



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

Present: L. Hyde, Chair
J. Leclerc, Secretary

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|--------------------|--------------|-------------|-------------|--------------|
| J. Anderson | M. Benarroch | N. Brigg | D. Brothers | E. Cabel |
| J. DeSouza-Huletey | A. Drummond | E. Kalo | K. Lee | J. Lieberman |
| L. Magnus | A. Mahon | T. Matthews | N. Murdock | K. Osiowy |
| S. Prentice | A. Raizman | L. Reimer | S. Sekander | J. Taylor |

Absent: B. Scott

Assessors: M. Shaw S. Woloschuk

Officials: N. Andrew C. Cook D. Hiebert-Murphy M. Emslie
S. Foster S. Hopkins D. Jayas D. Smith
M. Watson

Presenters: L. O'Hara

ANNOUNCEMENTS

The Chair opened the meeting with the following statement:

As we begin this meeting of the Board of Governors, I want to acknowledge that the University of Manitoba is located on the original lands of the Anishinabeeg, Cree, Oji-Cree, Dakota, and Dene peoples and on the homeland of the Métis Nation.

We respect the treaties that were made on these lands and commit to resolving harms and mistakes of the past and the present and to working in partnership with Indigenous peoples in a spirit of reconciliation and collaboration.

I also acknowledge the privilege and responsibility we have been entrusted with as Board members to work together in acting and making decisions in the best interests of the University of Manitoba as a whole. May we continue to work together in a spirit of trust and collaboration, always demonstrating the highest respect for each other and for our students, faculty, staff, and the community we serve.

Noting that last Thursday, September 30th, marked the National Day for Truth and Reconciliation, the Chair acknowledged the tireless efforts of many members of the University of Manitoba Community, including faculty members in the Department of Native Studies, the Office of the Vice-President (Indigenous), and the entire team at the National Centre for Truth and Reconciliation, who provided amazing leadership and insights across the country.

The Chair stated that the government had recently appointed to the Board five new members, welcomed Nathan Brigg, Ethan Cabel, Alex Drummond, Nevada Mogan, and Alison Raizman to their first Board of Governors meeting.

Chancellor Mahon expressed appreciation to Mr. Lieberman for his service to the University as Chair of the Board and congratulated Ms. Hyde on her new role as Chair of the Board.

1. APPROVAL OF THE AGENDA

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

THAT the agenda for the October 4, 2021 meeting be approved as circulated.

CARRIED

FOR ACTION

2. MINUTES (Open) Session

2.1 Approval of the Minutes of the June 22, 2021 Open Session as circulated or amended

It was moved by Mr. Lieberman and seconded by Dr. Taylor:

THAT the minutes of the June 22, 2021 Open session be approved as circulated.

CARRIED

2.2 Business Arising

There was no business arising from the minutes.

3. PRESENTATION

UM Libraries: Services, Collections, Technologies

Lisa O'Hara, Vice-Provost & University Librarian

Dr. Hiebert-Murphy introduced Ms. Lisa O'Hara, the Vice-Provost (Libraries) and University Librarian.

Ms. O'Hara expressed her thanks to the Chair for the opportunity to talk about exciting things that have been done at the University of Manitoba Libraries (UML) and others that are possibilities for the future. She noted that "Service, Collections, and Technology" are intertwined in the libraries and briefly reviewed services that allow UML to bring the world to the University and to bring the University to the world.

Ms. O'Hara noted that Libraries offer much more than books and journals, including:

- online consultations with students just beginning their research;
- group study rooms and collaboration spaces for students working on assignments;
- computers and laptops;
- technology to access datasets to create maps and other ways of looking at data;
- assistance in the creation of data management plans;
- a platform to share the University's research output; and
- digitization of older materials and archival collections to share world-wide.

Ms. O'Hara said that acquiring and curating collections, describing and organizing information, and sharing knowledge are more important today in a society where alternative facts and fake news proliferate. She noted that one of the most important services offered by UML is teaching students how to find and interpret information.

Ms. O'Hara stated that among the many services provided by UML, librarians offer workshops to help students develop their information and digital literacy skills so they can find, evaluate, create, and communicate ideas and information in their future careers. In addition, liaison librarians teach courses in discipline-specific research, spend time consulting with individual undergraduate and graduate students and researchers, or create multi-media resources for individuals who prefer to learn on their own.

Ms. O'Hara highlighted some notable collections:

- One collection that does not circulate but which holds most unique materials is in the Archives & Special Collections area. There are over 35,000 rare books and over 1000 fonds, including the well-known Hamilton Collection of materials on the paranormal.
- Digital Collections which include the entire run of the Winnipeg Tribune, the Buller Collection from the Department of Botany.
- The fonds of Charlie Thorson, designer of Snow White and the Seven Dwarves and Bugs Bunny.
- Rare books, including a first edition King James Bible from St. John's College.

Ms. O'Hara said the UML envisions the Libraries as a place where students from the full range of disciplines can access what they need for learning and research and be comfortable doing so at the libraries or from anywhere in the world. She said UML is working toward that vision and are thinking about the needs of students five and 25 years into the future.

Members of the Board commented that the presentation was very informative and enlightening, noting how much libraries have changed since they were students.

The Chair thanked Ms. O'Hara for the presentation.

President Benarroch commented that the Board would benefit from a tour of the libraries when that becomes a possibility.

FOR APPROVAL

4. UNANIMOUS CONSENT AGENDA

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

THAT the Board of Governors approves and/or receives for information the following:

THAT the Board of Governors approve five new offers, six amended offers, and the withdrawal of two offers, as set out in the Report of the Senate Committee on Awards [dated August 24, 2021].

The Board received for information the following, which was approved by the Executive Committee on August 31, 2021:

- *THAT the Board of Governors approve eight new offers, eight amended offers, and the withdrawal of two offers, as set out in the Report of the Senate Committee on Awards [dated June 10, 2021].*

CARRIED

5. NEW BUSINESS

5.1 Our Shared Future: Building on Our Strategic Plan

President Benarroch stated that the University would retain mission and vision statements in the previous strategic plan, as well as the key values, goals, and priorities laid out therein. He said an update would be undertaken over the next 12 to 18 months. For today, he said, the updated document, beginning on page 39 of the meeting materials, summarizes the extensive community consultation process undertaken. He noted the document would be presented to Senate the following day.

Dr. Benarroch explained the updated strategic plan confirms five priorities that will drive the University's work over the next 18 months. The five priorities are:

1. Support and sustain a post-COVID teaching, learning, research, and work environment.
2. Develop and publicize a university-wide anti-racism strategy.
3. Enhance and expand opportunities for learning, including research opportunities for students.

4. Deliver on the commitment to Indigenous achievement and engagement.
5. Create a more accessible, equitable, diverse, and inclusive university.

Dr. Benarroch said he is seeking the Board's endorsement of the plan, acknowledging that it will be a living and evolving document. He said the plan is intended to marshal all the University's resources without being a cookie cutter model where all units must do the same thing the same way. He added that some resources would be shared, and others would not.

Discussion ensued, with members indicating they felt the idea made sense and would be a smart way to proceed. It was noted that the University should be cautious not to fall into centralism with this plan, because many units spend at the faculty level, rather than centrally.

Board members expressed their support for incorporating wellness into the plan, as it is so important. They indicated appreciation for taking the time to make a bigger plan for the University as it moves into the future.

The Chair said the plan was thoughtful, focused, and very well put together. She commended the President and his team for their efforts.

The President noted that if any major changes or comments were made at Senate, he would inform the Board.

It was moved by Dr. Prentice and seconded by Dr. Brothers:

THAT the Board of Governors approve "Our Shared Future: Building on Our Strategic Plan" as a planning supplement to Taking Our Place: University of Manitoba Strategic Plan 2015-2020", to act as a bridge to the completion of a comprehensive strategic planning process by 2023.

CARRIED

FOR INFORMATION

6. FROM AUDIT & RISK MANAGEMENT

6.1 Key Internal Controls Presentation

Mr. Osiowy noted that at its June meeting, the Committee asked for a presentation on the key internal controls in place at the University and that Mr. Emslie presented in September. He invited Mr. Emslie to speak to the presentation.

Mr. Emslie acknowledged that the presentation was a collaboration between Audit Services and Financial Services.

Mr. Emslie, in referencing the slides provided in the meeting materials summarized the key internal controls, noting that the tone at the top is important, as is hiring leaders of good character that exhibit behaviour that aligns with policy and controls. He noted that the segregation of duties is a key internal control, so that no one single person can undertake transactions unknown to others. He noted that bank reconciliations and transaction authorizations are key controls, along with the budget being regularly monitored by management and the Board all add layers to the control environment.

Ms. Hyde thanked Mr. Emslie for the presentation, noting that the University is doing a good job recruiting strong leaders, including him. Mr. Osiowy noted that the slides provided in the agenda go into greater detail and also thanked Mr. Emslie and team for their efforts.

7. NEW BUSINESS

7.1 Enrolment Update

Dr. Hiebert-Murphy stated that the course change period has ended, and it now appears that fall term enrolment is higher than it was on the first day of classes. She noted that the University has just over 31,000 students, which is the highest enrolment to date. She added that international and Indigenous student enrolment has also increased somewhat. She noted that the actual number of student credit hours has decreased slightly, although this will still shift some.

The following questions were raised:

- Has there been longer-term forecasting?
Dr. Hiebert-Murphy said a drop in enrolment is expected through 2026. She added that enrolment has been stable since 2015, with no significant shifts. The University is less reliant now on international enrolment than are many other universities. We will watch demographic changes over the next few years and will ensure the University's program delivery works for students to maintain enrolment levels.
- Should the University focus on increasing enrolment?
Dr. Hiebert-Murphy acknowledged that tuition is a significant and important revenue source. She added that the University is always engaged in strategic enrolment management; and will continue to track trends and changes on an ongoing basis.

President Benarroch noted a small drop in domestic enrolment, adding that more students seem to be attending University on a part-time basis. He said enrolment would grow in some areas in the next while, though it continues to be difficult to predict enrolment during the pandemic. He said he thinks maintaining the current enrolment numbers is a good outcome for this year.

- How might enrolment be affected by the trend toward micro-credentials? Dr. Hiebert-Murphy said it is difficult to determine what the impact has been; and, in any case, the University is increasing offerings around micro-credentials to meet that demand.
- How do actual enrolment numbers compare to enrolment targets?
Dr. Hiebert-Murphy said actual student numbers are slightly higher than predicted though slightly lower than predicted in undergraduate credit hours. She added that she expects numbers to be on target when the course change period ends.
- What about enrolment in University 1?
With respect to University 1 enrolment, Dr. Hiebert-Murphy stated that numbers have decreased somewhat; however, that decrease is offset by an increase in the number of students enrolling in direct entry programs, which now include Arts and Science.
- What is the potential impact of expanded online learning offerings on UMFA negotiations?
Dr. Hiebert-Murphy stated that the UMFA Collective Agreement does not preclude teaching online. She said the University has a long history of offering distance learning courses, and the decision on which courses will be taught online is made by faculties and programs, and teaching assignments are done collaboratively and collegially.

President Benarroch noted that the budget model approach whereby faculties retain tuition revenue within the faculty is intended to incentivize faculties to increase enrolment.

7.2 President's Report

In addition to his written report, President Benarroch informed the Board that a decision had been made recently to hold fall convocation virtually instead of in-person as had been planned. He said the decision was made because of the challenges that would arise if there was a last-minute shift to a virtual convocation. He noted that planning both a virtual convocation and an in-person convocation simultaneously would require more human resource capacity than was available.

Dr. Benarroch stated that the University had decided to move to a vaccine mandate over the summer. To facilitate this, staff and students are registering their vaccine status online. He added that vaccine clinics are running on campus and testing is beginning at the health sciences campus on people who come to campus without being registered as vaccinated. He noted that although some people are unhappy with the decision, were there no vaccine mandate in place, the University would be unable to resume in-person operations in January.

President Benarroch noted that people are beginning to return to campus, although many remain nervous about doing so. Board members expressed support for this decision and

applauded the science-based decision making by the administration.

MOTION TO MOVE TO CLOSED AND CONFIDENTIAL SESSION

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

CARRIED

Chair

University Secretary