

BOARD OF GOVERNORS

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

Tuesday, June 24, 2014

**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.

OFFICE OF THE UNIVERSITY SECRETARY



UNIVERSITY
OF MANITOBA

BOARD OF GOVERNORS


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

Tuesday, June 24, 2014 at 4:00 p.m.

OPEN SESSION

Page 1 of 2

AGENDA

		Presenter	Page	Est. Time
1.	ANNOUNCEMENTS	Chair		4:00 p.m.
2.	PRESENTATIONS			
2.1	Strategic Enrolment Management	S.Gottheil	4	4:05 p.m.
2.2	Internationalization Strategy	J. Blatz	29	4:25 p.m.
<u>FOR ACTION</u>				
3.	APPROVAL OF THE AGENDA	Chair	2	4:45 p.m.
4.	MINUTES (Open Session)			
4.1	Approval of the Minutes of the May 22, 2014 OPEN Session as circulated or amended	Chair	51	4:45 p.m.
4.2	Business Arising - NONE	Chair		
5.	UNANIMOUS CONSENT AGENDA	Chair		4:50 p.m.
<i>Any member who wishes to debate an item that is listed below may have it removed from the consent agenda by contacting the University Secretary prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the following motions.</i>				
Consent items are: 8.1. 9.1. 9.2, 9.3, and 9.4				
6.	NEW BUSINESS			
6.1	Report from the President	President	57	4:55 p.m.
7.	FROM AUDIT & RISK MANAGEMENT COMMITTEE			
7.1	Presentation of Financial Statements	M. Robertson	64	5:00 p.m.
7.2	Audit Results Memorandum	M. Robertson	117	5:15 p.m.
7.3	Approval of Financial Statements	M. Robertson	64	5:20 p.m.
7.4	Public Sector Compensation Disclosure Report	M. Robertson	155	5:25 p.m.
8.	FROM FINANCE, ADMINISTRATION AND HUMAN RESOURCES COMMITTEE			
 8.1	Student Referendum: Faculty of Arts	R. Zegalski	160	(consent)

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Tuesday, June 24, 2014 at 4:00 p.m.

OPEN SESSION

Page 2 of 2

AGENDA

		Presenter	Page	Est. Time
9.	FROM SENATE			
Consent	9.1	Report of the Senate Committee on Awards – Part A [May 20, 2014]	President	164 (consent)
Consent	9.2	Report of the Senate Committee on Awards – Part B [May 20, 2014]	President	175 (consent)
Consent	9.3	Report of the Senate Committee on Awards [May 27, 2014]	President	183 (consent)
Consent	9.4	Proposal for a Master of Social Work in Indigenous Knowledges	President	196 (consent)
	9.5	Proposal for the Merger of the Department of Family Social Sciences and the Department of Community Health Sciences	President	277 5:30 p.m.

FOR INFORMATION

10. REPORTS

	10.1	Report from the GSA President	L. Rempel	297 5:40 p.m.
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MOTION TO MOVE TO CLOSED AND CONFIDENTIAL SESSION
MOTION TO ADJOURN

Strategic Enrolment Management Goals:

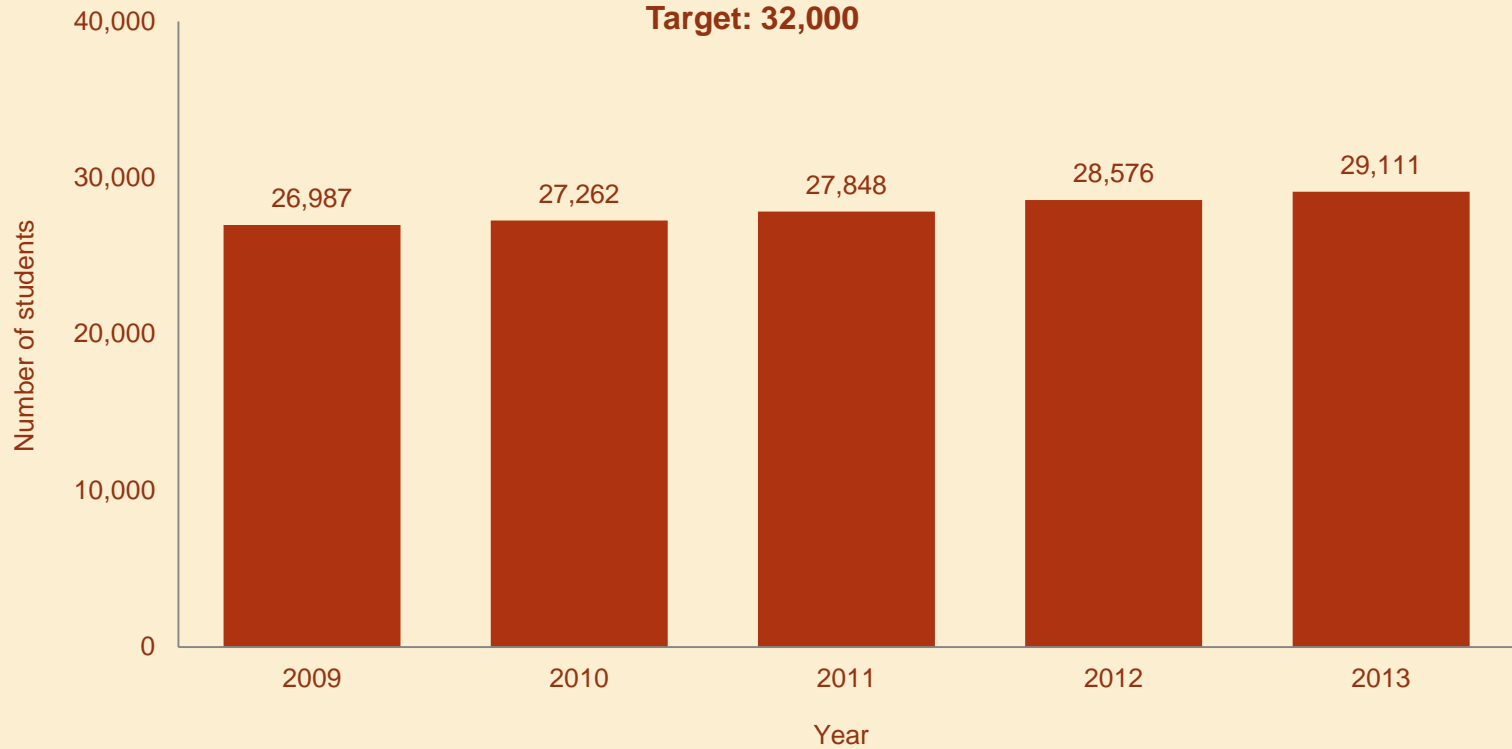
Assessment after One Year

Spring 2014

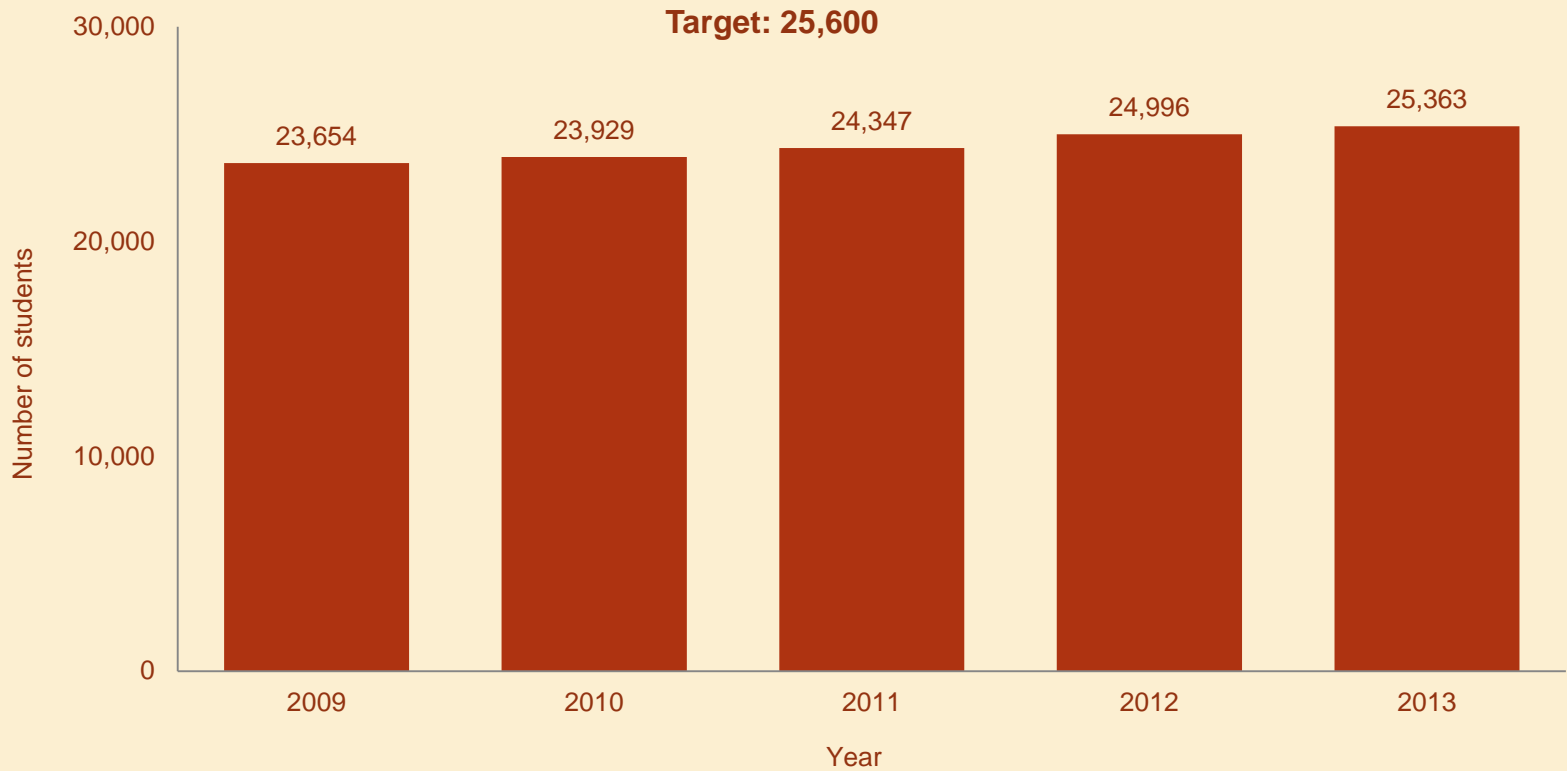
Presentation to the Board of Governors – June 24th, 2014

Total student enrolment (as at November 1)

Target: 32,000

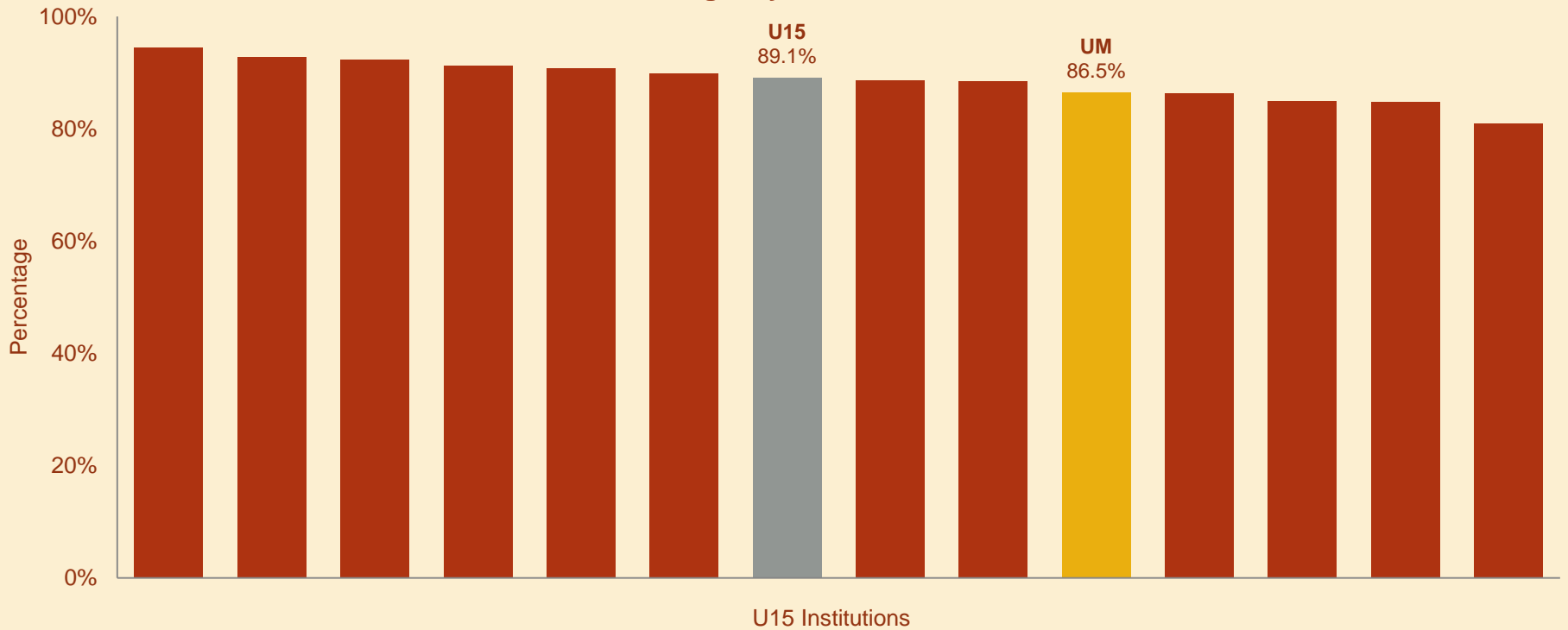


Total undergraduate student enrolment (as at November 1)



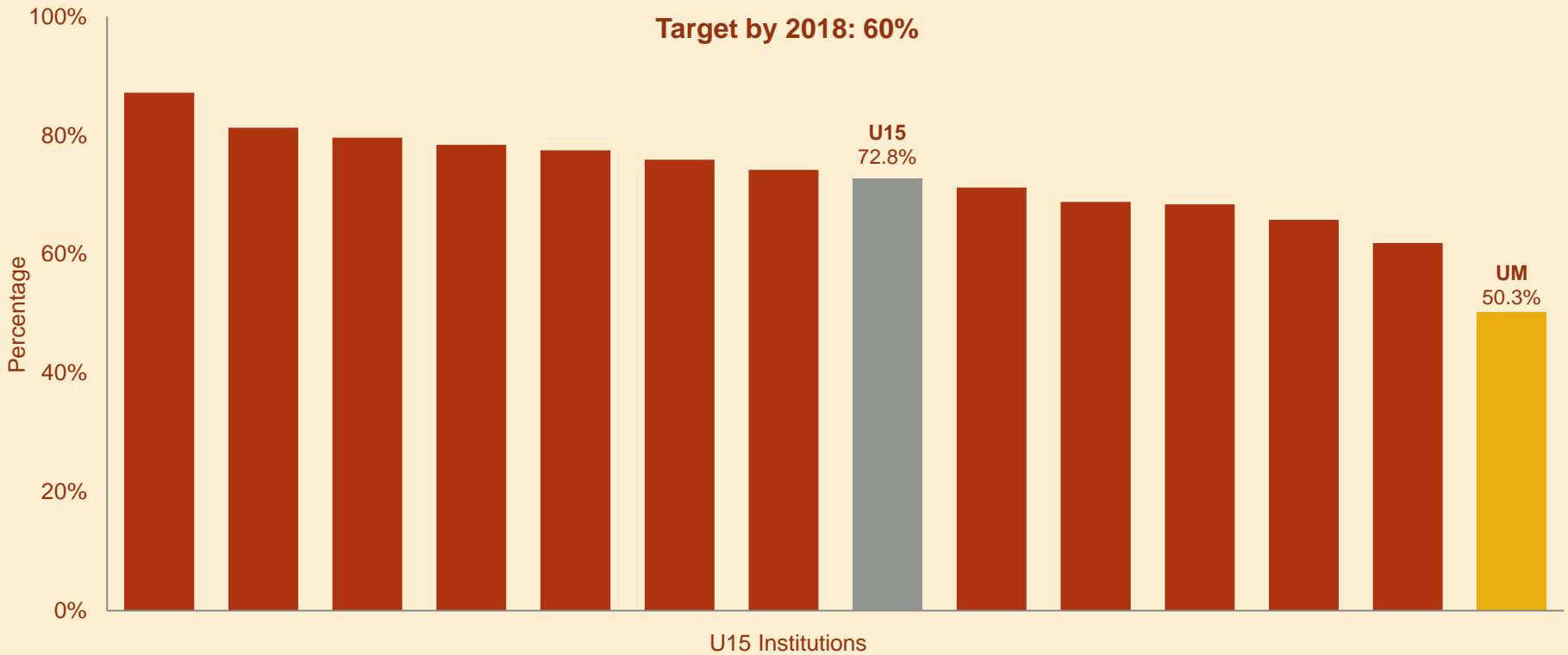
Undergraduate retention rates – first year to second year U15 Institutions (2011 cohort)

Target by 2018: 90%



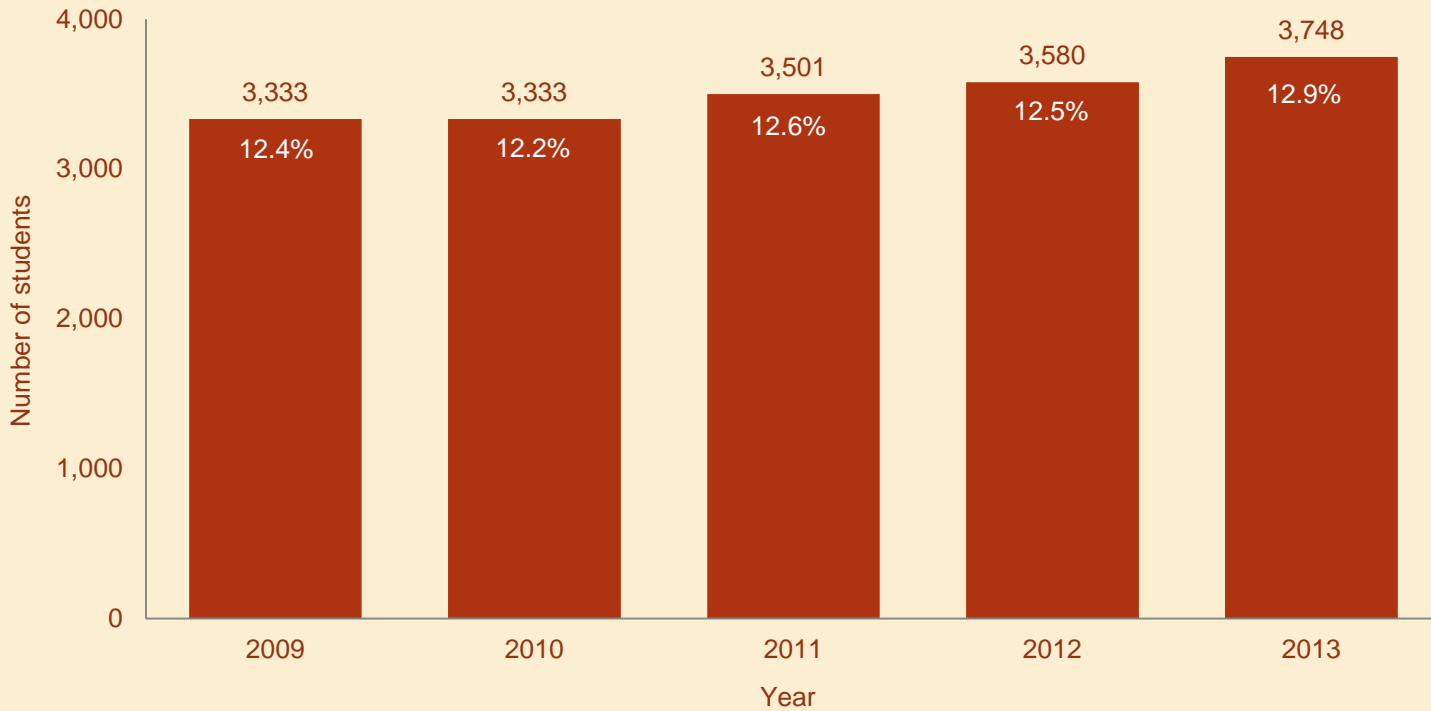
Undergraduate graduation after 6 years – U15 Institutions (2006 cohort)

Target by 2018: 60%



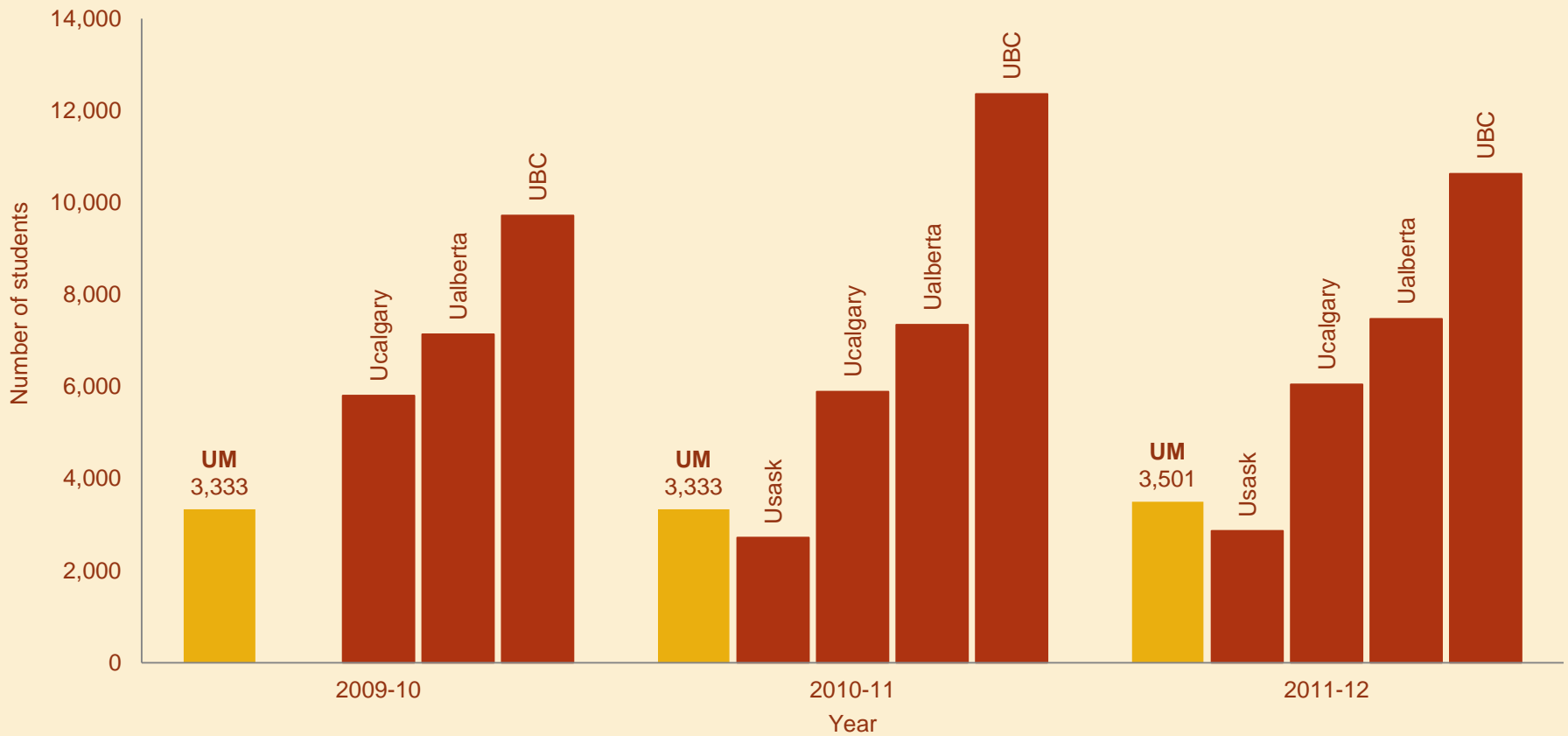
Total graduate enrolment (as at November 1)

Target by 2023: 20%



Total graduate enrolment – Western Canadian universities

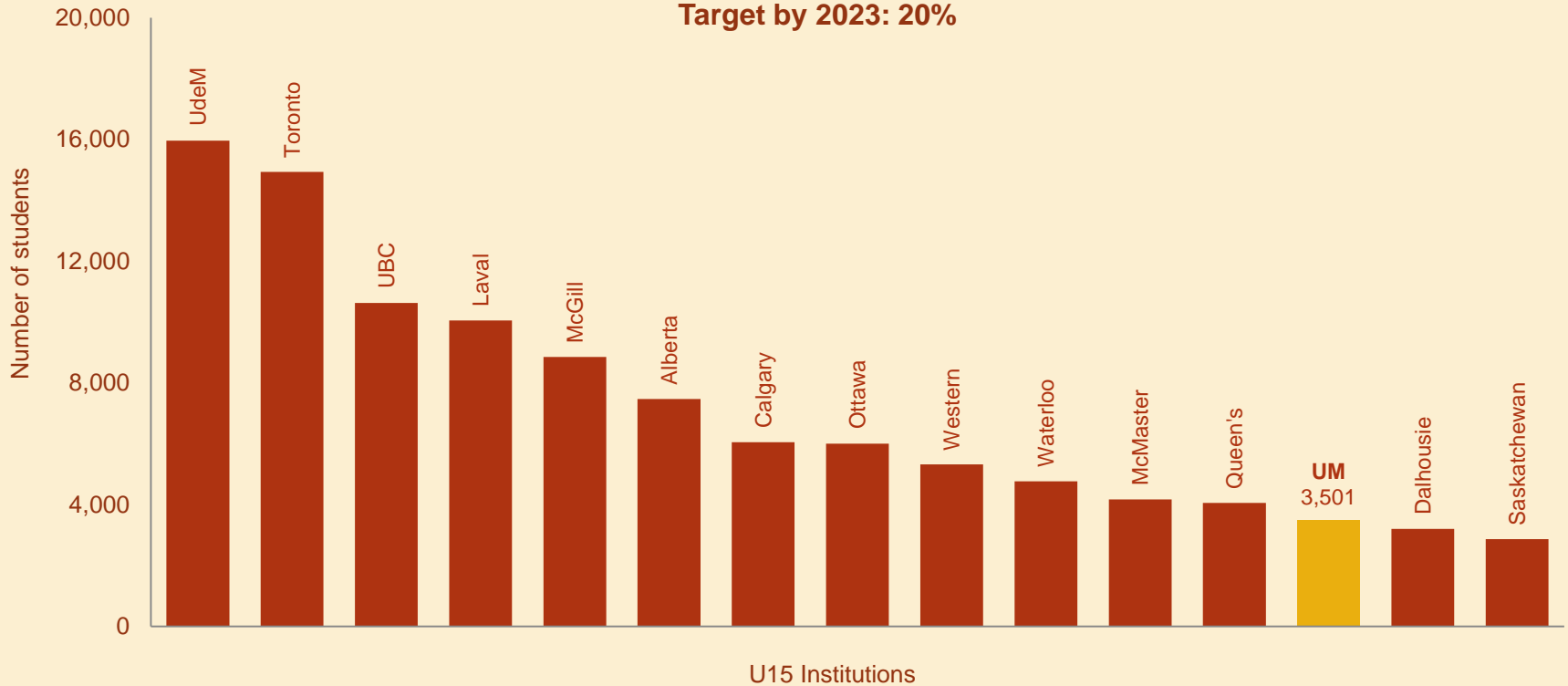
Target by 2023: 20%



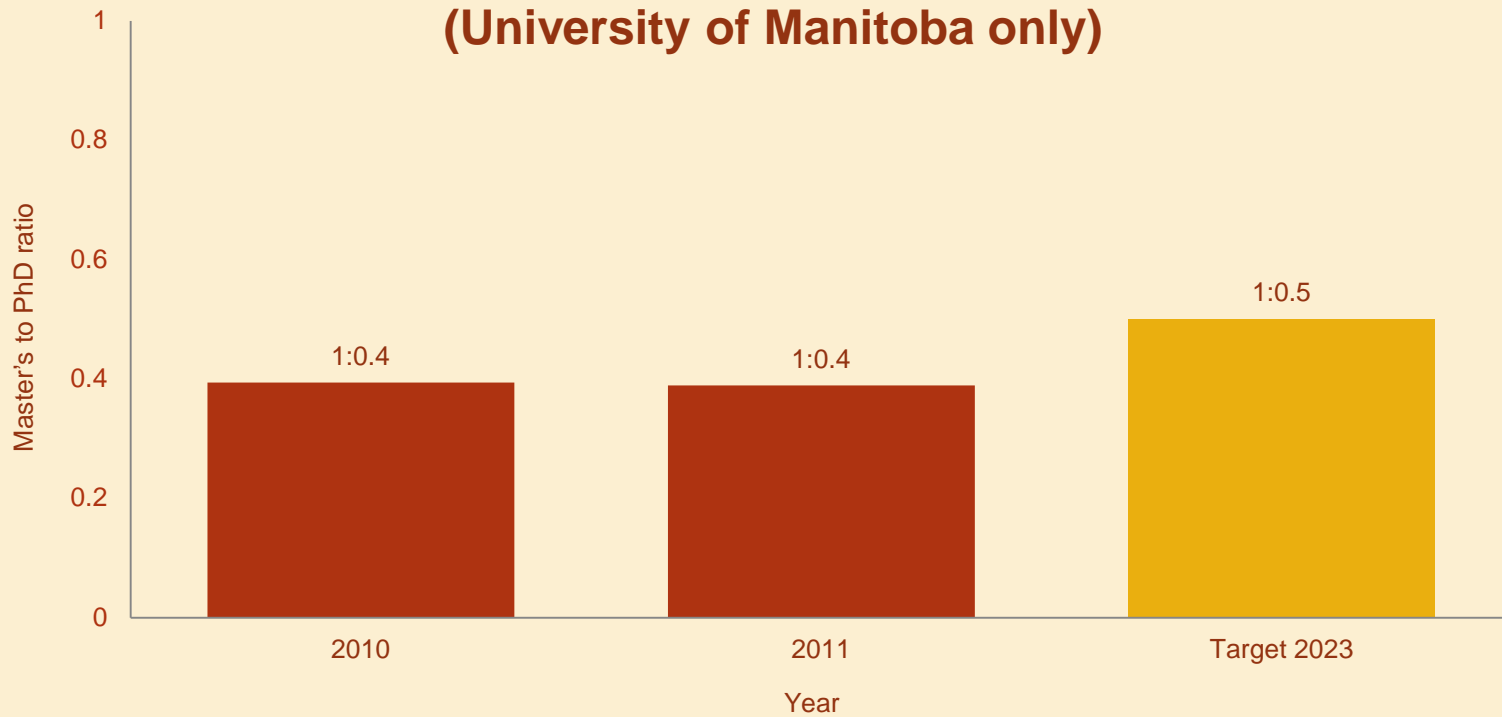
Note: The University of Saskatchewan did not submit data for 2009-10.

Graduate enrolment – U15 Institutions (2011-2012)

Target by 2023: 20%

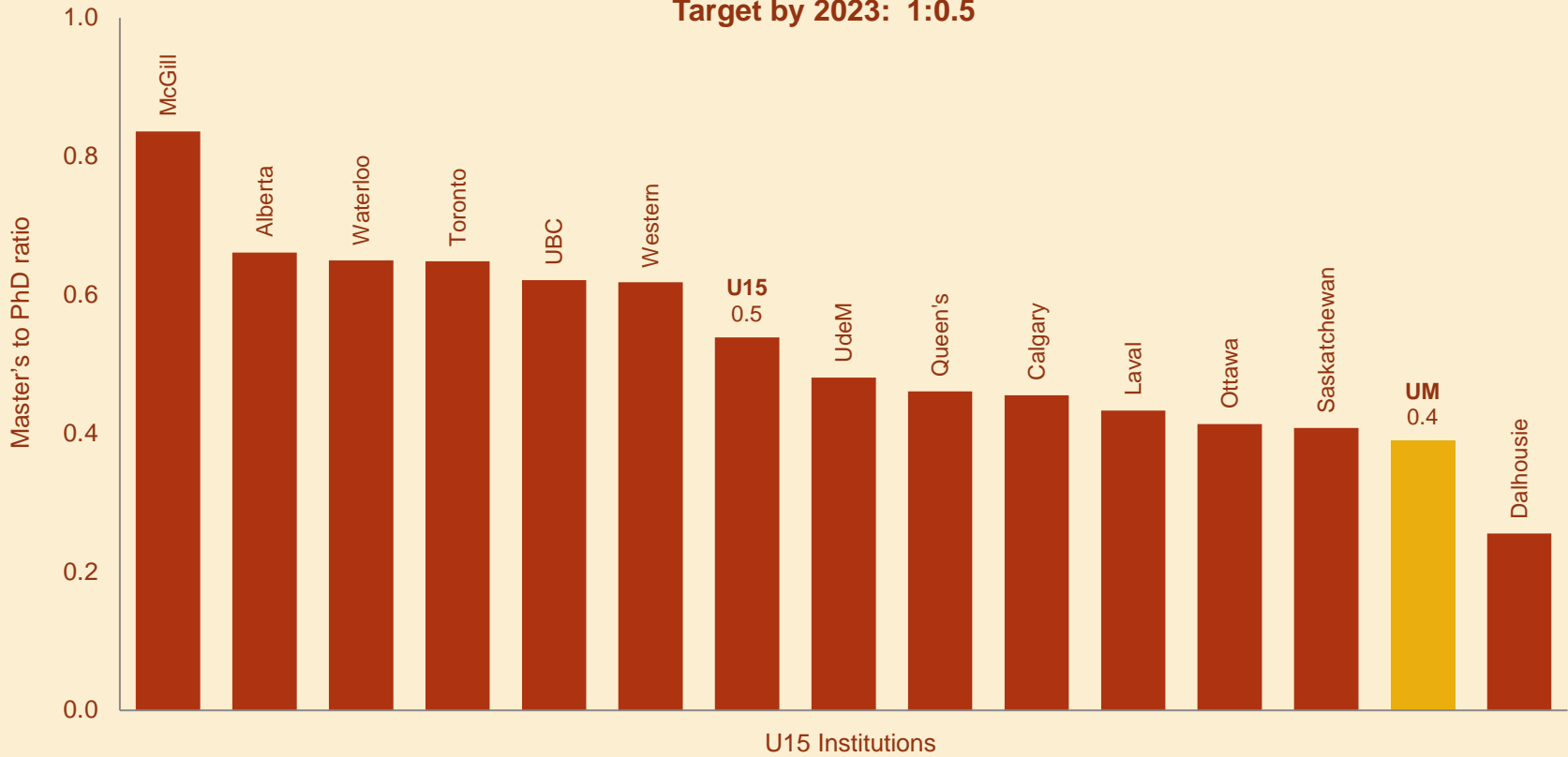


Ratio of Master's to Doctoral students (University of Manitoba only)



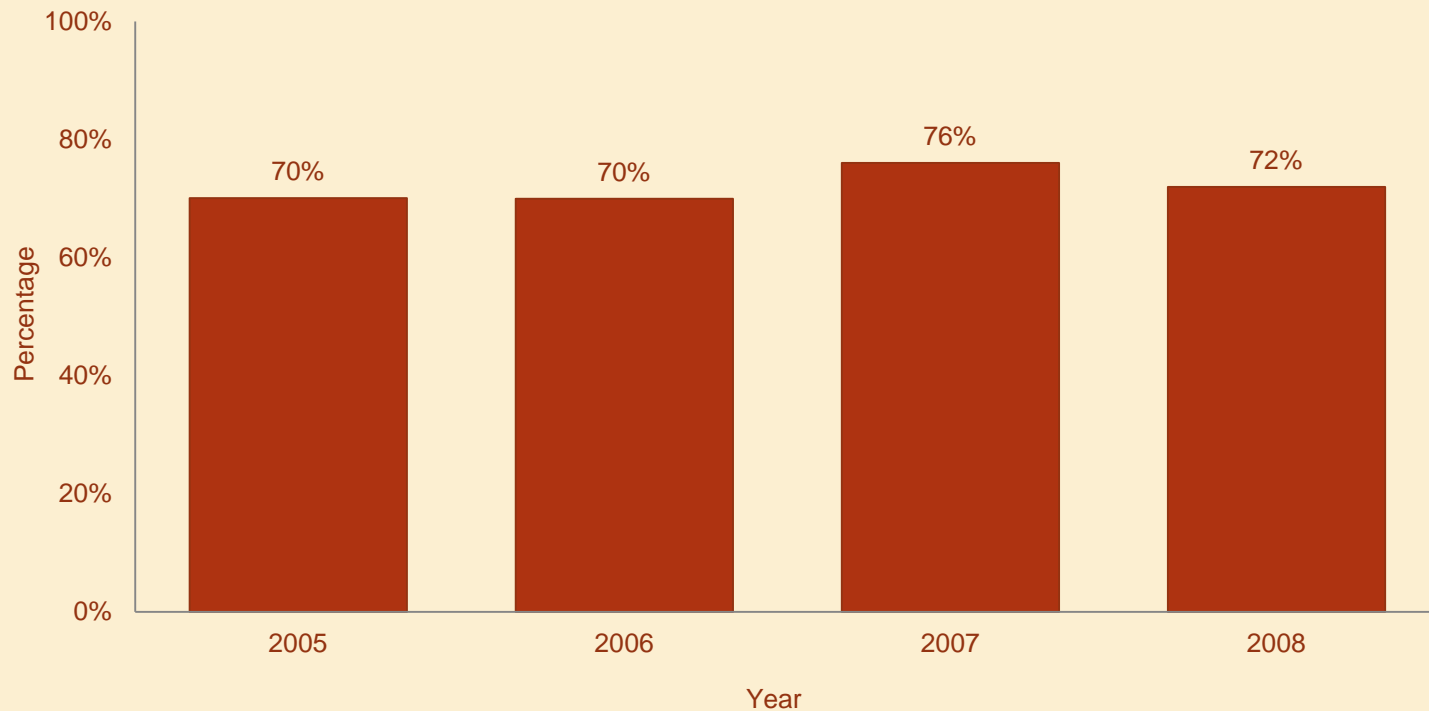
Ratio of Master's to Doctoral Degrees– U15 Institutions (2011-2012)

Target by 2023: 1:0.5



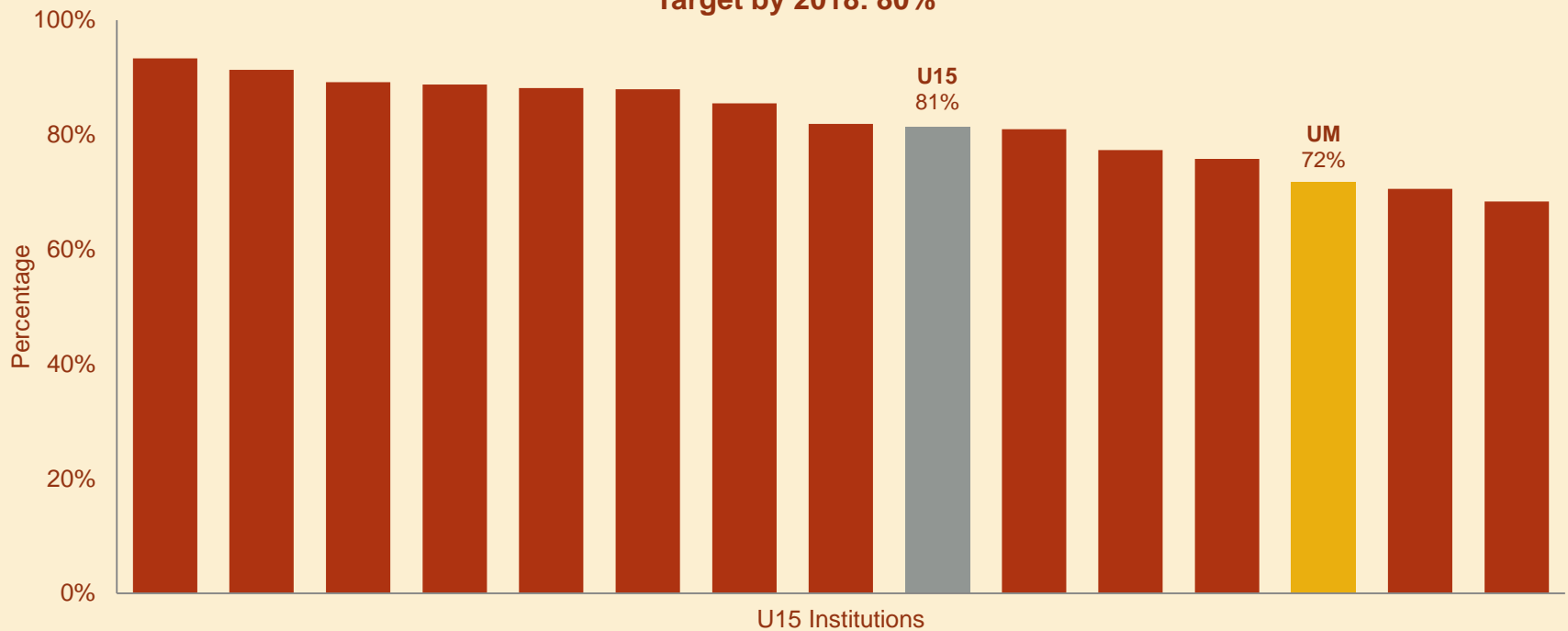
Master's graduation rates after 5 years (University of Manitoba only)

Target by 2018: 80%



Master's graduation rates after 5 years – U15 Institutions (2006 cohort)

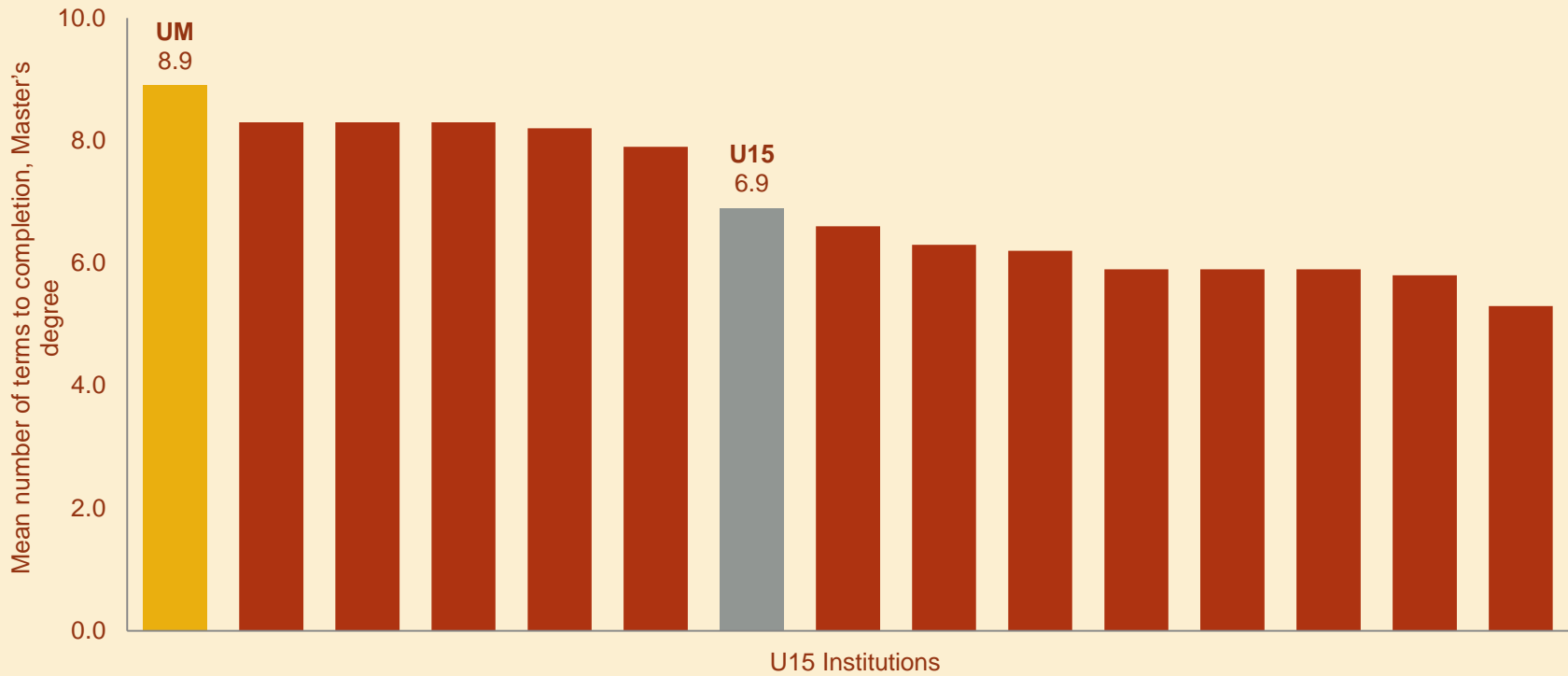
Target by 2018: 80%



Note: Figure includes those students who were promoted to a doctoral program.

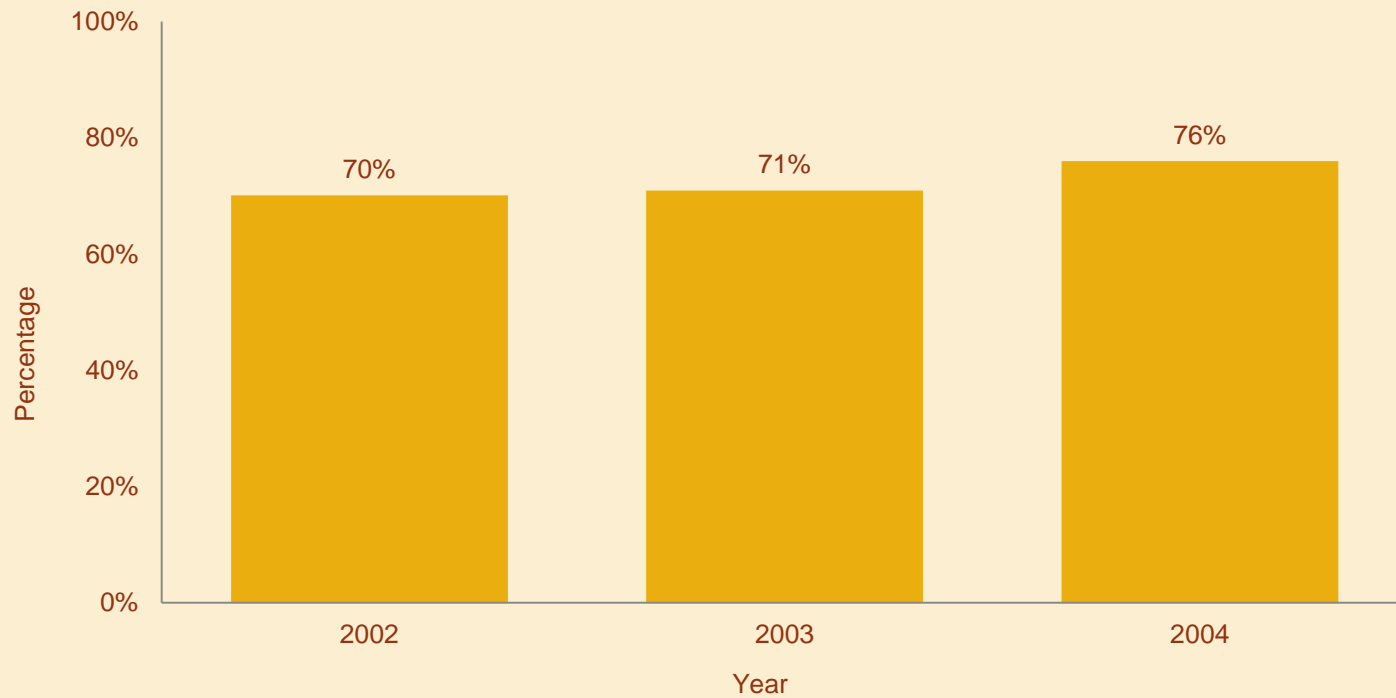
Mean Number of Terms to Completion for Master's degree – U15 Institutions (2006 Cohort)

Target by 2018: 6.5 terms



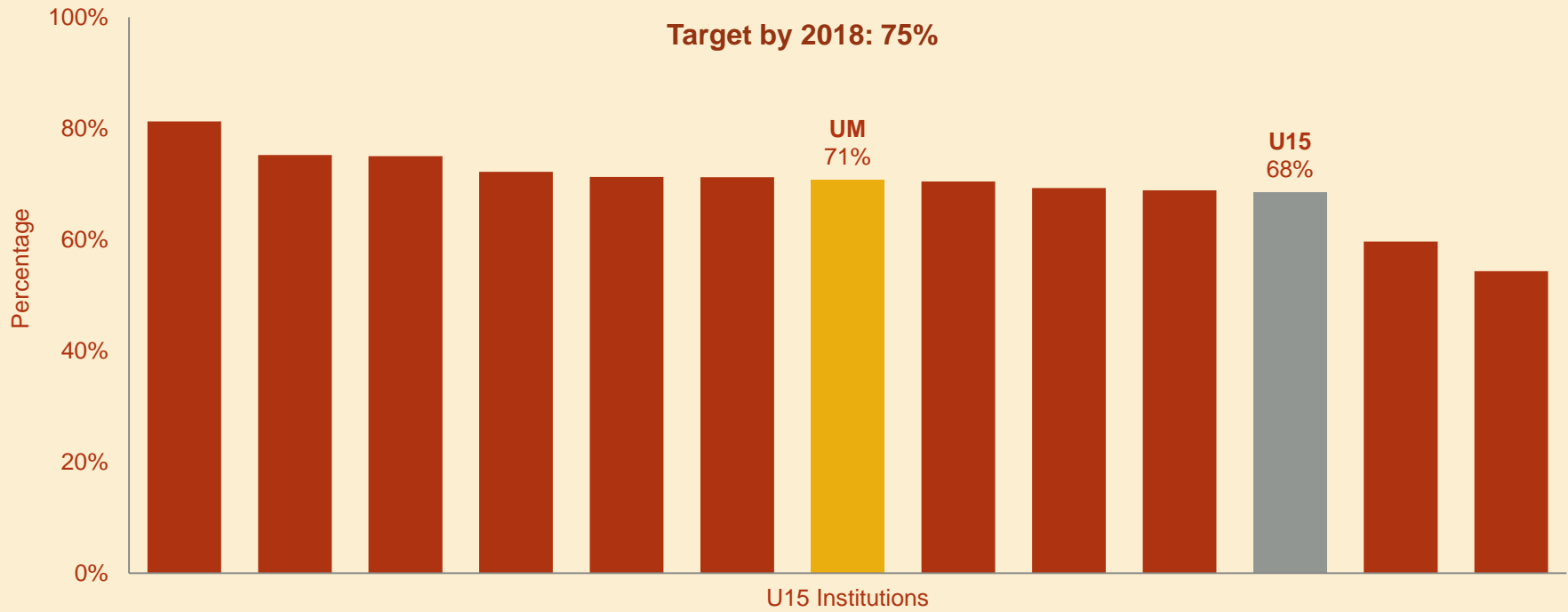
Doctoral graduation rates after 9 years (University of Manitoba only)

Target by 2018: 75%



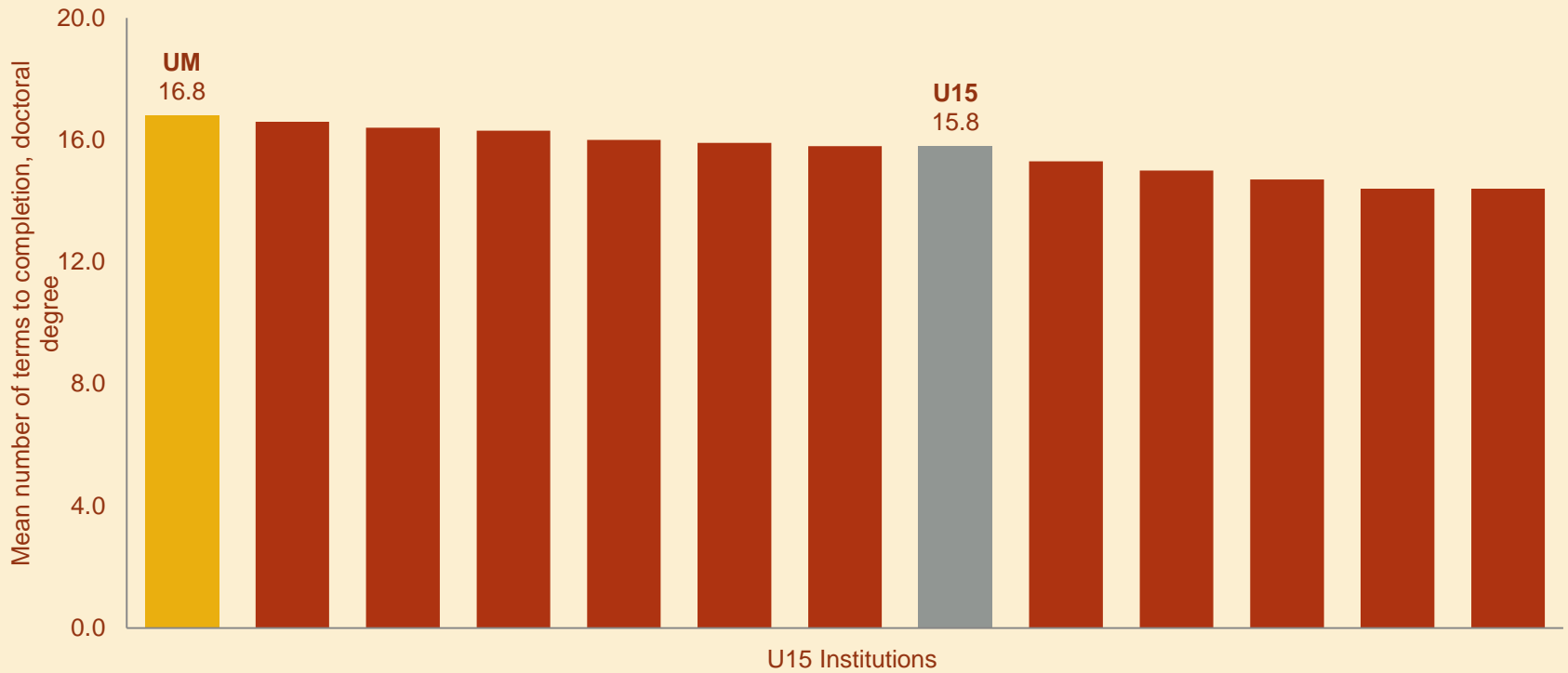
Doctoral graduation rates after 9 years – U15 Institutions (2002 cohort)

Target by 2018: 75%



Mean Number of Terms to Completion for doctoral degree – U15 Institutions (2002 Cohort)

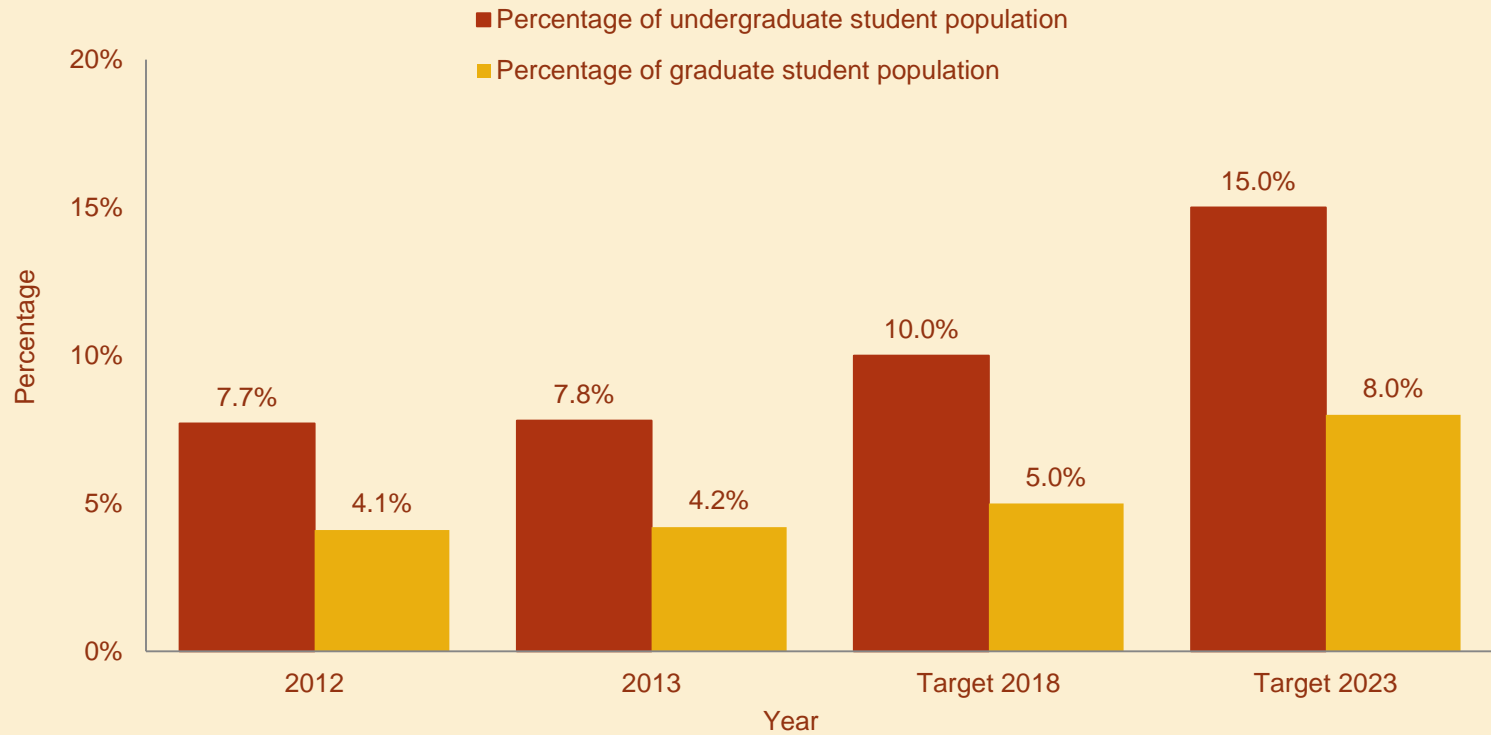
Target by 2018: 15 terms



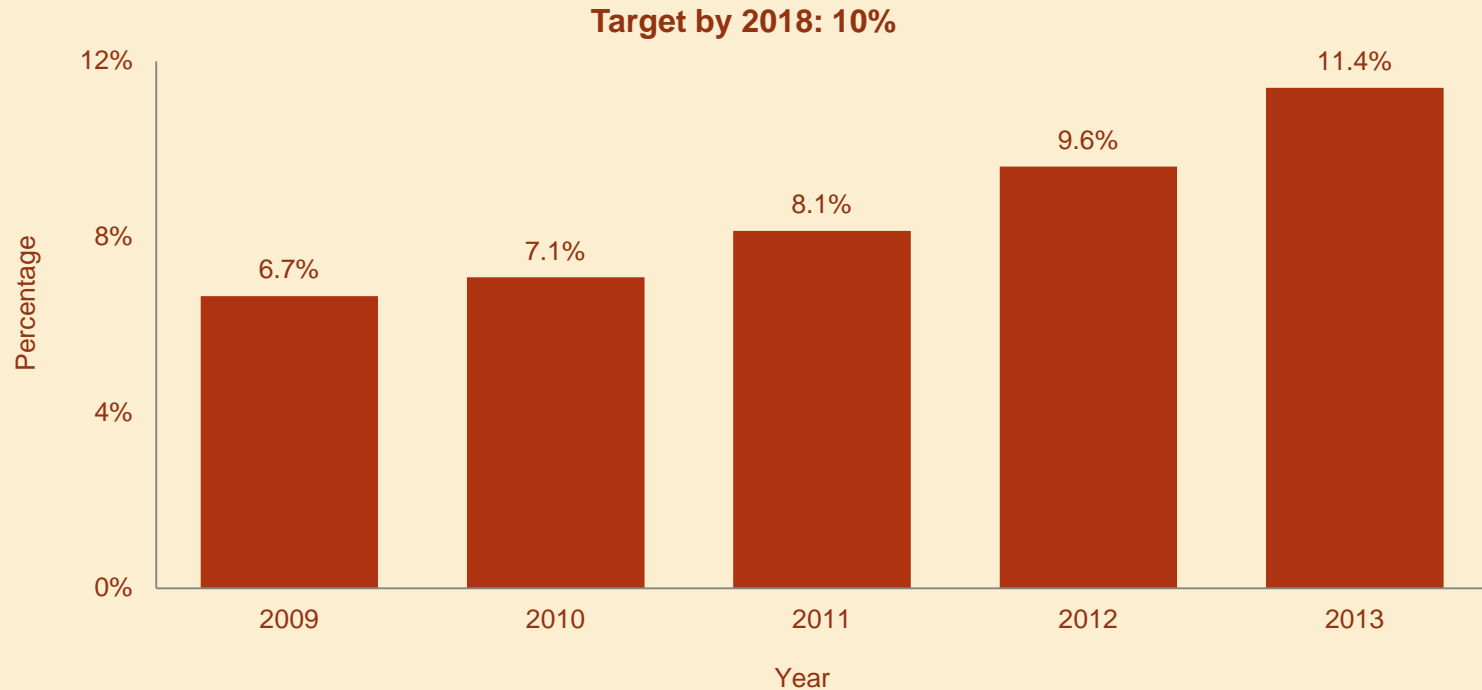
Self-declared Indigenous enrolment (as at November 1)

	Undergraduate		Graduate	
	Count	% of total undergraduate population	Count	% of total graduate population
2012	1,930	7.7%	147	4.1%
2013	1,973	7.8%	158	4.2%
Target 2018		10.0%		5.0%
Target 2023		15.0%		8.0%

Self-declared Indigenous enrolment as a percentage of enrolment (as at November 1)

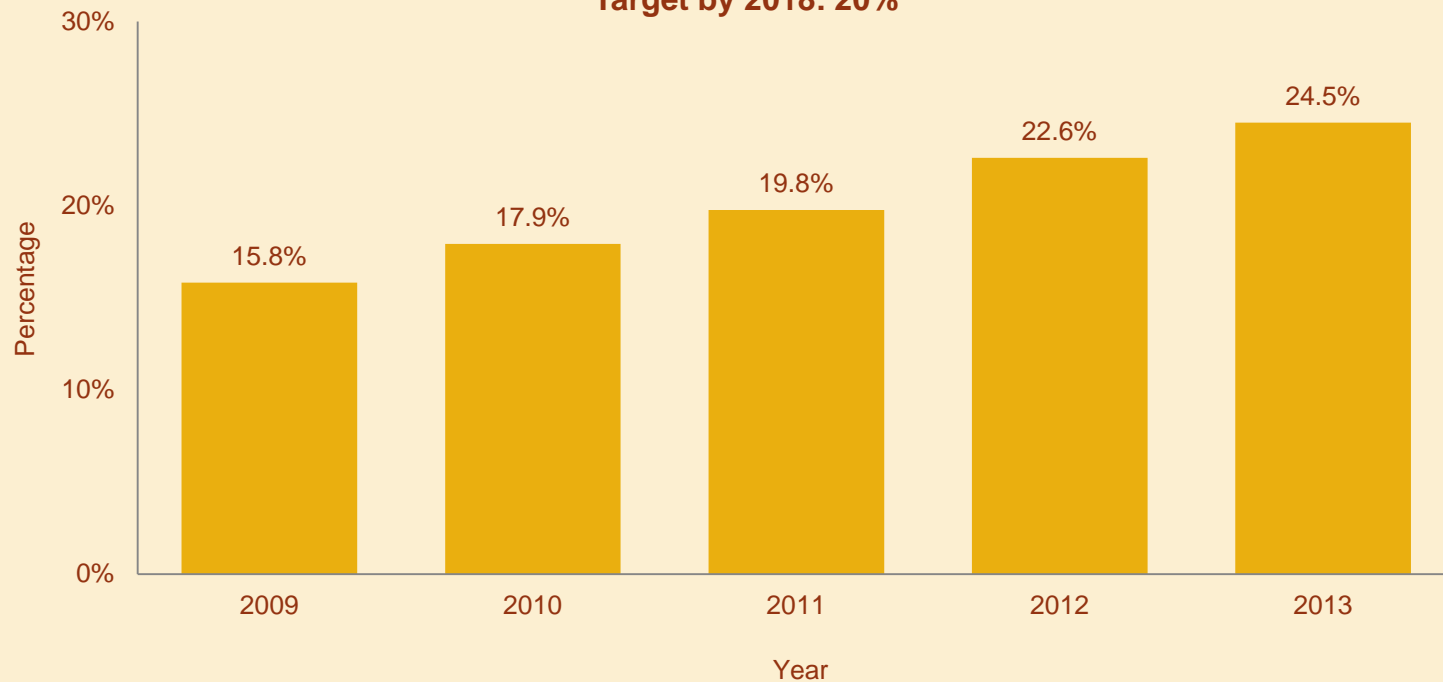


International undergraduate enrolment as a percentage of enrolment (as at November 1)



International graduate enrolment as a percentage of enrolment (as at November 1)

Target by 2018: 20%



Observations – Enrolment Goals

- To achieve several of our SEM goals (Indigenous undergraduate and graduate students; graduate enrolment growth; improvement in student outcomes) will require more intentional planning and additional resource allocation
 - How do we “scale up” our efforts?
- We have surpassed our goals for both undergraduate and graduate international student enrolment
 - Should we re-set/increase our goals, keep these targets, or limit international student enrolment (in some or all programs)?
- We have not set enrolment targets for Arts, Science or Univesity1; it is recommended that we develop admission targets for these large programs

Observations – Enrolment Planning

- On-line enrolments have increased significantly in some undergraduate programs; there has been no institutional approach to enrolment planning in this regard and this should be considered.
- The need to develop better processes to control admissions in a number of Faculties (e.g., dual-entry streams from direct entry and University 1; international enrolment) is becoming evident.
- Several policies related to enrolment have not been revised in several decades. Priority should be given to developing a new enrolment policy, including processes and criteria for adjusting enrolment in academic programs.

Observations – Student Outcomes

- Undergraduate:
 - There is a need to address the high volume of VWs and repeat courses
 - Retention and graduation rates need to increase significantly
- Graduate:
 - Time-to-completion for both Master's and doctoral students needs to decrease

Next Steps

- A SEM Plan is being drafted that outlines strategies to help achieve the SEM goals.
- The achievement of SEM goals are being considered in the development of other institutional plans (institutional SPF, campus planning, Case for Support, budget allocation)
- Annual updates will continue to be provided to Senate and the Board.

EXPLORER INNOVATOR ADV
REBEL ADVENTURER TRAILBLAZER
INNOVATOR CHALLENGER REBEL VISIONARY
REBEL PIONEER CREATOR EXPLORER TRAILBLAZER INNOVATOR
ADVENTURER EXPLORER ADVENTURER TRAILBLAZER REBEL PIONEER CREATOR EXPLORER REBEL PIONEER
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UNIVERSITY
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AGENDA ITEM: *University of Manitoba International Strategy (5 Year)*

RECOMMENDED RESOLUTION:

For Information and discussion

Action Requested: Approval Discussion/Advice Information

CONTEXT AND BACKGROUND:

The Vice-President Research and International took on responsibility for the University's International activities including administration of the Office of International Relations in the spring of 2012. Due to the growing interest in International partnerships for research, academic programs and international development, the Office was being challenged with supporting the rapid growth of international agreements and requests for agreements. The VPRIO initiated a review of the existing International Strategy to develop a more focused and strategic approach to undertaking international activities based on defined outcomes to ensure efficiency and success in supported international partnerships. A review committee was struck to undertake a baseline study that would be the base context for developing a new International Strategy with consultation from all stakeholders within the institution which was completed in draft in November of 2013. The consultations have now been completed with appropriate revisions and the VPRIO is now moving to roll-out the delivery strategy through a well-articulated delivery model. The soft launch of the strategy is scheduled for the fall of 2014 with a formal launch in the spring of 2015.

RESOURCE REQUIREMENTS:

The new strategy is being delivered through a combination of re-structuring within the Office of International Relations that will be renamed UM International and workflow re-organization for the core service delivery activities. Some additional project and human resource funds are being negotiated with the Provosts office from existing funds for the 'International Academic Program Development Fund' that has traditionally not been well subscribed. The amount of that fund that will be re-directed to UM International will be within the existing envelope and will not require any new resources outside of what is provided from that existing fund.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

The development of a well-defined strategic strategy for International activities undertaken by the University of Manitoba is a key element of the Strategic Planning Framework that states that the University of Manitoba will strive to be a globally engaged University through the statement: "We do not believe we should work in isolation, but that we should explore opportunities for

cooperation and collaboration both within the university and beyond it – with our partners in the community, in government and in other post-secondary institutions”

And is also enshrined in the Mission statement of the Framework:

“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”

IMPLICATIONS:

There are no negative health, environmental, legal, reputational, or other implications of this proposal.

ALTERNATIVES:

No alternatives were considered in this exercise due to the broad consultation carried out that provided the University community a number of opportunities to participate.

CONSULTATION:

There have been a number of consultations held throughout the development of this strategy with various stakeholder units and committees. The consultations have been repeated at two major phases in the development and the details are provided as follows:

Phase I – Review of Baseline Survey

- 1. March 2013 - Consultation sessions held on both the Fort Garry and Bannatyne Campuses*
- 2. April 2013 – Consultation session with the Associate Deans Research*
- 3. Open Consultations with the University Community via the website*

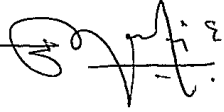
Phase II – Review of the Draft International Strategy

- 1. March 2014 – Consultation sessions held on both the Fort Garry and Bannatyne Campuses*
- 2. April 2014 – Consultation with Provost Council*
- 3. April 2014 – Consultation with Associate Dean Undergraduate Committee and Associate Dean Research Committee*
- 4. May 2014 – Consultation with Senate*



Board of Governors Submission

Routing to the Board of Governors:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
X	<input type="checkbox"/>	Senate (part of Pres. Report)	May 14, 2014
X	X		June 12, 2014
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____

Submission prepared by: James Blatz, AVP (Research and International)

Submission approved by: Digvir Jayas, VP (Research and International)

Attachments

Draft International Strategy 2014

UNIVERSITY OF MANITOBA INTERNATIONAL STRATEGY

MANITOBA'S GATEWAY TO THE WORLD

March 2014

Office of the Vice-President (Research and International)



UNIVERSITY
OF MANITOBA

Table of Contents

	Page	
Section 1:	The University of Manitoba International Context	3
Section 2:	Institutional Strategy Goals	4
	<i>Goal #1: Academic Enhancement</i>	6
	<i>Goal #2: Exceptional Student Experience</i>	7
	<i>Goal #3: Indigenous Achievement</i>	8
	<i>Goal #4: An Outstanding Employer</i>	9
	<i>Goal #5: An Internationally Engaged University</i>	10
Section 3:	A New UM International	11
	<i>3.1 Academic Partnerships</i>	11
	<i>3.2 International Agreements</i>	13
	<i>3.3 International Mobility</i>	14
	<i>3.4 International Development Projects</i>	15
	<i>3.5 Visting Delegations</i>	16
	<i>3.6 UM Missions Abroad</i>	17
	<i>3.7 Governance</i>	18
Section 4:	Concluding Comments	19

1. The University of Manitoba International Context

The international engagement of faculty and students at the University of Manitoba (UM) has been enriching academic experiences for decades. This engagement has been characterized and impacted by a number of important trends and initiatives at the local, national and global scale. Numbers of international students enrolled at the UM have grown exponentially since the 1980s, diversifying our classrooms and campus community. Increasingly, Canadian students are seeking an expanded worldview during their degree programs through a growing variety of international opportunities, including Travel-Study courses, student exchange programs, co-op and practicum placements, co-curricular service learning, amongst others. Faculty members apply their expertise and knowledge to community development and capacity building initiatives in dozens of countries around the world and are developing strong collaborative partnerships with more international colleagues than ever before. The University of Manitoba is also actively engaging with alumni now living and working around the world to establish and maintain strong relationships and collaborations with them as members of our university community. All of these initiatives reflect new priorities and trends in higher education as universities engage the global knowledge-based economy. At the UM, these various and dispersed activities all contribute towards what has been described as the “*internationalization*” of this university.

It is important to appreciate that the University of Manitoba is not engaged internationally in isolation from our local, national or global context. Students who come to our university may choose to make Manitoba their home upon graduation, thereby contributing to the dynamic and diverse population of our province. Likewise, UM alumni may find career opportunities abroad, settling in countries far and wide and forming an international network of UM proponents. Faculty members and staff find their way to our University from many different backgrounds, providing natural bridges to communities outside of Canada. The global reach of the University of Manitoba grows every year and further connects the fabric of our institutional activities to communities around the world.

As these international activities have developed and grown at the UM, institutional supports have been put in place to support and facilitate them. In the 1980s, the International Centre for Students was created, initially to support students coming to Canada through various government scholarships. Services in this Centre have since expanded to fit the needs of students currently coming to Manitoba and also to facilitate Canadian students’ interests in the world. Some faculty units have also created positions to support students’ international interests in their unique academic program areas. In the 1990s, the Office of International Relations was established to support and assist faculty members and their units to develop successful international development programs and partnerships. This unit has also had responsibility for coordinating the development of an increasing number of international partnership agreements and for responding to frequent requests to receive visiting delegations from abroad. Over the past two decades, the UM has gained a significant reputation overseas as an internationally engaged university and our involvement with partners around the world has improved the quality of our academic programs.

The UM encourages the continuation and expansion of our collective international engagement as a valuable contribution to our university's role in today's globalized world. In order to optimize institutional supports, it is necessary that the various international activities become better connected and a better understanding established of our institutional international engagement.

The UM International Strategy is a first attempt within the university to focus and connect existing institutional support structures for international activities, and to communicate a common vision and direction for the next five years. Through this strategy we hope to bring focus to our collective efforts and build on success to date to maximize the University of Manitoba's positive impact in our world.

2. Institutional Strategy Goals

The fundamental goals of the International Strategy are built broadly around the *University of Manitoba Strategic Planning Framework*. The Strategy identifies institutional supports as well as operational processes that will enable international activities within the University to maximize their impact in alignment with the overall strategic direction of the institution. The Strategy is not intended to be prescriptive in its approach but instead provides transparency of the supports made available to enable the strategic direction of the University's international engagement. It is not practical for the institution to attempt to be all things to all people and regions and as such must identify ways to encourage and stimulate activity in selected areas of existing strength at the institutional level. The Strategy does not limit the ability of individuals and units to explore and develop their own priorities according to their own Strategic Resource Plans.

Institutional investments in international engagement will build on existing UM successes in regions around the world where the University has opportunity for having the greatest positive impact. UM units will be invited to participate in various annual missions with an executive team through which the University will build partnerships of institutional significance. A renewed governance structure for UM international activities will include an international advisory body representing academic and administrative units across the campus that will be tasked with defining a plan for the annual missions to identify where and why we need to invest in those regions. The expected outcome of the strategy is that all units will have guidance on the institutional priorities for internationalization along with the specific activities being undertaken so that they can seize opportunities to leverage those supports.

Each of the overarching goals of the International Strategy has a series of outcomes with defined metrics that have corresponding planned activities to be undertaken over the coming five years. These goals and associated outcomes have been established through the review process that has been undertaken over the past eighteen months. The exercise started with the formation of the Internationalization Steering Committee chaired by the Associate Vice-President (Partnerships) and populated by representatives from various administrative units, Deans of several academic units and representation from the student body.

At the outset of the process, an environmental scan was conducted and summarized in the *Internationalization Baseline Survey* that was published on the VPRIO website and circulated for feedback across the campus community. Open consultations were held on both campuses that included presentation on the baseline survey and feedback session to discuss the path forward. The results of these consultations were considered in depth by the Steering Committee and culminated in the final goals and outcomes that have been proposed for the Strategy.

The final components of the Strategy include establishing a governance structure to provide oversight of the plan. Academic unit representatives will form the International Advisory Committee to provide overall direction for the Strategy. Additionally, an Operational Committee consisting of administrative units that are involved in delivering on internationalization activities will be consulted to identify the appropriate units to lead and support the delivery of the activities outlined.

It is important to note that many of the activities outlined in this Strategy are currently in various stages of planning and implementation. The launch of this plan will allow for a more comprehensive review of all UM international activities in light of a consistent, strategic approach to assign appropriate resources that are accountable for specific deliverable objectives.

The following tables outline the institutional goals and associated outcomes and activities.

GOAL #1: Academic enhancement through meaningful and sustainable international partnerships

Expected Outcome 1.1 <i>Sustainable strategic partnerships that support UM academic priorities</i>	Expected Outcome 1.2 <i>Improved institutional supports to enhance the quality of faculty members' international activities</i>	Expected Outcome 1.3 <i>Faculty members engaged internationally through teaching, research and service</i>
Activities:	Activities:	Activities:
<p>1.1.1 Focus on international partnerships that enhance academic quality through demonstrated measures</p> <p>1.1.2 Develop new integrated international exchange opportunities based on an assessment of cross-section of student areas/countries of interest and faculty/degree relevance and existing partnerships</p> <p>1.1.3 Develop and maintain meaningful relationships with UM Alumni around the world to enhance their connection to and support of the institution</p> <p>1.1.4 Create feedback mechanisms for faculty members to inform the internationalization process and that focus and improve international academic programs</p>	<p>1.2.1 Explore funding options for research, development & conference grants, curriculum development grants and community service grants to encourage faculty to develop strategic partnerships with colleagues and institutions internationally</p> <p>1.2.2 Organize a 'user friendly' administrative system of supports for faculty members developing international programs and projects</p> <p>1.2.3 Design and deliver workshops and consultancy services to support faculty international engagement (e.g. curriculum development, project management)</p> <p>1.2.4 Develop a faculty handbook for international engagement</p> <p>1.2.5 Develop intercultural training for staff support units</p> <p>1.2.6 Examine campus housing for visiting scholars</p> <p>1.2.7 Provide language supports & training for faculty members</p>	<p>1.3.1 Support faculties to develop programs and courses with global and cross-cultural perspectives relevant to their subject area, and/or an international experience component</p> <p>1.3.2 Develop peer-to-peer networking and learning opportunities; sharing of best practices on international engagement</p> <p>1.3.3 Establish international exchange opportunities for faculty members</p> <p>1.3.4 Develop unit based international strategies according to discipline priorities, existing faculty linkages and institutional goals</p>

GOAL #2: Exceptional student experience through international and intercultural learning opportunities

Expected Outcome 2.1 <i>Sustainable international education programs based on student interest, academic program objectives, strategic partnerships and funding opportunities</i>	Expected Outcome 2.2 <i>UM policies and practices that support student success internationally (i.e., reduced barriers and enhanced engagement)</i>	Expected Outcome 2.3 <i>Increased intercultural competency among UM students</i>	Expected Outcome 2.4 <i>Safely managed international education programs for students</i>
Activities:	Activities:	Activities:	Activities:
<p>2.1.1 Develop new integrated international education programs based on i) assessment of student areas/countries of interest; ii) faculty/degree relevance; iii) existing student mobility partnerships & programs</p> <p>2.1.2 Student feedback surveys (publicize results and action taken to address feedback)</p>	<p>2.2.1 Improve UM practices such as grade and credit transfer policy for study abroad; international student registration; status of Visiting International Student Research Interns</p> <p>2.2.2 Inform Strategic Enrolment Management targets for international students based on UM priorities and strengths</p> <p>2.2.3 Funding and awards for UM students' international engagement (e.g. open call for international student projects)</p> <p>2.2.4 Provide consistent and quality student support services, data collection and results management related to student mobility</p>	<p>2.3.1 Provide incentives for UM students to gain intercultural competencies as part of their UM degree program; examples include</p> <ul style="list-style-type: none"> • Co-curricular record • Special language recognition • Awards • Flexible degree structure to include study abroad <p>2.3.2 Develop intercultural training workshops and curriculum resources for faculty members to incorporate in courses taught</p> <p>2.3.4 Organize student talks, forums, and projects within UM (i.e. international projects' poster competition and exhibition)</p> <p>2.3.5 Promote participation of UM students in international initiatives (e.g. G20, UNESCO Youth Forum)</p>	<p>2.4.1 Adopt a University international travel risk policy for all students, staff and faculty</p> <p>2.4.2 Develop a risk management implementation plan and training for all student mobility program coordinators</p> <p>2.4.3 Implement a comprehensive data collection and communication system to track all students traveling abroad</p>

GOAL #3: Indigenous achievement through global engagement with indigenous communities

Expected Outcome 3.1 <i>UM an international leader in the area of indigenous research, teaching and knowledge transfer</i>	Expected Outcome 3.2 <i>Opportunities for UM indigenous students to explore goals and interests internationally that contribute to their academic success</i>	Expected Outcome 3.3 <i>UM contributing to global networks of indigenous communities</i>
Activities:	Activities:	Activities:
<p>3.1.1 Establish a UNESCO Chair on indigenous Achievement at UM</p> <p>3.1.2 Engage External Relations to Globally promote UM's leadership in Indigenous achievement</p> <p>3.1.3 Organize an annual event to valorize UM's international initiatives related to Indigenous achievement</p>	<p>3.2.1 Develop programs (lectures, talks, forum) for faculty, staff and students on awareness of indigenous peoples around the world</p>	<p>3.3.1 Network with UNESCO and other international organizations that champion indigenous education and related concerns</p> <p>3.3.2 Establish partnerships that support and enhance the Pathways to Indigenous Achievement (UM SPF)</p>

GOAL #4: An outstanding employer that values the international engagement of staff

<p>Expected Outcome 4.1 <i>Incentives and recognition for faculty and staff members' international engagement</i></p>	<p>Expected Outcomes 4.2 <i>International professional development opportunities to increase global and intercultural awareness for UM administrative staff</i></p>
<p>Activities:</p>	<p>Activities:</p>
<p>4.1.1 Create annual Presidential Awards of Excellence to recognize faculty and staff contributions to UM's international reputation</p> <p>4.1.2 Nominate UM community members for international awards and recognition for global engagement</p> <p>4.1.3 Review existing UM policy and practices to address barriers and enhance international engagement</p>	<p>4.2.1 Develop international professional development opportunities within the UM and through external organizations (e.g., Leave for Change of WUSC, EUVP)</p> <p>4.2.2 Pursue staff exchange programs with strategic partners</p> <p>4.2.3 Encourage staff involvement in UM international projects</p> <p>4.2.4 Provide incentives for language training</p>

GOAL #5: An internationally engaged university with local relevance and global impact

Expected Outcome 5.1 <i>UM membership in networks and associations that advance our core values and enhance our global reputation (e.g. Talloires Network, UNAI, IAU and UNESCO)</i>	Expected Outcome 5.2 <i>Partnerships that lead to synergies, innovation, mutual learning and growth</i>	Expected Outcome 5.3 <i>Leveraged UM connections with ethno-cultural communities in Manitoba and worldwide</i>	Expected Outcome 5.4 <i>An active worldwide alumni network engaged with UM international initiatives</i>	Expected Outcome 5.5: <i>Celebration and promotion of UM partnership impact in communities around the world</i>
Activities:	Activities:	Activities:	Activities:	Activities:
<p>5.1.1 Identify new and relevant international partners (NGOs, higher education associations) under the framework of innovation and social responsibility in higher education (UNESCO and GUNI)</p> <p>5.1.2 Establish administrative support that enables institutional participation in international networks, facilitates internal & external communication concerning international programs and enhances program quality</p> <p>5.1.3 Develop programs and activities that increase awareness and celebrate the impact of UM international engagement globally</p>	<p>5.2.1 Seek out partnerships that align with provincial and national government priorities through guidance from Government and Community engagement</p> <p>5.2.2 Monitor global higher education trends and initiatives</p> <p>5.2.3 Develop coordination and reporting mechanisms on UM international activities (yearly survey and meetings) to inform partner associations and local interest groups</p> <p>5.2.4 Seek out programs and initiatives that develop inter-professional and inter-disciplinary cooperation internationally</p>	<p>5.3.1 Seek out opportunities to partner with Manitoba ethno-cultural communities and countries worldwide (i.e. OIR and Extended Education programming ideas for the Philippines)</p> <p>5.3.2 Develop programs that involve ethno-cultural communities as active participants in partnership with Government and Community engagement</p>	<p>5.4.1 Develop data collection and communication system that enables continued engagement with UM international activities beyond graduation</p> <p>5.4.2 Working with External Relations seek out alumni involvement in UM programs and initiatives taking place in their local community or region</p>	<p>5.5.1 Through direction of MCO develop promotional media to highlight community impacts (e.g. web site, social media)</p> <p>5.5.2 Organize events to highlight international partnerships (e.g. UM International Impact Day; international partnerships conferences, etc.)</p>

3. A New UM International

The Office of International Relations will be rebranded *UM International* to describe the broader context of the activities and operations of the Office. In order to deliver on the Strategy, *UM International* will be responsible for undertaking a new operational approach that will facilitate new institutional processes and support major institutional internationalization initiatives. *UM International* will work in cooperation with many other administrative units that lead internationalization efforts in their respective purview.

The major elements of the new operational model will put the ownership of internationalization efforts within the academic units so that individuals can take a leadership role in building partnerships that are a priority to their units. At the same time, the University will articulate institutional level capabilities and strengths internationally, to which individual efforts can contribute in order to expand and build significant strategic partnerships.

The most important element of the plan will be a transparent and clear opportunity for all units to engage in major institutional missions to selected regions of existing strength in order to leverage those strengths into new opportunities. Some of the major operational changes are identified as follows:

3.1 Academic Partnerships

Partnership is the foundation of the *UM International Strategy (UMIS)*. Internationalization is achieved through institutional cooperation, program and project collaboration and, ultimately, people-to-people relationships. Collectively, our international partnerships contribute to the mission of our university by improving the quality and expanding the impact of our teaching, research and service.

Faculty members carry the primary responsibility for furthering the academic objectives of our university. Consequently, they are also key contributors to the university's internationalization process. Faculty members lead students to think critically about our world, to see the topic of their study from multiple perspectives and ultimately to engage in activities and programs that broaden experience beyond our national borders. Through scientific discovery, faculty members are also contributing to global solutions, applying knowledge that is impacting and improving communities across the world.

The *UM International Strategy*, consequently, encourages faculty members to engage internationally through initiatives that not only enhance their teaching, research and service objectives, but also contribute to our collective, institutional engagement in the global community. Specifically, the International Strategy provides a unifying thread of purpose to various international initiatives. It also recommends services and supports to ensure a transparent, 'user friendly' system towards maintaining effective, successful international partnerships.

Finally, the International Strategy envisions communicating and celebrating these partnerships in ways that build synergies between our many areas of involvement, promote awareness broadly across our campus and invite the wider community to engage with us as we link Manitoba to the world.

The Vice-President (Research & International) (VPRI) is the senior lead for developing and managing the *UM International Strategy*. *UM International*, reporting to the VPRI, will be the primary administrative unit to coordinate and communicate the International Strategy. Many other units support and lead internationalization within the University within their defined roles and will continue to play an important role in the delivery of this Strategy based on their existing mandates. As a result, the new *UM International* will have a new mandate to serve institutional clients in coordination with other units serving internationalization directives.

The primary functions and support services of *UM International* will be:

- International agreements & partnerships
- Visiting international delegations
- Preparing University missions abroad
- International mobility
- International development
- International Strategy governance
- Collection and Monitoring of International activities

These areas of responsibility are further described in the sections that follow.

3.2 International Agreements

Faculty members will be expected to take primary responsibility for the success of partnerships they initiate and to report annually on their partnership activities. *UM International* will be the main support and contact unit, working with faculty members, deans and their units to ensure successful partnership development. This support will continue throughout the life cycle of the partnership, enabling faculty to rely on *UM International* for help in addressing concerns as they arise, introducing and connecting other UM administrative units for specific areas of support, and celebrating success achieved. A new partnerships process will be presented on the *UM International* website that clearly identifies the requirements and milestones of partnerships development at each milestone. This will serve to test the success of activities and determine the support levels required based on those outcomes.

When a faculty member or unit approaches *UM International* to establish a new international partnership, staff will provide the following specific supports:

- Contextual awareness of global trends and opportunities in higher education
- Vetting and distribution of partnership requests coming from international institutions
- Advice and support for faculty members and units in identifying appropriate partners, setting partnership objectives and locating necessary resources
- Awareness of risk management considerations
- Review, negotiation and finalization of institutional agreements with international partner universities
- Program and project management advice and support
- Reminders of upcoming milestones, such as agreement renewal, reports due
- Collection of activity data and partnership results through a common reporting template
- Promotion and celebration of partnership achievements

3.3 International Mobility

In our globalized world, UM students, faculty and staff are traveling regularly. In order for the University to ensure a positive and safe experience for our different community members when traveling on University sponsored or sanctioned activities, it is important to ensure adequate information is collected and shared, appropriate program supports are available, and effective administrative systems and protocols are used. Staff and faculty members who travel as part of their University responsibilities have access to travel supports through their units, group insurance coverage, and travel services. When students travel through UM programs or initiatives, the UM has a particular responsibility to protect their safety and support a successful learning experience for them. The *UM International Strategy (UMIS)* prioritizes safely managed international education programs for students, including adoption of a University Travel Risk Policy and good risk management practice for all traveling members of our UM community.

Faculty members who create international learning opportunities for students have many options to explore. They may choose to develop a course offered abroad, set up a student exchange program, plan an international field trip, arrange for a placement to do practicum or research work, or perhaps a combination of the above. Among the many benefits of such programs, intercultural competence is a key learning objective that requires intentional planning and preparation. Faculty members looking to establish international learning opportunities for students will be able to turn to *UM International* as an initial point of support. *UM International* will provide advice and suggestions concerning various program options, help identify appropriate international partners, review risk management concerns and strategies and help faculty members locate available funding and resources. In particular, *UM International* can help link faculty members with the many additional UM supports available through Student Affairs units, Centre for Academic Teaching and Learning, and Extended Education.

Academic mobility for staff and faculty is just as important as student mobility for furthering University internationalization. Such mobility takes place for many different reasons and results in many different outcomes, with the common institutional goal of increasing international engagement and impacting communities around the globe. Research and development projects, partnership conferences, faculty teaching exchanges, and participation in international associations all contribute to our collective international goals. Faculty and staff will find initial advice and support for their international activities from *UM International*, where pre-trip advising will include knowledge of existing partnerships, sources of funding, cultural contexts and possible on-the-ground supports for specific activities.

Understanding the international mobility trends at the UM is a key component to establishing meaningful international strategy targets and objectives. VPRIO has purchased a database software program to help track information regarding international mobility. It offers data management support and training for units using this database system. *UM International* will also continue to collect, synthesize and report on international mobility trends for the UM on an ongoing basis.

3.4 International Development Projects

The University of Manitoba has a long and rich history of translating the knowledge gained through discovery research to its application in improving the lives of individuals and communities. Internationally, UM faculty, staff and students are having a tremendous, positive impact in communities across the globe. Such capacity building work in resource poor regions is an important part of our UM international engagement that we want to continue and increase.

Faculty members are the primary leaders on campus in initiating and implementing international development projects. Students and staff may also have contributing roles in this work, which serves to change our own attitudes and understanding of how our interdependent world works. *UM International* will be the main point of contact for faculty members wishing to explore international development opportunities abroad.

UM International staff will be able to provide interested faculty members and their partners with the following supports for international development projects:

- Knowledge of funding opportunities for international development work, distributed via e-mail through e-subscription and broadly available on the *UM International* web site
- Proposal development support, including detailed knowledge of application process, funder priorities, eligibility criteria, funding requirements, results based management approaches, internal UM resources and procedures, and possible site visit support for second round applications.
- Team building support, including networking with other UM faculty members in various disciplines, partner identification
- Project management support, including negotiation and review of partnership agreements, work plan development, communication, team building and relationship management, intercultural skills training, problem solving advice, monitoring project progress, and project evaluation
- Review and reporting on project activities, including communication with funder, coordination with other units regarding financial oversight and fund management, promoting project awareness and results internally and externally to UM community

3.5 Visiting Delegations

The University of Manitoba is frequently host to visiting international delegations from universities, government offices and agencies, trade and investment corporations and the like. Visitors are always welcome to our University as they increase awareness of the UM overseas and help to expand our knowledge of partnership opportunities abroad. Delegations may come with very specific purposes to advance particular partnership interests, or they may have a more general desire to get to know our University through an initial exploration of potential collaboration.

UM International provides a welcoming first point of contact for visiting delegation inquiries as well as visit hosting supports. Specifically, *UM International* staff will:

- Respond to visit inquiries
- Prepare letters of invitation for visa purposes
- Determine visit priorities and arrange suitable meetings with UM individuals and units; Suggest additional individuals and units relevant to delegation interest and purpose as schedule permits
- Prepare visit itinerary, information packages and hosting gifts (as required)
- Provide briefing notes to UM members hosting the delegation, including existing or historical UM relationship with partner, regional context, institutional background
- Prepare presentation about UM for visiting delegation (as required)
- Provide advice to visitors on local accommodation and logistics
- Follow up on visit outcomes and results
- Track visit information to help inform future communication with the international partner
- Report regularly on all international delegation activity for the University

3.6 UM Missions Abroad

On a regular (likely annual) basis, select University of Manitoba Senior Executives (or designates) will lead a delegation of University faculty and staff on an international mission to enhance partnerships and promote University engagement abroad. The specific purpose of this mission will be determined according to University priorities and interests in the region. The region will be selected based on input from the regional advisory groups and the specific stops in the region will be based on applications from all units to make recommendations for specific site visits. Participating members of the mission will be individuals with significant partnership interests in the destination region and will be called upon to take an active role in planning and delivery of mission objectives.

UM International will be the primary coordinating unit for preparing University missions abroad. Specific *UM International* supports for this activity will include:

- Prepare UM Mission proposal based on review and assessment of UM priorities, partnership activity, regional opportunities, and academic interests
- Submit proposal to the International Advisory Council (IAC) for consideration and approval through consultation with the region sub-councils
- Place a call for participation where units would apply to be part of the mission including stops to specific sites based on existing or proposed partnership opportunities
- Chair a core mission planning team (CMPT) specific to each mission; The CMPT will determine mission goals and expected outcomes from the applications from the units, set mission dates, advise on key mission preparations and submit a mission evaluation and report
- Gather information regarding site of visit from various sources, including a possible site visit in advance of the mission
- Work with MCO to develop a visibility plan for the mission, including preparation and translation of materials, selection of appropriate media and identification of public relations opportunities
- Oversee arrangements regarding logistics, accommodations, meetings and overall mission itinerary
- Prepare briefing materials for UM Mission participants and international partners
- Conduct post-mission debriefing, assessment, reporting and follow up on initiatives

3.7 Governance

The President has delegated responsibility for UM International engagement to the Vice-President (Research & International), who holds the senior central administration position for reporting on international initiatives to the Senate and Board of Governors. The VPRIO is the lead operational unit responsible for the implementation of the *UM International Strategy* in cooperation with the Provost and Vice-President (External) offices. The VPRI has delegated the operational responsibilities of the International Strategy to the Associate Vice-President (Partnerships). *UM International*, reporting to the AVP (Partnerships), is the service unit supporting and guiding the implementation of the *UM International Strategy*.

In order to ensure that all units across campus are engaged as stakeholders, an International Advisory Committee (IAC) will be appointed to provide broad advice and direction to the VPRIO on matters related to the *UM International Strategy (UMIS)*. These include, but are not limited to:

- Propose policy changes to enable initiatives flowing out of the *UM International Strategy*
- Determine strategic international priorities, review and approve UM Mission proposals
- Perform *Annual Progress Review of UM International Strategy* implementation

The IAC membership will be comprised of Senior Administrators (AVPs / Deans / Associate Deans) representing each academic unit. The IAC will be chaired by the VPRI or designate and supported by *UM International*.

The IAC will receive information and advice from a supporting committee of administrative units with key areas of involvement in University international activities. The IAC Operations Committee will be chaired jointly by the AVP (Partnerships) and Vice-Provost (Students) and will report on activities and concerns handled by these units to the IAC on a regular basis.

Sub-Committees may be formed from the IAC membership to address specific international initiatives such as the annual University Mission abroad, decisions on funding and awards assigned to the IAC, or particular policy or procedural questions.

Regional Advisory Groups will be formed for geographical regions of priority interest for the UM and will provide specific regional advice to the IAC on a regular basis or as requested. Regional Advisory Groups will be comprised of UM faculty and staff who have in depth knowledge and expertise in a particular country or region. Several Regional Advisory Groups will be appointed by the IAC initially. Faculty and staff who wish to initiate a Regional Advisory Group not currently represented may do so by submission of a brief proposal to the IAC.

The IAC, supported by *UM International*, will prepare an annual report card of UM international activities as part of its annual review of the *UM International Strategy*. The VPRI approves this report prior to publishing for a wide public audience.

4. Concluding Comments

The next five years offer an opportunity for the University of Manitoba to take a new internationalization path that will build on the tremendous successes to date while recognizing the need to focus our efforts and resources to achieve the greatest outcomes possible. The Strategy does not represent a significant departure from how the University has previously undertaken internationalization initiatives but instead has re-organized ownership to ensure the champions promoting specific partnerships are given the resources necessary to be successful within the constraint of the expected outcomes defined. Delivery of this Strategy is underpinned by a new governance structure that will ensure input and involvement from all units as well as a new focus for the re-branded *UM International* that will be the institutional support for partnership development.

As the *UM International Strategy* implementation process moves forward, the IAC and its Operations Committee will define the detailed delivery plan for the activities outlined under the five major goals. This will be communicated across the University through annual updates on the Strategy implementation. The International Advisory Committee will review progress and update the Strategy as required annually reflecting new opportunities and changing priorities that present themselves along the way. In the fourth year of the plan, a formal review of the entire plan will be undertaken through the VPRIO with support from *UM International* to measure the outcomes at that point and to chart a course for the subsequent five years based on the success to that point.

This Strategy provides a framework for direction of the internationalization process at the University of Manitoba. Its success is dependent on the many individuals within our University community who will reach out beyond Canada's borders to engage our global community, offering their knowledge and ability to positively impact the lives of others, and absorbing new ideas and perspectives in the process. Together, we can build on each other's success and increase the potential of our University to truly be a catalyst for transformative change, not only in Manitoba, but around the world.



UNIVERSITY
OF MANITOBA

**Minutes of the OPEN Session of the
Board of Governors
May 20, 2014**

Present: P. Bovey, Chair
J. Leclerc, Secretary

D. Barnard A. Berg T. Bock R. Dhalla J. Embree R. Kunzman
J. Lederman B. Passey H. Reichert L. Rempel H. Secter S. Senkbeil

Regrets: N. Halden R. Howard D. Jayas S. Jesseau J. Keselman
M. Labine C. Morrill M. Whitmore R. Zegalski

Absent: A. Dansen M. Robertson D. Sauer A. Turnbull

Assessors Present: B. Stone

Officials Present: J. Dyer S. Foster J. Kearsey P. Kochan

FOR ACTION

2. APPROVAL OF THE AGENDA

It was moved by Chancellor Secter and seconded by Ms. Reichert:

THAT the agenda for the Open session of the May 20, 2014 Board of Governors meeting be approved as circulated.

CARRIED

3. MINUTES (Open Session)

3.1 Approval of the Minutes of the April 22, 2014 OPEN Session as circulated or amended

Ms. Reichert noted that she had been present at the meeting.

It was moved by Dr. Embree and seconded by Mr. Bock:

THAT the minutes of the Open session of the April 22, 2014 meeting be approved as amended.

CARRIED

3.2 Business Arising – none

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 to be removed from the Consent Agenda.

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

That the Board of Governors approve and/or receive for information the following:

- 6.2 That an \$8.33 per credit hour contribution be assessed against the students in the School of Medical Rehabilitation - Physical Therapy program for a four year term commencing in the fall of 2014 as outlined in the letter from Emily Etcheverry, Director, School of Medical Rehabilitation, dated February 24, 2014.
- 7.2 THAT the Board of Governors approve the establishment of the Centre for Engineering Professional Practice and Engineering Education, for a period of five years, with continuation subject to a review process [as recommended by Senate, May 14, 2014].
- 7.3 THAT the Board of Governors approve twelve new offers, twenty-one amended offers, and the withdrawal of four offers, as set out in Appendix A of the Report of the Senate Committee on Awards – Part A [dated April 8, 2014].
- 7.4 THAT the Board of Governors approve one new offer and one amended offer, as set out in Appendix A of the Report of the Senate Committee on Awards – Part B [dated April 8, 2014].
- 7.5 THAT the Board of Governors approve one amended offer, as set out in Appendix A of the Report of the Senate Committee on Awards [dated April 16, 2014].

CARRIED

5. REPORT FROM THE PRESIDENT

In addition to his written report included with the meeting materials, Dr. Barnard made some observations of the situation currently unfolding at the University of Saskatchewan. He noted that it is potentially damaging for universities in general, in light of actions taken which could be seen to impact on academic freedom. He noted that there is likely more to this story than we currently know and we will learn more as the days go on. He summarized the events, stating that the University had fired a person who held both a tenured faculty position and a decanal level appointment for speaking out against the actions of the Administration. This individual had then been reinstated into the tenured faculty position. In the following days the Provost resigned and both the Chair of the Board and the provincial minister spoke out following an emergency Board meeting. Dr. Barnard commented that academic freedom must be respected and

protected, and an important way to protect it is to ensure that the concept is well understood and not misused.

6. FROM FINANCE, ADMINISTRATION, & HUMAN RESOURCES

6.1 Operating Budget for 2014/2015

Mr. Bock reported that the Finance, Administration, & Human Resources (FAHR) Committee had discussed this at length and recommends that the Board of Governors approve the proposed operating budget. He invited Mr. Kochan to present the operating budget to the Board. Mr. Kochan stated that he had reviewed this in detail at the FAHR Committee, so rather than review it in depth he would provide some highlights.

He explained that the budget of \$623 million is really comprised of two parts, most of which is targeted or restricted, and the balance of approximately \$360 million which is the actual operating budget amount that can be allocated. He explained that the reduction being proposed is 1.7 per cent (approximately \$6 million) of this \$360 million, not 1.7 per cent of the total amount of the operating budget, most of which comes from other sources and is targeted for specific purposes. He stated that the University's total budget is approximately \$800 million, less than half of which is considered general operating. He commented that he would not review the research or trust and endowment funds as they are really funds only released as they are spent and not allocated the same way the operating funds are. He expressed his thanks to Joanne Dyer and Kathleen Sobie and commented that it is really a team effort and is quite a lot of work for many people. He advised the Board that Dr. Joanne Keselman, Vice-President (Academic) & Provost is now officially responsible for budget allocation and resource allocation.

Mr. Kochan commented that although this is an annual exercise which begins with the request from the Council on Post-Secondary Education (COPSE), the University is now embarking on a three year cycle in a move to forward looking budgeting. He stated that he expects the budget reduction to reach 4 per cent (approximately \$14.2 million), on average, for each of the next two years. Mr. Kochan explained that the rationale for a smaller reduction of 1.7 per cent this year is to allow administrators a few months to plan ahead and thereby facilitate long-term strategic decisions at the faculty level.

Regarding the general operating budget, Mr. Kochan reviewed the process of determining allocations. He reminded the Board that the University's revenue stream was comprised of a 2.5% operating grant increase, a 2.4% tuition increase, and a 2.2% increase in course related fees. Referring to page 19, he noted that new revenue from all sources is \$ 15.4 million. He explained that the baseline available for reallocation is \$9.7 million and the total available is \$25 million as is detailed on page 33 of the materials. He added that first claims amount to \$29 million, the biggest portion of which is \$ 17 million committed to salary and benefits, as detailed in the chart on page 20 of the materials.

Mr. Kochan stated that there have been some challenges in spending the Trust and Endowment funds (shown on page 27) because of narrow restrictions on how the funds are spent. He explained that this problem is being addressed collaboratively by a number of departments, including Treasury Services, Financial Aid and Awards, and Donor Relations.

Ms. Dyer noted that the resolution should refer to attachment 6 & 7 rather than page 5 & 6. She added that regarding the capital plan, \$132 million is the amount that will be spent in the current year. Mr. Kochan stated that attachment 2, on page 35 and 36 provide a one page overview of the budget, area by area. Mr. Leclerc handed out the detailed allocations for members' information.

Ms. Senkbeil asked why funding for the faculties is being reduced more than funding for administration. Mr. Kochan responded that administration has been underfunded and under invested in for a number of years. He noted that Information Services and Technology, for example, has been left behind by the underfunding and the University is attempting to address this through strategic allocations. He added that the University has been growing and that this requires increased investment in administration.

Ms. Reichert asked what the implications of a \$6 million reduction, would be for the faculties. Mr. Kochan answered, stating that there could be some job loss and some cuts in discretionary spending. Ms. Dyer added that this could also result in fewer sections of a course being offered or cancelling sections with fewer students. She commented that the faculties have done some planning around how to manage some of these cuts, noting there would be some non-reappointments of sessional instructors, through attrition, for example.

Mr. Dhalla commented that he found the budget difficult to accept. He noted that the University has grown dramatically in spite of the awareness that funding challenges were coming. He added his feeling that across the board cuts are very demoralizing for staff. He asked if the University would continue to ask department heads to manage with less or could there be more strategic vertical cuts to certain areas. Mr. Kochan commented that the some faculties have had discussion about focusing more on graduate students and letting other Manitoba institutions focus on the undergraduate students and noted that this is the type of change that may be needed. Dr. Barnard reminded the Board that the University has undergone a significant amount of change over the last few years. He observed that other Universities have been engaged in program prioritization processes which has been considered here as well, but noted that the Executive team had seen the anxiety and lack of bottom line impact that has been the result for a number of Canadian institutions. Mr. Kochan added that management is trying to work with deans in a collaborative way and is aware that mere marginal changes will not be effective.

Mr. Dhalla observed that this issue is a systemic one that will remain for the next ten or fifteen years while the Province gets the economy on track. He asked if management has considered alternative strategies that would prevent any loss of jobs, such as asset sales or tougher negotiations with unions. Dr. Barnard commented that the University is what is because of the

people, and it must be competitive in order to attract and retain the best employees. He added that although selling assets may be attractive, more than a one-time adjustment is needed and the University considers assets in terms of long-term performance rather than one-time gain. The President explained that institutions have been on a trajectory of change since World War II, and are in the midst of an evolution.

Ms. Senkbeil asked for clarification on how tuition fee increases are handled. Ms. Dyer stated that the 2.4 per cent increase to tuition fees is an across the board increase on top of increases previously approved through student referenda. Mr. Dhalla suggested that it is time for bold thinking on where the University can generate revenue, as any alternative to across the board should be explored. He noted that the University must do everything in its power to protect jobs, and stated that management should come back to the Board with some strategic opportunities. Dr. Barnard reminded the Board that its role is to protect the University and this requires a sustainable trajectory into the future. Mr. Kochan stated that his team is looking into increasing profits in ancillaries, but that the issue of collective agreements will remain a challenge. Dr. Barnard stated that management would come back early in the budget cycle with ideas to think about.

It was moved by Mr. Bock and seconded by Dr. Embree

That the Board of Governors approve:

- **a general tuition fee increase of 2.4% (effective Regular Session 2014);**
- **a balanced fiscal operating budget based on total revenue, fund transfers and expenditures of \$622,784,848, inclusive of a 1.70% baseline reduction (unit basic budgets) and reallocations in support of strategic priorities and the transformation of institutional infrastructure, and;**
- **financial plans for Research and Special, Trust and Endowment and the Capital Budget for the year ending March 31, 2015 as set out in Attachment 6 and 7**

CARRIED

7. FROM SENATE

7.1 Proposal from Human Nutritional Sciences to join the Faculty of Agricultural & Food Sciences

Dr. Barnard stated that this is the next unfolding of developments in the Academic Structure Initiative. He explained that the Department of Human Nutritional Sciences proposes moving from the Faculty of Human Ecology to the Faculty of Agricultural & Food Sciences, which is agreeable to that Faculty. He noted that the proposal had been approved by Senate without question or comment.

Ms. Lederman asked what departments would remain in the Faculty of Human Ecology. Mr. Leclerc responded that the Department of Family Social Sciences, with approximately 10 faculty members, and the Department of Textiles, with 4 faculty members, would remain. He added that proposals would be forthcoming from the Department of Family Social Sciences to move to Community Health Sciences and from the Department of Textiles to move to Biosystems Engineering in the coming weeks and months.

Ms. Reichert asked if there would be any financial savings as a result of this move. Dr. Barnard responded that the departmental budgets would move to the new Faculty so in the short term there would be no saving. He added that the motivation to move this department was not cost saving, but noted that there will be some economies of scale down the road. He explained that the larger benefits would be twofold, less internal communication and a quicker response to initiatives, with fewer large pools of funds instead of many smaller ones.

It was moved by Dr. Barnard and seconded by Ms. Reichert:

THAT the Board of Governors approve the joining of the Department of Human Nutritional Sciences to the Faculty of Agricultural and Food Sciences [as recommended by Senate, May 14, 2014].

CARRIED

8. UPDATES

8.1 Update from the UMSU President

In Mr. Turnbull's absence, the Chair asked Ms. Kunzman if there was anything to report. Ms. Kunzman stated that the new executive had been transitioning quite well in the first part of May and they had a good couple weeks. She explained that there would be some strategic planning discussions in the next few weeks.

8.2 Update from the GSA President

Ms. Rempel commented that she had had an interesting couple of weeks as they have been working on a specific issue, so strategic planning has been delayed, but that that they were busy getting organized.

MOTION TO MOVE TO CLOSED AND CONFIDENTIAL SESSION

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

THAT the meeting move into Closed and Confidential Session.

CARRIED

Chair

University Secretary

PRESIDENT'S REPORT: June 24, 2014

GENERAL

The University of Manitoba conferred degrees, diplomas and certificates on 2,873 graduates at its recent Spring Convocation ceremonies, as well as celebrated eight members of the community for distinguished achievement by awarding them with honorary degrees: Marjorie Blankstein, Lorne Davies, Joseph Du, Leah Hollins, Robert Houle, Hubert Kleysen, Israel Idonije and Justice Rosalie Silberman Abella.

At Convocation, the University also elevated three faculty members to the status of “Distinguished Professor”, a designation which recognizes extraordinary, internationally-recognized, scholarly or creative achievement and an exemplary teaching record. The newest Distinguished Professors are Dr. Charles Bernstein [MD/85] in internal medicine and Bingham Chair in Gastroenterology Research, Dr. Diana Brydon in English, film and theater and Canada Research Chair in Globalization and Cultural Studies, and Dr. Pat [PhD/99] in community health sciences.

On May 26, Ms. Linda Hasenfratz, CEO of Linamar Corporation, was given the 2014 International Distinguished Entrepreneur Award (IDEA) at the IDEA gala. Ms. Linda Hasenfratz, under whose leadership Linamar has grown from annual sales of \$800 million to over \$3.5 billion, is the thirty-first IDEA recipient. The award was established by the University, its Faculty of Management (now the I.H. Asper School of Business) and the Associates of the School of Business in 1983 to honour a business executive who has achieved outstanding entrepreneurial success and who has made an exemplary contribution to economic life.

ACADEMIC MATTERS

- Rob Gulden, plant science, and Barb Sharanowski, entomology, received the North American Colleges and Teachers of Agriculture (NACTA) Teaching Award of Merit and Chang Hee Choi, agribusiness and agricultural economics, was selected to receive the Graduate Student Teaching Award of Merit. These awards are given annually to individuals who excel in teaching an agricultural discipline.
- The Manitoba Writers' Guild presented Jonathan Ball, English, film, & theatre with the John Hirsch Award for Most Promising Manitoba Writer. Elizabeth Comack, sociology, and Lawrence Deane, social work, received with the Alexander Kennedy Isbister Award for Non-Fiction for their book entitled *"Indians Wear Red": Colonialism, Resistance and Aboriginal Street Gangs*.
- Jila Ghomeshi, linguistics, received the National Achievement Award from the Canadian Linguistics Association. The National Achievement Awards are presented to individuals who have made outstanding contributions to the field of linguistics and who have earned distinction for themselves and the Canadian linguistics community. Professor Ghomeshi was recognized for her effective communication about language and her engagement with the broader community on the social significance of language and language choices.

- Wayne Simpson and Derek Hum, economics, and Evelyn Forget, medicine were presented with the Mike McCracken Award for Economic Statistics from the Canadian Economics Association. The award recognizes both theoretical and applied contributions to the development or use of official economic statistics. Professors Simpson and Hum were recognized for their important contributions for the development and preservation of original panel data related to the Manitoba Basic Annual Income Experiment (Mincome) and also for their contributions to the analysis of the Mincome data. Mincome was an experimental Canadian basic income project that was conducted in Dauphin during the 1970s. The project, funded jointly by the Manitoba provincial government and the Canadian federal government, ran from 1974 to 1979. The purpose of this experiment was to determine whether a guaranteed, unconditional annual income caused disincentive to work for the recipients, and how great such a disincentive would be.
- Marlene Atleo, education, was the recipient of the 2014 Migizii Award, given to a university staff or faculty member for going above and beyond for Aboriginal students on campus.
- Jennifer Katz, education, received the 2014 Exceptionality Education International Book Prize Award for her book *Resource Teachers: A Changing Role in the Three-Block Model of Universal Design for Learning*. This is a peer-reviewed award judged by a panel from an international selection of reviewers, is supported by the Canadian Association of Educational Psychology.
- Michael Baffoe, social work, received a Silver Angel Award, while attending the G20 Youth Forum, for his humanitarian work with refugees and new immigrants over the past 25 years.
- Christine Cyr has been appointed Director of the Aboriginal Student Centre at the University of Manitoba commencing June 2, 2014. Cyr has been with the University of Manitoba for over 14 years and is currently the Lead Aboriginal Student Recruitment Officer in Enrolment Services. Cyr, who is Cree and Metis, has been very involved on campus and in her community working with both prospective and current Indigenous students.

RESEARCH MATTERS

- On May 20, 2014 the Honourable Michelle Rempel, Minister of State for Western Economic Diversification announced \$2.4 million in funding to establish a first of its kind satellite integration facility. The Magellan Aerospace / University of Manitoba Advanced Satellite Integration Facility (ASIF) will be used for research, development and the construction and testing of satellite components. This new funding will establish the University of Manitoba as a leading entity in the area of space systems engineering and enable industry partners to access growing market opportunities in the aerospace industry. In addition, The ASIF will lead to the creation of a research chair in the area of satellite development. The ASIF will be housed at Magellan Aerospace in Winnipeg, following renovations to an existing 6,000-square-foot area to accommodate up to three spacecraft at various stages of assembly and sufficient ceiling height for high crane lifting requirements. The ASIF will be compliant with the cleanliness prerequisites of an ISO Class 8 cleanroom facility that will satisfy the requirements of programs such as the RADARSAT Constellation Mission (RCM) program initiated by the Government of Canada.

- Two University of Manitoba alumni are recipients of 2014 Partners In Research (PIR) National Awards. Dr. Frank Plummer [MD/76], Canada Research Chair in Resistance and Susceptibility to Infections and University of Manitoba Distinguished Professor, will receive the PIR Biomedical Science Ambassador Award. Janice Filmon [B.H.Ecol./63], Chair, CancerCare Foundation Board of Directors and an outstanding community leader in support of health research, will receive the 2014 PIR Ronald G. Calhoun Science Ambassador Award. Both were honoured at the PIR National Awards ceremony May 23, 2014 in Ottawa. The PIR Biomedical Science Ambassador Award recognizes outstanding contributions of a body of work over a period of time to the biomedical sciences and clinical medicine and their promotion to the public by a Canadian researcher. The PIR Ronald G. Calhoun Science Ambassador Award recognizes a member of the community who has provided outstanding leadership over several years in support of health research.
- Dr. Tom Hack (Nursing/Medicine/Graduate Studies/CancerCare Manitoba/St-Boniface Hospital Research) was awarded the Canadian Association of Psychosocial Oncology's (CAPO) 2014 Award for Research Excellence on May 2. The award recognizes individuals who have made significant contributions to research in psychosocial oncology in Canada. CAPO is an organization of professionals, clinicians, researchers, educators, and others dedicated to the understanding, treatment and study of the social, psychological, emotional, spiritual and quality-of-life aspects of cancer. CAPO leads nationally and globally in promoting capacity for and excellence in psychosocial oncology services to enhance the wellness of individuals and families. The purpose of the CAPO is to foster and encourage interdisciplinary excellence in psychosocial research education and clinical practice in oncology.
- The Health, Leisure and Human Performance Research Institute held their second annual Research Day on May 14, 2014. The day was an opportunity to showcase the cutting-edge research underway by Institute research affiliates and partner organizations in Manitoba. The day was made up of a number of concurrent sessions, a keynote by Dr. Gordon Giesbrecht, a student research poster competition and numerous networking and collaboration opportunities. The University announced its commitment to specific pledges of the Wellness Works initiative proposed by the Manitoba government at the outset of the day's activities.
- The Manitoba Centre for Nursing and Health Research, in collaboration with the WRHA, held a research day for clinicians, decision-makers, researchers and graduate students in nursing and health care in the theme of *Coming Out of Silos: Working Together to Improve Health Care Outcomes* on Friday, May 23, 2014. It included a keynote presentation by Dr. Brenda Roe, the Faculty's 2014 Dr. Helen Preston Glass Researcher in Residence and sessions related to research and quality improvements projects that involve successful partnerships and collaborative teams.
- The Centre on Aging held their 31st Annual Spring Research Symposium at the Bannatyne Campus on May 5, 2014. Minister of Healthy Living and Seniors, the Honourable Sharon Blady and Dr. Digvir Jayas, Vice-President (Research and International) were on hand for the start of the two days of activities. The new two-day format was a resounding success with several hundred participants taking in the wide array of concurrent sessions presented by research associates of the Centre with their collaborating research partners.

- The Manitoba Materials Conference was held on May 6, 2014. Once again, students and researchers showcased posters of their work, covering the breadth of materials research. The event took place over the entire day in the EITC atrium as well as in adjacent rooms. The Manitoba Institute for Materials (MIM) hosts and organizes the conference. MIM facilitates and enhances basic and applied materials science at the university and across the Prairies. The institute encompasses a number of multidisciplinary research themes with professors from numerous departments across campus.
- International agreements signed:

Country – Partner Institution	Agreement Type	Relevant Faculty
Australia, Wollongong University	MOU Renewal	Arts
Australia, Wollongong University	SEA Renewal	Arts
Brazil/Canada, DFATD - Canada Brazil Joint Research Project 2013-15	Student Placement Agreement	Science
China, Ningbo University	Service Provider Agreement	Asper
Croatia, Zagreb School of Economics and Management	MOU	Asper
Croatia, Zagreb School of Economics and Management	SEA	Asper
France, Agro Paris Tech	Internship Contract	
India, Nijalingappa Medical College	MOU	Medicine
India, Pandit Deendayal Petroleum University	Student Internship and Graduate Study Program	Engineering
South Korea, Kyung Hee Cyber University	MOU	Science

- Visiting Delegations from March through April 2014:

Country	Name of Institution	Date at UM	Main UM Faculty
South Korea	Journalists	March 10, 2014	Extended Education
Paraguay	ITAIPU	March 31, 2014	Engineering
Germany	University of Ostfalia	April 5-10, 2014	Science, Department of Computer Science

- Twenty research projects were awarded a total of \$992,411 in funding from various sponsors. Those projects receiving more than \$25,000 are:

PI	Sponsor	Title	Awarded
Belmonte, Mark Biological Sciences	NSERC Engage Grant	Examining dsRNA pesticide durability on crop plants	\$25,000
Fernandez, Enrique (French, Spanish and Italian)	SSHRC	Archiving and interpreting five centuries of Celestina's visual culture	\$88,934
Frohlick, Susan (Women's & Gender Studies)	SSHRC	Gender, youth, and global tourism: Transforming youth and imagining "Life Projects" through intimacies with tourists	\$209,591
Goertzen , Andrew Radiology	NSERC Engage Grant	Imaging of antibody therapeutics in mouse models of Alzheimer's disease	\$25,000
Jaeger, Stephan (German and Slavic Studies)	SSHRC	Between national and transnational memories: World War II in the twenty-first-century museum in Europe and North America	\$86,230
Levin, David Biosystems Engineering	NSERC Engage Grant	Characterization of microbial cultures with hydrocarbon degradative capabilities and reformulation for a bioremediation product	\$25,000
Main, Kelley (Marketing)	SSHRC	Accuracy and defense responses to persuasion related information	\$234,750
Ojo, Olanrewaju Mechanical & Manufacturing Engineering	NSERC Engage Grant	Diffusion brazing of aerospace rene 108 superalloy	\$25,000
Shafai, Lotfollah (Electrical and Computer Engineering)	Mitacs Inc.	Development of high-performance microwave radio network systems with broadband and polarization diversity antennas to be integrated with high-speed optical fiber networks	\$57,500
Whyard, Steven Biological Sciences	NSERC Engage Grant	Crop protection technologies using RNA interference	\$25,000

ADMINISTRATIVE MATTERS

- The University of Manitoba ART Lab has won the Prairie Design Award of Excellence for 2014.
- Campus Beautification takes place on Friday, June 6, 2014.
- Manitoba Marathon takes place on the University campus on Sunday, June 15, 2014.
- The University of Manitoba and all six campus food service partners (UM Food Services, UMSU, Stella's/Edna Fedya, St. Andrew's College, St. John's College, St. Paul's College) will be participating in the Manitoba on the Menu research project, being led by Food Matters Manitoba with support from the Province of Manitoba. The project will analyze purchasing histories to identify barriers and opportunities to local and sustainable food buying at the University. In addition to confidential business strategy advice provided to food service operators, the project will deliver food system analysis to help grow the production and processing capacity for food in Manitoba. The Office of Sustainability is supporting research through logistical, administrative and coordinating assistance. This project represents an innovative collaboration between the University, all food service partners, and a non-governmental organization. The outcomes of the project will benefit students, staff, business partners and the Manitoba food sector. Manitoba on the Menu will contribute to University strategic priorities related to student experience, outstanding workplace and to focus areas of wellness and sustainability.
- Office of Continuous Improvement (OCI) has been split with non-technical elements being combined with Office of Change Management (OCM) and the technical elements being re-formed as the Project Management Office Information Technology (PMO-IT) and reporting to the Office of the Chief Information Officer (CIO).
- Office of Change Management (OCM) currently reporting to the Vice-President (Administration) will revert back to the AVP Human Resources, and a formal search for a full-time Director will occur imminently.

EXTERNAL MATTERS

- For the period of April 1, 2014 to June 5, 2014, the University has raised \$2,014,448.18 for the 2014/2015 fiscal year.
- Significant gifts and activities in the last reporting period include:
 - The Manitoba Agri-Health Research Network Inc. provided a gift in kind valued at \$400,000 of controlled environment growth chambers to create a Controlled Environment Growth Chamber Facility within the Faculty of Agricultural and Food Sciences. The addition of this facility will enhance public and private sector researchers' capabilities to conduct plant breeding, physiology and pathology research.

- The final disbursement of \$405,822.96 has been received from Mr. Perry J. Ross's estate and company. In total the University of Manitoba has received \$1,473,085.34 from Mr. Ross's estate directed to the Mr. Perry Ross Bursaries Fund, a fund open to any student in any faculty who demonstrates financial need.
- David Barnard, President and Vice-Chancellor, and Tyler MacAfee, Director, Government and Community Engagement, met with the following federal Deputy Ministers in Ottawa to discuss issues of strategic importance to the University of Manitoba: new DM of Finance Paul Rochon; new DM of Agriculture and Agri-Food (and Deputy Minister University Champion for University of Manitoba) Andrea Lyon; and DM Industry John Knubley. This visit was an opportunity to reach out to Senior Federal officials and strengthen linkages.
- The Alumni Association has joined together with Donor Relations to launch a call to all alumni to match the Association's \$1-million dollar donation towards the Active Living Centre, and graduate student support.
- The Alumni Association Annual General Meeting will take place on Monday, June 16th in the Pembina Hall Student Lounge. The meeting will take place at 5:30pm with a light reception to follow afterward and features a special presentation by Canada's "UFO Guy," Chris Rutkowski. A science writer with nine published books on "things that go bump in the night," his views on things "out of this world" have landed him on popular TV shows such as the History Channel's Close Encounters and Indians and Aliens on APTN.
- Homecoming 2014 is scheduled for September 15-21st. Planning is well underway with the annual dinner once again being held at the Fort Garry Campus. This year there are already 14 reunions scheduled with the Faculty of Law and the Manitoban both celebrating their 100-year milestone anniversaries.
- A new Spring Convocation ad was developed and placed in the Winnipeg Free Press on Tuesday, June 3. A "double truck" ad (across the bottom half of a two-page spread), it featured all honorary degree recipients and showcased three of the 2,800 new University of Manitoba graduates.
- President Barnard was quoted in a Winnipeg Free Press story on reactions to the Manitoba Government's Bill 63.



AGENDA ITEM: Annual Financial Report 2014

RECOMMENDED RESOLUTION:

The Board of Governors approve the Financial Statements of The University of Manitoba for the year ended March 31, 2014.

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.

Notable Transactions:

During the year the Cereal Research Centre, represented by Agriculture and Agrifood Canada (AAFC), surrendered their ground lease agreement and discharged their obligation for remediation of the site. AAFC has agreed to pay \$2M to the University in 2013-14 and an additional amount estimated at \$2.3M as work progresses on the demolition of the buildings. We accepted the OAG's recommendation that the University record the \$2M as a receivable and unearned revenue at March 31, 2014 as the amount was not yet received or spent. Management considered if PS3260 (liability for contaminated sites) is applicable and concluded there was no liability under the standard. The full revenue of \$4.3M and related demolition expenses will be recorded in the new year.

During the year the loan receivable from BBB and loan payable to the Province was amended (3rd amendment). Under the previous agreements payments were to commence July 2013, the amendment now has payments commencing July 2014. There is no change to the statements other than note disclosure in notes 4 and 9.

The Staff benefits Fund oversees the investments of 5 different programs each of which were invested in 5 different asset classes. In order to simplify the management of these funds the five asset classes in the 5 different programs were liquidated and moved into a single pooled fund for each of the 5 programs. However, the liquidation of the funds occurred on March 31 and the reinvestment occurred on April 1. As a result, note 5 reflects the Staff Benefits funds invested in cash as of March 31.

Balance Sheet:

Accounts receivable increased \$4.9M to \$69M due to timing of Research and Capital projects (\$9.1M), increase in accrued investment income (\$1.0M), decrease in Manitoba Health and WRHA receivables (\$3.3M) and a decline in student A/R of \$1.7M as a result of better processes. In addition, there is \$2.0M from AAFC as noted above.

The loan receivable of \$178.4M represents the flow through to BBB Stadium and is offset by an equal amount in long term debt. The increase of \$7.9M is entirely accrued interest. These transactions are described in notes 4, 9 and 19.

Investments have increased to \$737M from \$637M mainly due to strong investment returns and new donations.

Capital Assets increased from \$961M to \$1,007M, or \$46M which is comprised of \$98M of additions, net of \$52M in amortization. Of the \$98M in additions, \$65M is buildings, \$17.6M furniture and equipment, \$10.6M library acquisition and \$5.1M for computer and technology acquisitions.

Unearned revenue increased \$1.9M to \$8.8M as a result of the \$2M related to the lease surrender and settlement agreement.

Bank loans increased by \$6M to \$11M as this represents a draw against the construction loan for the Active Living Centre.

Long term debt has increased by \$3.3M to \$363.4M (includes current portion). The Province of Manitoba debt relating to the stadium has increased by \$7.9M in capitalized interest while other debt has declined by \$4.6M due to regular payments.

Employee Future Benefits increased \$6.9M to \$70.0M as a result of an increased valuation of the LTD plan.

Income Statement:

Total revenues for the year are \$850M compared to \$795M the prior year, a \$55M increase as detailed below:

	(millions)		
	<u>2014</u>	<u>2013</u>	<u>Increase (Decrease)</u>
Operating	\$ 590	\$ 559	\$ 31
Restricted	252	226	26
Endowment	<u>8</u>	<u>10</u>	<u>(2)</u>
Total Revenues	\$ <u>850</u>	\$ <u>795</u>	\$ <u>55</u>

Operating Fund Revenues increased by a net \$31M.

Three factors contributed to the large part of this increase:

- A 2% COPSE grant increase (\$9.5M).
- Increased tuition of \$9.0M resulting from 1.6% increase in enrolment, and undergraduate fee increases of 1.6% along with summer session increases of 2.8%.
- Miscellaneous revenue increased by over \$10M of which the majority is related to the insurance proceeds for the Duff Roblin fire and a \$2M favourable experience on the health care spending account over the previous 2 years.

Restricted Fund Revenues increased \$26M however in 2013 \$20.7M was received from the Province for additional stadium financing. This was reflected as revenues of the Research and Special Funds and also included in expenses as the funds flowed to BBB. Without this unique transaction in 2013, actual restricted fund revenues increased by \$47M in 2014.

- Strong investment performance in Trust and Endowment and Staff benefits resulted in an additional \$25M being recorded in 2014. Note however the figures do not include unrealized gains. Unrealized gains of \$55M have been recorded through the Statement of Remeasurement gains and losses. When added to the reported investment income of \$50M this would equal \$105M compared to the \$87M reported last year. This is mainly due to the strong performance of the trust and endowment funds which reported a 19.8% return in 2014 compared to 15.5% last year.
- Capital fund revenues increased by \$15M. Approximately \$7.8M relates to funding from all three levels of government for the Active Living Centre. Another \$3.5M was received related to the Manitoba Electron Microscopy Facility for Composite and Materials Characterization and \$2.4M was received for the Advanced Satellite Integration Facility.
- Research and Special Fund revenues decreased by \$7.0M but when the \$20.7M from above is taken into account actual research related revenues increased \$13M. A number of items contribute to this increase and are included in the Report of the Vice-President (Administration).
- Donations have declined by \$9.6M due to a large one time gift in 2012-13 for project Domino.

Total Expenses increased by \$32M from \$740M to \$772M.

	<u>2014</u>	<u>2013</u>	(millions) Increase (Decrease)
Operating	\$ 548	\$ 503	\$ 45
Restricted	224	237	(13)
Endowment	<u>0</u>	<u>0</u>	<u>0</u>
Total	<u>\$ 772</u>	<u>\$ 740</u>	<u>\$ 32</u>

Operating Fund Expenses increased by a net \$45M.

- With salaries and benefits comprising 65.9% of the operating budget (Table 1 Report of the Vice-President Administration) the most substantial increase in the Operating Fund was an increase of \$18M in additional wages or budgeted merit increases and other adjustments stemming from Academic units.
- In addition \$9M of additional pension contributions were required in 2014 to fund the deficit and the current service cost bringing total additional payments to \$19M in 2014.
- Utilities increased by \$4.9M as a result of the unusual cold winter and spike in natural gas rates based on market prices.
- The actuarially determined Employee Future Benefits expense increased by \$3.7M relating to the valuation of the LTD plan in note 12.
- An additional \$2.2M was spent on Student Awards.

- Funds spent on ROSE projects declined by \$4M in 2014 as many projects wrapped up and were operational.
- Over \$11M was spent on strategic allocations through the budget process such as Advancement Services, Marketing and Communications and IT projects such as classroom upgrades and wireless expansion.

Restricted Fund Expenses decreased by a net \$13M.

- 2013 figures include \$20M being received from the Province of Manitoba and paid to BBB for the construction of the stadium. The comparable result is actually a \$7M increase which is increased research activity as a result of increased research revenues.

The format of the 2014 Financial Statements includes Specific Provisions and Future Revenues with the General Fund. The University ended fiscal 2013-14 with a slight positive balance of \$2,000 after transfers to all other funds. A Summary of the General Operating Fund is below.

Operating Fund Summary:

	(000's)	
	<u>2014</u>	<u>2013</u>
Operating Revenues	\$590,828	\$559,414
Operating Expenses	(547,528)	(502,913)
Transfers	(43,293)	(56,538)
Remeasurement Gains (losses)	<u>(5)</u>	<u>39</u>
Total Increase to Operating Fund Balance	<u>\$ 2</u>	<u>\$ 2</u>

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

	(millions)	
	<u>2014</u>	<u>2013</u>
Transfers from Provisions (unit carryover) to Operating	\$ 48.2	\$ 52.6
Transfers end of year from Operating to Provisions to Fund Carryover	(33.2)	(53.4)
Transfers during the year to reflect capital equipment purchases	(21.6)	(22.8)
Transfers during the year to fund capital projects	(20.0)	(17.5)
Transfers to Provision to fund special projects	(16.2)	(13.7)
Transfers from CDI and student contributions to fund debt	(9.0)	(8.5)
Funding of Operating from Trust	8.8	9.0
Transfers from Provisions (one time budget) to Operating	7.8	
Transfers to Research to support research projects	(7.5)	(3.0)
Other net	7.3	11.9
Transfers in support of scholarships	(6.9)	(8.9)
Transfers during the year to fund debt	(5.6)	(5.7)
Funding for Vacation pay, employee future benefits and pension	4.6	4.6
Funding from overhead	3.6	2.9
Transfers end of year from Operating to Provisions to Fund capital replacements (e.g. Ancillaries, telephone)	<u>(3.6)</u>	<u>(4.0)</u>
	<u>\$ (43.3)</u>	<u>\$ (56.5)</u>

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

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>Toutteny</u>	<u>May 23, 2014</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Alvick</u>	<u>May 26/14</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Daniel Bend</u>	<u>26, 2014</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	ARMC	June 10, 2014
<input type="checkbox"/>	<input type="checkbox"/>		

Submission prepared by: Gord Pasioka, Associate Comptroller

Submission approved by:

Attachments

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

TABLE OF CONTENTS

MISSION, VISION and VALUES.....	X
REPORT OF THE BOARD OF GOVERNORS	X
REPORT OF THE VICE-PRESIDENT (ADMINISTRATION).....	X
STATEMENT OF MANAGEMENT RESPONSIBILITY FOR FINANCIAL REPORTING.....	X
INDEPENDENT AUDITOR'S REPORT	X
FINANCIAL STATEMENTS	X
Statement of Financial Position.....	X
Statement of Operations and Changes in Fund Balances.....	X
Statement of Remeasurement Gains and Losses.....	X
Statement of Cash Flows.....	X
Notes to the Financial Statements.....	X

(Additional information is available at www.umanitoba.ca/admin/financial_services/)

MISSION VISION VALUES

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 Education and Advanced Learning, 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, 2014 is herewith submitted to the Minister of Education and Advanced Learning. 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 Education and Advanced Learning.

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	
	2014	2013
Revenues and Other Additions	\$ 590,828	\$ 559,414
Expenditures and Other Deductions	547,528	502,913
Net Revenues	43,300	56,501
Net Appropriated To Specific Provisions	(8,913)	(5,722)
Inter-Fund Transfers	(34,380)	(50,816)
Remeasurement Gains (Losses)	(5)	39
Net Increase To Fund Balances	\$ 2	\$ 2

Additions exceeded deductions by \$43,300,000 for the current fiscal year. Net appropriations of \$8,913,000 were made to specific provisions and an amount of \$34,380,000 was transferred to other funds. The resulting net surplus of \$2,000 has been added to the general operating balance in the General Operating Fund, increasing it to a balance of \$2,306,000 as at March 31, 2014.

INVESTMENTS: INVESTMENT HOLDINGS AT MARCH 31, 2014 WERE AS FOLLOWS (AT FAIR VALUE):

(in thousands of dollars)

Canadian Bonds and Other Fixed Income	\$ 195,294
Canadian Equities	159,495
U.S. Equities	124,245
International Equities	82,473
Pooled Real Estate	66,690
Bankers Acceptances, Guaranteed	
Investment Certificates and Cash	107,075
Other	1,709
	\$ 736,981

REPORT OF THE BOARD OF GOVERNORS

MEMBERS OF THE BOARD OF GOVERNORS:

At March 31, 2014 the members of the Board of Governors were as follows:

Chair

Patricia Bovey, B.A., FRSA

Vice-Chair

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

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
Alexandra Dansen
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.
Shelley Jesseau
Stacy Senkbeil

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.)
Rennie Zegalski, B.Comm. (Hons.)

Appointed by the University of Manitoba Students Union

Al Turnbull
Susie Ally
Monika Wetzel

University Secretary

Jeff M. Leclerc, B.Ed., M.Ed., C.Dir

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

signature

Patricia Bovey, Chair.

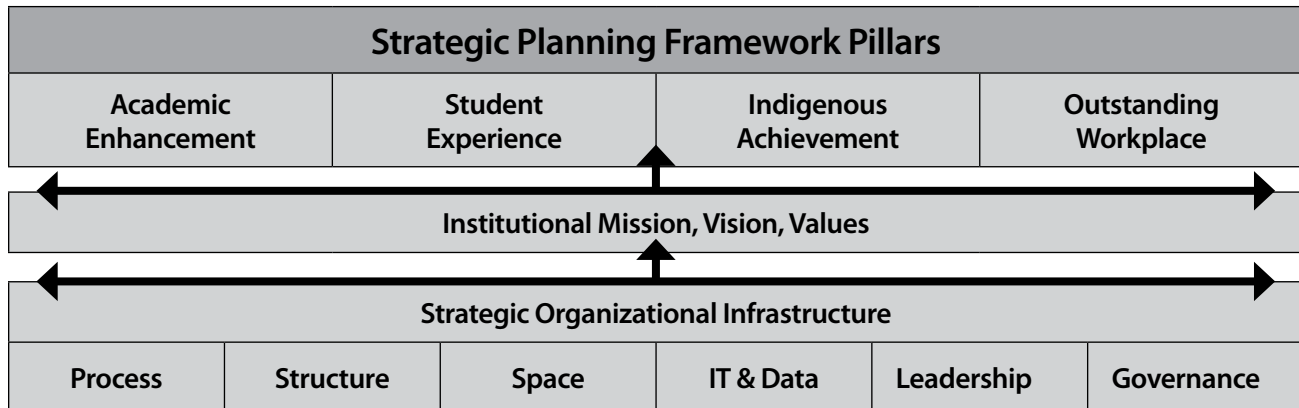
REPORT OF THE VICE-PRESIDENT (ADMINISTRATION)

*Building on a tradition of excellence, innovation and global influence.
Forging a vision of discovery and growth.
Achieving greatness.*

Our planning decisions are guided by the Strategic Planning Framework that was approved and implemented in 2009. To ensure our university continues to build on its tradition of excellence, innovation and global influence, development of an updated plan for this framework has recently been launched which includes a comprehensive consultation process throughout our broad university community.

The university continues to undergo a transformation of its organizational infrastructure – a necessary 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 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 2013-14 provincial budget provided for an operating grant increase of two and one half per cent. Tuition increases were limited to 1.6%, the rate of inflation.

The 2013-14 general operating budget approved by the Board of Governors allowed us to invest in the transformation of organizational infrastructure and the four strategic planning framework pillars as follows:

Academic Enhancement

- Support for collaborative cluster initiatives
 - Centre for Human Rights Research
 - Truth and Reconciliation National Research Centre
 - Health Sciences research enhancement (clinical trials compliance officer, grant facilitator)
- Research support
 - Enhanced bridge funding
 - Post-doctoral fellow support
 - Plant Genomics contingency fund
- Support for teaching and learning
 - Teaching and Learning Fund
 - Teaching Life Publication
 - Enhance teaching and learning support (UTS)
- Faculty specific support
 - Asper School of Business – Academic Salary Support, Asper Executive Education marketing development
 - Pharmacy (PharmD program development)

REPORT OF THE VICE–PRESIDENT (ADMINISTRATION)

Indigenous Achievement

- Action Plan support
- Aboriginal student advisor (Student Services)
- Community Indigenous support (Kinesiology and Recreation Management)
- Indigenous student recruitment officer (Enrolment Services)
- Indigenous student advisor (Arts)

Student Experience

- Enhanced graduate student support
- Support for the identification of bona fide academic program requirements
- STATIS case management
- Undergraduate student scholarships

Outstanding Workplace: While funding for this initiative was not identified in the 2013-14 allocations, prior year investments have supported the “It’s Up to Us” Employee Experience Survey undertaken in 2011, as well as an action plan that establishes an implementation timetable. Future investments necessary to support the commitments identified in the Outstanding Workplace Initiative will be prioritized as they arise.

Transform Organizational Infrastructure

- Campus planning support
- Information Services and Technology – infrastructure support
- Reasonable Accommodations Fund (Human Resources)
- Enhanced data support for Deans and Directors (Office of Institutional Analysis)

In the last five successive budgets, \$30.4 million in ongoing funding has been allocated to framework priorities which represent approximately 5% of operating budget. One-time funding of \$14.4 million has also been earmarked to assist with the launching of new programs, enhance information technology and seed new initiatives.

INVESTING IN MANITOBA’S FUTURE

In 2013-14 total university revenue in all Funds (unrestricted and restricted) was \$850.8 million, compared to \$795.7 million in 2012-13. 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 \$407.2 million of total revenue, down from \$412.4 million last year. Support from COPSE increased \$9.5 million. Other revenues from the province included \$6.4 million for Project Domino, \$2.9 million for the Active Living Centre and \$9.4 million for deferred maintenance. Prior year revenues included a \$20.7 million flow through grant which was provided to BBB Stadium Inc. for the construction of Investors Group Field.

Students, through their tuition and related fees, provided the second largest source of the university’s revenue during the year. In 2013-14, \$142 million was assessed, up from \$133 million in the prior year. These fees represent 16.7% of total revenues. The tuition increases during the year are due mainly to increased enrolment of 1.6% (regular session and international student) and higher tuition fees.

Support from the Government of Canada increased 17% this year. Total revenues of \$88.1 million increased \$12.8 million. Federal support represents 10.4% of total revenues. Federal funding included \$5.6 million for the Active Living Centre, equipment grants for the Materials Characterization Lab (\$3.1 million) and the advanced satellite integration facility at Magellan Aerospace (2.4 million), and an increase in funding from CIHR including \$1.8 million for the Centre for Healthcare Innovation and \$1.4 million for the Institute for Musculoskeletal Health and Arthritis. Federal programs provide significant support to research, capital, and indirect costs of research at the university.

REPORT OF THE VICE-PRESIDENT (ADMINISTRATION)

In 2012-13, the University adopted Public Sector Accounting Standards which has changed the method of recording revenues earned on investments. Income earned on dividends, interest, and realized gains and losses are still recorded as revenues in the Statement of Operations, however any income attributed to the change in fair value of investments (the unrealized gains and losses) is now recorded in the Statement of Remeasurement. In the current year, unrealized gains of \$55.2 million are recorded as an increase to the Statement of Remeasurement. The one-year return of the University Investment Trust (Endowment Fund) was 19.8%, 4.3% higher than last year. Investment Revenue received was \$50.2 million compared to \$25.5 million in 2012-13. A more detailed discussion of the Trust and Endowment Fund appears later in this report.

Total revenue included \$44.4 million in non-government grants and contracts, an increase of \$3.6 million from 2012-13. These grants are received from industry, foundations and associations in support of research, special projects, capital projects, and student support. The increase this year was due in large part to a research award from the Bill & Melinda Gates Foundation for \$6.2 million. This is the current year portion of a \$21 million USD award being used by the Centre for Global Public Health to improve reproductive, maternal, neonatal and child health in an area of northern India.

Ancillary Services are comprised of the Book Store, Residences, Parking, Pharmacy, and Smartpark. Revenue for the year remained stable at \$37.2 million or 4.4% of total revenue. 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.

The sale of various goods and services generated 4.1% of total revenues in 2013-14 or \$35.2 million, an increase from 2012-13 of \$1.5 million. This increase is attributable to a variety of activities including the English Language Programs and external steam sales. 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.

Miscellaneous Revenue increased \$14.9 million this year to \$23.7 million due to significant insurance proceeds received for the Duff Roblin fire as well as equity pick up in the University's investment in TRIUMF and Staff Benefits experience gains on group insurance plans received this year.

The University received \$20.2 million or 2.4% of total revenue in donations in support of research, special projects and initiatives, scholarships and bursaries from our generous individual and corporate donors, and employees. This represents a decrease from the prior year due to a large one-time gift for Project Domino of \$10 million in 2012-13.

The City of Winnipeg generously contributed \$2.5 million during the year towards construction of the Active Living Centre.

Expenses in the General Funds increased from \$503 million in 2012-13 to \$548 million 2013-14 as explained in the following section. Expenses in the restricted funds of \$224 million in the current year were reduced from \$237 million in 2012-13 due largely to activity in the Research and Special Funds. The bulk of this variance relates to \$20.7 million received from the Province in 2012-13 and provided directly to BBB Stadium Inc. related to the construction of Investors Group Field.

GENERAL OPERATING FUND

The results of the General Operating Fund for 2013-14, shown on a comparative basis with the prior year and the April 1, 2013 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.

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 \$43.3 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

REPORT OF THE VICE–PRESIDENT (ADMINISTRATION)

budgets of faculties and units. In addition, some current year revenues and expenses were favourable to budget. The net increase to the General Operating Fund of \$2,264 was generated after taking into account the following interfund activity:

- \$22.0 million was transferred out to Capital representing amounts faculties and units spent on capital assets and library acquisitions

**TABLE 1: GENERAL OPERATING FUND
SUMMARY STATEMENT**
(in thousands of dollars)

	April 1, 2013 Budget	%	March 31, 2014 Actual	%	March 31, 2013 Actual	%
Revenue:						
COPSE	\$ 329,289	57.4%	\$ 329,456	55.8%	\$ 319,955	57.2%
Tuition Fees	139,973	24.4%	141,999	24.0%	133,012	23.8%
Ancillary Services	37,393	6.5%	37,182	6.3%	37,189	6.6%
Sales of Goods & Services	30,330	5.3%	34,342	5.8%	32,822	5.9%
Other Province of Manitoba	18,835	3.3%	19,533	3.3%	17,546	3.1%
Government of Canada	8,278	1.4%	8,797	1.5%	10,563	1.9%
Net Investment Income	4,835	0.8%	4,429	0.7%	3,964	0.7%
Contributions and Donations	983	0.2%	1,267	0.2%	1,340	0.2%
Non-Government Grants	1,031	0.2%	1,350	0.2%	1,162	0.2%
Miscellaneous	2,230	0.5%	12,473	2.2%	1,861	0.4%
	\$ 573,177	100.0%	\$ 590,828	100.0%	\$ 559,414	100.0%
Expense by Function:						
Instruction	\$ 291,483	54.2%	\$ 325,393	59.4%	\$ 307,404	61.1%
Administration	45,427	8.5%	46,019	8.4%	40,057	8.1%
Plant Maintenance	31,331	5.8%	40,463	7.4%	34,331	6.9%
General	29,547	5.5%	29,528	5.4%	25,538	5.2%
Other Academic Support	33,797	6.3%	29,101	5.3%	23,289	4.7%
Ancillary Services	29,333	5.5%	28,450	5.2%	29,035	5.9%
Student Affairs	18,018	3.4%	19,772	3.6%	18,782	3.8%
Libraries	15,534	2.9%	16,963	3.1%	16,984	3.5%
Student Awards	8,696	1.6%	12,266	2.2%	10,225	2.1%
Actuarially determined Employee Future Benefits		0.0%	6,930	1.3%	3,266	0.0%
Change in Pension Liability		0.0%	34	0.0%	416	0.0%
Staff Benefits Contra	(6,200)	(1.2%)	(7,542)	(1.4%)	(6,414)	(1.3%)
Central Reserves *	40,582	7.5%				
	\$ 537,548	100.0%	\$ 547,528	100.0%	\$ 502,913	100.0%
<i>Net Revenue</i>	35,629		43,300		56,501	
<i>Net Transfer to Other Funds</i>	(35,629)		(43,293)		(56,538)	
Remeasurement Gains and Losses			(5)		39	
Net Increase to Fund Balance	\$ -		\$ 2		\$ 2	

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REPORT OF THE VICE-PRESIDENT (ADMINISTRATION)

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	April 1, 2013 Budget	%	March 31, 2014 Actual	%	March 31, 2013 Actual	%
Expense by Type:						
Salaries & Wages	\$ 310,430	57.7%	\$ 334,016	61.0%	\$ 316,079	62.9%
Supplies and Expenses	115,768	21.5%	82,276	15.0%	78,613	15.7%
Staff Benefits	63,555	11.8%	70,145	12.8%	57,419	11.4%
Utilities	15,482	2.9%	19,483	3.6%	14,499	2.9%
Ancillaries Cost of Goods Sold	15,625	2.9%	15,055	2.7%	15,588	3.3%
Student Awards	10,246	1.9%	12,417	2.3%	10,225	2.1%
Payroll Tax Levy	6,442	1.3%	7,172	1.3%	6,808	1.4%
Actuarially Determined Employee Future Benefits			6,930	1.3%	3,266	0.0%
Change in Pension Liability			34	0.0%	416	0.3%
	\$ 537,548	100.0%	\$ 547,528	100.0%	\$ 502,913	100.0%

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

- \$9.0 million was transferred in from Trust to support students and unit budgets
- \$6.9 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
- \$5.6 million was transferred out for debt servicing
- \$3.6 million of overhead recoveries was transferred in from Research
- \$7.5 million was transferred to the Research Fund. These are funds allocated over numerous years for Research start-up activities. In 2013-14 it was determined these funds should be categorized as Research Funds in order to ensure the appropriate ethics and other controls applicable to these types of research funds were in place.
- \$12.9 million was transferred to the Capital Fund in support of Faculty and unit initiatives.

As detailed in Table 1, General Operating Fund expenses increased by \$44.6 million or 8.9% in 2013-14 over 2012-13. When compared by function:

- Instruction costs have increased by \$18.1 million due mainly to budgeted salary and benefit increases.
- Administration costs have increased by \$6 million due to a budgeted increase in salary and benefit costs, for example Advancement Services (\$1.3 million) and Marketing and Communications (\$1.9 million).
- Plant Maintenance is also up \$6 million which is due to increased utilities costs, primarily natural gas. Due to the very cold and extended winter, utility consumption was 10% higher than normal. More significantly, natural gas is purchased through Manitoba Hydro and is priced based on market rates. During our peak consumption period, market rates were extraordinarily high.
- General Expenses have increased \$4 million. This includes an increase in Pension payments of \$8 million offset by a decrease in spending for ROSE projects of \$4 million.
- Other Academic increased \$5.8 million due to a budgeted increase in spending in IST for various projects including the classroom technology upgrades, wireless expansion, technical infrastructure renewal, and enterprise application renewal.

STUDENTS

Fall 2013 built upon last year's record-setting enrolment, surpassing it by an additional 2.0% to reach 29,759 students. Tuition revenue is driven by credit hours, which had an overall 1.6% increase for undergraduate and graduate students.

Enrolment increases were evident in many areas, including undergraduate, graduate, international, and Indigenous enrolment.

REPORT OF THE VICE–PRESIDENT (ADMINISTRATION)

Undergraduate enrolment increased 1.5% to 25,363 students in Fall Term 2013. Graduate enrolment increased 4.7% to 3,748 students in Fall Term 2013.

International student enrolment increased 18.5% from Fall Term 2012. The international student population now comprises 13.0% of the total student population.

TABLE 2: SELECTED STATISTICS

	2013	2012	2011	2010	2009
Fall Term Enrolment					
Total Students ^{1,2}	29,759	29,181	28,430	27,751	27,476
Undergraduate students	25,363	24,996	24,347	23,929	23,654
% Annual Change	1.5	2.7	1.7	1.2	4.9
Full-Time	20,819	20,363	19,876	19,522	19,174
Part-Time	4,544	4,633	4,471	4,407	4,480
Distance Education ²					
Graduate students	3,748	3,580	3,501	3,333	3,333
% Annual Change	4.7	2.3	5.0	0.0	3.4
Full-Time	3,042	2,843	2,720	2,560	2,550
Part-Time	706	737	781	773	783
Post-Graduate Medical Educ. Students	648	605	582	489	489
Summer Enrolment	11,070	10,469	10,157	10,121	9,637
% Annual Change	5.7	3.1	0.4	5.0	2.1
Total Enrolment	40,829	39,650	38,587	37,872	37,113
Full-Time Equivalent Students ^{1,3}	29,172	28,336	27,581	26,943	26,470
International Students	3,869	3,266	2,738	2,354	2,165
Self Declared Aboriginal Students^{4,5}	2,140	2,084	2,021	1,912	1,883
Undergraduate students	1,973	1,930	1,876	1,771	1,748
% Total undergraduate students	7.8	7.7	7.7	7.4	7.4
% Total University 1	9.6	9.1	8.4	8.4	8.3
Graduate	158	147	139	133	129
% of Total Graduate	4.2	4.1	4.0	4.0	3.9
Post-Graduate Medical Educ.	9	7	6	8	6
% of Total PGME	1.4	1.2	1.0	1.6	1.2
Undergraduate Student Credit Hours⁶					
Fall and Winter	524,993	521,345	512,849	509,309	503,048
Summer	55,963	53,366	53,617	53,910	51,457
On-load ⁷	6,625	6,074	6,156	6,084	6,928
Degrees, Diplomas, Certificates Conferred					
Undergraduate	4,309	4,045	4,139	4,120	4,095
Graduate	797	815	779	778	738

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. The years 2012 and 2013 reflect Canadian Aboriginal students. Prior years may include non-Canadian Aboriginal students.

6. Credit hours for 2012 and 2013 exclude courses at or above the 6000 level. Prior years include 6000 level hours, so comparisons should be made with caution.

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

REPORT OF THE VICE-PRESIDENT (ADMINISTRATION)

In Fall Term 2013, Indigenous students comprised 7.2% of the student population. The percentage of Indigenous students in the University 1 program has increased from 9.1% in Fall Term 2012 to 9.6% in Fall Term 2013.

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.

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 4,909 full-time equivalent staff were employed during the year comprised of 2,317 faculty, 2,440 administrative staff and 152 staff in Ancillary Services.

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 Francis Plummer (medical microbiology), was awarded the 2013 Prix Galien Canada Research Award for his world-renowned research contribution to the diagnosis, prevention and treatment of sexually transmitted diseases. The Prix Galien is the most prestigious award in the field of Canadian pharmaceutical research and innovation. Referred to as the “Nobel Prize of pharmaceutical research”, it recognizes the efforts and achievements of pharmaceutical research and development;
- Dr. Estelle Simons (pediatrics and child health/Manitoba Institute of Child Health) was elected a fellow of the Canadian Academy of Health Sciences, one of the highest honours for individuals in the Canadian health sciences community. Simons is an internationally renowned expert on allergic diseases like asthma. Fellows are elected by their peers based on their demonstrated leadership, creativity, distinctive competencies and commitment to advancing academic health sciences;
- The Women's Executive Network named three U of M professors Canada's Most Powerful Women Top 100 for 2013: Dr. Samia Barakat (Medicine), Dr. Joan Durrant (Family Social Sciences), Dr. Joanne Keselman, Vice-President (Academic) and Provost. Durrant and Barakat won in the Glencore Trailblazers and Trendsetters category. Keselman won in the Public Sector Leaders category. These awards celebrate the professional achievements of strong female leaders across the country in the private, public and not-for-profit sectors;
- Dr. Cheryl Rockman-Greenberg, pediatrics and child health/Manitoba Institute of Child Health, was named the 2013 recipient of the Dr. John M. Bowman Memorial Winnipeg Rh Institute Foundation Award for outstanding research by senior university faculty;
- Two U of M professors were named to the Order of Canada in the summer of 2013: Dr. Patricia Martens (community health sciences/Manitoba Centre for Health Policy) and Distinguished Professor Emeritus Vaclav Smil (environment and geography). Martens was recognized for her work on population health with particular interests in the health status, inequities, healthcare use patterns of rural and northern residents, mental health, child health, breastfeeding issues, and the health of Aboriginal peoples. Smil was recognized for his contributions as an author, educator and lecturer on the impact of human energy use on the Earth's ecosystem; and,
- The Royal Society of Canada elected three esteemed professors as new Fellows: Dr. Patricia Martens (community health sciences/Manitoba Centre for Health Policy), Professor Emeritus Aftab Mufti (civil engineering/ISIS Canada Research Network) and Dr. Grant Pierce (physiology and executive director of research, St-Boniface Hospital Research).

REPORT OF THE VICE–PRESIDENT (ADMINISTRATION)

OUTSTANDING WORKPLACE INITIATIVE

The goal of the Outstanding Workplace strategic priority is to *be an employer of first choice, offering and expecting respect for all staff and faculty, providing opportunities for leadership, growth and development, and recognizing the contributions made at all levels of the organization.*

The six key commitments identified to help achieve this goal are:

- To increase connectedness as a community.
- To foster exemplary leadership and management practices.
- To enhance a respectful, equitable, and inclusive work environment.
- To enhance career and professional development supports.
- To increase organizational effectiveness by reducing red-tape and bureaucracy.
- To continue to identify, build on, and communicate our workplace strengths.

In 2012, an OWI Strategy and Plan were developed, called “It’s Up to Us”, which included specific goals and timelines for various initiatives under each of the six commitments. Work is progressing in all areas of OWI, and in this past year, the University was again named one of Manitoba’s Top 25 Employers. Other significant activities included:

- the launch of a pilot program in Leadership Development;
- the launch of a pilot program for more effective annual reviews and professional development of support staff; and
- the continued development of a campus Mental Health Strategy.

CONTINUOUS IMPROVEMENT

In 2009 two programs, Resource Optimization and Service Enhancement (ROSE) and Optimizing Academic Resources (OARs) were initiated under the overall strategy of achieving resource optimization improvements within the institution. The projects emanating from these programs have benefited from the engagement of many staff members and have generated impact across the University.

The past year has seen the successful implementation and completion of projects that implemented a fully integrated eProcurement suite to provide greater purchasing functionality, enabled the strategic sourcing initiative and updated procurement policies and procedures; deployed an online student relationship management and admissions system for undergraduate students; standardized the processes for commissioning and decommissioning of personal computers in order to reduce support time and reduce the risk of data loss; restructured the Philanthropy unit in order to enhance the fundraising ability of the university; reorganized the Marketing and Communications Office to provide improved strategic marketing and communications direction and integrated services to the entire University; provided the University with improved ability to manage classes and events within a single system, save class and event scheduling time and effort, and better manage the use of teaching spaces and resources; for construction related projects installed more appropriate and cost effective solutions, developed more consistent methods for project coordination, reduced the design process on smaller project and improved overall communications; completed an online staff recruitment system, an employee self-service and manager’s information portal for viewing core benefit and personnel data; and completed the standardization of university staff onto a common email/calendaring system.

In January 2012, the President launched the Academic Structure Initiative to investigate and define 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.” As a result, this initiative began to explore, simplify and improve the current academic structure with the specific goal to identify options for reducing the number of faculties and schools to a number closer to the national average of 13 by 2017. In August 2013, following a period of significant consultations and analysis that built on the initial cluster discussions, a formal proposal to incorporate the Faculties of Dentistry, Medicine, Nursing and Pharmacy, and the Schools of Dental Hygiene and Medical Rehabilitation into a

REPORT OF THE VICE-PRESIDENT (ADMINISTRATION)

new Faculty of Health Sciences was submitted. At its October 2013 meeting, Senate approved, in principle, and recommended to the Board of Governors that it approve the establishment of a Faculty of Health Sciences. Also in October, the Board of Governors approved Senate's recommendation. In February, Dr. Brian Postl was appointed the first Dean. As well, the Faculty of Agricultural and Food Sciences and the Clayton H. Riddell Faculty of Environment, Earth, and Resources have continued discussions about a greater integration of activities while options for the future of the Faculty of Human Ecology are also under consideration.

The initiatives above only address the ROSE and OARS programs. Many other individual initiatives are underway within the university that are creating change outside of the ROSE and OARS governance mandates. The creation of a more holistic approach to instill and maintain a culture of continual change and build upon the change outcomes introduced with the ROSE and OARS programs is now underway. Strategies and approaches are being developed, and actions are underway that will build mature practices of process improvement, project/program delivery, and change support that can be used throughout the university.

The establishment of a distinct Office of Change Management to support organizational change within the university and to work in partnership with the Office of Continuous Improvement to continue to foster a culture of continual change across the university was a significant action taken over the past year.

WORLD CLASS RESEARCH

The University of Manitoba currently holds 46 Canada Research Chairs and one Canada Excellence Research Chair, it is an active participant in nine of Canada's National Networks of Centres of Excellence and is leading the TREKK Knowledge Mobilization NCE. The university is also home to, or a partner in, 51 research centres, institutes and shared facilities that foster collaborative research and scholarship in a wide variety of fields.

In 2013-14, the Canada Research Chairs (CRC) program announced three new CRCs, one renewal and one advancement at the University of Manitoba, bringing our total to 46 CRCs. The new CRCs are: Dr. Annette Desmarais (sociology) chair in Human Rights, Social Justice and Food Sovereignty; Dr. Pourang Irani (computer science) chair in Ubiquitous Analytics; and Dr. Nicole Rosen (linguistics) chair in Language Interaction. The renewed chair is Dr. Samar Safi-Harb (physics and astronomy), chair in Supernova Remnants Astrophysics. Dr. Michael Freund (chemistry) chair in Conducting Polymers and Electronic Materials had his Tier 2 chair advanced to a Tier 1 chair. The new and renewed chairs funding combined for a total of \$7.6 million.

In 2013-14, research at the University of Manitoba continued its strength, with investment in a number of key areas. University researchers received \$114.3 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 an increase of 11.3% compared to the amount received in 2012-13.

Table 3, Research Expenses by Faculty or Support Unit, illustrates the level of research investment, as measured by the level of spending, in faculties and schools 2013-14. Research investment was highest in the Faculty of Medicine, at a level of \$52.5 million in 2013-14. The second-highest was the Faculty of Agricultural and Food Sciences at \$13.9 million, followed by the Faculty of Science, the Faculty of Engineering and, the Clayton H. Riddell Faculty of Environment, Earth and Resources, at \$9.8, \$9.4, and \$8.4 million respectively. In 2013-14 a total of \$113.9 million was spent on sponsored or assisted research activities at the University of Manitoba.

On June 3, 2013 the Social Sciences and Humanities Research Council (SSHRC) announced \$2.7 million in funding for two partnership projects, one team led by Peter Kulchyski (Native studies \$2.5 million) and one team led by Karen Busby (law \$200,000). Kulchyski's project involves a 'grounds up' engagement, linking scholars, artists and human rights activists interested in questions of culture, human rights and politics through the lens of performance studies. Busby's team of researchers will look at "the right to clean water in First Nations: the most precious gift." Both projects involve numerous partners at other institutions and organizations locally and nationally. In addition to the two partnership projects, SSHRC also announced \$1,085,000 in project funding to 35 graduate students through CGS masters and doctoral scholarships.

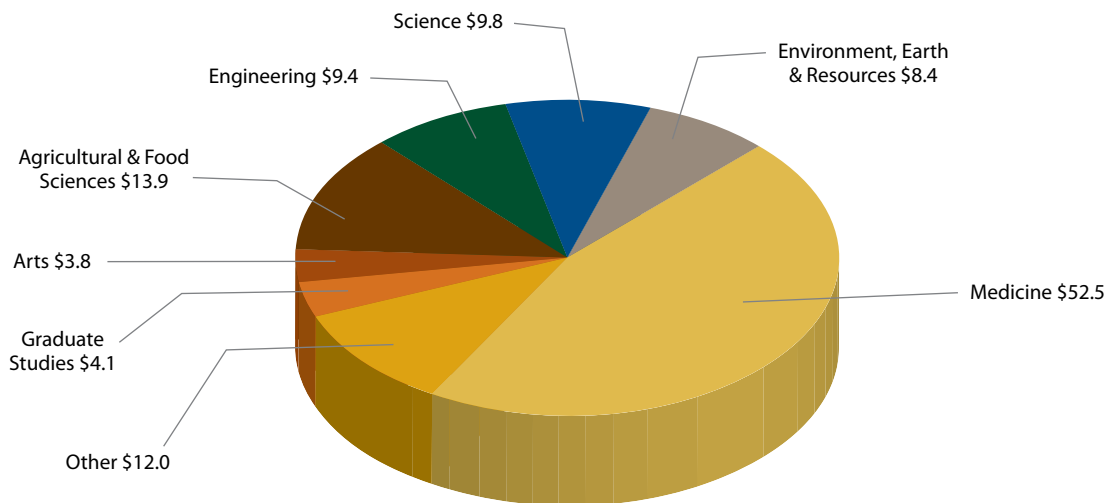
REPORT OF THE VICE–PRESIDENT (ADMINISTRATION)

The Canadian Institutes of Health Research (CIHR) announced \$2.5 million in funding on June 26, 2013 to Alan Katz (community health sciences, family medicine, Manitoba Centre for Health Policy) through the Community-Based Health Care in Canada program. Katz’s project entitled “Innovation in Community Based Primary Healthcare Supporting Transformation in the Health of First Nations and Rural/Remote Manitoba Communities: iPHIT” will be done in partnership with the Assembly of Manitoba Chiefs. The study will use the existing community based methods of providing care, based on who funds the services, to determine which models work best.

On October 17, 2013 a team led by Dr. Robert Duncan (plant science) was awarded a total of \$3.885 million in funding to produce world-class hybrid herbicide-tolerant (HT) high erucic acid rapeseed (HEAR) cultivars. The funding was announced by the Natural Sciences and Engineering Research Council of Canada (NSERC). This Collaborative Research and Development grant of \$1.925 million with another \$1.96 million from Bunge Canada and DL Seeds is awarded over the next five years.

Funding from the CFI, MRIF, and matching contributions from industry, along with the corresponding expenditures, are reflected in the Capital Asset Fund. In 2013-14, total contributions from these sources were \$5.5 million. The new funding supports research in eight faculties, including projects such as: analytical ultracentrifuge – a powerful biomolecular research tool (Chemistry), live animal multi-photon imaging centre (Pharmacology), Canadian Content Hemispheric Institute digital video library (Native Studies), and caregiver research environment (CARE): a naturalistic setting for empathetic communication (Nursing). When combined with sponsored or assisted research funding of \$114.3 million, University of Manitoba researchers received \$119.8 million in funding in 2013-14.

TABLE 3: RESEARCH EXPENSE BY FACULTY OR SUPPORT UNIT 2013-14
(Total \$113.9 Million)



TRUST AND ENDOWMENT FUND

The University’s trust and endowment fund had a market value of \$511 million as at March 31, 2014, compared to \$424 million in 2013. The growth was primarily due to \$8.5 million in new donations, and an annual return of 19.8%. This annual return was very favorable, as the portfolio performed well compared to its peer group and compared to the policy benchmark return of 17.7%. Most of the relatively favorable performance was due to the Canadian and U.S. equity mandates. The Canadian equity portfolio earned a 1-year return of 23.1% versus the S&P/TSX Index return of 16.0%. In the U.S., equity markets had a remarkable year, with the S&P 500 Index earning 32.4% over the past year when converted to Canadian dollars, and the endowment’s U.S portfolio was above that benchmark with a return of 35.6%. The only mandate with low returns was the Canadian bond portfolio, which realized a 1-year return of 0.7%, which is typical of most bond portfolios that struggled to deliver returns in a low yield environment.

REPORT OF THE VICE-PRESIDENT (ADMINISTRATION)

The endowment fund generated a spending allocation of \$17.0 million for the upcoming fiscal year, up from last year's distribution of \$16.2 million. This allocation provides funding for student support, faculty and researchers, various programs and initiatives, chairs and professorships, and additions to library resources. The continuing growth of both the endowment fund and the income it distributes is a testament to the generosity of the University's many donors, allowing the fund to help support current students as well as future generations of students.

Tables 4.1 and 4.2 Donor Pledges summarize pledges received by type of donor and the purpose for which the gift was pledged.

TABLE 4.1: DONOR PLEDGES BY TYPE OF GIFT 2013-14

(Total \$25.4 Million)

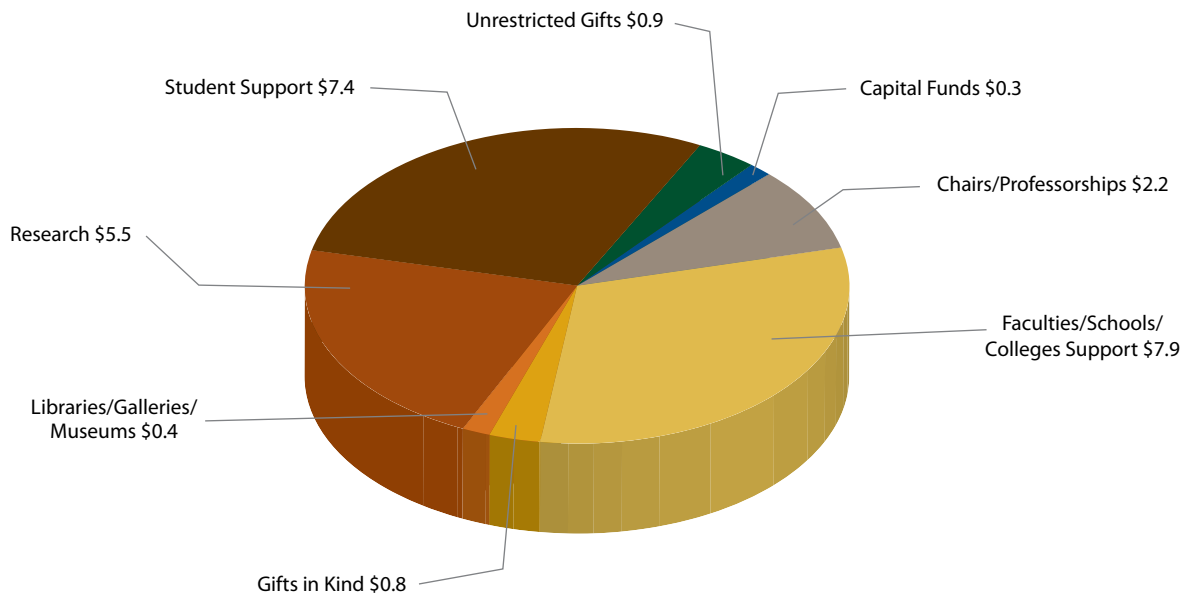
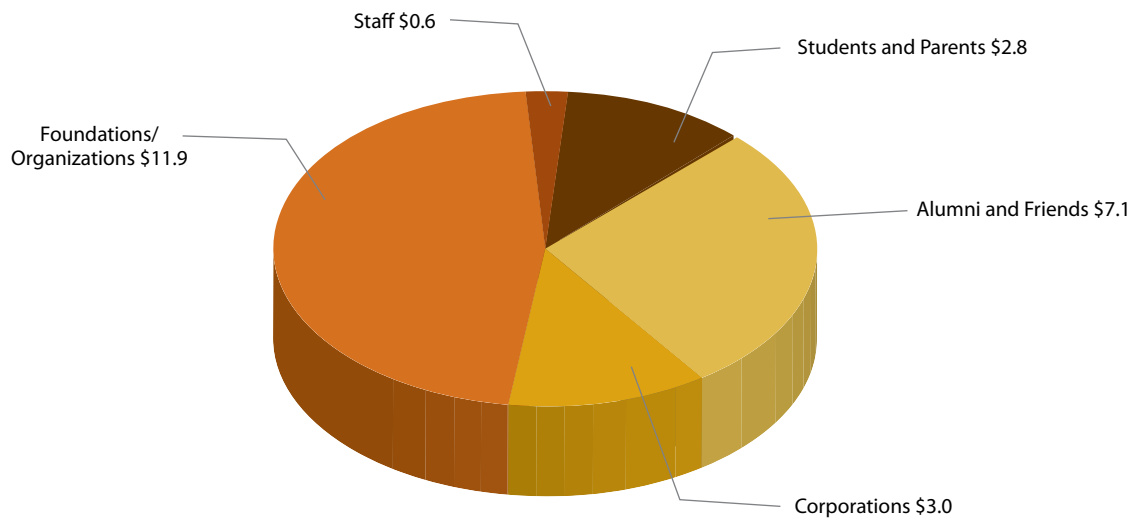


TABLE 4.2: DONOR PLEDGES BY CONSTITUENCY 2013-14

(Total \$25.4 Million)



REPORT OF THE VICE–PRESIDENT (ADMINISTRATION)

INVESTMENT IN CAPITAL, INFRASTRUCTURE, AND TECHNOLOGY

In 2013-14, the University of Manitoba invested \$98.3 million in capital assets as follows:

- \$65.0 million for the construction of buildings, infrastructure renewal and land improvements;
- \$17.6 million for the acquisition of equipment, vehicles, and furniture;
- \$5.1 million for computer equipment and technological improvements such as wireless expansion and upgrades; and
- \$10.6 million for library acquisitions and works of art.

In addition, debt servicing costs of \$24.2 million were incurred, primarily relating to the Provincial Debt, the Arthur V. Mauro Student Residence, Pembina Hall Student Residence and BBB Stadium interest. The BBB interest expense is completely offset by the BBB interest income.

Capital funding for the year includes internal sources plus \$7.3 million from COPSE, \$21.6 million from other Provincial departments, \$14.2 million from the Federal Government, \$2.5 million from the City of Winnipeg, \$5.6 million from private donors and \$11.8 million from other income.

A number of projects were completed during the fiscal year including the Frank Kennedy/Extended Education roof replacement (\$1.8 million), St. Paul's / Sinnott window replacement (\$1.6 million), Pathology Building ventilation upgrade (\$1.1 million), Faculty of Science Parker Lab 290 renovation (\$1.0 million) and the Faculty of Engineering Stanley Pauley Centre (\$0.9 million).

The conceptual design of the Manitoba Electron Microscopy Facility for Composite and Materials Characterization, which will house the Manitoba Institute for Materials, was completed in the year. The space to be renovated provides a centralized research facility to focus on composites and new materials. This will allow the University to advance Manitoba's role as a national leader in composites and aerospace research & development. The new facility will house approximately \$7 million of equipment. Three electron scanning microscopes were purchased in 2013-14 (\$3.5 million) with funding provided by Western Economic Diversification. Construction of this Facility will be completed in 2014-15.

The building at 137 Innovation Drive was purchased from Cangene Corporation under favourable terms during the year to accommodate External Relations' space requirements. SmartPark Development Corporation had constructed the building in 2003 as office space serving research and development before selling it to Cangene in 2010.

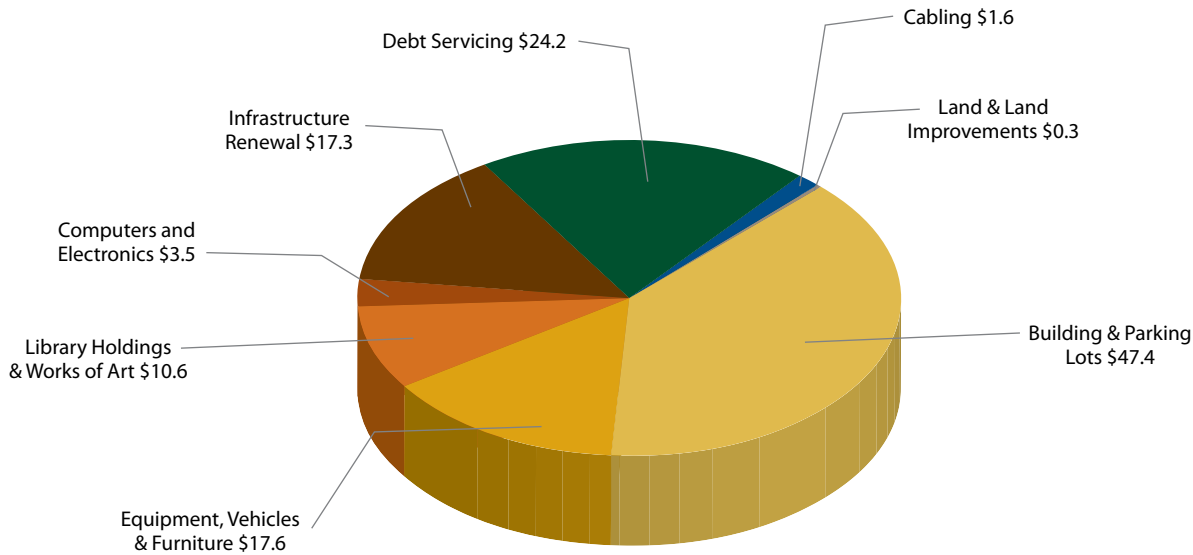
Construction continued on the Taché Hall Project Domino renovation (\$7.2 million) and the Active Living Centre (\$15.9 million) which is expected to open in January 2015.

Infrastructure renewal projects undertaken in 2013-2014 included fire and safety (\$3.7 million), asbestos remediation (\$2.9 million), window replacements (\$2.9 million), roof replacements (\$2.4 million), building envelop restoration (\$1.2 million) and Bannatyne electrical reservicing (\$1.2 million). These projects were funded by COPSE capital grants, Deferred Maintenance funding from the Province, and the Provincial Debt.

Table 5, Capital Fund Expenditures provides a more detailed breakdown of the \$98.3 million in capital asset expenditures and debt servicing costs of \$24.2 million during 2013-14.

TABLE 5: CAPTIAL FUND EXPENDITURES 2013-14

(Total \$122.5 Million)



SUSTAINABILITY

The University of Manitoba’s mission reflects an abiding commitment to sustainability. It speaks to balance between social, cultural, and economic development (all of which is predicated on a sustainable natural environment – reflected in the University’s values) and to balancing the local, regional and global perspectives. The very business of the University – creating, preserving and communicating knowledge for well-being – is integral to sustainable development. We build capacity so that students and their communities (and our larger community of Earth) can have big futures. Our work contributes to human development, and our values guide us to pursue this work in a way that manages the impacts we have on our planet.

In 2013-14 the University, led by the Office of Sustainability and with shared community commitment and involvement from students and staff, worked to enhance the culture of sustainability at the University of Manitoba through integrated planning, education and awareness initiatives and research into improved processes and programs.

The University actively researches, pilots and implements initiatives that improve social and environmental outcomes while also delivering financial benefits to the University:

- A major step in the University’s stewardship efforts was the 1997 Energy Performance Contract which invested over \$12 million in utility saving initiatives and has yielded more than \$57 million in savings to date. Those original measures continue to generate savings which have been reinvested in additional energy saving measures. As a result, \$6.4 million in utility costs were avoided in 2013-14; representing an approximately 25% reduction in total annual utility expenditures.
- The university continues to strive for a 5% year-over-year utility savings. Since 1990 the University of Manitoba’s Fort Garry campus has reduced its natural gas consumption by more than 39% per square foot and electricity consumption by more than 35% per square foot.
- Water consumption is 57% less compared to 1990 levels, generating estimated savings of \$1.94 million in annual water billing for the university in 2013-14. Water metering technologies have been implemented providing Physical Plant with the capacity to monitor actual campus water usage. This information results in an estimated savings of an additional \$500,000 per year.

REPORT OF THE VICE–PRESIDENT (ADMINISTRATION)

- A variety of custodial system enhancements have been implemented recently that reduce the need for disposable cleaning supplies and for cleaning chemicals. These changes are associated with social, environmental and financial benefits and include:
 - Energy efficient and hygienic hand dryers in high use washrooms – run for just 12 seconds/use and reduce paper use
 - Mats that remove dirt and grit before it enters the building, thereby minimizing the use of unnecessary cleaning chemicals
 - Reusable microfibre cleaning cloths
 - Chemical-free floor cleaning machines that use up to 75% less water than traditional floor cleaning methods
 - Switching to EcoTraction grit for snow and ice control to reduce the amount of chemical treated sand/salt previously used.

FORT GARRY CAMPUS PLAN

In November 2013 the winner of the ‘Visionary (re)Generation’ open international design competition was selected and announced. The winning team was composed of Janet Rosenberg & Studio (Toronto) and Cibinel Architects (Winnipeg) with Landmark Planning & Design Inc. (Winnipeg) and Arup Canada Inc. (Toronto). The scope of the work for the planning consulting contract has been finalized, and the composition of the consultant team has been confirmed:

- Janet Rosenberg & Studio (project lead – landscape & urban design)
- MMM Group (planning/approvals, transportation, civil/servicing, sustainability/energy)
- Arup (sustainability/energy)
- Applied Ecological Services (ecology/environmental)
- AMEC/Crosier Kilgour & Partners Ltd. (geotechnical/shoreline engineering)

The planning process is now underway, starting with a focus on transportation planning in consultation with the City of Winnipeg, to ensure alignment with the Southwest Rapid Transit Corridor Phase 2 through the Southwood Lands to the core campus. The five guiding principles established prior to the competition – Connected, Destination, Sustainable, Community, and Transformative – remain as the foundation of the planning process. In particular, the process will maintain an integrated view of social, environmental, and economic sustainability, emphasizing the campus as a ‘living lab’ for sustainable initiatives and community development. Economic viability and sustainability is being analyzed with the assistance of Urbanics Consultants Ltd., a company of urban land and development consultants with extensive experience assessing the economic viability of various land uses. Their work will help ensure that the University is able to meet the overarching goals and objectives of the Fort Garry campus planning process.

Community engagement is a crucial part of the overall planning process, and several Community Conversations have already been held with various student, staff, and faculty groups. Campus Planning and the Office of Sustainability hosted the first of three major public engagement events, a Community Engagement Fair in March. Approximately 200 people attended the event, which included numerous ways for participants to provide feedback and input. The feedback is being tabulated by the Campus Planning Office to integrate the information into the planning process.

BANNATYNE CAMPUS PLAN

After a year-and-a-half-long planning process, which included a community engagement component involving over 800 people and more than 30 stakeholder groups, the Board of Governors approved, in principle, the Bannatyne Campus Master plan in March. Open houses presenting the final version of the plan took place in April at the Bannatyne campus and May at the Fort Garry campus.

REPORT OF THE VICE-PRESIDENT (ADMINISTRATION)

The implementation phase of the plan is now underway, focusing on several key priorities identified in the plan. In particular the process includes preliminary planning for the relocation of the Faculty of Nursing, increased student life amenities and options, and ways to further facilitate inter-professional education.

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.

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.

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,

Signature

Paul Kochan
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 Canadian public sector accounting standards established by the Public Sector Accounting Board of the Chartered Professional Accountants Canada including the standards for government not for profit organizations. The University believes the financial statements present fairly the University's financial position as at March 31, 2014 and the results of its operations for the year ending March 31, 2014.

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

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

The financial statements for the year ended March 31, 2014 have been reported on by the Auditor General of Manitoba, the auditor appointed under the University of Manitoba Act. The Auditor's Report outlines the scope of his examination and provides his opinion on the fairness of presentation of the financial statements.

Signature

Paul Kochan
Vice-President (Administration)

Winnipeg, Manitoba
June 24, 2014

UNIVERSITY OF MANITOBA
FINANCIAL STATEMENTS
2014



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 financial statements of the University of Manitoba, which comprise the statement of financial position as at March 31, 2014, and the statements of operations and changes in fund balances, remeasurement gains and losses, 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 public sector accounting standards 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, the financial statements present fairly, in all material respects, the financial position of the University of Manitoba as at March 31, 2014, and the results of its operations, its remeasurement gains and losses, and its cash flows for the year then ended, in accordance with Canadian public sector accounting standards.

[Date]
Winnipeg, Manitoba

Norman Ricard, CA
Auditor General (acting)

FINANCIAL STATEMENTS

UNIVERSITY OF MANITOBA
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2014
(in thousands of dollars)

	2014	2013
Assets		
<i>Current Assets</i>		
Cash and Cash Equivalents	\$ 111,763	\$ 117,603
Accounts Receivable (Note 3)	69,672	64,721
Inventories	3,452	3,421
Prepaid Expenses	1,103	1,329
	185,990	187,074
<i>Long Term Assets</i>		
Loan Receivable (Note 4)	178,447	170,538
Investments (Note 5)	736,981	636,874
Capital Assets, Net of Accumulated Amortization (Note 7)	1,006,522	960,754
	1,921,950	1,768,166
	\$ 2,107,940	\$ 1,955,240
Liabilities		
<i>Current Liabilities</i>		
Accounts Payable	\$ 57,823	\$ 56,581
Unearned Revenue	8,809	6,888
Vacation and Sick Leave Liability	13,766	13,356
Loan (Note 20)	11,000	5,000
Current Portion of Capital Lease Obligations (Note 8)	70	124
Current Portion of Long Term Debt (Note 9)	4,818	17,285
	96,286	99,234
<i>Long Term Liabilities</i>		
Other Long Term Liabilities (Note 10)	4,573	5,964
Capital Lease Obligations (Note 8)	6	76
Long Term Debt (Note 9)	358,583	342,775
Employee Future Benefits (Note 11)	70,002	63,072
Pension Liability (Note 15)	33,881	33,847
	467,045	445,734
Fund Balances (Note 16)		
Unrestricted	(75,930)	(75,421)
Restricted	363,462	334,958
Invested in Capital Assets	915,149	864,732
Endowed	341,928	286,003
	1,544,609	1,410,272
	\$ 2,107,940	\$ 1,955,240

Contractual Obligations and Contingencies (Note 20)

Signature

Patricia Bovey – Chair

Signature

Michael Robertson – Vice-Chair

STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES FOR THE YEAR ENDED MARCH 31, 2014

(in thousands of dollars)

	General Funds (Note 2D)	Restricted Funds (Note 2E)	Endowment Fund (Note 2F)	2014 Total Funds	2013 Total Funds
Revenue:					
Tuition and Related Fees	\$ 141,999	\$	\$	\$ 141,999	\$ 133,012
Donations	1,267	10,972	7,971	20,210	32,483
Non-Government Grants	1,350	43,095		44,445	37,403
Net Investment Income (Note 17)	4,429	45,769		50,198	25,468
Miscellaneous Income	12,473	11,251		23,724	8,816
Government Grants:					
Council on Post-Secondary Education	329,456	7,317		336,773	327,300
Other Province of Manitoba	19,533	50,867		70,400	85,058
Government of Canada	8,797	79,309		88,106	75,316
City of Winnipeg		2,500		2,500	
Sales of Goods and Services	34,342	898		35,240	33,664
Ancillary Services	37,182			37,182	37,189
	590,828	251,978	7,971	850,777	795,709
Expense:					
Academic	325,393	106,278		431,671	407,121
Libraries	16,963	6		16,969	16,999
Student Affairs	19,772			19,772	18,792
Administration	46,019	2,967		48,986	43,397
Plant Maintenance	40,463			40,463	34,331
Other Academic Support	29,101	44		29,145	23,483
General	29,528	7,183		36,711	51,740
Student Awards	12,417	36,961		49,378	48,593
Interest		18,120		18,120	17,572
Amortization of Capital Assets		52,546		52,546	51,619
Ancillary Services	28,450			28,450	29,035
Actuarially Determined Employee Future Benefits	6,930			6,930	3,266
Change in Pension Liability (Note 15)	34			34	416
Staff Benefits Contra	(7,542)			(7,542)	(6,414)
	547,528	224,105		771,633	739,950
Net Revenue from Operating Activities	43,300	27,873	7,971	79,144	55,759
Inter-Fund Transfers (Note 13)	(49,463)	45,714	3,749		
Net Increase (Decrease) to Fund Balances from Operating Activities	(6,163)	73,587	11,720	79,144	55,759
Fund Balances from Operating Activities Beginning of the Year	7,237	1,098,402	258,387	1,364,026	1,308,267
Fund Balances from Operating Activities End of the Year	1,074	1,171,989	270,107	1,443,170	1,364,026
Accumulated Remeasurement Gains End of Year	34	29,584	71,821	101,439	46,246
Fund Balances End of Year (Note 16)	\$ 1,108	\$ 1,201,573	\$ 341,928	\$1,544,609	\$ 1,410,272

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

FINANCIAL STATEMENTS

STATEMENT OF REMEASUREMENT GAINS AND LOSSES FOR THE YEAR ENDED MARCH 31, 2014

(in thousands of dollars)

	General Funds	Restricted Funds	Endowment Fund	2014 Total Funds	2013 Total Funds
<i>Accumulated remeasurement gains beginning of year</i>	\$ 39	\$ 18,591	\$ 27,616	\$ 46,246	\$
Unrealized gains (losses) attributed to:					
Derivatives		1,391		1,391	(108)
Foreign Exchange	(5)	516		511	39
Portfolio Investments		35,346	44,205	79,551	46,315
Realized gains reclassified to the Statement of Operations and Changes in Fund Balance					
Portfolio Investments		(26,260)		(26,260)	
Net remeasurement gains (losses) for the year	(5)	10,993	44,205	55,193	46,246
Accumulated remeasurement gains end of year	\$ 34	\$ 29,584	\$ 71,821	\$ 101,439	\$ 46,246

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

FINANCIAL STATEMENTS

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED MARCH 31, 2014 (in thousands of dollars)

	General Funds	Restricted Funds	Endowment Fund	2014 Total Funds	2013 Total Funds
Operating Activities:					
Net Revenue	\$ 43,300	\$ 27,873	\$ 7,971	\$ 79,144	\$ 55,759
Amortization of Capital Assets		52,546		52,546	51,619
	43,300	80,419	7,971	131,690	107,378
Net Change in Non-Cash Working Capital Items	2,055	2,762		4,817	22,045
Net Change in Other Long Term Liabilities		(1,391)		(1,391)	108
Net Change in Pension Obligation	34			34	416
Net Change in Employee Future Benefits	286	6,644		6,930	3,266
<i>Net Cash generated through Operating Activities</i>	45,675	88,434	7,971	142,080	133,213
Investing Activities:					
Increase in Loan Receivable		(7,909)		(7,909)	(39,660)
Net Remeasurement Gains (Losses)	(5)	10,993	44,205	55,193	46,246
Increase in Long Term Investments	(5,214)	(38,968)	(55,925)	(100,107)	(83,565)
<i>Net Cash generated through (used in) Investing Activities</i>	(5,219)	(35,884)	(11,720)	(52,823)	(76,979)
Capital Activities:					
Purchase of Capital Assets		(98,314)		(98,314)	(95,096)
<i>Net Cash (used in) Capital Activities</i>		(98,314)		(98,314)	(95,096)
Financing Activities:					
Proceeds from Long Term Debt					32,433
Contractual Interest Added to Loan Principal		7,909		7,909	7,227
Principal Repayment on Capital Lease Obligations		(124)		(124)	(234)
Principal Repayment on Long Term Debt		(4,568)		(4,568)	(4,329)
<i>Net Cash generated through Financing Activities</i>		3,217		3,217	35,097
Net Increase (Decrease) in Cash	40,456	(42,547)	(3,749)	(5,840)	(3,765)
<i>Inter-Fund Adjustments</i>	(49,463)	45,714	3,749		
Cash Beginning of Year	35,202	82,401		117,603	121,368
Cash End of Year	\$ 26,195	\$ 85,568		\$ 111,763	\$ 117,603
<i>Cash is defined as:</i>					
Cash and Cash Equivalents	\$ 26,195	\$ 85,568	\$	\$ 111,763	\$ 117,603
Supplementary cash flow information:					
Interest Received	\$ 4,429	\$ 11,500	\$	\$ 15,929	\$ 15,099
Interest Paid	\$	\$ 10,207	\$	\$ 10,207	\$ 10,345

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

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2014 (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 Canadian public sector accounting standards established by the Public Sector Accounting Board of Chartered Professional Accountants Canada, including the standards for government not-for-profit organizations. The University has adopted the restricted fund method of accounting for contributions.

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 endowed 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, 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 non-vesting sick leave benefits and 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 liability.

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 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 the Pension Reserve which is used for special payments towards the unfunded liability of the University of Manitoba Pension Plan (1993), and for the Self-Insured Plans, which are the Long Term Disability Income Plan and the Dental Plan, the revenues of which are restricted.

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.

F. ENDOWMENT FUND

The Endowment Fund records gifts and bequests received with the stipulation that these funds be invested in perpetuity and 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 in the Statement of Remeasurement Gains and Losses.

FINANCIAL STATEMENTS

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. Investment income earned on endowments is recorded in the appropriate Trust Fund depending on the restrictions imposed by the original donor.

Investment income, including realized gains (losses), is recorded in the Statement of Operations and Changes in Fund Balances. 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.

The change in fair value (unrealized gains or losses) of investments is recorded in the Statement of Remeasurement Gains and Losses until the investments are sold.

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

The University invests in equity and fixed income financial instruments and a pooled real estate fund. Investments held in restricted funds are carried at fair value except for those held in research and special funds which are carried at modified equity. 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, pro-rated on service 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 financial instruments of the University consist of cash and cash equivalents, accounts receivable, loan receivable, investments, accounts payable, vacation and sick leave liability, loans, other long term liabilities, and long term debt.

All financial instruments are recognized at: cost or amortized cost, or fair value. Financial instruments recognized at fair value include derivatives, portfolio investments in equity instruments that are quoted in an active market, and financial instruments designated to the fair value category.

Cash and cash equivalents are recognized at cost. Accounts receivable, loan receivable, fixed income investments held in the general funds, accounts payable, loans, vacation and sick leave liability, other long term liabilities (excluding derivative financial instruments), and long term debt are recognized at amortized cost.

The University's investments include portfolio investments in equity instruments that are quoted in an active market and are recognized at fair value. The University has designated all other investments except for those held in the general funds and research and special funds to the fair value category based on the evaluation and management of the portfolio. Derivative financial liabilities are also recognized at fair value. Unrealized gains and losses from the change in fair value of these financial instruments are reflected in the Statement of Remeasurement Gains and Losses until disposition.

FINANCIAL STATEMENTS

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the Statement of Operations and Changes in Fund Balances. A write-down of a portfolio investment to reflect a loss in value is not reversed for a subsequent increase in value.

For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense. Transaction costs are a component of cost for financial instruments measured at cost or amortized cost. Transaction costs are expensed for financial instruments measured at fair value.

P. OTHER EMPLOYEE FUTURE BENEFITS

The University accrues its obligations for other employee future benefit plans relating to health, dental, sick leave, long term disability, and group life insurance. The cost of non-vesting sick leave benefits has been determined using management's best estimates. The cost of the long term disability plan for employees and the cost of non-pension and post-retirement benefits for retired employees are actuarially determined using the projected benefit method pro-rated on service, management's best estimates for the discount rate for liabilities, the expected rate of return on assets, retirement ages and expected future cost trends. For current active employees, the cost of other employee future benefit plans relating to health, dental, and group life insurance is the premiums charged under the plans to the University.

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 and losses on post retirement adjustments are amortized on a straight line basis over the life expectancy of the group, commencing in the year following the year the respective annual actuarial gains or losses arise.

Actuarial gains and losses of other benefit plans are amortized on a straight line basis over the expected average remaining service life of the active employees, commencing in the year following the year the respective annual actuarial gains or losses arise.

Q. FOREIGN CURRENCY TRANSLATION

Monetary assets and liabilities and investments at fair value, denominated in foreign currencies, are translated at the year-end exchange rate. The unrealized foreign currency translation gains or losses of these financial instruments are reflected in the Statement of Remeasurement Gains and Losses. Revenues and expenses are translated at exchange rates on the transaction dates. Realized gains or losses arising from these translations are included in the Statement of Operations and Changes in Fund Balances.

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 both counterparties is considered.

3. ACCOUNTS RECEIVABLE

	2014	2013
Business, Industry and Foundations	\$ 20,493	\$ 18,628
Federal Government	17,097	10,928
Other	10,346	7,337
Provincial Government	18,813	23,142
Students	2,923	4,686
	<u>\$ 69,672</u>	<u>\$ 64,721</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, 2014;
- ii) July 15, 2015;
- iii) July 15, 2016; and
- iv) July 15, 2017.

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, 2018 based on the amortization of the loan following the July 15, 2017 payment.

	2014	2013
First Phase interest and principal outstanding	\$ 93,447	\$ 85,538
Second Phase principal outstanding	85,000	85,000
	\$ 178,447	\$ 170,538

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

FINANCIAL STATEMENTS

5. INVESTMENTS

	2014	2013
General Funds at Amortized Cost		
Bonds and Other Fixed Income Securities:		
Corporate	\$ 133,505	\$ 130,000
Trust & Endowment at Fair Value		
Bankers Acceptances, Guaranteed Investment Certificates and Cash	33,415	26,748
Bonds and Other Fixed Income Securities:		
Government of Canada	26,152	25,470
Province of Manitoba	3,804	3,214
Other Provincial	23,808	20,025
Corporate	1,668	896
Other	37	61
Municipal	6,320	4,771
	61,789	54,437
Equities:		
Canadian Equities	159,495	145,618
US Equities	124,245	81,596
International Equities	82,473	67,353
	366,213	294,567
Pooled Real Estate Fund	66,690	61,320
	528,107	437,072
Capital at Fair Value		
Bankers Acceptances, Guaranteed Investment Certificates and Cash	28,472	34,812
Staff Benefits at Fair Value		
Money Market Funds and Cash	45,188	695
Bonds		11,669
Equities:		
Canadian Equities		8,398
US Equities		5,345
International Equities		5,032
		18,775
Mortgage Fund at Fair Value		3,348
	45,188	34,487
Research & Special at Modified Equity		
Other Investments	1,709	503
Total Investments	\$ 736,981	\$ 636,874

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.

The fair value of investments held for General Funds is \$135,355 (2013, \$131,675).

6. RISK EXPOSURE AND MANAGEMENT

The University uses a disciplined, fundamental approach in its investment selection and management, which consists of an intensive and ongoing research process of investment opportunities across a broad range of investment vehicles in various types of issuers (government, corporate or financial). As a result, the University is exposed to various types of risks that are associated with its investment strategies, financial instruments and markets in which it invests. The University, through the work of its investment committees and treasury office, has formal policies and procedures in place governing asset mix, permitted investments, diversification, and minimum credit quality. The most important risks relate to market risk: other price risk, interest rate risk, and foreign currency risk as well as credit risk, and liquidity risk. These risks and the related risk management practices employed by the University are detailed below:

OTHER PRICE RISK

Other price risk represents the potential loss that can be caused by a change in the fair value of the financial instrument. The University's investments are subject to normal market fluctuations and the risks inherent in investment in the capital markets. Investments held to meet short term obligations focus on credit quality and liquidity to minimize the effect of other price risk on fair value, however the majority of investments are held for the long term to support the endowment fund. These investments are primarily equities, bonds, and pooled funds, and are subject to other price risk given their nature and the long term holding periods. Other price risk is managed through diversification provided by the endowment's asset allocation strategy, which emphasizes the importance of managing other price risk by maintaining appropriate levels of risk required to achieve consistent long term investment returns that meet the objectives of the endowment fund.

INTEREST RATE RISK

Interest rate risk arises from the possibility that changes in interest rates will affect future cash flows or fair values of financial instruments. The University is subjected to this risk when it invests in interest-bearing financial instruments, or when it borrows funds using derivative financial instruments. Both investments and financial derivatives are exposed to the risk that their fair value will fluctuate due to changes in the prevailing levels of market interest rates.

The tables below summarize the University's exposure to interest rate risk related to the financial instruments recorded at fair value, categorized by maturity dates.

INTEREST RATE EXPOSURE AS AT MARCH 31, 2014

	Less than 90 days	90 days to 1 year	1 year to 5 years	5 years to 10 years	Greater than 10 years	Total
Investments	42.5%	13.8%	30.0%	11.3%	2.4%	100.0%
Financial Derivatives			24.2%	75.8%		100.0%

INTEREST RATE EXPOSURE AS AT MARCH 31, 2013

	Less than 90 days	90 days to 1 year	1 year to 5 years	5 years to 10 years	Greater than 10 years	Total
Investments	7.1%	6.1%	67.9%	15.5%	3.4%	100%
Financial Derivatives		58.1%		41.9%		100%

	March 31, 2014		March 31, 2013	
	Interest bearing instruments	Non-interest bearing instruments	Interest bearing instruments	Non-interest bearing instruments
Investments	\$ 123,639	\$ 432,903	\$ 131,649	\$ 374,662
Financial Derivatives	\$ 4,227	\$	\$ 5,618	\$

FINANCIAL STATEMENTS

As at March 31, 2014, a 0.50% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of fixed income instruments of \$4,750 (2013, \$3,875) and the interest rate swaps of \$1,234 (2013, \$1,434).

FOREIGN CURRENCY RISK

The University has receivables and payables denominated in foreign currencies and holds investments in foreign currency equity markets in both the trust and endowment funds, and the staff benefits fund. The income from these investments is used to meet financial liabilities denominated in Canadian dollars. The University does not actively manage foreign exchange risk.

CREDIT RISK

Credit risk represents the potential loss that the University would incur if its counterparties failed to perform in accordance with the terms of their obligations. The University invests in financial assets that have an investment grade as rated primarily by DBRS. Should DBRS not rate an issuer, the University may use Standards & Poor's, followed by the Moody's equivalent. Ratings for securities which subject the University to credit risk are noted below:

Investment Rating	% of Total Interest Bearing Investments	
	March 31, 2014	March 31, 2013
R-1High	35.9%	6.9%
R-1Mid	0.8%	3.7%
R-1Low	0.3%	2.2%
AAA	9.8%	15.2%
AA	48.2%	63.6%
A	5.0%	7.6%
BBB		0.8%
Total	100.0%	100.0%

The University manages credit risk related to fixed income investments by focusing on high credit quality. General Fund investments are held by counterparties with a minimum rating of R-1High (cash equivalents) and AA (bonds). Cash is held in Canadian Chartered banks. Trust and Endowment and Capital Fund investments are held in diverse portfolios of investments with counterparties considered to be of high quality.

The University also has credit risk related to accounts receivable and loan receivable. A significant portion of the University's accounts receivable 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 related to the loan receivable is offset by a loan payable to the Province of Manitoba with matching terms of repayment.

LIQUIDITY RISK

The University aims to retain sufficient cash and cash equivalents to maintain liquidity and meet short term obligations. Most of the University's investments are considered readily realizable and liquid, thus liquidity risk is considered minimal. Investments that are not as liquid, such as the investment in the real estate pooled fund, are considered to be held for long term periods in conjunction with the investment objectives and time horizon of the endowment fund.

7. CAPITAL ASSETS, NET OF ACCUMULATED AMORTIZATION

	2014		2013	
	Accumulated Cost	Accumulated Amortization	Cost	Amortization
Assets Under Capital Lease	\$ 3,286	\$ 3,286	\$ 3,539	\$ 3,406
Buildings and Major Renovations	994,709	240,852	959,119	220,184
Computer Hardware and Electronics	101,155	88,924	99,348	85,631
Construction in Progress	62,569		33,241	
Furniture and Equipment	255,558	174,863	239,762	160,169
Land	30,496		30,213	
Library Books	192,896	142,437	184,346	134,558
Parking Lots	9,359	3,485	8,667	3,034
Rare Books and Manuscripts	6,280		5,859	
Vehicles	8,519	7,169	8,036	6,988
Works of Art	2,711		2,594	
	1,667,538	661,016	1,574,724	613,970
Less Accumulated Amortization	661,016		613,970	
Net Book Value	\$ 1,006,522		\$ 960,754	

8. CAPITAL LEASE OBLIGATIONS

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

2015	\$ 72
2016	6
Total Minimum Lease Payments	78
Less: Interest at 2.51%	(2)
	76
Less: Current Portion	(70)
	\$ 6

9. LONG TERM DEBT

	2014	2013
Province of Manitoba:		
Promissory Note, 5.23% due March 1, 2035	\$ 63,123	\$ 64,734
Promissory Note, 5.55% due April 1, 2036	65,326	66,795
Promissory Note, 5.35% due February 1, 2040	29,093	29,600
Loan, First Phase, 4.65% due June 1, 2038	93,447	85,538
Loan, Second Phase, 4.65% until June 1, 2053, due November 24, 2058	85,000	85,000
	335,989	331,667

FINANCIAL STATEMENTS

Term loans (with floating interest rates based on Bankers' Acceptance rates plus stamping fees):		
Multi Tenant Facility, due February 28, 2019	8,118	8,321
Multi Tenant Facility, due November 30, 2022	6,576	6,821
Arthur V. Mauro Student Residence, due October 1, 2023	12,718	13,251
	27,412	28,393
	363,401	360,060
<hr/>		
Total Stadium Long Term debt	178,447	170,538
Total Other Long Term debt	184,954	189,522
	363,401	360,060
<hr/>		
Less Current Portion:		
Province of Manitoba	(3,783)	(3,586)
Term Loans	(1,035)	(13,699)
	(4,818)	(17,285)
	\$ 358,583	\$ 342,775

The effective interest rate on each of the term loans is the fixed interest rate based on an interest rate swap agreement plus a stamping fee (Note 10).

Interest expense on long term debt was \$17,944 (2013, \$17,505).

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 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 secondly to the principal outstanding, for both phases of the loan, on a pro-rata basis.

Additional terms of repayment of the loan are as follows:

LOAN, FIRST PHASE:

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

- any amounts paid by BBB Stadium Inc. (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, 2014;
- ii) July 31, 2015;
- iii) July 31, 2016; and
- iv) July 31, 2017.

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, 2018 based on the amortization of the loan following the July 31, 2017 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, 2015 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:

	2014	2013
Loan, First Phase	\$ 75,000	\$ 75,000
Loan, First Phase Accrued Interest	10,467	6,500
Loan, Second Phase Accrued Interest	7,980	4,038
	93,447	85,538
Loan, Second Phase	85,000	85,000
	\$ 178,447	\$ 170,538

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

	Province of Manitoba	Term Loans	Total
2015	\$ 3,783	\$ 1,035	\$ 4,818
2016	3,992	1,094	5,086
2017	4,212	1,152	5,364
2018	4,444	1,217	5,661
2019	4,689	1,282	5,971
Thereafter	314,869	21,632	336,501
	\$ 335,989	\$ 27,412	\$ 363,401

10. OTHER LONG TERM LIABILITIES

Amounts included in other long term liabilities are as follows:

	2014	2013
Refundable Deposit	\$ 346	\$ 346
Fair Value of Financial Derivatives	4,227	5,618
	\$ 4,573	\$ 5,964

FINANCIAL STATEMENTS

DERIVATIVE FINANCIAL LIABILITIES

The University has entered into separate interest rate swap agreements for three term loans. Each loan has a stamping fee and a floating interest rate based on Bankers' Acceptance rates. The floating interest rate has been swapped to a fixed rate as follows:

The interest rate swap agreement for the loan for the Arthur V. Mauro Student Residence has a fixed interest rate of 5.62% that is committed until September 1, 2028. The notional principal underlying this swap agreement was \$12,718 as at March 31, 2014 (2013, \$13,251).

The interest rate swap agreement for the loan for the development of the multi-tenant facility at 150 Innovation Drive has a fixed interest rate of 4.07% that is committed until February 13, 2032. The notional principal underlying this swap agreement as at March 31, 2014 was \$6,576 (2013, \$6,821).

The interest rate swap agreement for the loan for the addition to the multi-tenant facility at 900 – One Research Road has a fixed interest rate of 4.4%, that is committed until August 5, 2035. The notional principal underlying this swap agreement was \$8,118 as at March 31, 2014 (2013, \$8,321).

Under the terms of the agreements, the respective monthly interest and principal repayments are required similar to a conventional amortizing loan over a 25 year period.

II. 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 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. A firm of consulting actuaries prepared an actuarial valuation for the post-retirement adjustments plan as at March 31, 2014. They also prepared extrapolations to March 31, 2014 of the 2013 actuarial valuations for the non-pension benefit plans. The actuarial gains and losses are amortized over nine years commencing in the year following the year the respective annual actuarial gains or losses arise.

The Accrued Benefit Obligations 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 2014	Total 2013
	2014	2013	2014	2013		
Accrued Benefit Obligations	\$ 64,573	\$ 62,226	\$ 2,927	\$ 3,223	\$ 67,500	\$ 65,449
Unamortized Actuarial (Losses) Gains	2,396	(2,397)	106	20	2,502	(2,377)
Employee Future Benefits Liability	\$ 66,969	\$ 59,829	\$ 3,033	\$ 3,243	\$ 70,002	\$ 63,072
Benefit Cost	\$ 5,458	\$ 5,419	\$ 105	\$ 117	\$ 5,563	\$ 5,536
Plan Assets	39,022	31,120	1,186	1,248	40,208	32,368
Employer Contribution	6,220	5,574			6,220	5,574
Employees' Contributions	4,107	3,458			4,107	3,458
Benefits Paid	7,539	7,536	506	548	8,045	8,084

Plan assets consist of:

	Non-Pension Benefit Plans		Post-Retirement Adjustments	
	2014	2013	2014	2013
Money Market Funds and Cash	100%		100%	
Equities		54%		56%
Fixed Income		34%		34%
Other		12%		10%
Total	100%	100%	100%	100%

	Non-Pension Benefit Plans		Post-Retirement Adjustments	
	2014	2013	2014	2013
Accrued benefit obligation at March 31:				
Discount rate	6.00%	5.75%	6.00%	5.75%
Benefit Cost for year ended March 31:				
Discount rate	5.75%	6.00%	5.75%	6.00%
Expected rate of return on assets	5.75%	6.00%	5.75%	6.00%
Health Care Cost Trend Rates at March 31:				
Initial rate	8.00%	8.00%		
Ultimate rate	6.00%	6.00%		
Year ultimate rate reached	2024	2020		
Dental Care Cost Trend Rates at March 31:	4.00%	4.00%		

12. INTER-FUND ADVANCES AND LOANS

As at March 31 the General Funds owed the Restricted Funds \$64,338 (2013, \$67,271).

FINANCIAL STATEMENTS

13. INTER-FUND TRANSFERS

Inter-Fund transfers for the years ended March 31 are as follows:

	General Funds	Restricted Funds	Endowment Fund
Employee Future Benefits	\$ 8,196	\$ (8,196)	\$
Benefit Premiums Net of Employer Contributions for Staff Benefits	(4,107)	4,107	
Funding of Capital Asset Additions	(41,978)	41,978	
Long Term Debt Repayments	(5,577)	5,577	
Student Contributions to University Development Funds	(940)	185	755
Student Contributions for Technology	(3,976)	3,976	
Scholarships, Bursaries & Prizes	(5,828)	5,751	77
Other Net Transfers	(362)	(2,555)	2,917
Overhead Recoveries	3,636	(3,636)	
Funding of General Operating Expenses	13,917	(13,917)	
Unit Capital Development Assessment	(4,988)	4,988	
Funding of Research Projects	(7,456)	7,456	
March 31, 2014	\$ (49,463)	\$ 45,714	\$ 3,749
March 31, 2013	\$ (57,752)	\$ 54,227	\$ 3,525

14. CONTRIBUTED CAPITAL ASSETS

Contributions recognized in the Capital Asset Fund include contributed building, capital equipment, library books and artwork of \$1,089 (2013, \$389).

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).

The University has separate Pension Committees to act as Plan Administrator for each of the 1993 and 1986 Plans. The University is the Plan Administrator for the 1970 Plan.

Each of the 1993 Pension Committee and 1986 Pension Committee has 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 the 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.

The actuarial method used to value the liabilities is the projected unit credit method, prorated on services. An actuarial valuation for accounting purposes was prepared by a firm of consulting actuaries as at December 31, 2012 and extrapolated to December 31, 2013.

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

Accrued Benefit Obligations	2013	2012
Actuarial present value of accrued pension benefits, at the beginning of year	\$ 1,045,489	\$ 966,917
Interest accrued on defined benefits	24,896	24,022
Interest accrued on member accounts	80,971	40,942
Benefits accrued	54,461	44,106
Benefits paid	(87,645)	(73,963)
Actuarial gains	(16,284)	(6,746)
Change in actuarial assumptions	(24,588)	50,211
Actuarial present value of accrued pension benefits, at end of year	\$ 1,077,300	\$ 1,045,489
Plan Assets		
Fair value, at beginning of year	\$ 922,963	\$ 884,419
Actual return on plan assets	128,835	65,149
Employer contributions calendar year	42,890	27,281
Employee contributions	23,731	19,875
Transfer from other plans	470	202
Benefits paid	(87,645)	(73,963)
Fair value, at end of year	\$ 1,031,244	\$ 922,963
Reconciliation of Pension Liability		
Accrued benefit obligation	\$ 1,077,300	\$ 1,045,489
Plan assets	(1,031,244)	(922,963)
Plan deficit	46,056	122,526
Contributions during fiscal year in excess of calendar year	(10,848)	(10,494)
Adjusted plan deficit	35,208	112,032
Unamortized net actuarial losses	(1,327)	(78,185)
Pension liability	\$ 33,881	\$ 33,847
Net Benefit Plan Expense		
Current service cost, net of employee contributions	\$ 30,260	\$ 24,029
Interest costs at discount rate	59,092	56,950
Expected return on plan assets	(54,761)	(52,267)
Amortization of net actuarial losses	8,687	4,948
Net benefit plan expense	\$ 43,278	\$ 33,660

Continued on page 44...

FINANCIAL STATEMENTS

...Continued from page 43

Significant Long-term Actuarial Assumptions

Discount rate	6.00%	5.75%
Expected rate of return on assets	6.5%	6.0%
Rate of general salary increase	3.5%	3.5%
Interest assumption for converting member accumulations to annuities	4.5%	3.5%
Mortality	Uninsured Pensioner 1994, projected to 2015 with Improvement Scale AA adjusted for plan experience.	Uninsured Pensioner 1994, adjusted for plan experience.
Mortality improvements	Projected generationally from 2003 using CPM Improvement Scale B.	Projected generationally from 1994 with Improvement Scale AA.

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 2014 was \$6.8 million (2013, \$4.2 million).

The unamortized net actuarial losses shown above, which were determined on the basis of the 2012 actuarial valuation and the 2013 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 \$12.4 million annually until the going concern deficit is eliminated based on the December 2012 funding valuation. This total payment for fiscal 2014 was \$12.4 million (2013, \$6.1 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.

1986 PLAN

For the 1986 Plans, which is a money purchase plan for active members, the University recorded contributions of \$1,938 (2013, \$1,828) and this is included in the Statement of Operations and Changes in Fund Balances as an expense.

1970 PLAN

There were no university employees earning pension entitlements in 2013 in the 1970 Plan. As a result, the University made no contributions to the Plan during the year.

16. FUND BALANCE

	Restricted		Total Restricted	Endowed	Invested in Capital Assets		2014 Total
	Internally	Externally			Unrestricted		
General Funds							
General Operating	\$	\$	\$	\$	\$	\$ 2,306	\$ 2,306
Specific Provisions	77,038		77,038				77,038
Expenses funded from Future Revenues						(78,236)	(78,236)
	77,038		77,038			(75,930)	1,108
Restricted Funds							
Capital Asset					915,149		915,149
Research and Special	9,103	89,122	98,225				98,225
Staff Benefits	3,596	1,252	4,848				4,848
Trust	48,150	135,201	183,351				183,351
	60,849	225,575	286,424		915,149		1,201,573
Endowment Fund				341,928			341,928
Total 2014	\$ 137,887	\$ 225,575	\$ 363,462	\$ 341,928	\$ 915,149	\$ (75,930)	\$1,544,609
Total 2013	\$ 125,389	\$ 209,569	\$ 334,958	\$ 286,003	\$ 864,732	\$ (75,421)	\$1,410,272

17. NET INVESTMENT INCOME

	General Funds	Restricted Funds	Total 2014	Total 2013
Net Investment Income:				
Interest	\$ 4,429	\$ 11,500	\$ 15,929	\$ 15,099
Dividends		8,009	8,009	7,468
Gains on sale of investments		26,260	26,260	2,901
Total	\$ 4,429	\$ 45,769	\$ 50,198	\$ 25,468

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.

FINANCIAL STATEMENTS

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 modified equity method of accounting to record its interest in TRIUMF.

TRIUMF's financial statements have been prepared in accordance with section 11B of the TRIUMF joint venture agreement. TRIUMF has adopted Canadian Public Sector Accounting Standards (PSAS), including accounting standards that apply to government not-for-profit organizations, except that all property, plant and equipment purchased or constructed for use at TRIUMF and related decommissioning costs (if any) are expensed in the period in which the costs are incurred. The financial statements for the year ended March 31, 2014 are not available.

TRIUMF follows the restricted fund method of accounting for contributions.

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 loaned \$160 million to the University (Note 9), and the University has loaned an equal amount to BBB (Note 4). As at March 31, 2014 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

	2014	2013
Loan Receivable, including accrued interest	\$ 178,447	\$ 170,538
Interest Income on loan	\$ 7,909	\$ 7,227
Loan Payable, including accrued interest	\$ 178,447	\$ 170,538
Interest Expense on loan	\$ 7,909	\$ 7,227

The Province of Manitoba also provided \$20.7 million to the University in fiscal 2013 to provide capital funding to BBB. These amounts have been included in Research and Special Fund revenue and expenses.

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

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 \$51,176 (2013, \$49,591). The contractual obligations relating to service contracts is \$10,000.

The University has entered into a \$25,000 loan agreement with the Province of Manitoba related to the construction of the new Active Living Centre. The University has forward fixed the loan, with principal and interest repayments commencing September 30, 2014. The term of the loan is 25 years with a fixed rate of 3.75% for the full 25 year amortization period.

A \$25,000 interim loan facility at a floating interest rate, has been made available from the Province in order to finance construction costs. This interim loan facility will become due September 30, 2014, and will be reclassified to long term when the forward fix loan commences. The University has drawn \$11,000 as at March 31, 2014 (2013, \$5,000).

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, 2014.

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, 2013, is estimated at \$3.1 million. The March 31, 2014 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. FAIR VALUE DISCLOSURES

The fair value of a financial instrument is the amount at which the instrument could be exchanged in a current transaction between willing parties, dealing at arm's length and motivated by normal business considerations. Financial instruments are classified using a fair value hierarchy that reflects the significance of inputs to valuation techniques used to measure fair value. The fair value hierarchy used has the following levels:

Level 1 – Inputs that reflect unadjusted publicly quoted prices in active markets for identical assets or liabilities that the University has the ability to access at the measurement date.

Level 2 – Inputs other than publicly quoted prices that are either directly or indirectly observable for the asset or liability.

Level 3 – Inputs that are unobservable. There is little if any market activity. Inputs into the determination of fair value require significant management judgment or estimation.

The following fair value hierarchy table presents information about the University's financial instruments measured at fair value at March 31:

Financial Assets at fair value as at March 31, 2014

	Level 1	Level 2	Level 3	Total
Investments 2014	\$ 328,928	\$ 272,802	\$	\$ 601,730
Investments 2013	\$ 227,909	\$ 278,402	\$	\$ 506,311

Financial Liabilities at fair value as at March 31, 2014

	Level 1	Level 2	Level 3	Total
Financial Derivatives 2014	\$	\$	\$ 4,227	\$ 4,227
Financial Derivatives 2013	\$	\$	\$ 5,618	\$ 5,618

As of March 31, 2014 and March 31, 2013 there were no transfers of investments between levels 1, 2 or 3.

22. COMPARATIVE FIGURES

Comparative figures for the year ended March 31, 2013 have been reclassified, where appropriate, to conform with the presentation adopted for the year ended March 31, 2014.



AGENDA ITEM: Office of the Auditor General – Audit Results Memo

RECOMMENDED RESOLUTION:

The Board of Governors receive for information the Audit Results Memo 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 Memo.

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

- Audit Opinion
- Uncorrected misstatements
- Recommendations for improvements

The Audit and Risk Management Committee should consider the content of the Audit Results Memo 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 memo contains recommendations for improvements identified by the auditors during the course of their work.

ALTERNATIVES:

The OAG has identified one item as an uncorrected misstatement for this year's audit. The OAG is required under Canadian auditing standards to ask the Audit and Risk Management Committee to adjust the financial statements for these items prior to recommending to the Board the approval of the financial statements.

However, as the item is not material, the Committee may choose to accept the financial statements without these adjustments.

The uncorrected misstatement is as follows:

Included in accounts payable is \$397,143 related to a confidential agreement which will be paid in fiscal 2016 to 2019 and should therefore be categorized as a long term liability. Recording this as a long term liability would necessitate note disclosure of this liability.

Management is recommending that the amount be recorded in accounts payable because the amount is not material, recording it as a long-term liability would violate a confidentiality agreement, and this treatment is consistent with the decision made by the Board of Governors in prior years.

The OAG has indicated that management's proposed treatment of this item does not affect the audit opinion.

CONSULTATION:

The OAG consulted with various UM management and staff in conducting the audit and preparing the attached report.



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>Tom Hay</u>	<u>May 30, 2014</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>AModdy</u>	<u>May 30/14</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>D. W. A.</u>	<u>Jun 3, 2014</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>ARMC</u>	<u>June 10, 2014</u>
<input type="checkbox"/>	<input type="checkbox"/>		

Gord Pasieka, Associate Comptroller

Submission prepared by:

Submission approved by:

Attachments

Office of the Auditor General – Audit Results Memo



OFFICE OF THE
AUDITOR GENERAL
MANITOBA

**University of Manitoba
Audit Results Memo
March 31, 2014**

Table of Contents

Status of audits	2
Our responsibilities and audit limitations	2
Significant matters	3
Auditor communication.....	5
Appendix 1 Auditor’s reports	6
Appendix 2 Schedule of Uncorrected Misstatements	10
Appendix 3 Management letter	12
Appendix 4 Transmittal letters.....	24
Appendix 5 Management representations	30

Status of audits

We have substantially completed the following audits:

- Financial statements.
- Schedule of public sector compensation.

We plan on issuing the draft auditor's reports in Appendix 1, once the following outstanding items have been completed:

1. Management's representations.
2. Legal letter replies.
3. Board approval of your financial statements and schedule.

Our responsibilities and audit limitations

1. We performed the audits using Canadian generally accepted auditing standards (GAAS). They require us to meet ethical requirements, and plan and perform the audits to obtain reasonable (not absolute) assurance on whether financial statements and schedule of public sector compensation are free from material misstatement, due to error or fraud.
2. The audit process has inherent limitations, such as the use of judgment and selective testing of data. And collusion and forgery may hide material error, fraud, or illegal acts. So the audits may not have found every material misstatement in the financial statements and the schedule of public sector compensation.
3. The audits were not designed to detect immaterial fraud or error.
4. We considered your internal controls during our audits, but we do not express an opinion on their effectiveness.
5. Our responsibility under GAAS for expressing opinions on the financial statements and the schedule of public sector compensation does not relieve management and governance authorities of their responsibilities.
6. As required by *The Auditor General Act*, we will report anything we consider necessary to the Legislative Assembly; and we will keep all other non-public information confidential.

University of Manitoba

Audit Results Memo

Significant matters

Below are our comments on the key risk areas identified in the audit plan and any other significant issues which arose during the audits:

Key Risk Area or Other Significant Issue	Our comments
<p>Tuition and related fee revenue The University calculates tuition fees charged using an automated system.</p>	<p>We tested the effectiveness of internal controls, including IT controls, related to the calculation of tuition fees; we performed analytical review procedures on the changes in tuition fee revenue and substantive tests to recalculate tuition fees. We have no issues to report.</p>
<p>Payroll Payroll costs constitute the largest expense of the University's operations.</p>	<p>We tested the effectiveness of internal controls, including IT controls, related to the calculation of payroll; we performed analytical review procedures on the change in payroll costs and substantive tests to recalculate payroll expenses. We have one new management letter point #1 regarding access rights.</p>
<p>Investments The majority of the University's investments are carried at fair value.</p>	<p>We used the CSAE 3416 Audit Report on Controls at a Service Organization (CIBC Mellon - custodian). We confirmed balances with investment managers and the custodian. We reviewed the respective manager/custodian reconciliations. We have no issues to report.</p>
<p>With the adoption of public sector accounting standards last year, the unrealized gains or losses on investments held at March 31, 2012 were deemed realized April 1, 2012. The University's historical cost records for investments have not been restated to reflect these deemed realized gains or losses.</p>	<p>We reviewed the adjustments to the calculations of realized gains or losses and remeasurement gains or losses in 2013/14 resulting from the deemed realized gains and losses embedded in the revised cost of investments. We have no issues to report.</p>

University of Manitoba Audit Results Memo

Key Risk Area or Other Significant Issue	Our comments
<p>Accounts payable and accrued liabilities</p> <p>These liabilities include trade payables, unearned revenue, and provisions for vacation pay and sick leave.</p>	<p>We tested the effectiveness of internal controls, including IT controls; we reviewed cut-off procedures, searched for unrecorded liabilities, performed analytical review procedures and substantive tests on year end balances. We have no issues to report.</p>
<p>Pension liability and other employee future benefits and changes to the related notes to the financial statements</p> <p>The liability for pension benefits and certain employee future benefits such as long-term disability and benefits paid to retired employees are determined actuarially.</p>	<p>We reviewed the extrapolation of the 2012 actuarial valuation of the 1993 Pension Plan used to determine the pension liability for this fiscal year. We reviewed the new actuarial valuation and the extrapolation used to determine the liabilities for the other benefit plans.</p> <p>We used the work of the University's actuaries; we assessed the reasonableness of the changes in actuarial assumptions and actuarial gains or losses.</p> <p>We have no issues to report.</p>
<p>Southwood Land Development Plan</p> <p>The University is at the planning stage for the development of this land.</p>	<p>We reviewed the status of the development plan and the financial reporting issues affecting this fiscal year.</p> <p>As the establishment of a legal structure for the development was postponed, the note disclosure related to it was not required.</p>

Auditor communication

Area	Our comments
Audit plan	There have been no significant changes in our audit approach. Our audit plan was previously communicated to you.
Accounting policies	We are satisfied with your significant accounting policies. There were no significant accounting policy changes during the year.
Financial statement and Schedule disclosures	We are satisfied with your financial statement and schedule of public sector compensation disclosures.
Accounting estimates	We have concluded that your financial statement estimates are reasonable.
Related party transactions	No significant issues were identified during our audit in connection with your related parties.
Uncorrected misstatements	<p>A schedule of the uncorrected misstatements identified during the financial statement audit is in Appendix 2. As the uncorrected misstatements are not material, they do not affect our audit opinion. But, we ask you (under GAAS) to correct the misstatements.</p> <p>There are no uncorrected misstatements identified in the audit of the schedule of public sector compensation.</p>
Significant difficulties	No significant difficulties were encountered during the audits. Management and staff gave us their full cooperation.
Significant matters	The significant matters arising from the audits that were discussed, or subject to correspondence with management, are included in our management letter (Appendix 3) and transmittal letters (Appendix 4).
Management representations	A copy of the management representation letters is included in Appendix 5.
Annual report	<p>We will review your annual report based on GAAS. This includes:</p> <ul style="list-style-type: none"> • ensuring that the financial statements and our auditor’s report on them have been accurately reproduced. • reading the other information in the annual report and considering whether any information is inconsistent with the financial statements—and if so, suggesting corrections. • notifying management of any information that, although not inconsistent with the financial statements, has material misstatement of fact.
Other matters	There are no other matters to report at this time.

**Appendix 1
Auditor's reports**

Entity Name

Audit Results Memo

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 financial statements of the University of Manitoba, which comprise the statement of financial position as at March 31, 2014, and the statements of operations and changes in fund balances, remeasurement gains and losses, 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 public sector accounting standards 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, the financial statements present fairly, in all material respects, the financial position of the University of Manitoba as at March 31, 2014, and the results of its operations, its remeasurement gains and losses, and its cash flows for the year then ended, in accordance with Canadian public sector accounting standards.

[Date]
Winnipeg, Manitoba

Norman Ricard, CA
Auditor General (acting)

Entity Name

Audit Results Memo

INDEPENDENT AUDITOR'S REPORT

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, 2013 ("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 the University of Manitoba for the year ended December 31, 2013 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

Entity Name
Audit Results Memo

Appendix 2 Schedule of Uncorrected Misstatements

University of Manitoba Audit Results Memo

Schedule of uncorrected misstatements

March 31, 2014

Objective: To document the financial statement effect of identified uncorrected misstatements.

Materiality: \$7,300,000

Items under \$219,000 are deemed to be insignificant and are not recorded below.

Description	Amount of over (under) statement					
	Assets	Liabilities	Opening Net Assets	Revenue	Expenses	F/S disclosures
Factual misstatements						
1. Misclassification of 2012 legal settlement						
Long-term Liability		(397,143)				
Accounts Payable		397,143				
Total uncorrected misstatements	-	-	-	-	-	-
Materiality	7,300,000	7,300,000	7,300,000	7,300,000	7,300,000	7,300,000
Amount remaining for further possible misstatement	7,300,000	7,300,000	7,300,000	7,300,000	7,300,000	7,300,000

Appendix 3 Management letter

University of Manitoba Audit Results Memo

May, 2014

Mr. Paul Kochan, FCA
Vice-President (Administration)
University of Manitoba
202 Administration Building
Winnipeg, Manitoba R3T 2N2

Dear Mr. Kochan:

Re: University of Manitoba - New findings and update on prior recommendations

Our audit objective is to express an opinion on whether your financial statements present fairly, in all material respects, your financial position, results of operations, remeasurement gains and losses and cash flows in accordance with Canadian public sector accounting standards. The audit is not designed to identify all matters that may interest management, but it may identify some.

Appendix A lists our new findings for your attention.

Appendix B reports the status of prior years' recommendations using the following categories:

1. Implemented/Resolved

The recommendation has been implemented—or a solution has been implemented that mitigates the risk that the recommendation identified.

2. Action no longer required

The recommendation is no longer relevant because circumstances changed.

3. Will not be implemented

Management does not intend to implement our recommendation or mitigate the risk that the recommendation identified.

4. In progress

Management is working to implement our recommendation. We will update the status in next year's management letter.

Yours sincerely,

Susan Hay, CA
Principal

cc: Michael Robertson, Chair, Audit and Risk Management Committee

Appendix A – 2013/14 Findings

1. Access rights in payroll system

Finding – Two staff in the Staff Benefits Office have access rights to create new employees in the payroll system (VIP) and also submit time for hours worked. These access rights were established to enable: set-up of survivors of deceased pensioners to receive survivor benefits under the Post-Retirement Adjustments Plan and the required time submission for employees to receive their benefits under the Long-Term Disability Plan.

Implication – These functions are incompatible as these two staff persons have the ability to create unauthorized employees and attribute hours worked to them which might result in fraudulent payroll.

Recommendation – Management should restrict the access rights in the payroll system (VIP) for these two staff to eliminate either their ability to create new employees or to perform time submission for hours worked. Alternatively, management should implement compensating controls for these incompatible functions.

Management comments – For the PRA set-ups, all the data record changes are reconciled annually in preparation for the PRA valuation. These reconciliations are also verified by the actuary. The PRA payroll is reconciled monthly. Monthly changes to the payroll occur due to deaths and survivor set-ups which are recorded and noted as part of the reconciliation. Management has adjusted its control sheet to add an additional sign off by the Supervisor in setting up VIP records for continuing survivor PRA payments

For LTD, the two positions have been given access to VIP to set-up LTD records for the other employers who participate in the LTD Plan, and to set-up the records to record any earnings due to rehabilitation back to work. In both instances the supervisor of the Group Insurance Unit reconciles the University payroll records to GWL who pays the monthly benefits. In addition, access rights to generate hours by the Generalists will be removed. Management will adjust its control sheet to reflect these changes.

2. Access rights in UNIX/Linux system

Finding – A number of users have privileged access rights to the UNIX /Linux environment that supports the financial databases and applications. We noted the following issues:

- Of the 13 privileged users, only 6 are system administrators.
- Banner application servers (Linux) have many users with administrator access, including one external consultant.
- One system administrator has been seconded to a different position within the University and still has access to UNIX/Linux servers.

Implication – User accounts with system administrator rights have the highest system privileges and, if not controlled, increase the risk of powerful unauthorized access within the supporting UNIX /Linux environment.

Recommendation –IST should restrict privileged system access rights in the UNIX/Linux environment based on job functionality and need.

Management comments – We feel the access rights are already restricted appropriately.

- **Of the 13 privileged users, only 6 are system administrators.**

System Administration is specialized, and within specialties, administrators are cross-experienced for continuity and redundancy. Of the 13 privileged users, six (6) are Operating Systems specialists, three (3) are storage and backups specialists, two (2) are network architects, one (1) is a technical application support specialist, and one (1) is the security coordinator. During the course of the audit one OS specialist retired and privileges were promptly deleted.

- **Banner application servers (Linux) have many users with administrator access, including one external consultant.**

System Administration is specialized, cross-experienced and protected for continuity and redundancy. The external consultants privilege is only to su to "isadmin" userid, which performs the application for which the consultant is engaged to support.

- **One system administrator has been seconded to a different position within the University and still has access to UNIX/Linux servers.**

One Operating System Administrator is seconded within the University of Manitoba. As part of his secondment he is available to consult to technical aspects of his previous position. Should his secondment become a permanent transfer his privileges will be removed according to procedure.

3. Windows operating system security controls

Finding – We noted the following deficiencies in the Windows operating system security controls:

- Password settings require improvement.
- Some operating system events are not set for logging. Events that are logged are not monitored on a formal basis.
- The administrator account has not been renamed and is shared among system administrators. Furthermore, the TAS (Technology Application Support) group also share system administrator accounts.
- Vendors have system administrator access on VIP and FAST application production servers.

Implication - Effective password and auditing settings strengthen the Windows environment from the risk of unauthorized access. In the absence of monitoring, there is a risk that unauthorized activities may not be detected on a timely basis.

For Windows servers, "administrator" is a default user ID with unlimited privileges on the system. If not renamed, it may be a target of unauthorized access attempts. Furthermore, sharing of userids, along with incomplete logging and informal monitoring, make it difficult to trace user activities.

Recommendation –IST should improve Windows operating system security controls by:

- Improving operating system password and audit settings.
- Logging and monitoring operating system security events.
- Renaming the standard administrator account and create unique userids for Windows administrators.
- Controlling the vendors' access to production environment.

Management comments –

- Password settings for Windows servers are limited to those rules in order to match our Identity Management System (IdM). The UofM is in the process of replacing the current IdM and best practice password controls will be investigated and implemented.
- We agree that event log settings could be improved and a formal process developed for monitoring. The UofM maintains a log aggregator/SIEM that has been used to monitor and log Windows events.
- We agree that the local Administrator account of our servers should be renamed. Where possible we have been implementing the practice of using individual (non-shared) elevated permissions accounts (ie: epxxxx). We are looking to expand this model in the near future to legacy servers, however we first need to implement some network & firewall redesign/enhancements.
- Vendors require administrator rights to service the applications, but this access is controlled via the Windows firewall by limiting RDP access to on campus IP addresses only. A vendor needs their IP added to the firewall rule for remote access. We will setup an email alert notification when these vendor accounts are used for better monitoring/tracking purposes.

University of Manitoba Audit Results Memo

Appendix B – Follow up of prior years’ recommendations

2012/13 Outstanding Recommendations	
We recommend that the University of Manitoba:	
1.	<p>Improve Oracle database password settings</p> <p>IST should adopt better password settings practices for the Oracle database to help ensure that the integrity of data is not compromised as a result of unauthorized access. If these Oracle settings cannot be adopted, IST should identify and implement compensating controls in those areas.</p> <p>Status: In progress.</p> <p>Management comments – We implemented the PASSWORD_VERIFY_FUNCTION in all Oracle databases. We believe that forcing password changes via PASSWORD_LIFE_TIME is too risky in terms of possible interruption to service to implement at this time.</p> <p>Banner IDs are controlled via Iridium the University’s current Identity Management solution. VIP IDs are controlled via the VIP application. Individual FAST users are authenticated via their Banner ID/password. We do not plan to set PASSWORD_REUSE_TIME, PASSWORD_REUSE_MAX, PASSWORD_GRACE_TIME, and PASSWORD_LIFE_TIME for Banner or VIP IDs as these settings can conflict with the way Iridium and VIP handle IDs.</p> <p>With the implementation of a new Identity Management System by 2015 we will reassess the application of these controls.</p>
2.	<p>Restrict access to job scheduler.</p> <p>IST should restrict access to the job scheduler based on functional responsibilities.</p> <p>Status: Implemented/Resolved.</p>
3.	<p>Restrict developer’s access to Banner and Fast production environment</p> <p>IST should restrict developers’ access to the Banner production environment. IST should also control vendor access to the Fast production environment through an approved process which includes disabling access after the implementation is done. Further, IST should implement strong compensatory controls, such as monitoring of activities or managed supervision of the production environment.</p> <p>Status: In progress.</p> <p>Management comments – In 2013/2014 we implemented changes to the Application Consultants Support Team that restricted developer’s access to the production environment, which we felt satisfied the recommendation. Technical Application Support staff has access to the BANSECR database administrator userid. Since TAS staff requires access to the production environment of Banner to support the application, this will be assessed for appropriate role based access and addressed in 2014/2015.</p>

University of Manitoba Audit Results Memo

2012/13 Outstanding Recommendations

We recommend that the University of Manitoba:

4.	<p>Improve the processes used to manage user access to financial applications Finance Security Group should follow the process to make changes to user access privileges for the Banner Finance application. And retain evidence of approvals of those changes for audit trail purposes. IST should approve and implement a user deletion process for the Banner and VIP applications.</p> <p>Status: In progress.</p> <p>Management comments – Progress has been made in 2014 to document and improve the user deletion process for the Banner and VIP applications. We expect this recommendation to be met in July 2014.</p>
5.	<p>Faculty of Medicine Not Reviewing Monthly Operating Statements Faculty of Medicine management should review their monthly operating statements.</p> <p>Status: In progress.</p>
6.	<p>Improve Controls over Parking Rates Charged</p> <p>Management (Financial Services) should put in place effective controls to ensure the Parking Office charges the approved rates to staff and students. And document the approval of changes to parking rates and retain the documentation.</p> <p>Status: Implemented/Resolved.</p>

2011/12 Outstanding Recommendations

We recommend that the University of Manitoba:

1.	<p>Perform annual re-verification of compliance to End User Computing Policy The re-verification of compliance to the End User Computing Policy should be performed on an annual basis. Status: In progress. Management comments – This requires a new Identity Management System which is to be implemented in 2014/2015.</p>
2.	<p>Disable terminated users on a timely basis IST should perform termination procedures on a periodic basis. Status: In progress. Management comments – This requires a new Identity Management System which is to be implemented in 2014/2015.</p>

University of Manitoba

Audit Results Memo

2011/12 Outstanding Recommendations

We recommend that the University of Manitoba:

- | | |
|-----------|--|
| 3. | <p>Some Units Have Not Run and Reviewed Payroll Authorization Reports on a Timely Basis
 Management (Financial Services) should ensure that all units run and review their Payroll Authorization report prior to the payroll being disbursed and retain evidence of that review.
 Status: In progress.</p> |
|-----------|--|

2009/10 Outstanding Recommendations

We recommend that the University of Manitoba:

- | | |
|-----------|---|
| 2. | <p>Strengthen configurations of servers supporting financial data and processes
 IST should perform a review on all servers that support financial data. IST should identify critical services for each server, supported by a risk assessment and tracked from a configuration management perspective. IST should remove immediately all unnecessary services. IST should apply latest patches to critical services. IST should track these patches in accordance with your Patch Management program. IST should manage authorized access to these services (internal or external) through a firewall and log accordingly.
 Status: In progress.
 Management comments – A vulnerability assessment of servers supporting financial applications will be performed in 2014/15 as part of the newly developed risk assessment process. Servers are patched on a regular/monthly basis but a formal patch tracking process needs to be developed. This will be completed by August 2014.</p> |
| 3. | <p>Remove trust server relationships for UNIX Servers supporting financial data and processes
 IST should restrict the high risk trust relationships used by the UNIX servers that support financial reporting data and processes.
 Status: In progress.
 Management comments – A trust relationship is one where you login to one server and if you are member of a certain admin group (or service class) you can then connect to another without having to authenticate. We need the existing trust relationships to make some of the automated scripts work. We are evaluating the cost-benefit implications and performing a risk analysis of implementing this control.</p> |

University of Manitoba Audit Results Memo

2008/09 Outstanding Recommendation

We recommend that the University of Manitoba:

- | | |
|------------|---|
| 14. | <p>Develop a Business Continuity Plan
Continue to work towards developing and implementing a Business Continuity Plan for key systems and business processes. Once implemented, update when there are changes to business processes or information technology environments and test annually.</p> <p>Status: In progress.</p> |
|------------|---|

2007/08 Outstanding Recommendations

We recommend that the University of Manitoba:

- | | |
|-----------|--|
| 1. | <p>Implement a formal overall IT risk assessment process
IST should document the IT risk management process (although IST has adopted practices to assess and manage IT risk). IST should conduct periodic risk assessments 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.</p> <p>Status: In progress.</p> <p>Management comments – A formal Risk Assessment methodology has recently been developed with sign off on the project to be completed by May 30, 2014. Periodic risk assessments will begin immediately beginning with the server configurations of the financial servers.</p> |
| 2. | <p>Implement a formal change management process
IST should finalize and implement a formal change management process. The change management process should address changes to applications, direct changes to data and infrastructure changes (hardware, operating systems, security/configuration settings and networks).</p> <p>Status: In progress.</p> <p>Management comments – As noted in the Findings Support, the IST Change Advisory Board has been in operation with a Terms of Reference for the past year, meeting once a week. The CAB had not been approving operational level changes with low impact to stakeholders. As part of the current IT Transformation project, improvements to change management to the level recommended will be assessed and implemented as part of an improved IT Service Management program.</p> |

University of Manitoba Audit Results Memo

2007/08 Outstanding Recommendations

We recommend that the University of Manitoba:

5.	<p>Formalize the periodic review of user access within financial applications Finance Security Group should continue to coordinate the review of user access privileges, in particular, for the Banner Finance module. The University should review periodically user access within the Banner Finance and Student modules and document the review.</p> <p>Status: In progress.</p> <p>Management comments – Progress has been made in 2013/14 to document and improve the periodic review of user access. We expect this recommendation to be met in July 2014.</p>
6. / 8.	<p>Improve monitoring of activities at the application and operating system levels IST should create application logs for critical user functions within the Banner and VIP applications and review the logs on an established periodic basis.</p> <p>OAG acknowledges that the automated daily su and sudo report emails get sent to UNIX team and the security coordinator for review but IST should document such reviews. Further, IT security coordinator access to root account should be disabled as it creates a self- review threat. A person independent of root access should be responsible for the monitoring of “su” logs.</p> <p>Status: In progress.</p> <p>Management comments – A scheduled project beginning in June 2014 will be addressing the concerns of reporting and review of application logs for Banner and VIP. The IT Security Coordinator does NOT have access to the root account, which satisfies the independent review recommendation. We expect to complete this project by September 2014.</p>
7.	<p>Create unique Oracle database administrator accounts IST should create unique userids for database administrators accessing the Oracle databases.</p> <p>Status: In progress.</p> <p>Management comments – The SYS and SYSTEM oracle accounts are like "root" accounts for the database. Although we only have a restricted and limited number of DB administrators, we are investigating the cost-benefit implications and performing a risk analysis of implementing this recommendation.</p>
9.	<p>Improve password strength in the UNIX environment IST should use good practice password standards in the UNIX environment in the design and implementation of the identity management system.</p> <p>Status: In progress.</p> <p>Management comments – Our current limitations on password strength are due to an LDAP database that needs to be replaced. This will be completed during the implementation of the new Identity Management System in 2014/15.</p>

University of Manitoba Audit Results Memo

2007/08 Outstanding Recommendations

We recommend that the University of Manitoba:

14. Implement a formal Disaster Recovery Plan

IST should continue to work towards implementing a DRP in support of the University Business Continuity Plan (still to be fully developed) for key systems and business processes. IST should update the DRP when there are changes to the business processes or information technology environments and should test it annually.

Status: In progress.

Management comments – We are addressing the issue of the need for a formal Disaster Recovery plan in phases.

Phase 1 – Update existing DRP documentation from 2008 – Expected Completion June 30, 2014

Phase 2 – Identify gaps in the current DRP and present findings to the Office of Risk Management – Expected Completion – TBD.

Phase 3 – Research and implement controls to address gaps in the findings of Phase 2.

**University of Manitoba
Audit Results Memo**

Appendix 4 Transmittal letters

University of Manitoba Audit Results Memo

May, 2014

Honourable James Allum
Minister of Education and Advanced Learning
Room 168, Legislative Building
Winnipeg, Manitoba R3C 0V8

Dear Minister Allum:

Re: 2014 University of Manitoba

We have completed our audits and have issued unqualified audit opinions on the University of Manitoba's financial statements and schedule of public sector compensation. The opinions were provided to the Comptroller.

We issued a management letter to the Vice-President (Administration) which includes 3 new recommendations and follows up on outstanding recommendations from our 2013, 2012, 2010, 2009 and 2008 audits. We reviewed the audit results, including the draft audit opinions and draft management letter, with the Audit and Risk Management Committee.

In our next *Annual Report to the Legislature*, we will be following up on the recommendation in our prior year's annual report about implementing a comprehensive IT risk assessment process. A copy of our draft report will be provided for your review at a later date.

A copy of this letter has been provided to the Minister of Finance and her officials.

If you wish to discuss any matters, we would be pleased to do so at your convenience.

Best regards,

Norm Ricard, CA
Auditor General (acting)

NR/lcs

cc: Milton Sussman, Clerk of the Executive Council
Patricia Bovey, Chair, Board of Governors, University of Manitoba
Michael Robertson, Chair, Audit and Risk Management Committee, University of Manitoba
Dr. David Barnard, President, University of Manitoba
Dr. Gerald Farthing, Deputy Minister, Education and Advanced Learning

University of Manitoba Audit Results Memo

May, 2014

Honourable Jennifer Howard
Minister of Finance
Room 103, Legislative Building
Winnipeg, Manitoba R3C 0V8

Dear Minister Howard:

Re: 2014 University of Manitoba Audit Results

We have completed our audits and have issued unqualified audit opinions on the University of Manitoba's financial statements and schedule of public sector compensation. Attached is a copy of our letter to the Minister of Education and Advanced Learning.

If you wish to discuss any matters, we would be pleased to do so at your convenience.

Best regards,

Norm Ricard, CA
Auditor General (acting)
NR/lcs

Encl.

cc: Barbara Dryden, Secretary to Treasury Board
Jim Hrichishen, Deputy Minister, Finance
Betty-Anne Pratt, Provincial Comptroller, Finance

University of Manitoba Audit Results Memo

May, 2014

Mr. Michael Robertson
Chair, Audit and Risk Management Committee
University of Manitoba
312 Administration Building
Winnipeg, Manitoba R3T 2N2

Dear Mr. Robertson:

Re: 2014 University of Manitoba Audit Results

We have completed our audits and have issued unqualified audit opinions on the University of Manitoba's financial statements and schedule of public sector compensation. The opinions were provided to the Comptroller. We issued the management letter to the Vice-President (Administration).

We appreciate the assistance provided by senior officials and other employees of the University during our audits. If you wish to discuss any matters, we would be pleased to do so at your convenience.

Yours sincerely,

Susan Hay, CA
Principal

SH/lcs

University of Manitoba Audit Results Memo

May, 2014

Mr. Thomas Hay, CA
Comptroller
University of Manitoba
406 Administration Building
Winnipeg, Manitoba R3T 2N2

Dear Mr. Hay:

Re: 2014 University of Manitoba Audit Opinions

Included are our audit opinions on the University of Manitoba's financial statements and schedule of public sector compensation.

We appreciate your and Gord's cooperation and the cooperation of your staff during our audits.

Please let me know if you would like to discuss any matters.

Yours sincerely,

Susan Hay, CA
Principal

SH/lcs

Encl.

University of Manitoba
Audit Results Memo

Appendix 5

Management representations

University of Manitoba Audit Results Memo

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/Madame:

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, 2014 for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with Canadian public sector accounting standards.

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 met our responsibilities outlined in the audit engagement letter dated January 30, 2014.
- believe that the effects of uncorrected misstatements are immaterial, individually and in total, to the financial statements as a whole. A list of the uncorrected misstatements is attached.

We have, under Canadian public sector accounting standards:

- prepared and presented fairly our financial statements.
- used reasonable significant assumptions in making accounting estimates.
- accounted for and disclosed appropriately related-party relationships and transactions.
- accounted for or disclosed appropriately all events occurring subsequent to the date of the financial statements.
- accounted for or disclosed appropriately all known actual or possible litigation and claims.

Information Provided

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

We have provided you with:

- prompt access to all relevant information used to prepare the financial statements, such as records, documentation and other matters.
- additional information that you requested.
- unrestricted access to our people.

University of Manitoba Audit Results Memo

We disclosed to you:

- the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
- all information on fraud or suspected fraud, involving or communicated by:
 - management.
 - employees.
 - other parties, if the fraud could affect the financial statements.
- all known or suspected non-compliance of laws and regulations whose effects should be considered when preparing financial statements.
- the identity of our related parties and all the related-party relationships and transactions of which we are aware.
- all known actual or possible litigation claims.

Sincerely,

Paul Kochan, FCA, Vice-President (Administration)
University of Manitoba

Thomas Hay, CA, Comptroller
University of Manitoba

University of Manitoba

Audit Results Memo

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/Madame:

This representation letter is provided in connection with your audit of the schedule of public sector compensation of University of Manitoba for the year ended December 31, 2013 for the purpose of expressing an opinion as to whether the financial information is presented, in all material respects, in accordance with Section 2 of the Public Sector Compensation Disclosure Act (Act).

We 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:

Schedule of Public Sector Compensation

We:

- have met our responsibilities outlined in the audit engagement letter dated January 30, 2014.
- understood that there are no uncorrected misstatements identified by the auditors.

We have, in accordance with Section 2 of the Public Sector Compensation Disclosure Act:

- prepared and presented, in all material respects, our financial information.
- used reasonable significant assumptions in making accounting estimates.
- disclosed appropriately all events occurring subsequent to the date of the financial information.

Information Provided

All transactions have been recorded in the accounting records and are reflected in the financial information in accordance with Section 2 of the Public Sector Compensation Disclosure Act.

We have provided you with:

- prompt access to all relevant information used to prepare the financial information, such as records, documentation and other matters.
- additional information that you requested.
- unrestricted access to our people.

University of Manitoba Audit Results Memo

We disclosed to you:

- the results of our assessment of the risk that the financial information may be materially misstated as a result of fraud.
- all information on fraud or suspected fraud, involving or communicated by:
 - management.
 - employees.
 - other parties, if the fraud could affect the financial information.
- all known or suspected non-compliance with the Act whose effects should be considered when preparing the financial information.

Sincerely,

Paul Kochan, FCA, Vice-President (Administration)
University of Manitoba

Thomas Hay, CA, Comptroller
University of Manitoba



AGENDA ITEM: Public Sector Compensation Disclosure Report 2013

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, 2013.

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.



UNIVERSITY OF MANITOBA

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>Tom Hickey</u>	<u>May 23, 2014</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Al Wood</u>	<u>May 26/14</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>D. G. Be...</u>	<u>May 26, 2014</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	ARMC	June 10, 2014
<input type="checkbox"/>	<input type="checkbox"/>		

Gord Pasieka, Associate Comptroller

Submission prepared by:

Submission approved by:

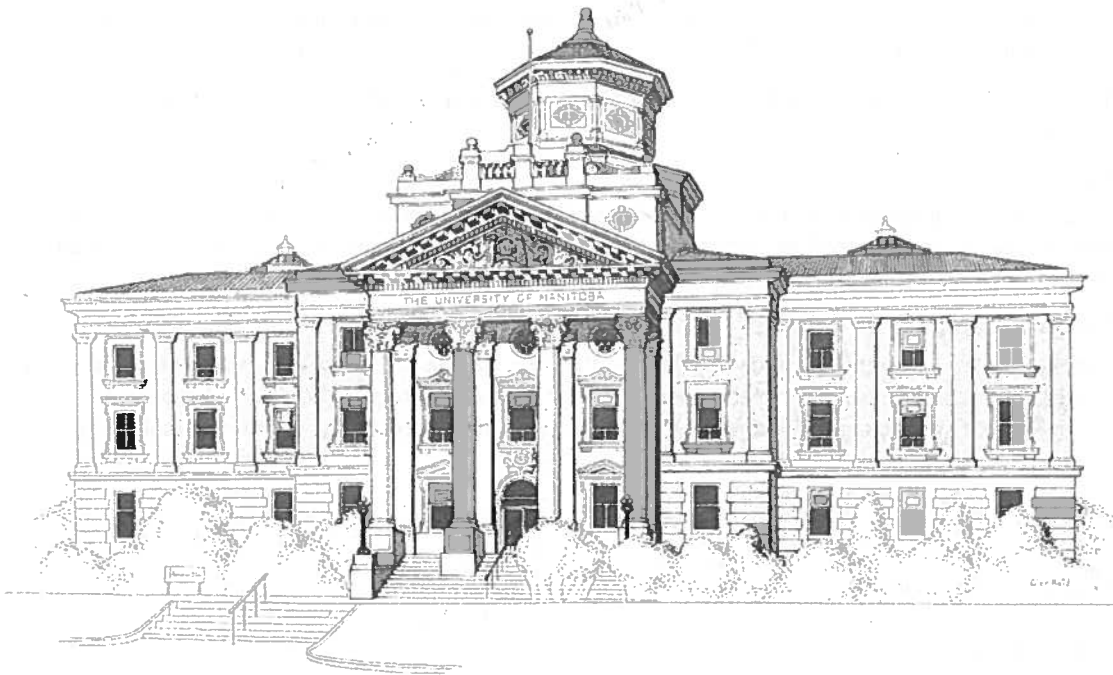
Attachments

- Annual Public Sector Compensation Disclosure Report



UNIVERSITY
OF MANITOBA

2013 Report
The Public Sector Compensation Disclosure Act



INDEPENDENT AUDITOR'S REPORT

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, 2013 ("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 the University of Manitoba for the year ended December 31, 2013 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

**2013 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 2012-2013 the university employed a total of 8716 individuals supported by operating and research funds, of which there were:

- 2161 full-time academic staff
- 2593 part-time academic staff
- 2600 full-time support staff
- 529 part-time support staff
- 833 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, 2013, 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.

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 2014



AGENDA ITEM: *Student Referendum, Faculty of Arts*

RECOMMENDED RESOLUTION:

That a \$1.00 per credit hour contribution be assessed against the students in the Faculty of Arts for a three year term commencing in the fall of 2014 as outlined in the letter from Jeffery Taylor, Dean, Faculty of Arts, dated June 2, 2014.

Action Requested: Approval Discussion/Advice Information

CONTEXT AND BACKGROUND:

On Thursday, April 3, and Friday, April 4, the Arts Student Body Council held a referendum to support the Faculty of Arts Endowment fund. Each student was proposed with making a contribution of \$1.00 per credit hour for a three year term, beginning in the fall of 2014. This amounts to an approximate donation of \$30 per student per year. The students voted to contribute \$1.00 per credit hour for a three year term beginning in the fall of 2014, resulting in a total contribution of approximately \$351,360 (pending student enrolment); designating 100% Arts Endowment fund. There was a total of 11% participation rate with 410 of the 3,904 eligible student voters casting a ballot. Of those votes 232 were “yes” votes, 148 were “no” votes and there were 30 spoiled ballots.

RESOURCE REQUIREMENTS:

N/A

IMPLICATIONS:

N/A

ALTERNATIVES:

N/A

CONSULTATION: *[delete if not applicable]*

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 checked="" type="checkbox"/>	John Kearsey	June 2, 2014
<input type="checkbox"/>	<input checked="" type="checkbox"/>	David Barnard	June 3, 2014
<input type="checkbox"/>	<input type="checkbox"/>		
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	FAHR	June 10, 2014
<input type="checkbox"/>	<input type="checkbox"/>		

Office of the Vice-President (External)

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.

- Letter from Jeffery Taylor, Dean, Faculty of Arts
- Letter from Joe Kelly, Senior Stick, Arts Student Body Council



UNIVERSITY
OF MANITOBA

Faculty of Arts

Dean of Arts
310 Fletcher Argue Building
University of Manitoba
Winnipeg, Manitoba
Canada R3T 5V5
Telephone (204) 474-9271
Facsimile (204) 474-7590
Email jeff_taylor@umanitoba.ca

June 2, 2014

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

Dear Dr. Barnard:

I am pleased to inform you that the students in the Faculty of Arts have voted to make contributions to the Faculty of Arts Endowment Fund through their student referendum.

Attached you will find the letter I received from Joe Kelly, Senior Stick of the Arts Student Body Council. The letter details how proper notice was provided to the students about the referendum initiative, including the disbursement and the vote date, through presentations made on behalf of the members of the student council.

As Joe explains, the students wish to contribute \$1.00 per credit hour, for a three year term, to the Faculty of Arts Endowment Fund. This will result in a contribution of \$351,360 (pending enrolment) to the university. This contribution is to be collected from each student in each term when fees are paid, beginning in the fall of the 2014/2015 fiscal year.

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

Sincerely,

Dr. Jeffery Taylor
Dean

enclosure

cc: Sana Mahboob, Donor Relations

May 28, 2014

Dr. Jeffery Taylor
Dean of Arts
310 Fletcher Argue Building
University of Manitoba

Dear Dr. Taylor,

On Thursday, April 3rd and Friday, April 4th the Arts Student Body Council conducted a referendum to support the Arts Endowment Fund. Each student was proposed with making a donation of \$1.00 per credit hour to the Arts Endowment Fund, to be implemented in the following academic year, and running for three years. I am pleased to inform you that the referendum vote has passed with a significant majority. The ballot read as follows:

**Arts Faculty
2014 Referendum Ballot**

Do you support a one dollar per credit hour fee to the Arts Endowment Fund, to be implemented in the following academic year, and running for three years?

- YES
- NO

There was a 10.5% participation rate with 410 eligible students casting a ballot. Of those votes, 232 were "YES" votes and 148 were "NO" votes, leaving 30 spoiled ballots.

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

Sincerely,



Joe Kelly
President of the Arts Student Body Council



AGENDA ITEM: Report of the Senate Committee on Awards – Part A [dated May 20, 2014]

RECOMMENDED RESOLUTION:

THAT the Board of Governors approve nine new offers, five amended offers, and the withdrawal of five offers, as set out in Appendix A of the Report of the Senate Committee on Awards – Part A [dated May 20, 2014].

Action Requested: Approval Discussion/Advice Information

CONTEXT AND BACKGROUND:

At its meeting on May 20, 2014, the Senate Committee on Awards approved nine new offers, five amended offers, and the withdrawal of five offers, as set out in Appendix A of the Report of the Senate Committee on Awards – Part A [dated May 20, 2014].

RESOURCE REQUIREMENTS:

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

IMPLICATIONS:

N/A

ALTERNATIVES:

N/A

CONSULTATION:

All of these award decisions meet the published guidelines for awards, as approved by Senate. They will be reported to Senate for information on June 25, 2014.

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 May 20, 2014 the Senate Committee on Awards approved nine new offers, five amended offers, and the withdrawal of five awards, as set out in Appendix A of the *Report of the Senate Committee on Awards – Part A* (dated May 20, 2014).

Recommendations

On behalf of Senate, the Senate Committee on Awards recommends that the Board of Governors approve nine new offers and five amended offers, and the withdrawal of five awards, as set out in Appendix A of the *Report of the Senate Committee on Awards – Part A* (dated May 20, 2014). These award decisions comply with the published guidelines of November 3, 1999, and are reported to Senate for information.

Respectfully submitted,

Dr. Phil Hultin
Chair, Senate Committee on Awards

SENATE COMMITTEE ON AWARDS

Appendix A May 20, 2014

1. NEW OFFERS

Applied Health Sciences PhD Program Entrance Scholarship

The Applied Health Sciences PhD program offers an annual contribution of \$1,000 to offer an entrance scholarship for the PhD program. The Applied Health Sciences PhD program is a multi-unit, research-based program with participating academic units in different faculties at the University of Manitoba. The purpose of this scholarship is to support the highest ranked student entering the Applied Health Sciences PhD program. Beginning in 2014-2015, one scholarship valued at \$1,000 will be offered to a graduate student who:

- (1) is enrolled full-time in the Faculty of Graduate Studies in the first year of the Applied Health Sciences PhD program at the University of Manitoba;
- (2) has achieved a minimum degree grade point average of 3.5 (or equivalent) on the previous 60 credit hours of study;
- (3) has demonstrated excellent research skills and productivity throughout his/her Master's program and professional career and has shown excellent research potential.

The successful applicant will be selected based on the materials provided in the application for admission to the Applied Health Sciences PhD program.

The donor will contact the Financial Aid and Awards office by no later than March 31 in any year that this scholarship will not be offered.

The selection committee will be named by the Dean of the Faculty of Graduate Studies (or designate) and will include the Applied Health Sciences PhD program director (or designate) as well as one faculty member from all four units that make up the program.

Bill and Iris Brisbin Bursary

Dr. William (Bill) Brisbin, Professor Emeritus of Geological Sciences, has established an endowment fund at the University of Manitoba with an initial gift of over \$10,000. The Manitoba Scholarship and Bursary Initiative has made a contribution to the fund. The purpose of the fund is to support students pursuing studies in Geological Sciences. Beginning in the 2014-2015 academic year, the available annual income will be used to offer one bursary to a student who:

- (1) is a Canadian citizen or Permanent Resident;
- (2) is enrolled:
 - (a) full-time (minimum 60% course load) in the third or fourth year of study with a declared Major in Geological Sciences in the Bachelor of Science degree program in the Clayton H. Riddell Faculty of Environment, Earth, and Resources at the University of Manitoba; or
 - (b) full-time in a Masters or doctoral program in the Faculty of Graduate Studies offered by the Department of Geological Sciences in the Clayton H. Riddell Faculty of Environment, Earth, and Resources;
- (3) has achieved a minimum degree grade point average of:
 - (a) 2.5 for undergraduate students; or
 - (b) 3.0 (or equivalent) in the previous 60 credit hours of study for graduate students;
- (4) has demonstrated financial need on the standard University of Manitoba bursary application form.

The selection committee will be the Department of Geological Sciences Awards Committee of the Clayton H. Riddell Faculty of Environment, Earth, and Resources.

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.

Dr. Claude Castonguay, C.C., O.Q. Graduate Bursary

An endowment fund, valued at \$66,686, was established in 2013 in honour of Dr. Claude Castonguay, C.C., O.Q. who received an honorary degree from the University of Manitoba in 1980. The Manitoba Scholarship and Bursary Initiative has made a contribution to the fund. The purpose of the fund is to provide financial support to graduate students. Beginning in the 2014-2015 academic year, the available annual interest from the fund will be used to offer one or more bursaries to graduate students who:

- (1) are enrolled full-time in the Faculty of Graduate Studies in any Master's or doctoral program offered at the University of Manitoba;
- (2) have achieved a minimum degree grade point average of 3.0 (or equivalent) based on the last 60 credit hours of study;
- (3) have demonstrated financial need on the standard University of Manitoba bursary application form.

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.

Global Political Economy Bursary

Kevin Morris (B.A. (Adv.)/10) has established an endowment fund at the University of Manitoba with an initial gift of \$10,000 in 2011. The Manitoba Scholarship and Bursary Initiative has made a contribution to the fund. The fund will be used to provide financial support for students enrolled in the Global Political Economy program at the University of Manitoba. Beginning in 2014-2015, the available annual interest from the fund will be used to offer one renewable bursary to an undergraduate student who:

- (1) is enrolled full-time (minimum 60% course load) in the Advanced Degree option of the Global Political Economy program in the Faculty of Arts at the University of Manitoba;
- (2) has achieved a minimum degree grade point average of 2.5;
- (3) has demonstrated financial need on the standard University of Manitoba bursary application form.

The bursary is renewable for an additional year provided the recipient:

- (1) is enrolled full-time (minimum 60% course load) in the Advanced Degree option of the Global Political Economy program in the Faculty of Arts at the University of Manitoba;
- (2) maintains a minimum degree grade point average of 2.5;
- (3) continues to demonstrate financial need on the standard University of Manitoba bursary application form.

Only one student may hold the bursary at a time.

In the event that a recipient does not qualify for the renewal another student meeting the first set of eligibility criteria may be selected to receive the bursary.

The selection committee will be the Global Political Economy Steering Committee, including the Coordinator of the Global Political Economy program (or designate).

Kim Clare Bursary

In memory of Kim Clare (B.S.W./74), Kathy Jones and numerous friends and family have established an endowment fund at the University of Manitoba in 2014. The Manitoba Scholarship and Bursary Initiative has made a contribution to the fund. The purpose of the fund is to support undergraduate students pursuing studies in the Inner City Social Work program in the Faculty of Social Work. Beginning in the 2016-2017 academic year, the available annual income from the fund will be used to offer one bursary to an undergraduate student who:

- (1) is enrolled full-time (minimum 60% course load) in the second year of the Inner City Social Work Program in the Faculty of Social Work at the University of Manitoba;
- (2) has achieved a minimum degree grade point average of 2.5;
- (3) has demonstrated financial need on the standard University of Manitoba bursary application form.

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

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.

Lily Gilmore Rosenberg Bursary in Management

In memory of his wife, Mrs. Lily (Gilmore) Rosenberg, Dr. Albert Rosenberg will make an annual contribution valued at \$1,000 to the University of Manitoba for a five year term to offer the Lily Gilmore Rosenberg Bursary in Management. The purpose of the award is to provide support to undergraduate students at the I.H. Asper School of Business. Beginning in 2014-2015 and ending in the 2018-2019 academic year, one bursary valued at \$1,000 will be offered to an undergraduate student who:

- (1) is enrolled full-time (minimum 60% full course load) in the I.H. Asper School of Business in the Bachelor of Commerce (Honours) degree program at the University of Manitoba;
- (2) has achieved a minimum degree grade point average of 2.0;
- (3) has demonstrated financial need on the standard University of Manitoba bursary application.

The donor will contact the Financial Aid and Awards office by no later than March 31 in any year this award will not be offered.

The selection committee will be named by the Dean of the I.H. Asper School of Business (or designate).

Rossbrook House Bursary

An anonymous donor will provide an annual contribution of \$500 to the University of Manitoba to offer a bursary for students who have participated in programs at Rossbrook House in Winnipeg, Manitoba. The purpose of the award is to help remove some of the financial barriers associated with a post-secondary education. Beginning in 2014-2015, one bursary valued at \$500 will be offered to an undergraduate student who:

- (1) is enrolled full-time (minimum 60% course load) in any year of study in any school or faculty at the University of Manitoba;
- (2) has a record of satisfactory academic achievement which is defined as:
 - (a) for first year students, a minimum entering average of 70 percent on those courses used for admission;
 - (b) for continuing students, a minimum degree grade point average of 2.0;
- (3) has demonstrated financial need on the standard University of Manitoba bursary application form.

Applicants for this bursary will be required to submit a letter of nomination from Rossbrook House verifying the candidate's program participation.

The donor will contact the Financial Aid and Awards office by no later than March 31 in any year this award will not be offered.

The selection committee will be named by the Director of Financial Aid & Awards (or designate).

University of Manitoba History Students Association Undergraduate Prize

The University of Manitoba History Students Association has established an annual prize. The aim of the prize is to recognize members of the UMHiSA who contribute to a sense of community among history students. Each year, one prize valued at \$250 will be offered to an undergraduate student who:

- (1) has declared a minor, major, or honours degree in History or Classics at the University of Manitoba;
- (2) has a minimum degree grade point average of 3.0;
- (3) is a registered member of the University of Manitoba History Students Association (UMHiSA) at the University of Manitoba;
- (4) demonstrates an interest in developing a sense of community among history students at the University of Manitoba.

Candidates can self-nominate or can be nominated by their peers. In order to be considered for this prize, a letter (maximum 250 words) with the nominee's full name needs to be submitted to the selection committee. This letter should outline how the nominee has contributed to developing a sense of community among history students and should speak to how the nominee has regularly attended meetings and events, contributed ideas to further the growth of the UMHiSA, and/or has demonstrated qualities compatible with the goals of the UMHiSA.

Members of the UMHiSA Executive Committee are neither eligible for nor may they nominate any candidates for this prize.

The names of all of the nominees will be forwarded to the Chair (or designate) of the selection committee to verify they are members of the UMHiSA and meet the academic requirements as outlined above. The Executive of the UMHiSA will not have access to any academic records throughout the process.

The selection committee will consist of the Honours Chair of the History Department, two members from the UMHiSA Executive Council and two faculty members from the Department of History. The Honours Chair and at least two of the UMHiSA Executive members must agree on the prize recipient.

Women's Health Research Foundation of Canada Part-Time Graduate Scholarship

The Women's Health Research Foundation of Canada has established an endowment fund at the University of Manitoba. The purpose of the scholarship is to support part-time graduate students whose research focus is in some area of women's health. Beginning in 2014-2015, the Foundation will provide an annual contribution of \$1,500 until such time as the available annual income from the fund is sufficient to offer a scholarship of this same amount. Each year, one scholarship valued at \$1,500 will be offered to a graduate student who:

- (1) is enrolled part-time in the Faculty of Graduate Studies, in any Masters or Doctoral program at the University of Manitoba;
- (2) has achieved a minimum degree grade point average of 3.5 (or equivalent) based on the last 60 credit hours of study;
- (3) has demonstrated superior intellectual ability and academic accomplishment;

- (4) is undertaking or has proposed to undertake research in any area of women's health for his/her thesis or practicum.

Candidates will be required to submit an application that will consist of a title for, and description of, their proposed or ongoing research (maximum 500 words), a current academic transcript(s), a current *curriculum vitae*, and two academic letters of reference from professors at a post-secondary institution.

A student admitted to a Masters or Doctoral program under the "Provisional Status" may not receive this award during the provisional period.

Recipients may hold the Women's Health Research Foundation of Canada Part-Time Graduate Scholarship concurrently with any other awards, consistent with policies in the Faculty of Graduate Studies.

The selection committee will be named by the Dean of the Faculty of Graduate Studies (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.

2. AMENDMENTS

Cecil Essadelle Rombough Memorial Bursaries

The following amendments have been made to the terms of reference for the Cecil Essadelle Rombough Memorial Bursaries:

- The terms of reference for this award have been re-written to conform to current formatting and standards.
- The preamble now reads:
"Through a testamentary gift, Miss Rombough has established a fund at The Winnipeg Foundation to provide bursaries to students at the University of Manitoba. Each year, The Winnipeg Foundation will report the available annual earnings from the fund to Financial Aid and Awards at the University of Manitoba. The available annual earnings from the fund will be used to offer bursaries with a minimum value of \$500 each to undergraduate students who:"
- The numbered criteria now read:
 - (1) have a minimum average of 70% on high school courses considered for admission to the University of Manitoba;
 - (2) are enrolled full-time (minimum 60% course load) in the first year of study in any school or faculty at the University of Manitoba;
 - (3) have demonstrated financial need on the standard University of Manitoba bursary application form.
- The selection committee will now have the discretion to determine the number and value of bursaries offered each year based on the available funds.
- A new sentence regarding the selection committee has been added. It reads "The selection committee will be named by the Director of the Financial Aid and Awards (or designate).

Dr. Harold Popham Scholarship

The following amendments have been made to the terms of reference for the Dr. Harold Popham Scholarship:

- The name of the award has been revised to the *Dr. Harold Popham Convocation Prize*.
- The terms of reference for this award have been re-written to conform to current formatting and standards.

- The preamble now reads:
“A convocation prize has been established by the late Allison Popham at The Winnipeg Foundation. The purpose of the fund is to acknowledge the undergraduate medical student who has achieved the highest standing and has been accepted to post-graduate studies in Pediatrics at the University of Manitoba for the next academic session. Each year, The Winnipeg Foundation will report the available earnings from the fund to Financial Aid and Awards at the University of Manitoba. Each year, the available earnings from the fund will be used to offer one prize to a graduating undergraduate student who:”
- The numbered eligibility criteria now read:
 - (1) has completed the requirements for the Doctor of Medicine (M.D.) degree in the Faculty of Medicine at the University of Manitoba;
 - (2) has the highest academic standing* in the class;
 - (3) has been accepted to post-graduate studies in the Pediatrics Residency program at the University of Manitoba for the next academic session.
- The award amount of \$3,000 annually has been removed. The prize amount is detailed in the preamble.
- The selection committee has been revised to read: “The selection committee shall be appointed by the Dean of the Faculty of Medicine (or designate) and shall include the Undergraduate Clerkship Leader of Pediatrics and the Post-Graduate Program Director of Pediatrics.”
- The last sentence regarding the deadline date for the committee’s recommendation to the Dean of Medicine has been removed.

Marc Hutlet Seeds Bursary – Diploma in Agriculture

The following amendments have been made to the terms of reference for the Marc Hutlet Seeds Bursary – Diploma in Agriculture:

- The award has been revised from a one-time bursary offer in the 2013-2014 academic year to an annual bursary.
- The definition of “full-time” status has been included in criterion (1).
- A new sentence after the numbered criterion has been included: “The donor will contact Financial Aid and Awards by March 31 in any year that this award will not be offered.”

Mary and Louis Kowalson Memorial Bursary

The following amendments have been made to the terms of reference of the Mary and Louis Kowalson Memorial Bursary:

- The terms of reference for this award have been re-written to conform to current formatting and standards.
- The first two paragraphs have been combined into one preamble paragraph.
- The first paragraph now reads:
“In memory of her parents, Mary and Louis Kowalson, and of her brothers, Leon, Isaac, and Archie, Miss Anne N. Kowalson has established a fund at The Winnipeg Foundation to offer a bursary in the Faculty of Education at the University of Manitoba. Each year, The Winnipeg Foundation will report the available annual earnings from the fund to Financial Aid and Awards at the University of Manitoba. The available annual earnings from the fund will be used to offer one bursary to an undergraduate student who:”
- The numbered eligibility criteria have been revised, including the addition of two new criteria. The eligibility criteria now read:

- (1) is enrolled full-time (minimum 60% course load) in the second year of the Early or Middle Years stream in the Faculty of Education at the University of Manitoba;
 - (2) has achieved a minimum degree grade point average of 2.5;
 - (3) has shown proficiency in Early and/or Middle Years teaching methods;
 - (4) has demonstrated financial need on the standard University of Manitoba bursary application form.
- The selection committee has been revised and now reads: “The selection committee will be named by the Dean of the Faculty of Education (or designate).”

R.R. Goodwin, Q.C. Memorial Awards and Prize for Land Titles

The following amendments have been made to the terms of reference for the R.R. Goodwin, Q.C. Memorial Awards and Prize for Land Titles:

- The name of this award has been changed to the *R.R. Goodwin, Q.C. Memorial Bursaries and Prize for Property Law*.
- There have been significant revisions made throughout the terms of reference of this award so it now conforms to current program requirements and standard formatting.
 - In the first sentence ‘endowment’ replaces the word ‘award’ in the preamble paragraph.
 - The second sentence has been revised to state how the fund will be used. It reads: “From this fund, the available annual income will be used to offer one prize and one or more bursaries to undergraduate students in the J.D. program in the Faculty of Law at the University of Manitoba.”
 - Two sets of numbered criteria have been created, one for prize eligibility, one for bursary criteria.
 - The statement and criteria for the prize have been broken out to read:

“Each year, one prize will be offered to an undergraduate student who:

 - (1) has achieved the highest standing in Property Law (LAW 1500);
 - (2) has achieved a minimum degree grade point average of 3.0.”
- A statement regarding the tie-breaking mechanism has been added. It reads: “In the event of a tie, the prize shall be awarded to the student with the highest degree grade point average.”
- A second sentence after the numbered eligibility criteria for the prize has been added. It reads: “The selection committee will determine the value of the prize each year in relation to the value of other course prizes offered in the Faculty of Law.”
- The third paragraph describing the quantities and values of the bursaries has been revised to read: “The remainder of the available income from the fund will be directed to the R.R. Goodwin, Q.C. Memorial Bursaries. Each year, one or more bursaries will be offered to undergraduate students who:
 - (1) are enrolled full-time (minimum 60% course load) in the second or third year of the J.D. degree program in the Faculty of Law at the University of Manitoba;
 - (2) have achieved a minimum degree grade point average of 2.0;
 - (3) have demonstrated financial need on the standard University of Manitoba bursary application form.”
- A sentence from the third paragraph has been revised and broken out to a new sentence below the numbered criteria. It reads: “The selection committee will determine the number and value of the bursaries to be offered each year.”

- The second sentence after the numbered eligibility criteria has been revised to use standard language: “Any unspent revenue from the fund will be re-capitalized as per the donor’s wishes.”
- The selection committee has been revised and now reads: “The selection committee for this scholarship will be the Student Awards Committee of the Faculty of Nursing.
- The selection committee for both awards has been revised to read: “The selection committee for both the prize and the bursaries will be named by the Dean of the Faculty of Law (or designate).”
- Some editorial changes have been made.

3. WITHDRAWALS

Alumni Association Inc. Graduate Student Award

This award is being withdrawn from the University of Manitoba’s awards program at the request of the donor.

Sports Physiotherapy Centre Book Prize

The Sports Physiotherapy Centre is no longer in operation and the donor has requested that this award be withdrawn.

Stantec Engineering Bursary

This award is being withdrawn from the University of Manitoba’s awards program at the request of the donor.

University of Manitoba Alumni Association Bursary

This award is being withdrawn from the University of Manitoba’s awards program at the request of the donor.

Young Presidents’ Organization Business Award for Entrepreneurial Excellence

This award is being withdrawn from the University of Manitoba’s awards program at the request of the donor.



AGENDA ITEM: Report of the Senate Committee on Awards – Part B [dated May 20, 2014]

RECOMMENDED RESOLUTION:

THAT the Board of Governors approve three new offers and one amended offer, as set out in Appendix A of the Report of the Senate Committee on Awards – Part B [dated May 20, 2014] [subject to Senate approval, June 25, 2014].

Action Requested: Approval Discussion/Advice Information

CONTEXT AND BACKGROUND:

At its meeting on May 20, 2014, the Senate Committee on Awards approved three new offers and one amended award offer that appear 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 May 20, 2014].

The Clayton H. Riddell Faculty of Environment, Earth, and Resources Aboriginal Direct Entry Admission Scholarship and the Clayton H. Riddell Faculty of Environment, Earth, and Resources Aboriginal Undergraduate Admission Scholarship will be offered to Aboriginal undergraduate students entering the Faculty of Environment, Earth, and Resources. A letter of support from Dean Halden is included with the report.

The Post-Secondary Club (PSC)/Rec and Read Entrance Bursary will be offered to Aboriginal undergraduate students who have completed the PSC or the Rec and Read Program and have been admitted to University 1 or any faculty with a direct entry option. A letter of support from Mr. Adams, Executive Director, Enrolment Services, is included with the report.

The Donna R. Moore Bursaries in Medicine are offered to female Aboriginal students in the Undergraduate Medical Education, College of Medicine. A letter of support from Dean Postl is included with the report.

This proposal will be considered by Senate on June 25, 2014, and is being brought to the Board of Governors for consideration at the June 24th meeting subject to its being approved by Senate.

RESOURCE REQUIREMENTS:

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

IMPLICATIONS:

The scholarships and bursaries will aid in the recruitment and retention of undergraduate Aboriginal students.

CONSULTATION:

These award offers will be considered by Senate, for approval, at its meeting on June 25, 2014.

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 May 20, 2014, the Senate Committee on Awards reviewed three new offers and one amended offer that appear 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 May 20, 2014).

Recommendation

The Senate Committee on Awards recommends that Senate and the Board of Governors approve three new offers and one amended offer, as set out in Appendix A of the *Report of the Senate Committee on Awards- Part B* (dated May 20, 2014). This award decision complies with the published guidelines of November 3, 1999, and is reported to Senate for information.

Respectfully submitted,

Dr. Phil Hultin
Chair, Senate Committee on Awards

SENATE COMMITTEE ON AWARDS

**Appendix A
April 8, 2014**

1. NEW OFFERS

**Clayton H. Riddell Faculty of Environment, Earth, and Resources
Aboriginal Direct Entry Admission Scholarship**

The Clayton H. Riddell Faculty of Environment, Earth, and Resources offers one annual Direct Entry admission scholarship to support Aboriginal students admitted to the faculty via the Direct Entry option. Beginning in the 2014-2015 academic year, one scholarship valued at \$1,000 will be offered to an undergraduate student who:

- (1) is Aboriginal (Status, Non-Status, Métis, Inuit);
- (2) has graduated from high school with a minimum average of 85% on high school courses considered for admission to the University of Manitoba;
- (3) enrolls full-time (minimum 80% course load) in any baccalaureate degree program offered by the Clayton H. Riddell Faculty of Environment, Earth, and Resources at the University of Manitoba in the year in which the scholarship is tenable;
- (4) has the highest average amongst Aboriginal students admitted to the faculty based on his/her cumulative average grade in the final year of high school.

The selection committee will be the Awards and Honours Committee of the Clayton H. Riddell Faculty of Environment, Earth, and Resources.

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.

(Attachment I)

**Clayton H. Riddell Faculty of Environment, Earth, and Resources
Aboriginal Undergraduate Admission Scholarship**

The Clayton H. Riddell Faculty of Environment, Earth, and Resources offers one annual admission scholarship to support Aboriginal students admitted to the faculty via a route other than the Direct Entry option. Beginning in the 2014-2015 academic year, one scholarship valued at \$1,000 will be offered to an undergraduate student who:

- (1) is Aboriginal (Status, Non-Status, Métis, Inuit);
- (2) has completed a minimum of 24 credit hours and a maximum of 36 credit hours of university-level courses;
- (3) is enrolled full-time (minimum 80% course load) in any baccalaureate degree program offered by the Clayton H. Riddell Faculty of Environment, Earth, and Resources at the University of Manitoba in the year in which the scholarship is tenable;
- (4) has the highest degree grade point average (minimum 3.5) among Aboriginal students admitted to the Faculty.

The selection committee will be the Awards and Honours Committee of the Clayton H. Riddell Faculty of Environment, Earth, and Resources.

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.

(Attachment I)

Post-Secondary Club (PSC) / Rec and Read Entrance Bursary

The University of Manitoba offers annual bursaries totalling a maximum \$40,000 each year to provide support to Aboriginal students who have successfully completed either the Post-Secondary Club (PSC) or the Rec and Read program and are entering the University of Manitoba to begin their undergraduate studies. Beginning in the 2014-2015 academic year, up to 10 bursaries valued at up to \$4,000 each will be offered to undergraduate students who:

- (1) are Aboriginal (Status, Non-Status, Métis, Inuit);
- (2) have successfully completed either the Post-Secondary Club or the Rec and Read program as verified by the Aboriginal Student Recruitment program leader at the University of Manitoba;
- (3) meet the minimum admission requirements for University 1 (including limited admission) or for any faculty with a Direct Entry option at the University of Manitoba;
- (4) enroll full-time (minimum 60% course load) in the first year of studies in University 1 or any faculty with a Direct Entry option;
- (5) demonstrate financial need on a Financial Aid and Awards approved bursary application form.

Application forms will be issued and received by the Financial Aid and Awards office. The application deadline for this bursary is June 1.

The Director of Financial Aid and Awards (or designate) will name the selection committee for this bursary which will include the Lead Aboriginal Recruitment Officer.

(Attachment II)

2. AMENDMENTS

Donna R. Moore Bursaries in Medicine

The following amendments have been made to the terms of reference for the Donna R. Moore Bursaries in Medicine:

- The first and second sentences have been revised and combined. The sentence now reads: “Mrs. R.E. Moore has established a fund at The Winnipeg Foundation to provide bursaries to students at the University of Manitoba.”
- The purpose of the fund has been stated and revised as the new second sentence: “The purpose of the bursaries is to assist and encourage female Aboriginal students in the College of Medicine.”
- A new sentence has been included: “Each year, The Winnipeg Foundation will report the available annual earnings from the fund to Financial Aid and Awards at the University of Manitoba.”
- The numbered criterion detailing process for how to award the bursaries if a recipient does not register have been deleted.
- A new sentence has been included: “The donors reserve the right to discontinue this bursary. In such an event, it will be the responsibility of The Winnipeg Foundation to notify the Financial Aid and Awards office by March 31.”
- The selection committee sentence has been revised to remove the representative from the Financial Aid and Awards office.

(Attachment III)



UNIVERSITY
OF MANITOBA

Clayton H. Riddell Faculty of
Environment, Earth, and Resources

Dean's Office
440 Wallace Building
Winnipeg, Manitoba
Canada R3T 2N2
Telephone 204-474-7252
Facsimile 204-275-3147
Riddell.Faculty@umanitoba.ca

May 8, 2014

Dr. Philip Hultin
Chair, Senate Committee on Awards
c/o Adrienne Domingo,
Awards Establishment Coordinator
422 University Centre
University of Manitoba

Dear Dr. Hultin,

The Clayton H. Riddell Faculty of Environment, Earth, and Resources is happy to support the establishment of the Clayton H. Riddell Faculty of Environment, Earth, and Resources Aboriginal Direct Entry Admission Scholarship and the Clayton H. Riddell Faculty of Environment, Earth, and Resources Aboriginal Undergraduate Admission Scholarship.

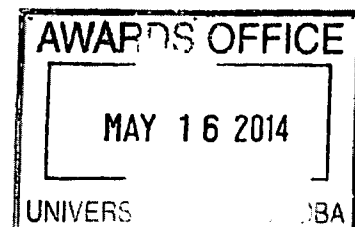
When comparing the numbers in the table below to the number of self-declared Aboriginal people in the general Manitoba population (15%), it becomes clear that Aboriginal students are under-represented in the Clayton H. Riddell Faculty of Environment, Earth, and Resources at the University of Manitoba.

Year (Fall)	Number of Aboriginal Students (undergraduate) in the Riddell Faculty	% Aboriginal in the Riddell Faculty
2013	29	1.4%
2012	29	1.4%
2011	20	1%
2010	14	0.7%
2009	18	1%

As an institution, I know that we're all committed to increasing the number of Aboriginal students on our campuses. Awards such as this will provide support to Aboriginal students which will contribute to meeting our goals and more importantly will contribute to the success of individual Aboriginal students.

Sincerely,

Norman H. Halden
Dean and Professor
Clayton H. Riddell Faculty of Environment, Earth, and Resources





UNIVERSITY
OF MANITOBA

Enrolment Services

421 University Centre
Winnipeg, Manitoba
Canada R3T 2N2
telephone (204) 474-8820
facsimile (204) 474-7554

April 22, 2014

Dr. Philip Hultin
Chair, Senate Committee on Awards
c/o Candace Préjet,
Awards Establishment Coordinator
417 University Centre
University of Manitoba

Dear Dr. Hultin,

Enrolment Services is happy to support the establishment of the Post-Secondary Club (PSC) / Rec and Read Entrance Bursary.

When comparing the numbers in the table below to the number of self-declared Aboriginal people in the general Manitoba population (15%), it becomes clear that Aboriginal students are under-represented at the University of Manitoba.

Year (fall)	Number of Aboriginal Students (undergraduate)	% Aboriginal
2013	1973	7.8%
2012	1933	7.7%
2011	1876	7.7%
2010	1771	7.4%
2009	1748	7.4%

As an institution, I know that we're all committed to increasing the number of Aboriginal students on our campuses. Awards such as this will provide support to Aboriginal students which will contribute to meeting our goals and more importantly will contribute to the success of individual Aboriginal students.

Sincerely,

Jeff Adams
Executive Director
Enrolment Services



UNIVERSITY
OF MANITOBA

Faculty of Medicine

Office of the Dean
230 Basic Medical Sciences Building
745 Bannatyne Avenue
Winnipeg, Manitoba
Canada R3E 0J9
Telephone (204) 789-3485
Fax (204) 789-3661

May 7, 2014

Dr. Philip Hultin
Chair, Senate Committee on Awards
c/o Adrienne Domingo,
Awards Establishment Coordinator
422 University Centre
University of Manitoba

Dear Dr. Hultin;

The Faculty of Medicine is happy to support the establishment of the Donna R. Moore Bursaries in Medicine.

When comparing the numbers in the table below to the number of self-declared Aboriginal people in the general Manitoba population (15%), it becomes clear that Aboriginal students are under-represented in the Faculty of Medicine at the University of Manitoba.

Year (fall)	Number of Aboriginal Students (Undergraduate Medical Education Program)	% Aboriginal
2013	28	5.0
2012	29	5.2
2011	33	6.1
2010	26	4.7
2009	21	4.3

As an institution, I know that we're all committed to increasing the number of Aboriginal students on our campuses. Awards such as this will provide support to Aboriginal students which will contribute to meeting our goals and more importantly will contribute to the success of individual Aboriginal students.

Sincerely,

Brian Postl, MD
Dean of Medicine
Dean and Vice-Provost (Health Sciences)



AGENDA ITEM: Report of the Senate Committee on Awards [dated May 27, 2014]

RECOMMENDED RESOLUTION:

THAT the Board of Governors approve five new offers and the withdrawal of twenty-five offers, as set out in Appendix A of the Report of the Senate Committee on Awards [dated May 27, 2014].

Action Requested: Approval Discussion/Advice Information

CONTEXT AND BACKGROUND:

In an electronic poll conducted between May 21 and May 27, 2014, the Senate Committee on Awards approved five new offers and the withdrawal of twenty-five offers, as set out in Appendix A of the Report of the Senate Committee on Awards [dated May 27, 2014].

RESOURCE REQUIREMENTS:

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

IMPLICATIONS:

N/A

ALTERNATIVES:

N/A

CONSULTATION:

All of these award decisions meet the published guidelines for awards, as approved by Senate. They will be reported to Senate for information on June 25, 2014.

REPORT OF THE SENATE COMMITTEE ON AWARDS

Preamble

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

On behalf of Senate, to approve and inform Senate of all new offers and 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

In an electronic poll conducted May 21 - 27, 2014, the Senate Committee on Awards approved five new offers and 25 withdrawals as set out in Appendix A of the *Report of the Senate Committee on Awards* (dated May 27, 2014).

Recommendations

On behalf of Senate, the Senate Committee on Awards recommends that the Board of Governors approve five new offers and the withdrawal of 25 awards, as set out in Appendix A of the *Report of the Senate Committee on Awards* (dated May 27, 2014). These award decisions comply with the published guidelines of November 3, 1999, and are reported to Senate for information.

Respectfully submitted,

Dr. Phil Hultin
Chair, Senate Committee on Awards

SENATE COMMITTEE ON AWARDS

Appendix A May 27, 2014

1. NEW OFFERS

D.A. Thompson Q.C. Prizes in Law

The D.A. Thompson Q.C. Fund has been established at The Winnipeg Foundation. This fund supports the D.A. Thompson, Q.C. Prizes in Law and the D. A. Thompson, Q.C. Bursaries. Each year, The Winnipeg Foundation will report the earnings of the fund to Financial Aid and Awards at the University of Manitoba. The Faculty of Law has the discretion to determine how much of the fund will be used to provide prizes and bursaries each year provided that the total amount does not exceed the amount reported by The Winnipeg Foundation for these awards each year.

When offered, prizes will be awarded to undergraduate students who have achieved the highest standing in courses to be determined by the selection committee based on the course offerings each academic year. Each recipient must have achieved a minimum degree grade point average of 3.0.

The selection committee will have the discretion to determine the number and value of prizes to be awarded each year.

A student may receive more than one prize in a given year.

In the event of a tie for any of the courses for which recipients are being chosen, the prizes shall be awarded to the student(s) with the highest standing calculated on the compulsory and elective subjects the tied students have in common.

The selection committee will be named by the Dean of the Faculty of Law (or designate).

GFTC Legacy Fund Undergraduate Entrance Scholarships

The Guelph Food Technology Centre (GFTC) has offered to provide ten entrance scholarships over a three year period from 2014-2015 to 2016-2017 to students in the Department of Food Sciences and the Department of Human Nutritional Sciences in the Faculty of Agricultural and Food Sciences . These scholarships are supported from the GFTC Legacy Fund, which was established to support scholarships and programs focused on the food production and processing industries. The purpose of these scholarships is to encourage students to enter the B.Sc. program in Food Science or Human Nutritional Sciences in the hope that they will continue to work in the food production or processing industry upon graduation.

Beginning in the 2014-2015 academic year, four scholarships will be offered (three to students in Food Science and one to a student in Human Nutritional Sciences), followed by three scholarships in 2015-2016 (two to students in Food Science and one to a student in Human Nutritional Sciences) and the remaining three scholarships will be offered in 2016-2017 (two to students in Food Science and one to a student in Human Nutritional Sciences). Each scholarship will be renewable for one year. The scholarships, valued at \$4,000 each, will be offered to undergraduate students who:

- (1) have graduated from high school with a minimum average of 85% on those courses considered for admission to the University of Manitoba;
- (2) have met the Direct Entry Option entrance requirements for the Bachelor of Science degree program in Food Sciences or Human Nutritional Sciences at the University of Manitoba;
- (3) are enrolled full-time (minimum 80% course load) in the Bachelor of Science in Food Science degree program or in the Bachelor of Science in Human Nutritional Sciences degree program in the year in which the scholarship is tenable.

Applicants will be required to submit a one-page letter (maximum 300 words) explaining the nature of their interest in entering the program and how their career goals relate to the food production and processing industries in Canada. Candidates will be ranked on a combination of the grades used for admission and the content of their one-page letter; if there are an insufficient number of eligible candidates entering either Food Science or Human Nutritional Sciences, the scholarship(s) may be redistributed to eligible candidates from the other program or carried over to a subsequent year.

The scholarships are renewable at a value of \$4,000 each for a maximum of one year provided the recipient:

- (1) enrolls full-time (minimum 80% course load) in the second year of study in either the Bachelor of Science in Food Science degree program or the Bachelor of Science in Human Nutritional Sciences degree program;
- (2) has achieved a minimum degree grade point average of 3.0.

The selection committee will be the Faculty of Agricultural and Food Sciences Awards Committee.

Kathryn Qin Actuarial Scholarship

Kathryn Qin (B.Sc./95) has established an annually funded scholarship to recognize outstanding academic achievement by students at the University of Manitoba. The purpose of the scholarship is to support students who are pursuing Actuarial Studies through the Warren Centre for Actuarial Studies and Research. Each year, one scholarship valued at \$1,500 will be offered to an undergraduate student who:

- (1) is enrolled full-time (minimum 80% course load) in the final year of a program leading to either (i) a Bachelor of Commerce (Honours) degree with a declared major in Actuarial Mathematics through the I.H. Asper School of Business or (ii) a Bachelor of Science (Honours) degree with a declared major in Actuarial Mathematics or Statistics - Actuarial Mathematics through the Faculty of Science at the University of Manitoba;
- (2) has achieved a minimum degree grade point average of 3.5.

The donor will contact the Financial Aid and Awards office by no later than March 31 in any year this award will not be offered.

The selection committee will be named by the Dean of the I.H. Asper School of Business (or designate) and will include the Director of the Warren Centre for Actuarial Studies (or designate).

Reesa Cohen Graduate Bursary

In honour of her retirement from teaching, Reesa Cohen (B.A./63, Cert. in Ed./65, M.L.S./ 94) and family have established an endowment fund with an initial gift of \$10,220 at the University of Manitoba. The fund will be used to offer bursaries to part-time graduate students in the Faculty of Education who share Reesa's interest in language and literacy. Each year, the available annual income from the fund will be used to offer one bursary to a graduate student who:

- (1) is enrolled part-time in the Faculty of Graduate Studies in a Master's or doctoral program with a specialization in Language and Literacy in the Faculty of Education at the University of Manitoba;
- (2) has achieved a minimum degree grade point average of 3.0 (or equivalent) based on the last 60 credit hours of study;
- (3) has demonstrated financial need on the standard University of Manitoba bursary application form.

In any year when there is no eligible candidate the revenue from the fund will be re-capitalized as per the donor's wishes.

The selection committee will be named by the Dean of the Faculty of Education (or designate).

University of Manitoba Alumni Association Graduate Fellowship

The University of Manitoba's Alumni Association has generously contributed \$500,000 to establish an endowment fund at the University of Manitoba in 2014 in support of doctoral students. The purpose of the fellowship is to attract excellent doctoral students locally, nationally, and internationally. These competitive fellowships will be awarded to doctoral students who have demonstrated intellectual ability and academic accomplishments.

The fund will be used to offer renewable fellowships to graduate students who are entering the first year of a research-based Ph.D. program. Funding will be offered in the form of i) a full scholarship or as ii) a top up to Tri-Council awards, the University of Manitoba Graduate Fellowship (UMGF), or the Manitoba Government Scholarship (MGS). Beginning in the 2016-2017 academic year, the available annual income from the fund will be used to offer one or more fellowships to graduate students who:

- (1) are a domestic or international student;
- (2) are enrolled full-time in the Faculty of Graduate Studies, in the first year of any doctoral program offered at the University of Manitoba;
- (3) are entering a research-based graduate studies doctoral program;
- (4) have achieved a minimum degree grade point average of 3.75 (or equivalent) based on the last 60 credit hours of study.

The scholarship will be renewable for up to three years provided the recipient(s):

- (1) continue to be enrolled full-time in the Faculty of Graduate Studies in their research-based doctoral program at the University of Manitoba;
- (2) are entering their second, third, or fourth year of a doctoral program;
- (3) maintain a minimum degree grade point average of 3.75.

Doctoral students will not be eligible for a renewal of the scholarship after they have completed their fourth year of their program.

The selection committee will have the discretion to offer one fellowship or one or more top-up awards.

Recipients may hold this scholarship concurrently with any other awards consistent with policies in the Faculty of Graduate Studies.

The selection committee will be named by the Dean of the Faculty of Graduate Studies (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.

2. WITHDRAWALS

Reesa Cohen Prize in Children's Literature

At the donor's request, this award is being withdrawn and replaced with the new proposed Reesa Cohen Graduate Bursary as included above.

D.A. Thompson, Q.C. Prizes in Law

In consultation with the donor representative for all of the existing D.A. Thompson, Q.C. prizes currently offered in the Faculty of Law, the existing prizes are to be withdrawn and replaced with one new terms of reference submitted above titled "D.A. Thompson, Q. C. Prizes". A total of 24 individual prizes will now be replaced by one all-encompassing set of terms of reference. The prizes to be withdrawn are as follows:

D.A. Thompson, Q.C. Prize for Evidence
D.A. Thompson, Q.C. Prize for Torts
D.A. Thompson, Q.C. Prize for Legal System
D.A. Thompson, Q.C. Prize for Property
D.A. Thompson, Q.C. Prize in Constitutional Law
D.A. Thompson, Q.C. Prize for Contracts
D.A. Thompson, Q.C. Prize, Immigration Law
D.A. Thompson, Q.C. Prize, Legislative Process
D.A. Thompson, Q.C. Prize for Restitution
D.A. Thompson, Q.C. Prize for Administrative Law
D.A. Thompson, Q.C. Prize for Aboriginal Peoples and Land Claims
D.A. Thompson, Q.C. Prize in Income Tax Law & Policy
D.A. Thompson, Q.C. Prize, Limits of the Law
D.A. Thompson, Q.C. Prize for Comparative Law
D.A. Thompson, Q.C. Prize for Employment Law
D.A. Thompson, Q.C. Prize for Law and Literature
D.A. Thompson, Q.C. Prize for Securities Law
D.A. Thompson, Q.C. Prize for Remedies
D.A. Thompson, Q.C. Prize for Law and Bio Ethics
D.A. Thompson, Q.C. Prize for Business Planning and Finance Law
D.A. Thompson, Q.C. Prize for International Business Law
D.A. Thompson, Q.C. Prize for International Trade Law
D.A. Thompson, Q.C. Prize for Trade Marks and Patents
D.A. Thompson, Q.C. Prize for Aboriginal Peoples and the Law



AGENDA ITEM: Proposal for a Master of Social Work in Indigenous Knowledges

RECOMMENDED RESOLUTION:

THAT the Board of Governors approve a proposal for a Master of Social Work in Indigenous Knowledges [subject to Senate approval, June 25, 2014].

Action Requested: Approval Discussion/Advice Information

CONTEXT AND BACKGROUND:

The purpose of the proposed Master of Social Work in Indigenous Knowledges would be to, "...facilitate connections and relationships with key aspects of Indigenous cultures, including Elders from various Nations; enable students interested in understanding and working with Indigenous communities to practice in culturally based ways and facilitate culturally appropriate social development; reflect Indigenous perspectives and assist students in their personal decolonization processes so they, in turn, could nurture others in their journeys; and prepare students, who successfully complete the... program, to practice competently in advanced social work roles."

Students would complete the program over a period of 12 to 18 months and could elect to complete either a project option (30 credit hours plus a project) or a thesis option (27 credit hours plus a thesis), including 12 core courses.

Projected enrolment is 18 students annually.

This proposal will be considered by Senate on June 25, 2014, and is being brought to the Board of Governors for consideration at the June 24th meeting subject to its being approved by Senate.

RESOURCE REQUIREMENTS:

The program would require the introduction of thirteen courses. Resources would be required for (i) salaries and benefits for: 4.5 academic positions, including 2.5 full-time faculty positions and 2.0 full-time positions for Elders; 1.0 full-time equivalent Academic Advisor, 1.0 full-time equivalent Program Assistant, and one part-time (0.5) Director, to be filled by a faculty member; (ii) operating costs; (iii) rent for space at the William Norrie Centre; (iv) biennial meetings of an Elder Advisor Council; (v) a culture camp; and (vi) cultural support events.

The total cost of delivering the program would be \$794,151 annually. Resources would be derived or sought from the following sources:

- a request to COPSE for \$709,667 in new resources;
- 24 percent of tuition fees, which would generate \$20,060 annually, assuming an annual intake of 18 students;
- Faculty in kind (\$58,124), in the form of academic and administrative salaries and materials and office supplies purchased centrally by the Dean's office;
- \$6,300 in other revenue from student fees for the culture camp (SWRK 7700).

The Faculty of Social Work has adequate library resources, computer facilities, and classroom and office space to support the program. With respect to space resources, the program would be housed at the William Norrie Centre.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

The proposed Master of Social Work in Indigenous Knowledge is consistent with the University's priority for Aboriginal Achievement, as outlined in the Strategic Planning Framework.

IMPLICATIONS:

The proposed program would address a need in the province of Manitoba, which has a significant and growing Indigenous population, for a curriculum that would prepare social workers to explore Indigenous forms of caring that are rooted in traditional knowledge, values, social structures, and healing practices and are applicable to unique circumstances of Indigenous clients and communities, in rural and urban areas of the province. The need for such a program has been identified by current students, graduates, practitioners in Aboriginal child welfare agencies, and faculty members in Social Work.

It is anticipated that there would be significant demand for graduates of the program whose training would prepare them for supervisory roles within Child and Family Services and other government agencies, where they might develop new programs and policy that reflect the perspectives of the Indigenous communities they serve.

ALTERNATIVES:

N/A

CONSULTATION:

This proposal is forwarded to the Board of Governors following consultation with the Faculty Council of Graduate Studies on Program and Curriculum Changes, the Senate Planning and Priorities Committee, and Senate Executive. It will be considered by Senate, for approval, at its meeting on June 25, 2014.



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"/>	Faculty Council of Graduate Studies on Program and Curriculum Changes	February 11, 2014
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Planning and Priorities Committee	April 28, 2014
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Executive	June 11, 2014
<input type="checkbox"/>	<input type="checkbox"/>	Senate	June 25, 2014
<input type="checkbox"/>	<input type="checkbox"/>		

Submission prepared by: Senate

Submission approved by: University Secretary

Attachments

- Proposal for a Master of Social Work in Indigenous Knowledges
- Report of the Faculty Council of Graduate Studies on Program and Curriculum Changes [February 11, 2014]
- Report of the Senate Planning and Priorities Committee on a proposal to establish a Master of Social Work in Indigenous Knowledges



UNIVERSITY
OF MANITOBA

Faculty of Social Work
Office of the Dean

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Winnipeg, Manitoba
Canada R3T 2N2
Telephone (204) 474-9869
Fax (204) 474-7594
frankel@cc.umanitoba.ca

February 11, 2013

Dr. J. Doering, Dean
Faculty of Graduate Program
500 University Centre
Campus

Dear Dr. Doering:

Re: Proposed Master of Social Work based in Indigenous Knowledges

We are pleased to forward our proposal for a Master of Social Work based in Indigenous Knowledges program. This proposed program has been developed with the input and guidance from members of our Faculty as well as members of the Indigenous community in Winnipeg. As such, there has been great support for the program voiced by the Faculty, social workers in the regional community, and Indigenous organizations.

This program is innovative in that it has strongly incorporated knowledges and practices from the perspectives of critical social work and Indigenous peoples. It is strongly reflective of the regional cultures of Indigenous peoples and has incorporated creative ways to ensure the knowledges of regional Elders is included.

The program has been developed in a manner that not only reflects regional Indigenous cultures, but has also built in processes to support students to complete the program in a timely manner. Amongst these supports are ongoing guidance for each student throughout their entire program, encouragement of group based learning which has been demonstrated to be a positive factor for Indigenous student success, and the focus of establishing a positive sense of community amongst students. Ideally, the Program would be located at the William Norrie Centre.

In light of the growing Indigenous population in Canada, Manitoba, and our University this program is timely and needed. Further, as an innovative program with a focus on ensuring student success while enhancing Indigenous perspectives in social work, we, the Faculty, are fully committed to supporting this program. As indicated in the proposal, implementation of the program will require additional resources.

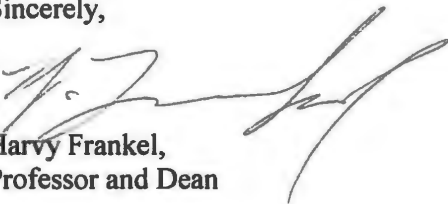
I trust that you will see that the program has been thoroughly developed, but we recognize that you may still have questions regarding the program. We remain available to address any comments or questions you wish to share.

2/...

Dr. J. Doering
Page 2

I look forward to your response.

Sincerely,



Harvy Frankel,
Professor and Dean

cc: David Collins, Vice-Provost (programs)



UNIVERSITY
OF MANITOBA

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James.Mulvale@umanitoba.ca

17 January 2014

Dr. J. Doering, Dean
Faculty of Graduate Studies
500 University Centre
University of Manitoba

Dear Dr. Doering:

Re: Proposed Master of Social Work based in Indigenous Knowledges

I am writing to confirm that the Statement of Intent submitted to the Council on Post-Secondary Education (COPSE) in regard to the above program proposal indicated that the credential to be offered by this program would be a Master of Social Work (MSW). The program name in the Statement of Intent was stated as Master of Social Work based in Indigenous Knowledges (MSW-IK). This program describes a different pathway to the MSW degree in addition to our current program.

This pathway or program was developed in light of accreditation standards established by the Canadian Association for Social Work Education. To be best of our abilities, all accreditation requirements for MSW programs have been incorporated into the MSW-IK proposal.

I hope that this letter addresses the concerns raised by the Faculty of Graduate Studies in relation to our proposed program. If you have any additional questions do not hesitate to contact Lyn Ferguson as Associate Dean (Research and Graduate Programs), Dr. Michael Hart (CRC Chair in Social Work and Indigenous Knowledges), or myself.

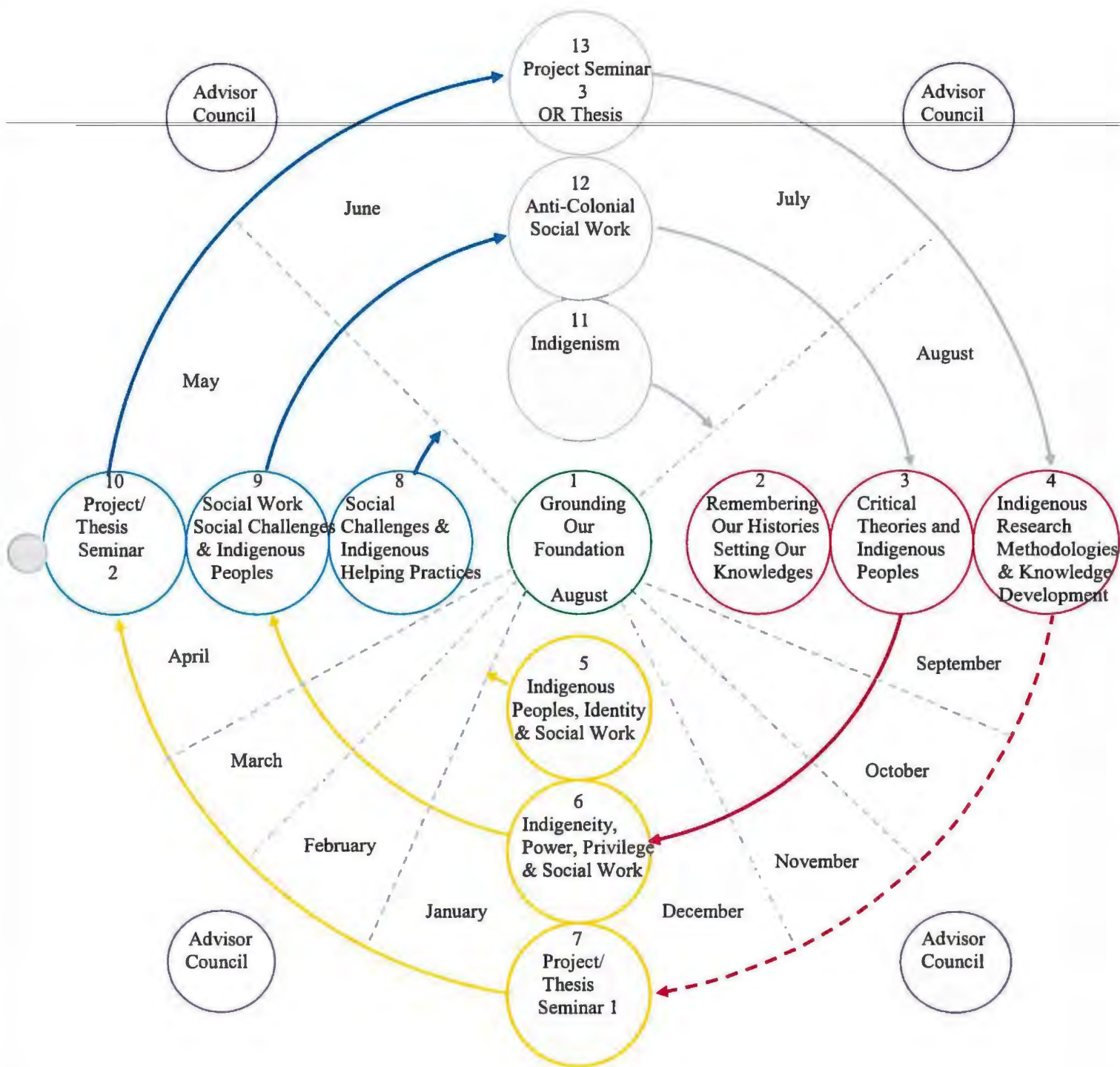
Sincerely,

James P. Mulvale, MSW, PhD
Dean

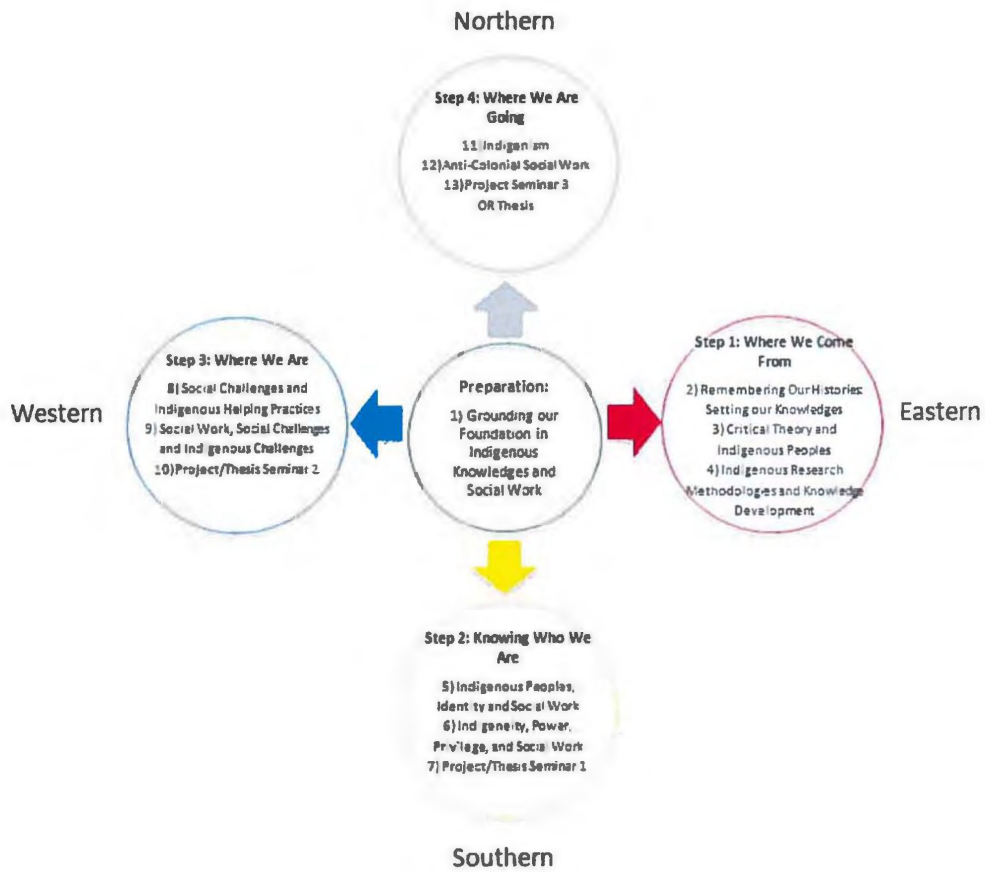
Faculty of Social Work Submission for a New Program: MSW Based in Indigenous Knowledges

Included in this submission are the following:

1. Program Structure diagram
2. Program Steps and Courses
3. The Program Proposal
4. Appendixes:
 - (a) Course Introduction forms for the following:
 - SWRK 7700 Grounding Our Foundation in Indigenous Knowledges and Social Work
 - SWKR 7710 Remembering Our Histories – Setting our Knowledges
 - SWKR 7720 Critical Theory and Indigenous Peoples
 - SWRK 7730 Indigenous Research Methodologies and Knowledge Development
 - SWRK 7740 Indigenous Peoples, Identity, and Social Work
 - SWRK 7750 Indigeneity, Power, Privilege, and Social Work
 - SWRK 7760 Project/Thesis Seminar 1
 - SWRK 7770 Social Challenges and Indigenous Helping Practices
 - SWRK 7780 Social Work, Social Challenges, and Indigenous Peoples
 - SWRK 7790 Project/Thesis Seminar 2
 - SWRK 7800 Indigenism
 - SWRK 7810 Anti-Colonial Social Work
 - SWRK 7820 Project Seminar 3
 - (b) MSW-IK Applicant Information Guide
 - (c) MSW-IK Supplemental Regulations
 - (d) MSW-IK Student Evaluation
 - (e) Senate Planning and Priority Committee New Program Approval Spreadsheets
 - (f) Faculty CVs
 - (g) University of Manitoba Libraries, Statement for New Programme
 - (h) Information Services and Technology Letter
 - (i) Letters of Support



Program Steps and Courses



GRADUATE PROGRAM PROPOSAL

MASTER OF SOCIAL WORK BASED IN INDIGENOUS KNOWLEDGES

(MSW-IK)

A. PROGRAM DESCRIPTION

1. RATIONALE, OBJECTIVES AND FEATURES

I. Rationale

Canada's Indigenous communities have long been the recipients of social programs. With the growing urban Indigenous population and the gaps of services for rural Indigenous populations, there is an important need for social workers to explore Indigenous forms of caring that are applicable to the unique circumstances of Indigenous clients and communities, in both rural and urban areas. More and more, Indigenous communities and social work agencies are revealing their frustrations with the absence of long-term, accessible, and Indigenous-centred educational programs. The existing curriculum has given Indigenous people a different knowledge set to support their participation in the broader Canadian society, but it has yet to empower Indigenous identity by promoting an understanding of Indigenous worldviews, languages, knowledges, perspectives, experiences, and practices (Battiste & Henderson, 2000). This includes the point that social institutions such as education, including university education programs, must be developed and based upon the languages, values, and beliefs of Indigenous peoples (Hart, 2003).

These ideas have been shared by Indigenous communities in Manitoba. Indeed, the Faculty of Social Work has received comments from a range of sources that there is a need for a Master of Social Work based in Indigenous Knowledges (MSW-IK) Program. Commentary has been consistent from former students, current students, practitioners in Aboriginal child welfare agencies, and from current Indigenous faculty members. There is an important need for Indigenous social workers to explore Indigenous forms of caring which are applicable to the unique circumstances of Indigenous clients and communities. Indigenous caring is rooted in traditional knowledge, values, social structures, and healing practices of First Nations Peoples.

As a university serving the largest Indigenous community in the country, the Faculty of Social Work at the University of Manitoba intends to be in the forefront of exploring and

developing Indigenous knowledges and practices in relation to social work education. For the Faculty of Social Work, this means that we need to develop programs that are directly relevant to Indigenous peoples, communities, perspectives, and practices, such as the Master of Social Work based in Indigenous Knowledges Program. This intention reflects the priority of the University President, Dr. David Barnard, who has made Aboriginal Achievement one of the key priorities in his Strategic Planning Framework (University of Manitoba, 2012). It reflects his statement that, “It is of fundamental importance at our university that we advance all aspects of Indigenous education” (University of Manitoba, 2012).

II. Objectives

The nine (9) objectives of the MSW-IK Program are as follows:

1. To provide social work education and advanced social work practice skills that are based in Indigenous ways of knowing and being.
2. To support students in their personal development as social workers working from Indigenous perspectives;
3. To provide historical understandings based on Indigenist and critical theory perspectives of the events which have led to present circumstances Indigenous peoples face;
4. To guide students in developing their understandings of social justice, anti-oppressive practices, anti-colonialism, and Indigenism and how these concepts apply to social work practice and analysis of social policies;
5. To explore Indigenous forms of helping and supporting that are applicable to the unique circumstances of Indigenous clients and communities;
6. To recover and support Indigenous values, practices, and structures in processes of learning, healing, and decolonization for individuals, families, communities, and nations;
7. To support students, scholars, and practitioners to fully explore Indigenous understandings of helping practices, knowledges, and research as applicable to social work;
8. To empower Indigenous identities through the concepts of social locations, Indigenous worldviews, languages, knowledges, and practices; and
9. To maintain a close connection with Indigenous communities and agencies in the delivery of the program.

It is important to note that the proposed program has the deepest respect for traditional Indigenous helping practices and healers, and the Elders who are well versed in these practices and related knowledges. ***As such, the Master of Social Work based in Indigenous Knowledges Program is being developed not to create traditional Indigenous healers or Elders, but is focused on developing social workers whose skills are rooted in Indigenous knowledges and worldviews.***

III. Fit with the research/academic priorities of the Faculty/School

The Faculty of Social Work has as its mission:

To pursue knowledge and provide accessible and inclusive educational programs that will advance the fields of social work practice and social policy at all levels and that will contribute to the development of societies in promoting respect for human rights and dignity, individual worth and well-being, diversity, social inclusion, and the principles of social justice. To prepare students for ethical, competent, critically reflective, innovative, anti-oppressive, accountable, and effective social work practice at all levels. To create and maintain a learning environment that promotes and supports respect for difference, risk-taking, democratic participation, a spirit of inquiry, equity, innovation, originality, and collaboration. To acknowledge, support, and promote different traditions of knowledge and different methods of knowledge gathering (Faculty of Social Work, 2008).

The MSW-IK Program will be a key component of the Faculty's commitment to provide accessible and inclusive education. In recognition of the significant Indigenous population in Manitoba, this program also will be a key component to promoting the Faculty's commitment to social justice and preparing students for ethical, competent, critically reflective, innovative, anti-oppressive, accountable, and effective social work practice with Indigenous peoples. The program will reflect the Faculty's vision of providing a leading role in the socio-economic-cultural development of the Province where the place of Indigenous peoples remains central and prominent.

The Faculty has recently received a Canada Research Chair on Indigenous Knowledges and Social Work. Receiving this Canada Research Chair will be valuable in creating an environment conducive to research by students in, and Faculty associated with, the MSW-IK Program.

In terms of research, the MSW-IK Program will reflect the Faculty's commitment to include a focus on Indigenous peoples, issues, knowledges, and practices. This program will provide innovative research opportunities for students and Instructors involved with the program.

IV. *Innovative Features*

The innovative features of the MSW-IK Program will prepare students who successfully complete the program to:

- Practice social work from an Indigenist perspective, which includes the ability to:
 - ❖ understand and reflect Indigenism-Indigenous values, beliefs, ethics, practices, ceremonies, and social structures, as they relate to social work helping contexts and social justice;
 - ❖ establish and maintain relationships with others based upon Indigenist values, beliefs, protocols, and ways of interacting;
 - ❖ develop programs and/or policies that stem from Indigenist perspectives and ways of being; and
 - ❖ implement and uphold Indigenist perspectives as a means of countering various forms of oppression.
- Practice social work from an anti-colonial perspective, which includes the ability to:
 - ❖ understand the colonial context within which Indigenous peoples are located and how this context has hindered and/or blocked Indigenous self-determination and development;
 - ❖ understand colonial oppression;
 - ❖ relate colonialism with parallel forms of oppression such as sexism, racism, homophobia, privileging, and ableism;
 - ❖ confront and address matters of oppression in practices and policies as evident in such forms as privilege, racism, marginalization, and institutionalization; and
 - ❖ advocate from a position of partnership with Indigenous peoples and/or matters pertinent to their self-determination and development.

2. CONTEXT

1. Extent to which the program responds to current or future needs of Manitoba and/or Canada.

Winnipeg has the largest urban Indigenous population in Canada and second only to New York in North America (Forquera, 2001; Statistics Canada, 2009). Manitoba has a large and growing Indigenous population where it is projected that by 2026 Indigenous people will make up 19% of the population of the province (Manitoba Bureau of Statistics, 2005). Considering the size and influence of the Indigenous population in Manitoba, it is incumbent on the University of Manitoba to provide programs that are relevant to, and respectful of, this population.

Battiste and Henderson (2000) assert that, “survival for Indigenous peoples is an issue of preserving Indigenous knowledge systems” (p. 12). Respect for Indigenous perspectives is evidenced when education “incorporates processes and methodologies which directly address the effects of genocide, colonization and oppression” (Duran & Duran, 1995, p. 6). Indigenous communities in Manitoba have shared these ideas.

The Faculty of Social Work has received comments from a range of sources that there is an urgent need for a MSW degree that is respectful of Indigenous perspectives and based in Indigenous Knowledges. Commentary has been consistent from former students, current students, practitioners in Aboriginal child welfare agencies, and from current Indigenous faculty members. There is an important need for Indigenous social workers to explore Indigenous forms of caring that are applicable to the unique circumstances of Indigenous clients and communities.

Indigenous caring is rooted in traditional values, social structures, and healing practices of Indigenous Peoples of Turtle Island (North America). The recovery of these values, practices, and structures is a process of healing and decolonization for individuals, families, and communities. This is particularly true in the child welfare field where 81 percent of the children in care in Manitoba are Indigenous (Manitoba, 2009). It is just as important in numerous other fields of practice aimed at meeting needs in the Indigenous community. Indigenous social work practice should deliver service in a way that is culturally based and pertinent to Indigenous community experiences.

Further, given the devolution of social welfare programming to Indigenous authorities, it is incumbent on the Faculty of Social Work and the University of Manitoba to equip practitioners to work effectively in their cultural and community contexts reinforcing the University’s role as a national and international centre for Indigenous scholarship.

Unfortunately, there is a large amount of anecdotal evidence that some Indigenous students have not completed the existing MSW Program because it does not provide the learning they feel is relevant to their communities. Others have said they would not enroll in the program as it currently stands for similar reasons. Indigenous agencies seeking Indigenous education for their staff have partnered with other universities because such education is not available in Manitoba (Faculty of Social Work, 2009).

Graduates from our existing programs describe their experience in the MSW Program as years of struggle in which they had to grapple not only with new concepts and materials (as do other students), but, in addition, they had to contend with the question of how this material relates to Indigenous realities. Their presence in the mainstream Faculty caused a questioning of their identities, their cultural values, their previous knowledge, and their practice methods. It was an experience of isolation and self-doubt. If not dealt with effectively, the outcome of such experience is further marginalization and colonization.

These experiences are those which directly reflect the commitment made by the University President, Dr. David Barnard who has made Indigenous Achievement one of five key priorities in his Draft Planning Framework (University of Manitoba, 2012). In addition, on October 27, 2011, Dr. Barnard made a University of Manitoba Statement of Apology and Reconciliation to Indian Residential School Survivors at the Truth and Reconciliation Commission of Canada. This one-page Statement of Apology was in response to the University of Manitoba's role in educating those who created and worked in the Indian Residential School System. In his Statement of Apology, Dr. Barnard stated,

The University of Manitoba is committed to listening, acknowledging and affirming Aboriginal voices within the fabric of the university. It is of fundamental importance at our university that we advance all aspects of Indigenous education . . . The University of Manitoba believes that education has a transformative power for students, their families and communities. We will work to ensure that the values of First Nations, Métis and Inuit cultures and communities infuse scholarship and research across the university (University of Manitoba, 2011).

The University of Manitoba is well situated to meet the aspirations and needs of the Indigenous community in Manitoba and the nation. As a university serving the largest Indigenous community in the country, the University of Manitoba will be in the

forefront of exploring and developing knowledges and practices directly related to this community.

II. What are the particular strength(s) of the program?

The MSW-IK Program has a commitment to:

- building supportive community among students;
- supporting collaborative development within the broader community;
- practicing social work in congruence with Indigenous values and beliefs; and
- reclaiming and re-energizing the self in the context of Indigenous families, communities, and Nations, emphasizing self-sufficiency, self-determination, and self-government.

The MSW-IK Program will:

- facilitate connections and relationships with key aspects of Indigenous cultures, including Elders from various Nations;
- enable students interested in understanding and working with Indigenous communities to practice in culturally based ways and facilitate culturally appropriate social development;
- reflect Indigenous perspectives and assist students in their personal decolonization processes so they, in turn, can nurture others in their journeys; and
- prepare students, who successfully complete the MSW-IK Program, to practice competently in advanced social work roles.

Graduates, who successfully complete the MSW-IK Program, will have demonstrated ability to critically analyze, synthesize, use, evaluate, and develop theory in relation to complex practice problems in Indigenous social contexts. These abilities will also be relevant and amenable to other social contexts. Graduates also will have the capacity to analyze their own practices and recognize the effects of their own ethnic and cultural backgrounds on professional relationships.

The program is structured to provide holistic support to students throughout the entire process to completion of the degree. This holistic support includes direct guidance from an Advisor Council that includes a Faculty member and Elder, supporting students working together as a cohort, and attention to the students' mental, physical, emotional, spiritual, academic, and professional growth. Such support will not only

foster growth and development, but will lead to great success in completion of the program.

The program is strongly grounded in respect of Elders, traditional/cultural teachers, and traditional healing practitioners trained to handle sacred objects or utilize specific ceremonies, medicines, and teachings, all of which require years of traditional knowledge acquisition as well as community sanction prior to use. ***Students will be provided the clear message that they are not being taught to fulfill the roles of Elders, traditional/cultural teachers, or traditional healing practitioners.***

III. What will outsiders know the program for in terms of areas of concentration or specialization?

The Master of Social Work based in Indigenous Knowledges is set within the context of Indigenous knowledges, ways of knowing, practices, and perspectives. It has a solid foundation in the traditional Indigenous teachings and contemporary Indigenous philosophies, knowledges, concepts, critiques, ways of being stemming from these traditions, and honouring Indigenous languages.

It is aimed at deconstructing oppressive and colonialist structures and reconstructing in a contemporary sense what has been previously destroyed. This prepares students to practice social work from Indigenist perspectives at individual, family, community and organizational levels.

IV. Extent to which the program extends or uses existing programs at The University of Manitoba as a foundation.

The existing Faculty of Social Work, Master of Social Work Program is accredited through the Canadian Association for Social Work Education. The MSW degree is fully accredited and recognized internationally as both a professional and academic qualification. The MSW-IK Program will be reviewed for accreditation within the Faculty of Social Work's next review cycle. There are no other accredited BSW or MSW Programs within the Province of Manitoba. This Master of Social Work based in Indigenous Knowledges will extend the options for all Manitoba students wishing to obtain graduate level training in Social Work.

This program is to be housed within the Faculty of Social Work at the University of Manitoba, William Norrie Centre. It will provide an alternative graduate program for graduates of the Bachelor of Social Work Programs at the University of Manitoba who wish to specialize in Social Work based in Indigenous knowledges. It will also be an option for those students who have a degree other than an accredited Bachelor of Social

Work who complete the Pre-Master's Program in Social Work offered at the University of Manitoba. The proposed program will also extend options to students in the existing MSW Program at the University of Manitoba. These students will be able to complete some of the courses offered through the MSW-IK as electives.

V. Extent to which the program enhances co-operation among Manitoba's universities.

The proposed program will be an option for students who complete undergraduate degrees from other universities in Manitoba. These students may apply to the Pre-Master's Program at the University of Manitoba and then transfer into the MSW based in Indigenous Knowledges.

When appropriate, professors/instructors from other universities will be considered as external members of students' project/thesis committees.

VI. Extent to which the program is likely to enhance the national/international reputation of the University of Manitoba.

The Faculty of Social Work has identified that it provides training in Indigenous social work knowledge as part of its Strategic Resource Plan as Priority Statement Number 1 (Faculty of Social Work, 2009, p. 7). This program has the potential to attract students from across Canada as well as internationally.

With support of the newly appointed Canada Research Chair in Indigenous Knowledges and Social Work, the Master of Social Work based in Indigenous Knowledges Program will enhance the connection with Elders to explore their cultural philosophies and practices that relate to helping. This MSW-IK Program is well positioned to become an internationally recognized centre of social work research and practice based in Indigenous knowledges.

VII. Similar programs offered in Canada and North America.

Currently, there are three (3) Indigenous/Aboriginal based programs offered in Canada, none of which are in the Province of Manitoba, and there are no exclusively Indigenous-oriented MSW Programs or concentrations offered in the United States.

University	Program
Wilfred Laurier University	MSW Aboriginal Field of Study
University of Victoria	MSW Indigenous Specialization

University of Regina (in partnership with First Nations University – currently postponed)	Master of Aboriginal Social Work
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3. SPECIFICS (for a summary please refer to the attached Program Structure and Program Steps and Courses diagrams)

I. Credential (degree or diploma) to be granted a student on successful completion of the program.

Upon successful completion of this graduate program, students will be granted a Master of Social Work degree.

Describe the program under the following headings:

a) Admission Requirements.

Admission to the MSW-IK will be based on:

- ❖ Completion of a BSW degree (by May 31 of the application year) from an accredited university, which is recognized by the University of Manitoba or successful completion of the Pre-MSW Program at the University of Manitoba
- ❖ Minimum 3.0 GPA (Applicants with a GPA between 2.5 and 3.0 who meet the eligibility for consideration under the Educational Equity Initiative within the Faculty of Social Work will also be considered)
- ❖ Work/Volunteer Experience
- ❖ Well-developed Statement of Intent
- ❖ Three (3) Letters of Reference
 - Academic
 - Employment
 - Indigenous Community
- ❖ Interview

All applicants to the MSW-IK Program will be required to participate in an admission interview process and program orientation.

Deadline for all applications will be December 1 (see attached Applicant Guide).

The following MSW-IK Program courses will be available to MSW Occasional students (written permission of the MSW-IK Program Director will be required):

Critical Theory and Indigenous Peoples (Course 3 - SWRK 7720)
Indigenous Research Methodologies and Knowledge Development
 (Course 4 - SWRK 7730)

b) Course Requirements.

There are a total of thirteen (13) courses (plus GRAD 7000 Master's Thesis) offered in the MSW-IK Program (see attached Course Introduction forms). All courses in the Program are at the 7000 level. The courses will be offered over the Fall, Winter, and Summer terms. It is expected that the program will require 12-18 months of full-time study. Students who choose the thesis option may require more time depending on the nature of their research.

The MSW-IK Program has twelve (12) core courses which are required for all students admitted into the MSW-IK Program. Remaining program requirements vary depending on whether students choose the project option or the thesis option.

Students completing the project option in the MSW-IK Program will register for Project/Thesis Seminar 1 and 2 (Course 7 - SWRK 7760 and Course 10 - SWRK 7790). In Project Seminar/Thesis 1 students will complete their proposal for their projects/thesis. Once their proposal has been passed by their Advisor Councils/Thesis Committee, students will have initiated work on their projects/research activities. By the end of Project/Thesis Seminar 2, the students will have completed a significant number of work hours on their project/research. The number of hours completed in Project/Thesis Seminar 2 will be determined by the student and the student's Advisory Council/Thesis Committee. Student completing the project option will also register for Project Seminar 3. This course is in addition to the twelve (12) core course requirements of the program, for a total of thirteen (13) courses totalling 30 credit hours (18 credit hours of letter graded courses, 12 credit hours of pass/fail courses, and 3, zero credit hour seminars/courses). In Project Seminar 3, student will complete the remaining hours towards their project so that a minimum total of 450 hours of work on their project

will have been completed. They will also complete their major papers that address their projects and their use of social work theories.

Students completing the project option will complete a minimum of 450 work hours (based on CASWE accreditation standards for field practica at the MSW level) towards their projects. These hours do not include work on their project proposal. Projects can take a variety of formats including the following: An advanced field placement at an agency, organization, or governmental department; Work as an Elder's helper; completion of an educational video addressing a social issue and a helping process; or a community development project. All projects are outlined in the students' proposals that are to be approved by the students' Advisor Councils.

Students completing the thesis option in the MSW-IK Program will register for GRAD 7000 Master's Thesis. Students in the thesis option will be required to attend seminars aimed at supporting them in the timely completion of their research projects. Students in the thesis option will complete the twelve (12) core course requirements of the program totalling 27 credit hours (15 credit hours of letter graded courses, 12 credit hours of pass/fail courses, and 3, zero credit hour seminars/courses) plus a thesis (GRAD 7000).

The following outlines the full time progression of the MSW-IK Program courses by each term:

FALL TERM

September through December

Grounding Our Foundation in Indigenous Knowledges and Social Work (Course 1 - SWRK 7700)

- Elder-led, in conjunction with an Instructor
- 0 Credit
- Pass/Fail

Remembering Our Histories – Setting our Knowledges (Course 2 - SWRK 7710)

- Elder-led, in conjunction with an Instructor
- 3 credits;
- Pass/Fail

Critical Theory and Indigenous Peoples (Course 3 - SWRK 7720)

- Instructor-led
- 3 credits
- Letter Graded

- Available to all graduate students, including occasional students (written permission of the instructor required)

Indigenous Research Methodologies and Knowledge Development

(Course 4 - SWRK 7730)

- Instructor-led
- 3 credits
- Letter Graded
- Available to all graduate students, including occasional students (written permission of the instructor required)

WINTER TERM

January through April

Indigenous Peoples, Identity, and Social Work (Course 5 - SWRK 7740)

- Elder-led, in conjunction with an Instructor
- 3 credits
- Pass/Fail

Indigeneity, Power, Privilege, and Social Work (Course 6 - SWRK 7750)

- Instructor-led
- 3 credits
- Letter Graded
- Available to non-MSW-IK graduate students in Social Work (written permission of the instructor required)

Project/Thesis Seminar I (Course 7 - SWRK 7760)

- Instructor-led
- 0 Credit
- Pass/Fail

SUMMER I TERM

April through June

Social Challenges and Indigenous Helping Practices (Course 8 - SWRK 7770)

- Elder-led, in conjunction with an Instructor
- 3 credits
- Pass/Fail

Social Work, Social Challenges, and Indigenous Peoples (Course 9 - SWRK 7780)

- Instructor-led
- 3 credits

- Letter Graded
- Available to non-MSW-IK graduate students in Social Work (Pre-requisite is Course 6 - SWRK 7750; written permission of the instructor required)

Project/Thesis Seminar II (Course 10 - SWRK 7790)

- Instructor-led
- 0 Credit
- Pass/Fail

SUMMER II TERM

June through August

Indigenism (Course 11 - SWRK 7800)

- Elder-led, in conjunction with an Instructor
- 3 credits
- Pass/Fail

Anti-Colonial Social Work (Course 12 - SWRK 7810)

- Instructor-led
- 3 credits
- Letter Graded
- Available to non-MSW-IK graduate students in Social Work (written permission of the instructor required)

In addition to the twelve (12) core courses, students will be required to successfully complete one of the following during the Summer Term (depending on their enrollment in the project option or thesis option):

Project Seminar 3 (Course 13 - SWRK 7820)

- Instructor-led
- 3 credits
- Letter Graded

OR

GRAD 7000 Master's Thesis

- Students will participate in seminars that support the completion of their thesis research
- 0 credits
- Pass/Fail

All students will be required to work with their project/thesis Advisor Council. In consultation with the student, the student's advisor is responsible for recommending a project/thesis committee, known in the Program as the student's Advisor Council, preferably no later than December 1st of the academic year in which the student undertakes to do her/his project or thesis. For thesis students, the Advisor Council will be the student's thesis advisory committee.

The role of the Advisor Council is to approve the student's project/thesis proposal, monitor and evaluate the student's progress regarding the student's project or thesis, examine the completed thesis or project, and generally advise and assist the student in the process of completing the project/thesis.

All students must submit a written proposal of their project/thesis to their project/thesis committee (Advisor Council). The project/thesis proposal will follow the policies outlined in the University of Manitoba, Faculty of Social Work, Pre-MSW & MSW Student Handbook. This written proposal is a requirement for *Indigenous Research Methodologies and Knowledge Development (Course 4 - SWRK 7730)*. The proposal should present the rationale underlying the proposed study/project, cite relevant literature to support the project/thesis intent, and provide a planned methodology for the thesis research/knowledge development. Students will be required to work closely with their Advisor Council in the preparation of their proposal. Students require approval from all members of their Advisor Council before proceeding with the project/research. This approval is granted at a project/thesis proposal meeting attended by the student and her/his Advisor Council. The student is asked to present a summary of the proposed project/thesis and answer questions about the proposal. Following the presentation, questions, and discussion, Advisor Council members meet in camera (in private) to decide if the proposal is accepted as written, accepted with required revisions, or failed. Should a proposal be failed, the student can revise and resubmit the proposal a second time. Failure of the proposal a second time will constitute a failure of the project/thesis.

c) *Evaluation of students procedures.*

Students in the MSW-IK Program will be required to meet academic performance standards outlined in the Faculty of Graduate Studies Regulations and in the Faculty of Social Work's Supplemental Regulations.

Each student will be assigned an Advisor Council. The Advisor Council will consist of a minimum of three members. One of the members will be the student's faculty

advisor. The advisor will be a member of the Faculty of Graduate Studies. One of the program's Elders will be the second member.

For students in the project option, the third member will be from the agency/organization in which the student is completing the project. In the case of a student working with an Elder in community, the community Elder will be the third member assigned to the Advisor Council. In the case of alternative projects, the student along with her/his Faculty member (Advisor) and program Elder will collaborate on identifying the appropriate third member to be assigned to the Advisor Council. The student will be required to complete a minimum of 450 hours of work towards their project. These hours are overseen by their Advisory Councils during the students' participation in Project/Thesis Seminar 1 and 2, and Project Seminar 3. The Advisor Council collectively determines the final grade assigned for the student's participation in Project/thesis Seminar 1 (Course 7 - SWRK 7760) and 2 (Course 10 - SWRK 7790), and Project Seminar 3 (Course 13 - SWRK 7820). The student's Faculty member (Advisor) submits the grade on behalf of the Advisor Council.

For students in the thesis option, the third member of the Advisor Council is a faculty member from a faculty other than Social Work. Two of the thesis committee members must be members of the Faculty of Graduate Studies.

The Advisor Council will meet with the student at the beginning of the program and at least twice in each term. The Advisor Council will be informed of how a student is progressing after each course. In relation to *Grounding Our Foundation in Indigenous Knowledges and Social Work* (Course 1 - SWRK 7700), and *Project/Thesis Seminar 1 and 2, and Project Seminar 3* (Courses 7 - SWRK 7760, 10 - SWRK 7790, and 13 - SWRK 7820), the Advisor Council will be informed by the Instructor(s) of any concerns that may arise during the course to ensure support is available to the student from his/her Advisor Council.

Students will meet each term with their Advisor Council to complete a progress report. This will ensure that students are meeting academic requirements and are advised regarding their next term coursework.

The advisor will act as a link to the MSW-IK Faculty and Elder Program Collective regarding student standing issues. The MSW-IK Faculty and Elder Program Collective will act as the Standing Committee. It will include the MSW-IK Elders and MSW-IK faculty members along with the Chair of the Faculty of Social Work's Graduate Standings Committee.

The Program requires successful completion of the following courses. As indicated, there are both letter graded and pass/fail courses in the Program:

Letter Graded Courses

Critical Theory and Indigenous Peoples (Course 3 - SWRK 7720)

Indigenous Research Methodologies and Knowledge Development

(Course 4 - SWRK 7730)

Indigeneity, Power, Privilege, and Social Work (Course 6 - SWRK 7750)

Social Work, Social Challenges, and Indigenous Peoples (Course 9 - SWRK 7780)

Anti-Colonial Social Work (Course 12 - SWRK 7810)

Project Seminar 3 (Course 13 - SWRK 7820) – for project option students

Pass/Fail Courses

Grounding Our Foundation in Indigenous Knowledges and Social Work (Course 1 - SWRK 7700)

Remembering our Histories – Setting our Knowledges (Course 2 - SWRK 7710)

Indigenous Peoples, Identity, and Social Work (Course 5 - SWRK 7740)

Project/Thesis Seminar 1 (Course 7 - SWRK 7760)

Social Challenges and Indigenous Helping Practices (Course 8 - SWRK 7770)

Project/Thesis Seminar 2 (Course 10 - SWRK 7790)

Indigenism (Course 11 - SWRK 7800)

GRAD 7000 Master's Thesis – for thesis students

All MSW-IK Program courses will be assigned an Instructor of record. This will ensure academic continuity in all courses, including those that are Elder-led.

Failure by any student to meet academic performance requirements set in course syllabi will result in the matter being forwarded to the MSW-IK Faculty and Elder Program Collective. The Chair of the Faculty of Social Work Graduate Standings Committee is a member of the Program Collective for reviewing issues related to matters of student standing. The options for the Program Collective include, but are not necessarily limited to, the following: recommending to the Faculty of Graduate Studies that the student repeat the course, complete other remedial action(s), or be required to withdraw from the program.

If any other issues related to student standings arise, the Advisor Council will inform the MSW-IK Faculty and Elder Program Collective. Together they will review the

issues and make a recommendation. The Chair of the Faculty of Social Work Graduate Standings Committee will forward the recommendation of the MSW-IK Faculty and Elder Program Collective to the Faculty of Graduate Studies.

d) *Thesis, practicum or comprehensive procedures and regulations.*

The MSW-IK will follow the thesis or course based specialization option policies set in the Faculty of Graduate Studies Regulations and the Faculty of Social Work's Supplemental Regulations. These procedures and regulations can be found in the Pre-MSW & MSW Student Handbook.

Students will receive guidance and support for the completion of their project/thesis from their Advisor Council and in the following courses: Indigenous Research Methodologies and Knowledge Development, Project/Thesis Seminar 1, Project/Thesis Seminar 2, and Project Seminar 3 or seminars associated with GRAD 7000 (thesis students).

e) *Ability to transfer courses into the program.*

The MSW-IK will follow the criteria of transfer coursework from other post-secondary institutions described in the Faculty of Graduate Studies Regulations and in the Faculty of Social Work's Supplemental Regulations. The requirements for the transfer of coursework from other post-secondary institutions can be found in the University of Manitoba Graduate Calendar.

Because of the specific course requirements in the MSW-IK Program, courses requested for transfer will be evaluated by the student's MSW-IK Advisor and the MSW-IK Program Director to determine equivalency with MSW-IK Program course requirements.

f) *Other procedures and regulations specific to the program, but not covered above – Supplemental Regulation.*

The MSW-IK has program specific criteria, noted in the attached Supplemental Regulations document. For example, the use of Elders as members of the project/thesis Advisor Council is outlined. The Program also has criteria for student evaluation outlined in the attached Student Evaluation document.

4. PROJECTIONS AND IMPLEMENTATIONS

I. *Sample program listing for a typical student and a timeline for completion of studies to the credential proposed.*

The MSW-IK Full-Time Program

The full-time MSW-IK Program has a total of thirteen (13) courses, which students must successfully complete from Fall Term (beginning in September) through Summer Term (ending in August). In addition to the twelve (12) core courses, students will be required to successfully complete either the Project Seminar 3 or GRAD 7000 Master's Thesis.

Full-Time MSW-IK Program - Summary

FALL TERM		Credits Earned	
September through December		Project Track	Thesis Track
Sept	<i>Grounding Our Foundation in Indigenous Knowledges and Social Work (Course 1 - SWRK 7700)</i> Elder-led, in conjunction with an Instructor; 0 Credit; Pass/Fail Condensed module format; First week in Fall Term	0	0
Sep/Dec	<i>Critical Theory and Indigenous Peoples (Course 3 - SWRK 7720)</i> Instructor-led; 3 credits; Letter Graded Condensed format; Eleven (11) weeks in Fall Term	3	3
Sept/Dec	<i>Indigenous Research Methodologies and Knowledge Development (Course 4 - SWRK 7730)</i> Instructor-led; 3 credits; Letter Graded Condensed format; Eleven (11) weeks in Fall Term	3	3
Dec	<i>Remembering Our Histories – Setting our Knowledges (Course 2 - SWRK 7710)</i> Elder-led, in conjunction with an Instructor; 3 credits; Pass/Fail Condensed module format; Last week in Fall Term	3	3
WINTER TERM		Credits Earned	
January through April		Project Track	Thesis Track
Jan	<i>Indigenous Peoples, Identity, and Social Work (Course 5 - SWRK 7740)</i> Elder-led, in conjunction with an Instructor; 3 credits; Pass/Fail Condensed module format; First week of Winter Term	3	3
Jan/Apr	<i>Indigeneity, Power, Privilege, and Social Work (Course 6 - SWRK 7750)</i> Instructor-led; 3 credits; Letter Graded Condensed format; Eleven (11) weeks in Winter Term	3	3
Apr	<i>Project/Thesis Seminar 1 (Course 7 - SWRK 7760)</i> Instructor-led; 0 Credit; Pass/Fail Seminar format; Entire Winter Term	0	0

SUMMER TERM		Credits Earned	
April through June		Project Track	Thesis Track
Apr	<i>Social Challenges and Indigenous Helping Practices (Course 8 - SWRK 7770)</i> Elder-led, in conjunction with an Instructor; 3 credits; Pass/Fail Condensed module format; First week in Summer I Term	3	3
Apr/June	<i>Social Work, Social Challenges, and Indigenous Peoples (Course 9 - SWRK 7780)</i> Instructor-led; 3 credits; Letter Graded Condensed format; Six (6) weeks in Summer I Term	3	3
Apr/June	<i>Project/Thesis Seminar 2 (Course 10 - SWRK 7790)</i> Instructor-led; 0 Credit; Pass/Fail Seminar format; Entire Summer I Term	0	0
SUMMER TERM		Credits Earned	
June through August		Project Track	Thesis Track
Jun	<i>Indigenism (Course 11 - SWRK 7800)</i> Elder-led, in conjunction with an Instructor; 3 credits; Pass/Fail Condensed module format; First week in Summer II Term	3	3
Jul/Aug	<i>Anti-Colonial Social Work (Course 12 - SWRK 7810)</i> Instructor-led; 3 credits; Letter Graded Condensed format; Six (6) weeks in Summer II Term	3	3
Jun/Aug	<i>Project Seminar 3 (Course 13 - SWRK 7820)</i> Instructor-led; 3 credits; Letter Graded Seminar format; Entire Summer II Term	3	n/a
	OR		
	<i>GRAD 7000 Master's Thesis</i> 0 Credit; Pass/Fail Includes seminars; Entire Summer II Term	n/a	0
Total Credits Earned in MSW-IK Program		30	27
PROJECT/THESIS DEADLINE		CONVOCATION	
Last week of August *		October	

*Actual deadline subject to Faculty of Graduate Studies Calendar

FALL TERM – September through December

MONTH	SEPTEMBER				OCTOBER					NOVEMBER				DECEMBER			
TOTAL WEEKS	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17
WEEK OF THE MONTH	1	2	3	4	1	2	3	4	5	1	2	3	4	1	2	3	4
COURSE ONE	—																
COURSE TWO														▲			
COURSE THREE		—							★								
COURSE FOUR		—							★								

WINTER TERM COURSES

- Concentrated, Elder-led, 0 credit, pass/fail course, required to proceed
- ▲ Concentrated, Elder-led, 3 credit, pass/fail course
- ★ Instructor-led, 3 credit, letter graded course

Grounding Our Foundation in Indigenous Knowledges and Social Work

(Course 1 - SWRK 7700) 0 Credit, Pass/Fail

All students accepted into the MSW-IK Program will begin in September with this preparatory course, which will be delivered in a condensed module format the first week of the Fall Term. This is an in-person Elder-led course, working in conjunction with an Instructor, and requires mandatory participation in a 5-day Culture Camp.

Remembering our Histories – Setting our Knowledges (Course 2 - SWRK 7710)

3 credits, Pass/Fail

This is an in-person Elder-led course, working in conjunction with an Instructor that will be delivered in a condensed module format the last week of the Fall Term in December.

Critical Theory and Indigenous Peoples (Course 3 - SWRK 7720)

3 credits, Letter Graded

This is an in-person Instructor-led course that will be delivered over a condensed eleven (11) week period from September through November (may be offered through a variety of formats making it amenable to distance delivery). This course can also be taken as an elective by students in other graduate programs.

Indigenous Research Methodologies and Knowledge Development

(Course 4 - SWRK 7730)

3 credits, Letter Graded

This is an in-person Instructor-led course that will be delivered over a condensed eleven (11) week period from September through November.

WINTER TERM – January through April

MONTH	JANUARY					FEBRUARY					MARCH				APRIL	
TOTAL WEEKS	18	19	20	21	22	23	24	25	26	27	28	29	30	31	32	
WEEK OF THE MONTH	1	2	3	4	5	1	2	3	4	1	2	3	4	1	2	
COURSE FIVE	▲															
COURSE SIX		★														
COURSE SEVEN			■													

WINTER TERM COURSES

▲	Concentrated, Elder-led, 3 credit, pass/fail course
★	Instructor-led, 3 credit, letter graded course
■	Project/Thesis Seminar 1, 0 credit, pass/fail

Indigenous Peoples, Identity, and Social Work (Course 5)

3 credits, Pass/Fail

This course is in-person Elder-led, working in conjunction with an Instructor that will be delivered in a condensed module format during the first week of the Winter Term in January.

Indigeneity, Power, Privilege, and Social Work (Course 6 - SWRK 7750)

3 credits, Letter Graded




This is an in-person Instructor-led course that will be delivered during an eleven (11) week period in the Winter Term from January through April (may be offered through a variety of formats making it amenable to distance delivery).

Project/Thesis Seminar 1 (Course 7 - SWRK 7780)




0 Credit, Pass/Fail

This is an in-person Instructor-led seminar course, with the support of each individual student's Project Council/Thesis Committee, which will focus on initiating knowledge development in practice settings. Students will finalize their project/thesis proposal and/or begin their projects (may utilize a variety of formats making it amenable to distance delivery). Students will work with their Advisory Councils/Thesis Committees to determine the number of hours work towards their projects/research activities that they will complete during Project/Thesis Seminar 1. This course will be delivered over the full Winter Term during January through April.

SUMMER TERM – April through June

MONTH	APRIL		MAY					JUNE	
TOTAL WEEKS	33	34	35	36	37	38	39	40	41
WEEK OF THE MONTH	3	4	1	2	3	4	5	1	2
COURSE EIGHT									
COURSE NINE									
COURSE TEN									

SUMMER ONE COURSES

-  Concentrated, Elder-led, 3 credit, pass/fail course
-  Instructor-led, 3 credit, letter graded course
-  Project/ThesisSeminar 2, 0 credit, pass/failcourse

Social Challenges and Indigenous Helping Practices (Course 8 - SWRK 7770)

3 credits, Pass/Fail

This is an in-person Elder-led course, working in conjunction with an Instructor that will be delivered in a condensed module format during the first week of the Summer Term in late April.

Social Work, Social Challenges, and Indigenous Peoples (Course 9 - SWRK 7780)

3 credits, Letter Graded

This is an in-person Instructor-led course that will be delivered during a six (6) week period in the Summer Term in May and June (may be offered through a variety of formats making it amenable to distance delivery).

Project/Thesis Seminar 2 (Course 10 - SWRK 7790)

0 Credit, Pass/Fail

This is an in-person Instructor-led seminar course, which will continue to guide students working with their Project Council/Thesis Committees (may utilize a variety of formats making it amenable to distance delivery). Students will work with their Advisory Councils/Thesis Committees to determine the number of hours work towards their projects/research activities that they will complete during Project/Thesis Seminar 2. This course will be delivered over the Summer Term during April through June.

SUMMER TERM – June through August

MONTH	JUNE		JULY					AUGUST			
TOTAL WEEKS	42	43	44	45	46	47	48	49	50	51	52
WEEK OF THE MONTH	3	4	1	2	3	4	5	1	2	3	4
COURSE ELEVEN	▲										
COURSE TWELVE			★								
COURSE THIRTEEN or THESIS			■								

SUMMER TWO COURSES

- ▲ Concentrated Elder led 3 credit, pass/fail course
- ★ Instructor led 3 credit, letter graded course
- Project Seminar 3 (final graded project seminar course) or Thesis

Indigenism (Course 11 - SWRK 7800)

3 credits, Pass/Fail

This is an in-person Elder-led course, working in conjunction with an Instructor that will be delivered in a condensed module format during the first week of the Summer II Term in late June.

Anti-Colonial Social Work (Course 12 - SWRK 7810)

3 credits, Letter Graded

This is an in-person Instructor-led course that will be delivered in a six (6) week period during in the Summer Term in July and August (may be offered through a variety of formats making it amenable to distance delivery).

Project Seminar 3 (Course 13 - SWRK 7820) OR ***GRAD 7000 Master's Thesis***

Project Seminar 3 – 3 credits, Letter Graded

GRAD 7000 Master's Thesis – 0 Credit, Pass/Fail

Project Seminar 3 is an in-person Instructor-led seminar course; students will be required to successfully complete their written and oral components of their project with their Advisor Council (may utilize a variety of formats making it amenable to distance delivery). Students will have completed the remaining hours towards their project for a minimum total of 450 hours of work is dedicated to their project. Thesis students will participate in seminars that support them in the completion of their thesis research. Both the Project Seminar 3 and seminars associated with GRAD 7000 will be delivered over the Summer Term during July and August.

THE MSW-IK PART-TIME PROGRAM

Part-time students will not be admitted until the MSW-IK Program has been established. The MSW-IK Program allows for a variety of structured formats, making the program amenable to part-time students. Three (3) examples of part-time delivery formats are identified here. These represent potential options that support students as they progress through the program.

As in the full-time MSW-IK Program, part-time students must successfully complete *Grounding Our Foundation in Indigenous Knowledges and Social Work* (Course 1 - SWRK 7700) during the first week of the Fall Term in September before proceeding to the remaining courses. All courses would be offered as discussed above and thus would allow part-time students to develop their schedule based upon this advanced knowledge of when courses would be offered.

THE MSW-IK TWO YEAR (PART TIME) PROGRAM — A FORMAT

Part-time students could elect to complete the following Elder-led courses:

- *Grounding Our Foundation in Indigenous Knowledges and Social Work* (Course 1 - SWRK 7700)
- *Remembering Our Histories – Setting Our Knowledges* (Course 2 - SWRK 7710)
- *Indigenous Peoples, Identity, and Social Work* (Course 5 - SWRK 7720)
- *Social Challenges and Indigenous Helping Practices* (Course 8 - SWRK 7770)
- *Indigenism* (Course 11 - SWRK 7800)

OR

Part-time students could elect to complete the following Instructor-led courses:

- *Critical Theory and Indigenous Peoples* (Course 3 - SWRK 7720)
- *Indigeneity, Power, Privilege, and Social Work* (Course 6 - SWRK 7750)
- *Social Work, Social Challenges, and Indigenous Peoples* (Course 9 - SWRK 7780)
- *Anti-Colonial Social Work* (Course 12 - SWRK 7810)

In the second year, the students would take the second set of courses not taken in their first year, along with the Research Methodologies course and Project/Thesis Seminar courses:

- *Indigenous Research Methodologies and Knowledge Development* (Course 4 - SWRK 7730)
- *Project/Thesis Seminar 1* (Course 7 - SWRK 7760)
- *Project/Thesis Seminar 2* (Course 10 - SWRK 7790)
- *Project Seminar 3* (Course 13 - SWRK 7820) OR *GRAD 7000 Master's Thesis*

THE MSW-IK TWO YEAR (PART-TIME) PROGRAM — B FORMAT

Students would complete the following Elder-led courses:

- *Grounding Our Foundation in Indigenous Knowledges and Social Work* (Course 1 - SWRK 7700)
- *Remembering Our Histories – Setting Our Knowledges* (Course 2 - SWRK 7710)
- *Indigenous Peoples, Identity, and Social Work* (Course 5 - SWRK 7740)
- *Social Challenges and Indigenous Helping Practices* (Course 8 - SWRK 7770)
- *Indigenism* (Course 11 - SWRK 7800)

AND

Students would complete the following Instructor-led courses:

- *Critical Theory and Indigenous Peoples* (Course 3 - SWRK 7720)
- *Indigeneity, Power, Privilege, and Social Work* (Course 6 - SWRK 7750)
- *Social Work, Social Challenges, and Indigenous Peoples* (Course 9 - SWRK 7780)
- *Anti-Colonial Social Work* (Course 12 - SWRK 7810)

In the second year, the students would complete the Research Methodologies course and Project/Thesis Seminar courses:

- *Indigenous Research Methodologies and Knowledge Development* (Course 4 - SWRK 7730)
- *Project/Thesis Seminar 1* (Course 7 - SWRK 7760)
- *Project/Thesis Seminar 2* (Course 10 - SWRK 7790)
- *Project Seminar 3* (Course 13 - SWRK 7820) OR *GRAD 7000 Master's Thesis*

THE MSW-IK THREE YEAR (EXTENDED PART-TIME) PROGRAM

Students would then complete the following Elder-led courses:

- *Grounding Our Foundation in Indigenous Knowledges and Social Work* (Course 1 - SWRK 7700)
- *Remembering Our Histories – Setting Our Knowledges* (Course 2 - SWRK 7710)
- *Indigenous Peoples, Identity, and Social Work* (Course 5 - SWRK 7740)
- *Social Challenges and Indigenous Helping Practices* (Course 8 - SWRK 7770)
- *Indigenism* (Course 11 - SWRK 7800)

In the second year, the students would complete the following Instructor-led courses:

- *Critical Theory and Indigenous Peoples* (Course 3 - SWRK 7720)
- *Indigeneity, Power, Privilege, and Social Work* (Course 6 - SWRK 7750)
- *Social Work, Social Challenges, and Indigenous Peoples* (Course 9 - SWRK 7780)
- *Anti-Colonial Social Work* (Course 12 - SWRK 7810)

In the third year, the students would complete the Research Methodologies course and Project/Thesis Seminar courses:

- *Indigenous Research Methodologies and Knowledge Development* (Course 4 - SWRK 7730)
- *Project/Thesis Seminar 1* (Course 7 - SWRK 7760)
- *Project/Thesis Seminar 2* (Course 10 - SWRK 7790)
- *Project Seminar 3* (Course 13 - SWRK 7820) OR *GRAD 7000 Master's Thesis*

II. *Estimate the enrollment for the first 5 years of the program and provide the evidence on which the project is based.*

The following is based on the projected registration of up to twenty (20) students in each MSW-IK Program course. This projection allows for the MSW-IK Program to be offered on a full-time basis for the first two years of the program. The projections are based on expressions of interest in the program from eligible students that have been received by the Program Development Committee. These projections allow for a minimum of two (2) spots in the following MSW-IK courses to be open to students from the Fort-Garry-based MSW Program:

- *Critical Theory and Indigenous Peoples* (Course 3 - SWRK 7720)
- *Indigenous Research Methodologies and Knowledge Development* (Course 4 - SWRK 7730)
- *Indigeneity, Power, Privilege, and Social Work* (Course 6 - SWRK 7750)
- *Social Work, Social Challenges, and Indigenous Peoples* (Course 9 - SWRK 7780)
- *Anti-Colonial Social Work* (Course 12 - SWRK 7810)

Year 1

18 MSW-IK full-time students will be admitted

Year 2

18 MSW-IK full-time students will be admitted

Years 3, 4, & 5

18 MSW-IK students, with a combination of full-time and part-time students, will be admitted

III. *State whether there is an intent to provide some aspects of the program through distance education and if so, how this will be effected.*

It is the intention to offer the Instructor-led courses using educational technology that will allow for blended learning. The model for blended learning may vary according to the Instructor. For example, the Instructor may include:

- Face-to-face sessions;
- Online portions of the course;
- Audio and/or video conferenced sessions, where students are able to join from a variety of locations; and/or
- Social media elements, such as wikis for collaborative work, or blogs, and/or labs for skill development.

IV. *Schedule Of Implementation*

Once approved and funded, the following schedule would be followed:

Application Deadline – December 1

Selection Process:

- December to January 30 – review applications for admission requirements
- February 1 – Letters to applicants who do not meet admission requirements.
 - ❖ 20 working days to appeal
- March 1 – Offers made to successful applicants
- April 30 – Deadline for acceptance.
 - ❖ Criminal Reference Check
 - ❖ Child Abuse/Vulnerable Sector Checks
 - ❖ Declaration of project or thesis option

B. HUMAN RESOURCES

1. FACULTY

I. For research-based programs (i.e. thesis) indicate their expected association as:

- a) Thesis advisors***
- b) Thesis committee members***
- c) Course teachers***

II. For non-research-based programs (i.e. practicum or comprehensive) indicate their expected association as:

- a) Student program advisors***
- b) Course teachers***

The following Faculty of Social Work members submitted their abbreviated curriculum vitae for consideration in teaching course(s) in the MSW-1K Program (See attached).

Tenured Faculty of Social Work

- Maria Cheung
- Harvy Frankel
- Donald Fuchs
- Michael Hart (effective July 1, 2013)
- Tuula Heinonen
- Brad McKenzie
- Yvonne Pompana
- Judy Hughes

Tenure-Track Faculty of Social Work

- Kipling (Kip) Coggins

Instructors

- Gwen Gosek, MSW
- Deana Halonen, MSW

Describe the impact of the proposed program on teaching loads.

The Program will require the equivalent of 4.5 new faculty positions, including 2.5 positions (.5 for the Program Director), and two full time Elder (Other Academic) positions. While some current faculty will teach in the Program (as per above), the new positions will ensure that the proposed Program is adequately resourced and delivery of the Program will not affect current teaching loads. All faculty teaching in the Program will have a clear understanding of Indigenous peoples, communities, experiences, and perspectives along with expertise and

knowledge in areas of critical theories and practices, including anti-oppressive practice, social justice, colonialism, and anti-colonialism.

Two full time positions will be filled by Elders. These will be individuals who are recognized by the Indigenous community as Elders with deep understanding of Indigenous knowledge focused around ways of helping individuals, families, and communities. The Elders will bring this specialized knowledge and skill to the program and will participate as teachers in the delivery of specific courses as detailed in the description of the curriculum.

The Elders will be leading in 5 courses, namely the following:

SWRK 7700	Grounding our Foundations in Indigenous Knowledges and Social Work
SWRK 7710	Remembering Our Histories and Setting Our Knowledges
SWRK 7740	Indigenous Peoples, Identity, and Social Work
SWRK 7770	Social Challenges and Indigenous Helping Practices
SWRK 7800	Indigenisim

Leading means that the Elder in each course will be the first person responsible for the course content, first person responsible presenting material, and establishing the format for the class interactions. The Elder will work with the Instructor who will join the Elder to co-teach the course. The Instructor will be the second person responsible for developing course content. Upon the Elder's request, the Instructor will be the second person presenting the material, and participate in establishing the format for the class. The Instructor will be responsible for grading and confirming the grading with the Elder. The Instructor will be the Instructor of record for the course. Each the Elder and Instructor will be provided with half a credit (1.5 of 3 credit hours). As with any co-teaching scenario, the two individuals would work together to ensure the delivery of the course. A student would approach both individuals regarding the course delivery. In regards to the content, the student would approach the Elder. In regards to grading, the student would approach the Instructor.

2. SUPPORT STAFF

Indicate the role or participation, if any, or clerical or technical support staff in the delivery or administration of the program.

The MSW-IK Program will require a half-time Director (one of the faculty positions). This individual will be a Social Work faculty member who holds a PhD and has a graduate degree

in social work. In addition to work experience in Indigenous communities, the Director will be well connected with Indigenous communities and will be seen by persons from Indigenous communities as having significant understandings of Indigenous knowledges and helping practices and critical theories and practices. This position will be responsible for the overall administration of the program.

There will be one Academic Advisor and one Program Assistant who will have thorough knowledge of the University of Manitoba systems, experience working within an Indigenous community, and the ability to interact in a supportive manner with students, staff, academics, and Elders. This individual will provide administrative support to graduate students, faculty advisors, Elders, and committees regarding MSW-IK students' programs of study. In addition, this individual will assist in the liaison between students, their advisors/Advisor Councils, and the Faculty of Graduate Studies. This individual will also assist the MSW-IK Program Director.

3. OTHER

Indicate the participation in the program, if any, of individuals and/or groups external to the University of Manitoba and provide their rationale for their participation.

List the credential for each individual/group supporting their involvement.

C. PHYSICAL RESOURCES

1. SPACE

Describe the physical space in which students will carry out this program of study and in which this program will be administered. (Classrooms for existing courses are assumed in place and no comment is required, but may be included if desired.)

The program will be delivered at the William Norrie Centre, 485 Selkirk Avenue, home to the Faculty of Social Work, Inner City Social Work Program. Classroom and office space is available at this site for the MSW-IK Program.

I. Students

Student offices, study carrels, study/reading rooms, rooms with computer connections (if not included in other spaces), laboratory space, other research or study space as may be appropriate for the program.

The William Norrie Centre currently has a library and student study space (including computers for student use) that would be available for students in this program.

II. Administrative

Office space for the MSW-IK Program Director and the Academic Advisor and Program Assistant are available at the William Norrie Centre.

2. EQUIPMENT

I. Teaching

Instructional equipment needed in delivery of courses/workshops/seminars in the program (projectors, video, computers, etc.)

All instructional equipment for the delivery of courses is currently available at the William Norrie Centre. The proposed budget includes funds for additional equipment and for replacement of this equipment when necessary.

II. Research

Major research equipment accessible to graduate students in the program, plans to retire/upgrade equipment or to obtain new equipment over the next 5 years.

Computer access required for student research is available at the William Norrie Centre. Students are also able to access all resources available to students on the Fort Garry campus. The Faculty of Social Work is in the process of developing videoconference facilities at the William Norrie Centre, the Northern BSW Program site in Thompson, and at the Fort Garry campus which will be available for student research.

3. COMPUTER

Facilities available to graduate students in the program (laptops, PC's, mainframe, scanners, printers, etc.), and anticipated usage of open areas, facilities reserved for students in the program, availability of University account for use with email, internet access, etc.

Students will have access to computers in the library at the William Norrie Centre as well as in the computer labs at the Fort Garry campus. The William Norrie Centre has wireless internet access. All students will have a University of Manitoba account for email.

4. LIBRARY

a) Describe existing resources available for use in the program.

The University of Manitoba Libraries system is able to support the proposed program and has provided a “*Statement for New Programme for the Faculty of Social Work, Master of Indigenous Social Work*” (see attached). The library resources required for this new MSW-IK Program are congruent with the needs of the existing MSW and PhD programs in the Faculty of Social Work.

b) Describe new resources required.

The University of Manitoba Libraries, Statement for New Programme allows for any new resources required.

D. FINANCIAL RESOURCES

1. DELIVERY COSTS

List and describe immediate and projected additional costs involved in the MSW-IK Program.

I. Costs associated with Human Resources implications under the headings B. 1, 2, and 3

II. Costs associated with Physical Resources implications under the above headings B. 1, 2, and 3

III. Costs associated with research not covered above

New costs associated with delivering the MSW-IK Program are expected to be as follows:

Academic Salaries/Instructional costs (Estimated costs of course instruction, project/thesis advising, and Elders’ salaries)	\$412,335
Elders’ Advisor Council (Cost of 2 meetings per year of an Elder Advisor Council made up of Elders from the north and south – estimated costs of travel and accommodation)	\$15,000
Academic Advisor and Program Support (2 FTE)	\$89,945
Rent (Estimated costs of space in the William Norrie Centre)	\$48,000
Operating Costs (Estimated costs of office supplies, printing, books, communications, etc.)	\$56,100
Culture Camp	\$15,000

(Estimated costs of the Culture Camp, which students will be required to complete at the beginning of the program)

Cultural support events (Funds available to support attendance at cultural events)	\$13,000
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2. INDIRECT PROGRAM COSTS

Complete the following spreadsheet as required by the Senate Planning and Priorities Committee (SPPC): Indirect Program Costs

See attached.

The Faculty would be providing in kind administrative support by way of the already established positions that would make up the 10% administrative overhead costs in the indirect costs of the program section. The figure of \$50,280 would be made up of small percentages of the Associate Dean Research and Graduate Program for overseeing the program and liaising with the MSW –IK student advisor, the students’ advisor councils and the Faculty of Graduate Studies in relation to student standing issues ; the Student Services Coordinator who would work in partnership with the newly created office assistant; the Business Manager and Financial Assistant’s positions who provide advice and assistance on human resources and budget matters; the Faculty’s Communication Officer for developing program information in various mediums such as website (development, maintenance and support), brochures, newsletters and forms. Other indirect and administrative costs could also include materials and regular office supplies that are purchased centrally and in bulk from the Dean’s office overall budget but are available for use for all programs/units within the Faculty. I.e. paper, small office supplies such as pens, staples, and binders.

3. STUDENT SUPPORT

Indicate how and to what extent support of students is anticipated and indicate what commitment is made for student recruitment.

Students in this program will be eligible to apply for existing federal, university, and Faculty of Social Work funding. The Elizabeth Hill Scholarship and the Esther Seidl Scholarship are particularly suited for students in this Program. As well, the recently funded CRC awarded to Dr. Michael Hart includes funding for graduate students.

The proposed budget includes ongoing funds for student recruitment.

4. IDENTIFICATION OF NEW FINANCIAL RESOURCES

Indicate any new sources of funds that are anticipated for supporting the program.

The Council on Post-Secondary Education (COPSE) will be required to provide funds of \$648,020 for the first year to support the program.

5. BALANCE SHEET

Provide a financial statement summarizing the expected costs and the revenue anticipated. Present a financial plan that includes all costs from start-up to achievement of a “steady-state” operation of the program. Include such items as capital start-up needs and phasing in of FTE growth.

See attached.

E. SUPPORTING DOCUMENTS

Provide letters of support from departments/faculties/units and outside groups/agencies/organizations as appropriate.

Standard Curriculum Vitae Format

See attached.

REFERENCES

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University of Manitoba. (2012). *University of Manitoba strategic planning framework*. Accessed June 4, 2012 at: http://umanitoba.ca/admin/president/strategic_plan/2295.html

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Master of Social Work Based in Indigenous Knowledges

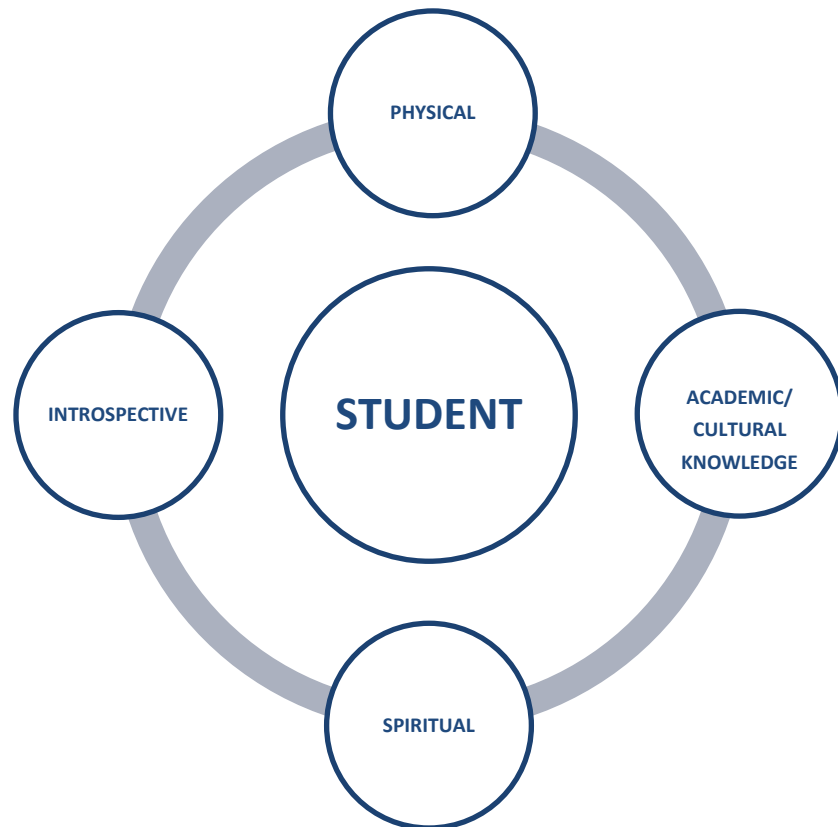
Student Evaluation

Program Suitability

Determining suitability for the Master of Social Work based in Indigenous Knowledges Program (MSW-IK) is a two way street, with faculty and Elders evaluating students as well as students evaluating the program. The initial determination of suitability begins at the interview process that will be part of the program application process. The interview will be in person or face-to-face via web-based video conferencing. During the interview the applicant will be given detailed information about the structure and demands of the program. In addition, the student will be asked a series of questions by faculty and Elders to determine the degree of fit between the applicant and the program of study. Applicants' answers to questions in the interview will give faculty members and Elders information that will be considered in concert with grade point averages, personal statements, and other materials submitted for review. Questions from applicants to faculty members and Elders will assist potential students in deciding whether the program meets their educational goals and aspirations.

Evaluation of Students in the MSW – IK Program

The process of student evaluation for the MSW-IK will be holistic in nature, emphasizing personal development in academic, spiritual, introspective, and physical realms. This evaluative process is intended to assess the capacity of each student to both understand and embrace Indigenous worldviews and practices. Likewise, students will be assessed in relation to their capacity to recognize and form meaningful connections between social work and Indigenous ways of knowing.



It is recognized that the program is based on the concept that learning is a journey. In each of the steps when the evaluation takes place (end of each term), it will be recognized by the student's Advisor Council that a focus is the demonstration of positive progression in their journey.

Academic/Cultural Knowledge Evaluation

This realm of student evaluation corresponds with the acquisition of new knowledge as well as the capacity to communicate that learning in the successful completion of assignments, courses, and other academically related components of the program. Academic knowledge will be coupled with the incorporation of culturally-based Indigenous perspectives on life and learning.

Evaluation in this realm will include an assessment of the student in relation to:

1. Successfully meeting learning objectives linked to assignments within courses.
2. Demonstrating understanding of culturally-based approaches to learning and knowing.
3. Demonstrating capacity to design culturally appropriate interventions.
4. Capacity to recognize links between social work knowledge and Indigenous knowledges.

Spiritual Evaluation

The spiritual realm of student evaluation is not related to a one dimensional academic understanding of specific religious traditions. Neither is it the purpose of the program to evaluate engagement in religious/spiritual indoctrination. Rather the spiritual evaluation is intended to assess the degree to which students have developed an understanding of themselves in relation to many layers of existence ranging from self to family, community, nation, the natural environment, and the total universe. Furthermore, students will be assessed in regards to the ability they develop to attend to the spiritual needs of Indigenous populations at the level of the individual, family, group, organization, community, and Indigenous Nation.

Evaluation in this realm will include an assessment of the student in relation to:

1. Successfully communicating an understanding of the self, and personal meaning embedded within the multifaceted, multilayered, and interconnected aspects life.
2. Demonstrating understanding of culturally-based components of healing ceremonies, and the concomitant spiritual development within oneself and others.
3. Demonstrating capacity to design culturally appropriate and spiritually nurturing interventions for a variety of Indigenous client systems.
4. Capacity to recognize the importance of broadly and inclusively defined personal spiritual development as part of balanced holistic approach to health for self and others.

Emotional Self-awareness Evaluation

The emotional realm is focused on introspection, reflection, and connecting with others. In this realm of holistic evaluation students are expected to develop that ability to look within themselves and reflect on the many levels and manifestations of their beliefs, attitudes, assumptions, feelings, and emotions. Students should be able to critically evaluate their reactions and emotional responses to persons, places, policies, and a wide range of life experiences. Likewise, students should be able to demonstrate the capacity for empathy and empathic responses to client systems of various sizes and at various levels, demonstrating an ability to make a true human connection with others.

Evaluation in this realm will include an assessment of the student in relation to:

1. Ability to identify personal feelings and emotional/physiological responses, connected to a wide array of learning experiences.
2. Capacity to understand and critically analyze the cultural, social, religious, and spiritual foundations of their own beliefs, attitudes, and behaviours.
3. Developing capacity to incorporate Indigenous ways of knowing and understanding in a manner that demonstrates comfort with Indigenous worldviews.
4. Demonstrating the ability to respond empathically to others in a wide variety of settings.

Physical Evaluation

As human beings we are influenced by the physical environment within which we live. Pure water, clean air, physical activity, food that feeds both body and spirit, and shelter that keeps us physically, spiritually, and emotionally protected is of great importance. This realm will involve an evaluation of the student's capacity to go beyond a basic health and wellness approach to physical existence. Indeed, evaluation in this area will include some attention to student self-care. However, the importance of understanding the impact of the physical environment on many aspects of self and others will also be assessed.

Evaluation in this realm will include an assessment of the student in relation to:

1. Ability to identify physiological and affective responses to the physical environment and learning experiences that include physical elements such as sweat lodge.
2. Demonstration of an understanding of the manner in which physical aspects of life impact all other realms of existence for self and others.
3. Capacity to develop approaches to existence that address emotional, spiritual, and psychological components of physical health and well-being.

4. Ability to meaningfully incorporate and demonstrate Indigenous knowledge and worldviews related to human existence within the physical world around us.

Review of Academic Performance by the Advisor Councils

Students will meet at regularly determined intervals with their Faculty/Elder Advisor Councils to complete the evaluation. The purpose of the evaluation is one of providing support and guidance. However, when an occasion does arise that warrants potential removal from the program, the student will be engaged in a four-step process:

1. The student will be evaluated using the four realm model outlined above. The student will be included as a participant in the creation of a plan to address areas needing attention.
2. The student and her/his Advisor Council will work collaboratively to develop a reasonable timeline to remedy identified areas of needed development, change, or transformation.
3. The student and her/his Advisor Council will meet to mutually assess progress toward identified objectives.
4. Depending on the outcome of the evaluation related to progress in step three of this process, the student will either continue in the program with a plan for re-evaluation within the time span of one moon, or 28 days,

OR

the matter will be taken to the Faculty and Elders Collective by the Chair of the Advisor Council for review. The Advisor Council Chair will provide a recommendation on behalf of the Advisor Council. The Faculty and Elder Collective will review the standing of the student. The student will have the opportunity to be present and speak on her/his own behalf. Recommendation will be made by the Collective and forwarded to the Faculty of Graduate Studies by the Chair of the Graduate Program who is a standing member of the Collective.

Course introductions:

SWRK 7700 Grounding Our Foundation in Indigenous Knowledges and Social Work Cr.Hrs. 0

This course provides a general overview of Indigenous approaches to healing and helping. Connections to social work practice/policy are identified. The course is focused on experiential and participatory learning and involves a 5-day intensive retreat. Students will be graded on a pass/fail basis.

SWRK 7710 Remembering Our Histories - Setting Our Knowledges Cr.Hrs. 3

This course will set a foundation for understanding historical perspectives of Indigenous knowledges in relation to social work. Raise awareness of traditional and spiritual connections to languages, families, communities, nations, and lands to establish an understanding of "relationship" in Indigenous ways of being. Students will be graded on a pass/fail basis.

SWRK 7720 Critical Theory and Indigenous Peoples Cr.Hrs. 3

This course will review critical social theories with primary focus on colonialism and social justice, in relation to social work. Anti-colonialism, anti-oppressive approaches, feminist approaches and other critical perspectives, in relation to Indigenous Peoples, will be examined from Indigenous perspectives. May not hold with SWRK 7600.

SWRK 7730 Indigenous Research Methodologies and Knowledge Development Cr.Hrs. 3

This course will examine research epistemologies and methodologies based in Indigenous ontologies and social experiences in the context of social work research with Indigenous Peoples. The course will present the influences of colonization, Indigenism, and decolonization on knowledge development.

SWRK 7740 Indigenous Peoples, Identity, and Social Work Cr.Hrs. 3

This course will give students an understanding of how they see themselves and how their relationships at individual, family, clan, community, and nation levels contribute to identity development. It deepens understanding of how people view themselves and react in contemporary contexts. Students will be graded on a pass/fail basis.

SWRK 7750 Indigeneity, Power, Privilege, and Social Work Cr.Hr. 3

This course will examine identity development influenced by gender, ethnicity, Indigeneity, internalized oppression, aboriginalism, internalized domination, whiteness, white privilege, racism, and in relation to social policies and social work practice with individuals, families, communities, and nations.

SWRK 7760 Project/Thesis Seminar 1 Cr.Hr. 0

This course will focus on initiating knowledge development in practice settings. Students will learn to apply Indigenous and critical social work epistemological and methodological concepts by finalizing their project/thesis proposal and beginning their projects. Students will be graded on a pass/fail basis.

SWRK 7770 Social Challenges and Indigenous Helping Practices Cr.Hrs. 3

This course will teach students how Indigenous Elders, traditional teachers and/or medicine people identify, interpret and meet current social challenges. The course looks at how positive identities and relationships are fostered through traditional Indigenous helping practices and how they currently inform social work. Students will be graded on a pass/fail basis.

SWRK 7780 social Work, Social Challenges, and Indigenous Peoples Cr.Hrs. 3

This course will present challenges Indigenous peoples face through lenses of critical theories, particularly decolonization and social justice. It reviews social policies and social work practices

affecting Indigenous peoples, including those of Indigenous organizations that centre Indigenous perspectives Prerequisite: SWRK 7750.

SWRK 7790 Project/Thesis Seminar 2 Cr.Hrs. 2

This course will continue to guide students on their application/research of Indigenous practice knowledges in their chosen projects/theses and to ensure the student is actively implementing the projects/theses as outlined in their approved proposals. Students will be graded on a pass/fail basis.

SWRK 7800 Indigenism Cr.Hrs. 3

This course will focus on Indigenous knowledges shared through group participation in Indigenous helping practices. It looks at how these practices could be supported by social workers in communities and organizations for people facing social challenges. Students will be graded on a pass/fail basis.

SWRK 7810 Anti -Colonial Social Work Cr.Hrs. 3

This course will focus on design and participation in community service and research projects. This course will challenge the student to include reflection, application, and evaluation of critical social work knowledge and research on how the student project(s) and/or action(s) contribute to development of anti-colonialism, social justice, and Indigenism.

SWRK 7820 Project Seminar 3 Cr.Hrs. 3

Students in this course will complete their major projects. Students will also complete a written paper and oral presentation addressing their respective projects.

COPSE

Program Proposal Financial Form

Form Instructions:

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

Overview	
Institution:	University of Manitoba
Program Name:	Masters of Social Work in Indigenous Knowledges
Contact Information:	Dr. Lyn Ferguson, Associate Dean, Research and Graduate Programs
Date:	March 13, 2014

	Current Fiscal Year	Fiscal Year 1	Increment	Fiscal Year 2	Increment	Fiscal Year 3	Increment	Fiscal Year 4	Increment	Ongoing Program Funding
	(Enter 0's if new program)	Budget Yr 1	(change from current year to year 1)	Budget Yr 2	(change from year 1 to year 2)	Budget Yr 3	(change from year 2 to year 3)	Budget Yr 4	(change from year 3 to year 4)	
REVENUE INFORMATION										
Tuition	\$ -	\$ 20,060	\$ 20,060	\$ 20,060	\$ -	\$ 20,060	\$ -	\$ 20,060	\$ -	\$ 20,060
Contribution from Institution	\$ -	\$ 50,228	\$ 50,228	\$ 53,051	\$ 2,823	\$ 55,548	\$ 2,497	\$ 58,124	\$ 2,576	\$ 58,124
Other Revenue	\$ -	\$ 6,300	\$ 6,300	\$ 6,300	\$ -	\$ 6,300	\$ -	\$ 6,300	\$ -	\$ 6,300
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Total Revenue (A)	\$ -	\$ 76,588	\$ 76,588	\$ 79,411	\$ 2,823	\$ 81,908	\$ 2,497	\$ 84,484	\$ 2,576	\$ 84,484

	Current Fiscal Year	Fiscal Year 1	Increment	Fiscal Year 2	Increment	Fiscal Year 3	Increment	Fiscal Year 4	Increment	Ongoing Program Funding
	(Enter 0's if new program)	Budget Yr 1	(change from current year to year 1)	Budget Yr 2	(change from year 1 to year 2)	Budget Yr 3	(change from year 2 to year 3)	Budget Yr 4	(change from year 3 to year 4)	
EXPENDITURE INFORMATION										
Salaries - Direct (faculty, program administrators)	\$ -	\$ 502,280	\$ 502,280	\$ 530,512	\$ 28,232	\$ 555,485	\$ 24,973	\$ 579,357	\$ 23,872	\$ 579,357
Salaries - Indirect (shared services, student support)	\$ -	\$ 75,228	\$ 75,228	\$ 78,051	\$ 2,823	\$ 80,548	\$ 2,497	\$ 83,124	\$ 2,576	\$ 83,124
Travel		\$ 10,000	\$ 10,000	\$ 10,200	\$ 200	\$ 10,404	\$ 204	\$ 10,612	\$ 208	\$ 10,612
Program - cultural program and events		\$ 43,000	\$ 43,000	\$ 43,860	\$ 860	\$ 44,737	\$ 877	\$ 45,632	\$ 895	\$ 45,632
Office Expense		\$ 22,600	\$ 22,600	\$ 23,802	\$ 1,202	\$ 24,008	\$ 206	\$ 24,488	\$ 480	\$ 24,488
Facilities		\$ 48,000	\$ 48,000	\$ 48,960	\$ 960	\$ 49,939	\$ 979	\$ 50,938	\$ 999	\$ 50,938
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Total Expenditures (B)	\$ -	\$ 701,108	\$ 701,108	\$ 735,385	\$ 34,277	\$ 765,121	\$ 29,736	\$ 794,151	\$ 29,030	\$ 794,151

	Current Fiscal Year	Fiscal Year 1	Increment	Fiscal Year 2	Increment	Fiscal Year 3	Increment	Fiscal Year 4	Increment	Ongoing Program Funding
	(Enter 0's if new program)	Budget Yr 1	(change from current year to year 1)	Budget Yr 2	(change from year 1 to year 2)	Budget Yr 3	(change from year 2 to year 3)	Budget Yr 4	(change from year 3 to year 4)	
CAPITAL INFORMATION										
Major Equipment	\$ -	\$ 23,500	\$ 23,500	\$ -	\$ (23,500)	\$ -	\$ -	\$ -	\$ -	\$ -
Renovations	\$ -		\$ -		\$ -		\$ -		\$ -	\$ -
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Total Capital (C)	\$ -	\$ 23,500	\$ 23,500	\$ -	\$ (23,500)	\$ -	\$ -	\$ -	\$ -	\$ -

Revenues less Expenditures and Capital (A-(B+C))	\$ -	\$ (648,020)	\$ (648,020)	\$ (655,974)	\$ (7,954)	\$ (683,213)	\$ (27,239)	\$ (709,667)	\$ (26,454)	\$ (709,667)
COPSE Funding Request	\$ -	\$ 648,020	\$ 648,020	\$ 655,974	\$ 7,954	\$ 683,213	\$ 27,239	\$ 709,667	\$ 26,454	\$ 709,667



University of Manitoba Libraries

Statement for New Programme

Libraries

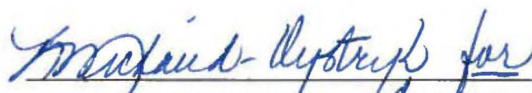
Faculty	Social Work
Department	Master's of Indigenous Social Work

Statement

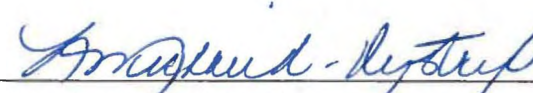
The Libraries' collection can support this new programme, as it currently exists.

This review of library resources is largely based on a check of a variety of bibliographies from key monographs and on a comparison of a large selection of social work and Native studies research journals against the holdings of the UML. This review concludes that the University of Manitoba Libraries is able to support this new program at a Master's level.

While the main library serving the Faculty of Social Work is the Elizabeth Dafoe Library, the review has taken into consideration resources available at all University of Manitoba Libraries. Other notable collections exist on both U of Manitoba campuses and are worthy of mention including the St. John's College Library which has a strong collection of Canadian publications by and about Aboriginals, and the E.K. Williams Law Library which holds the materials that constituted the research collection of the Aboriginal Justice Inquiry for 1988-1991. Additionally, the Aboriginal Health Collection, housed at the Neil John Maclean Health Sciences Library, supports graduate work related to Aboriginal health. This collection was established in 2007 and consists of over 2500 items (including 250 dissertations on Aboriginal health from other universities).




 Emma Hill Kepron
 Liaison Librarian, Faculty of Social Work



 Nicole Michaud-Oystryk
 Head, Elizabeth Dafoe Library



 Jan Horner
 Coordinator, Collections Management



 Director of Libraries

12 August 2011

 Date

**Faculty of Social Work: New Programme
Proposed Indigenous Master's of Social Work**
Statement of the University of Manitoba Libraries

Library Resources

a) Current assessment

Date of review	July/August 2011
Journal collection level	85% or 4, doctoral support level. ¹
Monograph collection level	71% or 3c, Master's support level
Other resources collection level	A recent review of the area of Aboriginal Wellness assessed that collection to be between a 3c, Master's level and 4, doctoral level.

b) Existing resources available for the programme

Journals	Journals are of central importance to this discipline. This assessment found that access to journals is at a doctoral level. Titles from <i>Journal Citation Reports</i> and <i>Ulrich's Periodical Directory</i> were checked. See Appendix for details.
Monographs	Monographs are also of central importance to this discipline. Our monograph collection is able to support a Master's level programme. Current funding is sufficient to maintain this level but funding and monograph prices are always subject to change. The current average price for a monograph in this subject area is \$49.
Databases and other resources	Relevant journal collections and databases include: <i>Bibliography of Native North Americans</i> <i>Canadian Human Rights Reporter</i> <i>Child Development and Family Studies</i>

¹ The Conspectus methodology of evaluating university library collections was developed by the Research Libraries Group. The UML adopts this methodology and assigns "levels" to a library collection by measuring holdings: e.g., 3a – basic undergraduate level (30% - 49%), 3b – upper undergraduate level (50% - 64%), 3c – Master's level (65% - 79%), 4 – doctoral level (80% - 94%), 5 – comprehensive level (95% - 100%).

	<p> <i>Child Welfare Information Gateway</i> <i>Encyclopedia of Canada's Peoples</i> <i>ERIC</i> <i>Family and Society Studies World Wide</i> <i>Indigenous Studies Portal</i> <i>In the First Person: An Index to Letters, Diaries, Oral Histories and Personal Narratives</i> <i>Metis National Historic Online Database</i> <i>Native Health Database</i> <i>North American Indian Thought and Culture</i> <i>PsycINFO</i> <i>Royal Commission on Aboriginal Peoples</i> <i>Social Sciences Abstracts</i> <i>Social Services Abstracts</i> <i>Sociological Abstracts</i> </p> <p> Many of the above resources are integrated with the Libraries' collections using <i>Get It@UML</i>, and some can be conveniently searched along with other databases and the library catalogue using <i>One Stop Search</i>. Students and researchers can also take advantage of <i>RefWorks</i> for managing their research sources and <i>RefShare</i> for collaborative work. </p>
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c) Resources added within the last five years

Journal budget	<p>The 2010/2011 journal budget for the Elizabeth Dafoe Library was \$400,817. This budget covers journals acquired for many departments and programmes including social work. This figure does not include the budget for most electronic journals, which are paid from a central budget.</p> <p>Key journals that have been acquired in the last five years include: <i>Journal of Indigenous Studies</i>; <i>Indigenous Nations Studies Journal</i>, <i>Span</i>, and <i>Antipodes</i>.</p>
Monographic budget expenditures	<p>With the firm order budget, individual books are selected (often with input from faculty) and ordered. Approval plan monographs are sent by vendors when they match preset subject and other criteria. Expenditures reflect acquisitions for Social Work and thus do not reflect relevant titles purchased for other areas such as Native Studies. Not all titles purchased were at the graduate level.</p>

	Fiscal year	Firm order expenditures	Approval plan expenditures	Gift fund expenditures	Total expenditures
	2006/2007	\$3,900	\$8,970	\$520	\$13,390
	2007/2008	\$6,097	\$8,977	\$0	\$15,074
	2008/2009	\$9,577	\$8,575	\$0	\$18,152
	2009/2010	\$8,052	\$6,234	\$1,781	\$16,067
	2010/2011	\$9,335	\$2,748	\$130	\$12,213
Special library materials and other resources	Resources added in the last five years of particular interest to this new graduate programme include: dissertations from other universities dealing with Inuit studies; material covering Metis studies and <i>Scopus</i> , an interdisciplinary abstract and citation database which covers the social, life and health sciences encompassing over 17,000 journals and over 6,000 conference proceedings.				

d) Resources anticipated in the next five years

It is difficult to anticipate what resources will be required in the next five years. Current journal package licenses include a significant number of important journals supporting the graduate programme, and every effort will be made to continue funding them. It is also difficult to determine what library resources will be needed by new faculty members hired over the next five years. Since the library collection is based largely upon the programmes of teaching and research, additional budget money may be needed when curriculum and research programmes change.

e) Services available to the programme

Information literacy	The goal of information literacy is to help students develop the ability to access, evaluate and manage information in all-formats. In partnership with faculty, librarians will work with students as they progress to develop increasingly higher levels of skills in retrieving, evaluating, synthesizing and presenting information in a credible and responsible manner.
Document delivery	Materials not held in the UML collection may be borrowed free of charge from other libraries and research centres around the world, including the Center for Research Libraries. The <i>Get It@UML</i> link is available in most bibliographical databases allowing users to conveniently place Document Delivery requests. The turn-around time for receipt of journal articles has steadily improved so that most journal articles now arrive within three business days of placing a request. Monograph loans usually arrive within two to three weeks.

Library information	The Elizabeth Dafoe Library functions as the humanities and social sciences library at the University of Manitoba and is the main library for the Faculty of Social Work.	
	Library hours	Elizabeth Dafoe Library 8:00am – 11:00pm Monday – Friday 9:00am – 5:00pm Saturday 1:00pm – 9:00pm Sunday during regular fall and winter sessions. Hours are reduced during summer and intersession periods.
	Reference service hours	Elizabeth Dafoe Library 9:00am – 7:00pm Monday – Thursday 9:00am – 5:00pm Friday 1:00pm – 5:00pm Saturday During regular fall and winter sessions. Hours are reduced during summer and intersession periods. In addition to visiting the reference desk in person, students and faculty can receive reference assistance via telephone, online chat and e-mail.
	Liaison librarian(s)	The liaison librarian, Emma Hill Kepron, has five years' experience with collection development, teaching and reference work. Previously assigned to the Faculty of Nursing she has experience with evidence based research and as well as locating resources on public health and policy.
	Study and lab space	Students may use any study areas available in the Elizabeth Dafoe Library. There are 2 computer labs available for use with 16 computers each, 41 computers in the commons areas, 1 in the Icelandic Reading room, in addition to 10 Notebook computers available for borrowing from the Circulation desk.
Other services	The social work librarian is available for classroom and individual teaching on researching for term papers and theses. She holds office hours during fall and winter terms and is also available by appointment for longer consultations.	

Appendix

Monographs

In checking the bibliographies from the following titles, the holdings of all University of Manitoba Libraries were taken into account. Later editions of titles cited were considered held. Excluded from the checking were titles in languages other than English; non-Canadian government publications; titles where the author was an association, institute or department; conference proceedings; congresses; symposiums; meetings; workshops; working papers; discussion papers; lectures; reports; web sites; and unpublished material.

Audlin, J. (2006). *Circle of life; Traditional teachings of Native American elders*. Santa Fe, NM: Clear Light Publishers.

Davies, M. (2000). *Blackwell encyclopaedia of social work*. Oxford, UK: Blackwell.

Library and Archives Canada. (2002, 2007). *Native residential schools in Canada: A selective bibliography*. <http://www.collectionscanada.gc.ca/native-residential/index-e.html>

Oakes, J. et al. (Eds.) (2003). *Native voices in research*. Winnipeg: Aboriginal Issues Press.

Sefa Dei, G.J., Hall, B.L. & Rosenberg, D. G. (2000). *Indigenous knowledges in global contexts: Multiple readings of our world*. Toronto: University of Toronto Press.

Turner, F.J. (2005). *Encyclopedia of Canadian social work*. Waterloo, ON: Wilfrid Laurier University Press.

Table 1 Results of Monograph Checking				
Source	Total checked	Total held	Percentage held	Level
Audlin	34	22	65	3c
Davies	40	28	69	3c
Library and Archives Canada	100	76	76	3c
Sefa Dei et al	145	96	66	3c
Turner	165	123	75	3c

Journals

In checking core social work journal titles from the *Journal of Citation Reports* database, and core Native Studies journal titles from *Ulrich's Periodicals Directory*, the holdings of all the University of Manitoba Libraries were taken into account. Titles currently received in paper format or available electronically in full-text were considered held, unless the title had an embargo period (publisher restriction). Titles in languages other than English were excluded as well as conference proceedings and titles that were clearly out of scope.

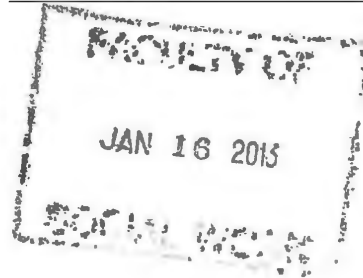
Table 2 Results of Journal Checking				
Source	Total checked	Total held	Percentage held	Level
JCR	30	28	93	4
Ulrich's	18	13	72	3c



UNIVERSITY
OF MANITOBA

Information Services
And Technology

General Office
E3-606 EITC
Winnipeg, Manitoba
Canada R3T 2N2
Tel: (204) 474-9249
Fax: (204) 474-7515



January 10, 2013

Harvy Frankel, M.S.W., Ph.D.
Professor & Dean
Faculty of Social Work
University of Manitoba

Dear Dr. Frankel:

Thank you for sending me the proposal for the Master of Social Work based in Indigenous Knowledge, Faculty of Graduate Studies.

Based on the material therein, this proposed new program should have no significant effect on IST facilities.

Sincerely,

Mike Langedock, CIO
Information Services & Technology



UNIVERSITY
OF MANITOBA

Department of Native Studies

204 Isbister Building
Winnipeg, Manitoba
Canada R3T 2N2
Telephone (204) 474-9266
Fax (204) 474-7657

Winnipeg, November 29, 2012

To: Dr. Harvy Frankel
Dean of Faculty of Social Work
University of Manitoba

From: Dr. Renate Eigenbrod,
Head of Department of Native Studies
University of Manitoba

Re: Letter of Support for the Graduate Program Proposal for Master of
Social Work Based in Indigenous Knowledge

Dear Dr. Frankel,

I read the Graduate Program Proposal for a "Master of Social Work Based in Indigenous Knowledge" with great interest as I am well aware of the need for social workers educated for the special demands of Indigenous communities. I think I also understand that to indigenize graduate studies in Social Work is not a question of adding one or two courses but that, as you explain in your proposal, the whole graduate program has to be embedded in and emerge from Indigenous worldviews and epistemologies. I therefore support your proposed Master's program without any reservations. I want to add, however, that the Department of Native Studies also aims at "deconstructing oppressive and colonialist structures and reconstructing in a contemporary sense what has been previously destroyed." Although our academic achievements are different in so far as we educate students for a wide variety of professions whereas you specialize in Social Work, I hope that we will not only continue to work collaboratively on thesis committees but also on delivering your new proposed graduate courses on *Critical Theory and Indigenous Peoples* and *Indigenous Research Methodologies and Knowledge Development* as we offer similar courses. My best wishes for the approval and successful delivery of this important new Master's program.

Sincerely,

Renate Eigenbrod

cc. Dr. Michael Hart

Dr. Yvonne Pompana





UNIVERSITY
OF MANITOBA

Faculty of Education

Office of the Associate Dean
(Graduate & Professional
Programs, and Research)
227 Education Building, U of M
Winnipeg, Manitoba R3T 2N2
Charlotte.Enns@ad.uumanitoba.ca

December 19, 2012

Diane Hiebert-Murphy, PhD, CPsych
Professor and Associate Dean, Faculty of Social Work
Associate Director, Psychological Service Centre
417A Tier Bldg
University of Manitoba
Winnipeg, Manitoba R3T 2N2

Dear Dr. Hiebert-Murphy:

I would like to commend you and your colleagues in the Faculty of Social Work for the development of your proposed *Master of Social Work based in Indigenous Knowledge (MSW-IK)*. This unique program will fulfill an important need for social workers to gain a better understanding of Indigenous forms of caring and the specific circumstances of Indigenous clients and communities. I think it is important that you have involved Indigenous communities in Manitoba in the development of this program to ensure that the goals and values of the program are rooted in the traditional knowledge, social structures, and healing practices of First Nations People. I believe this initiative contributes significantly to the University of Manitoba's commitment to Aboriginal Achievement.

I would also like to indicate that your proposed *MSW-IK* does not duplicate coursework or programs that are available in the Faculty of Education. In the Faculty of Education we are also concerned with preparing educators with an understanding of Indigenous ways of teaching and learning. For this reason, some of the content within your proposed program, particularly in the areas of social justice, anti-oppression and anti-colonialism, appears similar to that in some of our courses; however, you are applying these concepts to the practice of social work which differs from how we apply them within the educational context.

Thank you for the opportunity to review your proposed *MSW-IK*. You have clearly taken a variety of factors into consideration in the preparation of the proposal and it reflects a very comprehensive and creative program. I wish you all the best with the ongoing process of development and implementation of the proposed program.

Sincerely,

Charlotte Enns, PhD
Professor & Acting Associate Dean
Faculty of Education



UNIVERSITY
OF MANITOBA

Department of Psychology

190 Dysart Road
Winnipeg, Manitoba
Canada R3T 2N2
Phone (204) 474-9338

December 18, 2012

To Whom It May Concern:

RE: MSW Based in Indigenous Knowledge Program

I am writing in strong support of the proposed program. The program addresses an important priority for the University of Manitoba and for the Province of Manitoba. It also provides a valuable and innovative approach to incorporating Indigenous knowledge into social work training.

After reviewing the course and other requirements of the program I do not perceive any duplication or overlap with the Clinical Psychology training program offered in the psychology department. If you require any further information, please feel free to contact me.

Sincerely,

Edward Johnson, Ph.D., C.Psych.
Associate Professor
Director, Clinical Training

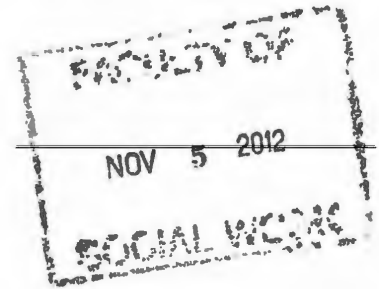


Ma Mawi Wi Chi Itata Centre

We all work together to help one another

November 2, 2012

Faculty of Social Work
University of Manitoba
521 Tier Building
Winnipeg, MB R3T 2N2



To whom it may concern:

RE: Letter of Support "MSW-IK Proposal"

The Ma Mawi Wi Chi Itata Centre is pleased to submit a letter of renewed support for the *Master of Social Work based in Indigenous Knowledge (MSW-IK)*.

The educational objections that this program consists of are valuable to the provision for students in their personal development as social workers. MSW-IK consists of eight objectives that will allow the Indigenous Caucus members and community representatives' vision to actively have a leading role in the social-economic-cultural development of the Province, where the place of Indigenous peoples remains significant and prominent.

We feel that this will benefit our Community and the Province by having funding support to a structured and grounded program that is intended to foster growth and development with respect to Cultural teachings.

Sincerely,

Diane Roussin
Executive Director

Strengthening Children and Families... Investing in the Future

Administrative Site | 445 King Street Winnipeg, MB R2W 2C5 | tel 204-925-0300, fax 204-946-5042

McGregor Neighbourhood Site | 363 McGregor St., Winnipeg, MB R2W 4X4 | tel 204-925-0340, fax 204-925-0371

Anderson Neighbourhood Site | 318 Anderson St., Winnipeg, MB R2W 1E5 | tel 204-925-0349, fax 204-925-0306

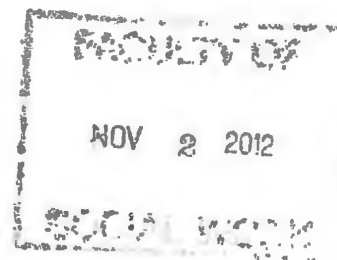
Spence Neighbourhood Site | 443 Spence St., Winnipeg, MB R3B 2R8 | tel 204-925-0348, fax: 204-925-0308

Windy Hill Community Learning & Wellness Centre | tel 204-925-0379, fax 204-925-0306

Kā Ni Kānīchihk Inc.
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October 24, 2012

Harvy Frankel, M.S.W., Ph.D.
Dean, Faculty of Social Work
521 Tier Building
University of Manitoba, Winnipeg, MB R3T 2N2 Canada



Dear Dr. Frankel:

Re: Master of Social Work based in Indigenous Knowledge

Ka Ni Kanichihk is an indigenous led, community based human services organization located in Winnipeg. For the past decade, Ka Ni Kanichihk has designed and implemented culturally safe programs focusing on various aspects of human and community development.

Ka Ni Kanichihk has been very supportive of the leadership of the Indigenous Caucus and its consultation and development process in preparing and moving this application forward. With the ever growing Indigenous population, it is imperative that systems reflect and actively engage in anti oppressive and decolonization practice.

As I'm writing this letter, I am reminded that not too long ago, the Faculty of Social Work devolved its community counselling centre – the Elizabeth Hill Counselling Centre – to a non indigenous run social service agency. One would have hoped that, in this day and age, representatives from the Faculty and that particular agency would have opted for choices other than perpetuating colonial relationships by reinforcing the denomination of non indigenous settler cultures over predominately indigenous peoples. That they did not, illustrates the significant need to provide an enhanced level of critical thinking; one source of which is the pedagogy entertained in the proposed MSW –IK.

Ka Ni Kanichihk is supportive of all actions which have the potential to eliminate the "power over" structures, attitudes and behaviors hat have long characterized settler and indigenous peoples relationships and is in support of the MSW – IK application.

Sincerely,

Leslie Spillett
Executive Director
Ka Ni Kanichihk Inc.

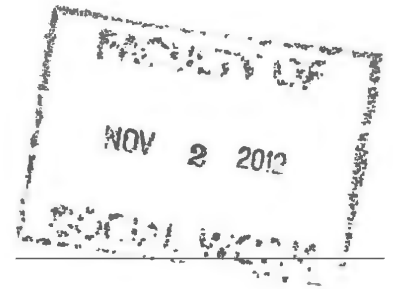
c.c. Dr. Michael Hart



The Aboriginal Social Workers Society in Manitoba Inc
115 Dorge Drive Winnipeg, Manitoba R3V 1M3

November 1, 2012

Dr. Harvy Frankel,
Dean, Faculty of Social Work
521 Tier Building
University of Manitoba
Winnipeg, MB R3T 2N2



Dear Dr. Harvy Frankel,

Re: Letter of Support- The Proposed Master of Social Work based in Indigenous Knowledges Program

It is the pleasure of the Aboriginal Social Workers Society in Manitoba, Inc. (ASWS) to write a letter of support for the proposed Master of Social Work based in Indigenous Knowledges (MSW-IK) Program, Faculty of Social Work, University of Manitoba.

The ASWS is a self-sustaining organization composed of Aboriginal peoples working in the area of social work in Manitoba and who are committed to the wellness of Aboriginal peoples. As such, the ASWS's vision is to support "our own cultural ways of conduct and practice in the helping professions" which leads to the wellness of Aboriginal peoples. The ASWS is very encouraged by the proposed MSW-IK Program with its commitment to provide social work education that ensures respectful, culturally-sensitive, effective, and ethical social work practice for Indigenous peoples.

One of the ASWS's committee members shared the following comment, which speaks to the strong belief in the MSW-IK Program as well as its necessity: *It is important we as a profession truly understand how to reach out and connect with our community. With understanding offered by this program, our children and community will, I believe, be offered respectful service strengthened by understanding.* The MSW-IK Program will certainly be a valuable component of the Faculty of Social Work, University of Manitoba.

In closing, the ASWS is in full support of the MSW-IK Program as it will be instrumental in addressing the need of graduate social work students seeking to develop their social work practice skills from Indigenous perspectives; and, it will also strengthen the social work support accessed by the high Indigenous populations of Manitoba. If you have any further questions, please feel free to contact Edna McPherson, ASWS co-spokesperson (mcpersonemm@yahoo.com) or Kimberly Hart, ASWS co-spokesperson (kim_hart@shaw.ca).

Sincerely,

Kimberly Hart
ASWS Co-Spokesperson
On behalf of the ASWS Board

November 6, 2013

Dr. J. Doering
Dean
Faculty of Graduate Studies
500 University Centre
University of Manitoba
Winnipeg, MB R3T 2N2

Dear Dr. Doering,

**Re: Report of the External Reviewers: Proposed Master of Social Work Based
in Indigenous Knowledges (MSW-IK), Faculty of Social Work**

We are pleased to provide the attached report of our external review of the proposed MSW Based in Indigenous Knowledges (MSW – IK) to be offered by the Faculty of Social Work at the University of Manitoba.

We greatly appreciate the opportunity to have reviewed this proposal and to offer our considered opinion, which was shared verbally with you, Professor MacLean and members of the Faculty of Social Work at the conclusion of our visit on 29 October. We wish to thank you and the Faculty of Social Work again for your hospitality and for the frankness with which the program was presented and discussed among the many different stakeholders both on and off campus; they both made the production of this report a pleasure.

With our best wishes for your university's continued success,

Sincerely,



Leslie Brown, PhD
Professor, School of Social Work
Director, Institute for Studies & Innovation
in Community-University Engagement
University of Victoria, BC



Hugh Shewell, PhD
Associate Professor & Director
School of Social Work
Carleton University, Ottawa, ON

Proposed Master of Social Work Based in Indigenous Knowledges

(MSW-IK)

Report of the External Reviewers

November 4, 2013

Attention: Dr. J. Doering

Dean, Faculty of Graduate Studies

University of Manitoba

The following report is based on our thorough examination of the document, "Faculty of Social Work Submission for a New Program: MSW Based in Indigenous Knowledges," our meetings with: the Deans of Social Work and of Graduate Studies, members of the Faculty of Social Work at both the Fort Garry and William Norrie Centre (Inner City) campuses, the University of Manitoba librarian responsible for the social work collection, the Vice- Provost for Planning and Programs, stakeholders from the outside community, administrative and technical staff.

Overall, we fully support the program going forward and receiving adequate resources to sustain it. We were impressed by the program's design and are convinced that it has an internal pedagogical integrity that is critical to its success. As a consequence, we strongly caution the university against the creation of a hybrid MSW program using existing curricula, rather we recommend implementation of the MSW-IK program as proposed. While it would be tempting administratively to introduce a hybrid program, such a move would defeat the integrity of the proposal. It is not detrimental to mainstream programs to have Indigenous content, but that content does not *per se* address the needs and particular aspirations of Indigenous communities and peoples. Cultural competence and sensitization to Indigenous issues have their place, but they are not solutions for Indigenous peoples. It is our experience and we heard this from some community stakeholders that many graduates of existing hybrid programs often feel that they have survived an ordeal and/or have felt continually accommodated within a dominant paradigm. It is very important that students come out with feelings of energy and they graduated from a great program. Graduates of programs that sensitize students and train them in cultural competence produce social workers who have optics of Indigenousness but do not generally possess Indigenous thinking and genuine models of Indigenous practice. The proposed program would be a springboard to something else, to new forms of social work practice heretofore not developed or taught. Furthermore, it could lead to profound transformation within Indigenous communities and serve as a catalyst and a model for other universities.

- Recommendation: That the proposed MSW-IK be preserved in its current conception, curriculum and format, that its integrity be protected and that the program be implemented as designed.

The Program: Curriculum and Structure

Notwithstanding the above recommendation we do have some comments to make about the proposed degree, its curriculum and objectives. The eight overall objectives of the program are sound and clearly reflect the fundamental intent of the program. That said, we were concerned that there was no specific objective related to the preparation of students for advanced social work practice based in Indigenous ways of knowing and being.

- Recommendation: That an overall objective be included that states the program's intent to provide social work education and advanced social work practice skills that are based in Indigenous ways of knowing and being.

The curriculum as constructed is solid, having breadth and comprehensive foci. Indeed, it is a rigorous, demanding program and whichever option a student follows in its completion – project or thesis – the student will have completed a degree that is 3 credits over the Faculty of Graduate Studies' standard and the accreditation standard of the Canadian Association of Social Work Education (CASWE). In addition, some courses – like the introductory Foundation course – are non-credit but require extensive commitment. On the one hand, we understand and commend the rigour that is inherent in the program; on the other hand, we urge caution about it.

The course outlines/descriptions as presented while clearly original and reflective of the intent of the proposal were sometimes “thin” and would benefit from further development and explanation. This proposal is a unique opportunity to showcase the distinct and growing foundation of Indigenous and Indigenous-related social work literature. We think that including recent graduate work (theses, major research papers), related websites, videos, social media, etc. could be drawn upon to support the Indigenous knowledges curriculum and its application to social work practice. We were impressed that in addition to the instructor-led courses, the inclusion of elder-led courses is a distinct and essential feature of the program. We were also impressed that all courses have both instructors and elders involved and respect the knowledge and contributions that both make. Thus, this ensures that traditional knowledge and helping practices constantly and consistently inform the learning objectives of each course.

The “project” option in the curriculum requires further explanation. It was not well described if at all in the proposal. From our discussions however, we understand that the project will constitute 450 hours (based on CASWE Accreditation standards for field practica at the MSW level) and will represent many possibilities from field practicum to research-type experiences. However, a fuller description of the nature of the projects would help showcase the social work nature of this degree program. A course outline similar to that developed for the thesis option together with a suitable description of the “project” in the text of the proposal would strengthen and clarify the proposal itself as well as this important option.

Because the program's perspective and curriculum are strengths-based rather than deficit-based the program significantly affirms Indigenous participants in the program. As we noted earlier, we anticipate that graduates will come out of the program confident in who they are and what they are going to do, rather than feeling they have survived or been accommodated, the feeling frequently experienced by Indigenous students coming out of a mainstream program.

- Recommendation: That each course outline be reviewed with a view to expanding its description and enhancing its Indigenous content by identifying relevant, current literature produced by Indigenous scholars including graduate dissertations. In addition, we recommend identifying other forms of Indigenous knowledge found on websites, videos, social media and other sources.
- Recommendation: That the "project" option be better defined and described, that a complete course outline be developed and that it be assigned a course number specific to the program.

Finally, with reference to the curriculum and the overall structure of the program we thought four other points were important to emphasise. First, it is critical that there be an organic, symbiotic relationship among the Indigenous community, the Faculty of Social Work, the wider university community and to the profession of social work. Certainly, the program will face complex challenges in maintaining accountability to these various bodies. We were impressed, therefore, by the inclusion of an Advisor Council for all students in the program. The Advisor Council will help the program remain accountable to the Indigenous community and will ensure the continued authenticity of Indigenous knowledge.

Second, we found the introductory, non-credit Foundation course to be a real strength of the program's structure. Because it plays a gate-keeping role in final suitability and admission into the program and because it provides an immersion into Indigenous ways of knowing and being we thought it would also be important for all faculty – Indigenous and non-Indigenous – who will be part of the program to take part in this course. This will help ensure that students and faculty alike are attuned each year to the unique educational adventure before them and to the uniquely holistic character of the curriculum.

- Recommendation: That in addition to students all faculty members participating in the MSW-IK program annually attend the introductory Foundation course.

A third feature of the program that we thought important to emphasise and which came to our attention during our meeting with community members was the idea of academic safety, the ability to speak Indigenous truth. Some members of the community expressed the idea that in more conventional social work programs Indigenous students' views were secondary to non-Indigenous ones and/or that Indigenous truths about Canada were not welcomed or there was an implicit message that silence was preferred. The Indigenous community welcomes the MSW-IK program not only because of its structure and curriculum content but because it will offer a place of safety in learning and affirmation of the Indigenous students.

The fourth and final feature of the program is that it will, according to the community members with whom we consulted, produce a new and different kind of Indigenous leadership. Two things were meant by this. First, as Indigenous social problems and issues arise in the broader society graduates of the MSW-IK program will be better educated and equipped to explain them and to propose and engage in meaningful practice and policy solutions. Second (and this follows from the first), the graduates of the MSW-IK program will become the voice of new policies and new ways of doing things and will be effective in advising government and organisations including Indigenous organisations, band and tribal councils in developing more effective demands, policies and responses.

Demand for an MSW-IK Program

We are completely satisfied that there is a demand for this program. This demand is satisfied in part anecdotally from those parties inside and outside the university from whom we have heard in the course of this review. Given the very high proportion of the social work student body that is Indigenous (26.7% in contrast with the overall Aboriginal University of Manitoba student population at 7.7% of the student body) we believe there is a ready market for the proposed program. Additionally, there are many Indigenous graduates both in Manitoba and elsewhere in Canada who would have many years of experience and who would be eligible to take this program.

It is widely recognized that employers in both Canadian and Indigenous governments and non-government organizations have an increasing need for graduate-educated Indigenous people to assist in better policy-making and direct practice. For example, it can be reasonably anticipated that the upcoming report from the Phoenix Sinclair inquiry will underscore the need for revised thinking about child welfare practice in Indigenous communities and will generate a need for different policy and practice approaches rooted in Indigenous knowledge and being. While child welfare services are commonly devolved to Indigenous communities this does not imply appropriate Indigenous practices; rather, devolution tends to produce a kind of hybrid service where Indigenous workers blend “cultural sensitivity” with the demands of the dominant, service delivery paradigm and its expectations. We believe the MSW-IK is well poised to respond to these kinds of contradictory issues.

Faculty and Its Expertise

The Faculty of Social Work has a long history of engagement with Indigenous peoples, including the development of the Thompson and inner-city programs. In fact, the community members with whom we met were extremely positive about this involvement and expressed their appreciation of the faculty’s support for Indigenous programming infused with experiential learning. Both the previous and current deans were described as very supportive of Indigenous social work. There is no doubting the breadth and depth of the faculty’s expertise in many areas of social work and that they will all have much to contribute to the proposed MSW-IK. Nevertheless we stress again the importance of non-Indigenous and Indigenous faculty participation in the foundation course and other professional development activities that are integral to the program. We see this as complementary to a key feature of the pedagogy of the program, the notion of community-building. Ideally, all faculty will have some connection to this program, as all have teachings to share.

Over time however, the MSW-IK will require more Indigenous faculty members at its core. This will be necessary both for credibility and for authenticity of Indigenous knowledge and being. Therefore, notwithstanding the interest of non-Indigenous faculty in the program, it is essential that an Indigenous faculty recruitment and retention strategy be developed in support of this program. Importantly, it is anticipated that the program's existence will help with recruiting Indigenous faculty.

- Recommendation: That the Faculty of Social Work with the support of the university develop an Indigenous faculty recruitment and retention strategy that will contribute to the overall support and survival of the MSK-IK program.

Space and Resources

We visited the William Norrie Centre and agree that it is the appropriate place to house the new program. The classroom space appears, for the present, to be adequate to meet the needs of the program. That said, thought should be given to ensuring some eventual expansion of classroom space since we would anticipate as the program becomes established and with the continued offering of the Inner-City BSW classroom space will become an issue. Of more immediate concern is the availability of office space to support the new program's faculty, staff and elders. The current proposal envisages the addition of four new faculty (including the elders) and one administrator – although we believe that will not be sufficient (we address this later). The potential for expansion to the neighbouring Palace Theatre offers some hope. Nevertheless, more office space will be required.

- Recommendation: That the faculty and the university conduct a closer review of available and needed office space to ensure the support of the new MSW-IK and plan to provide more office space as required.
- Recommendation: That the faculty and the university plan for eventual expansion of classroom space in the William Norrie Centre.

Based on our meetings with technical staff and our observations both at the Fort Garry and William Norrie Centre campuses we think technical support for the program is fully adequate. We also met with the librarian responsible the social work collection, Camille Callison. Ms. Callison not only maintains superb library resources but she is especially supportive of this initiative. We were impressed by her dedication and by the Library's resources for social work.

As we indicated above we are concerned about the administrative support budgeted in the proposal. What is proposed is 1.0 FTE that will provide 0.5 administrative support for the director, faculty and students as well as 0.5 student advising and liaison with graduate studies, main campus and community. This complex set of roles is more than even one highly competent person can achieve. Given the particular importance of connection with community that is integral to this program's pedagogy, administrative staff will be expected, among other tasks, to develop relationships that support courses and student practice projects. It is more feasible that these tasks and functions be conducted with the equivalent of 2.0 FTEs.

- Recommendation: That 2.0 FTEs be allocated for the administrative support, community and student liaison functions of this program.

The proposed budget requests 2.5 FTE additional faculty positions and 1.5 elder positions for a total of four new positions. Of the 2.5 faculty positions, 0.5 would fulfil the role of Director of the program. We support the need for 2.5 FTE faculty positions including the .5 allocated for the Director. However, we are concerned that 1.5 elder positions (2 x .75) are not adequate given the desire to have elders involved in all courses, all student project committees and many other aspects of the program.

Recommendation: That the program budget include at least 3 elders @0.75 for a total of 2.25 FTEs.

Overall we found it difficult to comment on the budget because in the year one budget that was presented it was not possible to distinguish between start up and ongoing (operational) base requirements. Further, only year one budget needs were provided. The proposal needs to be very clear not only about what is needed for start up and what is needed for ongoing operations but what will be required in subsequent years two and three.

- Recommendation: That the proposed budget distinguish between start-up and ongoing base requirements.
- Recommendation: That the proposed budget include years two and three.

Finally, with respect to the budget we would caution the use of large in-kind resources such as the Faculty donation of space. The fiscal context of the university may change and the Faculty may not be able to contribute this amount over the long haul.

There is no mention of support for students in the proposal. This is understandable, however we would strongly encourage the university to formulate a development plan in support of student fellowships and bursaries. We have been informed that there are foundations and individuals who might be receptive to an approach, and finding support for students is important to the success of the program. The program is envisioned as a fulltime program to begin with, and this means that many students will be unable to maintain the professional positions that they currently hold. Once part-time options are available as planned, financial support of these students would also be helpful as even the part-time student populations will likely have family and other responsibilities.

- Recommendation: That the Faculty together with the University develop a plan to support students in need including bursaries, scholarships and fellowships.

Concluding Comment

In conclusion, the expectations of the community are high for both the potential graduates of the MSW-IK and for the university to follow through in implementing the MSW-IK. It is anticipated that graduates of the proposed program will bring a new quality of leadership to the complexity of social problems and issues in Manitoba and elsewhere. The community expects them to have a significant impact in “transforming” the world as it is currently experienced by Manitoba’s and Canada’s Indigenous peoples. This level of expectation

translates into a parallel expectation that the University will deliver on a program founded in Indigenous knowledges and not a program modified to accommodate Indigenous peoples. Because Indigenous knowledge is at the core of the proposed MSW-!K program, the Indigenous community feels empowered to be stewards of the program. This is something to be nurtured and promoted. The University has a significant opportunity to move forward with unique Indigenous programming in social work and we unequivocally recommend that it seize that opportunity.

To: Dean Jay Doering and Members of the Executive Committee, Faculty of Graduate Studies

From: Lyn Ferguson, Associate Dean Research and Graduate Programs, Faculty of Social Work

Re: Faculty of Social Work Response to the Report of the External Reviewers: Proposed Master of Social Work Based in Indigenous Knowledges (MSW-IK), Faculty of Social Work.

The Faculty of Social Work was very pleased to read the report of the external reviewers of the proposed MSW based in Indigenous Knowledges and heartened by their very strong support of the design of the program and their perception of its potential to influence Graduate Social Work education and Social Work practice with Indigenous populations and communities. We appreciate their observation that this proposal is superior to what they call a hybrid program that would still reflect the dominant knowledge paradigm and curricula of the existing MSW program.

We were gratified, therefore, to see in **recommendation 1** (p. 2 of the report) that the reviewers felt this program with its current conception, curriculum, and format be implemented as designed.

We also appreciate the time taken by the reviewers to strengthen the proposal through making recommendations many of which we have incorporated into a reworked proposal that has been included in our documentation. Below I address each of these recommendations.

Recommendation 2 (p. 2) notes “That an overall objective be included that states the program’s intent to provide social Work education and advanced social work practice skills that are based on Indigenous ways of knowing and being. That objective has been added on page 2 of the reworked proposal.

Recommendation 3 (p. 3) addresses the need for enhancing the course outlines by adding relevant current literature produced by Indigenous scholars and other forms of content found on website, videos, and other sources. Course outlines for the 13 new courses in the reworked proposal have been edited to reflect this additional content.

Recommendation 4 (p. 3) speaks to the need to clarify the “project” option in the program incorporating the minimum 450 hours required by the Canadian Associate for Social Work Education for a MSW advanced social work practice experience.

The reworked proposal clarifies the project option by more clearly specifying the three courses in the current proposal that incorporate the project: Seminar 1 (SWRK 7760) Seminar 2 (SWRK 7790); and Seminar 3 (SWRK 7820) each of which incorporate some of the required hours for the placement. By the end of Seminar 3 (SWRK 7820) each student must complete their project with a minimum of 450 hours of social work practice in the field.. These changes are found in the reworked proposal on pages 11-12, 15, 23, 24, 25, in the course outlines for these courses and p. 39 in Supplementary Regulations.

Please note that Seminars 1 & 2 (SWRK 7760 and 7790) are also taken by the students opting for the thesis option. The purpose of these seminars is to support and work with students to ensure they progress in

either their thesis or project work. As specified in the proposal, the breakdown of specific hours spent in the project or tasks completed for the thesis within each of these two courses will be negotiated for each student with their Advisory Councils/Thesis Committees. Seminar 3 (SWRK 7820) is taken only by those students opting for the project option while the Thesis students register in GRAD 7000 to complete their thesis. As noted in the course outline In Seminar 3 (SWRK 7820) students are required to complete a written and oral component of their project and it is a graded course. Seminars 1 and 2 are pass/fail courses.

Recommendation 5 (p. 3) speaks to recommending that all faculty members (in addition to students) participating in the MSW-IK program annually attend the Introductory Foundation Course (SWRK 7700). Our response to this recommendation, as articulated by our Dean Jim Mulvale, is that our Faculty will continue its work of indigenizing its curriculum and academic culture that has been underway for some time. This work has had as one of its most important outcomes the development of this proposal for a MSW program grounded in Indigenous ways of knowing. We will encourage faculty members and staff to use a range of educational and learning opportunities to better understand Indigenous knowledge, culture, history and communities. Some of these developmental opportunities will be provided by the MSW-IK program itself, including the possibility of faculty members auditing courses or parts of courses when space is available after all registered students have been accommodated.

Recommendation 6 (p. 5) addresses the need for the Faculty of Social Work, with the support of the university, to develop an Indigenous faculty recruitment and retention strategy to support the long term survival of the MSW-IK program. For many years the Faculty of Social Work has had an Education Equity Plan including a focus on supporting Indigenous Students among other groups and giving priority to hiring Indigenous Faculty. With BSW programs in Thompson and the Inner-City in Winnipeg at the William Norrie Centre, and significant numbers of Indigenous students in our Distance Education Program, we currently have a number of Indigenous Faculty although not the ideal numbers we would like. We realize that adding the MSW I-K program to our Faculty will require an additional responsibility in this regard. We anticipate addressing this issue in our Faculty Strategic Planning process beginning in January 2014.

Recommendations 7 and 8 (p. 5) address the need for conducting a closer review of available and needed office space for staff associated with the MSW-IK and the eventual need for the expansion of classroom space in the William Norrie Centre. A review of space within and near the William Norrie Centre is in process and the Faculty is confident we will be able to provide office and classroom space to accommodate the MSWI-K program.

Recommendation 9 (p. 6) The reviewers felt that 2.0 FTE's be allocated for the administrative support, community and student liaison functions of this program was more realistic than the 1 FTE in the original proposal. See the budget changes and summary on page 31 of the reworked proposal.

Recommendation 10 (p. 6) The reviewers recommended increasing the budget for elders from 1.5 (2 x.75) to 3 elders @.75. Their justification was that elders were involved in all courses among other aspects of the program. In fact elders are involved in many courses and all student project/advisory committees, but not all courses so we have increased the budget to 2.0 FTE. Elders. See the reworked budget and summary on page 31.

Recommendations 11 and 12 (p. 6) address the need to distinguish between start-up funds and ongoing base budget requirements and the addition of Years 2 and 3 in the budget. Please see the reworked budget

on the SPPC New Program and Approval Process form that develops budget requirements for years 1 – 4 including the start-up costs for year 1.

Please also note in that in relation to the caution expressed by the reviewers (p. 6) about the use of large in-kind resources such as the faculty donation of space the reworked budget adds a line for rent at the William Norrie Centre ranging from \$48, 000 in year 1 to \$50, 938 in year 4.

Recommendation 13 (p. 6) encourages the Faculty together with University to develop a plan to support students in need including bursaries, scholarships and fellowships. While the Faculty of Social Work currently has some scholarships and bursaries targeted to those working with Indigenous populations we appreciate the need for additional financial support for potential students for this program. To that end we have added \$25,000 to the budget request for student support. See the budget request on the SPPC New Program and Approval Process form. We will also consider this issue during our Faculty strategic planning process in January 2014 as well as work with the Faculty of Graduate Studies and the Office of Private Funding to enhance the level of support for these students.

In summary, I thank the Indigenous caucus in our Faculty and in particular, Dr. Michael Hart, our Canada Research Chair in Indigenous Knowledges for all their years of work in developing this innovative proposal including their recent work modifying the proposal based on the reviewers' site visit. We also thank Dr.'s Hugh Shewell from Carlton University and Leslie Brown from University of Victoria for their invaluable input into the site visit and their well written final report. We have done our best to address the issues they raise and hope that we have the support from the Faculty of Graduate Studies to move this proposal forward.

Respectfully submitted,

Lyn Ferguson, Ph.D., Associate Dean Research and Graduate Programs, Faculty of Social Work.

Report of the Faculty Council of Graduate Studies on Program and Curriculum Changes

Preamble:

1. The Faculty of Graduate Studies has responsibility for all matters relating to the submission of graduate course, curriculum and program changes. Recommendations for new programs or changes are submitted by the Faculty Council of Graduate Studies for the approval of Senate.
2. The Faculty Council of Graduate Studies met on February 11, 2014 to consider a proposal for a Master of Social Work in Indigenous Knowledges from the Faculty of Social Work.

Observations:

1. The **Faculty of Social Work** proposes the establishment of a Master of Social Work in Indigenous Knowledges.
 - The credential to be offered will be an MSW.
 - The MSW in Indigenous Knowledges is a different pathway, i.e., program, to the MSW degree. The MSW-IK would be set up with its own program code in Aurora.
 - The program was developed according to the accreditation standards established by the Canadian Association for Social Work Education, by which the existing MSW is accredited.
 - The program is to be housed within the Faculty of Social Work at the University of Manitoba, William Norrie Centre, 485 Selkirk Ave. Classroom, office, and study space is available at this site to accommodate the M.S.W.-I.K. program. The site also includes a library.
 - *From A. 1. I. of the full program proposal:* “Canada’s Indigenous communities have long been the recipients of social programs. With the growing urban Indigenous population and the gaps of services for rural Indigenous populations, there is an important need for social workers to explore Indigenous forms of caring that are applicable to the unique circumstances of Indigenous clients and communities, in both rural and urban areas. More and more, Indigenous communities and social work agencies are revealing their frustrations with the absence of long-term, accessible, and Indigenous-centred educational programs. The existing curriculum has given Indigenous people a different knowledge set to support their participation in the broader Canadian society, but it has yet to empower Indigenous identity by promoting an understanding of Indigenous worldviews, languages, knowledges, perspectives, experiences, and practices (Battiste & Henderson, 2000).”

- Admission criteria will include:
 - Completion of a BSW degree (recognized by the University of Manitoba) or successful completion of the Pre-MSW program at the University of Manitoba
 - Minimum 3.0 GPA (Applicants with a GPA between 2.5 and 3.0 who meet the eligibility for consideration under the Educational Equity Initiative within the Faculty of Social Work will also be considered)
 - Work/Volunteer Experience
 - Statement of Intent
 - Three letters of reference
 - Interview

- Program Requirements will include:
 - Project option: 30 credit hours including:
 - 18 credit hours of letter-graded course
 - 12 credit hours of pass/fail courses
 - 3 zero (0) credit hour seminars/courses
 - Minimum of 450 project work hours
 - Thesis option: 27 credit hours including:
 - 15 credit hours of letter-graded course
 - 12 credit hours of pass/fail courses
 - 3 zero (0) credit hour seminars/courses
 - 1 zero (0) credit thesis registration course (GRAD 7000)
 - Students taking either the project or thesis option will have to complete the same 12 core courses
 - All coursework is at the 7000 level
 - Some courses are instructor-led, some are elder-led in conjunction with an instructor (all courses will ensure academic continuity, including those that are elder-led)
 - Anticipated completion of all program requirements: 12-18 months of full-time study over fall, winter and summer terms. Students who choose the thesis option may require more time depending on the nature of their research.

- Predicted Enrollment:
 - Year 1: 18 full-time students will be admitted
 - Year 2: 18 full-time students will be admitted
 - Years 3, 4, & 5: a combination of 18 full- and part-time students will be admitted

- The funding request is included in full program proposal. The program will require the equivalent of 4.5 new Academic positions.

- New course proposal include:
 - **SWRK 7700 Grounding Our Foundation in Indigenous Knowledges and Social Work** (0 CH, pass/fail)
 - **SWRK 7710 Remembering Our Histories – Setting Our Knowledges** (3 CH, pass/fail)
 - **SWRK 7720 Critical Theory and Indigenous Peoples** (3 CH, letter grades)
 - **SWRK 7730 Indigenous Research Methodologies and Knowledge Development** (3 CH, letter grades)

- **SWRK 7740 Indigenous Peoples, Identity, and Social Work** (3 CH, pass/fail)
- **SWRK 7750 Indigeneity, Power, Privilege, and Social Work** (3 CH, letter grades)
- **SWRK 7760 Project/Thesis Seminar 1** (0 CH, pass/fail)
- **SWRK 7770 Social Challenges and Indigenous Helping Practices** (3 CH, pass/fail)
- **SWRK 7780 Social Work, Social Challenges, and Indigenous Peoples** (3 CH, letter grades)
- **SWRK 7790 Project/Thesis Seminar 2** (0 CH, pass/fail)
- **SWRK 7800 Indigenism** (3 CH, pass/fail)
- **SWRK 7810 Anti-Colonial Social Work** (3 CH, letter grades)
- **SWRK 7820 Project Seminar 3** (3 CH, letter grades)

Recommendations

THAT Senate approve the Report of the Faculty Council of Graduate Studies on Program and Curriculum Changes [dated February 11, 2014] regarding the establishment of a Master of Social Work in Indigenous Knowledges.

Respectfully submitted,

Dean J. Doering, Chair
Graduate Studies Faculty Council

/ak

Report of the Senate Planning and Priorities Committee on a proposal to establish a Master of Social Work in Indigenous Knowledges

Preamble:

1. The terms of reference of the Senate Planning and Priorities Committee (SPPC) are found on the website at http://umanitoba.ca/admin/governance/governing_documents/governance/sen_committees/510.html wherein SPPC is charged with making recommendations to Senate regarding proposed academic programs.
2. The Faculty Council of Graduate Studies has approved, and recommends that Senate approve a proposal to establish a Master of Social Work in Indigenous Knowledges.

Observations:

1. The purpose of the proposed Master of Social Work in Indigenous Knowledges would be to, "...facilitate connections and relationships with key aspects of Indigenous cultures, including Elders from various Nations; enable students interested in understanding and working with Indigenous communities to practice in culturally based ways and facilitate culturally appropriate social development; reflect Indigenous perspectives and assist students in their personal decolonization processes so they, in turn, could nurture others in their journeys; and prepare students, who successfully complete the... program, to practice competently in advanced social work roles."
2. The proposed program would address a need in the province of Manitoba, which has a significant and growing Indigenous population, for a curriculum that would prepare social workers to explore Indigenous forms of caring that are rooted in traditional knowledge, values, social structures, and healing practices and are applicable to unique circumstances of Indigenous clients and communities, in rural and urban areas of the province. The need for such a program has been identified by current students, graduates, practitioners in Aboriginal child welfare agencies, and faculty members in Social Work.
3. It is anticipated that there would be significant demand for graduates of the program whose training would prepare them for supervisory roles within Child and Family Services and other government agencies, where they might develop new programs and policy that reflect the perspectives of the Indigenous communities they serve.
4. The program would be consistent with: (i) the mission of the Faculty of Social Work, as set out in section A.1.III. of the proposal, in that it would offer accessible and inclusive education, promote the principles of social justice, and prepare students for ethical, competent, critically reflective, innovative, anti-oppressive, accountable, and effective social work practice; (ii) the research priorities of the Faculty, which recently received a Canada Research Chair on Indigenous Knowledges and Social Work; and (iii) a University priority for Aboriginal achievement, as identified in the Strategic Planning Framework (Senate, June 24, 2009).
5. The projected enrolment is 18 students each year.
6. Students would complete the program over a period of 12 to 18 months and could elect to complete either a project option (30 credit hours plus a project) or a thesis option (27 credit hours plus a thesis), including 12 core courses.

7. The program would require the introduction of thirteen courses, including ten 3 credit hour and three 0 credit hour courses, as described in the attachments to this report.
8. The total cost of delivering the program would be \$794,151. Resources would be derived or sought from the following sources:
 - a request to COPSE for \$709,667 in new resources;
 - 24 percent of tuition fees, which would generate \$20,060 annually, assuming an annual intake of 18 students;
 - Faculty in kind (\$58,124), in the form of academic and administrative salaries and materials and office supplies purchased centrally by the Dean's office;
 - \$6,300 in other revenue from student fees for the culture camp (SWRK 7700).
9. Resources would be required for (i) salaries and benefits for: 4.5 academic positions, including 2.5 full-time faculty positions and 2.0 full-time positions for Elders; 1.0 full-time equivalent Academic Advisor, 1.0 full-time equivalent Program Assistant, and one part-time (0.5) Director, to be filled by a faculty member; (ii) operating costs; (iii) rent for space at the William Norrie Centre; (iv) biennial meetings of an Elder Advisor Council; (v) a culture camp; and (vi) cultural support events.
10. The Faculty of Social Work has adequate library resources, computer facilities, and classroom and office space to support the program. With respect to space resources, the program would be housed at the William Norrie Centre.
11. The Elders, who would serve as co-instructors in Elder-led courses and as members of students' Advisor Councils, among other responsibilities, would hold full-time appointments in the category of Other Academic and would be members of the Faculty of Graduate Studies, with voting rights on students' thesis committees.
12. The committee discussed the respective roles of the Elder and the co-instructor in Elder-led courses, as set out in section B.1. of the proposal, at some length. It will be important to ensure that students are clear that questions concerning course content would be referred to the Elder and questions concerning grading and evaluation would be directed to the co-instructor, who would be the instructor of record for the course.
13. On the basis of the SPPC's criteria for assigning priority to new programs / initiatives,¹ the Committee recommends that a high priority level be assigned to the proposal for a Master of Social Work in Indigenous Knowledges, as the proposed program: is consistent with the existing institutional strategic planning framework; is consistent with the strategic academic and/or research plans of the unit making the proposal; promotes student success and addresses student needs; addresses the need to promote the social, economic and cultural well-being of the people of Manitoba.

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

Recommendation

The Senate Planning and Priorities Committee recommends THAT:

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

Respectfully submitted,

Ada Ducas, Chair
Senate Planning and Priorities Committee



AGENDA ITEM: Proposal for the Merger of the Department of Family Social Sciences and the Department of Community Health Sciences

RECOMMENDED RESOLUTION:

THAT the Board of Governors approve the merger of the Department of Family Social Sciences and the Department of Community Health Sciences [subject to Senate approval, June 25, 2014].

Action Requested: Approval Discussion/Advice Information

CONTEXT AND BACKGROUND:

The proposal for the merger of the Department of Family Social Sciences and the Department of Community Health Sciences is brought forward by the Faculty of Human Ecology and the College of Medicine. It responds to the Academic Structure Initiative (ASI) launched by the President in January 2012, to improve and simplify the current academic structure of the University. The goal of the Academic Structure Initiative (ASI) is to arrive at a structure that better reflects the University's size and scope and enhances its progress on its Strategic Planning Framework and its ability to meet its mandate. The discussion of the best place for Family Social Sciences in the University, however, predates the ASI.

Under the proposal, current academic and support staff in the Department of Family Social Sciences would become members of the Department of Community Health Sciences, in the College of Medicine, Faculty of Health Sciences. The amalgamated department would initially be governed by existing bylaws, policies, and procedures of the Department of Community Health Sciences. Revised regulations would subsequently be developed when, and if, required.

The proposal has been recommended by the Department Councils of Family Social Sciences and Community Health Sciences, by the Faculty Council of Human Ecology, and by the Faculty of Medicine Council, based, in each instance, on a secret ballot vote. The proposal provided for consideration by the Board is the same proposal considered and endorsed by the Department and Faculty Councils.

This proposal will be considered by Senate on June 25, 2014, and is being brought to the Board of Governors for consideration at the June 24th meeting subject to its being approved by Senate.

RESOURCE REQUIREMENTS:

The proposed merger would not require additional University resources. Current resources for teaching and research programs in the Departments, as outlined in Tables 1 and 3 of the proposal, would continue to be used to support these activities in the amalgamated department. These include academic and support staff positions; operating (combined total \$4.52 million), research (combined total \$21.88 million), and trust and endowment funds (combined total \$325,000); and office, teaching, and research spaces.

Current academic and support staff positions, operating, research, and trust and endowment

funds, would be transferred from the Department of Family Social Sciences and from the Faculty of Human Ecology, to the Department of Community Health Sciences and the Faculty of Health Sciences, as appropriate. Responsibility for office, laboratory, teaching spaces at the Fort Garry Campus currently used by the Department of Family Social Sciences would be transferred to the Faculty of Health Sciences.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

The proposal was developed in response to the Academic Structure Initiative (ASI) launched by the President in January 2012, to improve and simplify the current academic structure of the University.

IMPLICATIONS:

The merger would bring together two academic units with overlapping areas of knowledge and complementary missions. The proponents envision that it would, "... position the University of Manitoba as a national leader in family and population health and research and education in a community context... and [would] enhance existing areas of mutual strength such as aging and developmental health, health inequity and social justice, violence and injury prevention, maternal and child health, social development, and the financial and economic security of families."

Family Social Sciences faculty would continue to deliver courses that students currently registered in the Bachelor of Human Ecology in Family Social Sciences and the Master of Science in Family Social Sciences require to complete their programs. Also, they would continue to participate in the delivery of the Bachelor of Health Sciences and the Bachelor of Health Studies programs.

The units have indicated that other programs in which Family Social Sciences faculty participate, including the Interdisciplinary Health programs, the Ph.D. in Applied Health Sciences, and the Inter-Faculty Option in Aging, would not be adversely affected by the merger. Bachelor of Education students who require family social sciences courses for a Human Ecology teachable major or minor or a Developmental Studies Minor also would not be negatively affected.

ALTERNATIVES:

N/A

CONSULTATION:

The proposal has been endorsed by the Faculty Council of Human Ecology and by the Faculty Council of Medicine based, in each case, on the result of a secret ballot vote, by the Senate Planning and Priorities Committee, and the Senate Executive Committee. It will be considered by Senate, for approval, at its meeting on June 25, 2014.



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 Planning and Priorities Committee	May 26, 2014
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Executive	June 11, 2014
<input type="checkbox"/>	<input type="checkbox"/>	Senate	June 25, 2014
<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>		

Submission prepared by: Senate

Submission approved by: University Secretary

Attachments

- Proposal for the Merger of the Department of Family Social Sciences and the Department of Community Health Sciences
- Report of the Senate Planning and Priorities Committee RE: a Proposal for the Merger of the Department of Family Social Sciences and the Department of Community Health Sciences [May 26, 2014]



UNIVERSITY
OF MANITOBA

Faculty of
Human Ecology

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May 9, 2014

Mr. J. Leclerc
University Secretary
310 Administration Building
University of Manitoba
Winnipeg MB R3T 2N2

Dear Mr. Leclerc:

The Department of Family Social Sciences in the Faculty of Human Ecology has prepared a proposal for academic restructuring. I am forwarding the attached proposal to Senate for its consideration. Advisory votes were conducted by secret ballot in the departmental and faculty councils on the attached proposal.

The results of the secret ballot advisory vote held on April 14 2014 by the department council of Family Social Sciences on the proposal for the Department of Family Social Sciences to join with the Department of Community Health Sciences was 6 in favour, 3 against and 1 abstention. The result of the secret ballot advisory vote of the faculty council of the Faculty of Human Ecology held on April 25 2014 was 14 in favour, 8 against and 5 abstentions. The result of the secret ballot advisory vote of the department council of the Department of Community Health Sciences held on April 17 2014 on the proposal was 23 in favour, 1 against and 1 abstention. The result of the secret ballot vote of the Council of the Faculty of Medicine held on April 30 2014 was 38 in favour, 0 against and 0 abstentions.

This is the second proposal for restructuring from the Faculty of Human Ecology. The first proposal was submitted by the Department of Human Nutritional Sciences and it is currently being considered by the Senate and its committees. A third proposal for restructuring is expected to be submitted by the Department of Textile Sciences in the near future.

Sincerely,

Gustaaf Sevenhuysen
Dean

cc. Dr. J. Keselman



UNIVERSITY
OF MANITOBA

Faculty of Medicine

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MEMORANDUM

Date: May 5, 2014

To: Mr. Jeff Leclerc
University Secretary

From: Brian Postl, MD
Dean, Faculty of Medicine

Re: Proposed Merger of the Department of Family Social Sciences and the Department of
Community Health Sciences

The Council of the Department of Community Health Sciences (CHS), Faculty of Medicine met on April 17, 2014, to discuss the attached document, FSS-CHS Draft Academic Structure Proposal, dated April 2, 2014. A motion was made that CHS Council supports the proposal, which had been circulated previously. A secret ballot vote was conducted, and the motion passed, with 23 in favour, one opposed and one abstention.

The Council of the Faculty of Medicine met on April 30, 2014, to discuss the attached document, FSS-CHS Draft Academic Structure Proposal, dated April 2, 2014. A motion was made that Faculty of Medicine Council supports the proposal, which had been circulated previously. A secret ballot vote was conducted, and the motion passed, with 38 in favour and none opposed.

Please let me know if you require any additional information or clarifications.

Proposal for the Merger of

**The Department of Family Social Sciences
Faculty of Human Ecology
and
The Department of Community Health Sciences
Faculty of Medicine**

2 April 2014

I. Background and Introduction

This proposal is advanced as part of an initiative launched by President David Barnard in January of 2012 to improve and simplify the University's current academic structure. In launching this initiative, President Barnard noted the University's large number of free-standing faculties/schools and departments relative to other Canadian medical/doctoral universities of similar size and scope, and expressed concern that this overly elaborate academic structure was impeding the University's academic work in a number of important ways. He identified the cluster mechanism as a useful starting point in a plan to simplify and improve the University's academic structure, and asked the Provost to work with deans and directors, through these cluster groups and in consultation with their faculty, staff and students and external stakeholders, to identify viable options for reducing the number of faculties and schools from the current total of 20 to a number closer to the national average of 13 by 2017.

The goal of the overall initiative, hereafter referred to as the Academic Structure Initiative (ASI), is to arrive at an academic structure that better reflects the University's size and scope, and enhances progress on its Strategic Planning Framework priorities, in particular, and the University's ability to meet its mandate more generally. The proposal described below has been prepared in the context of the document "A proposal to establish a Faculty of Health Sciences at the University of Manitoba, April, 2013".

II. Proposal Overview

This is a proposal to merge the Department of Family Social Sciences (FSS) of the Faculty of Human Ecology and the Department of Community Health Sciences (CHS) of the Faculty of Medicine at the University of Manitoba, as part of the plan to establish a Faculty of Health Sciences at the University of Manitoba.

The vision is to position the University of Manitoba as a national leader in family and population health research and education in a community context. The merger of Family Social Sciences and Community Health Sciences will enhance existing mutual areas of strength such as Aging and Developmental Health, Health Inequity and Social Justice, Violence and Injury Prevention, Maternal and Child Health, Social Development, and the financial and economic security of families. This interdisciplinary collaboration draws together two units with similar yet complementary missions:

- The mission of CHS is to create, preserve and communicate knowledge with respect to the health of populations and thereby contribute to the physical, psychological, cultural, social and economic well-being of the people of Manitoba, Canada and the world.
- The mission of FSS is to promote the well-being of individuals, families, and communities at the local, national, and international levels. This is accomplished through interdisciplinary

research and teaching that contributes to a better understanding of processes that promote or hinder individual, family and community well-being.

The joining of these two departments will strengthen and enhance their respective missions, creating an innovative and unique emphasis on family and population health that does not currently exist in academic programs elsewhere in Manitoba or in Canada.

III. Context and Rationale

The health care and health promotion environments are continuously responding to the changing nature and complexity of the social determinants of health, disease patterns, treatment regimens, and public health needs. Individual, family and community factors have long been recognized as essential in optimizing health and well-being, and in determining the effectiveness of health care, health services and health promotion. The proposed merger will strengthen the capacity of the University of Manitoba to contribute not only to the effectiveness of health-related disciplines, but also to the impact of applied social sciences on optimizing development across the life course and promoting the health of Manitobans and beyond.

The goals of FSS are:

- to promote positive human development, relationships and quality of life through scholarship and teaching that address primary, secondary and tertiary prevention;
- to deliver undergraduate and graduate programs known for their academic excellence and emphasis on applied social science, thorough grounding in the social determinants of health and the promotion of health for individuals, families and communities, respect for diversity and human rights, and commitment to equity and social justice;
- to build and maintain collaborative community-based research that addresses the needs of both academic and community stakeholders;
- to foster innovative mission-oriented research within the human capital systems of the family and community, both locally and globally; and
- to translate and apply research findings to real world problems and issues affecting people and the institutions and settings in which they live their lives.

FSS research creates new knowledge in key areas of family health and well-being, including but not limited to family violence, maternal and child health, health and well-being of older adults and their families, including individuals with life-long developmental disabilities, social development, and the financial and economic security of families, neighbourhoods and communities.

FSS delivers one undergraduate and one graduate degree program: a Bachelor of Human Ecology degree in FSS, and a Master of Science degree in FSS. Undergraduates in FSS also have the option of participating in the Inter-faculty Option in Aging, which includes courses from Nursing, Kinesiology and Recreation Management, Social Work, Arts and Family Social Sciences.

Graduates from FSS undergraduate and graduate programs make a difference in the lives of others by pursuing careers in social services, social agencies, policy analysis, social development, victim services and preventive programs.

In cooperation with the Faculties of Arts and Science, FSS also takes a leadership role in offering two Interdisciplinary Health degree programs, the Bachelor of Health Sciences and the Bachelor of Health Studies. FSS also actively participates in the Applied Health Sciences doctoral program jointly offered with the Faculties of Nursing, Kinesiology and Recreation Management, and the School of Medical Rehabilitation. Faculty members in FSS also actively supervise doctoral students in the Peace and Conflict Studies program, and in the Individual Interdisciplinary Studies program.

The goals of CHS are:

- to provide the highest quality education, employing a population-based approach to health and health care;
- to play a leadership role in ensuring that all undergraduate and graduate teaching in the Faculty of Medicine has a population health and critical appraisal perspective and preventive focus where appropriate;
- to enhance student success by fostering an environment conducive to intellectual growth;
- to conduct original scholarship and applied research in the area of population health of the highest quality as judged by international standards; and
- to serve the community by making its expertise available and where appropriate by providing exemplary service models to individuals, communities, institutions and governments to the fullest extent.

CHS research creates new knowledge in key areas of population health, including but not limited to Indigenous health, health policy, global health, health inequities and health services research. CHS provides teaching and mentorship in Community Health Sciences to undergraduate medical students, graduate students (Diploma, Masters and Doctoral), residents in Public Health and Preventive Medicine, and post-doctoral fellows. The Department also hosts two training opportunities for students from a variety of disciplines, the Western Regional Training Centre and the Manitoba Network Environment for Aboriginal Health Research (NEAHR) Program, which was designed to expand the pool of indigenous health researchers and contribute to the development of a sustainable and collaborative research environment for First Nations, Metis and Inuit communities in Manitoba.

The proposed merger will not only augment the capacities of CHS and FSS to excel in their areas of endeavor outlined above, but also offer the opportunity to create new mutual activities that will enhance innovative scholarship and promote the development of exciting new inter-professional education programs for health care professionals, as well as for those with training in applied social science pursuing careers in social services, policy analysis, prevention programming and evaluation, social development, and elsewhere.

IV. The Process

The process of developing the current proposal began in February 2012, with extensive discussions among staff members within FSS at retreats and meetings held over several months. During these discussions it became clear that the Department of Family Social Sciences recognized more partnerships with units external to the Faculty of Human Ecology than with the departments within the faculty. The majority of partnerships sustain research activities with an emphasis on Aging and Developmental Health, Family Violence, Maternal and Child Health, Social Development, and the financial and economic security of families.

At a retreat in September 2012, FSS academic staff members identified units within the University with which the Department has partnerships, or units that supported research and teaching programs that aligned with the goals of the Department. Department members then began a process of consultation with the respective Deans, Department Heads and academic staff of other units on campus.

Also in the fall of 2012, FSS members attended the two Special Human Ecology Faculty meetings that were arranged for all academic staff members of the Human Ecology Faculty to share views and expectations related to the University's Academic Structure Initiative (ASI). FSS members also received written updates on changes and progress in the ASI prepared by the Dean's office, as well as the Faculty Council minutes that documented the exchange among academic staff members related to different options for new academic structures. FSS members also took note of the possible options being discussed by the members of other departments in the Faculty. In addition, FSS members took account of the proposed governance and administrative structures associated with the proposed new Faculty of Health Sciences that were outlined at the November 15, 2012 University Town Hall.

From January to April 2013, members of FSS reviewed the information obtained and identified possible options for a new academic structure. At the same time, discussions took place within CHS about the possibility of creating a joint unit for population and public health sciences within the new Faculty of Health Sciences, and the possibility for such a unit being a separate school or college within the new Faculty. A CHS department retreat was held on February 25, 2013 to discuss these issues, a Forum with the Dean, Faculty of Medicine was held on April 1, and a special meeting of the CHS department council was held on April 4, 2013. A majority of CHS departmental faculty voted in favour of merging with appropriate elements of FSS, either as part of the formation of a new College of Population and Public Health Sciences (or similarly named) within the new Faculty of Health Sciences, or within the new College of Medicine.

Similarly, a motion in favour of joining the Department of Family Social Sciences and the Department of Community Health Sciences in principle was passed by FSS Department Council on March 27 2013.

Should, at a later point in time, a proposal be advanced to create a College of Population and Public Health Sciences within the new Faculty of Health Sciences, the Department of Family Social Sciences has also indicated in principle and by formal motion their interest in participating as members of such a unit.

V. The Proposal

As indicated above, the present proposal puts forward the merger of the Department of Family Social Sciences of the Faculty of Human Ecology and the Department of Community Health Sciences of the Faculty of Medicine at the University of Manitoba.

All academic and support staff in the Department of Family Social Sciences and the Department of Community Health Sciences will become members of the new Department of Community Health Sciences in the Faculty of Health Sciences, with full rights and responsibilities. The Department of Community Health Sciences is an interdisciplinary department that currently includes a variety of centres, subunits and other entities; each of these is designed to create an area of focused expertise within the department. These include but are not limited to: the Centre for Global Public Health; the Manitoba Centre for Health Policy; the Section of First Nations, Metis and Inuit Health; and others.

Similarly, it is planned that FSS faculty members will form the core of a focused area of expertise concerning family health within the Department of Community Health Sciences. It is intended and expected that other CHS faculty members with shared interests will join this area of focus in order to create new synergies, and that other areas of focused expertise will develop over time as new synergies emerge.

After the proposed merger, FSS programs and daily operations will be governed by current Community Health Sciences bylaws and procedures; new or modified bylaws, policies and procedures will be developed as necessary. On December 5th 2013, FSS Department Council passed a motion in favour of merging the current Master of Science degree program in Family Social Sciences with the Master of Science degree program in Community Health Sciences. On December 10th 2013, CHS Department Council passed a motion indicating that all FSS faculty members will be welcomed as full members of CHS, including as supervisors for MSc and other graduate students, and that graduate programs offered by CHS should continue unchanged in terms of governance, but that FSS graduate courses should be relabelled with CHS course numbers, and be available as elective courses.

Regarding the undergraduate program in FSS, it is proposed that pertinent content of the Bachelor of Human Ecology in Family Social Sciences program be offered as part of the Bachelor of Health Studies program, under the auspices of the new Faculty of Health Sciences. A Family Health stream or “package” of courses within the Bachelor of Health Studies program will incorporate key components of the current Bachelor of Human Ecology in Family Social Sciences program. It will continue to be delivered by the Faculties of Arts and Science, as well as by various departments in the Faculty of Health Sciences. It is anticipated that a broader process involving the Faculty of Health

Sciences and other faculties will guide the evolution of the Bachelor of Health Sciences and Bachelor of Health Studies programs, and that this will guide the evolution of the Family Health stream as well.

It is important to note that FSS undergraduate courses are currently included in the Bachelor of Health Studies program as free electives. The proposed “packaging” of FSS courses will provide B.H.St. students with a much needed mechanism to focus on Family Health. The Family Health stream will be unique in Canada, and will not only strengthen the Bachelor of Health Studies program, but will also provide students campus-wide with interests in prevention, health promotion and family an innovative new opportunity to acquire a holistic health-focused undergraduate education that does not currently exist within the Bachelor of Human Ecology in Family Social Sciences.

Final approval concerning the proposed Family Health stream in the Bachelor of Health Studies program will be sought from the Interdisciplinary Health Program Committee (IHPC), which currently has membership from the faculties of Human Ecology, Arts, Science, Medicine, Dentistry, Pharmacy, Nursing, Kinesiology and Recreation Management, as well as the Schools of Dental Hygiene and Medical Rehabilitation. A letter of support for the creation of this new stream from the current Chairperson of the IHP program is attached to this document. The IHPC will also play an integral role in the future development of the Bachelor of Health Science and Bachelor of Health Studies programs as they evolve.

It should be further noted that Bachelor of Education students who wish to declare a Human Ecology teachable major or minor or a Developmental Studies Minor for Early or Middle Years Programs will not be negatively affected by the proposed changes. All coursework requirements for these programs could be completed within the proposed Family Health stream in the Bachelor of Health Studies program.

Staff resources in Family Social Sciences, including tenured and tenure-track positions, sessional instructor positions, a full-time administrative support staff, graduate student advisor, and undergraduate student advisor, as well as a Research Support Officer and a CATI Lab Administrator will continue to be dedicated to the support of the degree programs currently offered by FSS, and the programs of research currently undertaken by FSS faculty. It is understood that the allocation of resources will be responsive to the development of synergies and mutual goals by the newly merged unit over time. See the tables below for information on the current sizes of programs, faculty, staff and students.

FSS staff will continue to provide leadership in the delivery of the Interdisciplinary Health undergraduate programs (the Bachelor of Health Sciences and the Bachelor of Health Studies) for students on the Fort Garry and Bannatyne campuses, with emphasis on students who are preparing themselves for entry into health professional programs such as dentistry, medical rehabilitation, medicine, nursing, and pharmacy, as well as health-related graduate programs. FSS academic staff will continue to deliver the Bachelor of Human Ecology in Family Social Sciences undergraduate program until all current students enrolled in this program have graduated. Similarly, FSS academic staff will also continue to deliver the Master of Science program in FSS until all current students have graduated. Undergraduate teaching opportunities in the proposed Family Health package in the Bachelor of Health Studies undergraduate program will be available to all CHS faculty members. In fact, the merger will provide new opportunities for faculty members and graduate students in in other

departments and Colleges within the new Faculty of Health Sciences to get involved in existing and future undergraduate teaching.

Research laboratories, teaching space and offices currently occupied by the Department of Family Social Sciences in the Human Ecology building will be maintained for these teaching and research functions. The Faculty of Health Sciences will assume responsibility for this space within the context of University policy regarding space allocation. The delivery of undergraduate learning experiences will take place largely in teaching spaces on the Fort Garry campus. As appropriate, graduate learning experiences will also be taught on the Fort Garry and Bannatyne campuses. As plans progress for the renewal of the Bannatyne campus over the next several years, space needs and opportunities will be revisited as needed. It is acknowledged that communications for staff across two campuses will pose challenges that will need to be addressed by strategies such as regular video-communication linkages, parking supplements, and meetings scheduled in both settings.

Resources supporting current programming in FSS and CHS will be transferred from the Faculties of Human Ecology and Medicine respectively to the new Faculty of Health Sciences. These resources will continue to be dedicated to support existing programs, including the degree programs and programs of research of FSS faculty members, and the degree programs and research programs of the Department of Community Health Sciences. As noted above, it is understood that the distribution of resources will be responsive to the development of synergies and mutual goals of the newly merged unit over time. The merging of FSS and CHS will not call upon additional University operating funds.

Table 1 – Resource information¹			
Unit	Operating Baseline	Research Revenues ²	Trust and endowment funds ³
Family Social Sciences ⁴	\$1,331,562	\$587,541	\$25,000
Community Health Sciences	\$3,191,812	\$21,290,335	\$300,000
TOTALS	\$4,523,374	\$21,877,876	\$325,000

¹ As of October 31, 2013

² Includes research, special funds and research capital

³ Includes capital, capitalized revenue, spending allocations and interest

⁴ Includes IHP funds (\$115,311)

Unit	Students					
	Under-Graduate	Diploma in PH	MSc	MPH	PhD	Totals
Family Social Sciences	153	N/A	41	N/A	0	194
Bachelor of Health Sciences/Studies	19	N/A	N/A	N/A	N/A	19
Community Health Sciences	110 ²	2	26	13	23	64 ³

¹ As of November 1, 2012

² Undergraduate Medical Students

³ Excluding Medical Students

Unit	Full-time equivalent baseline staff, 2012-13					
	Academic staff (baseline, contingent and GFT)	Research Associates	Research Assistants and Post-docs	Support Staff	NMU Physicians on contract	Totals
Family Social Sciences	10.4	0 ¹	0 ¹	1.0	0	11.4
Community Health Sciences	27.3	0 ²	0 ²	0 ²	0	27.3

¹In addition, several part-time positions are funded by CIHR, SSHRC, MICH, MHRC, NEARH and others.

²In addition, 19.3 research associates, 23.8 research assistants and post-docs, 156.7 support staff and 26.3 NMU physicians are funded through grants and contracts.

Merging Family Social Sciences and Community Health Sciences will position the University of Manitoba as a leader in family health research and training in a community context, and will enhance existing mutual areas of strength, such as health inequity and social justice, violence and injury prevention, social development, and maternal and child health. This interdisciplinary collaboration will join together two units with similar yet complementary missions. While similar multilevel theoretical perspectives on health are shared across FSS and CHS, the combination of the two will provide a stronger focus and emphasis on the interaction of processes across individual, family and community levels for students and staff alike.

VI. Issue and Opportunities

A significant opportunity for research synergies will be created by the new administrative structure. For example, researchers with common interests in aging, family violence and injury prevention, maternal and child health, health inequities and social justice, will be able to broaden and deepen their collaborative activities. Both undergraduate and graduate research and training opportunities will benefit from these evolving synergies; for example, the proposed harmonization of the CHS and FSS

Master of Science programs will offer both greater variety and more in-depth educational experiences for graduate study at the Master's level.

The potential expansion of undergraduate programs is another significant opportunity that will be created by the new administrative structure, as noted in the proposal for the creation of the Faculty of Health Sciences. Specifically, the Bachelor of Health Sciences and Bachelor of Health Studies programs, which are currently under-subscribed, will benefit from the new collaborative research synergies described above, as well as from curriculum development. The academic oversight for these programs is provided by the Interdisciplinary Health Program Committee (IHPC), which has membership from the faculties of Human Ecology, Arts, Science, Medicine, Dentistry, Pharmacy, Nursing, Kinesiology and Recreation Management, as well as the Schools of Dental Hygiene and Medical Rehabilitation. The current Director for the IHP program is a tenured staff member of the Department of Family Social Sciences.

The geographical location of teaching and research space and research equipment from each department will remain the same as at the time of the merger. The facilities on the Fort Garry campus that Family Social Sciences currently uses for its teaching, research and service functions will remain available for the same purposes after amalgamation. In the longer term, the efficient use of space, and management or upgrading of space will be discussed in the context of needs at both the Fort Garry and Bannatyne campuses.

VII. Implementation Process

The proposed merger of Family Social Sciences and Community Health Sciences is only an initial step in a multi-phase restructuring process. Many details about various issues (e.g., governance of undergraduate and graduate programs, including policies, procedures and supplemental regulations, common administrative functions, common budgeting/resource allocation, streamlining/efficiencies, etc.) will need to be worked out in subsequent planning and implementation phases. This work will require broad input and participation by administrators, faculty, staff and students. Based on feedback received during the proposal development process, members of both departments are keen to contribute to this work.

Conditional on the approval of this proposal by the Board of Governors, it is envisaged that the Department Heads of Family Social Sciences and Community Health Sciences will guide and oversee the amalgamation, with assistance from the Deans of Medicine and Human Ecology. The Heads will establish an Implementation Committee to oversee the transition, with departmental faculty and staff members to be appointed by the Head from each unit. Change management support will be provided by the Office of Change Management as necessary. Where actions arise from this process requiring the approval of Senate and/or the Board of Governors, they will be forwarded to these governing bodies for consideration. Further, all actions will respect collective agreements with relevant employee groups.

It will be important that this implementation process be sufficiently flexible to facilitate adjustments where required, and responsive to input on issues that may arise in both the short and longer terms. It

will also be important to acknowledge the considerable time and energy that will be required of members of the affected units to address transition issues.

III. Conclusion: Expected Goals and Outcomes

The coming together of FSS and CHS fits with the goal of the Academic Structure Initiative and will have a number of important outcomes for the University. This particular step, and the resulting academic structure, will:

- enhance the University's capacity to deliver on its mandate;
- enhance leading-edge, multi-disciplinary research in family and community health;
- contribute to improved patient care and health outcomes; enhance educational experiences for future health professionals and applied social scientists by bringing together existing areas of strength, such as aging and developmental health, social development, and family violence;
- enhance research competitiveness for external research support through new interdisciplinary research synergies and collaborative efforts, and enhanced access to collaborators;
- enhance opportunities for graduate students to benefit from greater variety of coursework, and broader avenues for research and mentorship in family and population health; i
- increase opportunities for undergraduate students across the University to engage in the study of optimizing health, well-being and prevention within a social determinants of health framework through the revitalization and further development of the Bachelor of Health Sciences and Bachelor of Health Studies programs.



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May 16, 2014

Jeff Leclerc
University Secretary
312 Administration Bldg.
University of Manitoba
Winnipeg, MB R3T 2N2

Attn: Shannon Coyston

This letter is in support of the merger of the department of Family Social Sciences and the department of Community Health Sciences. This proposal will benefit the students and researchers in both departments.

Many of the disciplines represented in the new academic unit are related to the social determinants of health. The Interdisciplinary Health Curriculum is also designed around the social determinants of health. At present staff from the Family Social Sciences delivers this curriculum which consists of undergraduate degree programs.

I strongly support the proposed merger of the two departments because it offers an opportunity for new innovation in the academic content of the Interdisciplinary Health Curriculum.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Gustaaf Sevenhuysen'.

Gustaaf Sevenhuysen
Dean

Report of the Senate Planning and Priorities Committee RE: Proposal for the Merger of the Department of Family Social Sciences and the Department of Community Health Sciences

Preamble:

1. The terms of reference of the Senate Planning and Priorities Committee (SPPC) are found on the website at http://umanitoba.ca/admin/governance/governing_documents/governance/sen_committees/508.htm wherein SPPC is charged with making recommendations to Senate regarding any such studies, proposals or reports that it may initiate within itself, have referred to it by Senate, other Councils, Committees or Bodies, formal or otherwise.
2. The committee met on May 26, 2014 to consider a proposal from the Faculty of Human Ecology and the Faculty of Medicine for the merger of the Department of Family Social Sciences and the Department of Community Health Sciences. The committee met with Dean Sevenhuysen and Professor Piotrowski, Head, Department of Family Social Sciences, Faculty of Human Ecology, and with Professor Elliott, Associate Head, Department of Community Health Sciences, Faculty of Medicine.

Observations:

1. The proposal for the merger of the Department of Family Social Sciences and the Department of Community Health Sciences is brought forward by the Faculties of Human Ecology and Medicine in response to the President's initiative, launched in January 2012, to improve the academic structure of Faculties and Schools at the University of Manitoba. The proposal has been developed by the Departments after having respectively considered various options for academic restructuring and following discussions within and between the departments that occurred over the previous year.
2. The merger would bring together two academic units with overlapping areas of knowledge and complementary missions. The proponents envision that the merger would, "... position the University of Manitoba as a national leader in family and population health research and education in a community context... and [would] enhance existing areas of mutual strength such as aging and developmental health, health inequity and social justice, violence and injury prevention, maternal and child health, social development, and the financial and economic security of families."
3. The proposal has been recommended by the Department Councils of Family Social Sciences and Community Health Sciences, by the Faculty Council of Human Ecology, and by the Faculty of Medicine Council, based, in each instance, on the result of a secret ballot vote. Representatives of the Faculties of Human Ecology and Medicine in attendance at the May 26th meeting confirmed that the proposal brought forward to the SPPC is the same proposal considered and endorsed by the Department and Faculty Councils.
4. Current academic and support staff in the Department of Family Social Sciences would become members of the Department of Community Health Sciences, in the College of Medicine within the newly established Faculty of Health Sciences, with full rights and responsibilities, including, for academic staff, supervision of graduate students. The amalgamated department would initially be governed by the existing bylaws, policies, and procedures of the Department of

Community Health Sciences. Revised regulations would subsequently be developed when, and if, required.

5. Academic (10.4 FTE) and support staff (1.0 FTE) positions, operating (\$1.33 million), research (\$0.588 million), and trust and endowment funds (\$25K), would be transferred from the Department of Family Social Sciences and from the Faculty of Human Ecology, to the Department of Community Health Sciences and the Faculty of Health Sciences, as appropriate. Responsibility for office, laboratory, and teaching spaces at the Fort Garry Campus currently used by the Department of Family Social Sciences would be transferred to the Faculty of Health Sciences.
6. The proposed merger would not require additional University resources. Current resources, which are sufficient to support teaching and research programs in the Departments of Family Social Sciences and Community Health Sciences, as outlined in Tables 1 and 3 in the proposal, would continue to be used to support these activities in the amalgamated department. These include academic and support staff positions; operating (combined total \$4.52 million), research (combined total \$21.88 million), and trust and endowment funds (combined total \$325K); and office, teaching, and research spaces.
7. Family Social Sciences faculty would continue to deliver courses that students currently registered in the Bachelor of Human Ecology in Family Social Sciences and the Master of Science in Family Social Sciences require to complete their programs.
8. The proposal anticipates that graduate courses in Family Social Sciences might be offered as electives in the Master of Science in Community Health Sciences and that appropriate undergraduate courses might form the basis of a Family Health Sciences stream within the Bachelor of Health Studies program. Pending approval of the proposed merger, any proposals to revise existing, or to introduce new, curricula would be brought forward to Senate through the appropriate governing bodies.
9. The units have indicated that other programs in which Family Social Sciences participate, including the Interdisciplinary Health programs, the Ph.D. in Applied Health Sciences, and the Inter-Faculty Option in Aging, would not be adversely affected by the proposed merger. Bachelor of Education students who require family social sciences courses for a Human Ecology teachable major or minor or a Developmental Studies Minor also would not be negatively affected by the merger.
10. The SPPC observed that the proposal to merge the Departments of Family Social Sciences and Community Health Sciences differs from other proposals recently brought forward to Senate as part of the Academic Structure Initiative¹ in that it does not involve clustering or restructuring at the faculty-level. Rather, it is envisioned that Family Social Sciences faculty would, within what is already an inter-disciplinary department, establish a core group with expertise in family health. This core group might evolve over time to include other members of the merged department who have shared interests.
11. Observing that the Department Council of Family Social Sciences and the Faculty Council of Human Ecology had endorsed the proposal by a narrow margin, the SPPC was assured that the implementation process would be considerate of, and, to the extent that it is possible, would accommodate the needs and research of individual faculty. It was noted that many faculty are positively anticipating the proposed changes and that a number of faculty currently hold cross-appointments in the two departments and/or have common research agendas already.
12. Observing that that current responsibilities of faculty members in the two departments, with respect to research and undergraduate teaching loads, are quite different, the committee was

¹ Proposal to Establish a Faculty of Health Sciences (Senate, October 2, 2013); Proposal for the Department of Human Nutritional Sciences to join the Faculty of Agricultural and Food Sciences (Senate, May 14, 2014)

assured that the implementation process would consider the necessity for greater consistency in expectations of faculty members in the merged department.

Recommendation

The Senate Planning and Priorities Committee recommends THAT:

Senate approve and recommend to the Board of Governors that it approve, in principle, the merger of the Department of Family Social Sciences, Faculty of Human Ecology, and the Department of Community Health Sciences, Faculty of Medicine.

Respectfully submitted,

Ada Ducas, Chair
Senate Planning and Priorities Committee

UMGSA Report for BOG

June 13, 2014

The UMGSA had our first council meeting as the new executive, and approved our budget and committee membership. We are building relationships with many departments/units to coordinate services and events such as Fall Orientation. We are working to increase interdisciplinary participation, and environmental and social sustainability through organizational processes and advocacy. One of our priorities will be to explore ways to increase proactive participation with the University in regards to graduate student funding and resource allocation.

We are currently processing approximately 200 applications from graduate students competing for 5 awards (2 Masters- \$12,000, 1 Doctoral \$16,000, and 2 Part time \$5,000 each). This demand highlights the need for additional resources for graduate students who do not have external funding. We have received many conference grant requests as students share knowledge and learn with peers locally and abroad over the summer.

We are closely watching the proposed amendments to Bill 63, The Advanced Education Administration Amendment and Council on Post Secondary Education Repeal Act and how to ensure genuine student participation in decision-making processes and accountability within this structure.