



**Minutes of the
OPEN Session of the Board of Governors
November 19, 2019**

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

D. Barnard K. Clarke L. Hyde J. Knysh J. Linden K. Lee
C. Loewen A. Mahon T. Matthews M. McNicholl C. Neumann K. Osiowy
S. Prentice L. Reimer J. Sanderson J. Taylor

By Telephone: J. Anderson L. Hyde J. Linden

Assessors Present: S. Woloschuk

Regrets: S. Bonner-Proulx M. Hudson (Assessor) Absent: D. Hunter

Officials Present: S. Foster J. Ristock L. Zapshala-Kelln

Officials Sending Regrets: D. Jayas J. Kearsey

Guests: J. Adams T. Mondor L. Schnarr

1. ANNOUNCEMENTS

The Chair noted that three Board members were attending by teleconference and asked that speakers remember to speak clearly so that those on the telephone can hear.

FOR ACTION

2. APPROVAL OF THE AGENDA

It was moved by Mr. Osiowy and seconded by Ms. Lee:

THAT the agenda for the November 19, 2019 meeting be approved as circulated.

CARRIED

3. MINUTES (Open) Session

3.1 Approval of the Minutes of the September 24, 2019 Open Session as circulated or amended

It was moved by Mr. Knysh and seconded by Ms. Reimer:

THAT the minutes of the September 24, 2019 Open session be approved as circulated.

CARRIED

A handwritten signature in blue ink, located in the bottom right corner of the page.

3.2 Business Arising – none

FOR RECOMMENDATION

4. UNANIMOUS CONSENT AGENDA

The Chair reminded members that this part of the agenda is used to approve routine matters that are not controversial and do not normally generate much discussion and said that if any member of the Board wants to ask a question, discuss, or oppose an item on the consent agenda; they can request that in advance through the Secretary's Office or ask that it be removed before the Chair calls for a mover and seconder for the motion.

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

THAT the Board of Governors approve six new offers, two amended offers, and the withdrawal of six offers, as set out in Appendix A of the Report of the Senate Committee on Awards [dated September 24, 2019].

The Board of Governors received the following for information and/or discussion:

- 4.2.1 *Implementation of Post-baccalaureate Diploma in Medical Physiology and Pathophysiology*
- 4.2.2 *Academic Schedule for 2020 Summer Term*
- 4.2.3 *Extension of Suspensions of Admissions to Post-baccalaureate Diploma in Agrology, Master of Science in Textile Sciences, Master of Science in Family Social Sciences, Master of Arts in Icelandic*
- 4.2.4 *Closure of Bachelor of Science and Minor in Textile Sciences*
- 4.2.5 *Revision to the Academic Schedule for 2019-2020 Spring Convocation*

CARRIED

5. PRESENTATION

5.1 Enrolment Capacity and Decisions

The Chair introduced Dr. Todd Mondor, Deputy Provost, and Mr. Jeff Adams, Executive Director of Enrolment Services and invited Dr. Ristock to introduce their presentation.

Dr. Ristock said that the Board of Governors had expressed some interest in learning more about how enrolment capacity is determined. She noted that the Board receives admission targets for each faculty on an annual basis. She reminded the Board of the discussions that have occurred around the Strategic Enrolment Management plan (SEM) and the issues of persistence, retention, and graduation rates of students at both the graduate and undergraduate levels. She acknowledged that members of the Board have some more specific questions about enrolment capacity and whether there is an opportunity to generate more revenue by admitting more students, and said those questions will be addressed in the presentation.



Dr. Ristock introduced Dr. Todd Mondor, Deputy Provost (Academic Programs and Planning), Ms. Laurie Schnarr, Vice-Provost (Students) and Mr. Jeff Adams, Executive Director, Enrolment Services, who would be presenting.

Mr. Adams began with an overview of the enrolment numbers as of October 1, as reported by the Office of Institutional Analysis (OIA) at the end of the course change period. He noted the following:

- Overall enrolment is 30,319
- Undergraduate enrolment: 25,832
- Graduate enrolment: 3,761
- International enrolment: 6,023 (19.9%)
- Indigenous enrolment: 2,509 (8.3%)

Mr. Adams explained that direct entry admission can be defined as students who apply directly from high school or students who have completed less than 24 credit hours of post-secondary studies. He said that these are mainly graduating high school students. He noted that approximately 4500 students are admitted via direct entry each year and of those, approximately 2/3 are being admitted to University1. He explained that University1 is a general first year option that allows students to explore and take a variety of courses before entering a faculty in year two. He added that University1 courses are offered by faculties, predominantly Arts and Science. He noted that students can also take pre-requisite courses offered by other faculties. He stated that after completing 30 credit hours of studies, students are guaranteed a seat in either the Faculty of Arts or the Faculty of Science, providing that they satisfy the minimum requirements for those faculties. He added that this process is known as transit.

Regarding advanced entry admission, Mr. Adams explained that students with 24 credit hours of post-secondary level study can apply to a program with an advanced entry option. He noted that these programs have minimum eligibility requirements and in many instances there is a competitive cut off. Mr. Adams said that the University's institutional admission targets are based on the number of students entering via advanced entry and those entering via direct entry.

Regarding undergraduate admission targets, Mr. Adams noted that some programs successfully fill all of their seats, and some programs are highly competitive with many more applicants than available seats. He noted that in faculties where the demand is high, meeting the minimum criteria does not necessarily mean that one will be admitted. He listed those areas where the number of eligible applicants exceeds the number of available seats:

- Environmental Design
- Business
- Engineering
- Professional programs in the Faculty of Health Sciences
- Kinesiology and Recreation Management
- Law



Mr. Adams stated that some programs do not fill all available seats, in some instances due to insufficient demand. He said those areas include Agricultural & Food Sciences; Education; Environment, Earth, and Resources; Art; and Music. Mr. Adams explained that optimizing enrolment can be quite difficult because of the high degree of variability in course loads and student progression.

Mr. Adams said that if a program wishes to modify an admission target, a proposal must be submitted and many factors are considered, such as student demand, market demand, impact on program quality, effect on other units, and available resources. He added that in most instances government approval is required. He noted that Senate and the Board must also be consulted and the President must approve.

Mr. Adams explained that an increase in enrolment requires additional resources to support the additional students. He listed the following as some of those resources:

- Academic Advisors
- Counselling and mental health supports
- Financial supports
- Career planning

He added that increases in enrolment cause rising demands on classroom space for the program in question, and may have a downstream effect given the likely increase in enrolment for pre-requisite courses. He noted that in many cases, these pre-requisite courses are offered by other faculties.

Dr. Mondor explained how teaching capacity and faculty workload are impacted by enrolment increases. He said that faculty members are hired with the expectation that they will spend approximately 40% of their time on teaching, 40% on research, and 20% on service. He added that a faculty member's career progression, i.e. promotion and tenure, relate to that expectation and are governed by collective agreements. He noted that this approach is consistent among research-intensive universities in Canada.

Dr. Mondor said that, in most cases, tuition fees cover far less than 50% of the actual cost to provide a program for a student. Referring to the chart on page 51 of the meeting materials, Dr. Mondor noted that at the high end, tuition fees in the Faculty of Science cover less than 40% of the actual program cost; and at the lowest end, tuition fees in dental hygiene cover less than 10% of the program cost. He noted also that the funding provided to the University is not based on the number of students enrolled, so the grant does not increase if more students are enrolled.

Board members expressed surprise at the amount of variation between faculties and asked that more detail be provided to help their understanding of the differences, and why, for example, Social Work tuition covers a higher percentage of program cost than does Nursing or Pharmacy.



Dr. Mondor said there are many factors that contribute to this and committed to providing further information to the Board.

In response to a question, Dr. Mondor said that the marginal cost of adding one more student to a program depends on the nature of that program. He noted that different teaching methods require different supports, for example, a course that is lecture-based is very different than a course that requires a lab or practicum placement. He added that students do much more on campus than just attend classes, so the cost of student support, libraries, etc. must be factored in.

Dr. Mondor said that there are about 3700 graduate students enrolled at the University in 140 different graduate programs. He added that most graduate programs have no fixed enrolment cap. He noted that in 2017-2018, there were 6558 applications to graduate programs and the University made 1764 offers and accepted 1400 students. He also noted that 1/3 of graduate students are international students, which is typical for a research-intensive University.

Dr. Mondor stated that the minimum entrance requirements set by the Faculty of Graduate Studies are a four-year undergraduate degree with a Grade Point Average (GPA) of 3.0 and language competency. He noted that admission decisions are made at the unit/program level and are based on a number of different factors, including:

- Advisor opinion;
- Funding and financial support available; and
- Availability of lab and office space.

Dr. Mondor said that the recruitment of graduate students is competitive and the loss this year of health coverage for international students may have a negative impact on the University's success in international recruitment. He added that the \$2 million cut in provincial funding for scholarships will also have an impact, as this is the only University in Canada with no provincial funding for graduate scholarships. Dr. Mondor acknowledged that, in spite of these challenges, the number of applications to graduate programs has increased and the University graduate programs are at capacity.

Mr. Adams noted that strategic enrolment planning is no longer focused solely on marketing and recruitment, rather its focus has evolved to consider student retention and student success. He added that increasing enrolment does not automatically improve the bottom line.

In response to a question, Mr. Adams said that it is unclear whether the higher average in direct entry programs has had any effect on retention or persistence. He noted that students with a 90% or higher average at entry are typically successful in direct entry programs at the University. He added that students with averages of 75% to 85% on entry have similar success rates, however, among those students who enter with lower averages there is a drop in both success rates and persistence rates.



Discussion ensued about the capacity of faculties who receive more applications than they can admit. Board members showed an interest in additional information about that. Mr. Adams said that increases in program capacity must also be approved by the provincial government, particularly in professional programs in the health sciences. Dr. Ristock noted that when new programs are proposed the Province considers market demand for graduates in particular professions.

In response to a questions, Dr. Mondor noted that student success can be defined in many different ways; in some cases success is when a student graduates with a degree from any university or complete a program, not necessarily the one in which they started.

Dr. Barnard noted that the University also has a social mission that factors into admission and enrolment and that social value is a part of student success.

Ms. Schnarr commented that the University of Manitoba has a unique set of factors that contribute to student success. She noted that the University's situation as a commuter campus has an impact on student engagement which is an important part of student success. She added that increasing supports to students in courses where there is a high failure rate is an example of one strategy that can make a difference and is being pursued.

FOR INFORMATION

6. NEW BUSINESS

6.1 Report from the President

In addition to his written report which was included in the meeting materials, Dr. Barnard said that the recent Visionary Conversations event on climate change went well and reminded the Board that the next event will be held at the Canadian Museum for Human Rights on December 11 and its focus will be on decolonization.

He said he would be attending meetings of the Royal Society of Canada over the coming days and that three University researchers will be recognized: Frank Deer, Dawne McCance, and Digvir Jayas.

Regarding recent interactions with government, Dr. Barnard reported that he had met with the new Minister, the Honorable Ralph Eichler, Minister of Economic Development and Training. He said that the meeting went well. Dr. Barnard added that the University is working with the Business Council and other post-secondary institutions to determine how to help the Government in some of its priorities.

Ms. Linden left the meeting.



Dr. Barnard said that the executive team had recently presented to the Treasury Board. He noted that the conversation was generally amicable and collegial; however, no indication was given of what the University can expect in its relations with the Government going forward. Dr. Barnard said the University of Manitoba was the only institution invited to the Treasury Board meeting.

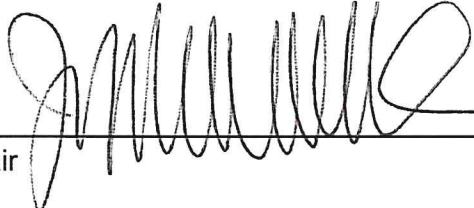
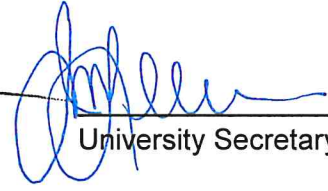
In response to a question, Dr. Barnard said the Treasury Board seems to have a broad range of questions about the University, many regarding the financial aspects of its operations.

Ms. Zapshala-Kelln stated that this had been the first time any Other Related Entity (ORE) presented directly to Treasury Board. She said the University was provided with a list of questions to answer before the presentation that indicated an interest in the academic mission of the University, the development of the Southwood lands, and on the move to the new public sector accounting standards, but less of an interest in the University's research. She commented that the Treasury Board seemed very engaged.

MOTION TO MOVE TO CLOSED AND CONFIDENTIAL

It was moved by Mr. Knysh and seconded by Dr. Anderson:
THAT the meeting move into Closed and Confidential Session.

CARRIED

	
Chair	University Secretary

