, we must determine how to continue being a great university while preserving the assets and potential of the University. We must be responsible stewards of its human capacity, opportunities, reputation, finances, buildings and so on. In a period when massification of higher education has substantially changed expectations of funders and of those who are served by public universities, we must change some practices and policies to promote institutional sustainability.

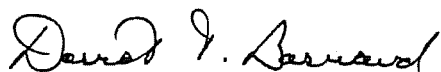
Amid these continuing challenges, the University must become increasingly responsive to the need for environmental, social and economic sustainability, as the entire global community is doing. We need to reduce the impact that we have on consumption of non-renewable resources and make decisions that allow for "development that meets the needs of the present without compromising the ability of future generations to meet their own needs" – the classic definition of sustainability. Consistent with its continuing purpose, the University should be an example in doing this.

There will be opportunities to do things very differently in new projects. As the Southwood lands are integrated into the University of Manitoba's plans, for example, initial consultations have found broad support among the executive, the board and the local community for an aggressively sustainable approach to the project. Buildings could have a much smaller environmental impact than those we now have, by taking advantage of best practices and of ideas still being developed; we could treat the river and its ecosystem as an asset rather than simply as a boundary; enhanced transit access could reduce the presence of cars on campus; and numerous other options can be considered.

A major challenge for us, though, is being more environmentally responsible in our existing campuses and activities. Much of what we have and what we do was put in place when the University community and the world were less aware of long run environmental impacts of decisions, and when the integrated definition of sustainability with which we now work was not yet part of our collective vocabulary. Improvements are possible and they are necessary.

*A Strategic Vision for Action* developed by the Sustainability Committee identifies many opportunities for improvement. I thank the Committee and all those who participated in its consultation and writing processes, but especially Dr. John Sinclair for his enthusiasm for and commitment to this project. As the Sustainability Office is formed and begins to operate, this document will serve as a continuing source of guidance for its important work.

Many parts of the University's governance structure and many operating units will be involved in refining, approving and implementing the details deriving from this vision.



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David T. Barnard, Ph.D.  
President and Vice-Chancellor

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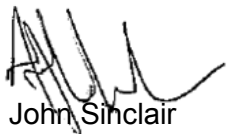


## PREFACE

The purpose of *Sustainability at the University of Manitoba: A Strategic Vision for Action* is to guide the transformation of the University of Manitoba into a more ecologically, socially and economically sustainable place in which to learn, work and play. By pursuing its implementation the University community expects to make its contribution to the creation of a more sustainable society. It is the culmination of the work of the University of Manitoba's Sustainability Committee, four working groups and the input of hundreds of people from the campus community and beyond. The working groups were charged with the responsibility of developing an action plan for fostering a culture of sustainability at our institution and integrating sustainability planning and action into all of our functions. Those who participated in the development of, and commented on, earlier drafts have helped make this document much more robust and complete. *The Strategic Vision for Action* sets out a bold blueprint for sustainability at the University of Manitoba, providing both a starting point and a guide for the community as we work through iterations of planning, action and evaluation such that the environmental, social and economic sustainability of all aspects of our University are consistently enhanced.

We would like to thank the Sustainability Committee, the working groups and other groups and individuals who contributed in various ways for their efforts in producing this plan. The working groups and Sustainability Committee have worked hard to incorporate ideas from the entire University community on how to become a more sustainable campus. We sincerely appreciate their time, dedication and ongoing commitment to this initiative.

We would also like to thank the University community for your contribution to this document. Many of the action items in the following pages are your ideas on what a sustainable campus means to you and as a result, we hope the *Strategic Vision for Action* at the University of Manitoba is one that the entire University community will support. Its success in leading change for sustainability will ultimately depend on how you embrace the actions proposed. We look forward to your assistance, comments and contributions as we move from consultation to implementation.



A. John Sinclair  
Professor and Chair  
Sustainability Committee



Deborah J. McCallum  
Vice-President (Administration)



Joanne C. Keselman  
Vice-President (Academic)  
and Provost



## EXECUTIVE SUMMARY

In January 2011, the University of Manitoba's Board of Governors formally approved the University of Manitoba Sustainability Policy (Appendix A). This policy expresses the University's commitment to leadership in campus sustainability, directs that sustainability principles be integrated in all levels of strategic planning and within academic and administrative processes, and outlines the expectation that priorities will be established in a participatory way that also recognizes financial ability. By establishing the Sustainability Committee and by requiring the committee to develop a comprehensive sustainability action plan, the policy delivers the directive and framework for moving forward with sustainability initiatives.

The *Strategic Vision for Action* serves as a guide to the University community as we do more to ensure the sustainability of our institution. It sets out concrete actions as well as outlining areas that require further planning and development before action can be taken. The Sustainability Committee wants it to be a living document from which we can measure our success and identify new initiatives into the future, as envisioned in Figure 1 and described in more detail in the Next Steps section at the end of this document. The Sustainability Committee also recognizes that work will be required as we move forward to further prioritize the actions outlined, define specific approaches when appropriate and seek approval where necessary.

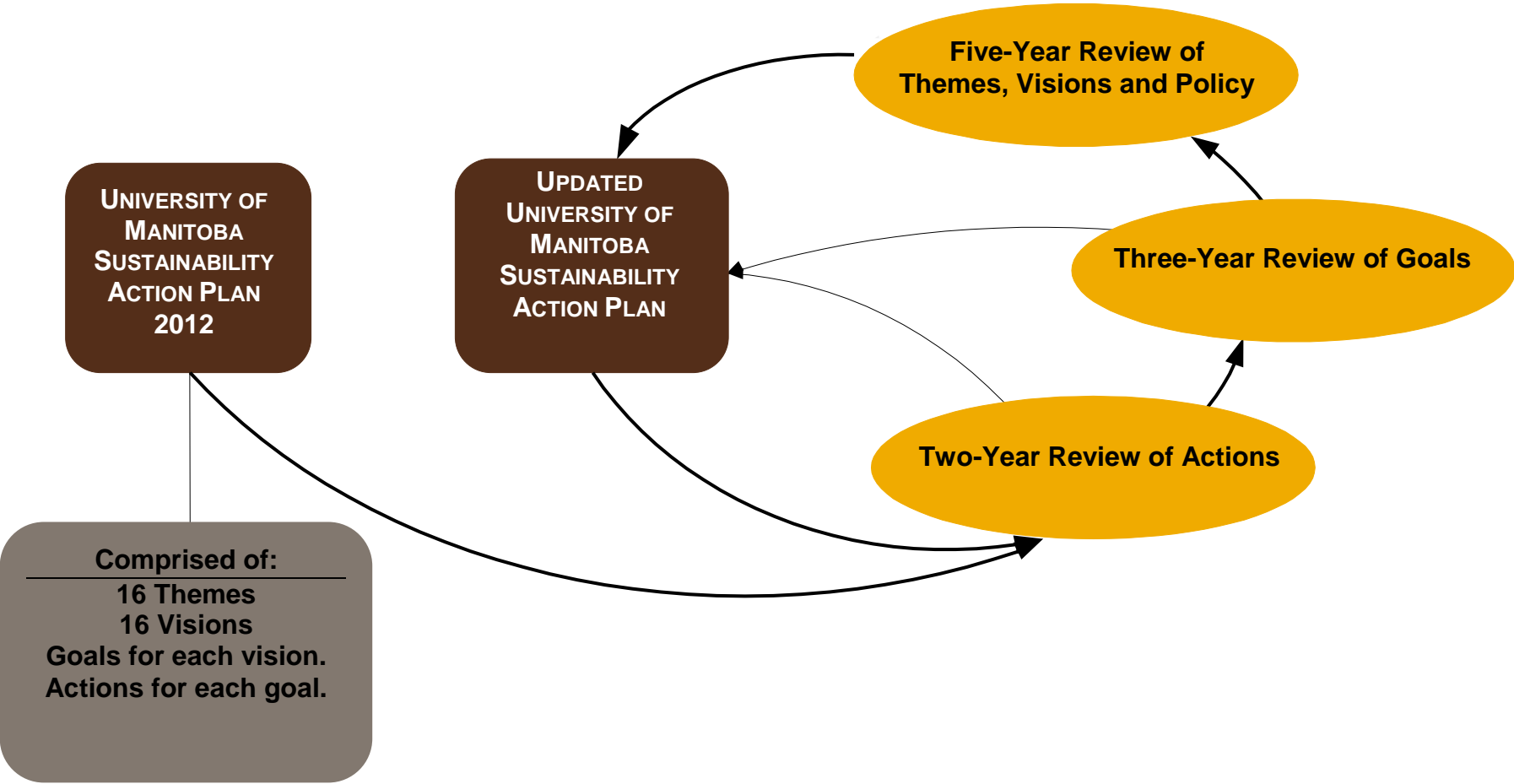
This action plan was developed under the direction of the Sustainability Committee assisted by four working groups composed of University staff, faculty and students. The working groups considered best practices from universities around the world and received input from across the University community. The draft was released on October 5, 2011 and was followed by a four month period of intensive consultation with the University community, provincial and municipal governments, civic groups and the University's external partners. These consultations included facilitated workshops, presentations and meetings, and input solicited via email and social media. Based on the extensive feedback received, the Sustainability Committee and working groups subsequently redrafted the action plan.

The *Strategic Vision for Action* considers achieving sustainability at the University of Manitoba to entail the simultaneous pursuit of at least three dimensions – ecological, social and economic. Instead of engendering conflict, an appropriate understanding of sustainability regards its ecological, social and economic components as reinforcing and enabling one another. Put simply, the goal for the University of Manitoba is to ensure that our present actions do not decrease the chances for future generations to achieve levels of well-being that are at least as great as those achieved now. In

recognition of the fact that we are but one member of an interconnected community reaching from local to global scales the University is compelled to do its part in the urgently needed movement towards sustainability. More to the point universities are institutional role models and engaged in educating the leaders of tomorrow and so it is incumbent upon the University of Manitoba to lead by example.

A critical first step, in fact perhaps even a pre-requisite to achieving what is set out in this document, is the establishment of a Sustainability Office at University of Manitoba that can enhance our existing efforts, to spearhead and coordinate the work that needs to be done.

**Figure 1: A Living Sustainability Action Plan**



The *Strategic Vision for Action* is organized into three categories that are further broken down into sixteen theme areas. Each theme includes identification of a vision, benefits to the University, goals, and action items to reach the goals. The table below is a list of the theme areas, visions and goals, and is intended as a snapshot of the detailed actions described later in the document.

As described above, this document was developed through an inclusive process and has received overwhelmingly positive feedback from students, staff and faculty. Its direction is one the University community is ready and excited to embrace.

### ***Sustainability at the University of Manitoba: A Strategic Vision for Action***

<b>Theme</b>	<b>Vision</b>	<b>Goals</b>
<b>Strategic Planning and Administration</b>		
<i>Administration</i>	<i>A High Profile Sustainability Office.</i>	<ol style="list-style-type: none"> <li>1) <i>Establish a Sustainability Office that is responsible for implementing and integrating all focus streams of the action plan: 1) Strategic Planning and Administration; 2) Operations; and, 3) Curriculum and Research</i></li> <li>2) <i>Establish ongoing funding for Sustainability Initiatives</i></li> </ol>
<i>Strategic Planning</i>	<i>Practice and celebration of sustainability throughout the University community through transparent, participatory and collaborative decision processes.</i>	<ol style="list-style-type: none"> <li>1) <i>Participation of the University community in decisions related to policy, programs and plans.</i></li> <li>2) <i>Establish governance structures that ensure sustainability is a core element of strategic planning.</i></li> <li>3) <i>Incorporate sustainability considerations at each strategic level.</i></li> </ol>
<i>Investments</i>	<i>All investments and investment policies reflect, support, and foster sustainability.</i>	<ol style="list-style-type: none"> <li>1) <i>Understand the extent to which funds are invested in sustainable commodities/companies.</i></li> <li>2) <i>Encourage the Trust and Investment Committee to consider sustainable investment portfolios</i></li> <li>3) <i>Increase sustainability awareness on the Trust Investment Committee and the Pension Committee.</i></li> <li>4) <i>Invest in sustainability across campus.</i></li> <li>5) <i>Provide fund transparency for shareholders.</i></li> <li>6) <i>Promote shareholder activism.</i></li> </ol>
<i>Community Engagement</i>	<i>The University as a proven leader in sustainability initiatives both internally and externally and a community active and engaged in the ongoing development and implementation of the University of Manitoba Sustainability action plan.</i>	<ol style="list-style-type: none"> <li>1) <i>Establish a comprehensive information clearinghouse on sustainability.</i></li> <li>2) <i>A Marketing Communications Office that threads sustainability through community events, promotional, marketing and news channels.</i></li> <li>3) <i>Promote a sustainable campus community.</i></li> <li>4) <i>Engage the Winnipeg community through outreach events.</i></li> <li>5) <i>“Look and Feel” for University of MB: Sustainability.</i></li> <li>6) <i>Seek to collaborate with all levels of government on sustainability issues.</i></li> </ol>

Operations		
Theme	Vision	Goals
<i>Climate Change, Mitigation and Adaptation</i>	<i>The University as a living laboratory for multidisciplinary research into innovative approaches for achieving carbon neutrality and reducing campus climate impacts.</i>	<ol style="list-style-type: none"> <li>1) <i>Develop a campus Climate Action Plan as a roadmap to carbon neutrality.</i></li> <li>2) <i>Create climate awareness.</i></li> <li>3) <i>Reduce campus climate impacts.</i></li> </ol>
<i>Transportation</i>	<i>A campus that promotes safe, sustainable and accessible transportation options to students, staff, faculty, and the university community.</i>	<ol style="list-style-type: none"> <li>1) <i>Increase efficiency (e.g., energy, time, materials, space) of transportation systems on campus.</i></li> <li>2) <i>Increase the number of faculty, students, and staff using sustainable transportation to commute to and from campus.</i></li> <li>3) <i>Provide facilities for the charging of plug-in hybrid and battery electric vehicles.</i></li> <li>4) <i>Consider lifecycle energy costs within fleet management.</i></li> </ol>
<i>Land-use Planning , Buildings and Grounds</i>	<i>Preserve and enhance the historical and ecological context of the campus area and ensure that all buildings are a model of resource conservation and environmental stewardship.</i>	<ol style="list-style-type: none"> <li>1) <i>Create a more compact and connected campus with an emphasis on pedestrian and cycling activity.</i></li> <li>2) <i>Develop the campus as a more self-sufficient and liveable community.</i></li> <li>3) <i>Improve the accessibility of all buildings and areas on campus.</i></li> <li>4) <i>Implement an ecologically sustainable landscape and forest management strategy.</i></li> <li>5) <i>Establish a University of Manitoba Red River Riparian Conservation Zone.</i></li> <li>6) <i>Use sustainable design, construction/renovation, operation and maintenance principles and practices to cost-effectively minimize the use of energy, expand the use of renewable energy, conserve water and reduce the generation of waste water in new and existing buildings.</i></li> </ol>
<i>Waste</i>	<i>A zero waste campus.</i>	<ol style="list-style-type: none"> <li>1) <i>Reduce organic waste going to the landfill.</i></li> <li>2) <i>Promote and expand the Re-shop.</i></li> <li>3) <i>Promote waste prevention/recycling for residence.</i></li> <li>4) <i>Expand recycling on campus and increase the capture rate for established recycling programs.</i></li> <li>5) <i>Develop an Integrated Waste Management plan.</i></li> <li>6) <i>Promote a zero waste campus.</i></li> <li>7) <i>Reduce usage of hazardous materials on campus.</i></li> <li>8) <i>Promotion and education to encourage 3R's.</i></li> </ol>



Theme	Vision	Goals
Food	<i>Provide nutritious, safe and culturally diverse food of good value to the campus community and incrementally improve the sustainability of ingredients.</i>	<ol style="list-style-type: none"> <li>1) <i>Educate campus community members on sustainable food options.</i></li> <li>2) <i>Increase culturally diverse, sustainable, and fair-trade food offerings from University of Manitoba Food Services vendors.</i></li> <li>3) <i>Increase accessibility to fresh, clean, free drinking water on campus.</i></li> </ol>
Purchasing	<i>The principles of sustainability are integrated into all procurement decisions, ensuring the needs of present users are met without compromising the ability of future users to meet their needs.</i>	<ol style="list-style-type: none"> <li>1) <i>Create a sustainable purchasing framework with appropriate standards for inclusion in the RFX and tender processes and for Purchase Order notes.</i></li> <li>2) <i>Research 3<sup>rd</sup> party certifications to identify those that fit the vision statement.</i></li> <li>3) <i>Implement the Supplier Relationship Management Program (ROSE initiative).</i></li> <li>4) <i>Increase number of sustainable products and services procured at the University while also emphasizing reduction of products as first priority.</i></li> <li>5) <i>Campus-wide acceptance and implementation of sustainable purchasing practices.</i></li> <li>6) <i>Explore the idea of purchasing consortiums with other large organizations.</i></li> <li>7) <i>Use life-cycle cost analysis for all acquisitions over a thousand dollar value &amp; where appropriate to end of life discussions.</i></li> </ol>
Water	<i>Water use is optimized while continuing to support the University's mission.</i>	<ol style="list-style-type: none"> <li>1) <i>Improve infrastructure when and where appropriate.</i></li> <li>2) <i>Develop a Water Management Plan for Campus Landscape to reduce water waste.</i></li> <li>3) <i>All new buildings include the most efficient water-conserving infrastructure.</i></li> <li>4) <i>Optimize the performance of the campus district heat recovery system.</i></li> <li>5) <i>Ensure all new water meters are commissioned.</i></li> <li>6) <i>Foster a culture of water conservation within the University Community.</i></li> <li>7) <i>Ensure domestic water and chilled water supplies are completely isolated to prevent cross-contamination.</i></li> <li>8) <i>Partner with the Faculty of Engineering on using ice and snow for campus cooling project.</i></li> </ol>
Energy	<i>Energy use is optimized while prioritizing renewable and on-site energy sources.</i>	<ol style="list-style-type: none"> <li>1) <i>Promote and educate the University community on current and future energy saving initiatives.</i></li> <li>2) <i>Determine optimal energy use per building.</i></li> <li>3) <i>Pursue landfill gas project.</i></li> <li>4) <i>Obtain 50% of energy from renewable sources.</i></li> <li>5) <i>Seek alternative lighting technology.</i></li> <li>6) <i>Reduce gross energy/sq ft by 5% yr over yr.</i></li> </ol>

Theme	Vision	Goals
<b>Education and Research</b>		
<i>Education for Sustainability</i>	<i>Systemic integration of sustainability into student, staff and faculty learning.</i>	<ol style="list-style-type: none"> <li>1) <i>Require a sustainability designated course of all University of Manitoba students.</i></li> <li>2) <i>Develop "Sustainability" designation for co-curricular record on transcript.</i></li> <li>3) <i>Integrate sustainability education at annual faculty and staff orientation.</i></li> <li>4) <i>Annual conference and workshop on sustainability (faculty).</i></li> <li>5) <i>Provide students with service learning and volunteer program programs with hands-on sustainability training.</i></li> <li>6) <i>Establish credit courses for campus-related sustainability projects open to all students.</i></li> <li>7) <i>Develop or connect to existing database of sustainability-related research, courses, programs and initiatives.</i></li> </ol>
<i>Research for Sustainability</i>	<i>Increased research for sustainability (locally, on campus, in Canada and internationally)</i>	<ol style="list-style-type: none"> <li>1) <i>Address University of Manitoba and local sustainability issues through research.</i></li> <li>2) <i>Increase the amount of research with a focus on sustainability (on campus, in Canada and internationally).</i></li> <li>3) <i>Use research to advance sustainability knowledge</i></li> </ol>
<i>Sustainability in Education</i>	<i>A University that demonstrates and implements sustainability when delivering educational programs.</i>	<ol style="list-style-type: none"> <li>1) <i>Create a networked Learning Community on Sustainability.</i></li> <li>2) <i>Move towards sustainable teaching practices, tools and resources.</i></li> </ol>
<i>Sustainability in Research</i>	<i>Sustainable methods integrated into research planning and implementation.</i>	<ol style="list-style-type: none"> <li>1) <i>Minimize ecological impacts/sustainability implications of research while maximizing research dollars.</i></li> </ol>

## INTRODUCTION

In January 2011, the University of Manitoba's Board of Governors formally approved the University of Manitoba Sustainability Policy. The policy acknowledges the University's past commitments to sustainability but, more importantly, it underscores the need to do more. By establishing the Sustainability Committee and by requiring the committee to develop a comprehensive sustainability action plan, the policy also delivers the directive and framework to move forward. This document presents the first full iteration of a plan to guide the University community as we do more to ensure the sustainability of our institution. The Sustainability Committee intends the action plan to be a living document from which we can measure our successes and identify new initiatives into the future.

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The University of Manitoba community is certainly familiar with the principles of sustainability, as they have been woven into the fabric of our institution for some time. Not unlike other institutions, our focus



### ***The University of Manitoba Re-Shop***

*The Waste Prevention Re-Shop re-distributes usable, but no longer needed office supplies and furniture. Since opening in 2008 the Re-shop has re-distributed nearly 6000 items instead of sending them to landfill. The Re-Shop is open to students, staff, faculty and registered Manitoba Charities.*

early on was a commitment to preventing and diverting waste as well as to conserving energy and water. We have built on those early successes by broadening our scope to build greener buildings, reduce our emissions and purchase more responsibly. Our students are connected to campus sustainability through course work, independent study and student-led initiatives. We are developing expertise in alternative energy technologies to enable further world-class collaborative research in this emerging and globally important area. Moreover, our faculty and graduate students are leaders in research related to climate change, community based resource management and sustainable agricultural systems among many others.

The actions that have been taken thus far underpin the work we must do in moving forward on

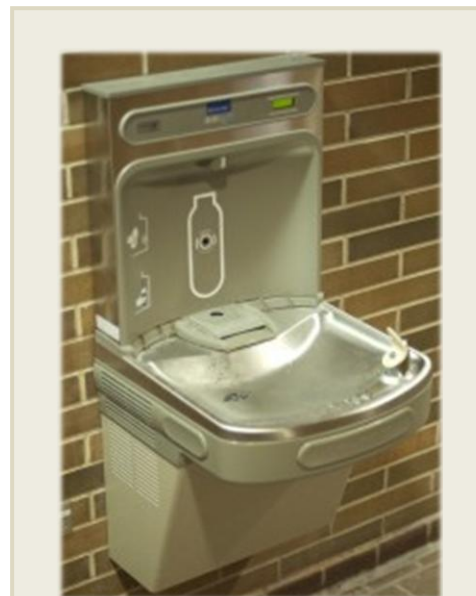
sustainability in order to, at a minimum, meet the expectations of new and future students, funders, government agencies and create a healthy community locally. Other universities are, for example,

including their sustainability credentials in advertisements to prospective students, underscoring our need to improve our national sustainability rating score among Canadian Universities. We have also made strategic level commitments through signing the Talloires and Halifax Declarations. These international declarations express the commitment of signatory institutions of higher education to advancing research on sustainable development while also leading by example, and this action plan will help ensure we fulfill these commitments. In 2008, we also became a signatory to the University and College Presidents' Climate Change Statement of Action of Canada.

The University is committed to the principles of sustainability and our commitment has developed and grown through the interest and dedication of the entire University community. The aim of *A Strategic Vision for Action* is to help focus that energy and motivation into an organized blueprint of a sustainable University of Manitoba complete with a plan for accelerating our progress along the pathway to sustainability. *A Strategic Vision for Action* maps out a plan for achieving a more sustainable campus and to give our graduates the knowledge and skills they need to become sustainability stewards.

## **WHAT DOES SUSTAINABILITY MEAN FOR THE UNIVERSITY OF MANITOBA?**

Most discussions of what sustainability means start with the Brundtland definition of sustainable development as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs” (WCED 1987 p. 43). Over time, academics, practitioners, and government leaders have worked to define sustainability further.



### **Water Bottle Stations**

*Water fountains were recently upgraded in the University Centre in a move that helps to reduce waste and support a sustainable campus. Each fountain is a state-of-the-art EZH2O bottle filling station, providing rapid filling of pure water into reusable bottles, thus eliminating the need to buy disposable water bottles while supporting social sustainability goals related to universal accessibility to clean potable water.*

At the University of Manitoba sustainability entails the simultaneous pursuit of at least three dimensions – ecological, social and economic. Ecological sustainability includes objectives related to maintaining and increasing ecosystem sink functions, using renewable natural resources and ecosystem services at levels that are within their regenerative capacity, transitioning from non-renewable natural resources to renewables, and preserving and enhancing biodiversity and ecosystem integrity. The dimension of social sustainability includes objectives that pertain to the meaningful exercise of democratic governance, such as empowering marginalized groups within decision processes, preserving cultural identities, improving equity (decreasing inequity), alleviating poverty so that all humans have at least their basic needs met, advancing human rights, and creating



### **Water Conservation at the University of Manitoba**

*The University of Manitoba is the largest consumer of water in Winnipeg, consuming over 20 million cubic feet annually. However, we're conserving more than ever.*

- *5-yr savings of over 545 million gallons of water (cutting water consumption in half over 13 years).*
- *Replaced over 2800 fixtures with low-flow or other water conserving devices.*
- *Water-cooled condensers tied to the district heat recovery loop save water by continuously re-circulating warm water (for heating purposes) instead of sending it down the drain.*
- *Water metres to be placed on all new buildings for improved water monitoring.*
- *Naturalizing many areas with drought resistant and native prairie plants to avoid watering.*

institutions that use transparent, participatory, and consultative decision-making processes. Finally, the economic sustainability dimension includes objectives of increasing resource efficiencies in the production-distribution-consumption chain while ensuring that economic decisions adequately reflect environmental and social effects. Attending to economic sustainability thus entails prudence and care in creating efficiencies and locating new revenue streams to ensure that resources continue to be available to pursue the University's overall mission. The simultaneous pursuit of these many objectives is considered to constitute progress toward the overall goal of ensuring present actions do not decrease the chances for future generations to achieve levels of well-being that are at least as great as those achieved now.

While objectives in these dimensions may at times appear to compete with each other, pursuing sustainability means finding ways to balance objectives rather than allowing them to trade off against each other. Within this document there are many actions listed that touch on each of these three

dimensions of sustainability, and to the extent possible we have thought about the synergistic or integrative characteristics of the actions identified. So, while a discrete action such as increasing the number of water bottle filling stations appears as an action related to “operations” and “food”, the act of doing so will displace single use water bottles which will have ecological (e.g., reducing solid waste), social (e.g., universal access to fresh water) and economic (e.g., access to fresh water at no cost to students and staff) implications. Likewise actions to improve transparency such as encouraging consultation can help to ensure that all three dimensions of sustainability are considered in decisions, such as the bulk purchase of equipment or awarding of exclusive contracts.

Action on sustainability at the University of Manitoba is underscored by two imperatives: 1) The recognition that as the University is but one member in a larger community we must act as responsible global citizens in the pursuit of our mission; and, 2) That the University is a role model and leader for change and needs to lead by example. The first perspective broadens the concept of sustainability to encompass objectives related to the impacts of all of the University of Manitoba’s practices, operations, and decisions on the provincial, national, and global scales. Under this broad sustainability mandate, we will uphold sustainability principles through scrutinizing and transforming all of our decision making based on the resulting impacts on the planet and its inhabitants. The second perspective accepts that the University of Manitoba is a social leader and a community role model and that it is incumbent on us to exemplify and advance sustainability in order to demonstrate that it is more than an ideal; it is an achievable transformation.

## **AN ACHIEVABLE TRANSFORMATION**

In developing *A Strategic Vision for Action*, the University of Manitoba Sustainability Committee established working groups for three broad areas of concern: 1) Strategic Planning and Administration; 2) Operations (broken into two groups); and, 3) Education and Research. The categories and themes within the categories were developed according to best practices, based in part on what other colleges and universities have done, and strongly influenced by the Sustainable Endowment Institute’s Green Report Card as well as the Association for the Advancement of Sustainability in Higher Education’s (AASHE) Sustainability Tracking and Rating System (STARS).

## Working Groups and Key Themes

STRATEGIC PLANNING AND ADMINISTRATION	OPERATIONS		EDUCATION AND RESEARCH
	<i>OPERATIONS I</i>	<i>OPERATIONS II</i>	
Administration	Climate Change, Mitigation and Adaptation	Waste	Education for Sustainability
Strategic Planning	Transportation	Food	Research for Sustainability
Investments	Land-use Planning, Buildings and Grounds	Purchasing	Sustainability in Education
Community Engagement		Water	Sustainability in Research
		Energy	

There are 16 themes under the three categories. Working groups completed templates for each of the themes that required establishing a vision for the theme, highlighting how moving toward sustainability in that theme would benefit the University, and developing broader level goals with specific actions to meet those goals. Each action has a timeline: short term (1 to 2 years), medium term (3 to 5 years) or long term (5 or more years). Indicators for measuring success are also included and are considered a critical element of the action plan. The measures for achieving short term goals will start to be considered by the Sustainability Committee once this action plan has been approved by the Board of Governors and a functioning Sustainability Office is in place. The Committee is hopeful that these two critical steps will be achieved by the fall of 2012. It is also important to recognize that while actions may start in a particular period they may not end in that period, in fact they may be ongoing (e.g., we will continue to work on waste reduction).

### **COMMUNITY INPUT**

The action plan development process was formally launched in mid-February 2011 by a memo distributed to all students, staff and faculty from the Vice-Presidents Administration and Academic and the Chair of the Sustainability Committee. Shortly after the launch the four working groups were established. Each of these groups had an average of 10 to 12 people from the University community participating on them. They were established in a way that mirrored the Sustainability Committee by having students, administrative staff and faculty participate on each working group. The activities of each of these groups is on-going and each would welcome new participants.



After the launch, members from all four working groups participated in a facilitated kick-off meeting with the Vice-Presidents Administration and Academic. The meeting provided context to the working group participants in terms of past sustainability actions as well as providing a sense of the state of the campus sustainability movement currently underway across North America.

As part of a projects course, student researchers from the Natural Resources Institute also participated on the working groups. One of the requirements of the course was researching best practices currently in place at other higher education institutions in North America and internationally. Student researchers integrated information gleaned from the working group discussions together with the best practice research and presented their findings to the working groups in a template format.



### **Green Building**

*Migizii Agamik (Bald Eagle Lodge) is the University of Manitoba's first LEED<sup>™</sup> Gold certified building. Daylight and occupancy sensors throughout the building result in 40% less energy required for lighting.*

Throughout this process the broader University community was invited to submit their ideas and contributions to the plan through a web portal on the University's sustainability website, and postings on social media sites also encouraged the University community to participate in the process. Public events on Earth Day and Environmental Awareness Week raised awareness of the initiative and included a "scrawl on the wall" style opportunity for written submissions. Finally, formal meetings with several administrative bodies engaged students, middle managers and senior administrators in the process. Input from all the various venues contributed directly to the visions, goals and actions of *Sustainability at the University of Manitoba: A Strategic Vision for Action*. Working group chairs also invited specific members of the university community to their meetings when they needed to draw on the expertise of such resources.

Working group members subsequently refined the draft templates to ensure they were appropriate and practical for the University of Manitoba context. Finalized draft templates were submitted to the Sustainability Committee. The Committee continued to work with the Working Group chairs to identify overlap and synergies across the templates and to review them further for continuity and consistency.



The result was a “Draft Sustainability Strategy” that was released for public consultation by the Sustainability Committee on the 5<sup>th</sup> of October, 2011.

The release of the draft was followed by a comprehensive and concerted consultation effort where input was received from students, staff, faculty, city and provincial governments, external university partners, and civic groups. Comments were received via direct email, a web portal on the University’s sustainability website, at numerous meetings with faculty and administrative bodies, and at five facilitated workshops, three of which open to the entire University community. The consultation process was guided by the Sustainability Committee and included significant effort from committee and working group members. In addition, members of the Sustainable Campus Student Group organized a full-day design charrette on campus to generate dialogue around sustainable campus design. The student group’s detailed workshop report was submitted to the Sustainability Committee and its ideas incorporated as feedback. Consultations were also assisted by three graduate students from the Natural Resources Institute, who have compiled a report that provides a summary of the input received from all sources to January 31, 2012. The final “What We Were Told” report is available on the University’s sustainability website at [www.umanitoba.ca/sustainability](http://www.umanitoba.ca/sustainability).

Significant feedback on the draft was received from the sources described above, and was overwhelmingly and strongly supportive of both the concept of and the contents in the draft. In nearly every case, even when criticisms were offered or gaps identified, people commended the efforts made and supported the direction charted in the document. A frequently expressed concern was that the excitement and promise of this initiative would not be realized without clear and firm commitment and support from the highest levels of University leadership, which again highlights that members of the University community are keen to see the University of Manitoba moving quickly and surely in this direction. There were many expressions of appreciation for the time and effort that committee and working group members have given to this effort.

Above all, the positive potential of the directions and actions outlined in *A Strategic Vision for Action* was conspicuous throughout the feedback. In the words of one student after reviewing the document “I want to go to this university!”, or as a senior provincial civil servant said at a consultation workshop “the U of M could become a centre of excellence for sustainability.” Again, the greatest concerns were not about the merits of its contents, rather people were clearly most concerned that the University implement the plan such that a meaningful transition towards sustainability moves from aspiration to reality.

## **SUSTAINABILITY: A MOVING TARGET**

We recognize that sustainability is a moving target in that as knowledge and experience advance, the University will discover additional measures to take to integrate sustainability principles and actions into its operations, curriculum, research and institutional framework. Therefore, we consider *Sustainability at the University of Manitoba: A Strategic Vision for Action* to be a living document that will change and evolve based on new research, knowledge and reflexive learning in implementation. In this spirit, the Sustainability Committee also recognizes that work will be required as we move forward to further prioritize the actions outlined, define specific approaches when appropriate and seek approval where necessary. We will develop a campus Sustainability Report Card every two years as a complementary document to the action plan to review and revise our actions as needed and to demonstrate and assess our progress. As well, three and five year reviews will similarly review and revise the its goals, visions, themes and related University policy.

Clearly the task before us is very large, and one that is really about organizational transformation and culture change. Such a holistic change will not be easy or immediate, but by identifying and pursuing visible actions that can be taken on immediately momentum can be built in the directions described by the visions and goals laid out in the action plan, which we hope are clear. Further, by taking an adaptive, learning-based approach to implementation, positive actions and directions can be pursued quickly and refined and improved based on ongoing assessments of their effects rather than waiting until we have the “perfect” plan to initiate action. As well, we recognize that collaboration among all elements of the University is necessary for successfully taking on such an ambitious endeavour. While a comprehensive transformation towards sustainability is certainly daunting viewed as a whole, the University community has unequivocally told us they are prepared to embrace what they understand as an ethical imperative to move in that direction. *Sustainability at the University of Manitoba: A Strategic Vision for Action* is intended to enable this movement by breaking it down into interconnected but discrete steps such that a transformation to sustainability at the University of Manitoba is indeed an achievable one.

# SUSTAINABILITY AT THE UNIVERSITY OF MANITOBA: A STRATEGIC VISION FOR ACTION

**SHORT TERM: 1 TO 2 YRS**

**MEDIUM TERM: 2 TO 5 YRS**

**LONG TERM: 5 YRS+**

## STRATEGIC PLANNING AND ADMINISTRATION

### ADMINISTRATION

<b>Vision</b>	<b>A High Profile Sustainability Office.</b>
<b>Benefits to the University</b>	<ul style="list-style-type: none"> <li>• Acts as a tangible commitment to implementing sustainability across all faculties, campuses, centres, research stations and outreach programs and ensuring its evolution.</li> <li>• A well-staffed, stand-alone office would be the first of its kind in Manitoba among post-secondary institutions.</li> <li>• Dedicated focus for coordination of the implementation of action plan.</li> <li>• Provides continuous update to University community and beyond.</li> </ul>

<b>Goal</b>	<b><i>Establish a Sustainability Office that is responsible for implementing, integrating and ensuring the evolution of all focus streams of Sustainability at the University of Manitoba: A Strategic Vision for Action: 1) Strategic Planning and Administration; 2) Operations; and 3) Education and Research.</i></b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Background research of other sustainability offices.	Completion of research.
	Investigate logistics of staffing, location and budget for the office.	Completion of investigation.
	Determine appropriate organizational/reporting structure: Make Sustainability Office reporting line to VPs office in recognition of the breadth of the plan. As part of this, ensure that linkages are made to each project component throughout the University.	Restructuring of VP Admin org chart to reflect the change.
<b>Medium Term</b>	Complete Sustainability Report Card as vehicle to update the plan and report successes every two years.	Production of an annual report card.
	Develop a clear understanding of the techniques that can be used to integrate sustainability across functions (administration, operations, teaching, research).	Identification of options for action.

<b>Goal</b>	<b>Establish ongoing funding for Sustainability Initiatives.</b>	
<b>Actions</b>	<b>Measures</b>	
<b>Short Term</b>	Assign a % of all Strategic Resource Plans to go towards sustainability initiatives.	Identification of the % and methods to apply to all strategic resource plans.
	Establish core funding for sustainability initiatives. Include the funding as part of the baseline for each unit.	Verification of core-funding total.
	Green Revolving Funds (GRF).	Research to determine best green revolving funds model.
<b>Medium Term</b>	Source industry funding.	Identification of industry funding sources.
	Carbon taxes and credits (e.g., carbon tax on parking).	Investigation of best practices of carbon tax and credits as funding mechanism.
	Create a Sustainability Endowment Fund.	Creation of a Sustainability Endowment Fund.
	Have fees generated to ‘fund the fund’ – tax on bags in bookstore, etc. – eco incentives.	Implementation of “Fund the fund”.
	Run a fundraising campaign to solicit contributions to a Sustainability Fund.	Develop and implement campaign.
<b>Long Term</b>	Continue to pursue actions in investments section.	Demonstrated progress within investment section.

**STRATEGIC PLANNING**

<b>Vision</b>	<b>Practice and celebration of sustainability throughout the University community through transparent, participatory and collaborative decision processes.</b>
<b>Benefits to the University</b>	<ul style="list-style-type: none"> <li>• Accentuates the effectiveness of decision processes.</li> <li>• Ensures that policies, programs and projects meet the needs of the community in both purpose and design.</li> <li>• Assigns legitimacy to a policy, program or project.</li> <li>• Provides a forum for the submission and inclusion of community knowledge in decisions.</li> </ul>

<b>Goal</b>	<b>Participation of the University community in decisions related to policy, programs and plans.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Establish ways and means for easy information exchange.	Feedback through community support.
<b>Medium Term</b>	Establish new forms of governance that are participatory and reflective of sustainability thinking (e.g., develop strong partnerships within and outside the University community).	Implementation of new governance processes.
	Ensure participant learning for sustainability is an outcome of decision processes through innovative design.	Demonstration of an increase in participant learning through feedback (e.g., surveys, etc.).
<b>Long Term</b>	Develop a process and approaches for University community participation in such decisions taking into account, and modifying where necessary, existing processes (fair notice and time to participate; capacity building; fair and open dialogue; etc.).	Development and implementation of a process.

<b>Goal</b>	<b><i>Establish governance structures that ensure sustainability is a core element of strategic planning.</i></b>	
<b>Actions</b>	<b>Measures</b>	
<b>Short Term</b>	Revise Strategic Resource Plan Submission Template (i.e., annual budget documents) to reflect the need to consider sustainability.	Revision of template.
	All Strategic Resource Plans should document either sustainability initiatives or savings gained as a result of initiatives as part of the SRP report (e.g., paper savings).	Savings will be documented as part of SRP report.
	Develop capacity to improve the quality of budget submissions related to Strategic Resource Plan Submission Templates.	Demonstration of improved capacity through quality of budget submissions.
	Add a section on Sustainability to the Board of Governors submission form (e.g., Describe the ways in which ecological, social and economic sustainability considerations were integral to the development of key recommendations in this submission).	Revision of submission form.
<b>Medium Term</b>	Comply with the direction offered in the Provincial Sustainable Development Act.	Ensure checks and balances in place.
	Build capacity internally on the types of information needed in revised planning forms and how that information should be evaluated.	Development of capacity building processes (e.g., workshops, tutorials, etc.).
<b>Long Term</b>	Continued capacity building so that the sustainability thinking is second nature in all strategic planning processes.	Improved planning for sustainability.

<b>Goal</b>	<b><i>Incorporate sustainability considerations at each strategic level.</i></b>	
<b>Actions</b>	<b>Measures</b>	
<b>Short Term</b>	Identify all strategic decision-making committees and groups.	Identification of key committees and/or groups.
	Work with the groups to ensure that sustainability is included as part of terms of reference/mandate.	Inclusion of the principles of sustainability in respective TOR and/or mandates.
<b>Medium Term</b>	Review and revise strategic processes to ensure quality review of sustainability issues.	Revision in strategic processes.

**INVESTMENTS**

<b>Vision</b>	<b>All investments and investment policies reflect, support, and foster sustainability.</b>
<b>Benefits to the University</b>	<ul style="list-style-type: none"> <li>• Limit reputational risk by avoiding investments in controversial commodities/companies.</li> <li>• Become a leader among Universities in sustainability strategies for investments.</li> <li>• Attract donors as well as industry and government agencies looking to provide support to new initiatives.</li> <li>• Builds an environment of trust with respect to stakeholders as they have more information on how funds are invested.</li> </ul>

<b>Goal</b>	<b>Understand the extent to which funds are invested in sustainable commodities/companies.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Develop a definition of sustainable investment for the University of Manitoba.	Definition will be developed.
<b>Medium Term</b>	Develop a sustainability investments scorecard utilizing internal expertise and external when necessary.	A scorecard will be developed.

<b>Goal</b>	<b>Encourage the Trust and Investment Committee to consider sustainable investment portfolios.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Medium Term</b>	Use best practice indices to help populate the sustainability portfolio and use indices as a guide when they become available.	Population of the portfolio according to best practices.
	Establish a percent of U of M investments to be reinvested in assets that uphold sustainability principles based on investment scorecard findings. Over time the percentage of sustainable investments should increase.	Total % reinvested.
	Establish task force to determine which funds are sustainable and which are not sustainable from a University perspective and identify how the University could expand sustainability investments according to the established definition.	The creation of a task force.
<b>Long Term</b>	Continue to pursue/work with fund managers with sustainability training and specialization.	Demonstrated progress.
	Continue to build internal capacity- determine ways to educate ourselves while working with managers.	Demonstration of improved capacity.



<b>Goal</b>		<b>Increase sustainability awareness on the Trust Investment Committee and the Pension Committee.</b>
<b>Actions</b>		<b>Measures</b>
<b>Medium Term</b>	Put sustainability on respective meeting agendas of these two committees.	Incorporation of sustainability in agendas.
<b>Long Term</b>	Integrate sustainability into committee's investment policy statements.	Sustainability will be integrated into investment policy statements.

<b>Goal</b>		<b>Invest in sustainability across campus.</b>
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Set up a <i>Green Revolving Fund</i> (GRF) out of the existing university investment portfolio to kick start projects and actions outlined in <i>A Strategic Vision for Action</i> .	Implementation of GRF.
	Have yearly themes for funding to address various sustainability issues. Plan 5yrs ahead.	Themes will be outlined.
<b>Medium Term</b>	Work towards a self-sustaining fund with the recognition that payback from sustainability initiatives will take many forms other than monetary.	Fund will be self-sustaining.

<b>Goal</b>		<b>Provide fund transparency for shareholders.</b>
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Create a Sustainability Fund Report Card scoring University of Manitoba funds against other Universities.	Creation of a report card system.
	Make all investment information publicly available where possible (or unless legally restricted).	Demonstration of publicly available investment information.
	Develop a shareholder proxy voting policy that is in alignment with our sustainability objectives.	Development and adoption of a policy.

<b>Goal</b>	<b>Promote shareholder activism.</b>	
<b>Actions</b>	<b>Measures</b>	
<b>Medium Term</b>	Develop an investment advisory working group (staff, students, trustees) that will review corporate behaviour and then communicate with companies regarding ESG issues.	Establishment of a working group.
<b>Long Term</b>	Consider exercising voting rights by voting our own proxies.	Demonstrated progress on voting proxies.

**COMMUNITY ENGAGEMENT**

<b>Vision</b>	<b>The University as a proven leader in sustainability initiatives both internally and externally and a community active and engaged in the ongoing development and implementation of the University of Manitoba Sustainability Action Plan.</b>
<b>Benefits to the University</b>	<ul style="list-style-type: none"> <li>• Raises the profile of sustainability activities potentially resulting in more involvement.</li> <li>• Encourages transparency in sustainability plan implementation.</li> <li>• Raises profile of the University as a community leader in sustainability initiatives.</li> <li>• Keeps sustainability issues at the fore of municipal, provincial, and federal governments' thinking.</li> </ul>

<b>Goal</b>	<b>Establish a comprehensive information clearinghouse on sustainability.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Develop a web hub that includes all sustainability initiatives, research, academic programs, internships, and information about strategic planning network.	The creation of a web hub.
	Become a Sustainability Tracking and Rating System (STARS) Charter participant.	Becoming a registered participant.
<b>Medium Term</b>	Work with UMSU and GSA to develop an online journal edited and published by students.	The completion of an on-line journal.

<b>Goal</b>	<b>A Marketing Communications Office that threads sustainability through community events, promotional, marketing and news channels.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Include sustainability in President's Symposium.	A demonstration of commitment in symposium.
	Write human-interest stories for the web, Bulletin.	# of stories.
	Highlight ROSE-initiated sustainability benefits through ROSE communications.	# of ROSE communications w/ sustainability.
<b>Medium Term</b>	Develop a 'Sustainability Index' through web surveys.	The development and distribution of web survey(s).

<b>Goal</b>	<b>Promote a Sustainable Campus Community.</b>	
<b>Actions</b>	<b>Measures</b>	
<b>Short Term</b>	Develop friendly inter-departmental, residence, etc. competitions.	# of participants in competitions.
	Sustainability Office to create outreach campaigns that address the behavioural change component. For example: 1. Lights Off 2. Sustainable Transportation 3. Waste Reduction 4. Slow the flow	Assess level of awareness through surveys, etc.
	Establish linkages with local NGOs.	# of quality interactions with local NGO community.
	Expand the current eco-rep program to every department with responsibilities to notify the sustainability office when new staff and students arrive.	Number of eco-reps and departments represented.
	Implement a campus sustainability newsletter.	Implementation of a newsletter.
<b>Medium Term</b>	Implement faculty report cards on sustainability achievements.	Implementation of reporting mechanism.
	Host a conference.	Coordination and Implementation of one conference.

<b>Goal</b>		<b><i>Engage the Winnipeg community through outreach events.</i></b>
<b>Actions</b>		<b>Measures</b>
<b>Medium Term</b>	Sponsor a “Green Lunch” series open to the public inviting speakers to talk on a variety of sustainability themes.	Coordinate and implement series.
	Invite high profile speakers to Event Centre using Sustainability Project Fund.	# of speakers/yr.
	Host film events, lectures, events and exhibits for national competition entries.	# of events.
<b>Long Term</b>	Identify new ways to engage with community; adapt to evolving needs of Winnipeg community.	# and/or quality of new initiatives.

<b>Goal</b>		<b><i>“Look and Feel” for University of Manitoba: Sustainability.</i></b>
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Work with Marketing Communications Office to develop a sustainability “Look and Feel”.	The development of a “Look and Feel” for University of Manitoba – Sustainability.
	Use “Look and Feel” to develop behavioural change campaigns so they are linked to the Sustainability Office and present a cohesive package and avoids confusion.	# of materials/ campaigns that incorporate “Look and Feel”.

<b>Goal</b>		<b>Seek to collaborate with all levels of government on sustainability issues.</b>
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Encourage all levels of government to pursue meaningful steps towards sustainability Examples include: transportation, clean energy, awareness of healthy eating, access to healthy food, and sustainable communities (social, economic, cultural). <ul style="list-style-type: none"> <li>Advocate not only for the application of sustainable principles on the U of M campus, but in Winnipeg and Manitoba as a whole.</li> </ul>	# and quality of interactions with all levels of government.
	Identify existing researchers and educators advising government on sustainability issues. <ul style="list-style-type: none"> <li>Identify linkages and opportunities for U of M researchers and educators.</li> </ul>	Researchers and educators will be identified.
<b>Medium Term</b>	Develop relationships with all levels of government with the aim of improving the dialogue about sustainability.	Demonstrated improvement in relationships with all levels of government.

**OPERATIONS**

**CLIMATE CHANGE, MITIGATION AND ADAPTATION**

<b>Vision</b>	<b>The University as a living laboratory for multidisciplinary research into innovative approaches for achieving carbon neutrality and reducing campus climate impacts.</b>
<b>Benefits to the University:</b>	<ul style="list-style-type: none"> <li>• The fulfillment of the University’s commitment to the College &amp; University Presidents’ Climate Change Statement of Action for Canada.</li> <li>• An increased awareness of climate issues amongst students and staff as well as an opportunity for collaborative action.</li> <li>• An opportunity to demonstrate climate change responsibility to the local community and wider society.</li> </ul>

<b>Goal</b>	<b>Develop a campus Climate Action Plan as a roadmap to carbon neutrality.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Complete greenhouse gas emissions inventory: <ul style="list-style-type: none"> <li>• Include scope 1 and 2.</li> </ul>	A completed inventory by 2013.
	Begin Development of a Climate Action Plan: <ul style="list-style-type: none"> <li>• Analyze inventory to identify the most significant emissions sources and prioritize actions accordingly.</li> <li>• Set appropriate interim emissions reduction targets using inventory information with the ultimate goal of carbon neutrality.</li> <li>• Provide detailed mitigation activities.</li> <li>• Identify faculty and students with climate change expertise to aid in the development of the climate action plan.</li> <li>• Include an analysis of the most significant sources of emissions and look at solutions and ways to produce our own energy (example: solar).</li> <li>• Set a pay-back period, so that people can see the feasibility of these priorities.</li> <li>• Expand the economic value of this by looking beyond the money, i.e., consider the benefits of long-term investments.</li> <li>• Assess risk and opportunities (adaptation) when addressing climate change impacts.</li> </ul>	Completed action plan within 2 years.

<b>Medium Term</b>	Complete the Climate Action Plan.	A completed climate action plan.
	Update the emissions inventory every other year to track progress.	Inventory every two years.
<b>Long Term</b>	Include scope 3 emissions in greenhouse gas emission inventory.	An inventory will be completed.

<b>Goal</b>		<b>Create climate awareness.</b>
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Initiate energy reduction campaign/competition for residence buildings.	% energy /GHGs reduced.
	Establish an annual climate speaker/film event.	The coordination & implementation of an event.
	Continue to foster climate change awareness through expanded web communication, newsletter production, and targeted outreach to campus and surrounding community.	Increased awareness through feedback.
	Provide internship opportunities for undergraduate students to be involved in increasing awareness of climate issues on campus and implementing climate actions.	% increase in climate awareness.
<b>Medium Term</b>	Hold a climate change conference on campus to highlight the work that is being done at the U of M and increase awareness of research being done outside the U of M.	The coordination & implementation of a conference.
	Establish partnerships with other academic institutions, NGOs, government agencies, and private sector companies to share climate expertise and solutions.	Quality and quantity of partnerships established.



<b>Goal</b>	<b>Reduce campus climate impacts.</b>	
<b>Actions</b>	<b>Measures</b>	
<b>Short Term</b>	Identify current climate change related research projects.	Projects identified.
<b>Medium Term</b>	Identify additional energy efficiency technologies and implement new programs.	% efficiency.
<b>Long Term</b>	Develop and utilize sources of renewable energy on campus.	% GHG reduction.
	Optimize Central Energy Plant efficiency.	% efficiency.
	Identify options for carbon off-setting.	# and quality of options identified.
	Explore the feasibility of implementing an internal carbon trading system.	A completed feasibility study.

**TRANSPORTATION**

<b>Vision</b>	<b>A campus that promotes safe, sustainable and accessible transportation options to students, staff, faculty, and the university community.</b>
<b>Benefits to the University:</b>	<ul style="list-style-type: none"> <li>• Reduces greenhouse gas emissions and pollutants that negatively impact climate and air quality.</li> <li>• Creates a safer, less congested pedestrian/cycle-friendly campus.</li> <li>• Reduces operating costs related to fleet fuelling.</li> <li>• Increases physical and mental health benefits of active transportation.</li> <li>• Reduces the need and cost to expand the University's road and parking infrastructure.</li> </ul>

<b>Goal</b>	<b>Increase efficiency (e.g., energy, time, materials, space) of transportation systems on campus.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Increase use of videoconferencing to reduce travel requirements. <ul style="list-style-type: none"> <li>• Increase infrastructure for and use of videoconferencing (meetings, interviews) and blended learning opportunities to cut down on travel.</li> </ul>	% reduction in kms travelled as a result of videoconferencing/ blended learning opportunities.
	Develop fleet preventative maintenance program.	% reduction of fuel/km.
	Identify funding possibilities for gradual replacement of low-efficiency fleet vehicles.	Quantity and Quality of programs identified.
	Coordinate, with the City of Winnipeg, construction on access roads to the University to avoid reducing lanes during high volume traffic times (time of day, beginning of terms).	Coordination of construction schedules.
<b>Medium Term</b>	Implement a Fuel Saving Policy (including no idle & mileage reduction).	Realization of fuel savings.

<b>Goal</b>	<b><i>Increase the number of faculty, students, and staff using sustainable transportation to commute to and from campus.</i></b>	
<b>Actions</b>	<b>Measures</b>	
<b>Short Term</b>	Begin Development of a Transportation Demand Management (TDM) Plan. <ul style="list-style-type: none"> <li>• Develop baseline inventory, e.g., percentage of faculty, students, and staff and their current modes of commuting and set a target to reduce single-occupancy vehicle (SOV) commuting.</li> <li>• Review commuting and transportation systems and outline strategies to reduce vehicles, vehicle trips and vehicle miles.</li> </ul>	Early stages of a TDM plan.
	Campus bike shop providing free repairs and secure bike parking/compound. <ul style="list-style-type: none"> <li>• Promote and expand the university bike shop.</li> <li>• Pilot a bike rental program. Test with 25 bicycles and increase depending on success.</li> </ul>	Creation of a bike compound and implement bike rental pilot program.
	Promote carpooling (e.g., the university is a member of carpool.ca) and car and bike sharing.	# of promotional vehicles used.
	Request that the stadium have adequate and safe bike parking.	# of safe bike parking spaces available.
	Investigate opportunity for car co-op program and/or partner with existing program within the city (e.g., Peg City Car Co-op).	Demonstrated progress on car co-op opportunity.
	Educate the campus community on the costs of car use and benefits of alternate transportation.	Level of knowledge by campus community through feedback.
	Collaborate with all three levels of government (City of Winnipeg, the provincial and federal governments) to expedite completion of Phase II of the Southwest Bus Rapid Transit Corridor to the University. <ul style="list-style-type: none"> <li>• Transit service to campus needs to be increased and more responsive to peak travel times for students.</li> <li>• Request Winnipeg Transit uses high volume terminus at stadium for increased service.</li> </ul>	Demonstrated progress on Phase II of Rapid Transit.

<b>Medium Term</b>	Complete the Transportation Demand Management Plan.	A completed TDM Plan.
	In collaboration with Winnipeg Transit, evaluate the feasibility of and complete a study related to implementing a universal student transit pass and a staff eco-pass.	A completed sustainability study.
	Provide parking subsidies or preferential parking for carpooling.	Total amount in subsidies and/or # of preferential spots.
	Develop new multi-use paths in future developments. <ul style="list-style-type: none"> <li>Document, promote, and improve existing cycling trails leading to campus.</li> </ul>	Kms of multi-use paths.
	Subsidize Winnipeg Transit express bus route between Fort Garry and Bannatyne campuses.	Subsidy will be in place.
	Provide infrastructure in buildings to support active transport, i.e., showers, change rooms, lockers, or have a “shower only” gym membership option.	List of infrastructure projects that support active transportation.
	Implement a carbon tax on campus parking. <ul style="list-style-type: none"> <li>Implement non-carbon tax opportunities such i.e., carpool passes.</li> </ul>	Parking fee increase will be implemented.

<b>Goal</b>	<b><i>Provide facilities for the charging of plug-in hybrid and battery electric vehicles.</i></b>	
<b>Actions</b>		<b>Measures</b>
<b>Medium Term</b>	Incorporate charging facilities and preferential parking spots for the charging of plug-in hybrid and battery electric vehicles for any new parking lots or structures added at the University.	# of charging facilities and parking spots for plug-in and battery electric vehicles.

<b>Goal</b>	<b><i>Consider lifecycle energy costs within fleet management.</i></b>		
<b>Actions</b>			<b>Measures</b>
<b>Medium Term</b>	Purchase fuel more efficient vehicles when replacement of vehicles is necessary.		Overall fuel efficiency of fleet.
<b>Long Term</b>	Purchase electric vehicles as old vehicles are retired.		# of electric vehicles in fleet.

**LAND-USE PLANNING, BUILDINGS AND GROUNDS**

<b>Vision</b>	<b>Preserve and enhance the historical ecological context of the campus area and ensure that all buildings are a model of resource conservation and environmental stewardship.</b>
<b>Benefits to the University:</b>	<ul style="list-style-type: none"> <li>• Enhances environmental responsibility, ecological diversity and aesthetic value of the campus area, including buildings.</li> <li>• Engages students and staff to be actively involved in sustainable design innovation.</li> <li>• Provides a safer, healthier, more productive working, teaching and learning environment for staff, faculty and students.</li> <li>• Reduces infrastructure and operating costs.</li> </ul>

<b>Goal</b>	<b>Create a more compact and connected campus with an emphasis on pedestrian and cycling activity.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Develop a comprehensive way-finding and signage strategy to enhance ease of pedestrian/cycling navigation.	The completion of a strategy.
<b>Medium Term</b>	Develop pedestrian and cycle connections to the Red River regional parkways system.	# and quality of connections completed.
<b>Long Term</b>	Reconstitute campus as a pedestrian environment where vehicles are located at the periphery. <ul style="list-style-type: none"> <li>• Complete tunnel connections.</li> </ul>	Amount of vehicle infrastructure moved to periphery.
	Increase overall building density in the central campus area by focusing development activities from centre outwards.	% increase in building density.
	Minimize need for new developments by taking advantage of existing infrastructure and services.	Demonstration of the use of existing infrastructure and services.
	Create a continuous trail on University property, adjacent to river.	Completion of a river trail.

<b>Goal</b>		<b><i>Develop the campus as a more self-sufficient and liveable community.</i></b>
<b>Actions</b>		<b>Measures</b>
	Emphasize building facades, approaches, and entrances with landscape plantings – e.g., living walls.	Demonstration of an increase in landscape plantings on facades, etc.
	Pilot 'green roof' project.	Completion of a pilot.
<b>Medium Term</b>	Support food program initiatives. <ul style="list-style-type: none"> <li>• Develop community/student gardens on campus.</li> <li>• Provide a productive landscape, use 'edible' species (e.g., plum/apple orchards).</li> <li>• Develop closed-loop food systems.</li> <li>• Integrate concepts such as Agriculture Urbanism into any new urban development on campus.</li> </ul>	Quality and quantity of supports for food program initiatives.
	Develop a sheltered landscape design that provides shade and wind breaks. <ul style="list-style-type: none"> <li>• Increase tree canopy cover along streets, parking and in open space.</li> </ul>	% tree canopy.
	Develop mixed land uses on golf course lands and Smart Park and adjacent lands. <ul style="list-style-type: none"> <li>• Promote sustainable development and biodiversity.</li> </ul>	Demonstration of mixed land-use on Southwood and Smartpark properties.

<b>Goal</b>		<b><i>Improve the accessibility of all buildings and areas on campus.</i></b>
<b>Actions</b>		<b>Measures</b>
<b>Medium Term</b>	Work with Disability Services to start to map inaccessible areas of campus.	Mapping project will begin.
<b>Long Term</b>	Work with Disability Services to complete the mapping project on inaccessible areas of the University of Manitoba campuses.	Inaccessible areas will be mapped.

<b>Goal</b>	<b><i>Implement an ecologically sustainable landscape and forest management strategy.</i></b>	
<b>Actions</b>	<b>Measures</b>	
<b>Short Term</b>	Begin development of a landscape and forest management strategy for the campus that enhances and preserves natural and forest areas.	Early stages of a strategy.
	Complete inventory and map of fertilizer/pesticide use on campus.	Inventory completed.
	Fiscal support for expanding gardens and orchards.	More orchards and gardens.
	Protect existing trees to the extent possible. Establish a replacement program for any trees that have to be removed.	Put in place a replacement program.
<b>Medium</b>	Complete landscape and forest management strategy.	A completed strategy.
	Plan for annual arbour renewal with pruning and trimming practices.	Arbour renewal plan.
	Plant trees, shrubs, and perennials that reflect seasonal changes. Consider colour composition to enhance overall character.	Annuals/ perennials ratio.
	Ensure all landscape projects are evaluated by life-cycle costing.	Projects will have lifecycle costing.
	Work towards maintaining natural habitat and sustainable plant life that promotes and acts as wildlife habitat.	More native plant and animal species on campus.
<b>Long Term</b>	Extend the natural landscape throughout the campus to create ecological links with the river, forest, remnant parkland, and reconstituted grassland areas. • Maximize carbon sequestration, increase biodiversity, and maximize water retention.	Ecological links will be established.
	Plant more winter hardy perennials in flowerbeds such as wild flowers, which are hardy and sustainable to reduce the amount of garden waste going to landfill.	Decrease in plant materials in waste stream.
	Create a contiguous forested buffer from the heart of the campus to the Riparian Conservation Zone by extending Indigenous forest tree plantings into the campus.	Integrated forest planting strategy on Campus.
	Implement an Integrated Pest Management (IPM) program to reduce the usage of pesticides.	Implementation of and IPM program.
	Create more butterfly gardens and erect bat and birdhouses to help cut down on mosquitoes without the use of pesticides and encourage biodiversity.	Reduction in pesticide use.



<b>Goal</b>		<b><i>Establish a University of Manitoba Red River Riparian Conservation Zone.</i></b>
<b>Actions</b>		<b>Measures</b>
<b>Medium Term</b>	Restoration of proposed conservation zone, e.g., replanting of damaged sites and removal of waste from along shore.	Demonstrated restoration of proposed zone.
	Integrate the Riparian Conservation Zone as the cornerstone to the overall forest planting strategy for the campus.	The completion of a forest management plan.
	Designate Red River shoreline from Chancellor's Hall to the Plant Science Field Station as a "development-free" zone, to be preserved in its natural state.	The achievement of a "development-free zone".
	Develop an interpretive pathway.	Development of a pathway.
	Incorporate Conservation Zone into relevant course material (e.g., ecology, hydrology, recreation management).	List of course material that incorporates the material.
	Continue to provide and expand access for Aboriginal uses (e.g., tipi).	Feedback from U of M Aboriginal community.
<b>Long Term</b>	Open Conservation Zone to public.	Demonstration that zone is open to public.
	Increase awareness of Conservation Zone.	Increased awareness of conservation.

<b>Goal</b>		
<b><i>Use sustainable design, construction/renovation, operation and maintenance principles and practices to cost-effectively minimize the use of energy, expand the use of renewable energy, conserve water and reduce the generation of waste water in new and existing buildings.</i></b>		
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Begin to develop baseline buildings inventory: <ul style="list-style-type: none"> <li>Quantify energy and water use in individual buildings.</li> <li>Identify building components conducive to high energy/water loss.</li> <li>Identify maintenance projects that will reduce energy/water loss.</li> </ul>	Baseline inventory will begin.
	Continue the sub-metering of individual buildings to identify high energy/water use sites.	# of sub-metres installed.
	Pursue LEED credits EA credit 3 Enhanced Commissioning and EA credit 5 Measurement & Verification for all new construction projects to ensure buildings perform as designed.	Integration of credits in all new projects.
	Initiate student contest for the development of sustainable design projects for consideration as an on campus project.	Implementation of a contest.
	Conduct a post-occupancy evaluation for any new buildings or major renovations projects to verify whether the projected levels of energy and environmental performance made at the design stage are being achieved once the project is completed and occupied.	Post-occupancy evaluation will be conducted.
<b>Medium Term</b>	Complete baseline inventory.	Completed inventory.
	Implement and highlight an innovative 'green' feature in each new building or renovation project.	Innovative feature to building ratio.
	Utilize passive solar for lighting/heating in new building projects.	% energy from passive solar.
	Develop a pro-active maintenance policy. <ul style="list-style-type: none"> <li>Include adequate funding/staffing for regular buildings maintenance to ensure highest possible energy efficiency is sustained.</li> </ul>	Development and implementation of a policy.
<b>Long Term</b>	Use a life-cycle (cradle to cradle) strategy to assess new buildings projects. <ul style="list-style-type: none"> <li>Consider life-cycle costs in all proposed building projects (include long-term cost savings for high efficiency additions).</li> <li>Use materials that can be reused after deconstruction.</li> <li>Design buildings to be adaptable for multiple purposes.</li> </ul>	Implementation of a life-cycle assessment strategy.
	Move towards adopting the Living Building Challenge.	Adoption of Living Building Challenge for new buildings.

**WASTE**

<b>Vision:</b>	<b>A zero waste campus.</b>
<b>Benefits to the University:</b>	<ul style="list-style-type: none"> <li>• Decreased waste to landfill and reduction in associated costs.</li> <li>• Improved waste reduction and prevention programs (improved recycling and organic waste collection).</li> <li>• Greater participation by campus community in waste reduction and prevention programs.</li> </ul>

<b>Goal</b>	<b>Reduce organic waste going to landfill.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Work with community garden and the province to set up a demonstration compost site for yard, leaf, and garden waste.	Completion of a demonstration site.
	Promote the demo site/garden and provide workshops and tours.	# of workshops and tours.
	Investigate various options for composting and food waste diversion including donation of surplus food.	Investigation completed.
<b>Long Term</b>	Implement, with the Food Service Providers, a campus-wide pre/post-consumer compost program at cafeterias, food courts, residences lounges/kitchens and dept. lounges/kitchens.	Quantity of organic kitchen waste diverted from landfill.
	Reduce the amount of yard and garden waste going to landfill.	Quantity of yard and garden waste diverted from landfill.

<b>Goal</b>		<b>Promote and expand the Re-shop.</b>
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Partner with Purchasing Services to promote Re-shop to buyers thereby reducing new purchases made by Departments.	Website link on purchasing website.
	Create an RSS Feed for the Re-shop and promote it campus wide.	Number of subscribers to RSS feed.
	Investigate and report on other campuses Re-shop protocols and procedures.	Complete an investigation with a report.
<b>Medium Term</b>	Increase staffing or staffing hours for the Re-shop.	# of staff hours attributed to Re-shop..
<b>Long Term</b>	Investigate amalgamating the Re-shop with the Garage Sale and Goods for Sale – one stop shopping type of program.	Prepare proposal for consideration.

<b>Goal</b>		<b>Promote waste prevention/recycling for residence.</b>
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Carry out a waste audit to determine types of waste from Student Residences.	Complete a waste audit.
	Implement re-use program for residences with additional promotion during move in/out.	Quantity of items received and donated.
	Provide targeted education on programs available in residence (e-mails, posters, RA's floor meetings, reside newsletter, welcome package inserts).	Demonstrated decrease of recyclables in waste stream.

<b>Goal</b>		<b><i>Expand recycling on campus and increase the capture rate for established recycling programs.</i></b>
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Work with Custodial Services to set up standardization of waste facilities in every building.	Standard facilities will be developed.
	Monthly garbage/recycling monitors in heavily trafficked areas or at entrances to provide a token of appreciation to those doing it right and helping those who are “unsure”.	Monitors in place.
	Develop and implement a ban on point of sale plastic shopping bags at the University.	Implementation of ban.
	Establish collection points for plastic shopping bags until a ban at point of sale can be implemented.	Implementation of program.
	Establish a campus wide battery collection service to ensure all batteries regardless of type are captured for recycling.	Implementation of program.
	Purchase and place outdoor recycling bins at busy locations around campus.	Bins purchased and installed.
<b>Medium Term</b>	Join Terracycle to recycle hard to recycle items i.e., wrappers, sandwich bags, etc.	Implementation of program.
	Establish a campus wide collection program for transparencies.	Implementation of program.

<b>Goal</b>		<b><i>Develop an Integrated Waste Management plan.</i></b>
<b>Actions</b>		<b>Measures</b>
<b>Medium Term</b>	Conduct an all-campus waste audit and start to develop the integrated waste management plan.	Completion of an audit and final report with recommendations.
	Identify opportunities and establish targets to reduce, re-use, or recycle waste streams, including construction and demolition waste not captured in current programs.	Report complete.
<b>Long Term</b>	Complete integrated waste management plan following the waste audit and implement new programs.	Quantity and quality of new programs.
	Develop a comprehensive tracking system to measure all streams and establish targets.	Implementation of a tracking system.
	Promote the Integrated Waste Management Plan and report on it yearly.	Annual report.

<b>Goal</b>		<b>Promote a zero waste campus.</b>
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Promote paper use reduction, printing, e-books, paper towel usage, etc.	Quantity of promotion.
	Begin to provide waste reduction and prevention orientation to all new staff, U1 students, and students living on campus.	Integration of waste prevention orientation in existing programs.
<b>Long Term</b>	Collaborate with Food Service providers and Conferencing and Catering Services to promote zero waste events.	# of Zero waste events.
	Promote Green Offices/staff meetings – i.e., using Harvard University Green Office Certification as a model.	# departments signed on.
	Implement coffee cup campaign to create awareness that polystyrene and/or take out coffee cups are not recyclable and to promote re-usable cups.	Demonstrated decrease of cups in waste stream.

<b>Goal</b>		<b>Reduce usage of hazardous materials on campus.</b>
<b>Actions</b>		<b>Measures</b>
<b>Medium Term</b>	Communicate proper methods of recycling Hazardous Materials (batteries, lamps and e-waste) through various means (WPO, ESHO, Caretaking, Trades).	Demonstrated awareness of recycling programs.
<b>Long Term</b>	Document if and where hazardous chemicals can be reduced.	Compilation of documentation.

<b>Goal</b>	<b>Promotion and education to encourage 3R's.</b>	
<b>Actions</b>	<b>Measures</b>	
<b>Short Term</b>	Expand current waste prevention website to indicate all programs on campus along with recycle locations/items recycled. Suggest alternatives that can be used, i.e., "no Styrofoam cups use reusable instead".	Completion of web pages.
	Promote and educate university community on "what can be recycled and where".	Demonstrated increase in awareness (surveys, etc.).
	Contests and/or special promotions, e.g., Waste Reduction Week, World Environment Day, Earth Day, etc. (eco-spies, mug shots, etc.).	Demonstrated participation in contests.
	Partner with other entities on campus (e.g., Purchasing) to promote and educate the campus users on waste prevention programs.	Demonstrated increase in awareness (surveys, etc.).
	Promote re-use websites to the University community such as kijiji, used Winnipeg, and freecycle for personal unwanted items.	Promotion will be in place.
<b>Medium Term</b>	Produce promotional pieces (posters, ads) on "reducing waste" for departments, residences.	Quantity of promotional pieces distributed.
<b>Long Term</b>	Create a waste prevention mascot/symbol that is linked with a University of Manitoba Sustainability 'look and feel' that can be used to promote programs and projects.	Creation of a mascot/symbol.
	Post environmental statistics related to waste around garbage cans and recycle bins.	Posting of statistics.

**FOOD**

<b>Vision:</b>	<b>Provide nutritious, safe and culturally diverse food of good value to the campus community and incrementally improve the sustainability of ingredients.</b>
<b>Benefits to the University:</b>	<ul style="list-style-type: none"> <li>• Support for local farmers and producers in Manitoba.</li> <li>• Continue to provide nutritional food on campus, to encourage and maintain student and staff health.</li> <li>• Contributes to ethical investments internationally through fair trade options.</li> <li>• Opportunities for links to research in sustainable agriculture, food security and food sovereignty issues.</li> </ul>

<b>Goal</b>	<b>Educate campus community members on sustainable food options.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Expand awareness of the importance and benefits of sustainable food through speakers, food services campaigns, and theme days/weeks/meals.	Demonstrated participation in events.
	Introduce technology to link nutritional content with hand held devices – start with Residence and then expand to campus wide.	Implementation of the technology.
	Schedule farm tours for students on campus – include Bruce D. Campbell Farm and Food Discovery Centre.	Coordination of farm tours and corresponding participation.
<b>Medium Term</b>	Create a University of Manitoba Food Charter (representation from UMSU, GSA, and the University).	Creation of a Food Charter.
	Identify and promote food initiatives that are currently taking place on campus (e.g., campus community garden, produce from agriculture students, or food initiatives taking place within different on campus (e.g., Agriculture, Architecture, Human Ecology, Engineering, Environmental Science, Natural Resource Management)).	Demonstrated participation in events.
	Create a University of Manitoba Food Services working group with representation from University, UMSU and GSA.	Creation of a working group.



<b>Goal</b>	<b><i>Increase culturally diverse, sustainable, and fair-trade food offerings from University of Manitoba Food Services vendors.</i></b>	
<b>Actions</b>	<b>Measures</b>	
<b>Short Term</b>	<p>Define what “Sustainable Food” means to the University. Some points to consider include:</p> <ul style="list-style-type: none"> <li>• Food Security.</li> <li>• Locally run food services.</li> <li>• Closed loop systems.</li> </ul> <p>Determine baseline of local, organic (certified), nutritional content and fair trade (certified) food and beverage offerings currently available in all University of Manitoba Food Services operations.</p> <p>Source local, organic and fair trade food and beverage suppliers that can ensure food safety.</p> <p>University of Manitoba Food Services and UMSU to work with Sustainability Committee/Office to establish a plan with targets and timelines for achieving greater culturally diverse and sustainable food and beverage offerings over the medium/ long term.</p> <p>Include requirements in RFP process for autonomous food service providers and franchises on campus to abide by culturally diverse and sustainable food goals and actions of the University of Manitoba.</p>	<p>Definition will be generated.</p> <p>Verification of baseline data.</p> <p>Identification of sources.</p> <p>Completion of a plan.</p> <p>RFPs will include requirements.</p>
<b>Medium Term</b>	<p>Implement sustainable food criteria for University of Manitoba Food Services vendors on campus by using the baseline assessment and the plan outlined in the short-term goals to ensure that minimum levels of sustainable food are available.</p> <p>Determine requirements and relevance of becoming a Local Food Plus partner campus and work to meet those requirements.</p> <p>Investigate a food subsidy option to enable an increased % of organic/local/fair-trade food if there is a premium for these certifications.</p> <p>Form partnership with Dairy Sciences to retail ice cream products.</p> <p>Determine feasibility of a year round grocery store and/or farmer’s market on both campuses.</p> <p>Determine requirements to becoming a Fair Trade campus</p>	<p>Implementation of the criteria.</p> <p>Reported to Sustainability Committee/Office.</p> <p>Complete an investigation.</p> <p>Products will be available at retail locations.</p> <p>Conduct research on feasibility.</p> <p>Outline of an implementation plan.</p>
<b>Long Term</b>	<p>Work to meet requirements of becoming a Fair Trade campus. them.</p>	<p>Fair Trade campus certification.</p>

<b>Goal</b>	<b><i>Increase accessibility to fresh, clean, free drinking water on campus.</i></b>	
<b>Actions</b>	<b>Measures</b>	
<b>Medium Term</b>	Replace or retrofit existing water fountains for universal accessibility with bottle filling stations for access to free drinking water in high traffic areas, student areas and athletic areas.	# of fountains retrofitted.
	Ban sales of single serve water bottles from university facilities.	Implementation of a ban.

**PURCHASING**

<b>Vision</b>	<b>The principles of sustainability are integrated into all procurement decisions, ensuring the needs of present users are met without compromising the ability of future users to meet their needs.</b>
<b>Benefits to the University:</b>	<ul style="list-style-type: none"> <li>• Deriving economic benefit from enhanced social and environmental outcomes.</li> <li>• Develop expert staff in sustainable purchasing.</li> <li>• Demonstrate community leadership in sustainable purchasing.</li> <li>• Contribute to local economy.</li> </ul>

<b>Goal</b>	<b>Create a sustainable purchasing framework with appropriate standards for inclusion in the RFX and tender processes and for Purchase Order notes.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Review Federal and Provincial Government Sustainable Development Procurement Guidelines.	Ctee signoff and inclusion in the Purchasing Services website.
<b>Medium Term</b>	Create a sustainable purchasing framework and formal approval cycle with sustainability office for future acquisitions with respect to the triple bottom line.	Creation of a framework.
	Start to evaluate purchases with respect to triple bottom line.	Demonstrated application of framework.

<b>Goal</b>	<b>Research 3<sup>rd</sup> party certifications to identify those that fit the vision statement.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Utilize 3 <sup>rd</sup> party certifications that are applicable and appropriate to products and services procured by the University of Manitoba.	Incorporation of 3 <sup>rd</sup> party standards.

<b>Goal</b>	<b>Implement the Supplier Relationship Management Program (ROSE initiative).</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Modify program parameters of Supplier Management Program to include identifiable sustainability measures.	Contained within the program guide, & identified suppliers measured.

<b>Goal</b>	<b>Increase number of sustainable products and services procured at the University while also emphasizing reduction of products as first priority.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Educate the University community on sustainable purchasing.	Increasing level of awareness.
	Identify commonly used products and services and source more sustainable alternatives. Review and revise our listing every 2 years.	# Products adopted.
	Identify local options to support community economic development initiatives.	Identification of options.
<b>Long Term</b>	Work with new e-procurement system to ensure sustainable products and services are identified as a priority, particularly those that are 3 <sup>rd</sup> party certified/verified.	Contract 'notes' appended in output from e-Procurement to suppliers.
	Promote the use of the identified sustainable products or services.	Promotion in place.
	Continuously explore new suppliers of sustainable products and services that reduce waste.	# of suppliers.

<b>Goal</b>		<b><i>Campus-wide acceptance and implementation of sustainable purchasing practices.</i></b>
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Identify and budget for need training and professional development in sustainable and environmentally friendly sourcing and life-cycle cost analysis.	Completion of training.
<b>Medium Term</b>	Provide ongoing training and professional development opportunities for Purchasing staff.	Demonstrated increase in awareness amongst purchasing staff.
<b>Long Term</b>	Integrate framework/standards into all purchasing manuals and procedures.	Revised policy manual.

<b>Goal</b>		<b><i>Explore the idea of purchasing consortiums with other large organizations.</i></b>
<b>Actions</b>		<b>Measures</b>
<b>Medium Term</b>	Determine interest from other post-secondary institutions in purchasing consortium. Expand to other public institutions if interested.	Create a green purchasing consortium if sufficient interest is demonstrated.
	Communicate with suppliers and service providers of the consortium's intent and work with them on first steps.	Implementation of first steps.

<b>Goal</b>		<b><i>Use life-cycle cost analysis for all acquisitions over a thousand dollar value &amp; where appropriate to end of life discussions.</i></b>
<b>Actions</b>		<b>Measures</b>
<b>Long Term</b>	Include a section on future RFx scoring that includes end of life disposal costs, etc.	Change will be made to RFx scoring.

**WATER**

<b>Vision</b>	<b>Water use is optimized while continuing to support the University's mission.</b>
<b>Benefits to the University:</b>	<ul style="list-style-type: none"> <li>• Modeling the importance of water conservation.</li> <li>• Contribution to a healthy watershed including the issue of nutrient loading effecting Lake Winnipeg.</li> <li>• Opportunities for student research and learning.</li> <li>• Lower water bill.</li> <li>• Less intensive water usage.</li> </ul>

<b>Goal</b>	<b>Improve water infrastructure when and where appropriate.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Establish baseline water use on a per square foot basis.	Verification of baseline.
	Identify buildings that require water infrastructure improvements.	Identification of buildings.
	Consider drainage alternatives in future construction and demolition projects.	Demonstrated consideration of alternatives.
<b>Medium Term</b>	Source funding for water infrastructure upgrades.	Identification of funding sources.
<b>Long Term</b>	Carry out water infrastructure upgrades.	Completion of upgrades.

<b>Goal</b>		<b><i>Develop a Water Management Plan for Campus Landscape to reduce water waste.</i></b>
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Begin to develop a water management plan for campus landscape.	A plan will be started.
	For the Fort Garry campus, use river water for landscaping purposes. Investigate fish wastewater for irrigation.	River water will be used for irrigation.
<b>Medium Term</b>	Complete water management plan for campus landscape.	A plan will be completed.
	Implement water conservation practices and technologies, including xeriscaping. Begin to replace areas of lawn with native, drought-resistant species (will also reduce long-term maintenance costs – water savings and mowing).	Demonstration of practices in place.
	Progressively implement xeriscaping (the use of native drought resistant plants), in campus landscaping to eliminate the need for irrigation.	Volume of potable water used for landscaping.
	Capture and use grey water and rainwater.	Volume captured.
<b>Long Term</b>	Slow the flow of rainwater off campus by creating marsh swales.	Creation of bio/marsh swales.

<b>Goal</b>		<b><i>All new buildings include the most efficient water-conserving infrastructure.</i></b>
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Create water efficiency policy for all new campus infrastructure, including SmartPark.	Creation of a policy.
	Install and evaluate the performance of an ultra high efficiency toilet which uses half as much water, 3 litres per flush, as the University's existing high efficiency toilets (6 litres per flush) for use in future buildings.	Installation and evaluation of high efficiency toilet.

<b>Goal</b>		<b><i>Optimize the performance of the campus district heat recovery system.</i></b>
<b>Actions</b>		<b>Measures</b>
<b>Medium Term</b>	Balance new sources of recovered heat with additional connected loads.	Performance will be optimized.
	Evaluate the performance of connecting the instrument sterilizer located in Crop Research to the campus chilled water loop to eliminate water waste and to recover waste heat.	Generation of performance report.
	Commission the recently connected University Centre coolers to ensure cooling performance while maximizing waste heat recovery.	Completion of commissioning.
	Connect the water-cooled microscope located in Buller to the campus chilled water loop to eliminate water waste and to recover waste heat.	Completion of connection.
	Automate the seasonal switchover of the campus district heat recovery loop to optimize performance by providing cooling during early spring and fall days while delivering recovered heat overnight.	Completion of automation.
<b>Long Term</b>	Commission the Richardson Centre Growth Chamber cooling system to ensure seamless automatic changeover from campus chilled water to domestic water in the event of an emergency.	Commissioning completed.
	Develop a standard for future growth chamber connections.	Development of a standard.
	Connect the Duff Roblin controlled environment rooms and the Animal Holding Facility water-cooled chiller to the campus chilled water loop to eliminate water waste and to recover waste heat.	Completion of the connection.

<b>Goal</b>		<b><i>Ensure all new water meters are commissioned.</i></b>
<b>Actions</b>		<b>Measures</b>
<b>Medium Term</b>	Connect new meters to the Delta system. Create trend logs to record daily usage and maximum instantaneous flows.	Connection and monitoring of new meters.



<b>Goal</b>	<b><i>Foster a culture of water conservation within the University Community.</i></b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Take measures to recognize the source of Winnipeg's (and the University of Manitoba's) water supply – Iskatewizaagegan 39 First Nation.	Demonstration of recognition.
	Implement a plan to respond to water waste issues with a reasonable turnaround time.	Development and implementation of a plan.
<b>Medium Term</b>	Develop an ongoing empowerment campaign to get the university community (students, staff, faculty, visitors) involved in reporting problems e.g., water leaks, watering in the rain and other related actions/behaviours.	Development of a campaign.

<b>Goal</b>	<b><i>Ensure domestic water and chilled water supplies are completely isolated to prevent cross-contamination.</i></b>	
<b>Action</b>		<b>Measures</b>
<b>Medium Term</b>	Devise fail-safe measures to ensure supplies are completely isolated to prevent cross-contamination.	Implementation of measures.

<b>Goal</b>	<b><i>Partner with the Faculty of Engineering on the using ice and snow for campus cooling project.</i></b>	
<b>Actions</b>		<b>Measures</b>
<b>Long Term</b>	Investigate using snow piles on the West end of the Fort Garry Campus to air condition the campus.	Completion of an investigation.

**ENERGY**

<b>Vision</b>	<b>Energy use is optimized while prioritizing renewable and on-site energy sources.</b>
<b>Benefits to the University:</b>	<ul style="list-style-type: none"> <li>• Energy cost savings to reinvest in greater efficiency improvements.</li> <li>• To garner capital investments from all levels of government.</li> <li>• Contribute to Manitoba’s Kyoto target carbon emission reductions.</li> <li>• Opportunities for student research and learning.</li> <li>• Benefits to local economy through purchasing local energy and renewable energy technology.</li> </ul>

<b>Goal</b>	<b>Promote and educate the university community on current and future energy saving initiatives.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Report to the university community the current and prior energy efficiency achievements.	Demonstrated awareness of achievements.
	Put money from energy savings into a green revolving fund (GRF) for other green projects.	Creation of a GRF.
<b>Medium Term</b>	Implement an energy savings promotion and education plan campus wide.	Development and implementation of plan.
<b>Long Term</b>	Implement training program/workshop for current and new staff on energy savings initiatives.	# of attendees.
	Promote transparent reporting by posting annual utility consumption comparisons and statistics on web.	Posting of statistics.

<b>Goal</b>	<b>Determine optimal energy use per building.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Dedicate staff hours to determine optimal energy use/building by ensuring all systems are working as required.	Report on optimal energy use/48ldg..
<b>Medium Term</b>	Commission new facilities and retro-commission existing systems to improve performance on a building by building basis.	Commissioning program in place.
<b>Long Term</b>	Seek new opportunities and technologies to improve processes and systems on campus.	Demonstration of research and/or application of new technologies.

<b>Goal</b>	<b><i>Pursue landfill gas project.</i></b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Continue to pursue a Brady landfill gas project that would see landfill gas used to generate energy on the university campus.	Demonstrated progress on the pursuit of the project.

<b>Goal</b>	<b><i>Obtain 50% of energy from renewable sources.</i></b>	
<b>Actions</b>		<b>Measures</b>
<b>Medium Term</b>	Secure resources to complete energy demonstration projects including student interns.	Resources will be sourced.
<b>Long Term</b>	Implement 3 demonstration projects (hybrid heating) to determine cost, return on investment and viability of each energy source, i.e., solar panels, solar wall, etc.	Implementation of projects.

<b>Goal</b>	<b><i>Seek alternative lighting technology.</i></b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Investigate the use of induction lighting as an option for Max Bell.	Completion of report.
	Research and evaluate other lighting technology alternatives.	Completion of report
<b>Medium Term</b>	Evaluate campus wide group re-lamping to minimize lamp replacement costs.	Completion of evaluation.

<b>Goal</b>	<b>Reduce gross energy/sq ft by 5% yr over yr.</b>	
<b>Actions</b>	<b>Measures</b>	
<b>Short Term</b>	Optimize ventilation system schedules to better track occupancy to reduce operating costs by linking classroom scheduling with ventilation system scheduling.	Linkage of schedules.
<b>Medium Term</b>	Install carbon dioxide sensors in theatres, classrooms and meeting rooms to better track occupancy.	Installation of sensors.
<b>Long Term</b>	Use occupancy statistics to maintain or improve space conditions in order to reduce operating costs.	Demonstrated use of occupancy statistics.
	Convert Engineering III from a constant volume dual duct ventilation system to a viable air volume system to minimize operating costs and eliminate wasted energy.	Completion of project.
	Implement and promote daylight harvesting in Engineering I south corridors, EITC Atrium, Pembina Hall Dining Room, Drake Library, Brodie Atrium, Architecture II Level 400 loft studio and throughout the new Active Living Centre.	Completion of project.
	Modulate relief air dampers in unison with mixed air dampers during summer cooling season to reduce air conditioning loads in facilities. Close outside air dampers during the afternoons of excessively hot days.	Completion of project.
	Apply a campus-wide demand control strategy to reduce peak energy draw during midday.	Completion of project.
	Determine the best replacement option for the University's oldest boiler (Boiler #2) to reduce overall GHG emissions.	Completion of project.
	Install and promote brise-soleil demonstration projects on the south-facing offices in Physical Plant and the new Active Living Centre.	Completion of project.
	Post live streaming energy consumption so users can see how usage affects consumption.	Installation of technology.
Install variable speed drives on all pump and fan motors in all application where loads fluctuate. Seek to match energy consumed and the service delivered to the variable load requirements.	Installation of drives.	

## EDUCATION AND RESEARCH

### EDUCATION FOR SUSTAINABILITY

<b>Vision</b>	<b>Systemic integration of sustainability into student, staff and faculty learning.</b>
<b>Benefits to the University:</b>	<ul style="list-style-type: none"> <li>• University becomes known as a leader in true integration of sustainability into programming.</li> <li>• Students are better equipped to deal with issues of the future.</li> <li>• Sustainability becomes ingrained in the culture of the University.</li> <li>• All disciplines explore their role in solving sustainability problems.</li> <li>• A growing base of people with knowledge of how to apply principles of sustainability in all aspects of life.</li> <li>• Demonstrates the University's commitment to the Talloires and Halifax Declarations.</li> <li>• Highly employable students for a growing green economy.</li> <li>• Excellent student recruitment tool.</li> </ul>

<b>Goal</b>	<b>Require that all University of Manitoba students take a sustainability designated course.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Medium Term</b>	Develop criteria for sustainability designation.	Criteria will be established.
	Establish committee to identify courses that would qualify according to the criteria – consider including other provincial education institutions. <ul style="list-style-type: none"> <li>• Consult with departments on criteria and courses for Sustainability designation.</li> </ul>	Courses will be identified.
	Work with province for provincial adoption of criteria and course requirement.	Progress on adopting criteria and course requirement.
	Establish transcript designation process.	Process will be established.
	Review and revise Sustainability designation criteria.	Ongoing review.
	Integrate sustainability principles into an existing or develop a new Sustainability course for University 1.	Course will be in place.

<b>Goal</b>		<b>Develop “Sustainability” designation for co-curricular record on transcript.</b>
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Provide academic advisors with useful information about courses that qualify for a sustainability designation (including end uses). <ul style="list-style-type: none"> <li>Use courses that were identified in the previous goal of “Require a sustainability course designation for all students”.</li> </ul>	Demonstrated consultation with academic advisors.
	Publicize designation (e.g., U1 orientation, U of M website, etc.).	Designation will be promoted.
<b>Long Term</b>	Improve quality and range of courses available for “Sustainability” option.	Quality and range of programs.

<b>Goal</b>		<b>Integrate sustainability education at annual faculty and staff orientation.</b>
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Develop sustainability content for orientation that highlights achievements as well as practical actions to increase campus sustainability.	Content will be developed.
	Provide participants with a common definition of sustainability.	Definition will be provided.
	Provide participants of staff orientation with opportunities to engage and provide input concerning their vision for campus sustainability.	Opportunities will be provided.
<b>Medium Term</b>	Review and revise orientation to reflect feedback and input.	Continued revision based on input.
	Develop methods to address existing and short-term faculty and staff who are not included in new employee orientation.	Orientation of existing and short-term employees will be addressed.

<b>Goal</b>		<b>Annual conference and workshop on sustainability</b>
<b>Actions</b>		<b>Measures</b>
<b>Medium Term</b>	Convene an organizing committee to identify venue (on U of M campus), dates for the conference as well as other conference details.	Venue, dates and other details will be identified.
	Faculties to select members to present on sustainability-related work.	Representation of each faculty.
	Include resources for sustainability in the workshop, as well as suggestions on how to improve level of education for sustainability.	Inclusion of workshop(s) in conference.
<b>Long Term</b>	Review and revise conference content to respond to evolving needs of the University.	Continued revision based on input.

<b>Goal</b>		<b>Provide students with service learning and volunteering programs with hands-on sustainability training.</b>
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Develop committee(s) to identify service learning and volunteering opportunities for students (including partnerships with Glenlea research station, campus gardens, high-schools, science fairs, inner-city youth programs, urban agriculture, ENGOS, community groups, mini-university, etc.).	Service-learning and volunteer opportunities will be identified.
	Establish criteria for opportunities, characterized by meaningful student exposure to sustainability-in-practice.	Criteria will be established.
	Develop linkages and partnerships with off campus organizations (such as community associations, government, and non-government organizations).	Opportunities/partnerships will be established.
<b>Long Term</b>	Expand the number and types of service learning and volunteering opportunities available to students.	Quality of opportunities based on feedback.
	Improve programs based on feedback from participants (students and sponsors).	Quality of opportunities based on feedback.

<b>Goal</b>	<b>Establish credit courses for campus-related sustainability projects open to all students</b>	
<b>Actions</b>	<b>Measures</b>	
<b>Short Term</b>	Explore course offering options.	Course offerings will be reviewed.
	Identify potential projects and supervisors. Consider student gardening, alternative village, Glenlea farm, Aboriginal student sustainability projects, water conservation, land-use planning, etc.	Projects and supervisors will be identified.
	Define course, begin paper work to establish course.	Submit paperwork to appropriate faculty council(s) and committee on curriculum.
<b>Long Term</b>	Establish courses and projects and implement.	Level of enrollment in courses.
	Secure teaching / supervision requirements.	Teaching and supervision requirements will be secured.
	Ongoing expansion of students, projects and supervisors.	Demonstrated increase in course enrollment.



<b>Goal</b>	<b><i>Develop, or connect to, existing database of sustainability-related research, courses, programs and initiatives.</i></b>	
<b>Actions</b>	<b>Measures</b>	
<b>Short Term</b>	Develop or connect to existing electronic database (consider “Manitoba Sustainability Initiatives Directory” and Office of Research Services database).	Creation or use of existing database.
	Provide faculty members with access to the database in order to input sustainable education and research activities. The database can also be used for the purpose of gaining new ideas or developing collaborative partnerships.	Demonstrated uptake and use of database.
	Consider how database can be used to facilitate collaboration and networking.	Review of how database will facilitate collaboration will occur.
<b>Long Term</b>	Continuously adapt database to reflect needs of faculty members and the nature of education and research for sustainability.	

**RESEARCH FOR SUSTAINABILITY**

<b>Vision</b>	<b>Increased research for sustainability (locally, on campus, in Canada and internationally)</b>
<b>Benefits to the University:</b>	<ul style="list-style-type: none"> <li>• Connects University research with local and global issues of importance.</li> <li>• Demonstrates benefits of University research to local community and governments.</li> <li>• Engages students with local and global issues through research jobs.</li> <li>• Become leaders in field of increasing importance.</li> </ul>

<b>Goal</b>	<b>Address University of Manitoba and local sustainability issues through research.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Create forum for connecting local issues to U of M researchers.	Creation of forum.
	Identify existing local sustainability research projects and community partners.	Identification of partners and projects.
	Hold workshop to identify issues and pair with expertise.	Identification of expertise.
	Collaboratively seek funding to pursue.	Funding will be secured.
	Request VP Research's office to help lead sustainability research activities.	Quality of sustainability research activities.
<b>Medium Term</b>	Work with the Office of Research Services to market technologies, products and innovations that result from the research for sustainable revenue generation.	Quality and quantity of technologies, products and innovations.
	Partner with local industry.	Demonstrated clear connection to local industry.
	Promote projects and success through a special issue of "The Bulletin".	The production of a special issue.

<b>Goal</b>		<b><i>Increase the amount of research with a focus on sustainability (on campus, in Canada and internationally).</i></b>
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Identify opportunities for teaching and research in areas pertaining to sustainability actions related to the ongoing planning, operations and management of the University.	# and quality of opportunities.
	Identify topics, issues and opportunities for research related to sustainability more broadly.	Topics, issues and opportunities will be identified.
	Increase the number of faculty and graduate students engaged in this research.	# of faculty and staff.
<b>Medium Term</b>	Identify and/or develop sources of funding for this research.	Identification and/or development of funding.
	Increase diversity of ongoing research and number of applications to appropriate funding sources.	Diversity of research and # of successful funding applications.
	Develop ways to apply research findings to policy creation.	# and quality of policies as a result of the research.
	Promote sustainability research through research champion, centre of excellence or similar mechanism.	Mechanism will be established.

<b>Goal</b>		<b><i>Promote sustainability research for students and faculty.</i></b>
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Create student prize for undergrad/grad thesis on sustainability.	Establish funded prizes.
	Create prize for research on campus sustainability initiative.	Establish funded prizes.
<b>Long Term</b>	When the opportunity becomes available, establish a Canada Research Chair in Sustainability.	Establish chair.
	Host high profile, international sustainability-related research conference.	Host conference.

**SUSTAINABILITY IN EDUCATION**

<b>Vision</b>	<b>A University that demonstrates and implements sustainability when delivering educational programs.</b>
<b>Benefits to the University:</b>	<ul style="list-style-type: none"> <li>• Encourages interaction between faculty members and staff.</li> <li>• Helps to demystify the meaning and applications of “sustainability”.</li> <li>• Results in informal or “grassroots” innovation and new sustainability initiatives among faculty and staff.</li> <li>• Establishes University as a leading-edge educational facility.</li> <li>• Contributes to flexibility and accessibility to all students.</li> <li>• Demonstrates a “walking the talk” approach.</li> <li>• Integrates sustainability across university functions.</li> <li>• Efficiencies in material and resource usage.</li> </ul>

<b>Goal</b>	<b>Create a networked Learning Community on Sustainability.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Establish a "Sustainability in Education" forum for regular dialogue between faculty and staff (including regular meetings and an online "wiki").	Creation of a forum.
	Link "Sustainability in Education" forum to annual conference and workshop, providing the forum with an opportunity to share new knowledge and experiences gained over the year.	Link to conference established.
<b>Medium Term</b>	Identify new ways to engage with networked Learning Community; adapt to evolving needs of Winnipeg community.	# and quality of opportunities.

<b>Goal</b>	<b><i>Move towards sustainable teaching practices, tools and resources.</i></b>	
<b>Actions</b>	<b>Measures</b>	
<b>Short Term</b>	Assess and amend policies to facilitate sustainability of teaching resources.	# of policies assessed.
	Conduct a review of teaching materials and tools and seek to replace with more sustainable versions such as electronic manuals.	Review will be completed.
	Workshops for faculty on how to use online resources and other materials and tools.	# of participants in workshops.
	Develop a plan to involve students, staff and faculty in regularly assessing, improving and adding sustainable teaching practices, tools and resources.	Plan will be developed.
<b>Long Term</b>	Improve infrastructure. <ul style="list-style-type: none"> <li>• Wireless internet reliably available throughout campus.</li> <li>• Data projectors available in most classroom.</li> </ul>	Demonstrated improvement of infrastructure.

**SUSTAINABILITY IN RESEARCH**

<b>Vision</b>	<b>Sustainable methods integrated into research planning and implementation.</b>
<b>Benefits to the University:</b>	<ul style="list-style-type: none"> <li>• Long-term viability of research programs increased.</li> <li>• Minimized fuel consumption and associated costs.</li> <li>• Effective use of research funding.</li> </ul>

<b>Goal</b>	<b>Minimize ecological impacts/sustainability implications of research while maximizing research dollars.</b>	
<b>Actions</b>		<b>Measures</b>
<b>Short Term</b>	Assess current ecological impacts/sustainability implications associated with research and identify potential for improvement.	Potential for improvement will be identified.
	Revise Office of Research Services form (Form 58) to include a section/checkbox where researchers can indicate research with self-identified ecological impacts/sustainability implications. <ul style="list-style-type: none"> <li>• Consideration should be given to social, ecological and economic sustainability implications in the research project plan.</li> </ul>	Form will be revised.
	Discuss existing sustainability requirements with SSHRC / NSERC / CHIR and other external funding agencies.	Discussions with SSHRC/NSERC/CHIR.
	Ongoing capacity building among faculty and staff on the use of self-assessment of sustainability.	Capacity will be demonstrated through increased use of self-assessment.
<b>Medium Term</b>	Create and deliver educational / awareness materials for researchers.	Creation of educational materials.

<b>Long Term</b>	Create funding incentives for increasing sustainability in research plans.	Creation of funding incentives.
	Continue to evaluate opportunities to improve sustainability.	Evaluation will be done.
	Encourage researchers to make use of database of sustainability research (identified in Education for Sustainability goals), and to foster collaborations among relevant research projects.	Research partnerships and database use increased.
	Assist research methods courses in developing an appropriate “sustainability in research” component.	All classes will have sustainability component.





## NEXT STEPS:

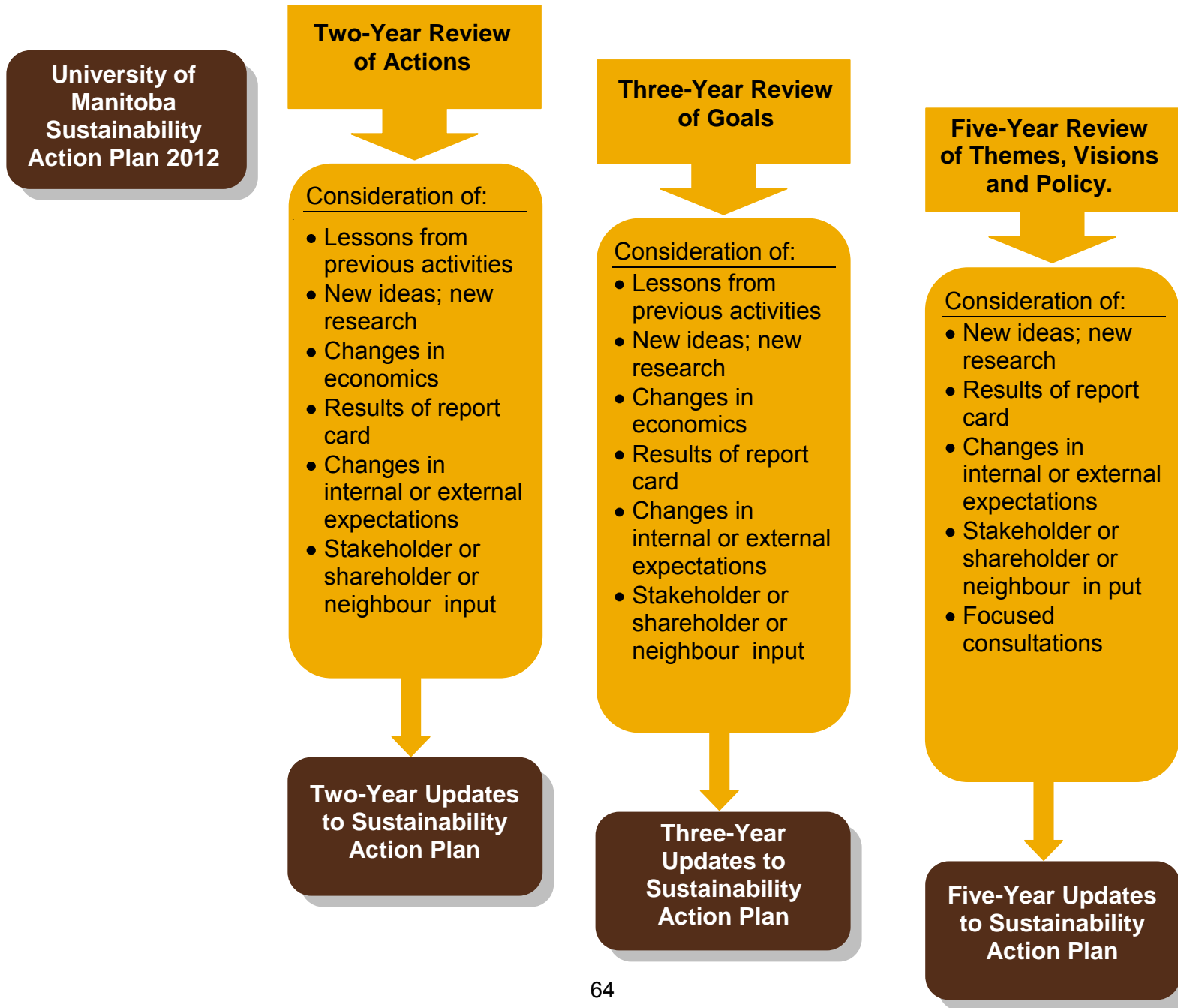
The Sustainability Committee, along with the working groups and student assistants took the input received and developed *A Strategic Vision for Action*, which is uniquely tailored for the University of Manitoba. Our immediate next steps are to seek approval for the plan from the University Board of Governors and to set up a Sustainability Office to get the necessary staff in place, prioritize and implement the actions outlined and ensure a coordinated focus to our efforts. Achieving these steps will allow the Sustainability Committee and University community to move forward with implementation of this aggressive plan.

*A Strategic Vision for Action* cuts across departments and once approved implementation must be both bottom up and top down. Successfully implementing the actions outlined in this document will require a huge collaborative effort from students, staff, faculty, administrators and our partners – we are all going to have to work together to achieve the success we plan for.

The Sustainability Committee, along with each of the working groups has prioritized a list of the short-term actions that we plan to move on, or have in fact started to lay the groundwork for. Once the Sustainability Office is functioning, we will turn our attention to generating the resources, support and approvals necessary for implementing many of the actions identified, through initiatives such as the “green revolving fund.” A number of actions related to operations have also been prioritized, such as completing our greenhouse gas inventory and developing the necessary plans for various activities like the “landscape and forest management plan.”

As indicated at the outset, the Sustainability Committee views this as a living document. Critical to this will be a process for measuring, assessing and communicating where we are at. Figure 2 captures the process we envision to achieve this. As outlined on this figure, we plan three key activities: a review every two years of actions undertaken that will culminate in a report card, a review of goals every three years and a review of themes, visions and policy every five years. The Sustainability Office and Sustainability Committee will be responsible for undertaking each of these reviews and will seek the input of the University community in doing so. The Committee will also be responsible for reporting the results of the reviews and any changes to the Vice-Presidents Administration and Academic.

**Figure 2: A Living Sustainability Action Plan**



We will look to the actions we are implementing and that have been implemented on an on-going basis to document what we have learned through the implementation process. This ongoing analysis will also provide the baseline data for the report card on actions that will be produced every two years and that will inform the Committee's two year review of actions. In addition to considering what has been achieved, we will look to other factors that may impact our planning, such as input from the community or the announcement of a funding program that we can utilize to help us with plan implementation. We have also identified the types of considerations that will be made in the three year review of goals, such as new breakthroughs in research or changes in our understanding of sustainability issues that may suggest a new approach to the actions we have envisioned at this point in time or that may identify new actions to include. Finally, every five years we plan to undertake a more thorough review of all components of *Sustainability at the University of Manitoba: A Strategic Vision for Action*.

Implementation will also require a concerted effort from the Sustainability Committee to communicate with and encourage individuals and departments to contribute to and participate in actions undertaken as a part of our ongoing commitment to sustainability. The Sustainability Committee will also expand its outreach efforts beyond what is outlined in the plan to ensure the University community is aware and integrally involved in every aspect of transforming our institution into a sustainable campus.

We are excited for the opportunity to be leaders for change and we trust you will embrace this opportunity along with us.

# APPENDIX A: SUSTAINABILITY POLICY

## **1.0 Reason for Policy**

- 1.1. The World Commission on Environment and Development defined Sustainable Development as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. Broadly speaking, sustainable development is fundamentally about decision-making that balances economic growth together with the social well-being of individuals and the community and the protection of the natural environment.
- 1.2. The University is a signatory to the Halifax Declaration, the Talloires Declaration and the University and College Presidents' Climate Change Statement of Action for Canada by which it agreed to demonstrate a clear commitment to the principles and practices of sustainable development and *climate protection*.
- 1.3. The University of Manitoba, in compliance with the Sustainable Development Act, adopted financial management guidelines for evaluating the sustainability of programs and activities and procurement guidelines that require the consideration of sustainable development principles in procurement decisions.
- 1.4. The University is already strong in promoting many sustainability initiatives. A policy statement in this regard will provide a framework for existing and future initiatives and foster a University culture that comprehensively and consistently supports and promotes values and principles of sustainability.

## **2.0 Policy Statement**

- 2.1 The University seeks to become a leader in campus sustainability. This entails attention to the wise use of natural resources, pollution prevention, remediation of adverse environmental impacts, full-cost accounting, implementing sustainable targets and protocols and subsequently assessing their achievement, and continuing development and promotion of sustainable development initiatives.
- 2.2 The University of Manitoba shall integrate sustainability principles in all levels of its strategic planning and within its academic and administrative processes.
- 2.3 Our community – faculty, staff, students, alumni and neighbours – shall be broadly involved and encouraged to participate in sustainability planning and initiatives at the University. Priorities will be established in a participatory manner and in recognition of potential financial constraints.

## **3.0 Accountability**

- 3.1 The University Secretary is responsible for advising the President that a formal review of the Policy is required.
- 3.2 The Associate Vice-President (Administration) is responsible for the communication, administration and interpretation of this policy.

#### **4.0 Secondary Documents**

- 4.1 The Approving Body may approve Procedures which are secondary to and comply with this Policy.
- 4.2 Administration 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 2020.
- 5.2 In the interim, this Policy may be revised or rescinded if:
- (a) the Approving Body deems necessary; or
  - (b) the relevant Bylaw, Regulations or 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 supersedes the following:
- (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.

#### **7.0 Cross References**

Cross referenced to: (1) Purchasing Policy



**AGENDA ITEM:** Report of the Senate Committee on Awards – Part A  
[dated April 9, 2012]

**RECOMMENDED RESOLUTION:**

THAT the Board of Governors approve four new offers as set out in Appendix A of the Report of the Senate Committee on Awards – Part A [dated April 9, 2012].

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

**CONTEXT AND BACKGROUND:**

At its meeting of April 9, 2012 the Senate Committee on Awards approved four new offers, as set out in Appendix A of the Report of the Senate Committee on Awards – Part A [dated April 9, 2012].

**RESOURCE REQUIREMENTS:**

Awards will be funded from the various sources of funding identified within the Reports.

**CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

N/A

**IMPLICATIONS:**

N/A

**ALTERNATIVES:**

N/A

**CONSULTATION:**

All of these award decisions meet the published guidelines for awards as approved by Senate and were reported to Senate for information on May 16, 2012.



### 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"/>	Senate Committee on Awards	April 9, 2012
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Executive	May 2, 2012
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate	May 16, 2012
<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>		

**Submission prepared by:** Senate

**Submission approved by:** University Secretary

**Attachments**

- Report of the Senate Committee on Awards – Part A [dated April 9, 2012]

## **REPORT OF THE SENATE COMMITTEE ON AWARDS - PART A**

### **Preamble**

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

On behalf of Senate, to approve and inform Senate of all new offers and amended offers of awards that meet the published guidelines presented to Senate on November 3, 1999, and as thereafter amended by Senate. Where, in the opinion of the Committee, acceptance is recommended for new offers and amended offers which do not meet the published guidelines or which otherwise appear to be discriminatory under the policy on the *Non-Acceptance of Discriminatory Awards*, such offers shall be submitted to Senate for approval. (Senate, October 7, 2009)

### **Observations**

At its meeting of April 9, 2012 the Senate Committee on Awards approved four new offers as set out in Appendix A of the *Report of the Senate Committee on Awards – Part A* (dated April 9, 2012).

### **Recommendations**

On behalf of Senate, the Senate Committee on Awards recommends that the Board of Governors approve four new offers as set out in Appendix A of the *Report of the Senate Committee on Awards – Part A* (dated April 9, 2012). These award decisions comply with the published guidelines of November 3, 1999, and are reported to Senate for information.

Respectfully submitted,

Dr. Philip Hultin  
Chair, Senate Committee on Awards



## **MEETING OF THE SENATE COMMITTEE ON AWARDS**

### **Appendix A April 9, 2012**

#### **1. NEW OFFERS**

##### **Dr. John M. Bowman Entrance Scholarship**

In memory of Dr. John M. Bowman, the Winnipeg Rh Institute Foundation Inc. provides an annual contribution of \$10,000 to the University of Manitoba to offer entrance scholarships for undergraduate students entering the Faculty of Medicine. Beginning with the 2012-2013 academic year, one scholarship, valued at \$10,000, will be offered to an undergraduate student who:

- (1) has been admitted to the first year of the Undergraduate Medical Education Program in the Faculty of Medicine;
- (2) has ranked high on the Admission Composite Score.

Preference will be given to a rural student, however, if there is no rural candidate who meets the above criteria, the scholarship may be awarded to a non-rural student.

The selection committee will be named by the Dean of the Faculty of Medicine (or designate).

##### **Orlukiewicz Family Bursary**

In memory of Peter Orlukiewicz, the Orlukiewicz family (Tom, Heather, Daniel, Brian, Paul, Jean Orlukiewicz and George Orle) has established an endowment fund at the University of Manitoba, with an initial gift of \$10,400 in 2010. The Manitoba Scholarship and Bursary Initiative has made a contribution to the fund. The available annual interest from the fund will be used to offer up to two bursaries to undergraduate students who:

- (1) are enrolled full-time in the second year of study, in any Faculty or School;
- (2) have achieved a minimum degree grade point average of 2.0;
- (3) are a custodial parent with a dependent child or children;
- (4) have demonstrated financial need on the standard University of Manitoba bursary application form.

Preference shall be given to single parents.

The selection committee will have the discretion to determine the number and value of awards offered each year based on the available revenue and the level of financial need demonstrated by candidates for this bursary.

The selection committee will be named by the Director of Financial Aid and Awards (or designate).

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

### **Paul Buteux Graduate Student Conference and Research Award**

In memory of Paul Buteux, Iona Starr, Paul's wife, has established an endowment fund at the University of Manitoba with an initial gift of \$10,000. Family and colleagues have also made contributions to the fund. Paul was a Professor in the Department of Political Studies and founder and Director of the Centre for Defence and Security Studies (CDSS). The purpose of this fund is to provide support for graduate students associated with the CDSS at the University of Manitoba. The available annual interest from the fund will be used to offer one award to a graduate student who:

- (1) is enrolled full-time in the Faculty of Graduate Studies in a Master's or Doctoral program;
- (2) has an advisor who is either the Director, a Research Fellow or Research Associate with the Centre for Defence and Security Studies and is a member of the Faculty of Graduate Studies at the University of Manitoba;
- (3) has achieved a minimum degree grade point average of 3.5 (or equivalent) based on the last 60 credit hours;
- (4) is focusing his/her research in one of the following fields: traditional strategic studies, NATO or Canadian defence policy, and/or;
- (5) will be attending or presenting at a conference in strategic studies, NATO, or Canadian defence policy, or;
- (6) will be undertaking research in strategic studies, NATO, or Canadian defence outside of Manitoba.

The funds from this award must be used within the 12 month period following the date that the award recipient is announced. Recipients graduating within the 12 month period following the date of the award offer must use the funding prior to completion.

If the award recipient is using this award to travel to a conference, s/he will be required to submit receipts for travel, registration, hotel and food expenses (based on current University of Manitoba per diem rates). Expenses will be reimbursed up to the current maximum value of the award.

Candidates will be required to submit an application that includes i) a 500 word abstract describing his/her research; ii) a 250 word statement explaining how this award will contribute to enhancing his/her research; iii) a letter of reference from his/her advisor that states how the students' research aligns with one of the research areas listed above.

In any given year that, in the judgment of the selection committee, there is no qualified candidate, the award will not be awarded and the revenue will be capitalized.

The Dean of the Faculty of Graduate Studies (or designate) will ask the Director of Centre for Defence and Security Studies (or designate) (currently Dr. James Fergusson) to name the selection committee.

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

### **University of Manitoba –Tri-Council Master's Supplement Award (UM-TMSA)**

The Faculty of Graduate Studies will fund the second year of a Master's student who held a Tri-Council CGSM or PGSM award. The award will be valued up to the same rate as the recipient's Tri-Council award. This award program is subject to the availability of funds from the Faculty of Graduate Studies.

The University of Manitoba –Tri-Council Master’s Supplement Award will be offered to graduate students who:

- (1) were new recipients of a Tri-Council CGSM or PGSM award offered through one of the following programs: CIHR Canada Graduate Scholarships Master’s Awards, NSERC Postgraduate Scholarships, NSERC Canada Graduate Student Scholarships, SSHRC Canada Graduate Scholarships; and
- (2) have not received funding equal to or greater than the value of this award in the second year of their Master’s program.

The selection committee will be named by the Dean of the Faculty of Graduate Studies (or designate).

## **2. AMENDMENTS**

None.

## **3. WITHDRAWALS**

None.



**AGENDA ITEM:** Report of the Senate Committee on Awards – Part B [dated April 9, 2012]

**RECOMMENDED RESOLUTION:**

**THAT the Board of Governors approve the Report of the Senate Committee on Awards – Part B [dated April 9, 2012].**

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

**CONTEXT AND BACKGROUND:**

At its meeting on April 9, 2012, the Senate Committee on Awards reviewed one new offer that appears to be discriminatory according to the policy on the Non-Acceptance of Discriminatory Awards.

Letters of support for the *Israel and Maylene Ludwig Aboriginal Nesiyah Award* were received from Dr. Lisa Fainstein, Associate Dean, Faculty of Law, and from Ms. Kali Storm, Director, Aboriginal Student Centre. With regard to the letter of support from Dr. Fainstein, the Committee observed that although her statement regarding the Aboriginal population of Manitoba was inconsistent with data provided by Ms. Storm, the argument that Aboriginal students are under-represented in the Faculty of Law is nonetheless valid.

**RESOURCE REQUIREMENTS:**

The award will be funded from the source identified in the Report

**IMPLICATIONS:**

The proposed award is consistent with the University's priority of increasing Aboriginal education.

**ALTERNATIVES:**

N/A

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

The establishment of this award was approved by Senate on May 16, 2012.



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"/>	Senate Committee on Awards	April 9, 2012
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Executive	May 2, 2012
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate	May 16, 2012
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____

Submission prepared by: Senate

Submission approved by: University Secretary

Attachments

- Report of the Senate Committee on Awards – Part B [dated April 9, 2012]

## **REPORT OF THE SENATE COMMITTEE ON AWARDS – PART B**

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

On behalf of Senate, to approve and inform Senate of all new offers and amended offers of awards that meet the published guidelines presented to Senate on November 3, 1999, and as thereafter amended by Senate. Where, in the opinion of the Committee, acceptance is recommended for new offers and amended offers which do not meet the published guidelines or which otherwise appear to be discriminatory under the policy on the *Non-Acceptance of Discriminatory Awards*, such offers shall be submitted to Senate for approval. (Senate, October 7, 2009)

### **Observation**

At its meeting of April 9, 2012, the Senate Committee on Awards reviewed one new offer that appears to be discriminatory according to the policy on the *Non-Acceptance of Discriminatory Awards*, as set out in Appendix A of the *Report of the Senate Committee on Awards - Part B* (dated April 9, 2012). With regard to the letter of support from Ms. Lisa Fainstein (Associate Dean of Law), the committee observed that although her statement regarding the Aboriginal population of Manitoba was inconsistent with data provided by Ms. Kali Storm (Director, Aboriginal Student Centre), the argument that Aboriginal students were under-represented in the Faculty of Law was nonetheless valid.

### **Recommendation**

The Senate Committee on Awards recommends that Senate and the Board of Governors approve one new offer, as set out in Appendix A of the *Report of the Senate Committee on Awards- Part B* (dated April 9, 2012).

Respectfully submitted,

Dr. Philip Hultin  
Chair, Senate Committee on Awards

**MEETING OF THE SENATE COMMITTEE ON AWARDS**

**Appendix A**

**April 9, 2012**

**1. NEW OFFERS**

**Israel and Maylene Ludwig Aboriginal Nesiyah Award**

*(Nesiyah is a Hebrew word meaning journey)*

Israel and Maylene Ludwig have established an endowment fund at the University of Manitoba with an initial gift of \$100,000. The Manitoba Scholarship and Bursary Initiative has made a contribution to the fund. The purpose of the fund is to support Aboriginal law students who face challenges as they strive to obtain their J.D. in the Faculty of Law (Robson Hall). Beginning with the 2013-2014 academic year, the available annual interest from the fund will be used to offer up to two bursaries annually to undergraduate students who:

- (1) are Aboriginal (Status, Non-Status, Métis, Inuit);
- (2) are enrolled either part-time or full-time in the Faculty of Law at the University of Manitoba in any year of study, including first year;
- (3) have achieved a minimum degree grade point average of 2.0;
- (4) have demonstrated financial need on the University of Manitoba general bursary application.

The selection committee has the discretion to renew the bursary if a student continues to meet all of the criteria listed above.

The donors reserve the right to review the terms of reference of this award in five years (2017).

The selection committee will be named by the Dean of the Faculty of Law.

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

(Attachments I and II)



UNIVERSITY OF MANITOBA | Faculty of Law

February 15, 2012

Dr. Phil Hultin  
Chair  
Senate Committee on Awards



Robson Hall  
Winnipeg, Manitoba  
Canada R3T 2N2  
Fax (204) 474-7580  
Phone (204) 474-6130

Dear Dr. Hultin:

I am writing this letter in support of the establishment of the **Israel and Maylene Aboriginal Nesiya Award**. Israel and Maylene Ludwig have established an endowment fund at the University of Manitoba with an initial gift of \$100,000. The purpose of the fund is to support Aboriginal law students who face challenges as they strive to obtain their J.D. in the Faculty of Law (Robson Hall).

This award is specifically for Aboriginal students and as such it is discriminatory. However, the record of admission of Aboriginal students and then successful progression through law school shows a very low percentage of Aboriginal people engaged at the law school. Aboriginal people make up 40% of the population of Manitoba yet only a small percentage attend post secondary education. Each year at law school for every 100 students admitted only between a low of four and a high of eight students identify themselves as Aboriginal. Clearly Aboriginal students are under-represented in the Faculty and have been for the past five years. A statistical analysis is attached.

We at the Faculty of Law are excited by this new award that will encourage diversity and support an under-represented group in our Robson Hall student community. If there is any other information that you require please do not hesitate to ask.

Thank you for your efforts on our behalf.

Yours sincerely,

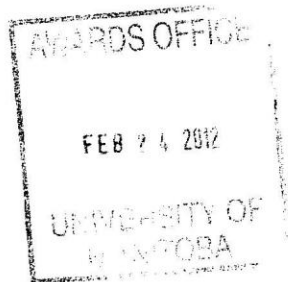
Lisa Fainstein  
Associate Dean of the LL.B./J.D. Program



**20 YEAR REGISTRANT OVERVIEW - FACULTY OF LAW**

	Registrants																			
	2011-2012	2010-2011	2009-2010	2008-2009	2007-2008	2006-2007	2005-2006	2004-2005	2003-2004	2002-2003	2001-2002	2000-2001	1999-2000	1998-1999	1997-1998	1996-1997	1995-1996	1994-1995	1993-1994	1992-1993
Index Score	97	91	87	94	87	85	93	83	90	76	78	82	76	79	80	83	87	86	78	81
Indiv Cons	9	8	9	2	6	5	4	6	7	11	9	7	13	12	10	10	5	6	4	9
Aboriginal	4	5	8	4	6	7	5	7	5	8	7	6	9	8	4	6	3	5	10	8
Re-Admits	0	0	3	0	0	4	0	9	3	4	5	3	0	1	0	0	0	1	1	0
Half-time	1	2	3	3	0	3	2	3	2	1	3	2	1	5	2	4	1	0	4	2
MB Residents	61	56	66	71	54	65	61	61	70	58	71	58	63	60	70	79	66	73	67	59
Non-Residents	49	50	41	32	45	39	43	38	37	44	31	42	36	40	26	20	29	32	25	39
Male	56	44	53	57	58	59	48	52	59	52	53	44	47	53	45	49	59	50	59	62
Female	54	62	54	46	41	45	56	47	48	50	49	56	52	47	51	50	36	45	33	36
U of MB	30	28	43	45	29	32	39	35	39	34	48	39	-	43	-	63	48	48	41	48
U of Wpg	17	18	16	19	13	19	13	13	20	18	14	12	-	10	-	12	9	6	13	8
U of Brandon	6	2	1	2	3	7	3	2	1	0	1	2	-	4	-	4	2	4	2	0
Others	57	58	47	37	54	46	49	58	47	50	34	47	-	43	-	20	26	37	47	42
*Deferred	7	2	6	2	2	7	1	6	8	6	3	18	10	6	0	0	0	0	0	0
<b>Total</b>	<b>110</b>	<b>106</b>	<b>110</b>	<b>103</b>	<b>99</b>	<b>104</b>	<b>104</b>	<b>108</b>	<b>107</b>	<b>102</b>	<b>102</b>	<b>100</b>	<b>99</b>	<b>100</b>	<b>96</b>	<b>99</b>	<b>95</b>	<b>95</b>	<b>92</b>	<b>98</b>

\*Deferral for next year not included in Total





# ABORIGINAL STUDENT CENTRE

March 29, 2012

Dr. Phil Hultin  
Chair of the Senate Committee on Awards  
c/o Ms. Candace Prejet  
Awards Establishment Coordinator  
422 University Centre



Dear Dr. Hultin & Senate Committee:

Please accept this letter as formal support for the proposed Israel and Maylene Aboriginal Nesiya Award which is designed "to support Aboriginal law students who face challenges as they strive to obtain their J.D. in the Faculty of Law".

The number of Aboriginal students attending the University of Manitoba continues to increase and I believe it is partially due to the financial assistance made available through initiatives such as this. The Israel and Maylene Aboriginal Nesiya Award is an example of how community 'gives back' to the University of Manitoba and want to contribute to areas they feel are important. The number of Aboriginal students in the Faculty of Law is growing and these awards will assist those students wishing to continue but require financial assistance to do so.

I trust that the Senate committee will approve this award and others like it, in the hopes of increasing the recruitment and retention of Aboriginal students pursuing a degree in the Faculty of Law.

In education, miigwetch!

Kali Storm, Director  
Aboriginal Student Centre

Aboriginal Student Centre  
45 Curry Place  
University of Manitoba  
Winnipeg, MB R3T 2N2

Phone: 204-474-8850  
Fax: 204-275-3142  
Email: asrc@umanitoba.ca

The following statistics\* are provided in support of the proposed Israel and Maylene Aboriginal Nesiya Award

- There are 150,045 Aboriginal people in Manitoba, or 11.7% of the population.
  - There are 55,755 Aboriginal people in Winnipeg, or 8.4% of the population.
  - There are 2021 Aboriginal students who self-declared at The University of Manitoba, or 7.7% of the undergraduate population.
- There are 23 self-declared Aboriginal students in the Faculty of Law, or 1.1% of the population.

\* Statistics are from the Government of Canada 'Aboriginal People in Manitoba', 2006 and from Institutional Analysis 'A Profile of Canadian Aboriginal Students at The University of Manitoba', 2011.

## STUDENT AFFAIRS

creating opportunities for student success



### UNIVERSITY OF MANITOBA



**AGENDA ITEM:** Implementation of Doctor of Philosophy (Ph.D.) Program in Nursing

**RECOMMENDED RESOLUTION:**

For information only.

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

**CONTEXT AND BACKGROUND:**

The Doctor of Philosophy (Ph.D.) in Nursing was approved by the Board of Governors at its meeting of November 15, 2011 and subsequently by the Council on Post-Secondary Education (COPSE) on March 9, 2012. The Vice-President (Academic) and Provost has authorized the implementation of the program effective September 2012.

**RESOURCE REQUIREMENTS:**

This new program will utilize existing resources and requires no additional financial support.

**CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

**IMPLICATIONS:**

**ALTERNATIVES:**

N/A

**CONSULTATION:**

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 checked="" type="checkbox"/>	<input type="checkbox"/>	Senate Executive	May 2, 2012
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Senate	May 16, 2012
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____

**Submission prepared by:** Senate

**Submission approved by:** University Secretary

**Attachments**

- Correspondence from Vice-President (Academic) and Provost



**AGENDA ITEM:** Implementation of Master of Science (M.Sc.) and Doctor of Philosophy (Ph.D.) Programs in Biomedical Engineering

**RECOMMENDED RESOLUTION:**

For information only.

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

**CONTEXT AND BACKGROUND:**

The Master of Science (M.Sc.) and Doctor of Philosophy (Ph.D.) in Biomedical Engineering programs were approved by the Board of Governors at its meeting of January 25, 2011 and subsequently by the Council on Post-Secondary Education (COPSE) on February 9, 2012. The Vice-President (Academic) and Provost has authorized the implementation of the program effective September 2012.

**RESOURCE REQUIREMENTS:**

These new programs will utilize existing resources and require no additional financial support.

**CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

**IMPLICATIONS:**

**ALTERNATIVES:**

N/A

**CONSULTATION:**

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 checked="" type="checkbox"/>	<input type="checkbox"/>	Senate Executive	May 2, 2012
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Senate	May 16, 2012
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____

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

**Submission approved by:** University Secretary  
 \_\_\_\_\_

**Attachments**

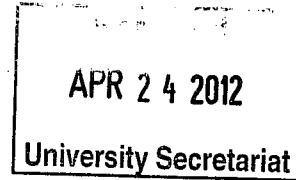
- Correspondence from Vice-President (Academic) and Provost



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



REPLACES MEMO DATED APRIL 17, 2012

**Date:** April 23, 2012  
**To:** Jay Doering, Dean, Faculty of Graduate Studies  
**From:** Joanne C. Keselman, Vice-President (Academic) and Provost  
**Subject:** Master of Science (M.Sc.) and Doctor of Philosophy (Ph.D.) programs in  
Biomedical Engineering

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At its meeting of February 9, 2012, the Council on Post-Secondary Education approved your proposal for the establishment of the Master of Science (M.Sc.) and Doctor of Philosophy (Ph.D.) programs in Biomedical Engineering.

Because these new programs utilize existing resources and require no additional financial support, I hereby approve their implementation with effect from September 2012.

On behalf of the University of Manitoba, I extend my congratulations to all those who have worked so hard to design these programs. I look forward to the implementation of these new and exciting programs.

cc. Neil Marnoch, Registrar  
Jonathan Beddoes, Dean, Faculty of Engineering  
Douglas Thomson, Associate Dean (Research), Faculty of Engineering  
Thelma Lussier, Director, Institutional Analysis  
Jeff Leclerc, University Secretary  
Joanne Dyer, University Budget Officer