

# BOARD OF GOVERNORS

**Tuesday, March 28, 2023**

**Alan A. Borger Sr. Executive Conference Room  
E1-270 Engineering Information and Technology Complex  
4:00 p.m.**

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

## OPEN SESSION

Please email regrets to [melissa.watson@umanitoba.ca](mailto:melissa.watson@umanitoba.ca) no later than 9:00 a.m. the day of the meeting.

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**OFFICE OF THE UNIVERSITY SECRETARY**



**University  
of Manitoba**



### **Acknowledgement**

The University of Manitoba campuses are located on original lands of Anishinaabeg, Cree, Oji-Cree, Dakota, and Dene peoples, and on the homeland of the Métis Nation.

We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration.

### **Mission**

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

### **Vision**

To take our place among leading universities through a commitment to transformative research and scholarship and innovative teaching and learning, uniquely strengthened by Indigenous knowledge and perspectives.

### **Values**

To achieve our vision, we require a commitment to a common set of ideals.

The University of Manitoba values:

Academic Freedom – Accountability - Collegiality - Equity and Inclusion – Excellence  
Innovation – Integrity – Respect - Sustainability

### **Strategic Priorities**

- Support and sustain a post-COVID teaching, learning, research, and work environment. This includes our commitment, as one of Canada's top 15 research universities, to remain a leader in research excellence.
  - Develop and publicize a university-wide anti-racism strategy.
- Enhance and expand opportunities for learning, including research opportunities for students.
  - Deliver on our commitment to Indigenous achievement and engagement.
  - Create a more accessible, equitable, diverse, and inclusive university.

# **BOARD OF GOVERNORS OPEN SESSION**

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	<b>AGENDA</b>	<b><u>Action</u></b>	<b><u>Presenter</u></b>	<b><u>Page</u></b>	<b><u>Est. Time</u></b>
	<b>Call to Order</b>		Chair	-	4:00 p.m.
	<b>ANNOUNCEMENTS</b>		Chair	-	4:00 p.m.
1.	<b>APPROVAL OF THE AGENDA (Open Session)</b>	Approval	Chair	3	4:05 p.m.
2.	<b>MINUTES (Open Session)</b>				
2.1	Approval of the Minutes of the January 31, 2023 Open Session, as circulated or amended	Approval	Chair	5	4:05 p.m.
2.2	Business Arising - none	-	Chair	-	4:05 p.m.
3.	<b>COMMITTEE REPORTS</b>				
3.1	Report of the Finance and Infrastructure Committee	-	K. Lee	19	4:05 p.m.
	a) 2023/24 Resource Allocation Submissions:	Approval	K. Lee		
	i. 2023/24 Tuition and Course Fees			22	4:05 p.m.
	ii. 2023/24 Consolidated Budget			33	
	iii. Revised 2023/24 Budget Estimate			54	
	b) Responsible Investment Policy and Investment Policy Statement	Approval	K. Lee	64	4:50 p.m.
4.	<b>NEW BUSINESS</b>				
4.1	Request for Increase to Admission Targets, Healthcare Programs, Rady Faculty of Health Sciences and Faculty of Arts	Consultation	President	105	5:00 p.m.
4.2	Request for Temporary Increase to Admission Targets for Bachelor of Fine Arts, School of Art and Bachelor of Jazz Studies, Desautels Faculty of Music	Consultation	President	107	5:10 p.m.
5.	<b>UNANIMOUS CONSENT AGENDA</b>	Approval	Chair	-	5:15 p.m.

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

# **BOARD OF GOVERNORS OPEN SESSION**

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## **5.1 From Senate for Approval**

5.1.1. Report from Senate (dated April 5, 2023)

a) Report from the Senate Committee on Awards (dated Jan. 17 and Feb. 21, 2023) Approval President 230 (consent)

## **5.2 From Finance and Infrastructure Committee**

5.2.1. 2023-2024 Residence Room and Meal Plan Rates

Approval Chair 249 (consent)

## **5.3 From the Board Executive Committee**

5.3.1. Report of the Board Executive Committee

- Chair 259 (consent)

5.3.2. Report from Senate (dated Feb. 1/23)

Information Chair 260 (consent)

**MOTION TO MOVE TO CLOSED & CONFIDENTIAL SESSION** Approval Chair - 5:20 p.m.



**Minutes of the OPEN Session of the  
Board of Governors  
January 31, 2023, at 4:00 p.m.**

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**Present:** L. Magnus, Vice-Chair  
J. Leclerc, Secretary

J. Anderson	M. Benarroch	A. Bindra	D. Brothers	K. Lee
A. Mahon	N. Murdock	K. Osiowy	J. Oyeyode	S. Prentice
V. Romero	J. Rykiss			

**Joining by Teleconference**

L. Hyde                      D. Roussin

**Regrets:**

C. Cook	J. DeSouza-Huletey	I. Fakankun	D. Finkbeiner	W. Lazarenko
A. Raizman	S. Sekander	J. Taylor	S. Woloschuk	

**Absent:**

S. Li

**Assessors:**

M. Shaw

**Officials:**

N. Andrew	D. Hiebert-Murphy	V. Koldingnes	M. Pinto
M. Watson			

**Presenters:**

R. Dupuis	L. McKinley
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**ANNOUNCEMENTS**

The Vice-Chair acknowledged that the University of Manitoba is located on the original lands of the Anishinaabeg, Cree, Oji-Cree, Dakota, and Dene peoples and on the homeland of the Métis Nation, recognizing the treaties made on these lands and committing to resolving harms and mistakes of the past.

The Vice-Chair expressed her hope that the Board will continue to work together in a spirit of trust and collaboration to fulfill its fiduciary duties in the best interest of the University as a whole, always demonstrating the highest respect for each other, for students, faculty, and staff and the community the University serves.

The Vice-Chair welcomed everyone to the first Board meeting of the year. She shared that she and Ms. Hyde had the privilege of visiting the National Centre for Truth and Reconciliation prior to the holiday break. She also reminded Board members that two significant areas will be considered during today's meeting, including the Southwood Development Plans as well as the recommendations for incorporating responsible investment principles at the University of Manitoba, aligning with the University's values, specifically relating to sustainability, integrity, and innovation.

## **FOR ACTION**

### **1. APPROVAL OF THE AGENDA**

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

**THAT the agenda for the January 31, 2023 meeting be approved as circulated.**

**CARRIED**

### **2. MINUTES (Open) Session**

2.1 Approval of the Minutes of the November 29, 2022 Open Session as circulated or amended.

It was moved by Dr. Prentice and seconded by Ms. Romero:

**THAT the minutes of the November 29, 2022 Open session be approved as circulated.**

**CARRIED**

2.2 Business Arising

There was no business arising from the minutes.

### **3. COMMITTEE REPORTS**

3.1 Report of the Finance, Administration and Human Resources Committee

Ms. Lee noted that the Committee met on January 17<sup>th</sup> to consider three items for approval by the Board. She began by thanking Ms. Andrew and her team for the extensive work that went into preparing these materials.

In highlighting the specific areas within the committee report, Ms. Lee shared that the Board will continue to receive regular reporting on the Southwood Development project as it progresses.

With respect to the Responsible Investment Principles, Ms. Lee noted that most of the recommendations are consistent with what the University of Manitoba has already committed to and are in line with what other U15 universities are doing. In referring to the fourth

recommendation, *Divest from investments that violate the rights of Indigenous Peoples*, Ms. Lee shared the uniqueness of this recommendation noting that it supports the University of Manitoba's commitment to reconciliation. Ms. Lee also noted that the fifth recommendation, *Divest from investments in fossil fuel supply*, is currently only being implemented by 6 of the other U15 institutions, noting that alternatives to divestment were considered by the Responsible Investment Committee, the Investment Trust Committee, and the Finance, Administration and Human Resources Committee. She noted that impact on current research at the University of Manitoba was considered, sharing that recommendations that impact changes to the asset mix of the University Investment Trust are not expected to materially impact the risk adjusted return of the fund. Ms. Lee shared that the Committee received a detailed overview of resource requirements, adding that funding will be supplied by the University Investment Trust, and will not require further investment from the university's operating budget. She added that following the approval of these recommendations, a new policy will be developed and brought forward to the Board for consideration.

Ms. Lee shared that the Committee also considered the impact of the change in the spending rate of the University Investment Trust for both donors and students, adding that the current rate of 4.5% is higher than most peer universities that fall in the range of 4 – 4.25%. Ms. Lee shared that the concern for current students facing high inflation and safeguarding the financial sustainability of the fund capital for future students was considered. She noted that the past ten years of the University Investment Fund have been very strong, adding that the Committee discussed future planning should the market conditions change.

a) UM Properties – Southwood Development Plan

Ms. Lee shared that the Southwood lands were purchased by the University of Manitoba in 2008, with the University leasing this land to UM Properties GP Inc. (UM Properties), a separate legal entity responsible for the creation of the development plan. She noted that UM Properties is overseeing the development of the land, adding that the University of Manitoba is not involved in the land development, however the University will receive land lease revenue from UM Properties, and UM Properties will receive land lease revenue from land developers. She reminded Board members that the UM Properties Board of Directors includes representation from the University Board of Governors, currently Ms. Magnus. She shared that the Southwood Development Plan outlines essential features for developing the Southwood lands, and to ensure that the University's vision for these lands aligns with the University's planning and policies. She noted that the Committee received a detailed presentation on the Southwood Development Plan.

Ms. Andrew added that the Development Plan was a requirement within the property lease, which began in 2022 and spans over a five-year period. She noted that UM Properties is required to review these plans on an annual basis, and after five years a more thorough review will take place. Ms. Andrew shared that the University is represented on the Development Committee, who are responsible for ensuring that developers implement the development plan.

She invited Ms. Dupuis, Director of the Campus Planning Office, to present on the Southwood Development Plan.

Ms. Dupuis began by explaining that the Southwood Development Plan (the Plan) incorporates two UM Properties policies, the *Community Wellbeing and Sustainability Policy* and the *Design Policy*, both of which are directed by the vision and guiding principles of the U of M Visionary (re)Generation Master Plan (VRG Plan), to ensure alignment with the University's planning direction and policies. She shared that together, these policies will ensure a high-quality built environment, both indoors and outdoors, to create a complete community. Ms. Dupuis added that the policies outline a development concept that puts people first by prioritizing people over vehicles, adding that it protects the natural environment and wildlife and creates an innovative living lab environment, while establishing a strong sense of community belonging.

Ms. Dupuis indicated that the first component of the Development Plan is the vision framework, which builds on the campus vision contained in the VRG Plan, adding that the Development Plan incorporates the same six core planning principles including five Indigenous design principles. She highlighted the principle on *Sustainability* with the development to function as a living lab. She shared that this is critical in the development, with this space being adjacent to the University of Manitoba along with the ability to test technologies and learn from the development with built in renewable targets within the development plan.

Ms. Dupuis explained that the second component of the Development Plan is the Community Wellness and Sustainability Policy, noting that this policy is organized within five domains that expand upon the VRG Planning principles. She noted that in the sustainable development framework, community wellbeing is the combination of social, environmental, economic, cultural, and political conditions that are essential for communities to flourish and fulfill their potential. She added that these domains include indicators to provide both quantitative and qualitative measures for community development and that each indicator is associated with detailed metrics and actions to measure progress over time.

Ms. Dupuis noted that the actions define specific design features that contractors will apply to the land development, building development, or the end user lifestyle, noting that these actions are rated as either mandatory or aspirational. She explained that mandatory actions are essential for a healthy community and must be implemented by all developers in Southwood Circle, whereas aspiration actions contribute to a healthy community and provide benefits to the end users and are voluntary for developers in the current iteration of the policy to work within current market limits, while also encouraging innovation.

In referring to the third component of the Development Plan, the Design Policy, Ms. Dupuis explained that this policy defines architectural, landscape and building system criteria that will be applied to all designs and developments by UM Properties and third-party developers to ensure the highest quality urban design and placemaking outcomes. She noted that the Design



Policy establishes a consistent level of design excellence for development and provides guidance on how to achieve the desired outcomes of the plan vision for a complete community.

Ms. Dupuis concluded her presentation with a series of images that illustrate the community vision, including a walkable community, transparent building facades and activated streetscapes. In speaking on how the space will be built for Winnipeg winters, Ms. Dupuis explained that it will have wind and shadowing considerations and outdoor community play spaces, explaining that this vision includes urban activated Village Streets with engaging public streetscapes and mid-block connectors. She shared that the development celebrates the natural environment and provides public access to the riverfront, adding that the landscape plan will demonstrate leadership in Indigenous Planning and Design with Indigenous design elements incorporated throughout the development, especially the natural environment and public waterfront.

Mr. Rykiss asked about the narrow pathways in between the buildings, and whether considerations have been made regarding potential issues that could arise such as the inability to clear snow in those spaces. Ms. Dupuis noted that this would be an operational issue, adding that those streets would be privately owned and therefore services such as snow clearing can be hired privately and not relying on city services. She added that the rapid transit route would be owned by the city and would be a priority transportation route.

Dr. Prentice thanked Ms. Dupuis for the presentation and asked what protections may have been put into place regarding the risks associated with these spaces and buildings being so close to the river. Ms. Dupuis explained that as the land currently exists, the primary line of defense is University Crescent, explaining the development of lands will require that line of defense to move over to the river, noting the wide area of protection through those pathways. She explained that although it will not appear like a dike, there will be 2-foot dike built to meet the required line of defense to ensure land stabilization.

In response to a question, Ms. Dupuis explained that the entire development is a 40-year vision, with the completion of Phase 1 being a 15-to-20-year vision. Mr. Osiowy asked when offers to potential developers could begin. Ms. Dupuis noted that the beginning of that process is contingent on the approval of the Southwood Development Plan, following with the sub-leases with developers to gradually look at developing the land. She added that UM Properties will manage the roadway and infrastructure development while the individual developers will work on parcels and building construction.

Ms. Andrew explained that the next step is the development agreement, adding that UM Properties has now paid back the third-party loan with the University, which will facilitate the construction of infrastructure. She noted that meetings with developers will begin shortly with the likeliness of infrastructure development taking place this upcoming summer. Dr. Benarroch explained that the continuation of this work relies on this approval of the Development Plan, sharing that due process has taken place and that financing is in place for infrastructure

investment. He also noted that the UM Properties website will soon be introduced and shared with the university community.

Dr. Murdock asked whether there might be a market for Phase 1 developers. Ms. Dupuis noted that Mr. Greg Rogers, CEO of UM Properties, remains optimistic. Ms. Andrew agreed and reminded Board members that land development will be undertaken by UM Properties, not the University of Manitoba, adding that Mr. Rogers is confident that he can pull in qualified developers stressing not only the Development Plan but also the proximity of the land to the University.

Mr. Rykiss shared his concerns about the cost for students living so close to campus and questioned whether priorities might be given to those students who do have the means to live there. Dr. Benarroch reminded Board members that there is still a need for additional residence on campus and that plans are being developed to increase and upgrade residences, adding that this will supply more affordable housing for students. He shared that bridging the gap between the University of Manitoba and Pembina Highway will create an environment where people can move between residence, retail, and campus spaces without a vehicle. Mr. Rykiss encouraged considering the importance of cost-effective housing for students.

Dr. Shaw asked if there might be a required set number of affordability living units within this space. Ms. Andrew explained that this type of requirement would likely fall under zoning. Dr. Benarroch reminded Board members that the intention is to have mixed and variety of spaces, sharing that there are some unknowns as UM Properties has not yet gone to market. He added that the University has shared their goals, noting that there are priorities beyond profit.

Ms. Magnus thanked Ms. Dupuis for the presentation. She reminded Board members that the UM Properties Board of Directors will guide the development of this land, with Board members consisting of individuals with property development, legal and architectural backgrounds, and expertise. She noted that as representation from the University of Manitoba, Dr. Benarroch, Ms. Andrew, and Mr. Emslie are all members of the UM Properties Board of Directors, adding that the Board will be updated periodically, with certain matters that will require approval by the Board.

Dr. Benarroch thanked Ms. Dupuis and the work of her team, sharing the vision and significant and deep knowledge of the University of Manitoba.

It was moved by Dr. Anderson and seconded by Mr. Rykiss:

**THAT the Board of Governors approves the Southwood Development Plan**

**CARRIED**

- b) Recommendations for Incorporating Responsible Investment Principles at the University

Ms. Lee shared that the Committee considered several recommendations for responsible investment principles at the University of Manitoba, including the adoption of a Responsible Investment Policy. She noted that many of these recommendations follow the development of the University's Sustainability Strategy, its signature on *Investing to Address Climate Change: A Charter for Canadian Universities and the Global Universities and Colleges Climate Letter*, as well as the establishment of the Responsible Investment Committee.

Ms. Andrew explained that the Trust Investment Committee is bringing forward ten recommendations regarding incorporating Responsible Investment Principles at the University of Manitoba, adding that these recommendations were developed in coordination with the Responsible Investment Committee. She shared that extensive consultation between both committees have taken place over the past two years, resulting in a comprehensive and effective set of recommendations that will advance responsible investment at the University, now and into the future.

In framing the discussion, Ms. Andrew spoke on the fiduciary duty of the Trust Investment Committee and the need to consider the financial risks and opportunities associated with climate change. She also noted the commitments that the University has already made with respect to responsible investment and reviewing best practices in Canadian universities, including other U15 institutions. Ms. Andrew shared the importance of the professional advice that the University receives from Mr. Lance McKinley, Director of Treasury Services, as this is an important aspect to ensuring that the University can implement the recommendations within the recommended timelines to prevent reputational risk.

Ms. Andrew provided an overview of ESG (Environmental, Social and Governance) Investing, sharing that ESG factors are often interlinked with no one exhaustive list of examples. She noted that ESG factors can often be measured (e.g., employee turnover), and are difficult to assign a monetary value (e.g., cost of employee turnover). Ms. Andrew explained that there is currently no standardized approach to calculate or present ESG metrics, and that ESG and sustainability are often used interchangeably by companies to discuss similar concepts and topics, adding that ESG is the language of preference for investors. She explained that the UNPRI (United Nations Principles for Responsible Investment) defines responsible investment as a strategy and practice to incorporate ESG factors into investment decisions.

Ms. Andrew shared that the Responsible Investment Committee stressed the importance that responsible investment goes beyond ESG, adding that the University's responsibility as an investor is not only to assess and respond to material risk arising from ESG considerations, but to be aware of and act to mitigate or prevent human rights, social and environmental harms through the investment strategy.

Ms. Andrew shared that throughout the recommendations, the word "policy" is used to describe an investment philosophy or guiding principle, rather than a governing document. She added that that not all recommendations of the Responsible Investment Committee will fall within a

Board approved policy, as some will also fall within the Investment Policy Statement (IPS), future commitment and accountability and reporting frameworks.

In speaking on two of the University's commitments, Ms. Andrew spoke on the first being A *Climate Charter for Canadian Universities*, which most Canadian universities have signed. She shared that the University of Manitoba committed to adopt a responsible investing framework to guide investment decision-making, in line with recognized standards such as the UNPRI. She shared that the University has incorporated ESG factors into investment management practice and encourage active engagement with companies to foster disclosure of ESG (including climate) related risks. She noted that the Charter requires that the University regularly measure the carbon intensity of its investment portfolios and set meaningful targets for reduction over time, in addition to evaluating progress towards these objectives on a regular basis and publicly sharing the results of such assessments. Ms. Andrew added that it's also required that the University ensure that the performance evaluation of our investment managers considers their success in achieving such objectives, alongside the other criteria for assessing their performance.

Ms. Andrew provided an overview of the second commitment, the *Race to Zero for Universities and Colleges*:

- *Pledge*: pledge at the head-of-organization level to reach (net) zero GHGs as soon as possible, and by mid-century at the latest.
- *Plan*: Within 12 months of joining, explain what actions will be taken toward achieving both interim and longer-term pledges, especially in the short- to medium-term.
- *Proceed*: Take immediate action toward achieving (net) zero, consistent with delivering interim targets specified.
- *Publish*: Commit to report publicly both progress against interim and long-term targets, as well as the actions being taken, at least annually.

Ms. Andrew explained that many other U15 institutions have specific policies with respect to ESG and responsible investing or incorporating those into their general investment practices. She noted that 6 of the U15 institutions have signed on to Divest Canada, which is the commitment to divest from companies involved in the extraction, processing, and transportation of fossil fuels and ensure all funds are re-allocated by 2025, adding that some institutions have committed to 2030. She shared that this is also to initiate divestment campaigns from other harmful industries.

Ms. Andrew noted that the recommendations set out in detail within the Board submission and report are the result of much time, effort, and energy from the Responsible Investment Committee. She reminded Board members that most of the recommendations are consistent with what the University has already agreed to do by signing on to the climate change charter, adding that the recommendations are mainly in line with what other U15 universities are already

doing, or have committed to do in the future. Ms. Andrew shared that the fourth recommendation, to divest from investments that violate the rights of Indigenous Peoples, is unique to the University of Manitoba, and supports the University's commitment to reconciliation. She also referred to the fifth recommendation, with divestment from all direct investments in fossil fuel supply by 2024 and indirect investment by 2030 at the latest, noting that the University of Manitoba will be seen as a leader on these recommendations.

Ms. Andrew concluded by acknowledging the work of the University and the various offices and committees, adding that although this work may not be visible, it has laid a solid foundation to continue moving forward. She also noted that the University's endowment fund has a relatively low allocation to fossil fuels supply, only currently making up 2.7% of the entire fund. She explained that the University has measured the carbon emissions of equity investment, which are lower than most peer institutions. She shared her confidence in maintaining a relatively clean portfolio while meeting investments.

Ms. Andrew shared that next steps are to report on the work of the Responsible Investment Committee, to adopt a Board-approved Responsible Investment Policy, revising the Investment Policy Statement of the Trust and Investment Committee, and to create a reporting framework and website with information and resources for the community. She shared that she looks forward to working with the Responsible Investment Committee on these initiatives moving forward. She thanked Dr. Prentice for her work on the Responsible Investment Committee as a representative of the Board of Governors, and invited Mr. Lance McKinley, Director of Treasury Services to speak.

Mr. McKinley shared that he is a member on both the Responsible Investment Committee and the Trust and Investment Committees, sharing that the recommendations brought forward are a comprehensive list of best practices, bring the University to sit on par or even ahead of other peer institutions. He noted that much work already taken place, and in looking to be more active with shareholders, signing up with a shareholder advocacy group called SHARE.

Mr. Kinley explained that the next step following the already completed measurement of the carbon intensity of the University's portfolio is to set targets of where the University wants to be. In referring to part one of the recommendations, he noted that this is to make impact investments, sharing that the University has made a \$45-million investment into the Brookfield Global Transition fund, which is a \$15-billion fund that has gained a lot of traction in that each investment they make is either business or infrastructure that will reduce carbon. He added that the University has made a large commitment to carbon reduction, adding that the University has made about 15 investments from North America to Europe to date.

Mr. Kinley shared while there will be some challenges, each of these recommendations are achievable and align with the University's commitment to sustainability and climate change. In noting the 2.7% of the University's endowment fund that is currently allocated to fossil fuels, he shared that there will be very little risk on return profile. Mr. Kinley shared that this will be

embraced by the stakeholders of this fund, or university donors, as well as the university community. Mr. Kinley shared that his office recently added a full-time investment manager, with the primary role to review responsible investing. He shared that this is a large learning experience for the University, adding that the University is committed to implementing these changes to responsible investment for the betterment of the University of Manitoba.

Dr. Prentice shared that it has been a great opportunity to be a member of the Responsible Investment Committee, underscoring the importance of the way the Committee considers ESG in a holistic approach and providing cutting edge contributions from the learning that takes place.

In response to a question, Mr. Kinley explained that the cost for salary and benefits within the budget resource requirements includes the hiring of an investment manager as well as a position reclassification. He also shared that the Bloomberg subscription is a fantastic tool that provides a wealth of knowledge on ESG and noted that MSCI ESG Consulting measures the University's carbon emissions for its equity portfolios.

Ms. Andrew confirmed that the Board's approval of the first recommendation would be approving the development of the policy based on each recommendation. She noted that some recommendations will form Board approved policies, while others will be incorporated within the Investment Policy Statement, which governs the decision making of the Trust and Investment Committee and embedded within the structure.

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

**THAT the Board of Governors approves the following recommendations of the Trust Investment Committee (TIC) as further described in Part 1 of the Report on Recommendations for Incorporating Responsible Investment Principles at the University (Attachment 1):**

- 1. Adopt a Responsible Investment Policy:**
  - a. This overarching policy should apply to investments overseen by the TIC, notably the University Investment Trust (Endowment Fund).
  - b. It should also apply to investments overseen by the Chief Financial Officer (CFO) and Treasury Office, notably the Specific and Capital Trust Investments; Operating Investments; Mineral Rights Royalties; and Staff Benefit Investments, in consultation with Staff Benefits Committee.
  - c. The policy should integrate environmental, social and governance factors into the investment programs of the University.
- 2. Exercise active ownership through actions such as improving proxy voting delegated to external investment managers; undertaking direct engagement with external investment managers and companies where practical and effective; and joining coalition(s) with investors with similar fiduciary responsibilities.**

3. **Commit to a minimum allocation to investments that will advance positive social and environmental changes while still seeking financial returns.**
4. **Divest from investments that violate the rights of Indigenous Peoples:**
  - a. The University should divest from assets whose business practices demonstrably violate the UN Declaration on the Rights of Indigenous Peoples.
  - b. The University should develop criteria that would indicate a violation of these rights, to determine if divestment is warranted.
  - c. For direct investments, the University should establish procedures to address violations of these rights prior to making the decision to divest.
  - d. Where the University has investments in funds that it does not have direct control over, it should actively engage with the investment manager to eliminate the equity holding within the pooled fund. The University should also request that its shareholder engagement service address the issue with the company. Should these efforts fail to affect change, we recommend that the University look to investing these assets in a more suitable investment fund.
5. **Divest from investments in fossil fuel supply:**
  - a. The University should make no new direct investments in fossil fuel supply from 2023 forward.
  - b. The University should divest from all direct investment in fossil fuel supply companies by 2024.
  - c. The University should divest from indirect investment in fossil fuel supply by 2030 at the latest.
  - d. The University should define fossil fuel supply as a company involved in the exploration, extraction, and/or refining of fossil fuels (oil, natural gas, and coal).
6. **Become a signatory to the United Nations Principles of Responsible Investing (UNPRI) by September 2023.**
7. **Track and report on carbon emissions from investments.**
8. **Disclose investment risks and exposures through the Task Force on Climate-related Financial Disclosures (TCFD) by 2025.**
9. **Carry out due diligence in line with the recommendations of the Organization for Economic Co-operation and Development (OECD)'s Responsible Business Conduct for Institutional Investors by 2025.**
10. **The University should dedicate resources that support these important recommendations and initiatives.**

**CARRIED**

Dr. Benarroch thanked Mr. Kinley and all members of the Responsible Investment Committee for their tremendous work throughout this entire process.

- c) University Investment Trust Spending Rate for 2023-2024

Ms. Lee shared that the Committee considered the recommendation from the Trust Investment Committee to return the spending rate of the University Investment Trust (endowment fund) to 4.25% for 2023-2024, adding that each year, this rate reviewed in accordance with the Investment Policy Statement.

Ms. Andrew added that this recommendation is based on lower investment returns over the last five years in addition to the expected challenges in upcoming years. She shared that the recommended spending rate of 4.25% remains at par or ahead of many peer institutions.

Dr. Benarroch shared that the decision to moderately decrease the spending rate now was to secure the higher likelihood of continuing the same spending rate in the future and not requiring further reduction.

In response to the question, Mr. Kinley shared that although this would be a reduction of about 5 million dollars, he noted that the University has been very successful in fundraising with a 45% increase for student awards support over the last five years.

It was moved by Ms. Lee and seconded by Dr. Brothers:

**THAT the Board of Governors approves decreasing the spending rate of the University Investment Trust (endowment fund) from 4.50% to 4.25% for fiscal 2023/2024.**

**CARRIED**

The Vice-Chair thanked Mr. Kinley for attending and speaking to items, and Mr. Kinley left the meeting.

#### **4. NEW BUSINESS**

##### **4.1 Request for temporary suspension of admissions to the Master of Dentistry in Pediatric Dentistry, Dr. Gerald Niznick College of Dentistry, for 2023-2024**

Dr. Benarroch reminded Board members that this request was also shared with members of Senate, noting that the Master of Dentistry in Pediatric Dentistry is a very small graduate program. He shared that there have been difficulties in filling academic positions and at this time, the unit cannot support current students in addition to taking in new incoming graduate students. Dr. Benarroch explained that this request is for a one-year suspension to allow the unit to fill these support positions and provide support to the students currently enrolled in the program. He recognizes this situation is not ideal, but the intent is to ensure that current students can be supported effectively as they continue through their program.

Mr. Rykiss asked about the long-term effects of suspending admissions, and if there might be any plans in place to increase admission numbers within this program once this suspension can be released. Dr. Benarroch noted that he is not aware of any changes to admission numbers, noting that a small number of students (2 – 3) are admitted each year. He shared that while a



temporary suspension such as this could potentially cause students to study elsewhere, the same could occur from poor student experience in an understaffed program. He shared that there should not be any long-term impacts on this temporary suspension, adding that the intention is to focus on students experience for students currently enrolled in this program, as this is a very specialized program.

In speaking on the health sector crisis across the country, Ms. Hyde asked if the University has a broader strategy in ensuring that the University can continue to offer training within the health sector. She also asked how this temporary suspension might be perceived, particularly with the large and well-known need for health professionals. Dr. Benarroch shared that the University does have plans in place, and while there are a variety of reasons why requests for temporary suspensions are received, he explained that in smaller specialized programs, often when just one clinician leaves it can take quite some time to find a replacement, which is the current situation for the Master of Dentistry in Pediatric Dentistry program. He reminded Board members that this situation does not mean that the services and education cannot be provided to the current students, adding that the province will begin to expend areas within the health sector. Dr. Hiebert-Murphy added that recruitment within dentistry is difficult overall, particularly with competition of salaries in specialized areas, adding that there is a high demand within the community.

#### 4.2 Update to Annual Board and Committee meeting schedule

Mr. Leclerc shared that as the revised Board Committee structure continues to be implemented, based on feedback received from Board members, the proposal is to hold five business meetings of the Board of Governors annually, in addition to two workshops and any other sessions offered throughout the year. He noted that Committees would meet within the five meeting cycles, and the timing of some of the committee meetings has been adjusted and will continue to be adjusted as the new model is implemented.

Mr. Leclerc explained that the Board workshops will allow Board members to engage in more timely strategic discussions. He noted that the workshop in mid-September will provide an opportunity for the President to speak to the year ahead, and for Board members to set annual priorities of the Board of Governors, adding that this new structure seeks to ensure that Board members' time during these meetings and workshops are used most effectively and efficiently. The Vice-Chair explained that the Board workshops will be held in mid-September as this is the beginning of the academic year, and in January/February as a mid-year workshop. Mr. Leclerc reminded Board members of the upcoming Board UM Strategic Planning Consultation Session on Thursday, March 2, 2023.

Ms. Hyde thanked Mr. Leclerc and his team, noting that she is excited that this will provide added focus to the Board and the opportunity for more strategic discussions.

**5. UNANIMOUS CONSENT AGENDA**

It was moved by Dr. Prentice and seconded by Chancellor Mahon:

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

**THAT the Board of Governors approve the Report of the Senate Committee on Awards (dated October 25, 2022).**

**THAT the Board of Governors approve:**

- A. Report of the Senate Committee on Awards (dated November 15, 2022)
- B. Proposal for a Master of Art in Art and Architectural History, School of Art

**The Board received for information/consultation the following:**

- Request for temporary suspension of admissions to the M.Dent. in Pediatric Dentistry, for 2023-2024
- Update to Annual Board of Governors Meeting Schedule
- Increase to Admission Target, Bachelor of Respiratory Therapy, College of Rehabilitation Sciences
- Increase to Admission Target, Bachelor of Midwifery, College of Nursing

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

It was moved by Dr. Murdock and seconded by Mr. Rykiss:

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

**CARRIED**

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Chair

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University Secretary



The Finance and Infrastructure Committee met on March 14, 2023. The Committee reviewed and discussed in detail a number of items for approval by the Board in Open Session.

2023/2024 Resource Allocations Submissions (see Agenda Item 3.1(a))

The Committee reviewed in detail the proposed 2023-2024 Proposed Tuition and Course Fees and the 2023-2024 Consolidated Budget, the revised 2023-2024 Budget Estimate and all related schedules. The Committee heard from the President, the Provost and the Comptroller and CFO who provided a detailed presentation and responded to the Committee's questions. Some key points that arose in the Committee's review of the resource allocation submissions include:

**With respect to tuition and fees:**

- The University's undergraduate and graduate tuition rates remain low compared to other provinces.
  - The proposed 2.75% increase will range from \$125-650 more per year for students, depending on their program of study and course selection, with an expected \$3-5 increase per credit hour at the undergraduate level.
  - For graduate students, this would be an increase of approximately \$158 in annual program fees or \$15/term for continuing fees.
  - No revisions are proposed to the international student differential fee, however international students will be subject to the same 2.75% tuition and fee increase. This will result in increases of approximately \$10-16/credit hour for international undergraduate students and approximately \$358 in annual program fees for international graduate students. International graduate students paying continuing fees pay the same as domestic students, and as such the fee increase would be \$15/term.
- University-wide fees for students will also increase at a rate of 2.75%, with the exception of lab fees, which are based on a cost-recovery model and will increase 2.9%, consistent with planning assumptions for inflation.

**With respect to the consolidated budget:**

- The budget planning process began in Summer 2022 and involved planning parameters under which units developed their budget submissions, informed by guidance from the Province and these key assumptions:
  - no change in the operating grant, except for a \$1 million increase for the Nursing program;
  - 3.75% increase in tuition levels, and
  - enrolment remaining at the 2022/2023 budget level.
- In February, 2023 the University received notice from the Province of an increase to the provincial operating grant of \$37.8 million (10.8%), inclusive of a \$1 million increase to support the expansion of seats in the College of Nursing. Following this, the planning parameters were updated to reflect the higher Provincial operating grant, lower cap on tuition increases, reduced enrolment assumptions, and salary increases for contracts settled during the 2022/2023 fiscal year. The updated estimates document is also included and recommended for approval.
- An integrated planning approach to develop the operating budget for 2023/2024 was taken, consistent with prior years and including:

- A multi-year budgeting approach which provided units with a one-year budget allocation for 2023-2024 and an additional two years of estimated budget allocation to support them in longer-term planning.
- Some of the investments in the 2023/2024 operating budget include:
  - funding wage increases resulting from settled collective agreements;
  - advancing research through increased internally funded grants;
  - enhancing mental health and wellness supports for students;
  - increasing financial supports for students, including increase support for graduate students; and
  - supporting environmental sustainability.
- In an effort to ensure that units across the University had the resources required to address increased salaries, a portion of the operating grant increase was allocated through a modified approach to the budget model. The remainder of the increase is being retained in the University Fund to fund one-year strategic priorities.
- The Committee discussed the longer-term implications of the budget and were assured that the University is modelling longer term budget forecasts, in good financial shape, and has the capacity to balance the budget over the next several years.

**The Committee recommends that the Board of Governors approves the 2023-2024 Resource Allocation Submissions.**

Responsible Investment Policy (see Agenda Item 3.1(b))

At its meeting on January 31, 2023, the Board of Governors approved ten recommendations for incorporating responsible investment principles at the University. The next steps include the adoption of a *Responsible Investment Policy* and revisions to the *Investment Policy Statement*. The policy supports the University's fiduciary duty and its commitments to responsible investing and is applicable to the Endowment Fund and investments overseen by the Chief Financial Officer and the Office of Treasury Services. The *Investment Policy Statement* was updated to incorporate the commitments that have been made as part of the recommendations previously approved by the Board in January, 2023.

The Committee noted that the approval of the policy and statement are the next in a series of steps following the Board's approval of the responsible investment principles and commended the Office of Treasury Services and the Trust Investment Committee for their expeditious work in implementing many of the recommendations.

**The Committee recommends that the Board of Governors approves the:**

- **Responsible Investment Policy**
- **Investment Policy Statement**

2023/2024 Residence and Meal Plan Rates (see Consent Agenda Item 5.2.1.)

The Committee received a presentation from Ms. Andrea Edmunds, Executive Director, Ancillary Services, outlining the proposed residence and meal plan rates for the 2023/2024 academic year. Ms. Edmunds explained that the increase to the suite-style residences would be 3%, whereas the dormitory-style residences would see a 2% increase and a \$15 increase to the extended stay fee, covering the holiday break. All of these increases are intended to recover the anticipated labour and general operating costs that are anticipated for the 2023-2024 academic year and to cover capital re-investment costs in the residences in the immediate future. She noted that the proposed increases are consistent with the 2022 average rate increases for off-campus properties near the

University, and below the Canada Housing and Mortgage Corporation published rates for all of Winnipeg.

With respect to meal plans, Ms. Edmunds explained that an increase for all meal plan options is recommended to offset the rise in food prices due to inflation. She noted that a higher increase was initially proposed, but an alternate meal plan structure was requested to mitigate the increase and agreed upon by the Residence Dining Advisory Committee and as such, an increase of 5% has been recommended.

The Committee wished to acknowledge that they understand the rationale for the increase and its necessity, but also recognize the increased financial burden on students as a result of inflationary pressures.

**The Committee recommends that the Board of Governors approves the Residence room rates, meal plan rates, and extended stay fee for 2023-2024.**



**AGENDA ITEM:**

**2023/24 Tuition and Course Fees**

**RECOMMENDED RESOLUTION:**

**THAT the Board of Governors approves** increases for tuition fees and university-wide fees for the 2023/24 Academic Year as follows:

- **Undergraduate domestic tuition** rates increase 2.75%, with the exception of no increase for the PharmD program.
- **Graduate domestic tuition** and continuing fee rates increase 2.75%.
- **International tuition differential** rates increase consistent with domestic rates.
- **University-wide fees** increase 2.75%

**CONTEXT AND BACKGROUND:**

This Tuition and Course Fees submission has been prepared, and is proposed for consideration and approval, alongside the 2023/24 Budget submission, which includes and discusses the impact of revenue from the proposed tuition and course-related fees.

The proposed 2023/24 Budget includes continued investments in curriculum renewal and experiential learning opportunities, improvements to learning spaces, and increased accessibility. In recognition of the need to maintain affordability, the 2023/24 Budget includes increased investments in financial supports for students.

Overall, the University of Manitoba's (UM) undergraduate and graduate tuition rates remain low compared to other provinces. This is largely due to historical provincial tuition and fee legislation, notably a tuition freeze from 1999/00 to 2008/09 and a subsequent limit to increases of the Consumer Price Index (CPI) (1.0% to 2.8%) from 2011/12 to 2017/18. In 2018/19, revised legislation allowed for increases up to 5.0% + CPI. Tuition rates increased by 6.6% in 2018/19 and 3.75% in 2019/20. There were average increases of ~3.75% in 2020/21, 2021/22 and 2022/23.

With recent changes to the legislation, by way of Bill 33, the previous tuition framework has been eliminated and replaced with one involving broad ministerial oversight. As public consultations on new tuition and fee policies continues, the provincial government directed that UM target 2.75% as the maximum allowable tuition increase across all university programs for the 2023/24 academic year.

Attachment 1 provides a detailed listing of all domestic and international tuition rates and university-wide fees with proposed rates.

**Undergraduate Tuition**

Consistent with the provincially directed maximum allowable tuition increase, it is proposed that undergraduate domestic tuition rates increase 2.75% with the exception of the PharmD program, which

would remain unchanged given that fees are already at levels comparable to programs at other universities.

The impact of the proposed increases on students will be dependent on their program of study and on individual course selection. An analysis of students registered in a full course-load (or the equivalent of 30 credit hours) across a sampling of programs under the variable rate framework, results in increases ranging from approximately \$125 to \$650 more per year depending on the program of study and course selection. The examples below reflect a student's average tuition based on their unique combination of courses taken from various faculties and the average course load for their program. For example, domestic students in Engineering programs will experience an increase of approximately \$182 per year, and those in the Undergraduate Medical Education (UGME) program will pay \$280 more per year. Most students, including students in Arts and Science, two of the largest faculties, would expect to pay approximately \$130 more per year for a full course-load. At an individual course level, students paying per credit hour rates can expect to see increases of \$3 to \$5 per credit hour depending on the course, with an average increase of \$5 per credit hour. For example, a student enrolled in a 3-credit hour course offered by the Faculty of Architecture would see an increase from \$475 per course to \$488 per course. A student enrolled in a 3-credit hour Faculty of Education course would see an increase from \$472 per course to \$485 per course.

### **Graduate Tuition and Continuing Fee**

Graduate tuition fees are proposed to increase by 2.75% as directed by the provincial government. The Graduate Continuing fee is to increase by 2.75%, in alignment with the proposed tuition increase.

The impact of these increases will depend on the program fees that a student pays. The majority of students who pay the standard program fee rate would see an increase of approximately \$158 in annual program fees. Students paying continuing fees would see an increase of approximately \$15 in the per term continuing fee.

### **International Differential Fees**

A preliminary review of Statistics Canada Tuition and Living Accommodation Costs (TLAC) data for western Canada was undertaken on international differential fees, and identified that UM tuition levels for international students were lower than the next lowest province by approximately 10-30% depending on the program of study. Due to the continued uncertainty around international enrolment because of the pandemic, as well as rising inflationary costs experienced by students in 2022/23, there are no proposed changes to the calculation of international differential fee calculations for the 2023/24 year. However, given the ongoing disparity in tuition rates between UM and comparable programs across the country, a more detailed review of international fees is planned for the upcoming year.

International tuition will continue to be set at the same rate as domestic tuition plus the international differential fee surcharge. This is calculated using 2015/16 Board-approved multipliers (unchanged) or, for programs introduced after 2015/16, at the Board-approved rate at time of approval. The result is that international tuition will also be incremented by the same percentage rate as domestic tuition.

Using the examples above, international students in Engineering programs would expect to pay \$643 more per year, and students in Arts and Science would expect to pay approximately \$496 more per year for a full course-load. At an individual course level, students paying per credit hour rates can expect to see increases of \$10 to \$16 per credit hour depending on the course, with an average increase of \$11 per credit hour. For example, a student enrolled in a 3-credit hour course offered by the Faculty of Architecture would see an increase from \$1,340 per course to \$1,377 per course. A student enrolled in a 3-credit hour Faculty of Education course would see an increase from \$1,332 per course to \$1,369 per course. [Note: Medicine does not admit international students; thus, there is no parallel example to above.]

International graduate students paying the standard program fee rate, would see an increase of approximately \$358 in annual program fees. International students pay the same continuing fee as domestic students, so would similarly see an increase of approximately \$15 in the per term fee.

### **University Wide Fees and Lab Fees**

Proposed changes to University-wide fees are also detailed in Attachment 1, reflecting an increase of approximately 2.75%.

Lab fees are largely based on a cost-recovery model, and even given the current inflationary environment, are to increase by a modest 2.9% (consistent with initial planning assumptions for inflation).

#### Attachment 2: 2023/24 Unit-Specific Course Fees

### **Unit-Specific Course Fees** *(for information only)*

Pursuant to *The University of Manitoba Act*, the Board has the power to determine all fees and charges to be paid to the University. In March 1979, the Board delegated approval of incidental fees, including compulsory fees, to Administration. It is Administration's responsibility to identify any fees that may be of public concern and present these to the Board for comment. Any significant fee changes or introductions of new institutional fees will continue to go to the Board for approval.

Consistent with the above-noted Board delegation of the approval of fees, the attached unit-level course fee changes have been approved by the Provost and Vice-President (Academic) and the Vice-President (Administration) and are being provided to the Board for information.

The unit-specific course fees are generally considered to be cost-recovery, and required to cover the costs associated with offering unique course experiences. For 2023/24, increases of up to 2.9% were applied consistently with initial planning assumptions for inflation, unless a more significant increase was requested by the unit.

Notable changes to unit-specific course fees for 2023/24 include:

- changes to Dentistry DMD and Dental Hygiene clinical fees based on a comprehensive review and detailed analysis of instruments purchased for each year in the programs;
- an increase to the Dentistry IDDP E-Textbook fee in response to review of the fees following renewal of the contract with the e-textbook solution provider; and
- an increase to the Law Clinical Exam fee to adjust for the increase in practicing lawyer membership fees resulting from expansion of the clinical law courses.

### **RESOURCE REQUIREMENTS:**

Alongside this submission, the University is proposing a balanced 2023/24 operating budget. The 2023/24 budget projects proposed tuition and course fee rates that, factoring in enrolment trends and projections, will result in an estimated revenue increase of approximately \$2.1 million compared to the 2022/23 budget for a total tuition budget of \$233.6 million in 2023/24.

### **CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

The University continues to make significant progress in high priority areas identified in *Taking Our Place: the University of Manitoba's Strategic Plan 2015-2020* and *Our Shared Future: Building on our Strategic Plan*. Although seeking and identifying external partners and supporters will continue to be important in order to implement the priorities of the strategic plan, tuition and other related fees are critical to enabling the University to address areas of high priority.

### **IMPLICATIONS:**

The University considers legislative and other government direction in setting tuition fees at levels that ensure resources are in place to support high-quality programs, while maintaining affordable access to post-secondary education for its students.



**ALTERNATIVES:**



In light of ongoing cost pressures (e.g. current inflationary environment) and other external factors that have significant impact on the University, various scenarios were considered in order to balance the budget and to continue to achieve the University’s mission and priorities.

**CONSULTATION:**

Tuition fee discussions and consultations have involved the Office of the Provost and Vice-President (Academic); the Office of the Vice-President (Administration); Deans and Directors of Faculties and Schools; the Faculty of Graduate Studies; and the President’s Budget Advisory Committee, which is comprised of members from senior administration, the Senate Planning and Priorities Committee Chair (SPPC), the Board of Governors, the University of Manitoba Faculty Association (UMFA), and student leadership.

Proposed unit-specific course fees were submitted by Deans and Directors, and have been reviewed by representatives of the Provost and Vice-President (Academic), Vice-President (Administration), Registrar’s Office, Financial Services, and the Office of Institutional Analysis.

**ROUTING TO THE BOARD OF GOVERNORS:**

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Title</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Shelley Hopkins</u>	<u>Executive Director, Financial Planning and Budgeting</u>	<u>Feb 22, 2023</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u></u>	<u>Vice-President (Administration)</u>	<u>Feb. 23/23</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Michael Benarroch, Ph.D. </u>	<u>President and Vice-Chancellor</u>	<u>March 3, 2023</u>
<input type="checkbox"/>	<input type="checkbox"/>	<u>_____</u>	<u>_____</u>	<u>_____</u>
<input type="checkbox"/>	<input type="checkbox"/>	<u>_____</u>	<u>_____</u>	<u>_____</u>

**SUBMISSION PREPARED BY (jointly):** Cassandra Davidson, Academic Programs Specialist, and Mark Walc, University Budget Officer

**ATTACHMENTS:**

Attachment 1: 2023/24 Tuition and International Differential Fees by Program and 2023/24 University-Wide Fees

Attachment 2: 2023/24 Unit-Specific Course Fees

**Attachment 1 - 2023/24 Tuition and International Differential Fees by Program and 2023/24 University Wide Fees**

Program Type / Name	FEE 2022/23	FEE 2023/24	Fee Rate	% Inc.
<b>TUITION FEES</b>				
<b>GRADUATE</b>				
MASTER'S PROGRAMS - MPA (COURSE-BASED FEES) - FT & PT	\$239.50	\$246.09	PER CR. HR.	2.75%
MASTER'S PROGRAMS - MASTER OF FINANCE FT YR1	\$27,649.36	\$28,409.72	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - MASTER OF FINANCE PT YR1 & YR2	\$13,824.68	\$14,204.86	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - MASTER OF SCIENCE IN GENETIC COUNSELLING YR1 & YR2	\$17,785.74	\$18,274.84	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - MASTER OF SUPPLY CHAIN MANAGEMENT AND LOGISTICS FT YR1 & YR2	\$13,750.00	\$14,128.12	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - MASTER OF SUPPLY CHAIN MANAGEMENT AND LOGISTICS PT YR1 YR2 YR3 & YR4	\$6,875.00	\$7,064.06	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - MASTERS OF PHYSICIAN ASSISTANT STUDIES YR1 & YR2	\$20,487.94	\$21,051.36	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - OCCUPATIONAL THERAPY YR1 & YR2 (WHERE APPLICABLE)	\$6,881.72	\$7,070.96	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - PHYSICAL THERAPY YR1 & YR2	\$10,738.76	\$11,034.08	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - MASTER OF HUMAN RIGHTS FT YR1	\$6,700.60	\$6,884.84	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - MASTER OF HUMAN RIGHTS PT YR1 & YR2	\$3,350.30	\$3,442.42	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - (OTHER) FT YR1	\$5,748.80	\$5,906.88	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - (OTHER) PT YR1 & YR2	\$2,874.40	\$2,953.44	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - ARCHITECTURE FT YR1 & YR2 & YR 3 (WHERE APPLICABLE)	\$5,748.80	\$5,906.88	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - CITY PLANNING FT YR1 & YR2	\$5,748.80	\$5,906.88	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - FINE ARTS FT YR1 & YR2	\$5,748.80	\$5,906.88	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - INTERIOR DESIGN FT YR1 & YR2	\$5,748.80	\$5,906.88	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - NATURAL RESOURCES MANAGEMENT FT YR1 & YR2	\$5,748.80	\$5,906.88	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - NURSING FT YR1 & YR2	\$5,748.80	\$5,906.88	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - SCHOOL PSYCHOLOGY FT YR1 & YR2	\$5,748.80	\$5,906.88	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - LANDSCAPE ARCHITECTURE FT YR1 & YR2 & YR 3 (WHERE APPLICABLE)	\$5,748.80	\$5,906.88	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - ARCHITECTURE PT YR1 YR2 YR3 & YR4	\$2,874.40	\$2,953.44	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - CITY PLANNING PT YR1 YR2 YR3 & YR4	\$2,874.40	\$2,953.44	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - FINE ARTS PT YR1 YR2 YR3 & YR4	\$2,874.40	\$2,953.44	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - INTERIOR DESIGN PT YR1 YR2 YR3 & YR4	\$2,874.40	\$2,953.44	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - NATURAL RESOURCES MANAGEMENT PT YR1 YR2 YR3 & YR4	\$2,874.40	\$2,953.44	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - NURSING PT YR1 YR2 YR3 & YR4	\$2,874.40	\$2,953.44	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - SCHOOL PSYCHOLOGY PT YR1 YR2 YR3 & YR4	\$2,874.40	\$2,953.44	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - LANDSCAPE ARCHITECTURE PT YR1 YR2 YR3, & YR4. YR5 & YR 6 (WHERE APPLICABLE)	\$2,874.40	\$2,953.44	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - MBA (COURSE-BASED FEES) - FT & PT	\$559.36	\$574.74	PER CR. HR.	2.75%
MASTER'S PROGRAMS - ORAL & MAXILLOFACIAL SURGERY (M.DENT., DDSS)	\$17,456.80	\$17,936.86	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - ORTHODONTICS (M.SC., PDS)	\$25,405.18	\$26,103.82	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - PEDIATRIC DENTISTRY (M.DENT., PDS)	\$23,458.86	\$24,103.98	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - PERIODONTICS (M.DENT., DDSS)	\$15,469.62	\$15,895.02	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - PROSTHODONTICS (M.Sc.)	\$22,014.36	\$22,619.74	PER PROG./YEAR	2.75%
PHD (FROM BACHELOR'S DEGREE (HONOURS) YR1 - YR3	\$5,748.80	\$5,906.88	PER PROG./YEAR	2.75%
PHD (FROM MASTER'S) YR1 & YR2	\$5,748.80	\$5,906.88	PER PROG./YEAR	2.75%

Attachment 1 - 2023/24 Tuition and International Differential Fees by Program and 2023/24 University Wide Fees

Program Type / Name	FEE 2022/23	FEE 2023/24	Fee Rate	% Inc.
<b>TUITION FEES</b>				
<b>UNDERGRADUATE</b>				
AGRICULTURAL & FOOD SCIENCES	\$174.78	\$179.59	PER CR. HR.	2.75%
AGRICULTURE DIPLOMA	\$100.48	\$103.24	PER CR. HR.	2.75%
ARCHITECTURE	\$158.28	\$162.63	PER CR. HR.	2.75%
ARTS	\$144.28	\$148.25	PER CR. HR.	2.75%
COLLEGE OF MEDICINE - COURSES	\$205.02	\$210.66	PER CR. HR.	2.75%
COLLEGE OF MEDICINE - FAMILY SOCIAL SCIENCES	\$159.98	\$164.38	PER CR. HR.	2.75%
DENTAL HYGIENE DEGREE COMPLETION PROGRAM	\$9,544.28	\$9,806.74	PER PROG./YEAR	2.75%
DENTAL HYGIENE DEGREE COMPLETION PROGRAM CONTINUATION FEE	\$649.23	\$667.08	PER TERM	2.75%
DENTAL HYGIENE YEAR 1	\$7,687.70	\$7,899.10	PER PROGRAM	2.75%
DENTAL HYGIENE YEAR 2	\$6,822.06	\$7,009.66	PER PROGRAM	2.75%
DENTISTRY 3ID (1ST \$5,000 ASSESSED IN SUMMER SESSION PRIOR TO FALL TERM)	\$60,190.72	\$61,845.96	PER PROGRAM	2.75%
DENTISTRY 4ID	\$54,718.76	\$56,223.52	PER PROGRAM	2.75%
DENTISTRY YEAR 1	\$24,078.34	\$24,740.48	PER PROGRAM	2.75%
DENTISTRY YEAR 2,3,4	\$23,516.86	\$24,163.56	PER PROGRAM	2.75%
EDUCATION (Practicum Fees 6 CH)	\$383.58	\$394.13	PER COURSE	2.75%
EDUCATION (Practicum Fees 3 CH)	\$191.79	\$197.06	PER COURSE	2.75%
EDUCATION	\$157.32	\$161.65	PER CR. HR.	2.75%
ENGINEERING	\$164.00	\$168.51	PER CR. HR.	2.75%
ENVIRONMENT EARTH & RESOURCES	\$165.12	\$169.66	PER CR. HR.	2.75%
FACULTY OF HEALTH SCIENCES	\$159.98	\$164.38	PER CR. HR.	2.75%
KINESIOLOGY & RECREATION MGMT	\$163.76	\$168.26	PER CR. HR.	2.75%
LAW	\$11,839.34	\$12,164.92	PER PROG./YEAR	2.75%
MANAGEMENT	\$187.50	\$192.66	PER CR. HR.	2.75%
REHABILITATION SCIENCES (Respiratory Therapy)	\$138.22	\$142.02	PER CR. HR.	2.75%
MEDICINE	\$11,042.04	\$11,345.70	PER PROGRAM	2.75%
MEDICINE - YEAR 2,3,4	\$10,581.24	\$10,872.22	PER PROGRAM	2.75%
MUSIC (DESAUTELS FACULTY)	\$157.60	\$161.93	PER CR. HR.	2.75%
NURSING	\$156.42	\$160.72	PER CR. HR.	2.75%
PHARMACY (BSc PHARM)	\$167.22	\$167.22	PER CR. HR.	0.00%
PHARMACY - PHARM.D.	\$15,811.54	\$15,811.54	PER PROG./YEAR	0.00%
POST GRADUATE MEDICAL EDUCATION (PGME) TUITION(UG): 12 MONTHS (prorated for 3,6,9 month terms)	\$1,180.77	\$1,213.24	PER PROGRAM	2.75%
SCHOOL OF ART	\$172.74	\$177.49	PER CR. HR.	2.75%
SCIENCE	\$165.12	\$169.66	PER CR. HR.	2.75%
SOCIAL WORK	\$170.88	\$175.58	PER CR. HR.	2.75%

**Attachment 1 - 2023/24 Tuition and International Differential Fees by Program and 2023/24 University Wide Fees**

Program Type / Name	FEE 2022/23	FEE 2023/24	Fee Rate	% Inc.
<b>INTERNATIONAL DIFFERENTIAL *</b>				
<b>GRADUATE</b>				
MASTER'S PROGRAMS - MPA (COURSE-BASED FEES) - FT & PT	\$287.40	\$295.30	PER CR. HR.	2.75%
MASTER'S PROGRAMS - MASTER OF FINANCE FT YR1	\$6,898.68	\$7,088.36	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - MASTER OF FINANCE PT YR1 & YR2	\$3,449.34	\$3,544.18	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - MASTER OF SCIENCE IN GENETIC COUNSELLING YR1 & YR2	\$6,898.68	\$7,088.36	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - MASTER OF SUPPLY CHAIN MANAGEMENT AND LOGISTICS FT YR1 & YR2	\$6,898.68	\$7,088.36	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - MASTER OF SUPPLY CHAIN MANAGEMENT AND LOGISTICS PT YR1 YR2 YR3 & YR4	\$3,449.34	\$3,544.18	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - OCCUPATIONAL THERAPY YR1 & YR2 (WHERE APPLICABLE)	\$6,898.68	\$7,088.36	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - MASTER OF HUMAN RIGHTS FT YR1	\$8,040.72	\$8,261.84	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - MASTER OF HUMAN RIGHTS PT YR1 & YR2	\$4,020.36	\$4,130.92	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - (OTHER) FT YR1	\$6,898.68	\$7,088.36	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - (OTHER) PT YR1 & YR2	\$3,449.34	\$3,544.18	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - ARCHITECTURE FT YR1 & YR2 & YR 3 (WHERE APPLICABLE)	\$6,898.68	\$7,088.36	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - CITY PLANNING FT YR1 & YR2	\$6,898.68	\$7,088.36	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - FINE ARTS FT YR1 & YR2	\$6,898.68	\$7,088.36	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - INTERIOR DESIGN FT YR1 & YR2	\$6,898.68	\$7,088.36	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - NATURAL RESOURCES MANAGEMENT FT YR1 & YR2	\$6,898.68	\$7,088.36	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - NURSING FT YR1 & YR2	\$6,898.68	\$7,088.36	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - SCHOOL PSYCHOLOGY FT YR1 & YR2	\$6,898.68	\$7,088.36	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - LANDSCAPE ARCHITECTURE FT YR1 & YR2 & YR 3 (WHERE APPLICABLE)	\$6,898.68	\$7,088.36	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - ARCHITECTURE PT YR1 YR2 YR3 & YR4	\$3,449.34	\$3,544.18	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - CITY PLANNING PT YR1 YR2 YR3 & YR4	\$3,449.34	\$3,544.18	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - FINE ARTS PT YR1 YR2 YR3 & YR4	\$3,449.34	\$3,544.18	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - INTERIOR DESIGN PT YR1 YR2 YR3 & YR4	\$3,449.34	\$3,544.18	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - NATURAL RESOURCES MANAGEMENT PT YR1 YR2 YR3 & YR4	\$3,449.34	\$3,544.18	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - NURSING PT YR1 YR2 YR3 & YR4	\$3,449.34	\$3,544.18	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - SCHOOL PSYCHOLOGY PT YR1 YR2 YR3 & YR4	\$3,449.34	\$3,544.18	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - LANDSCAPE ARCHITECTURE PT YR1 YR2 YR3, & YR4. YR5 & YR 6 (WHERE APPLICABLE)	\$3,449.34	\$3,544.18	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - MBA (COURSE-BASED FEES) - FT & PT	\$205.90	\$211.56	PER CR. HR.	2.75%
MASTER'S PROGRAMS - ORAL & MAXILLOFACIAL SURGERY (M.DENT., DDSS)	\$37,377.60	\$38,405.48	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - ORTHODONTICS (M.SC., PDS)	\$62,296.02	\$64,009.16	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - PEDIATRIC DENTISTRY (M.DENT., PDS)	\$41,398.28	\$42,536.72	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - PERIODONTICS (M.DENT., DDSS)	\$18,563.60	\$19,074.10	PER PROG./YEAR	2.75%
MASTER'S PROGRAMS - PROSTHODONTICS (M.SC.)	\$54,456.56	\$55,954.12	PER PROG./YEAR	2.75%

\* The international differential represents the surcharge assessed to international students in addition to domestic tuition fees.

**Attachment 1 - 2023/24 Tuition and International Differential Fees by Program and 2023/24 University Wide Fees**

Program Type / Name	FEE 2022/23	FEE 2023/24	Fee Rate	% Inc.
<b>INTERNATIONAL DIFFERENTIAL *</b>				
<b>UNDERGRADUATE</b>				
AGRICULTURAL & FOOD SCIENCES	\$471.80	\$484.77	PER CR. HR.	2.75%
AGRICULTURE DIPLOMA	\$283.56	\$291.36	PER CR. HR.	2.75%
ARCHITECTURE	\$446.64	\$458.92	PER CR. HR.	2.75%
ARTS	\$407.20	\$418.40	PER CR. HR.	2.75%
COLLEGE OF MEDICINE - COURSES	\$593.64	\$609.97	PER CR. HR.	2.75%
COLLEGE OF MEDICINE - FAMILY SOCIAL SCIENCES	\$451.42	\$463.83	PER CR. HR.	2.75%
EDUCATION	\$443.98	\$456.19	PER CR. HR.	2.75%
ENGINEERING	\$382.84	\$393.37	PER CR. HR.	2.75%
ENVIRONMENT EARTH & RESOURCES	\$478.18	\$491.33	PER CR. HR.	2.75%
FACULTY OF HEALTH SCIENCES	\$451.42	\$463.83	PER CR. HR.	2.75%
KINESIOLOGY & RECREATION MGMT	\$462.16	\$474.87	PER CR. HR.	2.75%
LAW	\$17,126.06	\$17,597.02	PER PROG./YEAR	2.75%
MANAGEMENT	\$529.16	\$543.71	PER CR. HR.	2.75%
REHABILITATION SCIENCES (Respiratory Therapy)	\$400.20	\$411.21	PER CR. HR.	2.75%
MUSIC (DESAUTELS FACULTY)	\$456.36	\$468.91	PER CR. HR.	2.75%
NURSING	\$422.26	\$433.87	PER CR. HR.	2.75%
PHARMACY (BSc PHARM)	\$484.12	\$484.12	PER CR. HR.	0.00%
POST GRADUATE MEDICAL EDUCATION (PGME) TUITION(UG): 12 MONTHS (prorated for 3,6,9 month terms)	\$3,418.49	\$3,512.50	PER PROGRAM	2.75%
SCHOOL OF ART	\$487.58	\$500.99	PER CR. HR.	2.75%
SCIENCE	\$478.18	\$491.33	PER CR. HR.	2.75%
SOCIAL WORK	\$461.20	\$473.88	PER CR. HR.	2.75%

\* The international differential represents the surcharge assessed to international students in addition to domestic tuition fees.

Attachment 1 - 2023/24 Tuition and International Differential Fees by Program and 2023/24 University Wide Fees

Program Type / Name	FEE 2022/23	FEE 2023/24	Fee Rate	% Inc.
<b>UNIVERSITY WIDE FEES</b>				
DISTANCE SURCHARGE (ADDED TO PER CREDIT HOUR RATE)	\$22.88	\$23.51	PER CR.HR.	2.75%
LABORATORY FEE - LAB I	\$35.70	\$36.74	PER LAB COURSE	2.91%
LABORATORY FEE - LAB II	\$61.20	\$62.97	PER LAB COURSE	2.89%
LABORATORY FEE - LAB III	\$86.70	\$89.21	PER LAB COURSE	2.90%
LABORATORY FEE - LAB IV	variable	variable	PER LAB COURSE	n/a
LIBRARY FEE (F/W)	\$25.49	\$26.19	PER TERM	2.75%
LIBRARY FEE (S)	\$12.74	\$13.09	PER TERM	2.75%
RECREATION FEE (FALL/ WINTER) FT	\$96.76	\$99.42	PER TERM	2.75%
RECREATION FEE (FALL/WINTER) PT	\$72.55	\$74.55	PER TERM	2.75%
RECREATION FEE (SUMMER)	\$72.55	\$74.55	PER TERM	2.75%
REGISTRATION FEE (F/W)	\$25.49	\$26.19	PER TERM	2.75%
REGISTRATION FEE (S)	\$12.74	\$13.09	PER TERM	2.75%
STUDENT SERVICES FEE (F/W)	\$25.49	\$26.19	PER TERM	2.75%
STUDENT SERVICES FEE (S)	\$12.74	\$13.09	PER TERM	2.75%
TECHNOLOGY FEE (UG)	\$7.24	\$7.44	PER CR. HR.	2.75%
TECHNOLOGY FEE (GRAD)	\$7.24	\$7.44	PER CR. HR.	2.75%
TECHNOLOGY FEE (UG FT -PRGM RATE)	\$217.20	\$223.20	ANNUAL	2.76%
TECHNOLOGY FEE (GRAD FT -PRGM RATE)	\$217.20	\$223.20	ANNUAL	2.76%
TECHNOLOGY FEE (PT -PRGM RATE)	\$108.60	\$111.60	ANNUAL	2.76%

**Attachment 2 - 2023/24 Unit Specific Course Fees**

Program Type / Name	FEE 2022/23	FEE 2023/24	Fee Rate	% Inc.
ARCHITECTURE - ARCG 7090 - LEED Core Concepts and Strategies	\$50.00	\$50.00	PER COURSE	0.00%
ARCHITECTURE - ARCG 7150/7250/7350 - Cooperative Education/ Integrated Work Term 1/2/3	\$399.70	\$399.70	PER CO-OP TERM	0.00%
ARCHITECTURE - Architecture Student Innovation and Enrichment Fund (F/W) - UG/GRAD	\$233.44	\$233.44	PER TERM	0.00%
ARCHITECTURE - EVDS 2100 - Urban Media Lab	\$450.00	\$450.00	PER COURSE	0.00%
ARCHITECTURE - EVDS 3800/3900/4800/4900 - Cooperative Education/ Integrated Work Term 1/2/3/4	\$399.70	\$399.70	PER CO-OP TERM	0.00%
ARCHITECTURE - LARC 7002 - Land Construction and Prof. Practice	\$30.00	\$30.00	PER COURSE	0.00%
ART, SCHOOL OF - SCHOOL OF ART STUDIO ENHANCEMENT AND TECHNOLOGY FEE (FALL/ WINTER TERM)	\$53.04	\$53.04	PER TERM	0.00%
ART, SCHOOL OF - SCHOOL OF ART STUDIO ENHANCEMENT AND TECHNOLOGY FEE (SUMMER TERM)	\$26.52	\$26.52	PER TERM	0.00%
ARTS - ARTS 3010/3020/3030 - Arts Co-operative Option 1/2/3	\$790.96	\$813.90	PER CO-OP TERM	2.90%
ARTS - POLS 7800/7810 - MPA Co-operative Education Term 1/2	\$399.70	\$399.70	PER CO-OP TERM	0.00%
ENVIRONMENT, EARTH & RESOURCES - ENVR 3400 - Introduction to Environment and Health	\$45.00	\$45.00	PER COURSE	0.00%
ENVIRONMENT, EARTH & RESOURCES - ENVR 3980 - Coop Work Term 1	\$688.50	\$688.50	PER CO-OP TERM	0.00%
ENGINEERING - ENG 4012 - IEEQ Co-op Assignment	\$407.69	\$419.50	PER CO-OP TERM	2.90%
ENGINEERING - ENG 4800/4810/4820/4830/4840 - Co-operative Work 1/2/3/4/5	\$407.69	\$419.50	PER CO-OP TERM	2.90%
AGRICULTURAL & FOOD SCIENCES - AGRI 2002/3002/4002 - Agricultural and Food Sciences Cooperative Education Work Term 1/2/3	\$796.70	\$796.70	PER CO-OP TERM	0.00%
AGRICULTURAL & FOOD SCIENCES - ANSC 0670 - Beef Cattle Production and Mgmt	\$10.00	\$10.00	PER COURSE	0.00%
AGRICULTURAL & FOOD SCIENCES - HNSC 4600 - Practice-based Research in Human Nutritional Sciences	\$20.00	\$20.00	PER COURSE	0.00%
KINESIOLOGY & RECREATION MANAGEMENT - KPER 1500 - Foundations of Physical Education and Kinesiology	\$37.97	\$50.00	PER COURSE	31.68%
KINESIOLOGY & RECREATION MANAGEMENT - PHED 2742 - Group Fitness and Leadership	\$21.32	\$21.94	PER COURSE	2.91%
KINESIOLOGY & RECREATION MANAGEMENT - PHED 3102 - Indigenous Song and Dance	\$27.83	\$28.64	PER COURSE	2.91%
GRADUATE STUDIES - Collaborative PhD (UM Partner) (F/W)	\$538.20	\$553.00	PER TERM	2.75%
GRADUATE STUDIES - Continuing Fee (F/W/S)	\$538.20	\$553.00	PER TERM	2.75%
HEALTH SCIENCES - Dental Hygiene Clinic and Lab Fee (YR 1)	\$5,673.78	\$5,838.32	ANNUAL	2.90%
HEALTH SCIENCES - Dental Hygiene Clinic and Lab Fee (YR 2)	\$3,311.51	\$3,407.54	ANNUAL	2.90%
HEALTH SCIENCES - Dental Hygiene Clinical Instrument Fee (Yr 1)	\$7,203.08	\$8,480.00	ANNUAL	17.73%
HEALTH SCIENCES - Dental Hygiene E-textbook Fee (YR 1 + 2)	\$2,271.77	\$2,337.65	ANNUAL	2.90%
HEALTH SCIENCES - Dentistry DMD B.Sc.(Dent) ORLB 1500/2500	\$1,224.64	\$1,260.15	PER COURSE	2.90%
HEALTH SCIENCES - Dentistry DMD Clinic and Lab Fee (YR 1)	\$11,716.49	\$12,056.27	ANNUAL	2.90%
HEALTH SCIENCES - Dentistry DMD Clinic and Lab Fee (YR 2)	\$13,369.41	\$13,757.12	ANNUAL	2.90%
HEALTH SCIENCES - Dentistry DMD Clinic and Lab Fee (YR 3)	\$7,613.21	\$7,833.99	ANNUAL	2.90%
HEALTH SCIENCES - Dentistry DMD Clinic and Lab Fee (YR 4)	\$4,438.01	\$4,566.71	ANNUAL	2.90%
HEALTH SCIENCES - Dentistry DMD Clinical Instrument Fee (Yr 1)	\$8,896.75	\$13,722.00	ANNUAL	54.24%
HEALTH SCIENCES - Dentistry DMD Clinical Instrument Fee (Yr 2)	\$4,622.14	\$4,118.00	ANNUAL	-10.91%
HEALTH SCIENCES - Dentistry DMD E-textbook Fee (YR 1-4)	\$1,450.79	\$1,492.86	ANNUAL	2.90%
HEALTH SCIENCES - Dentistry IDDP Clinic and Lab Fee (YR 1)	\$13,162.61	\$13,544.33	ANNUAL	2.90%
HEALTH SCIENCES - Dentistry IDDP Clinic and Lab Fee (YR 2)	\$4,634.30	\$4,768.69	ANNUAL	2.90%
HEALTH SCIENCES - Dentistry IDDP Clinical Instrument Fee (Yr 1)	\$15,325.17	\$14,062.00	ANNUAL	-8.24%

**Attachment 2 - 2023/24 Unit Specific Course Fees**

Program Type / Name	FEE 2022/23	FEE 2023/24	Fee Rate	% Inc.
HEALTH SCIENCES - Dentistry IDDP E-textbook Fee (YR 1 + 2)	\$2,035.60	\$3,023.00	ANNUAL	48.51%
HEALTH SCIENCES - Dentistry MDent DDSS (Oral & Max. Surgery)	\$3,168.02	\$3,259.89	ANNUAL	2.90%
HEALTH SCIENCES - Dentistry MDent DDSS (Periodontics)	\$3,168.02	\$3,259.89	ANNUAL	2.90%
HEALTH SCIENCES - Dentistry MDent PDS (Pediatrics), Clinic and Lab Fee	\$3,168.02	\$3,259.89	ANNUAL	2.90%
HEALTH SCIENCES - Dentistry MSc PDS (Orthodontics), Clinic and Lab Fee	\$3,168.02	\$3,259.89	ANNUAL	2.90%
HEALTH SCIENCES - Dentistry MSc Prosthodontics, Clinic and Lab Fee	\$3,168.02	\$3,259.89	ANNUAL	2.90%
HEALTH SCIENCES - HYG 2314 - Dental Hygiene Theory and Practice III	\$176.87	\$182.00	PER COURSE	2.90%
HEALTH SCIENCES - HEAL 4640 - Mechanisms of Disease 3	\$171.03	\$175.99	PER COURSE	2.90%
HEALTH SCIENCES - NURS 0500 - PREP FOR PROF PRACTICE	\$153.34	\$157.79	PER COURSE	2.90%
HEALTH SCIENCES - NURS 2540/2542/3540/3542/4530/4570 - Nursing Clinical and Simulation Fee	\$375.00	\$385.88	PER COURSE	2.90%
HEALTH SCIENCES - Midwifery Clinical Fee, Yr 2, 3, and 4	\$1,734.00	\$1,784.28	ANNUAL	2.90%
HEALTH SCIENCES - PHRM 3110 - Pharmacy Skills Lab	\$587.96	\$605.01	PER COURSE	2.90%
HEALTH SCIENCES - PHARMACY CLINICAL FEE - PHARM.D.	\$3,600.00	\$3,600.00	ANNUAL	0.00%
HEALTH SCIENCES - PHARMACY CLINICAL FIELDWORK	\$3,292.61	\$3,388.10	ANNUAL	2.90%
HEALTH SCIENCES - UGME B.Sc.(Med.) - Int'l UGME 1500/2500	\$1,074.84	\$1,106.01	PER COURSE	2.90%
HEALTH SCIENCES - UGME B.Sc.(Med.) UGME 1500/2500	\$463.35	\$476.79	PER COURSE	2.90%
HEALTH SCIENCES - UGME Clinical Elective (UGME 4500)	\$92.81	\$95.50	PER COURSE	2.90%
HEALTH SCIENCES - PHGY 5012 - Laboratory Physiology and Pathophysiology	\$123.42	\$127.00	PER COURSE	2.90%
HEALTH SCIENCES - UGME/MPAS - Medicine Simulation Fee	\$51.00	\$52.48	ANNUAL	2.90%
HEALTH SCIENCES - BRT (including degree completion program)/MOT/MPT - Rehabilitation Sciences Simulation Fee	\$13.00	\$13.38	ANNUAL	2.92%
LAW - Law Clinical/Exam Fee	\$114.00	\$201.00	ANNUAL	76.32%
LAW - MHR Practicum Placement Fee	\$500.00	\$514.00	PER COURSE	2.80%
MANAGEMENT - IDM 2982/3982/4982 - Co-op Work Term 1/2/3	\$825.60	\$849.54	PER CO-OP TERM	2.90%
MANAGEMENT - SCM 7050/7052 - Co-op/Applied Project in Supply Chain Management and Logistics	\$5,000.00	\$5,000.00	PER COURSE	0.00%
MANAGEMENT - IDM 7140 - MBA/MFIN Co-operative Education Fee	\$5,000.00	\$5,000.00	PER COURSE	0.00%
MUSIC - MUSC 1400/2400/3470/5400 - Major Practical Study	\$510.00	\$520.00	PER COURSE	1.96%
MUSIC - MUSC 1460/2480/3480 - Minor Practical Study	\$255.00	\$260.00	PER COURSE	1.96%
* MUSIC - MUSC 4470 - Major Practical Study	\$61.90	\$520.00	PER COURSE	740.06%
* MUSIC - MUSC 4480 - Minor Practical Study	\$30.95	\$260.00	PER COURSE	740.06%
MUSIC - MUSC 3690 - Percussion Techniques	\$30.00	\$30.50	PER COURSE	1.67%
MUSIC - MUSC 3780 - Woodwind Techniques	\$104.00	\$106.00	PER COURSE	1.92%
MUSIC - MUSC 3790 - Brass Techniques	\$104.00	\$106.00	PER COURSE	1.92%
MUSIC - MUSC 3800 - String Techniques	\$104.00	\$106.00	PER COURSE	1.92%
MUSIC - MUSC 3894 - Guitar Techniques	\$104.00	\$106.00	PER COURSE	1.92%
* MUSIC - MUSC 4160 - Major Practical Study	\$30.94	\$260.00	PER COURSE	740.34%
MUSIC - MUSC 4752 - Elementary and Middle Years Choral Methods (was 4750)	\$24.00	\$24.40	PER COURSE	1.67%
MUSIC - MUSC 4762 - Senior Years and Community Choral Methods (was 4760)	\$30.00	\$30.50	PER COURSE	1.67%
MUSIC - MUSC 4894 - Advanced Guitar Techniques	\$104.00	\$106.00	PER COURSE	1.92%
MUSIC - MUSC 7400/7410 - Major Practical Study 1/2	\$510.00	\$520.00	PER COURSE	1.96%
SCIENCE - (Various Courses) - Work Term	\$569.42	\$585.93	PER CO-OP TERM	2.90%
SCIENCE - COMP 7600/7800/7900 - Graduate Workterm I/II/III	\$569.42	\$585.93	PER CO-OP TERM	2.90%

\* Approved by the Board of Governors May 2020.





**AGENDA ITEM:**

2023/24 Consolidated Budget

**RECOMMENDED RESOLUTION:**

**THAT the Board of Governors approves** a consolidated budget for the year ending March 31, 2024 that includes:

- total revenues of \$1,022,874,878
- total expenses of \$1,039,179,311
- a balanced general operating budget with revenue of \$748,636,911
- a capital spending plan of \$96,245,000

**CONTEXT AND BACKGROUND:**

**EXECUTIVE SUMMARY**

The 2023/24 Operating Budget for the University of Manitoba supports the institutional areas of focus outlined in Our Shared Future: Building on our Strategic Plan that will guide us through 2023/24 and includes opportunities to support new priorities, recognizing that a new strategic plan will be developed before the end of the 2023/24 fiscal year.

The 2023/24 Operating Budget revenue includes:

- An increase to the Provincial Operating grant of \$37.8 million (10.8%), inclusive of a \$1 million increase to support the expansion of seats in the College of Nursing.
- A small increase in tuition and fee revenue over the 2022/23 budget resulting from:
  - a 2.75% across the board tuition increase on domestic and international tuition levels
  - enrolment in line with 2022/23 actual levels (a small decline from 2022/23 budgeted levels)

Consistent with prior years, an integrated planning approach was taken to develop the operating budget for 2023/24, ensuring that unit plans are aligned with the strategic priorities of the University. The University undertook a multi-year approach to budget planning, and units were provided with a one-year budget allocation for 2023/24 and an additional two years of estimated budget allocation to support them in longer term planning. Some highlights of the investments being made within the 2023/24 operating budget include:

- continued implementation of expanded seats in the Nursing program
- funding wage increases resulting from recently settled collective agreements
- advancing research through increased internally funded grants
- advancing Equity, Diversity and Inclusion and anti-racism initiatives
- supporting Indigenous engagement and achievement
- enhancing mental health and wellness supports for students
- continued expansion of experiential learning opportunities
- increasing financial support for students, including increased support for graduate students

- addressing aging infrastructure and enhancing learning spaces
- supporting environmental sustainability

To ensure that units across the University had the resources required to address increased salaries, a portion of the operating grant increase was allocated through a modified approach to the budget model. The budget model is currently being reviewed and the required modification will inform the recommendations resulting from that review.

The increase in the Provincial operating grant for 2023/24 was unexpected and off-sets a portion of the cuts to grants experienced over the past several years. We do not anticipate continued grant increases of this nature in future years. As a result, the portion of the increase required to address salary increases has been allocated to units this year, with the remainder being retained in the University Fund to fund one-year strategic priorities. In future years, these one-year strategic funds will be allocated to units to cover future salary increases.

The spending on one-time strategic priorities is intended to ensure the greatest likelihood that funds will be spent in the year to advance strategic priorities, such as funding for scholarships, bursaries and student financial aid, new research grants that encourage cross-discipline collaboration, improvements to campus heating, ventilation, and air conditioning, supporting the implementation of the climate action plan, addressing accessibility issues on campus, and supporting the expansion of open education resources which reduces costs for students. There will also be a pool of funds that units can apply to, which will advance academic and research priorities and administrative efficiencies and service enhancement.

### **2023/24 BUDGET PROCESS**

The budget planning process occurs alongside unit planning, reflecting unit and university-wide strategic priorities and operational requirements. The 2023/24 budget process began in the summer of 2022 with the development of preliminary planning parameters under which units developed their initial budget submissions. These parameters were informed by guidance from the Province and included the following key assumptions:

- no change in the operating grant, except for a \$1 million increase for the Nursing program expansion,
- 3.75% increase in tuition levels, and
- enrolment remaining at the 2022/23 budget level.

Under these planning parameters, it was expected that salary and other cost increases would be significantly higher than growth in revenue. In recent years, the University had incurred operating surpluses, and it was expected that these surpluses would be reduced and service levels adjusted as operating expenses increased more quickly than revenues. Some units had more ability to accommodate this financial stress without service reductions than others.

Through the summer and fall, units developed their budgets with direction to plan within their preliminary budget allocation. Under the preliminary planning assumptions, most units were in the position of having to identify strategies to balance their budgets. Budget templates did provide the opportunity for units to identify pressures that could not be managed within their budget and the implications of strategies they would implement to balance.

Central support unit budget submissions were presented to and discussed by the Central Unit Allocations Committee (CUAC) in the fall. Academic and Ancillary units presented their budgets to the Executive Budget Committee in December and early January. **The most significant challenge for all Faculties and Central units was managing the salary increases within their budgets.** In addition, Central units identified several specific existing and new pressures that they could not accommodate within their budgets. Most units identified strategies that included vacancy

management, the transfer in of carryover and/or for service reductions to balance their budgets in 2023/24.

Upon receipt of the Province's funding letter on February 3<sup>rd</sup>, preliminary planning parameters were updated to reflect:

- higher Provincial operating grant
- lower cap on tuition increases
- Reduced enrolment assumptions better aligned with current year actuals
- salary increases for contracts settled during 2022/23 fiscal year

Units updated their budget submissions based on the updated planning parameters in mid-February.

As part of the normal budget development process, several meetings were held with the President's Budget Advisory Committee (BAC), as well as with Senate, the Deans and Directors group, and Provost's Council throughout the process, to discuss and present budget priorities.

A budget survey was provided to the University community in the fall of 2022. This survey asked participants to rank 19 alternative budget priorities. 3,003 community members responded, broken out by 66% students, 10% faculty, and 24% staff and other. The top three priorities of respondents, regardless of relationship to the university were:

- Maintain affordability of tuition and fees (25%)
- Academic course offerings (20%)
- Competitive salaries and benefits for staff and faculty (19%)
- Financial support for students (23%)

## **CONSOLIDATED BUDGET**

### **Attachment 1: 2023/24 Consolidated Statement of Operations Budget**

Attachment 1a shows the proposed consolidated budget for 2023/24, with comparative 2022/23 budget and projection formatted to align with PSAS (Public Sector Accounting Standards) and our audited annual report.

Attachment 1b shows the proposed consolidated budget for 2023/24 with comparative 2022/23 budget formatted to align with the quarterly financial report.

The consolidated budget, reported under PSAS, reflects revenues of \$1,023 million, expenses totaling \$1,039 million. The net result of the revenues and expenses as budgeted is a consolidated deficit of \$16.3 million before endowment revenues and remeasurement gains. This projected net result is related to non-operating activities which, under public sector accounting standards, can result a timing mismatch between when revenues are recognized and when expenses incurred, limiting the ability to produce a balanced consolidated result.

The consolidated budget includes both the operating budget and the non-operating budget. The operating budget includes the academic, administrative, operational and ancillary costs that are funded by revenues such as tuition and related fees, government grants, investment income, miscellaneous income, sales of goods and services to external parties and ancillary income. Under Provincial legislation, the operating budget must balance. The non-operating budget includes all of our sponsored research, funding received for special purposes like the provision of healthcare in Northern communities, and funds donated to us in trust to award scholarships and bursaries, or to support certain operating activities. The non-operating budget also includes funding and amortization expenses related to capital assets.

The operating activities budget in attachment 1b show that within this consolidated budget, the general operating budget, discussed in further detail below, is balanced. The non-operating activities, in attached 1b reflect a deficit position, due to the mismatch in the timing of when revenue is recognized, and expenses are incurred.

### **Consolidated Revenue**

On a consolidated basis, 2023/24 budgeted revenues are \$45.9 million greater than the 2022/23 Board approved budget. The majority of year-over-year difference is due to:

- increase in the Provincial Operating grant of \$37.8 million
- increase in Tuition revenue of \$2 million due to 2.75% increase in tuition fees offset by a reduction to reflect reduced enrolment versus the 2022/23 budget
- increase in Investment income of \$6 million mainly due to increased interest rates

### **Provincial Grant Revenue**

In advance of the provincial budget, the Province provided the University with its 2023/24 funding letter which included:

- an operating grant of \$387.3 million, which was an increase of \$37.8 million (10.8%) over 2022/23 and included \$1 million increased funding for the Nursing expansion.
  - This was inclusive of funding for ACCESS programming, major capital and equipment renovation grants.
- \$12.6 million for deferred maintenance, which is an increase of \$8.4M over 2022/23
- \$2.51 million for the capital needs related to the Nursing seat expansion
- continuation of an annual \$250,000 contribution to the Institute of Leadership Development.

### **Tuition Revenue**

Budgeted tuition revenue of \$233.6 million represents an increase of approximately \$2 million over the 2022/23 budget. This includes an across-the-board tuition increase of 2.75% as per direction provided by the Province, resulting in a tuition revenue increase of \$7 million over 2022/23. This is offset by a reduction in enrolment levels over the 2022/23 budget to be more in line with 2022/23 actuals (credit hours are 3% less than budget in 2022/23) resulting in a \$5 million decrease in the 2023/24 budget versus 2022/23.

The tuition fee proposal is described in greater detail in the accompanying Tuition Fee Board of Governors Submission, which also provides the detailed Tuition and Fee proposals developed for the 2023/24 academic year.

### **Other Revenue**

Ancillary services and Sales of Goods and Services revenue are budgeted at similar levels as 2022/23. Non-Endowed donation revenue is decreasing by \$3.8 million in 2023/24 due to full recognition of donations for the Desautels Concert Hall construction complete in 2022/23. Other Revenue is decreasing \$1.4 million primarily due to recognition of insurance proceeds in 2022/23 for the University Centre fire.

### **Consolidated Expenses**

On a consolidated basis, expenses are budgeted to increase by \$51.4 million as compared to the 2022/23 board approved budget.

### **Compensation expenses**

Overall compensation expenses are budgeted to increase by \$29.2 million in 2023/24. This is mainly reflective of the salary increases for known collective agreement settlements and step increases (\$28 million) for both operating and non-operating activities. In addition, salary expenses

related to the four-seat expansion to the respiratory therapy program have been included in the 2023/24 budget.

### **Non-Compensation expenses**

Non-compensation expenditure increases planned for 2023/24 include operating activities of \$16.0 million. The increases are for student awards (\$2.2 million), utilities and insurance (\$2.0 million), increased travel activity (\$1.5 million) and materials, supplies and services (\$2.7 million) partly supported by revenue generating activities in Rady Faculty of Health Sciences and the Faculty of Kinesiology and Recreation Management. The increase in the non-compensation expenses for operating activities also reflects anticipated costs for one-time initiatives (\$7.7 million) funded through strategic allocations in 2023/24. These costs may be salary or non-salary in nature depending on the proposal but a portion of costs have been categorized in non-compensation at this point. Non-operating activities expenditures are increasing by \$5.2 million mainly due to an anticipated increase in research-related activity, particularly the ramp-up of Gates Foundation funded projects.

### **Fund Transfers**

Budgeted net transfers out of the operating fund are \$ 8.2 million higher than the 2022/23 budget. This is primarily driven by increased transfers to capital provisions (\$6.0 million) and research (\$3.7 million) for initiatives funded through strategic allocations. These are offset by a reduction in transfers out to trust (\$1 million) for student awards now budgeted as an expense in the operating fund.

## **GENERAL OPERATING BUDGET**

### **Attachment 2: 2023/24 General Operating Budget**

Attachment 2a illustrates the 2023/24 general operating budget through the lens of the budget model, including the strategic allocations described in the pages that follow below.

Attachment 2b provides a summary of the total net budget by unit through the lens of the budget model, with comparatives to 2022/23. This budget comparison is inclusive of strategic allocations.

The budget model allocates tuition and Provincial Grant revenues to Academic Units based on pre-determined drivers. These revenues support the direct expenses of academic units as well as the allocated net expenses of central support units. A portion of the allocated revenue is contributed to the University Fund based on the participation rate (tax), which remains at 17.75% for 2023/24. With the Provincial Grant revenue 10.8% higher than anticipated, a modified approach was taken in allocating the grant out to Academic units. Faculties were allocated a portion of the grant through the budget model to offset tuition revenue adjustments from the preliminary planning parameters. The portion of the Provincial Grant that was not allocated through the budget model was added to the University Fund. A large portion of the additional revenue was used to increase subvention to units to allow them to fund salary increases in 2023/24. A smaller portion of the revenue increase will fund one-time strategic initiatives in 2023/24 and will be allocated to units in future years to cover salary increases.

In Attachment 2a, revenues reflect allocated revenues like tuition and Provincial grant revenue allocated within the budget model as well as direct revenues which are budgeted directly by the units themselves. Expenses and net fund transfers budgeted by units include salaries, benefits and other operating expenses, as well as net transfers necessary to support both operating and non-operating expenses, such as debt repayment, capital projects, scholarships and bursaries, staff benefits, and research projects.

The central support cost allocations reflect the allocation of the net expenses of central support units to the academic units.

Operating revenues allocated to academic units are budgeted to increase by \$13.4 million (2.5%) from the 2022/23 budget. As shown in Attachment 2b, there is some variation in the budgeted increase by Academic unit due to the budget model's allocation methodology as well as strategic subvention adjustments for 2023/24. The revenue and expense drivers for 2023/24 budget are based on 2021/22 data. With the increase in the Provincial Grant funding for 2023/24, all Academic units have been provided with a budget increase that funds their salary increases for 2023/24. This was done by adjusting subvention levels for each unit.

Central support cost pool budgets are increasing in 2023/24 as compared to the prior year as shown in Attachment 2b. Central support cost pool budget increases total \$23.5 million, including changes in strategic allocations. \$11 million of the budget increase for Central support cost pools has been allocated out to academic units through the budget model. Strategic allocations, included in the Central support budgets are not allocated out to Academic Units. The largest component of budget increase was salary increases of \$7.8 million. In addition to salary increases other investments that were made in the 2023/24 budget include:

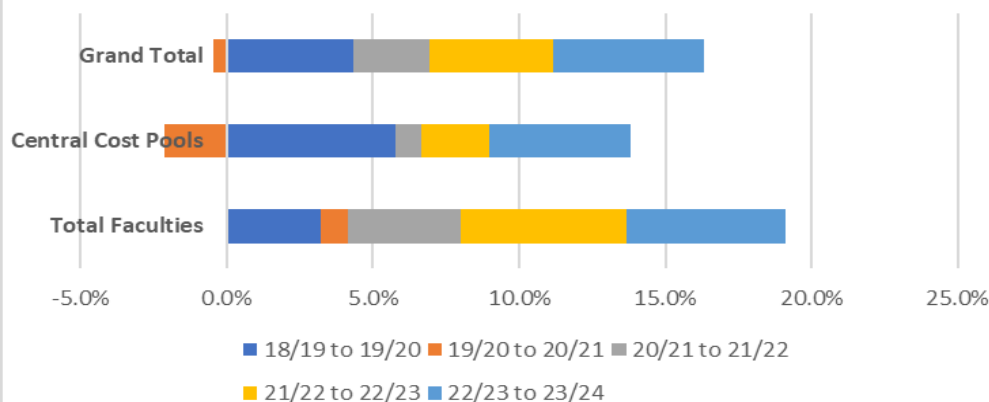
- Funding for positions in Student Affairs and Centre for Advanced Learning that had been previously funded through annual strategic allocations, which is not a sustainable budget source.
- Additional funding for international graduate student scholarships which have exceeded the budget available.
- Increasing funding for insurance premiums due to recent claims and sector driven factors
- Funding for Entrance scholarships, which had been funded through a donation that is now depleted.
- On-going budget to increase capacity to advance Equity, Diversity and Inclusion and anti-racism strategies.
- Continuing to increase capacity in the Vice-President (Indigenous) portfolio to support communications, research and community engagement.
- Increasing librarian positions to support recent program expansions, and
- Increasing resources in Human Resources to support the Human Resource Information System and compensation strategy.

General University budget of \$35.4 million includes annually budgeted items for some university-wide expenditures and reserves. Included here is the pension reserve of \$8.5 million (\$5 million is typically used to support expenses), deferred maintenance of \$5.8 million (in addition to the \$12.6 million from the Province) and \$1.4 million budget for miscellaneous university-wide expenses. The wage reserve is also part of the General University budget and with less open collective agreements for 2023/24, the budget has been reduced to \$277 thousand from \$2.8 million and redirected to offset a portion of the impact of budget increases in the units.

In addition, the General University budget holds budget for some strategic allocations from the University Fund that are not directly attributable to a unit at the time the budget is finalized. For 2023/24 this includes the pool of funds allocated from the University Fund for strategic initiatives (\$7.7 million) and \$5.0 million for capital priorities allocated as part of strategic allocations. The \$7.0 million for contingency is also in the General University budget.

Including the investments made above, over the past five years Central Unit cost pool budgets have increased by 11.6% compared to increases in Academic unit budgets of 19%.

### % Change in Operating Budget 2018/19 to 2023/24



## 2023/24 University Fund

### Attachment 3: 2023/24 University Fund Attachment 3a: 2023/24 Subvention Schedule

The University Fund is an important component of the University’s budget model that provides a source of available funds to reallocate to areas of critical need and to invest in the University’s strategic priorities, including subvention of, or subsidizing, academic units. The 2023/24 University Fund is presented in Attachment 3, including both contributions and planned strategic allocations.

#### Contribution to University Fund

The contribution to the University Fund by academic units is calculated as 17.75% of allocated tuition and grant revenues, totaling \$97.3 million for 2023/24. In 2023/24, as previously mentioned, included in the University Fund is \$25 million, the balance of the unallocated portion of the Provincial Operating grant. In addition, The University Fund includes contributions totaling \$25.6 million comprised of investment income, International College of Manitoba royalty revenues, Ancillary Services contribution, and the funds remaining from the prior year’s contingency/strategic reserve. The total funding in the University Fund in 2023/24 is \$147.9 million, as compared to \$117 million in 2022/23. Note that Investment income has increased by \$9 million over 2022/23 mainly due to the increase in interest rates.

#### Allocations from the University Fund

Attachment 3 and the paragraphs that follow outline the strategic priorities and commitments that will be supported through allocations from the University Fund in 2023/24, and how these allocations align with the University’s strategic plan.

\$118.6 million of the University Fund, is returned to academic units in the form of subvention. Attachment 3a provides a summary of subvention levels by unit. As a percentage of the funds available, subvention represents approximately 80% of the University Fund, which is lower than the subvention’s proportionate allocation in 2022/23. However, as an absolute dollar, subvention was increased by 18% over 2022/23. Subvention to academic units increased by \$18.4 million mainly to provide funding for salary increases in 2023/24, which totaled \$16 million for academic units. Subvention was also increased by \$1.2 million for Rady Faculty of Health Sciences to fund the nursing expansion on an interim basis. The University received the funding for the program, but it will take a couple years for the budget model drivers to allocate that income to the Nursing program so subvention is being used to bridge that funding gap.

With the increase in the Provincial Grant and an increase in Investment income, the funding available for Strategic allocations is \$22.2M, which is \$12.4 million more than 2022/23. The funding increase from the Province was communicated to the University in early February and specific details as to all initiatives that will be funded in 2023/24 are still being determined. The intent is to invest a portion of the Provincial grant in one-time strategic initiatives to ensure it is available to be redirected to fund salary increases in 2024/25. The spending on one-time strategic priorities is intended to ensure the greatest likelihood that funds will be spent in the year to advance strategic priorities, such as funding for scholarships, bursaries and student financial aid, new research grants that encourage cross-discipline collaboration, improvements to campus heating, ventilation, and air conditioning to improve air circulation on campus, supporting the implementation of the climate action plan, addressing accessibility issues on campus, addressing other capital priorities, and supporting the expansion of open education resources which reduces costs for students. There will also be a pool of funds that units can apply to which will advance academic and research priorities and administrative efficiencies and service enhancement. A key factor that will be used in allocating these funds is the ability of the funds to be spent in 2023/24, thus avoiding increasing the University's surplus at the end of 2023/24. The budget, as presented, includes strategic allocations to the following priorities:

- In support of the *Inspiring Minds* priority, the 2023/24 budget strengthens the University's commitment to students by allocating \$3 million to student assistance, to be targeted to areas of highest need including both undergraduate and graduate students.
- To enhance common spaces, amenities and services to better meet the needs of the students, the 2023/24 budget includes an allocation of \$500,000 that will continue to support learning space renewal and enhancement.
- To support a safe and accessible environment for staff and students, and to help advance our Equity, Diversity and Inclusion strategic priority, \$3 million has been allocated to support capital improvements and upgrades across the University to ensure that Accessibility requirements are met.
- To ensure the safety of staff and students when the mask mandate be is lifted, \$1.5 million has been allocated to HVAC upgrades in classrooms.
- To advance the climate action plan for the University, \$1.17 million has been allocated to finalize the development of a Climate Action Plan and to provide seed money. This plan includes aspects of 15 low carbon actions spread over five big move areas including buildings, energy, transportation, waste and sequestration.
- To enhance research competitiveness, multi-year funding of \$1.7 million annually has been allocated for a pilot program to support comprehensive interdisciplinary team research grants. In addition, \$800,000 allocation to support internal matching of grants. This is in recognition of funding reductions from Research Manitoba.
- To support space efficiencies and streamline facilities services, \$1.15 million has been allocated to support pilot projects for space usage and service delivery.
- To enhance access to lower cost educational resources, \$450,000 has been allocated to support the expansion of Open Educational Resources use at the University
- To enhance student success, build an outstanding workplace and contribute to our academic mission and key strategic priorities, a \$7.7 million pool of funds will be made available for units to apply for based on specific criteria but focused on support for short-term, impactful initiatives.



- In addition, \$1.2 million has been allocated to address operating costs for John Buhler Research Centre, which was previously funded by a redirection of funds from Research Manitoba. These operating costs no longer have a funding source because of recent reductions in funding from Research Manitoba. This is under review to determine the appropriate source of funds in future years.
- Lastly, \$7 million has been allocated as a contingency this year, the same level of budget contingency as 2022/23. This is equal to about 1% of total budgeted operating revenues. Allocation requires Provost and/or President approval and is to support extraordinary financial needs that may arise within the year as well as to mitigate any risks to the budget.

### **Key General Operating budget assumptions**

- Enrolment to remain in line with 2022/23 actual enrolment, including maintaining the current program mix and proportions of international and domestic students.
- Non-salary inflation will return to more normal levels for the 2023/24 fiscal year.

### **General Operating budget risk and mitigation**

The Provincial funding letter received on February 3, 2023 was a significant departure from our planning parameters. The positive change provided the University with an unanticipated increase in funding, which will allow us to rebuild services that were significantly reduced or paused by successive years of funding cuts. Many units were anticipating reduced budgets this year and as a result had delayed hiring processes. It takes time to fill positions, particularly faculty positions. The timing of the funding announcement increases the chance of the University running a surplus in fiscal 2023/24 as it will take some time for renewed spending to align with the unexpected revenue injection.

Enrolment patterns remain uncertain after the pandemic. Enrolment fell about 1.5% in 2022/23, with a 3% decrease in credit hours, and we have adjusted the 2023/24 budget to reflect actual enrolment in 2022/23. A 1% change in enrolment (up or down) results in a change in tuition revenue of about \$2.3 million. Enrolment will be monitored against budget to determine if mitigation strategies are required mid-year. Student retention and new student recruitment will drive some of our strategic priorities for the year.

Most major collective agreements are in place for 2023/24 and reasonable assumptions have been made about the cost of collective agreements expiring in future years.

Inflation in Manitoba at the year ended December 31, 2022 was 8%. If inflation continues at a high rate, it will make it more difficult to keep expenditures within existing budget levels and may impact on future salary settlements.

The 2023/24 budget contains contingency and budget reserve amounts that can help to off-set some of these risks. These include a \$7 million in general contingency, and a \$3.4 million pension contingency. The University also has a fiscal stabilization reserve of \$25 million, which is available to fund a deficit in the event of a negative unexpected event.

### **Attachment 4: 2023/24 Capital Spending Estimate**

Attachment 4 provides a summary of the 2023/24 planned capital spend compared to the 2022/23 plan. Specific projects and contracts in excess of \$5.0 million are subject to Board of Governors approval. The total planned spending of \$96.2 million includes:

- beginning construction of the central energy plant boiler replacement (\$16.0 million).

- Machray Hall Redevelopment (\$7.2 million).
- the Bannatyne Campus Daycare Centre (\$4.7 million).
- continuation of the construction of the Desautels Concert Hall (\$6.8 million).
- completion of the Churchill Marine Observatory (\$4.7 million).
- over \$16.5 million of infrastructure renewal including \$7.5 million for power re-servicing at the Fort Garry campus.
- \$22.1 million for renovations of classrooms, clinics, labs and other learning spaces, including renovations for the expansion of the nursing and respiratory therapy programs, and office and common spaces.
- operating-related equipment and minor renovations totaling \$5.5 million.
- capitalization of \$7.0 million of equipment for research and other special projects.

The majority of capital spending will be funded by transfers from provisions (\$67.5 million). Capital grants and funding through promissory notes from the Province of Manitoba (\$15.0 million), Federal government and other research-related grants (\$13.4 million) and donations will support the remaining planned capital spend.

### RESOURCE REQUIREMENTS:

This budget outlines the anticipated financial resource requirements for the 2023/24 budget year.

### CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

Budget planning occurs in the context of ***Our Shared Future: Building on our Strategic Plan***, and a significant majority of the budget supports the ongoing work of units in fulfilling the University's mandate and strategic priorities. The following are specific institution focus areas for the coming year:

- Support and sustain a post-COVID teaching, learning, research and work environment
- Develop and publicize a university-wide anti-racism strategy
- Enhance and expand opportunities for experiential learning, including research opportunities for students
- Deliver on our commitment to Indigenous achievement and engagement
- Create a more accessible, equitable, diverse and inclusive university

### IMPLICATIONS:

With approval, this budget creates the economic and financial framework for 2023/24.

### ALTERNATIVES:

In light of the Provincial Grant funding that was received, multiple scenarios were considered as to how to best allocate the funds. To address units most significant budget pressure and to provide some certainty of funding for salary increases into 2024/25, it was determined the best approach was to allocate out only a portion of the Provincial Grant in 2023/24, and make the balance to address one-time strategic initiatives. In addition, there is a wide range of possible financial implications post pandemic that could develop, mainly impacting enrolment. This proposed budget represents the recommended balance of investment in strategic priorities, support to faculties and schools, known cost pressures, and contingencies and reserves to manage risk.

### CONSULTATION:

The 2023/24 planning and budget development process involved consultation with academic, ancillary and central unit leaders and support staff. The process was guided by the Provost and Vice-President

(Academic) and the Vice-President (Administration), and included meetings with the Vice-Presidents, the Central Unit Allocation Committee, the President's Budget Advisory Committee, and the Deans and Directors, which, along with analysis, review and information on the institutional financial position from the Financial Planning Office and Financial Services, form the basis of this submission.

**ROUTING TO THE BOARD OF GOVERNORS:**

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Title</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Naomi Andrew <i>NAAndrew</i>	Vice-President (Administration)	March 16, 2023
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Michael Benarroch <i>MBenarroch</i>	President and Vice- Chancellor	March 17, 2023
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____	_____

**SUBMISSION PREPARED BY:** Shelley Hopkins, Executive Director, Financial Planning & Budgeting

**ATTACHMENTS:**

- Attachment 1 – 2023/24 Consolidated Statement of Operations Budget
- Attachment 2 – 2023/24 General Operating Budget
- Attachment 3 – 2023/24 University Fund
- Attachment 4 – 2023/24 Capital Spending Estimate
- Attachment 5 – 2023/24 Provincial Funding Letter

Attachment 1a

**UNIVERSITY OF MANITOBA**  
**Consolidated Statement of Operations Budget**  
**For the year ending March 31, 2024**  
*(in thousands of dollars)*

	Budget 2023-24	Budget 2022-23	Projection as at November 30, 2022 2022-23
<b>Revenue</b>			
Provincial Grants	\$ 460,875	\$ 423,571	\$ 421,811
Tuition and Related Fees	233,676	231,544	223,811
Federal and Other Government Grants	111,750	109,367	118,836
Non-Government Grants	66,777	65,013	69,401
Investment Income	52,732	46,738	53,739
Ancillary Services	35,749	35,658	34,921
Sales of Goods and Services	30,136	28,960	31,251
Non-Endowed Donations	18,010	21,578	24,083
Other Income	13,170	14,580	17,253
	<b>1,022,875</b>	<b>977,009</b>	<b>995,106</b>
<b>Expense</b>			
Instruction	453,189	428,769	406,031
Sponsored Research	143,176	135,570	143,650
Facilities	134,984	131,945	134,898
Special Purpose and Trust	88,345	88,040	83,456
Administration	38,364	34,838	35,860
Academic and Research Support	35,239	33,553	27,086
Libraries	41,516	36,161	37,966
Student Services	36,090	32,199	35,652
Information Technology	29,346	28,583	28,537
Ancillary Services	24,023	24,311	23,345
External Relations	14,908	13,864	13,516
	<b>1,039,179</b>	<b>987,833</b>	<b>969,997</b>
	(16,304)	(10,824)	25,109
Endowed Donations	11,127	15,161	15,161
Annual Surplus	(5,177)	4,337	40,270
Remeasurement Gains	24,000	16,750	(45,000)
Total Increase to Accumulated Surplus and Remeasurement Gains	\$ 18,823	\$ 21,087	\$ (4,730)

## Attachment 1b

**UNIVERSITY OF MANITOBA**  
**Consolidated Statement of Operations Budget**  
**Budget for the year ending March 31, 2024**  
*(in thousands of dollars)*

	TOTAL ACTIVITIES		OPERATING ACTIVITIES		NON-OPERATING ACTIVITIES	
	Budget 2023-24	Budget 2022-23	Budget 2023-24	Budget 2022-23	Budget 2023-24	Budget 2022-23
<b>REVENUE</b>						
Provincial Grants	460,875	423,572	405,605	367,295	55,269	56,277
Tuition and Related Fees	233,676	231,544	233,676	231,544	-	-
Federal and Other Government Grants	111,750	109,367	12,647	10,889	99,103	98,478
Non-Government Grants	66,777	65,012	6,777	6,398	60,000	58,614
Investment Income	52,732	46,738	16,340	7,420	36,392	39,318
Ancillary Services	35,749	35,658	35,749	35,658	-	-
Sales of Goods and Services	30,136	28,960	29,886	28,710	250	250
Non-Endowed Donations	18,010	21,578	1,185	977	16,825	20,601
Other Income	13,170	14,580	6,770	9,630	6,400	4,950
<b>TOTAL REVENUE</b>	<b>1,022,875</b>	<b>977,009</b>	<b>748,637</b>	<b>698,521</b>	<b>274,238</b>	<b>278,488</b>
<b>EXPENSES</b>						
Compensation Expenses	602,199	573,016	548,863	522,930	53,336	50,086
Non-Compensation Expenses	366,618	345,323	179,223	163,151	187,395	182,172
Amortization of Capital Assets	56,100	54,950	-	-	56,100	54,950
Interest	14,262	14,544	-	-	14,262	14,544
<b>TOTAL EXPENSES</b>	<b>1,039,179</b>	<b>987,833</b>	<b>728,086</b>	<b>686,081</b>	<b>311,093</b>	<b>301,752</b>
	(16,304)	(10,824)	20,551	12,440	(36,855)	(23,264)
<b>NET TRANSFERS</b>	-	-	(20,551)	(12,440)	20,551	12,440
<b>ENDOWED DONATIONS</b>	11,127	15,161	-	-	11,127	15,161
<b>ANNUAL SURPLUS</b>	(5,177)	4,337	-	-	(5,177)	4,337
<b>REMEASUREMENT GAINS (LOSSES)</b>	24,000	16,750	-	-	24,000	16,750
<b>TOTAL INCREASE TO ACCUMULATED SURPLUS</b>						
<b>REMEASUREMENT GAINS</b>	<b>\$ 18,823</b>	<b>\$ 21,087</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 18,823</b>	<b>\$ 21,087</b>

Note: figures may not add due to rounding

Attachment 2a

**UNIVERSITY OF MANITOBA**  
**General Operating Funds**  
**Budget for the year ending March 31, 2024**  
**(in thousands)**

	Allocated Revenue	Direct Revenue	Total Revenue	Expenses and Fund Transfers	Central Support Cost Allocations	Contributions to the University Fund	University Fund Allocations	Net Surplus (Deficit)
<b>Academic Units and Ancillary Services</b>								
Faculty of Agricultural & Food Sciences	33,721	2,613	36,333	24,705	17,033	(5,917)	11,322	-
Faculty of Architecture	10,377	521	10,898	9,690	5,150	(1,839)	5,781	-
Faculty of Arts	102,567	405	102,972	51,576	35,416	(17,873)	1,894	-
School of Art	5,227	199	5,426	4,887	3,610	(915)	3,985	-
I.H. Asper School of Business	42,687	2,086	44,773	23,763	14,018	(7,527)	535	-
Faculty of Education	11,362	199	11,561	10,723	6,610	(1,981)	7,753	-
Price Faculty of Engineering	30,833	1,336	32,169	24,255	19,275	(5,527)	16,887	-
Clayton H. Riddell Faculty of Environment, Earth, & Resources	20,369	328	20,697	11,090	7,930	(3,581)	1,904	-
Extended Education Division	2,114	8,482	10,595	10,228	3,877	(336)	3,846	-
Faculty of Kinesiology & Recreation Management	10,537	13,272	23,809	22,021	8,484	(1,835)	8,531	-
Faculty of Law	6,355	2,023	8,379	6,829	3,366	(1,442)	3,259	-
Marcel A. Desautels Faculty of Music	3,060	459	3,519	6,276	2,951	(529)	6,236	-
Faculty of Science	108,297	2,001	110,298	49,958	45,837	(18,838)	4,335	-
Faculty of Social Work	12,864	72	12,936	9,198	5,190	(2,230)	3,681	-
Rady Faculty of Health Sciences	152,734	43,915	196,648	146,718	61,682	(26,898)	38,650	-
Ancillaries	-	35,749	35,749	35,749	-	-	-	-
<b>Total Academic Units and Ancillary Services</b>	<b>553,103</b>	<b>113,661</b>	<b>666,764</b>	<b>447,665</b>	<b>240,431</b>	<b>(97,269)</b>	<b>118,601</b>	-
<b>Central Support Cost Pools</b>								
Academic	-	1,535	1,535	34,944	(31,409)	-	2,000	-
President, External, Indigenous	-	3,682	3,682	23,238	(19,556)	-	-	-
Information Technology	-	242	242	27,127	(26,885)	-	-	-
Administration	-	1,594	1,594	34,710	(31,446)	-	1,670	-
Facilities	-	2,275	2,275	51,843	(48,918)	-	650	-
Research	-	11,032	11,032	26,653	(11,921)	-	3,700	-
Student Affairs	-	3,632	3,632	29,308	(24,676)	-	1,000	-
Libraries	-	1,058	1,058	31,422	(29,914)	-	450	-
General University	(598,474)	609,927	11,453	46,928	(15,706)	-	19,769	-
<b>Total Central Support Cost Pools</b>	<b>(598,474)</b>	<b>634,976</b>	<b>36,502</b>	<b>306,172</b>	<b>(240,431)</b>	-	<b>29,239</b>	-
University Fund	45,371	-	45,371	(5,200)	-	(50,571)	-	-
<b>Grand Total</b>	<b>\$0</b>	<b>\$748,637</b>	<b>\$748,637</b>	<b>\$748,637</b>	<b>\$0</b>	<b>\$(147,840)</b>	<b>\$147,840</b>	<b>\$0</b>

**UNIVERSITY OF MANITOBA**  
**Net Direct Revenues, Expenses and Fund Transfers**  
**Budget for the year ending March 31, 2024**  
**(in thousands)**

	2023-24	2022-23	Inc / (Dec) \$	Inc / (Dec) %
<b>Academic Units</b>				
Faculty of Agricultural & Food Sciences	22,093	20,823	1,270	6.1%
Faculty of Architecture	9,169	8,722	447	5.1%
Faculty of Arts	51,171	48,506	2,665	5.5%
School of Art	4,687	4,430	257	5.8%
I.H. Asper School of Business	21,677	20,934	743	3.5%
Faculty of Education	10,524	9,970	554	5.6%
Price Faculty of Engineering	22,919	21,777	1,142	5.2%
Clayton H. Riddell Faculty of Environment, Earth, & Resources	10,762	10,137	625	6.2%
Extended Education Division	1,746	1,681	65	3.9%
Faculty of Kinesiology & Recreation Management	8,750	9,280	(530)	-5.7%
Faculty of Law	4,806	4,588	218	4.8%
Marcel A. Desautels Faculty of Music	5,817	5,418	399	7.4%
Faculty of Science	47,957	45,433	2,524	5.6%
Faculty of Social Work	9,125	8,584	541	6.3%
Rady Faculty of Health Sciences	102,803	95,406	7,397	7.8%
<b>Total Academic Units</b>	<b>334,006</b>	<b>315,689</b>	<b>18,317</b>	<b>5.8%</b>
<b>Central Support Units</b>				
Academic	33,409	32,099	1,310	4.1%
President, External, Indigenous	19,556	18,517	1,039	5.6%
Information Technology	26,885	28,607	(1,722)	-6.0%
Administration	33,116	31,162	1,954	6.3%
Facilities	49,568	47,139	2,429	5.2%
Research	15,621	11,630	3,991	34.3%
Student Affairs	25,676	23,091	2,585	11.2%
Libraries	30,364	28,734	1,630	5.7%
<b>Central Support Units Excluding General University</b>	<b>234,195</b>	<b>220,979</b>	<b>13,216</b>	<b>6.0%</b>
General University	35,476	25,158	10,318	41.0%
<b>Total Central Support Units</b>	<b>269,671</b>	<b>246,137</b>	<b>23,534</b>	<b>9.6%</b>
<b>Grand Total</b>	<b>\$ 603,677</b>	<b>\$ 561,826</b>	<b>\$ 41,851</b>	<b>7.4%</b>

**UNIVERSITY OF MANITOBA**  
**University Fund Contributions and Allocations**  
**Budget for the year ending March 31, 2024**  
(in thousands)  
*prepared February 21, 2023*

<b>University Fund</b>	<b>Budget 2023-24</b>
<b><u>Funding Sources</u></b>	
Contribution from Academic Units	97,269
Direct Contribution of Grant	25,000
Investment Income	16,340
International College of Manitoba	4,030
Ancillary Services Overhead	2,000
Prior Year Contingency / Strategic Priorities Reserve	3,200
<b>Total Funding Available</b>	<b>147,840</b>
<b><u>Academic Unit Operational funding allocation</u></b>	<b>118,601</b>
Prior year subvention allocated to academic units	99,573
23/24 Subvention adjustments	17,783
Bridge funding for new and expanding programs (nursing)	1,245
<b><u>Funding Allocations to Strategic Initiatives</u></b>	<b>22,239</b>
Scholarships, Bursaries, Student Financial Aid	3,000
Learning space renewal and enhancement	500
Capital improvements and upgrades - Accessibility	3,000
HVAC upgrades to classrooms	1,500
Climate Action Plan seed funding	1,170
John Buhler Research Centre Operating and Maintenance Costs	1,200
Space efficiencies and streamline facilities services	1,150
Expansion of Open Educational Resources	450
Research pilot project - Comprehensive team grants	1,700
Research - internal grant matching	800
Pool of funds for strategic priorities	7,769
<b><u>Contingency</u></b>	<b>7,000</b>
<b>Total Funding Allocated</b>	<b>147,840</b>



**Attachment 4**

**UNIVERSITY OF MANITOBA  
Capital Expenditure Budget by Project  
Budget for the Year Ending March 31, 2024  
(in thousands)**

	<b>Budget 2023-24</b>	<b>Budget 2022-23</b>
Infrastructure Renewal Projects:		
Roads and Sidewalks	\$	\$
Fire/Life Safety	1,501	2,700
Asbestos	351	750
Building Envelope	2,577	2,300
Sewers & Water		400
HVAC	1,947	11,900
Power Re-servicing at Fort Garry Campus	7,500	2,500
Other Projects	2,821	5,800
Misc Capital Projects	3,020	3,020
Major Capital Projects:		
ICIP - Central Energy Plant	16,028	
Machray Hall Redevelopment	7,150	
Concert Hall	6,796	12,000
Bannatyne Daycare Centre	4,710	
CMO Building Construction/CFI	4,700	3,680
ICIP - Ice Plant at Max Bell Centre	1,381	
NCTR - New Building Design	1,150	
Renovations:		
Other Projects (Faculty or Unit Funded)	6,390	6,900
Classroom & Learning Space Upgrades	5,500	4,000
Frank Kennedy Dean's Office Upgrade	2,000	
Nursing Expansion	1,900	
Chown Fish Facility	1,361	
Dentistry Clinic and Lab Upgrades	1,250	
Drake Faculty Learning Space Upgrade	1,125	
Respiratory Therapy Expansion	1,087	
Drake Behavioral Management Lab	1,000	2,300
Buller Lab 523 Upgrade	530	
Operating Equipment	5,500	5,052
Special Equipment	230	550
Research Equipment, Construction and CFI Projects	6,740	14,944
<b>Total Capital Expenditure Budget</b>	<b>\$ 96,245</b>	<b>\$ 78,796</b>



**Advanced Education and Training**  
Office of the Deputy Minister  
Room 160  
Legislative Building  
Winnipeg MB R3C 0V8

February 3, 2023

Ms Laurel Hyde  
Chair, Board of Governors  
University of Manitoba  
laurel.hyde@hr.resolve.ca

Dr. Michael Benarroch  
President and Vice-Chancellor  
University of Manitoba  
president@umanitoba.ca

Dear Ms Hyde and Dr. Benarroch:

On behalf of the Government of Manitoba, I would like to thank you for your leadership and the contributions made by the University of Manitoba over the past year. The Department of Advanced Education and Training strives to build an accessible, high quality and sustainable post-secondary education system to ensure Manitoba has a skilled and diverse workforce that supports economic growth.

The overall post-secondary funding envelope for 2023/24 is \$784.2 million, which represents a 12% increase from 2022/23. In addition to the operating funding envelope above, Government is also investing \$36 million in capital this year to maintain and enhance existing spaces. University of Manitoba will be receiving \$387,327,256 to support operational needs. This includes funding for ongoing nurse training expansion, initiatives that support Truth and Reconciliation, advance the Skills, Talent and Knowledge Strategy, maintain affordable tuition rates and mental health for students and assist in managing salary and inflationary pressures. Additionally, University of Manitoba will be receiving \$12,608,000 for deferred maintenance and \$2,510,000 to support the capital needs of the nurse training expansion. University of Manitoba will be also receiving \$250,000 for the Institute of Leadership Development from the Department of Economic Development, Investment and Trade.

Over the past year, the department has been developing a new Tuition Fees and Student Fees Policy to ensure that quality post-secondary education remains accessible and affordable for Manitoba students. We remain committed to working with our post-secondary partners to inform this policy. While the policy development continues, we ask that your institution target 2.75% as the maximum allowable tuition increase for university programs for the 2023/24 academic year. Respecting the intent of the policy to keep tuition rates affordable for all students, the maximum tuition ceiling will apply to every program. This means no program can exceed the maximum allowable tuition increase ceiling. Additional funding support has been added to the funding envelope to ensure that all institutions are able to continue supporting affordable tuition rates for students in relation to anticipated

allowable tuition increases for the coming academic year and recent inflationary pressures. To assist in this regard, as in previous years, the department will be in contact to facilitate and ensure that proposed tuition rates respect the intent of this allowable rate increase. If you have any questions regarding tuition increases, please contact Mr. Grant Prairie, Director of Universities at [grant.prairie@gov.mb.ca](mailto:grant.prairie@gov.mb.ca) or 204-945-8564.

Post-secondary education is a critical component to ensuring we have skilled and talented individuals who can help restart our economy and address labour shortages. As Manitoba faces unprecedented financial pressures, the department is requesting that our post-secondary institutions remain focused on key priorities and ensure that students continue to achieve their personal and career goals. Our collaborative efforts will also be guided by our shared priorities and recommendations from the Auditor General. In 2023, the department will work with your institution on the following five strategic system priorities of government:

### **1. Access, Affordability and Student Success**

As we have all experienced, families and individuals are grappling with the rising cost of living. We understand and appreciate that students are not immune to these market pressures. We also appreciate that affordability cannot become a barrier to accessing quality education and training for Manitobans. Government is committed to doing even more as we strive to help to make life more affordable for all Manitobans. The department appreciates the work you have done to help maintain access and affordability for Manitoba students. Funding from government should be invested into high quality programming that supports students in graduating with the skills and experience needed to thrive. Over the next year, post-secondary institutions are expected to continue their work to support access to affordable education and training and promote positive student outcomes including enhancing work-integrated learning opportunities.

As you are aware, student mental health remains a key priority in supporting student success. Government continues to make strategic investments and work collaboratively with community partners to improve mental health and well-being. Government has pledged to strengthen and expand services in mental health and addictions to ensure that young people receive the services they need. It is important that post-secondary institutions remain engaged as the first point of contact for students seeking mental health supports and access to available mental health services within the provincial health system.

### **2. Strengthening Alignment between Post-Secondary Education and Labour Market Needs**

The 2022 Speech from the Throne established government's vision for building a responsive post-secondary system that is able to identify labour market demands and respond to the training needs of the province. We appreciate your efforts to address critical labour market needs through program development and expansion. The department requests that your institution continue addressing the critical labour market needs of government as Manitoba works toward its goals of training 2,000 more healthcare professionals and 3,000 early learning and childcare professionals in the coming years. Further, we request that post-secondary institutions continue their collaboration with industry to identify and respond to the training, research and development needs of

Manitoba businesses. To this end, the department commits to consider all program proposals that will help identify skills, address labour shortages and foster economic growth.

### **3. Promoting Truth and Reconciliation**

Understanding Truth and advancing Reconciliation are ongoing processes and a shared responsibility for us all. Building a stronger province for everyone is to prioritize advancing reconciliation. Government remains focused on economic reconciliation with Indigenous Peoples by ensuring access to education and training as well as by removing barriers to full participation in Manitoba's economy and revenue sharing. We appreciate the work that has been done to support access to post-secondary education for Indigenous students and request that you continue taking steps to support the participation and success of Indigenous learners.

In the coming year, the department will work with The Winnipeg Foundation to increase the total amount and number of Manitoba Scholarship and Bursary Initiative awards dedicated to Indigenous students. Department staff will be in touch shortly to provide further information regarding this initiative.

### **4. Advancing Manitoba's Skills, Talent and Knowledge Strategy**

The Skills, Talent and Knowledge Strategy (STKS) provides our roadmap to economic recovery. Through a collaborative approach with post-secondary, industry and immigration partners, we are building a better Manitoba. STKS continues to guide our collective efforts and is foundational for helping create pathways to employment and better economic opportunities for Manitobans. Specifically, the Strategy includes targeted actions around four pillars:

- anticipating skills needed for the future;
- aligning education and training to labour market needs;
- fostering entrepreneurial and innovative skills; and,
- attracting, growing, and retaining talent.

Significant work is underway on many of the Strategy's actions including system-wide expansions in key health professions and early childhood education. The department requests that post-secondary institutions continue to use the Strategy as a roadmap to work with partners across the province, including government, businesses and communities to ensure programs align with local labour market needs and students gain the right skills and competencies to thrive.

### **5. Ensuring Financial Sustainability**

The Manitoba government is also committed to financial sustainability and responsible fiscal management. Universities and colleges are expected to operate with sound oversight, maintain balanced budgets, and remain prudent stewards of public funds through financial accountability and transparency as core principles.

Considering the above along with the Budget 2023 information exchanged since late summer 2022, the department requests that institutions return to government with their

board-approved budgets no later than February 17, 2023 to facilitate finalization of the provincial Budget. Revised budgets should be submitted to our Post-Secondary Institutions Branch at [psi@gov.mb.ca](mailto:psi@gov.mb.ca).

I am eager to further collaborate with our post-secondary institution partners to strengthen outcomes for students, build the skilled workforce needed to drive Manitoba's economy, and to promote a high quality of life for all of our residents. If you have any questions, I encourage you to reach out to my Assistant Deputy Minister, Advanced Education Division, Mr. Joe Funk at [joe.funk@gov.mb.ca](mailto:joe.funk@gov.mb.ca).

Sincerely,

A handwritten signature in blue ink, appearing to read "Eric Charron".

Eric Charron  
Deputy Minister  
Advanced Education and Training

- c. Honourable Sarah Guillemard, Minister, Advanced Education and Training  
W. Joe Funk, Assistant Deputy Minister, Advanced Education Division  
Agnes Wittmann, Senior Director, Post-Secondary Institutions Branch  
Grant Prairie Director Universities, Post-Secondary Institutions Branch  
Randy Nuessler, Director of Finance, Advanced Education and Training



**AGENDA ITEM:**

Revised 2023-24 Budget Estimate

**RECOMMENDED RESOLUTION:**

**THAT the Board of Governors approves** the revised 2023-24 Budget Estimate for the Province of Manitoba.

**CONTEXT AND BACKGROUND:**

At its September meeting, the Board of Governors reviewed the University's 2023/24 Preliminary Estimates submission to Manitoba Advanced Education, Skills and Immigration (AESI), now Manitoba Advanced Education and Training (AET). In a letter dated February 3, 2023, addressed to the Chair of the Board of Governors and the President and Vice-Chancellor (Attachment 1), the Deputy Minister of AET confirmed the operational funding the University will receive from AET, and requested that the University update and submit to the government a revised 2023-24 budget estimate by February 17, 2023.

The letter from AET confirmed that the University will receive \$387.3 million to support operational needs, and noted that the funding included the nursing expansion, and should support initiatives that support Truth and Reconciliation, advance the Skills, Talent and Knowledge Strategy, maintain affordable tuition rates and mental health for students, and assist in managing salary and inflationary pressures. The letter also confirmed that the University will be receiving an additional \$12.6 million for deferred maintenance, \$2.5 million for capital needs of the nursing expansion, and \$0.25 million for the Institute of Leadership Development.

The funding of \$387.3M for operational needs reflects a 10.8% or \$37.8 million increase over the 2022/23 Provincial grant. This includes total funding of \$4.2 million for the nursing expansion. Similar to last year, the 2023/24 funding letter combines ACCESS, major capital and equipment and renovation funding into a single amount for operational needs, providing the University with more flexibility to direct funding to its highest priorities. The letter also indicated that the maximum allowable tuition increase is 2.75%. The initial estimates submission had included no change to the grant and an increase to tuition of 3.75%.

The University's budget planning for 2023/24 was not yet finalized as of February 17, 2023. The budget process required a few additional days to obtain and consolidate updated budgets from each faculty, school and unit, and to prepare the final budget, which will be presented for approval of the Board at the March meeting.

With a two-week turnaround between receiving the funding letter and the date an updated estimates submission was due, there was not time to bring the submission to the Board prior to submitting it to the Province. Similar to prior years, the submission was sent by the February 17 deadline with indication it was subject to Board of Governors' approval. The updated estimates submission includes the same revenue assumptions as the final budget, and the bottom line will be consistent, but the categorization of expenditures will differ somewhat as we did not have final budgets from units on February 17.

Attachment 2 is the summary document included in the University's response to the Province in the fall of 2022. Attachment 3 is the revised summary document submitted to the Province on February 17, 2023.

## RESOURCE REQUIREMENTS:

The revised 2023/24 budget estimate indicates an estimated net deficit of \$18.7 million, as compared to the initial estimated net deficit of \$32.4 million. As with the initial submission, within this revised consolidated budget is a balanced preliminary operating budget.

The revised submission includes refined assumptions about revenues and expenses based on knowledge gained through the University's budget process. While there have been several changes from the original submission, the decrease of \$13.7 million in the net surplus (deficit) can be attributed to non-operating items resulting from increases in revenue to be recognized for research, trust and capital.

Updates to the operating budget include:

- Increase of \$37.1 million to the grant to reflect the level of provincial grant funding communicated in the February 7<sup>th</sup> funding letter.
- Decreased tuition revenue of \$7.0 million. The change in average tuition increase from 3.75% to 2.75% results in a decrease of approximately \$2.1 million, the remainder (\$4.9 million) relates to adjustments to enrolment assumptions to reflect lower enrolment than our initial assumption. The September document has assumed enrolment consistent with the 2022/23 budget, however actual 2022/23 enrolment has been lower than budgeted so we have set our budget at 2022/23 actual enrolment.
- With the increased operating grant directed to fund wage increases, this updated submission removes a cut of about \$12 million to expenditures that was included in the fall submission. Also, a portion of the grant increase will be directed towards one-time strategic initiatives, which increases expenditures by another \$12.2 million.
- Other updates to expense and fund transfers based on actual budget submissions for the Academic, Ancillary and Central Units.

Updates to the non-operating budget include:

- \$4.8 million increased federal funding for Investing in Canada Infrastructure Program (ICIP) projects
- \$4 million increase related to Gates Foundation funded research activity resulting in more revenue recognized
- \$1.1 million reduction in amortization expenses due to delays in completion of capital projects
- \$1.7 million increase in research expenditure due to increased activity
- Other updates to research, trust and capital budgets, as well as fund transfers to reflect more current information.

## CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

This updated 2023/24 Preliminary Estimates submission is primarily a response to a request from Manitoba Advanced Education, Skills and Immigration. It also reflects the most recent information used in the University's annual budget development cycle, and may differ slightly from the final budget that will be brought to the Board for approval at its March meeting. Specifically, the operating budget is currently being revised to capture unit specific budget decisions and strategic funding allocations based on the communication of the grant funding on February 7<sup>th</sup>.

Timing of revenues and expenses - while not an issue of financial health or sustainability, there will always be timing discrepancies between revenues recorded and some of the related expenses, impacting the annual consolidated budget surplus/deficit position. This is particularly impactful in relation to research and capital activities, but can also occur with some operating revenues. These revenues and expenses match over time, but there is a risk of perceived financial improvement or deterioration due to year-over-year changes in anticipated net results.







**Advanced Education and Training**  
Office of the Deputy Minister  
Room 160  
Legislative Building  
Winnipeg MB R3C 0V8

February 3, 2023

Ms Laurel Hyde  
Chair, Board of Governors  
University of Manitoba  
laurel.hyde@hr.resolve.ca

Dr. Michael Benarroch  
President and Vice-Chancellor  
University of Manitoba  
president@umanitoba.ca

Dear Ms Hyde and Dr. Benarroch:

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allowable tuition increases for the coming academic year and recent inflationary pressures. To assist in this regard, as in previous years, the department will be in contact to facilitate and ensure that proposed tuition rates respect the intent of this allowable rate increase. If you have any questions regarding tuition increases, please contact Mr. Grant Prairie, Director of Universities at [grant.prairie@gov.mb.ca](mailto:grant.prairie@gov.mb.ca) or 204-945-8564.

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### **2. Strengthening Alignment between Post-Secondary Education and Labour Market Needs**

The 2022 Speech from the Throne established government's vision for building a responsive post-secondary system that is able to identify labour market demands and respond to the training needs of the province. We appreciate your efforts to address critical labour market needs through program development and expansion. The department requests that your institution continue addressing the critical labour market needs of government as Manitoba works toward its goals of training 2,000 more healthcare professionals and 3,000 early learning and childcare professionals in the coming years. Further, we request that post-secondary institutions continue their collaboration with industry to identify and respond to the training, research and development needs of

Manitoba businesses. To this end, the department commits to consider all program proposals that will help identify skills, address labour shortages and foster economic growth.

### **3. Promoting Truth and Reconciliation**

Understanding Truth and advancing Reconciliation are ongoing processes and a shared responsibility for us all. Building a stronger province for everyone is to prioritize advancing reconciliation. Government remains focused on economic reconciliation with Indigenous Peoples by ensuring access to education and training as well as by removing barriers to full participation in Manitoba's economy and revenue sharing. We appreciate the work that has been done to support access to post-secondary education for Indigenous students and request that you continue taking steps to support the participation and success of Indigenous learners.

In the coming year, the department will work with The Winnipeg Foundation to increase the total amount and number of Manitoba Scholarship and Bursary Initiative awards dedicated to Indigenous students. Department staff will be in touch shortly to provide further information regarding this initiative.

### **4. Advancing Manitoba's Skills, Talent and Knowledge Strategy**

The Skills, Talent and Knowledge Strategy (STKS) provides our roadmap to economic recovery. Through a collaborative approach with post-secondary, industry and immigration partners, we are building a better Manitoba. STKS continues to guide our collective efforts and is foundational for helping create pathways to employment and better economic opportunities for Manitobans. Specifically, the Strategy includes targeted actions around four pillars:

- anticipating skills needed for the future;
- aligning education and training to labour market needs;
- fostering entrepreneurial and innovative skills; and,
- attracting, growing, and retaining talent.

Significant work is underway on many of the Strategy's actions including system-wide expansions in key health professions and early childhood education. The department requests that post-secondary institutions continue to use the Strategy as a roadmap to work with partners across the province, including government, businesses and communities to ensure programs align with local labour market needs and students gain the right skills and competencies to thrive.

### **5. Ensuring Financial Sustainability**

The Manitoba government is also committed to financial sustainability and responsible fiscal management. Universities and colleges are expected to operate with sound oversight, maintain balanced budgets, and remain prudent stewards of public funds through financial accountability and transparency as core principles.

Considering the above along with the Budget 2023 information exchanged since late summer 2022, the department requests that institutions return to government with their

board-approved budgets no later than February 17, 2023 to facilitate finalization of the provincial Budget. Revised budgets should be submitted to our Post-Secondary Institutions Branch at [psi@gov.mb.ca](mailto:psi@gov.mb.ca).

I am eager to further collaborate with our post-secondary institution partners to strengthen outcomes for students, build the skilled workforce needed to drive Manitoba's economy, and to promote a high quality of life for all of our residents. If you have any questions, I encourage you to reach out to my Assistant Deputy Minister, Advanced Education Division, Mr. Joe Funk at [joe.funk@gov.mb.ca](mailto:joe.funk@gov.mb.ca).

Sincerely,

A handwritten signature in blue ink that reads "Eric Charron". The signature is written in a cursive style with a large initial "E".

Eric Charron  
Deputy Minister  
Advanced Education and Training

- c. Honourable Sarah Guillemard, Minister, Advanced Education and Training  
W. Joe Funk, Assistant Deputy Minister, Advanced Education Division  
Agnes Wittmann, Senior Director, Post-Secondary Institutions Branch  
Grant Prairie Director Universities, Post-Secondary Institutions Branch  
Randy Nuessler, Director of Finance, Advanced Education and Training

## 2023-24 September Estimate submission

<b>SUMMARY BUDGET PROPOSAL - SECTION 1.1</b>						
<b>(\$000s)</b>	<b>2022/23 Budget</b>	<b>2023/24 Budget</b>	<b>Inc/(Dec)</b>	<b>% change</b>		
<b>REVENUES</b>						
Province of Manitoba	423,687	422,491	(1,196)	-0.3%		
Federal Government	98,016	93,633	(4,383)	-4.5%		
Interest Revenue	46,498	50,374	3,875	8.3%		
Other Revenue	177,360	175,310	(2,050)	-1.2%		
Tuition Fees	231,130	240,630	9,500	4.1%		
<b>Total Revenues</b>	<b>976,690</b>	<b>982,437</b>	<b>5,746</b>	<b>0.6%</b>		
<b>EXPENSES</b>						
Salaries and Benefits	567,694	592,141	24,447	4.3%		
Other Expenditures	343,783	351,770	7,986	2.3%		
Grants/Transfer Payments	-	-	-	0.0%		
Amortization	54,950	57,200	2,250	4.1%		
Interest	14,544	13,727	(817)	-5.6%		
<b>Total Expenses</b>	<b>980,972</b>	<b>1,014,838</b>	<b>33,866</b>	<b>3.5%</b>		
<b>Net Income or (Loss)</b>	<b>(4,281)</b>	<b>(32,401)</b>	<b>(28,119)</b>	<b>-656.8%</b>		
<b>CAPITAL ASSET BUDGET - SECTION 4.4</b>						
<b>(\$000s)</b>	<b>2022/23 Budget</b>	<b>2023/24 Budget</b>	<b>2024/25 Budget</b>	<b>2025/26 Budget</b>	<b>2026/27 Budget</b>	<b>2027/28 Budget</b>
<b>Total Capital Asset Acquisitions</b>	<b>78,796</b>	<b>73,990</b>	<b>38,572</b>	<b>23,121</b>	<b>16,701</b>	<b>16,701</b>
<b>Source of Funding</b>						
Province of Manitoba - Capital grant	11,223	7,446	7,346	6,701	6,701	6,701
Province of Manitoba - Loan	4,200	2,510	-	-	-	-
Federal grant	7,777	7,787	7,776	-	-	-
Own source	39,809	51,993	19,121	12,420	6,000	6,000
3rd party lender	-	-	-	-	-	-
Research Funds	4,550	4,000	4,000	4,000	4,000	4,000
Donations	11,237	230	306	-	-	-
Other	-	23	23	-	-	-
<b>Total Source of Funding</b>	<b>78,796</b>	<b>73,990</b>	<b>38,572</b>	<b>23,121</b>	<b>16,701</b>	<b>16,701</b>

## 2023/24 February Estimates Update - Summary

### SUMMARY BUDGET PROPOSAL - SECTION 1.1

(\$000s)	2022/23 Budget	2023/24 Budget	Inc/(Dec)	% change
<b>REVENUES</b>				
Province of Manitoba	423,687	460,875	37,188	8.8%
Federal Government	98,016	100,003	1,987	2.0%
Interest Revenue	46,498	52,732	6,234	13.4%
Other Revenue	177,360	175,726	(1,634)	-0.9%
Tuition Fees	231,130	233,659	2,529	1.1%
<b>Total Revenues</b>	<b>976,690</b>	<b>1,022,994</b>	<b>46,304</b>	<b>4.7%</b>
<b>EXPENSES</b>				
Salaries and Benefits	567,694	610,959	43,264	7.6%
Other Expenditures	343,783	360,367	16,584	4.8%
Grants/Transfer Payments	-	-	-	0.0%
Amortization	54,950	56,100	1,150	2.1%
Interest	14,544	14,262	(282)	-1.9%
<b>Total Expenses</b>	<b>980,972</b>	<b>1,041,688</b>	<b>60,716</b>	<b>6.2%</b>
<b>Net Income or (Loss)</b>	<b>(4,281)</b>	<b>(18,693)</b>	<b>(14,412)</b>	<b>-336.6%</b>

### CAPITAL ASSET BUDGET - SECTION 4.4

(\$000s)	2022/23 Budget	2023/24 Budget	2024/25 Budget	2025/26 Budget	2026/27 Budget	2027/28 Budget
<b>Total Capital Asset Acquisitions</b>	<b>78,796</b>	<b>96,245</b>	<b>46,823</b>	<b>23,121</b>	<b>16,701</b>	<b>16,701</b>
<b>Source of Funding</b>						
Province of Manitoba - Capital grant	11,223	7,620	7,346	6,701	6,701	6,701
Province of Manitoba - Loan	4,200	7,416	7,092	-	-	-
Federal grant	7,777	9,430	8,240	-	-	-
Own source	39,809	67,549	19,817	12,420	6,000	6,000
3rd party lender	-	-	-	-	-	-
Research Funds	4,550	4,000	4,000	4,000	4,000	4,000
Donations	11,237	230	306	-	-	-
Other	-	-	23	-	-	-
<b>Total Source of Funding</b>	<b>78,796</b>	<b>96,245</b>	<b>46,823</b>	<b>23,121</b>	<b>16,701</b>	<b>16,701</b>

## 2023-24 Consolidated Budget

Advanced Education, Skills and Immigration						
University of Manitoba	2022/23 Budget (\$ 000s)	2023/24 Budget (\$ 000s)	Inc/(Dec)	% change	Variance Explanation	
<b>STATEMENT OF REVENUES AND EXPENSES</b>						
<b>A. Revenue</b>						
Province of Manitoba (POM) (Note a)	423,686.5	460,875.0	37,188.4	8.8%		
Federal Government	98,015.5	100,002.6	1,987.1	2.0%		Provincial GBE budget was incorrectly classified here in the prior year estimates (\$1.1M). Reduction in funding of COVID special projects (\$6.7M) offset by increase in support of capital projects (\$8.1M) and research (\$1.6M)
Interest Revenue	46,498.1	52,731.9	6,233.9	13.4%		Increase due to higher rates (\$10.1M) offset by decreased revenue recognition for concert hall (-\$3.9M)
Other Revenue	177,360.3	175,726.0	(1,634.3)	-0.9%		Increase for provincial GBE budget incorrectly classified as Federal in the prior year estimates (\$1.1M). Increase in trust spending results in an increase in donations recognized (\$3.8M), increase in grants from Gates foundation (\$4.0), offset by donations recognized in the prior year in support of the construction of the concert hall (\$7.8M), insurance proceeds recognized in prior year (\$1.9M), decrease in ICM revenues \$(0.5M)
Tuition fees	231,129.8	233,658.5	2,528.8	1.1%		2.75% fee increase (\$4.9M), Nursing expansion (\$1.5M) offset by enrollment declines (\$3.9M)
Domestic	131,745.3	135,522.0	3,776.7	2.9%		
International	99,384.5	98,136.5	(1,247.9)	-1.3%		
<b>Total Revenue</b>	<b>976,690.2</b>	<b>1,022,994.0</b>	<b>46,303.8</b>			
<b>B. Expense</b>						
Salaries and Benefits (Personnel Services)	567,694.3	610,958.6	43,264.3	7.6%		Increase to reflect settled and anticipated collective agreements (\$28.1M). Increase for Nursing expansion (\$2.2M). Increase in salaries supporting by research, donors/investment and other restricted income (\$5M). Reclassify honorariums to Personnel from Supplies and Service (\$0.8M). Budgeted one-time strategic priorities to allow for flexibility to support future wage increase (\$7M)
Other Expenditures (total of rows 25 - 30)	343,783.4	360,366.9	16,583.5	4.8%		Inflationary increases estimated at 2.5% in non-operating funds (\$8.1M) and increase in student awards (\$2.0M) offset by discontinued research and special programs (\$2.8M)
Transportation	16,649.8	20,672.0	4,022.2	24.2%		Inflation noted in total other expenditures and increased travel activity post-pandemic
Communication	6,311.9	3,738.5	(2,573.3)	-40.8%		Realignment of budget to better reflect actuals in the provincial expense categories
Supplies and Service	152,213.8	171,720.3	19,506.5	12.8%		Inflation noted in total other expenditures and re-classification of communication and other expenses.
Minor Capital	22,316.9	22,079.7	(237.2)	-1.1%		
Other Operating	146,291.1	142,156.3	(4,134.7)	-2.8%		Realignment of budget to better reflect actuals in the provincial expense categories
Social Assistance and Related Costs	-	-	-	0.0%		
Grants/Transfer Payments (Note b)	-	-	-	0.0%		
Amortization Expense	54,950.0	56,100.0	1,150.0	2.1%		Increased amortization from concert hall
Interest Expense (Debt Servicing)	14,544.0	14,261.9	(282.1)	-1.9%		
<b>Total Expense</b>	<b>980,971.7</b>	<b>1,041,687.5</b>	<b>60,715.8</b>			
<b>Net Revenue</b>	<b>(4,281.5)</b>	<b>(18,693.5)</b>	<b>(14,412.0)</b>			

# Capital Budget

Advanced Education, Skills and Immigration					
University of Manitoba	Source of Funding	2021/22 Actual (\$ 000s)	2022/23 Budget (\$ 000s)		2023/24 Budget (\$ 000s)
<b>TANGIBLE CAPITAL ASSETS</b>					
<b>A. Capital Asset Acquisitions (Including AUC)</b>					
Please list major capital project/asset description (insert rows as needed)					
Infrastructure Renewal	Province of Manitoba - Capital grant	3,681.0	3,681.0		3,681.0
Infrastructure Renewal	Province of Manitoba - Loan	4,200.0	4,200.0		5,516.0
Infrastructure Renewal	Own source	12,947.2	6,169.0		-
Miscellaneous Capital Projects	Province of Manitoba - Capital grant	2,081.5	3,020.0		3,020.0
Learning Space Renewal	Own source	2,937.6	4,000.0		5,500.0
Renovations	Own source	10,627.2	9,200.0		13,656.0
Operating Equipment	Own source	6,209.6	5,052.0		5,500.0
Research Equipment - Canada Foundation for Innovation	Province of Manitoba - Capital grant	937.9	4,522.0		661.9
Research Equipment - Canada Foundation for Innovation	Federal grant	2,207.0	5,177.0		1,316.3
Research Equipment - Canada Foundation for Innovation	Own source	534.3	695.0		761.9
Research Equipment - Canada Foundation for Innovation	Other	41.1			-
Research Equipment	Research Funds	4,076.9	4,550.0		4,000.0
Churchill Marine Observatory	Own source	2,426.5	3,680.0		4,700.0
Churchill Marine Observatory	Other	2,190.4			
SmartPark Innovation Hub Building	Own source	1,695.9			
Stanley Pauley Engineering Innovation Centre	Own source	39.2			
NCTR New Building	Federal grant				1,150.0
RTDS Building Addition	Own source	440.1			
Campus Day Care	Donations	56.5			
Bannatyne Campus Daycare	Own source				4,710.0
University College Kitchen Redevelopment	Own source	1,158.8			
Desautels Concert Hall - Construction	Donations	5,984.6	10,687.0		
Desautels Concert Hall - Construction	Own source				6,796.0
ICIP Projects	Federal grant		2,600.0		6,963.6
ICIP Projects	Own source		3,900.0		10,445.4
Infrastructure Renewal - Power Re-servicing	Own source		5,800.0		7,500.0
Doctor of Pharmacy Program (Clinical Simulation Lab)	Province of Manitoba - Loan	1,698.7			
Doctor of Pharmacy Program (Clinical Simulation Lab)	Own source		1,313.0		
Special Equipment	Donations		550.0		230.0
Machray Hall Redevelopment	Own source				7,150.0
Nursing Expansion - Renovations	Province of Manitoba - Loan				1,900.0
Respiratory Therapy Program - Renovations	Own source				829.5
Respiratory Therapy Program - Renovations	Province of Manitoba - Capital grant				257.5
<b>Total Capital Asset Acquisitions</b>		<b>66,172.0</b>	<b>78,796.0</b>		<b>96,245.1</b>



**AGENDA ITEM:**

Incorporating Responsible Investment Principles

**RECOMMENDED RESOLUTION:**

**THAT the Board of Governors approves the:**

- Responsible Investment Policy
- Investment Policy Statement

**CONTEXT AND BACKGROUND:**

**Background and Implementation**

At the January 31, 2023 Board of Governors meeting, the Board approved ten recommendations for incorporating responsible investment principles at the University (the “Commitments”).

The next steps are:

- Formally document and communicate the Commitments (the “Report”);
- Adopt a Responsible Investment Policy (the “Policy”); and
- Approve a revised Investment Policy Statement (“IPS”).

**Reporting on the University’s Commitments to Responsible Investing**

The University has made the following Commitments to responsible investing:

- Adopt a Responsible Investment Policy;
- Exercise active ownership;
- Minimal allocation to investments that will advance positive social and environmental changes while still seeking financial returns;
- Supporting the rights of Indigenous peoples;
- Divest from fossil fuel supply companies;
- Become a signatory to the United Nations Principles of Responsible Investing;
- Measure and report on carbon emissions from investments;
- Disclose investment risks and exposures through the Task Force on Climate-related Financial Disclosures (“TCFD”);
- Carry out due diligence; and
- Support with Resources.

Further details on each Commitment can be found in the attached Report (Attachment 3). The Report is one of the ways in which the University’s stakeholders will be informed about the University’s progress on responsible investing. It will be publicly available on the University’s website.

**Responsible Investment Policy (the “Policy”)**

The Policy supports the University’s fiduciary duty, and the University’s Commitments to responsible investing. The Policy contains the following information:



- **Purpose**
  - Support the incorporation of the principles of responsible investing into its investment decision making;
  - Ensure that the University meets its obligations under the climate change charters to which it is a signatory (*Investing to Address Climate Change: A Charter for Canadian Universities* and *Race to Zero for Universities and Colleges: A Global Initiative for a Zero Carbon World*).
- **Scope**
  - The Policy applies to the Endowment Fund and investments administered by the Chief Financial Officer of the University and Office of Treasury Services; it does not apply to the Pension Plan because it is a separate entity.
- **Principles Guiding Responsible Investing at the University**
  - Under the Policy, the University commits to: active ownership, impact investing, engagement and divestment to support the rights of Indigenous peoples, divestment from fossil fuels and mineral rights, due diligence, and measuring and reporting on carbon emissions.
- **Responsibilities and Reporting Obligations**
  - The Trust Investment Committee (“TIC”) and Office of Treasury Services will report to the Board with respect to responsible investing.

### Investment Policy Statement (“IPS”)

The IPS guides investment and administration of the Endowment Fund (University Investment Trust). It serves as a guide to the TIC, external investment managers, and investment consultants. The IPS will be revised at least once a year to reflect the University’s Commitments to responsible investing (the Board must approve any revisions).

The IPS was updated to incorporate the Commitments that will be adopted and implemented in 2023, including:

- Requiring investment managers to incorporate Environmental, Social and Governance (“ESG”) factors into the investment analysis, research, and selection;
- Requiring investment managers to use proxy votes to promote ESG;
- Requiring the investment consultant to provide more in-depth ESG information to the TIC;
- Responsibilities of the TIC, Treasury Services, and the University as it pertains to the Policy; and
- Climate Change commitments regarding investments.

The IPS was also updated for changes to the membership and approval process of the TIC members. These changes were recommended by the Office of the Auditor General, which issued a report with recommendations on oversight and accountability for the TIC.

### RESOURCE REQUIREMENTS:

The Policy and IPS do not require any additional resources beyond those identified in the previous Board Submission (discussed at the January 31, 2023 Board meeting).

### CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

The Policy and IPS are connected to the University’s commitments to:

- Environmental sustainability, as outlined in the Sustainability Policy; and
- Indigenous engagement to advance reconciliation, as expressed in Our Shared Future.

**IMPLICATIONS:**

The Policy and IPS support implementation of the Commitments previously approved by the Board.

**ALTERNATIVES:**

None. The Board already approved the Commitments to incorporate responsible investment principles at the University.

**CONSULTATION:**

**ROUTING TO THE BOARD OF GOVERNORS:**

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Title</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>NA Andrew</u>	<u>Vice-President (Administration)</u>	<u>Feb. 24/23</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Michael Benarroch, Ph.D. MBenarroch</u>	<u>President and Vice-Chancellor</u>	<u>March 3, 2023</u>
<input type="checkbox"/>	<input type="checkbox"/>	<u></u>	<u></u>	<u></u>
<input type="checkbox"/>	<input type="checkbox"/>	<u></u>	<u></u>	<u></u>
<input type="checkbox"/>	<input type="checkbox"/>	<u></u>	<u></u>	<u></u>

**SUBMISSION PREPARED BY:** Naomi Andrew, Vice-President (Administration)

**ATTACHMENTS:**

Attachment 1 - Responsible Investment Policy  
Attachment 2 - Investment Policy Statement (IPS)  
Attachment 3 - Incorporating Responsible Investment Principles at the University of Manitoba

## UNIVERSITY OF MANITOBA POLICY

<b>Policy:</b>	<b>Responsible Investment</b>
<b>Effective Date:</b>	March 28, 2023
<b>Revised Date:</b>	
<b>Review Date:</b>	March 28, 2033
<b>Approving Body:</b>	Board of Governors
<b>Authority:</b>	<i>The University of Manitoba Act, CCSM c U60</i>
<b>Responsible Executive Officer:</b>	Vice-President (Administration)
<b>Delegate: (If applicable)</b>	
<b>Contact:</b>	Director, Office of Treasury Services
<b>Application:</b>	Trust Investment Committee; External Investment Managers; External Investment Consultant; University staff responsible for the administration of the University's Investments

### Part I Reason for Policy

- 1.1 To integrate the principles of Responsible Investing into the University's investment decision making.
- 1.2 To align the University's investment decisions with its commitments:
  - a) to consider social and environmental issues to advance sustainability and climate action
  - b) to advance reconciliation by respecting and promoting the rights of Indigenous peoples
- 1.3 The University of Manitoba is a signatory to:
  - c) Investing to Address Climate Change: A Charter for Canadian Universities; and
  - d) Race to Zero for Universities and Colleges: A Global Initiative for a Zero Carbon World.

- 1.4 The University has a fiduciary responsibility to ensure the investment of University funds is based on prudent principles. The University must conduct investing activities with due care, skill, and diligence. This fiduciary duty includes incorporating ESG Factors into University investment practices.

## **Part II Policy Content**

### **Definitions**

- 2.1 The following terms have the following defined meanings for the purpose of this Policy:
- (a) “Active Ownership” means the practice of actively engaging with management of companies in which the University has influence through direct or indirect asset ownership to improve corporate ESG performance and behaviour;
  - (b) “Assorted Investments” means investments administered by Chief Financial Officer of the University and Office of Treasury Services, which includes the Specific and Capital Trust Investments, Operating Investments, Staff Benefit Investments, and Mineral Rights;
  - (c) "Board" means the Board of Governors of the University;
  - (d) “Direct Investments” means assets under the University’s control such as securities held in segregated accounts with Investment Managers;
  - (e) “Divestment” or “Divest” means selling off assets or investments;
  - (f) “Due Diligence” is an investigation of a potential investment to avoid and address involvement with unfavourable impacts on the environment or society;
  - (g) “Endowment Fund” means the University Investment Trust;
  - (h) “Environmental Factors” mean those factors related to a company’s overall impact on the environment, including but not limited to, greenhouse gas emissions, energy use, water use, production of waste, and environmental compliance;
  - (i) “ESG Factors” means Environmental Factors, Social Factors, and Governance Factors;
  - (j) “Fossil Fuel” means oil, natural gas, or coal;
  - (k) “Fossil Fuel Supply Companies” means companies whose primary business is the exploration, extraction, and/or refining of a Fossil Fuel;

- (l) “Governance Factors” means a company’s management and control, including but not limited to, its leadership, decision-making processes, and accountability;
- (m) “Impact Investing” means investing in companies or funds that balance seeking positive financial returns while actively advancing positive social and environmental change;
- (n) “Indirect Investments” means assets held in pooled funds and commingled investments where the University does not have control at the individual security level;
- (o) “Investing to Address Climate Change: A Charter for Canadian Universities”: A comprehensive framework for how Canadian universities can leverage their capital to drive climate impact and holistically evaluate performance.
- (p) “Investment Consultant” means an external organization responsible for providing advice and education with regards to investment guidelines, asset allocation, and Investment Managers;
- (q) “Investment Manager” means an external organization responsible for managing the University’s investments;
- (r) “Investment Policy Statement” or “IPS” is the document establishing policies for the administration and investment of assets of the Endowment Fund;
- (s) “Investor Coalition” means a network of organizations that use their collective power as investors to promote and influence corporate behaviour with the goal of improving a company’s ESG Factors;
- (t) “Mineral Rights” means ownership of mineral rights in properties that are available for lease to Fossil Fuel Supply Companies;
- (u) “Pension Plan” means a capital accumulation fund which provides retirement benefits for University staff and retirees;
- (v) “Race to Zero”: a UN-backed global campaign to mobilize companies, cities, regions, financial and educational institutions to take decisive action on climate change to deliver a healthy, resilient and zero carbon future.
- (w) “Responsible Investing” includes, but is not limited to, integration of ESG Factors in investment decisions, the practice of Active Ownership, Impact Investing, and Divestment, as more particularly outlined below;
- (x) “Social Factors” means a company’s impact on society, including its treatment of employees, its relationships with customers, suppliers, and partners, its impact on the communities in which it operates and its impact on Indigenous rights and reconciliation;

- (y) “Trust Investment Committee” or “TIC” is an advisory committee to the Board that makes recommendations to the Board on all matters related to the investment and distribution of the assets of the Endowment Fund;
- (z) “UNDRIP Violation” means a violation of the UN Declaration on the Rights of Indigenous Peoples of Canada; and
- (aa) “University” means The University of Manitoba.

### **Application and Scope of this Policy**

- 2.2 This Policy applies to the Endowment Fund and Assorted Investments managed by the University. For greater certainty, this Policy does not apply to separate entities, such as the Pension Plan.

### **Principles Guiding Responsible Investing at the University**

- 2.3 The University recognizes its responsibility as an investor is not only to assess and respond to material risks arising from ESG Factors, but also to be aware of, and act to mitigate or prevent social and environmental harms arising from its investment practices. The University is therefore committed to incorporating Responsible Investing into its investment related decisions, as more particularly outlined below.

#### ***Active Ownership***

- 2.4 The University will exercise Active Ownership, through actions such as improving proxy voting delegated to external Investment Managers; undertaking direct engagement with external Investment Managers and companies where practical and effective; and joining coalition(s) with investors with similar fiduciary responsibilities.

#### ***Impact Investing***

- 2.5 The University, through the TIC, will commit to making meaningful and prudent allocations to Endowment Fund investments that will advance positive social and environmental changes while still seeking financial returns.

#### ***Supporting the Rights of Indigenous Peoples***

- 2.6 The University is committed to reconciliation by, *inter alia*, respecting and promoting the rights of Indigenous peoples.
- 2.7 The University will develop criteria outlining business practices that the University considers to be an UNDRIP Violation.

- 2.8 The University will establish steps to address an UNDRIP Violation, including engagement with external Investment Managers, Investor Coalitions, and/or companies with the goal of changing the business practices of a company violating the rights of Indigenous peoples.
- 2.9 If engagement fails to change the business practices, the University will take steps to Divest from Direct Investments and Indirect Investments in a company violating the rights of Indigenous peoples.

***Divestment from Fossil Fuel Supply Companies and Mineral Rights***

- 2.10 The University will not make any new Direct Investments in Fossil Fuel Supply Companies or Mineral Rights.
- 2.11 The University commits to Divest of:
- (a) Direct Investments in Fossil Fuel Supply Companies by the end of 2024;
  - (b) Mineral Rights properties on which there is active extraction of Fossil Fuels by the end of 2024; and
  - (c) Indirect Investments in Fossil Fuel Supply Companies by the end of 2030.

***Due Diligence***

- 2.12 The University will undertake reasonable Due Diligence to ensure that its Endowment Fund and Assorted Investments conform to this Policy.

***Measuring and Reporting on Carbon Emissions***

- 2.13 The University will measure the carbon emissions of its investments in portfolios where it can be measured and implement strategies to transition to low carbon investment portfolios.

**Responsibilities and Reporting Obligations**

- 2.14 The TIC is responsible for:
- (a) Reviewing the IPS at least annually to ensure it aligns with this Policy and the University's commitment to Responsible Investing;
  - (b) reporting to the Board with respect to Responsible Investing as it pertains to the Endowment Fund; and
  - (c) ensuring the University's Investment Managers and Investment Consultants are aware of and comply with this Policy and the IPS.
- 2.15 The Director, Office of Treasury Services, is responsible for:

- (a) Reporting to the Board with respect to Responsible Investing as it pertains to the Assorted Investments;
- (b) Creating educational materials based on the development and implementation of this Policy; and
- (c) Communicating with University stakeholders with respect to the adoption, progress, and success of this Policy.

2.16 The Board is responsible for:

- (a) Appointing the members of the TIC; and
- (b) approving the IPS, and any revisions thereto.

### **Part III Accountability**

- 3.1 The Office of Legal Counsel is responsible for advising the Vice-President (Administration) that a formal review of this Policy is required.
- 3.2 The Vice-President (Administration) is responsible for the implementation, administration, and review of this Policy.
- 3.3 Investment Managers, Investment Consultants, and all University staff responsible for the University's investments are responsible for complying with this Policy.

### **Part IV Authority to Approve Procedures**

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

### **Part V Review**

- 5.1 Governing Document reviews will be conducted every ten (10) years. The next scheduled review date for this Policy is March 28, 2033.
- 5.2 In the interim, this Policy may be revised or repealed if:
  - (a) the Vice-President (Administration) or the Approving Body deems it necessary or desirable to do so;
  - (b) the Policy is no longer legislatively or statutorily compliant; and/or



- (c) the Policy is now in conflict with another Governing Document.
- 5.3 If this Policy is revised or repealed all Secondary Documents, if applicable, will be reviewed as soon as possible in order that they:
- (a) comply with the revised Policy; or
  - (b) are in turn repealed.

**Part VI**  
**Effect on Previous Statements**

- 6.1 This Policy supersedes all of the following:
- (a) all previous Board of Governors/Senate Governing Documents on the subject matter contained herein; and
  - (b) all previous Administration Governing Documents on the subject matter contained herein.

**Part VII**  
**Cross References**

- 7.1 This Policy should be cross referenced to the following relevant Governing Documents, legislation and/or forms:
- (a) Sustainability Policy; and
  - (b) Investment Policy Statement.



Investment Policy Statement  
University Investment Trust

**DRAFT FOR APPROVAL**

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## The University of Manitoba

### Investment Policy Statement – University Investment Trust

#### I. Introduction, Scope and Purpose

The University Investment Trust (“UIT”) holds assets donated by the friends and alumni of the University of Manitoba, has a long-term focus, and is a pooled fund of individual donor named endowments and quasi-endowments. The fund is part of the University entity, and not legally set up as a separate foundation. The University of Manitoba is a registered charity in Canada. The effective date of this registration is January 1967. As a *registered charity* under Section 149(1)(f) of the *Income Tax Act*, the University is exempt from income tax. The University of Manitoba is an *organization exempt from income tax* in the United States. The effective date of this registration is May 1969. Under section 501(c)(3) of the Internal Revenue Code, the University is exempt from income tax in the U.S.

The UIT is managed as a unitized pool whereby each individual endowed account is pooled for investment purposes and tracked using a net asset market value per unit. The UIT’s purpose is to support the educational mission of the University by providing a reliable source of funds for current and future use. Intergenerational equity is achieved by maintaining the purchasing power of the of the fund’s assets, in perpetuity, while earning sufficient investment returns to sustain the level of spending to support current beneficiaries at the University. Primary beneficiaries are students, faculty and school program/operating costs, Chairs and Professorships, research, athletics, and libraries.

This Investment Policy Statement (“IPS”) establishes policies for the administration and investment of these assets, and formally documents the goals, objectives and guidelines of the UIT’s investment program which are intended to provide the greatest probability that the UIT’s objectives are met in a prudent manner, consistent with the established guidelines. This document is meant to guide primarily the Trust Investment Committee, but also investment managers, investment staff, investment consultants, and the custodian. This IPS will remain in effect until modified by the Board of Governors. The Trust Investment Committee shall review the IPS, at minimum, on an annual basis.

#### II. Roles and Responsibilities

**Trust Investment Committee.** The Trust Investment Committee (“Committee”) has general authority over the investment of assets of the UIT, subject to the provisions of this IPS and any other university policies and shall be accountable to the University’s Board of Governors through the Finance and Infrastructure Committee (FI). The Committee is responsible for:

- Developing and recommending to the Board for approval the IPS. Critical components of the IPS are : the investment objectives for the UIT; the asset allocation of investments; the rebalancing policy for the UIT; and the spending policy for the UIT.
- Selecting, monitoring and making changes to the Investment Consultant, Investment Managers, and Fund Custodian.
- Determining manager mandates within the approved asset allocation.
- Establishing, monitoring, and updating the investment process.
- Review overall performance and individual investment manager performance.

- Annually reviewing the IPS and making recommendations for amendments to the Board.
- Reporting on the performance of the UIT to the Board via the FI Committee at least twice annually.

In executing its primarily responsibilities, the Committee shall:

- Act in good faith and with the care an ordinarily prudent person in a like position would exercise under similar circumstances
- Incur only costs that are appropriate and reasonable in relation to the assets, the purposes of the University and the skills available to the University.
- Consider the following factors: general economic conditions; the possible effect of inflation or deflation; the role that each investment or course of action plays within the overall investment portfolio of the UIT; the expected total return from income and appreciation of assets; the needs of the University and the UIT to make distributions and to preserve capital; and responsible investing and ESG factors, in accordance with University policy.
- Make investment decisions about an individual asset not in isolation, but rather in the context of the UIT's portfolio of investments as a whole and as a part of the University's overall investment strategy, including the risk and return parameters set forth in this IPS.

The Committee shall be comprised of the following members:

- Two members of the Board appointed by the Chair of the FI committee.
- A minimum of three and a maximum of five community members, nominated by the Chair of the Committee and appointed by the Board of Governors. Community members may be employees or retirees of the University, members of the Board of Governors or any of its committees, or members of the investment community, who have expertise in investments and finance.
- The President, the Vice-President (Administration); the Chief Financial Officer and Comptroller; the Director of Treasury Services; the Associate Vice-President (Donor Relations) and the Manager of Investments as ex-officio, voting members.
- The Committee may, on its own motion, include additional, non-voting resource members.

Appointed members shall serve three-year terms and are eligible for re-appointment for three-year periods thereafter. The Vice-President (Administration) shall serve as Chair of the Committee, and the Committee shall name a Vice-Chair to act for the Chair in the Chair's absence.

**Internal Management/Staff.** The Office of Treasury Services is responsible for the accounting of the investments of the UIT; calculating the unit value of the UIT (net asset value); the day-to-day interaction with the Investment Managers, Investment Consultant, and Custodian; calculating the spending allocation and making disbursements to beneficiaries of the UIT; obtaining and evaluating compliance related information from managers; and communicating relevant information to the Committee on a periodic basis.

**Investment Consultant.** The Investment Consultant is responsible for providing proactive advice and education with regards to investment guidelines, asset allocation, and investment managers. The

Investment Consultant will provide information and advice in the selection of new investment managers, and will alert the Committee of any important developments with current manager's firms. On a regular basis, the Investment Consultant shall meet with the Committee and report on the investment managers and the overall portfolio of the UIT. This reporting will include firm and industry updates, performance versus benchmarks, performance versus peer groups, performance attribution, and any relevant metrics covering risk/return that the Committee wishes to review.

The Investment Consultant will ensure that, if required, appropriate registration under *The Securities Act* (Manitoba) has been obtained by both the consulting firm and the individual(s) providing advice to the University, and both the firm and individual(s) remain in good standing with regulatory authorities

**Investment Managers.** The Investment Managers selected by the Committee are responsible for management of invested assets under their advisement in accordance with the guidelines and objectives set forth in this IPS, as well as their respective contract, service agreement, limited partnership agreement or similar account documentation. When granted discretionary authority by the Committee, Investment Managers are expected to exercise full discretion with respect to determining investment strategy, investment selection and timing of purchases, managing, and selling assets held in their portfolio(s) in accordance with this IPS. Most importantly, they must use the same care, skill, prudence and due diligence that experienced investment professionals acting in a like capacity would in the management of their own affairs or the affairs of others, with highest regard to the stewardship of assets considering probable income, risk, time horizon, suitability and preservation of capital. Investment Managers must provide the Office of Treasury Services and the Investment Consultant with quarterly compliance letters. Compliance letters will detail the Investment Manager's compliance with this IPS, compliance with the firm's own investment restrictions and guidelines that govern the portfolio, and compliance with the firm's own policies, procedures and Code of Ethics.

The Investment Managers will ensure that appropriate registration under *The Securities Act* (Manitoba) has been obtained by both the investment management firm and the individual(s) providing investment advice and/or exercising discretionary authority over the portfolio assets of the UIT, and that both the firm and individual(s) remain in good standing with regulatory authorities.

**Fund Custodian.** The Custodian, or Custody Bank, is responsible for the safekeeping of portfolio assets; portfolio accounting; communication with investment managers regarding trades and settlements; income collection; recovery of withholding taxes; and monthly reporting to the Office of Treasury Services.

### III. Investment Objective

The UIT's investment objective is to preserve the real purchasing power of assets in perpetuity, while providing a continuing and stable funding source to support the current beneficiaries of the fund. To achieve this objective, the UIT seeks to achieve a total return that will exceed the annual spending allocation, all expenses associated with managing the fund, and the eroding effects of inflation. This objective can be quantified as a hurdle rate, where:

Hurdle Rate (UIT investment return)  $\geq$  Spending Rate + Administrative Expenses + Inflation

UIT investment return is defined as dividends, interest, realized capital gains and unrealized capital gains. The spending rate is as defined in Section VIII of this IPS. Administrative expenses are the fees of the investment managers, investment consultant, custodian, Treasury Office, and an allocation for fundraising. Inflation is defined as the annual change in the Consumer Price Index for Canada.

#### **IV. Time Horizon**

The UIT has a long-term time horizon with relatively low liquidity requirements. As such, the UIT can tolerate short-term volatility provided that long-term investment returns meet or exceed its investment objective. The Committee will monitor the fund's short-term returns, however to evaluate the success of the UIT achieving its longer-term investment objective, performance over full market cycles as well as rolling 5 and 10 year returns will be a better measure of the UIT's success. The hurdle rate will be measured over these periods on an annualized basis.

#### **V. Risk Tolerance**

The Committee seeks a return on investment that is consistent with levels of investment risk that are prudent and reasonable given the investment objective and time horizon as defined above in sections III and IV. While the Committee recognizes the importance of capital preservation, it also recognizes that to achieve the goal of its investment objective requires prudent risk taking, and that risk is necessary to generate investment returns equal to or in excess of the hurdle rate. Risk cannot be eliminated, but it should be managed by ensuring risk exposures are identified, measured, monitored and tied to the responsible parties.

The most significant risk is the failure to meet inter-generational equity (long-term) and failure to support payouts to current beneficiaries (short-term). Volatility of returns, permanent loss of capital, and poor strategic tactical decisions could result in either of these failures. The Committee is the party most responsible for managing these risks, and does so through asset allocation, selection of Investment Managers, investment constraints, ESG and rebalancing. The return objective supports a strong bias to return-seeking assets, with equity investments having the largest weighting in the portfolio. Due to a large equity weighting and long-time horizon, there is willingness for the Committee to accept some degree of short-term risk and volatility, but not to impair the ability to pay beneficiaries in any one year. Therefore, the calculation of the spending policy would have to incorporate time horizons well beyond one year (section VIII).

This long-time horizon also allows the UIT to take advantage of less liquid investments like real estate and infrastructure which typically have higher risk-adjusted returns that compensate for the lack of liquidity. Liquidity risk is less of a concern given the prevalence of new gifts to the fund, and the benefit of the UIT being part of the University therefore allowing it to access temporary leverage if it was required.

Benchmark risk is accepted if Investment Managers have a tracking error and active share that indicates the manager is taking these risks, but at the same time adding value by taking these risks. The Committee and Investment Consultant will monitor the Sharpe Ratio and Information Ratio of active Investment Managers to ensure they are adding value within the risks they are taking within their portfolios.

Finally, seeking Investment Managers and investments that mitigate the risk of permanent loss of capital is a priority of the Committee, and the Committee has a bias to quality investing, as described in Section IX of this IPS.

## **VI. Asset Allocation**

Asset allocation is the single most important determinant of the UIT’s investment performance over the long-term. It is also functions to help control various investment risks. Based on investment objectives and risk tolerances, the Committee, with input from the Investment Consultant, will approve a specific allocation of investments from different asset classes considered prudent given the UIT’s objectives, time horizon, and constraints, and considering multiple measures of investment risk.

The Committee and Investment Consultant have modelled the expected return, volatility, and covariance of the portfolio in order to arrive at the asset allocation decision, and both will review the asset allocation periodically. Each asset class in the portfolio is expected to provide at least one or more of the following principal investment roles:

- Growth of market value in real terms over a long-term investment timeframe;
- Diversification to mitigate the volatility of an equity-oriented portfolio;
- Protection against inflation and macro-economic risks like recessions.

The strategic asset allocation adopted by the Committee is:

<b>Asset Class</b>	<b>Policy Target</b>	<b>Policy Range</b>
Canadian Equity	24%	20% - 28%
U.S. Equity	24%	20% - 28%
International Equity	14%	12% - 16%
Canadian Real Estate	13%	11% - 15%
Infrastructure	10%	7% - 13%
Impact Investments	5%	3% - 7%
Canadian Government Bonds	10%	8% - 12%

All equities are public equities and are expected to provide growth and diversification; real estate is expected to provide growth, diversification, and a hedge against inflation; infrastructure is expected to provide diversification and a protection against both inflation and economic contractions; impact investments are investments that advance positive social and environmental change while still seeking financial returns; and bonds are expected to reduce risk and provide diversification.



Covariance of asset classes will be a key consideration at the time of setting an asset allocation, and after implementation covariance will be monitored to ensure the desired diversification between the asset classes is being achieved.

Performance benchmarks for the above asset classes are as follows:

<b>Asset Class</b>	<b>Performance Benchmark</b>
Canadian Equity	S&P/TSX Composite
U.S. Equity	S&P 500
International Equity	MSCI EAFE (Net)
Canadian Real Estate	MSCI/REALPAC Canada Quarterly Property Index
Infrastructure and Impact Investments	Canadian Consumer Price Index (CPI) + 5%
Canadian Government Bonds	FTSE Canada All Government Bond Index

The total portfolio policy benchmark will be a weighted average of the above performance benchmarks vis-à-vis their relative asset class policy target weightings. Performance benchmarks are necessary to properly measure and evaluate the success of each asset class and the overall investment program. Net of fee investment returns of actively managed equity and bond mandates are expected to exceed their performance benchmarks over longer periods, generally three to five years. Given the inherent limitations of real asset benchmarks, absolute performance and diversification will be as important as relative performance against a benchmark.

## **VII. Rebalancing Guidelines**

In order to maintain the discipline of the investment process, and to best capture the risk/return profile of the asset allocation, any deviations from the asset class policy targets outside of the allowable ranges must be rebalanced within the tolerance range, and not necessarily back to target. The Office of Treasury Services will make every effort to rebalance with the cash inflows of the fund. In order to avoid transactional costs, rebalancing the portfolio by means of liquidating assets will be the exception and will transpire only when an asset class is outside of its allowable range, and there is no cash available to rebalance. In general, new cash will be added to the asset class that has deviated the furthest under its target.

In addition, the Committee recognizes that investing in certain illiquid investments, like real estate and infrastructure, makes it more challenging to adjust to the asset allocation policy ranges. Furthermore, the pace of commitments to these asset classes can take some time and result in assets deviating from their policy ranges. As a consequence of these constraints, deviations from policy may occur. Persistent deviations from asset class policy ranges will be reported at Committee meetings.

## **VIII. Spending Policy**

The Committee's goal in setting the spending policy is to set a rate that is achievable for the UIT's hurdle rate, as established in Section III. In addition, the calculation must help reduce the volatility of annual distributions, allowing those that budget for and receive the annual distributions a higher degree of certainty of the amount available to them. The Committee feels that a 4-year period helps smooth annual distributions and adds to the predictability of amounts available to beneficiaries.

Annually, the UIT will make available for spending an amount of 4.25% of the average markets values for the rolling 48-month preceding period. In addition, the Committee can recommend a change to the amount in any one year, with a floor set at 3.50% of the preceding 48-month period, and a ceiling of 5.00% of the preceding 48-month period. This change would only arise in circumstances where the net real rate of return of the fund had deteriorated or improved to the extent an adjustment to the rate of spending is warranted. This would depend on the net real return of the UIT over the past 5 and 10 year periods; current investment market conditions; the outlook of future investment markets; and assessing the effect of such an adjustment on current and future beneficiaries of the fund. Any one-year adjustment to the spending rate would have to be recommended by the Committee, and approved by the University's Board of Governors.

## **IX. Selection and Retention Criteria for Investment Managers**

In order to be selected and retained, an Investment Manager must demonstrate a consistency of investment style that is evident and measurable through full market cycles. The stability and experience of the management and ownership of the firm, as well as the portfolio management team, is a critical factor in being selected and retained. The Committee has a bias to firms with controlled growth and manageable levels of assets under management; as well as firms with interests that are aligned with those of their clients by having a meaningful amount of executive and employee dollars invested in funds along with their clients. Firms must demonstrate competitive long-term risk-adjusted performance, net of fees.

The Committee does not favor the practice of seeking equity managers that are classified as value managers or growth managers. Furthermore, there is no intended offset for manager styles in any asset class, such as having a growth manager and a value manager within the same asset class, in order for their styles to act as performance hedges in any given market cycle. Instead, the Committee has a bias towards quality investing, identified by relative strength in criteria such as financial strength, attractive valuation, corporate governance, business model and market positioning. Investments in quality assets, whether that is in equities, bonds or real assets, will also help protect the portfolio from the adverse effect of loss of capital. Thus, the Committee favors managers that have portfolios that exhibit strong downside protection. An equity portfolio that has relatively average bull/up market capture but very strong bear/down market capture would be a preferred portfolio in the UIT. Not all mandates require these exact characteristics; however a meaningful portion of the overall equity portfolio should have good downside protection, given its asset class dominance and its vulnerability to significant stock market downturns. Investment managers that strive to protect their client's capital will always be favored over managers that invest in assets that are at higher risk to permanent loss of capital.

Investment Managers are also expected to have ESG integrated into their investment analysis, risk assessment, and engage with the companies in which they invest UIT capital. Managers are also expected to comply with the policy guidelines on Responsible Investment in section XI of this IPS.

To be retained as Investment Managers of the UIT, firms must continue to demonstrate that their organization and investment process has not changed in any meaningful way that detracts from the very reasons they were hired. Any sustained relative underperformance by a manager will be reviewed closely by the Committee in the context of the current investment markets and the known investment style/process of the manager. When necessary, the Committee will seek approval from the Board of Governors for the termination and replacement of investment managers.

## **X. Strategic Investment Guidelines and Constraints**

**Active vs Passive:** the Committee recognizes that many of the capital markets exhibit high levels of security pricing efficiency - particularly in large highly traded markets such as those for large capitalization equities, for example in regions like the U.S. These markets exhibit broad ownership by institutional investors, and extensive coverage of individual companies by the investment analyst community. In such cases, the Committee may use a passive investment strategy for the asset class, or a portion of the asset class. The Committee may also use a passive investment strategy as part of an asset transition.

**Foreign Exposure and Currency:** The Committee does not target a specific level of foreign currency exposure. Greater emphasis is placed on selecting core asset classes and their appropriate weighting in the overall portfolio that over long periods of time will meet both the UIT's desired risk profile and return requirements. In this regard, a number of core assets that contribute to the most optimal portfolio required to meet the long-term objectives may be denominated in foreign currencies. While foreign exchange movements over shorter time periods may materially affect performance, it is believed that over the much longer investment time horizon of an endowment fund these foreign exchange swings will be both positive and negative and largely offsetting over time thus minimizing the potential for material long-term adverse consequences. As such, the UIT does not actively or passively hedge its exposure to any foreign currency. This doesn't prohibit the opportunity to strategically hedge an exposure given the right circumstances, or an investment manager hedging within its mandate.

**Proxy Voting:** The Committee delegates the responsibility for exercising proxy votes to Investment Managers. In doing so, the Committee expects Investment Managers to act prudently and in the best interest of the UIT as a shareholder. Investment Managers must report to the Committee annually that all proxies were voted under the firm's guidelines as indicated in their Proxy Voting Policy.

**Tax:** As registered charity in Canada, the UIT is prohibited from holding 20% or more of the interest in a limited partnership, as CRA would consider it to be carrying on a business solely because of the extent of this ownership.

**Investment Limitations and Restrictions:** Diversification among asset classes is provided through the asset allocation guidelines set forth in Section VI of this IPS. Assets may be held in separate accounts or pooled investment vehicles. In the case of pooled investment vehicles, the investment guidelines and restrictions

defined by the vehicle will apply. The asset class definitions stated below indicates the type of securities and strategies that can be used. The Committee acknowledges each Investment Manager's separate account will detail their specific guidelines, however those guidelines must reflect the guidelines below unless the Committee has knowingly allowed the manager to employ a strategy or invest in a security that doesn't comply with the general guidelines as stated below. This deviation must be stated in writing by the Committee.

#### Public Equities

- Approved: includes Canadian, U.S., and International equity securities traded through a marketplace, as well as listed equity substitutes that are convertible into equities traded through those same marketplaces. It also includes income and royalty trusts, exchange traded funds, institutional passive investment accounts, American Depository Receipts, rights and warrants, instalment receipts, equity futures, IPOs, and convertible securities. Derivatives that reduce risk and do not directly or indirectly leverage the portfolio are allowed.
- Constrained: prohibited are commodity and commodity futures, the use of futures or options to establish a leverage position, uncovered options and short selling, derivatives and leverage of any type that would encumber any UIT assets. No privately held companies will be invested in. Prohibited is any one separate portfolio with less than 20 individual securities or more than 10% invested in the securities of any single company in a separate portfolio.

#### Fixed Income and Public Debt

- Approved: includes Government of Canada bonds; Provincial bonds with a minimum DBRS rating of A; Municipal bonds with a minimum credit rating of A; and mortgage-backed securities backed by NHA insured mortgages. Also included are domestic government and corporate issued Guaranteed Investment Certificates, Banker's Acceptance, and T-Bills with a minimum DBRS rating of R-1(low).
- Constrained: prohibited are domestic and non-domestic corporate bonds; non-domestic sovereign bonds; private placements; private debt; derivatives and leverage.

#### Real Assets

- Approved: includes Canadian real estate in pooled investment vehicles that is diversified by property type and region. Also includes diversified infrastructure in developed markets invested through open-ended and closed-ended vehicles. Derivative financial and currency related instruments are permitted provided that such participation is not for speculative purposes.
- Constrained: prohibited are direct investments in real estate and real estate investments outside of Canada..

## **XI. Responsible Investment**

The University of Manitoba has a Responsible Investment Policy applicable to all investments of the University. This includes the investments of the University Investment Trust. The University has a fiduciary duty to act in the best interest of its stakeholders, and as a fiduciary the University must conduct investing activities with due care, skill and diligence. The regulatory landscape is changing, and investors have come to realize that ESG considerations, including climate change, are financially material. As such, they must be considered when assessing investment opportunities and must be incorporated in risk management.

**Investment Managers:** the Committee delegates discretionary authority of investment research, security selection, real asset acquisition and portfolio construction to external investment managers. As such, the Committee expects all investment managers to comply with the following policy items:

Investment Process:

- Managers will have rigorous ESG processes in place when evaluating investments.
- Managers will have an ESG investment policy, and dedicated ESG governance and staff.
- Managers will report on ESG risks and issues to the Committee, at minimum annually.
- Managers will be signatories to UNPRI.

Proxy Voting:

- Managers will use their proxy votes to promote best practices in responsible investing.
- Managers proxy voting policies must incorporate ESG considerations.

**Investment Consultant:** the Committee engages an investment consultant to provide investment advice at the overall fund level, and the individual portfolio level. As such, the Committee expects the investment consultant to comply with the following policy items:

- Investment Consultant will be a signatory to UNPRI.
- Investment Consultant will provide ESG ratings and ESG information on investment managers at each quarterly meeting with the Committee.
- Investment Consultant will report on known ESG disclosure issues at the security level.

**The Committee, Treasury Services and the University:** University staff and committee members will comply with the following policy items:

- The University will be a signatory of UNPRI.
- The Committee and Treasury Services will incorporate ESG into their investment review process.
- The University will work with other universities, foundations, and institutional investors to enhance the development of ESG tools and analysis.
- The Committee and Treasury Services will work with shareholder advocacy organization(s) to improve accountability of the companies we invest in and participate in shareholder proposals that are in alignment with our ESG policies and beliefs.

- Treasury will disclose investment manager’s ESG policies and ESG reports.
- Treasury will disclose, when available, investment manager proxy voting on ESG matters, and investment manager participation in shareholder proposals on ESG matters.
- Treasury will disclose all shareholder engagement activities and outcomes achieved.
- Treasury will publish UNPRI annual reporting.
- The Committee and Treasury will communicate with stakeholders the adoption and success of ESG integration in the UIT portfolios.
- The Committee will commit to making meaningful and prudent allocations to investments that will seek positive social and environmental change while still seeking financial returns. These investments will be classified as Impact Investments.

### **Climate Change Commitments**

As a signatory to both the Global Universities and Colleges Climate Letter and the Canadian University Charter: Investing to Address Climate Change, the University and the UIT has committed to the following action plan:

- Divest from all direct investments in fossil fuel supply companies by the 2024.
- Divest from all indirect fossil fuel supply investments held in pooled funds and commingled investments by 2030.
- Fossil fuel supply companies are defined as any company whose primary business is the exploration, extraction and/or refining of oil, natural gas, and/or coal.
- Set targets for the reduction of carbon emissions in public equity portfolios.

### **XII. Conflict of Interest**

All Committee members are subject to the *Code of Conduct for Members of the Board of Governors*, and must sign and file the appropriate disclosure and declaration on an annual basis. If any Committee member has an actual or perceived conflict of interest that impairs their ability to exercise independent and unbiased judgement with respect to their fiduciary duties as a member, he or she shall disclose such conflicts to the Chair and other Committee members before any meaningful discussion of the relevant matters take place and shall not vote on any resolution to which the disclosure is required.

The University recognizes the value of having experts from the external community as members of the Trust Investment Committee. From time to time, however, these members might find themselves privy to information relating to the University’s investment and other financial interests that might put them in conflict to interest relating to their employment with their company or organization or with respect to their other outside activities. External members shall therefore make a self-declaration in writing to hold such information in strict confidence and privacy.

Investment Managers must also disclose the Committee any perceived conflicts of interest, such as self-dealing or any other conflict of interest related to the companies and boards of those companies of securities that the portfolio of the UIT invests in.



**University  
of Manitoba**

Incorporating Responsible  
Investment Principles at the  
University of Manitoba

February 2023



## TRADITIONAL TERRITORIES = ACKNOWLEDGEMENT =

The University of Manitoba campuses are located on the original lands of the Anishinaabeg, Cree, Oji-Cree, Dakota and Dene peoples, and on the homeland of the Métis Nation.

We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with Indigenous Communities in a spirit of reconciliation and collaboration.



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## Introduction

The Responsible Investment Committee (RIC) was established by the Board of Governors in September 2020 as a subcommittee of the Trust Investment Committee (TIC).

Its mandate was to make recommendations to the TIC regarding responsible investing at the University of Manitoba, with the focus on the endowment fund. These recommendations were presented to the TIC in October 2022 and largely accepted, with additional provisions to support implementation. These revised recommendations were accepted by the Board of Governors in January 2023. The University commitments are included here as Section 4.

Underlying these commitments is the University's responsibility to consider social and environmental issues while making decisions and charting actions- not only to assess and respond to material risks arising from ESG considerations, but to be aware of, and act to mitigate or prevent the social and environmental harms arising from the practices of its investees. The RIC prioritized both climate change and Indigenous rights and reconciliation to ensure alignment with the University's commitment to both areas.

The foundational commitment is the adoption of a Responsible Investment Policy that will support the fiduciary duty of the University while aligning the University's investments with its commitments.

# 1. Responsible Investing

Responsible Investing (RI) includes, but is not limited to, integration of ESG factors. UM's responsibility as an investor is not only to assess and respond to material risks arising from ESG considerations, but to be aware of, and act to mitigate or prevent the social and environmental harms arising from the practices of its investees.

RI thus also involves active ownership with investment decisions to reduce long-term risks and improve risk adjusted returns, adopting and advocating for adequate disclosure of the environmental and social impacts of investments, and doing our due diligence on the human rights and environmental conduct of investees.

Key strategies and practices that inform responsible investment are outlined in Table 1.

*Table 1: Responsible Investment Strategies*

RI Strategy	Description
ESG Integration	The process of systematically embedding ESG factors into traditional financial analysis. The portfolio manager integrates ESG data with traditional financial metrics when assessing a company's value. This is the most prominent RI strategy in Canada.
Impact Investing	An investment strategy that aims to generate specific positive, measurable social and environmental impact alongside a financial return. Impact investments typically target companies that are working to address social or environmental problems, such as providing access to clean water or affordable housing, or investing in renewable energy or sustainable agriculture
Thematic ESG Investing	Investments targeted at specific ESG themes such as clean technology, women in leadership, water solutions, etc.
Positive Screening	The systematic inclusion of companies based on positive ESG performance relative to peers in various sectors. Also known as best in class.
Negative Screening	The systematic exclusion of specific companies, industries or sectors from the investable universe based on personal values, ethical considerations, or negative ESG characteristics
Norms-Based Screening	Exclusionary screening based on compliance with international norms and standards such as the UN Guiding Principles for Business and Human Rights or the OECD Guidelines for Multinational Enterprises.

Source: Adapted from RIA, 2020 Canadian Responsible Investment Trends Report, 2020

Many Canadian universities are adopting responsible investing principles to better manage risks, create long-term value, and contribute to a more sustainable and equitable world. Responsible investing for universities can serve to align the investments made by the university with its values and mission, and to generate both financial returns and positive social and environmental impact.

The integration of responsible investment principles into university fund investment approaches is now considered a best practice. In a 2022 survey, 43 of 44 Canadian universities indicated that there had been discussions regarding ESG at the Board level.<sup>1</sup> This is reflected in the policy landscape: just under half of the surveyed institutions have a stand-alone responsible investment policy separate from the Statement of Investment Policies and Procedures (SIPP), and nearly all of the remaining institutions include ESG in their SIPPs.

The business case for responsible investing goes beyond risk and return - these practices have been shown to correlate with a 6 percent increase in donations, while also aligning with the university's stakeholder interests.<sup>2</sup>

## Environmental, Social and Governance (ESG) Factors

Environmental, social, and governance factors can be used to evaluate the sustainability and social impact of an investment. These factors assess how well a company is managing its impact on the environment and on society, and its governance practices. Many investors believe that strong ESG performers are more likely to be financially successful in the long term, as they are better able to manage risks and opportunities, thereby leading to stronger returns.<sup>3</sup>

**Environmental factors** are related to a company's overall impact on the environment. Some common environmental criteria that are often used in ESG evaluations include greenhouse gas emissions reduction targets and related disclosures, renewable energy use, water management, waste reduction, and environmental compliance.

**Governance factors** refer to a company's management and control, including its leadership, decision-making processes, and accountability. Some common governance criteria that are often used in ESG evaluations include board diversity and composition, executive compensation, risk management and internal controls, and compliance with laws and regulations.

**Social factors** address a company's impact on society, including its treatment of employees, its relationships with customers, suppliers, and partners, its impact on the communities in which it operates and its impact on Indigenous rights and reconciliation. Some common social criteria that are often used in ESG evaluations include labor practices, workplace diversity, customer privacy and data security, community involvement and development, and product safety and environmental impact.

The integration of ESG factors into investment decision making is one of the most popular responsible investment strategies and has grown significantly in recent years. Institutional investors are increasingly applying an ESG lens to their investments: assets under management in this category have grown 30% annually since 2015, and now represent around a quarter of all professionally managed assets.<sup>4</sup> Of 44 Canadian universities surveyed, over half (55%) reported that they have

<sup>1</sup> CAUBO 2022 Responsible Investing Survey Results

<sup>2</sup> See: C.D. Howe, Put to the Test: Ranking Canada's Universities on Their Climate Change and Endowment Activities, [https://www.cdhowe.org/sites/default/files/2022-06/Commentary\\_620.pdf](https://www.cdhowe.org/sites/default/files/2022-06/Commentary_620.pdf)

<sup>3</sup> 2022 Canadian Responsible Investment Trends Report, pg. 20, <https://www.riacanada.ca/research/2022-canadian-ri-trends-report/>

<sup>4</sup> See: <https://www.bloomberg.com/professional/blog/esg-assets-may-hit-53-trillion-by-2025-a-third-of-global-aum/>

adopted an ESG framework for either assessing their investment managers and/or their investment holdings.<sup>5</sup>

## Active Ownership

Active ownership refers to the practice of actively engaging with investee companies or asset managers to influence behavior and improve corporate ESG performance. Active ownership is also sometimes referred to as shareholder engagement. Active ownership commonly includes activities like voting at shareholder meetings or setting expectations on proxy voting, engaging in dialogue with company management, and collaborating with other investors to exert collective influence. The goal of active ownership is to create value for the investors and to promote long-term sustainability and responsible business practices.

Active ownership can be implemented by improving proxy voting delegated to external investment managers. Voting as a shareholder is an important way to exercise rights as an owner and have a say in the investee entity's direction and governance. Shareholders can vote in person at the shareholder meeting or can vote by proxy. Voting by proxy means designating another person, such as an investment manager to vote on your behalf. Improving active ownership when voting by proxy can include, but is not limited to, the following actions:

- Reviewing the proxy voting policies of external investment managers and identifying and communicating areas where the manager's stance may diverge from the university's responsible investment objectives.
- Requesting to review the proxy voting decisions made on the university's behalf and providing feedback.
- Voting on the university's own proxy by receiving proxy materials from the company and casting votes directly.

Many Canadian universities are employing active ownership tools to advance responsible investing. In early 2021, several institutions formed the University Network for Investor Engagement (UNIE) to coordinate efforts on active engagement from university pension plans, foundations, and endowments. Coordinated by the Shareholder Association for Research and Education (SHARE), the goal of the network is to reduce greenhouse gas emissions and accelerate the transition to a low carbon economy. University of Manitoba is a member of both UNIE and SHARE. While these groups demonstrate that Canadian universities are seeking alternative ways to promote responsible investing, beyond UNIE and SHARE, most university funds delegate proxy voting and engagement to external investment managers.<sup>6</sup>

## Due Diligence

Due diligence is another important aspect of responsible investing. The Organisation for Economic Co-operation and Development (OECD) provides guidelines for responsible business conduct for institutional investors ('Guidelines'), which include expectations around conducting due diligence to avoid and address involvement with unfavourable impacts across a range of societal concerns (e.g.,

<sup>5</sup> CAUBO 2022 Responsible Investing Survey Results

<sup>6</sup> CAUBO 2022 Responsible Investing Survey Results, 88% of fund delegate authority to external AMs

human rights, labour, environment, bribery and other integrity impacts, etc.).<sup>7</sup> With respect to investors, due diligence involves:

- Embedding responsible business conduct in policies and management systems;
- Identifying actual and potential adverse impacts within investment portfolios and potential investments;
- Using leverage, as appropriate, to influence investee companies causing an adverse impact to prevent or mitigate that impact;
- Accounting for how adverse impacts are addressed, by (a) tracking performance of the investor's own performance in managing risks and impacts in its portfolio and (b) communicating results; and
- Having processes in place to enable remediation where an investor has caused or contributed to an adverse impact.<sup>8</sup>

## Divestment

Divestment is the process of selling off assets or investments. In the context of responsible investment, divestment typically refers to the practice of selling assets that are associated with companies or industries that are considered harmful to society or the environment.

The growing fossil fuel divestment movement sends a message to companies that energy needs transition; that alternative energy needs to be prioritized. Many educational institutions are demonstrating leadership in the face of the climate crisis by divesting investment funds from the fossil fuel industry and reallocating those funds to sustainable and just alternatives. Of 44 Canadian universities surveyed, 68% indicated they had discussions at the Board level around fossil fuel divestment.<sup>9</sup> So far, 12 universities have committed to divestment in some form.<sup>10</sup>

## 2. Guiding Structures

There are a number of global frameworks that set expectations or standards for companies and investing institutions to follow as they seek to ensure that their operations and investments align with the ESG factors described above. These frameworks provide guidance and tools to assist institutions in setting and achieving targets, and also consistent and comparable methods to measure and report on progress towards those targets.

### United Nations Principles for Responsible Investment (UN PRI)

The UN PRI is an investor initiative in partnership with the United Nations Environment Programme Finance Initiative and the UN Global Compact. It was established in 2005 by then United Nations

<sup>7</sup> See: <https://mneguidelines.oecd.org/RBC-for-Institutional-Investors.pdf>

<sup>8</sup> See: <https://mneguidelines.oecd.org/RBC-for-Institutional-Investors.pdf>

<sup>9</sup> CAUBO 2022 Responsible Investing Survey Results

<sup>10</sup> These institutions include Université Laval, Université du Québec à Montréal, Université Concordia, The University of British Columbia, University of Guelph, Lakehead University, University of Waterloo, University of Toronto, Simon Fraser University, University of Victoria, University of Ottawa, and Université de Montréal.

Secretary-General Kofi Annan, who invited twenty of the world's largest institutional investors and seventy experts from the investment industry, intergovernmental organisations, and civil society to work together to develop its six guiding principles. These are intended to achieve an economically efficient, sustainable global financial system by enabling good governance and by reducing the barriers to a sustainable financial system. The six Principles for Responsible Investment are:

1. Incorporating ESG issues into investment analysis and decision-making processes
2. Active ownership and incorporating ESG into ownership policies and practices
3. Seeking appropriate disclosure on ESG issues from investee companies
4. Promoting acceptance and implementation of the Principles within the investment industry
5. Working with other signatories to enhance the effectiveness of implementing the Principles
6. Reporting on activities and progress toward implementing the Principles

Signatories to the UN PRI commit to applying the Principles, in acknowledgement that ESG issues affect the performance of investment portfolios and that applying the Principles will better align investors with societal objectives.

The UN PRI provides signatories with services and tools to support the implementation of the Principles and advance its mission. These services include thematic support by asset class, a reporting framework, regulatory insights, local events, online training courses and opportunities for collaboration through the Collaboration Platform and the Academic Network.

The UN PRI has over 4000 signatories globally, including many universities and pension funds.<sup>11</sup>

### Task Force on Climate-Related Financial Disclosures (TCFD)

The Task Force on Climate-related Financial Disclosures (TCFD) is an international consortium that develops voluntary and consistent climate-related financial risk disclosure recommendations for organizations. The TCFD was established in 2015 by the Financial Stability Board (FSB), an international body that monitors and makes recommendations about the global financial system, in response to growing concerns about the risks that climate change poses to the global financial system. The group's mandate is to develop a set of voluntary, consistent disclosure guidelines that will help companies and investors to better understand and manage those risks.

The TCFD issued a set of recommendations for climate-related disclosures in 2017 that are widely seen as best in class.<sup>12</sup> The recommendations have seen broad acceptance from investors, firms, and regulators who view it as an important tool for consistent and comparable climate-related information, as well as risk management. The recommendations are organized around four main areas: governance, strategy, risk management, and metrics and targets, under which are eleven recommended disclosures (for example, disclosing information about the company's greenhouse gas emissions, disclosing information about the company's governance structure for managing climate-related risks and opportunities, and others.) Overall, the TCFD's recommendations provide a comprehensive framework for disclosing information about climate-related risks and opportunities.

<sup>11</sup> <https://www.unpri.org/signatories/signatory-resources/signatory-directory>

<sup>12</sup> See: 1) CFA Institute: <https://www.cfainstitute.org/en/research/industry-research/climate-change-analysis>, 2) IFRS survey: <https://assets.kpmg/content/dam/kpmg/uk/pdf/2021/02/investor-insights-sustainability-standards-investor-views.pdf>, 3) Canadian Coalition for Good Governance: <https://www.fasken.com/en/knowledge/2020/07/16-climate-change-disclosures-investor-stewardship/>

The TCFD has over 4,000 supporters globally, including over 1,500 financial institutions responsible for assets of \$217 trillion, and companies with a combined market capital of over \$26 trillion.<sup>13</sup> In Canada, both the University of Toronto and University of British Columbia have endorsed the adoption of TCFD recommendations and have committed to producing annual TCFD disclosures. UTAM began reporting under the TCFD in 2020, and UBC recently published its first TCFD Report for 2022<sup>14</sup>.

### 3. Collective Action

Recognizing the urgent need for action, the University has bolstered its Strategic Plan and Sustainability Strategy by undertaking several climate initiatives. These commitments outline several actions related to responsible investing.

#### Investing to Address Climate Change: A Charter for Canadian Universities

In 2020, alongside 19 other leading Canadian educational institutions, the University of Manitoba became a signatory of Investing to Address Climate Change: A Charter for Canadian Universities. The charter recognizes that as stewards of long-term investments, Canadian universities have a responsibility to take action and manage their capital in ways that accelerate the transition to a low-carbon economy and mitigate the increasing risks associated with climate change.<sup>15</sup>

As a signatory, the University pledged to abide by the following principles and practices set out in the Charter:

1. Adopt a responsible investing framework to guide investment decision making, in line with recognized standards such as the UN Principles of Responsible Investing (UNPRI). Such a framework should:
  - a) Incorporate ESG factors into investment management practices; and
  - b) Encourage active engagement with companies to foster disclosure of ESG and climate related risks, and adoption of operational practices that reduce carbon emissions and foster ESG-positive behavior more broadly.
2. Regularly measure the carbon intensity of our investment portfolios and set meaningful targets for their reduction over time.
3. Evaluate progress towards these objectives on a regular basis and share the results of such assessments publicly.
4. Ensure that the performance evaluation of university investment managers takes into account their success in achieving such objectives, alongside the normal criteria for assessing their performance.

<sup>13</sup> See: TCFD 2022 Status Report: <https://assets.bbhub.io/company/sites/60/2022/10/2022-TCFD-Status-Report.pdf>

<sup>14</sup> [https://sustain.ubc.ca/sites/default/files/files/1122\\_MASTER\\_TCFD%20FINAL-%2011%2022%202022.pdf](https://sustain.ubc.ca/sites/default/files/files/1122_MASTER_TCFD%20FINAL-%2011%2022%202022.pdf)

<sup>15</sup> See: <https://climatecharter.utoronto.ca/>



This charter provides a comprehensive framework for how Canadian institutions can leverage their capital to drive climate impact and holistically evaluate performance.

### Race To Zero Campaign for Universities and Colleges

In 2020, the University signed the Global Universities and Colleges Climate Letter, which declared the need to take immediate action to mitigate the effects of climate change in the education sector. The Letter is now the officially recognized route for universities and colleges to join the Race To Zero campaign.

Race to Zero is a UN-backed global campaign to mobilize companies, cities, regions, financial and educational institutions to take decisive action on climate change to deliver a healthy, resilient and zero carbon future.<sup>16</sup> So far, there are 1,130 universities and colleges from around the world engaged in the Race to Zero campaign.<sup>17</sup>

The global initiative requires universities and colleges to collectively take action by supporting a three-point plan, in line with the Race to Zero criteria, which includes:

1. Mobilizing more resources for action-oriented climate change research and skills creation;
2. Pledging to reach net-zero by 2030, or 2050 at the very latest; and
3. Increasing the delivery of environmental and sustainability education across curriculum, campus and community outreach programs.

In support of the University's pledge, the UM Sustainability Strategy outlines steps to fulfill the University's commitments of 50% emissions reduction by 2030 and net-zero emissions by 2050, including the creation of a Climate Action Plan.<sup>18</sup>

While this campaign does not explicitly reference responsible investing, the Expert Peer Review Group highlights that the preservation and restoration of natural sinks is imperative to achieve global net-zero and that transitioning investments may advance these efforts.<sup>19</sup>

The Race to Zero Campaign for Universities and Colleges invites educational institutions like the University of Manitoba to join a broad global network of entities to collectively work towards achieving a zero carbon future.

<sup>16</sup> See: <https://unfccc.int/climate-action/race-to-zero-campaign>

<sup>17</sup> See: <https://www.educationracetozero.org/>

<sup>18</sup> See: <https://umanitoba.ca/sustainability/sustainability-initiatives/climate>

<sup>19</sup> See: <https://racetozero.unfccc.int/wp-content/uploads/2021/04/Race-to-Zero-EPRG-Criteria-Interpretation-Guide.pdf>

## 4. Commitments

The University of Manitoba has made the following commitments to incorporate the principles of responsible investing into the investment decisions of the University, and some are already underway:

- Commitment 1: A Responsible Investment Policy has been developed;
- Commitment 2: The TIC has engaged SHARE to enhance their collective shareholder power; and
- Commitment 3: The UIT investments include the Brookfield Global Transition Fund which is focused on investments that reduce carbon emissions while still earning attractive returns.

### **COMMITMENT 1: ADOPT A RESPONSIBLE INVESTMENT POLICY**

- a) The University of Manitoba's Board of Governors will adopt a Responsible Investment Policy. This overarching policy will apply to investments overseen by the TIC, notably the University Investment Trust (Endowment Fund).
- b) It will also apply to investments overseen by the Chief Financial Officer (CFO) and Treasury Office, notably the Specific and Capital Trust Investments; Operating Investments; Mineral Rights Royalties; and Staff Benefit Investments, in consultation with Staff Benefits Committee.
- c) The Policy will integrate responsible investment principles into the investment programs of the University

The University of Manitoba has a responsibility to consider social and environmental issues while making decisions and charting actions. This is reflected in numerous existing commitments, including:

- The commitment to broad environmental sustainability that is reflected in the UM Sustainability Policy and Strategy.
- The commitment to advance equity, diversity, and inclusion as expressed in the recommendation of the President's Task Force on Equity, Diversity, and Inclusion and in Our Shared Future: Building on Our Strategic Plan.
- The commitment to advance Indigenous engagement and Truth and Reconciliation Commission Calls to Action, including Call to Action #92 concerning corporate responsibilities for consultation, relationship building, and the free, prior, and informed consent of Indigenous Peoples on economic development projects.
- The commitment to human rights as a strategic research priority of the University, which is embodied in the UM's Centre for Human Rights Research

This commitment will extend to the governance of the University's investment programs, reflecting its fiduciary responsibility to act constructively through investment decisions of the University funds with respect to ESG issues.

The development of a Responsible Investment Policy is in alignment with the University's commitments as a signatory both to Investing to Address Climate Change: A Charter for Canadian Universities and to Race to Zero for Universities and Colleges. Further, the majority of the U15 institutions have Responsible Investment Policies in place, and/or include ESG in their investment

policy statements. The integration of responsible investing and ESG considerations is now considered an investment industry standard.<sup>20</sup>

The policy will not apply to the Pension Plan, which is a separate entity, governed by the Pension Committee and subject to specific expectations governing the management of its assets. There is an opportunity to share knowledge and experiences on responsible investing with the Pension Committee based on the commitments contained within this report.

## **COMMITMENT 2: EXERCISE ACTIVE OWNERSHIP**

The University will exercise active ownership through actions such as improving proxy voting delegated to external investment managers; undertaking direct engagement with external investment managers and companies where practical and effective; and joining coalition(s) with investors with similar fiduciary responsibilities.

Investors can directly influence a company's adherence to ESG principles by exercising their rights of ownership to influence company decision making. Active ownership is an effective way to maximize returns, reduce risk and support positive impacts and as such direct engagement with investment managers is an important part of investing responsibly.

This may be approached individually or as part of a coalition of investors such as the Shareholder Association for Research and Education (SHARE).

## **COMMITMENT 3: COMMIT TO A MINIMUM ALLOCATION TO INVESTMENTS THAT WILL ADVANCE POSITIVE SOCIAL AND ENVIRONMENTAL CHANGES WHILE STILL SEEKING FINANCIAL RETURNS**

- a) The University Investment Trust will commit to making meaningful and prudent allocations to investments that will advance positive social and environmental changes while still seeking financial returns.

As an institutional investor, the University can allocate capital to investments that will result in meaningful social and environmental change, while still providing investment returns that support the University's investment objectives. The University will focus on climate change and Indigenous advancement where possible when making these investments.

Five percent of UIT assets would represent a minimum meaningful allocation.

- b) Committees and governance structures that manage unrestricted funds outside of the UIT will also consider some level of impact investments.

A minimum allocation of capital towards Investments that will result in positive social and environmental impacts will also be considered for other University investments that are overseen by the Chief Financial Officer (CFO) and Treasury Office.

<sup>20</sup> How ESG data is going mainstream, Bloomberg Professional Services, 2021

#### **COMMITMENT 4: SUPPORT THE RIGHTS OF INDIGENOUS PEOPLE**

This commitment supports and reflects the University's long-established leadership in Indigenous education, rights, and reconciliation. It has been a fundamental strategic priority that has woven its way into the fabric of the University's programs, teachings, students, physical spaces and priorities. As the home of the National Centre for Truth and Reconciliation, the University's investments must be in companies that support and demonstrate values and actions that are aligned with Indigenous principles. The focus of this commitment will be on the rights of the Indigenous peoples of Canada, and the University's goal is to become a leader in incorporating these rights into responsible investment programs and policy.

- a) The University will develop criteria that would indicate a violation of UN Declaration on the Rights of Indigenous People.

The Office of the Vice-President (Indigenous) will be consulted in establishing criteria to identify situations where an organization violates the UN Declaration on the Rights of Indigenous People. To maximize the impact of this commitment, consideration will be given to selecting criteria that can reasonably be implemented.

- b) For direct investments, the University will establish steps to address violations of these rights.

For direct investments, effort will be undertaken to eliminate the violation of these rights. In consultation with the Office of the Vice-President (Indigenous), steps will be established to address the violation and trigger creation of an action plan to eliminate or reverse it.. This will include engaging with the company, engaging the investment manager, and requesting assistance from the shareholder engagement service.

- c) Where the University has investments in funds that it does not have direct control over, it will actively engage with the investment manager to eliminate the equity holding within the pooled fund. The University will also request that its shareholder engagement service address the issue with the company. Should these efforts fail to affect change, the University will look to investing these assets in a more suitable investment fund.

In the case of pooled funds, the University will work with the investment manager and/or the fund's shareholder engagement service to affect the change desired.

- d) The University's first step in all situations will be engagement. The University, as a shareholder, believes advocating for the rights on Indigenous people by contacting the violating company, contacting our investment manager, filing shareholder proposals, and elevating the issue in public is the best course of action. Collectively with other like-minded shareholders, we believe we have the power to change the business practices of a company violating the rights of Indigenous peoples. If those collective actions prove unsuccessful, the University will expedite efforts to divest from either direct or indirect investments in these companies.

#### **COMMITMENT 5: DIVEST FROM INVESTMENTS IN FOSSIL FUEL SUPPLY**

- a) The University will make no new direct investments in fossil fuel supply from the end of 2023 forward.

This commitment applies to direct investments under the control of the TIC.

Climate change is the greatest challenge of our lifetime. The impacts of emissions from burning fossil fuels over the last several decades are already being experienced around the globe, and these will only become more extreme. The growing divestment movement serves to underline the importance of a transition to clean energy and to a green economy. As an educational institution, the University of Manitoba has a responsibility to be at the forefront of social and environmental change; and climate science is an area where our university has excelled.

- b) The University will divest from all direct investment in fossil fuel supply companies by the end of 2024.

Direct investments include segregated accounts that hold public equities and public debt securities; partnerships under our control; mineral rights; and vehicles considered to be direct ownership where the University is able to dispose of specifically identified investments targeted for divestment.

Divesting from fossil fuels is in-line with the divestment that has already taken place, or is being discussed, at our peer institutions. It will send a clear message that we are serious about addressing climate change. If we are going to work diligently educating our younger generation, we need to work diligently to ensure there is a sustainable planet for their lifetimes.

- c) The University will divest from indirect investment in fossil fuel supply by 2030 at the latest.

Indirect investments include pooled funds, commingled funds, limited partnerships not under the University's control; and any like investment whereby the University owns units in the investment fund, and not the individual investments.

While this may temporarily limit the Committee's ability to invest in passive and active pooled funds in the short term, there are expected to be ever increasing opportunities in the future with the continuing evolution of the investment industry.

- d) The University will define fossil fuel supply as a company involved in the exploration, extraction, and/or refining of fossil fuels (oil, natural gas, and coal).

Consideration will be given to adopting a simple and widely accepted definition. The Treasury Office will work with investment managers and the investment consultant to identify security holdings that meet this definition.

## **COMMITMENT 6: BECOME A SIGNATORY TO THE UNPRI**

The University will become a signatory to the United Nations Principles of Responsible Investing (UNPRI) by the end of 2023.

This is in alignment with the University's commitments as a signatory both to Investing to Address Climate Change: A Charter for Canadian Universities and to Race to Zero for Universities and Colleges.

It is further a best practice among fellow Canadian Universities, as ten of the U15 are signatories<sup>21</sup>, and three of these (Université de Montreal, University of British Columbia and University of Waterloo) also have their Pension Plans as signatories. In addition, nine other Canadian universities are also counted among the UNPRI signatories.

To become a signatory, the University of Manitoba must first have a formal RI policy in place.

Being a signatory entails a significant ongoing requirement for reporting and compliance. These requirements, along with the resources provided, will support the University in becoming a more responsible investor.

## **COMMITMENT 7: TRACK AND REPORT ON CARBON EMISSIONS FROM INVESTMENTS**

The University will routinely measure and reduce carbon emissions from their investments.

This applies to portfolios where emissions can be measured. It includes Scope 1 and Scope 2 emissions, and where possible, Scope 3 emissions. It will entail establishing a new baseline and reduction targets for the UIT. It will also apply to staff benefit investments.

This commitment is foundational, and implementation will precede the following commitment

## **COMMITMENT 8: DISCLOSE INVESTMENT RISKS AND EXPOSURES THROUGH TCFD**

The University will develop practices to disclose the climate-related risks and exposures of our investments and operations, and these will be aligned with the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) by the end of 2025.

In 2018, the Government of Canada formally endorsed the adoption of TCFD recommendations by all Canadian organizations to support Canada's commitment to the Paris Agreement. In 2021, the Canadian Securities Administrators issued a draft regulation respecting Disclosure of Climate-related Matters by Canadian reporting issuers other than investment funds. It is expected that disclosure regulations will also follow for pensions and other investors. To date, no such regulatory or other requirements have been set out for Canadian public agencies, including universities, however they are expected to become standard reporting for the University in the future.

As such, adoption of these reporting regulations preemptively would be considered a best practice.

TCFD disclosures are not limited to the investments but cover how the organization as a whole identifies and assesses climate-related risks and opportunities. TCFD disclosures focus on the following areas: governance, strategy (including financial planning), management of climate-related risks and metrics and targets. As the latter requires that Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas emissions be disclosed, and that the organization have reduction targets in place, Commitment 7 must be implemented first.

<sup>21</sup> <https://www.unpri.org/signatories/signatory-resources/signatory-directory>

## COMMITMENT 9: CARRY OUT DUE DILIGENCE

The University will carry out due diligence in line with the recommendations of the OECD's Responsible Business Conduct for Institutional Investors by the end of 2025.

The OECD Guidelines for Multinational Enterprises are the most comprehensive international instrument on responsible business conduct. They acknowledge that while there are no direct operational or contractual ties between an investor and an investee company, the investor can seek to influence the investee through ownership. This is supported in the OECD Guidelines via the provision of approaches to carry out due diligence.<sup>22</sup>

Approaches to due diligence recommended by the OECD include embedding responsible business conduct in investor policies and management systems; identifying actual and potential adverse impacts across the investor portfolio; seeking to prevent and mitigate adverse impacts; accounting for how adverse impacts have been addressed through both tracking and communicating on results; and finally by implementing processes to support remediation where adverse impacts do occur.

This commitment represents a best practice for the University, as an institutional investor.

## COMMITMENT 10: SUPPORT WITH RESOURCES

The University will dedicate resources that support these important commitments and initiatives.

Resources will be required to effectively implement these commitments. Specific needs will be established based on each commitment, and funding will be allocated accordingly.

# 5. Looking Ahead

The University will implement these commitments, beginning with the development of a Responsible Investment Policy. Beyond supporting the fiduciary duty of the University while aligning University investments with its responsible investment commitments, a Responsible Investing Policy will be in alignment with the University's broader Strategic Plan and commitments on sustainability and social justice, and will effectively contribute to the University's larger commitment to sustainability:

*"The University of Manitoba's mission reflects an abiding commitment to sustainability. The very business of the University – creating, preserving and communicating knowledge for well-being – is integral to sustainable development. We do this work today 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."*

<sup>22</sup> Responsible Business Conduct for Institutional Investors. OECD, 2017. <https://mneguidelines.oecd.org/RBC-for-Institutional-Investors.pdf>

Additionally, the University has a goal to be a leader in responsible investment that prioritizes Indigenous rights and reconciliation. The Truth and Reconciliation Commission's Calls to Action have been incorporated into the Strategic Plans of the University for many years, and going forward the development of a rigorous approach to investing that applies an Indigenous lens to all existing and new investments will be an extension of the University's commitment to Indigenous people.

Implementation of these commitments will require that the University revise the UIT Investment Policy Statement. This is the governing document of the Trust Investment Committee, which has general authority over the investment of the assets of the Trust and Endowment Fund. As such it addresses roles and responsibilities; investment objective; time horizon; risk tolerance; asset allocation; rebalancing guidelines; spending policy; selection and retention criteria for investment managers; strategic investment guidelines and constraints; and conflict of interest.

Responsible investment is an evolving landscape, and in order to remain aligned with best practices, the University commits to continuous improvement in this area. To support accountability, these commitments are being shared with the University Community and progress will be reviewed regularly.

<sup>23</sup> See: <https://umanitoba.ca/sustainability/>





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Report from Senate (April 5, 2023) RE: Requests for Increases to Admission Targets

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**Items for discussion / advice:**

- Requests for Increase to Admission Targets for Healthcare Programs
  - Requests for Temporary Increase to Admission Targets for Bachelor of Fine Arts and Bachelor of Jazz Studies
- 

**Item A** – for discussion / advice (Attachments A-1.1 – A-1.5)

**Requests for Increases to Admission Targets, Healthcare Programs, Rady Faculty of Health Sciences and Faculty of Arts:**

- A-1.1) Master of Nursing, Nurse Practitioner Stream, College of Nursing**
- A-1.2) Master of Physician Assistant Studies, Max Rady College of Medicine**
- A-1.3) Doctor of Medicine Degree (Undergraduate Medical Education Program), Max Rady College of Medicine**
- A-1.4) Master of Occupational Therapy, College of Rehabilitation Sciences**
- A-1.5) Master of Physical Therapy, College of Rehabilitation Sciences**
- A-1.6) Master of Arts and Doctor of Philosophy in Psychology (Clinical Psychology), Department of Psychology, Faculty of Arts**

**Requests for Temporary Increase to Admission Targets for:**

- A-2) Bachelor of Fine Arts, School of Art**
- A-3) Bachelor of Jazz Studies, Desautels Faculty of Music**

**Context and Background:**

The Board policy on *Admission Targets* specifies that it is the President who has authority to approve changes to, or the introduction of, admission targets following consultation and discussion with the dean or director, with Senate and with the Board of Governors, subject to the provisions of the provincial *Programs of Study Regulation*.

The President has received a request from the Rady Faculty of Health Sciences (RFHS) for admission target increases for several healthcare programs, as outlined below and detailed in the Attachments to the submission. A primary objective for all the requests is to respond to an identified need for more healthcare professionals in the province, by preparing more graduates to enter the workforce. Other objectives specific to each request are noted under implications. The requests are being made in the context of: a critical shortage of healthcare professionals in the province and globally due, in part, to large numbers of resignations and retirements during the COVID-19 pandemic; public demand for the province to take steps to address the shortages and make improvements to the healthcare system; the government's announcement in November 2022 of its health human resource action plan to retain, train, and recruit healthcare professionals; and a recent agreement in principle (February 2023) between the federal government and the province for new federal healthcare funding. The need for the expansions arises from consultations with regional health leads, Chief Medical Officers and specialty leads across the province, national and provincial regulatory bodies, units within the RFHS, and the senior administration of the University. The RFHS has consulted with central units impacted by the expansion and any new resources

required to support the programs have been factored into the cost of the expansion and are detailed in the proposals.

A-1.1) Master of Nursing, Nurse Practitioner Stream, College of Nursing

The College of Nursing, RFHS, is requesting a 20 seat increase to the admission target for the Master of Nursing (M.N.), Nurse Practitioner Stream, to increase annual enrolment from twenty-five (25) to forty-five (45) seats beginning in the 2024/2025 academic year. The UM is the only postsecondary institution in the province that trains Nurse Practitioners.

A-1.2) Master of Physician Assistant Studies, Max Rady College of Medicine

The Max Rady College of Medicine, RFHS is requesting to increase the admission target for the Master of Physician Assistant Studies (M.P.A.S.), from fifteen (15) to thirty (30) seats beginning in the 2024/2025 academic year. While other universities train physician assistants at the undergraduate level, the UM is the only institution in Canada to offer a M.P.A.S. degree.

A-1.3) Undergraduate Medical Education (UGME) Program, Max Rady College of Medicine

The Max Rady College of Medicine, RFHS, is requesting a 30 seat increase to the admission target for the Doctor of Medicine (M.D.) degree. Annual enrolment in the UGME Program would increase from 110 to 140 seats, with the addition of fifteen (15) spaces in each of the next two academic years. The UM is the only postsecondary institution in the province that trains M.D. and M.D./Ph.D. graduates, 70 percent of who remain in the province to complete the Postgraduate Medical Education (PGME) Program.

A-1.4) Master of Occupational Therapy, College of Rehabilitation Sciences

The College of Rehabilitation Sciences, RFHS, is requesting an additional ten (10) spaces for the Master of Occupational Therapy (M.O.T.) degree, to increase the admission target from fifty (50) to sixty (60) seats over two years, beginning in the 2024/2025 academic year. Occupational therapists have a key role in primary healthcare, acute, community, and long-term care, and in rehabilitative settings for individuals experiencing physical and mental health challenges throughout the lifespan. The UM is the only postsecondary institution in the province that offers a M.O.T. degree.

A-1.5) Master of Physical Therapy, College of Rehabilitation Sciences

The College of Rehabilitation Sciences, RFHS, is requesting an additional ten (10) spaces for the Master of Physical Therapy (M.P.T.) degree, to increase the admission target from fifty (50) to sixty (60) seats over two years, beginning the 2024/2025 academic year. Physical therapists have a key role in primary healthcare, acute, community, and long-term care, and in rehabilitative settings for individuals experiencing physical and mental health challenges throughout the lifespan. They contribute to post-operative surgical recovery of patients and help manage surgical wait list through pain management and joint protection and therapeutic exercise. The UM is the only postsecondary institution in the province that offers an M.P.T. degree.

A-1.6) Master of Arts and Doctor of Philosophy in Psychology (Clinical Psychology), Faculty of Arts

The Department of Psychology, Faculty of Arts, is requesting an admission target increase of eight (8) students, to increase the number of students admitted to the program each year from eight (8) to sixteen (16). The program is an integrated M.A. and Ph.D. program. Normally, students are admitted to the Ph.D. program after successfully completing the first two years of the M.A. in Psychology. The accredited course sequence, practicum training, and thesis and examination requirements for professional certification are completed over both the M.A. and Ph.D. programs. Psychologists are needed to provide effective and evidence-based treatments for mental and behavioural health and are uniquely trained to provide leadership to organizations and healthcare teams, assess and diagnose complex cases, and provide psychological treatments that are as or more effective than pharmacological treatments and can reduce downstream healthcare costs. The UM is the only postsecondary institution in the province that offers doctoral level training in Clinical Psychology, which is required for registration and to practice as a clinical psychologist in the province.

The President has received two requests for temporary admission target increases, as outlined below.

A-2) B.F.A., School of Art

The School of Art is requesting a one-time increase to the admission target for the Bachelor of Fine Arts degree, to increase the target by twenty (20) spaces, from 100 to 120 spaces, for the 2023-2024 admissions cycle.

A-3) B.Jazz, Desautels Faculty of Music

The Desautels Faculty of Music is requesting a one-time increase to the admission target for the Bachelor of Jazz Studies, to increase the target from fifteen (15) to twenty (20) spaces, for the 2023–2024 admissions cycle.

The reason for the requested increases to the admission targets for the B.F.A. and the B.Jazz degrees is to offset smaller enrolments in the previous two academic years, which the units attribute to a reduction in high school art and music / band programs, respectively, during the COVID-19 pandemic. The high school programs are a traditional pathway to these two degree programs.

In the Fall 2022, 83 students registered in a B.F.A. compared to 94 students in the Fall 2021. Seven (7) students registered in the B.Jazz in the Fall 2022 and twelve (12) registered in the Fall 2021.

Due to significant recruitment efforts in the previous year, the number of applications for admission to both programs for the Fall 2023 increased markedly. The number of applications to the B.F.A. degree increased by 50 percent. Based on these increases, the units are optimistic that the negative effects of the pandemic may be less impactful on future admission cycles.

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**Implications:**

A-1.1) M.N., Nurse Practitioner Stream, College of Nursing

The objectives for expanding enrolment in the M.N., Nurse Practitioner Stream would be to:

- increase the number of graduates entering the healthcare workforce each year.
- provide for the implementation of a second admission intake in the Winter Term that would: (i) focus on the recruitment of practicing registered nurses in rural and remote locations in the province; (ii) result in two cohorts of graduates each year, in August and December, who would be prepared to enter the workforce; (iii) facilitate progression of part-time students, as courses would be offered twice per year; (iv) decrease demand on clinical placement sites for the final practicum course in the summer.
- increase access to the program for students across the province, including in rural and remote locations, and build capacity in northern communities, by maximizing blended delivery and implementing dual delivery of theory courses, with students in rural and remote locations connecting by hubs to the Fort Garry Campus.
- address unmet demand from registered nurses seeking admission to the program evidenced by thirty-five (35) applications for the twenty-five (25) available seats in 2022.

A-1.2) Master of Physician Assistant Studies (M.P.A.S.), Max Rady College of Medicine

The objectives for expanding enrolment in the M.P.A.S. program would be to:

- increase the number of graduates entering the healthcare workforce each year, to address significant vacancies for Physician Assistants in the healthcare system, including in urban and rural locations in the province.
- address a portion of the unmet demand for admission to the program. As the M.P.A.S. is the only Master's level program in the discipline offered in Canada, the College receives several hundred applications each year for the fifteen (15) spaces in the program.

An enrolment increase would require approval by the Canadian Medical Association (CMA), which is the accrediting body for the program. The College has notified the CMA of its intent to request an admission target increase.

A-1.3) Undergraduate Medical Education (UGME) Program, Max Rady College of Medicine

The objectives for expanding enrolment in the UGME program would be to:

- increase the number of M.D. graduates entering the healthcare workforce each year, to respond to labour market demand; redress a previous cut to the number of spaces in the UGME Program, in 1983, which has contributed to the current shortage of medical doctors in the province.
- address unmet demand from Manitobans for admission to the program and to retain these individuals in the province, to ensure there continues to be a quantity of future healthcare workers to deliver healthcare in the province. Each year, more than 1,000 applications are received for 110 spots in the UGME program.

An increase to the admission target would require approval from the Committee on Accreditation of Canadian Medical Schools (CACMS), which the College has requested.

A-1.4) Master of Occupational Therapy (M.O.T.), College of Rehabilitation Sciences

A-1.5) Master of Physical Therapy (M.P.T.), College of Rehabilitation Sciences

The objectives for expanding enrolment in the M.O.T. and M.P.T. programs would be to:

- increase the number of graduates entering the province's healthcare workforce each year, to address vacancy rates of approximately 30 percent in the province and significantly higher vacancy rates in some rural health authorities; prepare for workforce renewal that will be needed over the next decade that current enrolment levels in the programs are not sufficient to cover; and support the health transformation model that proposes a primary health care team model, the development of regional hubs, and the need for occupational therapists to work at a full scope of practice, as detailed in section D-6 of the requests.
- address unmet demand from Manitobans for admission to the program and to retain these individuals in the province, to continue to provide, and to increase access to, the primary health care needed to sustain healthy communities across the province, including in rural and remote locations. Each year, several hundred applications are received for fifty (50) spaces available in the programs. In the most recent year for which data are available, 259 and 124 applications were received for admission to the M.O.T. and M.P.T. programs, respectively.

An increase to the admission target will require approval of the accrediting agencies; the Canadian Association of Occupational Therapists (CAOT) and Physiotherapy Education Accreditation Canada (PEAC).

A-1.1) – A-1.5) Consultation with University Registrar and Executive Director, Enrolment Services

The University Registrar and Executive Director, Enrolment Services was consulted on the requested increases to admission targets for the various healthcare programs. The Office of the Registrar and Enrolment Services (ORES) can manage the increase in seats using existing processes and systems, including for admissions to the undergraduate programs. In terms of short-term classroom space requirements that would exist prior to the construction of a new building on the Bannatyne Campus, the ORES has developed interim measures that could be implemented to address any bottlenecks that might arise.

A-1.1) and A1.3) - A-1.5) Consultation with Faculty of Graduate Studies

The Dean, Faculty of Graduate Studies, was consulted on the requested increases to admission targets for the various healthcare programs. The Dean indicated the Faculty of Graduate Studies can support the expanded program sizes.

A-1.6) M.A. and Ph.D. in Psychology (Clinical Psychology), Faculty of Arts

The objectives for expanding enrolment in the Clinical Psychology programs would be to:

- increase the number of graduates entering the healthcare workforce each year, to: improve the availability and accessibility of mental health and behavioural health (acute/chronic medical conditions) services for populations, particularly Indigenous children and youth, who currently and historically have been marginalized and underserved, through the development of a

Northern and Indigenous practicum / clinic to provide culturally informed training opportunities for students and supervised mental health services to these communities; begin to increase the number of clinical psychologists practicing in the province, which would require an additional 450 clinical psychologists to increase the current rate per 100,000 population from 20.2, which is the lowest among all provinces and territories, to the national average of 52.9; prepare for workforce renewal that will be required over the next decade or sooner, as more than 25 percent of psychologists currently working in the province are over the age of 60 years.

- address unmet demand from Manitobans for admission to the programs, which regularly receives ten times the number of applications than there are spaces available each year.
- have resources in place to investigate the development of future new programs, including a Doctor of Psychology (Psy.D.), to support training of clinical psychologists in the province.

An increase to the admission target would not require approval from the Canadian Psychological Association, which is the accrediting body.

The Head, Department of Clinical Health Psychology, Max Rady College of Medicine, was consulted and has indicated support for the proposal, which will require that Department to supervise additional clinical practica.

The Dean, Faculty of Graduate Studies, was consulted and has confirmed the Faculty of Graduate Studies can support the expanded program size.

The University Registrar and Executive Director, Enrolment Services was consulted and has confirmed the ORES has no concerns related to the student information system or classroom space requirements.

The Department obtained letters of support from the Manitoba Psychological Society and Share Health Manitoba. Both organizations communicated their support for the enrolment expansion.

#### Requests for Temporary Admission Target Increases:

A-2) B.F.A., School of Art

A-3) B.Jazz, Desautels Faculty of Music

The University Registrar and Executive Director, Enrolment Services was consulted on the requested one-time enrolment increases for these programs. He indicated the additional work associated with admitting the additional students would be minimal and could be accommodated by the Admissions Office with no impact on its resources.

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#### Resource Requirements:

A-1.1) M.N., Nurse Practitioner Stream, College of Nursing

The total cost of the enrolment expansion would be \$4.45 million. Resources to support the expansion would be derived or sought from the following sources (figures are for Year 4):

- a request to the province for \$2.97 million (ongoing funding)
- tuition fees (\$649,334) based on an expected total enrolment of 110 students
- existing Faculty resources (\$834,432)

Requested new funding would be used to cover the following costs (figures are for Year 4):

- salaries and benefits for:
  - new academic staff (\$1.18 million), including 1.0 FTE Associate or Assistant Professor and 7.0 FTE Instructors
  - existing academic staff and administrators (\$783,792), including 1.0 FTE Associate or Assistant Professor and 4.0 FTE positions for Lecturer/Instructor/Sessional Instructors

- new professional and support staff (7.5 FTE; \$721,592): clinical placement coordinator, educational designer, digital strategies coordinator, simulation technician, Indigenous Knowledge Keeper, IT support, academic advisor, administrative support
- existing professional and support staff (0.5 FTE; \$50,640)
- student support (\$100,000) for scholarships and bursaries
- operating expenses (\$444,795), including for increased non-capital needs for minor repairs, computer equipment, and office furniture
- administrative overhead (\$1.17 million)

The College is requesting one-time funding from the province for:

- capital costs (\$4 million) for a simulation lab, additional spaces for teaching, research, and students, IT and audio visual equipment
- operating costs (\$50,500) for start-up research funds for 1.0 FTE new faculty position

#### A-1.2) Master of Physician Assistant Studies (M.P.A.S.), Max Rady College of Medicine

The total cost of the enrolment expansion would be \$3.97 million. Resources to support the expansion would be derived or sought from the sources indicated below (figures are for Year 4). Costs related to capital needs, including additional classroom space, and a request for funding to address these are considered in the proposal to increase enrolment in the UGME Program. (See A-1.3)

- a request to the province for \$3.36 million (ongoing funding)
- tuition fees (\$619,325) based on an expected annual enrolment of 30 students

Requested new funding would be used to cover the costs described below (figures are for Year 4). Of note, the College is requesting funds for student support, to offer full tuition reimbursement in the form of bursaries that it is proposing would be tied to a five-year return of service that would promote retention of graduates in the province.

- salaries and benefits for:
  - new academic staff (\$1.02 million), including 3.0 FTE Associate/Assistant Professors or Senior Instructors and 4.0 FTE Sessional Instructors
  - 2.5 FTE new support staff positions (\$225,737), including to coordinate placements, as detailed in section E-5 of the request
- student support (\$1.2 million)
- operating expenses (\$481,176)
- administrative overhead (\$1.05 million)

#### A-1.3) Undergraduate Medical Education (UGME) Program, Max Rady College of Medicine

The total cost of the enrolment expansion would be \$18.65 million. Resources to support the expansion would be derived or sought from the following sources (figures are for Year 5):

- a request to the province for \$17.13 million (ongoing funding)
- tuition fees (\$1.52 million) based on an expected annual enrolment of 120 students

Requested new funding would be used to cover the following costs (figures are for Year 5).

- salaries and benefits for:
  - new academic staff (\$9.81 million), including 4.0 FTE Professors, 29.4 FTE Geographic Full-Time (GFT) MD teaching faculty hired at the rank of Associate/Assistant Professor, 5.3 FTE positions for Lecturer/Instructor/Sessional Instructors, and 2.0 FTE Teaching Assistants, as detailed in sections E-4 and E-5 of the request
  - new support staff (20.0 FTE; \$1.87 million), including for Program Assistants, Admissions Assistants, Clerkship/Electives Coordinators, and various positions related to administrative and student supports, as detailed in sections E-4 and E-5 of the request

- student support (\$560,000) for bursaries
- operating expenses (\$1.69 million)
- administrative overhead (\$4.72 million)

The College is requesting one-time capital funding from the province for:

- a new four-story building (\$40 million) on the Bannatyne Campus, to create additional teaching, simulation, and office spaces that would be needed to address significant existing spaces deficits at the Campus, to accommodate larger enrolments requested for the UGME and the M.P.A.S. programs, and to co-locate several key programs offered by the College, including the UGME and M.P.A.S. programs.
- additional simulation mannequins (\$750,000) to increase training capacity.

#### A-1.4) Master of Occupational Therapy (M.O.T.), College of Rehabilitation Sciences

The total cost of the enrolment expansion would be \$1.41 million. Resources to support the expansion would be derived or sought from the following sources (figures are for Year 4):

- a request to the province for \$1.33 million (ongoing funding)
- tuition fees (\$77,571) based on expected incremental enrolment of 10 students

Requested new funding would be used to cover the following costs (figures are for Year 4).

- salaries and benefits for:
  - new academic staff (\$699,949), including 2.0 FTE Assistant Professors, 2.0 FTE Instructors, and a 0.5 FTE Sessional Instructor
  - 2.25 FTE new support staff (\$211,051), including to coordinate placements, as detailed in section E-5 of the request
- operating expenses (\$145,773)
- administrative overhead (\$351,936)

The College is requesting one-time capital funding of \$337,000 from the province for equipment and renovations to existing classrooms to accommodate the larger number of students.

#### A-1.5) Master of Physical Therapy (M.P.T.), College of Rehabilitation Sciences

The total cost of the enrolment expansion would be \$1.43 million. Resources to support the expansion would be derived or sought from the following sources (figures are for Year 4):

- a request to the province for \$1.31 million (ongoing funding)
- tuition fees (\$119,412) based on expected incremental enrolment of 10 students

Requested new funding would be used to cover the following costs (figures are for Year 4).

- salaries and benefits for:
  - new academic staff (\$699,949), including a 1.0 FTE Assistant or Associate Professor, 2.0 FTE Senior Instructors, a 1.0 FTE Sessional Instructor, and a 0.5 FTE Sessional Instructor
  - 2.25 FTE new support staff (\$211,051), including to support clinical education and admissions, as detailed in section E-5 of the request
- operating expenses (\$158,507)
- administrative overhead (\$363,438)

The College is requesting one-time capital funding of \$89,150 from the province for teaching equipment and renovations to existing classrooms to accommodate the larger number of students.

#### A-1.1) – A-1.5) Consultation with UM Libraries / Library Resources

The Libraries can support the proposed expansions to the healthcare programs with additional budget funds to hire a librarian(s), to ensure its ability to continue to provide various services and supports, including research and teaching support, reference assistance, and document delivery.

#### A-1.6) M.A. and Ph.D. in Psychology (Clinical Psychology), Faculty of Arts

The total cost of the enrolment expansion would be \$1.73 million. Resources to support the expansion would be derived or sought from the following sources (figures are for Year 5, as shown in the SPPC Financial Form):

- a request to the province for \$1.49 million (ongoing funding)
- tuition and student fees (\$244,399) based on expected total enrolment of 48 students

Requested new funding would be used to cover the following costs (figures are for Year 5).

- salaries and benefits for:
  - new academic staff (\$590,736), including 4.0 FTE Assistant or Associate Professors, including one position for an Indigenous Scholar
  - 0.5 FTE new support staff (\$39,982), for the Psychological Service Centre
  - indirect salary expenses (\$2,954) for Teaching Assistant
- student support (\$800,000), for scholarships
- operating expenses (\$102,357), including \$18,632 for a leadership stipend for a practicum coordinator, who is externally contracted
- administrative overhead (\$196,688)

The Faculty of Arts is requesting \$28,000 per year for three years (Years 3 – 5), for a total of \$84,000, to pilot a Northern and Indigenous practicum / clinic. The Department anticipates the practicum / clinic would become self-sustaining through other partnerships after the period of the pilot.

The Libraries can support the enrolment increase with existing collections and resources.

#### Requests for Temporary Admission Target Increases:

- A-2) B.F.A., School of Art: There would be minimal impact on the School's resources. The School would hire two Sessional Instructors to accommodate additional sections of several studio courses required in the B.F.A. degrees. Impacts outside the School would be negligible, as few courses required for the degrees are offered by other units.
- A-3) B.Jazz, Desautels Faculty of Music: There would be minimal impact on the Faculty's resources. The Faculty indicated it might need to hire one hourly applied music instructor. Impacts outside the Faculty would be negligible, as few courses required for the B.Jazz are offered by other units.

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#### **Connection to the University Planning Framework:**

##### A-1.1) M.N., Nurse Practitioner Stream, College of Nursing

The request for an increase to the admission target for the M.N., Nurse Practitioner Stream would support the University's strategic priorities for:

- Creating Pathways to Indigenous achievement by targeting applicants from rural and remote locations, including Indigenous applicants, and increasing the number of spaces available under the Canadian Indigenous Category for admission from five (5) to nine (9) seats;
- Inspiring minds through innovative and quality teaching through dual delivery of the curriculum to students at the Fort Garry Campus and at locations across the province at learning hubs.



- A-1.2) Master of Physician Assistant Studies (M.P.A.S.), Max Rady College of Medicine
- A-1.3) Undergraduate Medical Education (UGME) Program, Max Rady College of Medicine
- A-1.4) Master of Occupational Therapy (M.O.T.), College of Rehabilitation Sciences
- A-1.5) Master of Physical Therapy (M.P.T.), College of Rehabilitation Sciences

The requests for an increase to the admission targets for the M.N., Nurse Practitioner Stream, the M.P.A.S., UGME, and M.O.T. and M.P.T. programs are consistent with the University's mission to contribute to the cultural, social, and economic well-being of the people of Manitoba, as it would increase support and access to healthcare for Manitobans and promote the retention of graduates in the province's healthcare system.

Additionally, the requests are consistent with, and would support, institutional and RFHS commitments to advancing equity, diversity, and inclusion (EDI), anti-racism, and health equity strategies, by increasing access to the program for a diversity of students. Current enrolment in programs offered across the RFHS comprises approximately 12 percent Indigenous and 28 percent first generation Canadian students.

- A-1.6) M.A. and Ph.D. in Psychology (Clinical Psychology), Faculty of Arts

The request to increase the admission target for the M.A. and Ph.D. in Psychology (Clinical Psychology) is consistent with the University's mission to contribute to the cultural, social, and economic well-being of the people of Manitoba, as it would increase support and access to healthcare for Manitobans by increasing the number of graduates to work in the healthcare system and by increasing the capacity of the UM's Psychological Service Center to provide additional free services to marginalized and underserved members of the Winnipeg community.

The request is also consistent with the University's strategic priority for Creating Pathways to Indigenous achievement and institutional commitments to advancing EDI and anti-racism strategies, including with respect to plans to hire an Indigenous Scholar and to develop and pilot a Northern and Indigenous practicum / clinic, to provide culturally informed training to students.

Requests for Temporary Admission Target Increases:

- A-2) B.F.A., School of Art: N/A
- A-3) B.Jazz, Desautels Faculty of Music: N/A

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### **Consultation and Routing to the Board of Governors:**

The requests to increase the admission targets for various healthcare programs offered through Colleges in the Rady Faculty of Health Sciences were considered and endorsed by the Faculty Council of the Rady Faculty of Health Sciences at a meeting on January 31, 2023. At the President's request, the Senate Planning and Priorities Committee (SPPC) was consulted on the resource implications at its meeting on February 27, 2023. The President will consult Senate at its meeting on April 5, 2023.

- A-1.1) M.N., Nurse Practitioner Stream, College of Nursing

The College Council of the College of Nursing discussed the request at its meeting on December 20, 2022. No concerns were raised.

- A-1.2) Master of Physician Assistant Studies (M.P.A.S.), Max Rady College of Medicine
- A-1.3) Undergraduate Medical Education (UGME) Program, Max Rady College of Medicine

The College Council of the Max Rady College of Medicine considered and unanimously supported these requests at its meeting on January 8, 2023.

A-1.4) Master of Occupational Therapy (M.O.T.), College of Rehabilitation Sciences

A-1.5) Master of Physical Therapy (M.P.T.), College of Rehabilitation Sciences

The College Council of the College of Rehabilitation Sciences considered and unanimously supported these requests at its meeting on January 16, 2023.

A-1.6) M.A. and Ph.D. in Psychology (Clinical Psychology), Faculty of Arts

The request was discussed with the Heads of Departments in the Faculty of Arts and was shared with Faculty members in the Department of Psychology, for their input into the proposal. The request will be shared with all members of the Department Council of the Department of Psychology, for information. At the President's request, the Senate Planning and Priorities Committee (SPPC) will be consulted on the resource implications at its meeting on March 27, 2023. The President will consult Senate at its meeting on April 5, 2023.

Requests for Temporary Admission Target Increases:

A-2) B.F.A., School of Art

A-3) B.Jazz, Desautels Faculty of Music

The President will consult with Senate on the requested admission target increases for the B.F.A. and B.Jazz degrees when Senate meets on April 5, 2023.

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**SUBMISSION PREPARED BY:** University Secretary

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**ATTACHMENTS:**

**Items for consultation:**

Attachment A.1.1 –

Request for Admission Target Increase, Master of Nursing, Nurse Practitioner Stream, College of Nursing

Attachment A.1.2 –

Request for Admission Target Increase, Master of Physician Assistant Studies, Max Rady College of Medicine

Attachment A.1.3 –

Request for Admission Target Increase, Undergraduate Medical Education (UGME) Program, Max Rady College of Medicine

Attachment A.1.4 –

Request for Admission Target Increase, Master of Occupational Therapy, College of Rehabilitation Sciences

Attachment A.1.5 –

Request for Admission Target Increase, Master of Physical Therapy, College of Rehabilitation Sciences

Attachment A.1.6 –

Request for Admission Target Increase, Master of Arts and Doctor of Philosophy in Psychology (Clinical Psychology), Faculty of Arts

## Application

**SIGNIFICANT MODIFICATION TO A PROGRAM OF STUDY**

Under The Advanced Education Administration Act

Universities and colleges requesting approval for a **significant modification** to a program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

**UM INTERNAL REQUIREMENTS**

1. Please complete the application below and submit one (1) electronic copy (.pdf format) each to the Vice-Provost (Academic Planning and Programs) and the Office of the University Secretary, (where indicated) along with the following supplemental documentation:
  - a. A cover letter justifying and summarizing the rationale behind the request for a significant modification and indicating the meeting date in which the proposal was reviewed by the Faculty/College/School Council.
  - b. Letters of Support from internal and/or external stakeholders that were consulted as part of this proposal, if applicable.
  - c. Program financial form.
  
2. Note that internal approval of the proposed modification will vary depending on the type of modification (see SECTION C). Please work with the Provost's Office and the Office of the University Secretary in advance, in identifying the appropriate procedures and approval processes. In general, please note the following for each type of modification:
  - a. **CHANGE OF SITE** – may require Senate approval if the site requires modifications to admission and/or program requirements (e.g. new admission category).
  - b. **CHANGE TO SEAT CAPACITY** – please refer to the Admission Targets Policy and Procedures (). Internal approval rests with the President following consultation with Senate and the Board of Governors. Associated changes may also require Senate approval if there are modifications to admission and/or program requirements in support of the change.
  - c. **CHANGE TO TIME-TO-COMPLETION** – any addition to or reduction of hours to program requirements, requires Senate approval. For undergraduate programs, please refer to SCCCC Guidelines found at - <https://umanitoba.ca/governance/forms>. For graduate programs, please contact FGS for approval process.
  - d. **CHANGE TO APPROVED DELIVERY MODEL** – please notify the Provost's Office of any significant changes to course or program delivery method.
  - e. **CHANGE TO STATUS OF JOINT PROGRAM** – depending on the significance of the changes resulting from the proposal, this will either require Senate approval as a program modification or will require the introduction of a new program. Please contact the Provost's Office with more details on how becoming a joint program or ceasing a joint program will impact the program.
  - f. **CHANGE TO CREDENTIAL** – requires approval by Senate.
  - g. **CHANGES TO CAPITAL OR OPERATING RESOURCES REQUIRED** – please notify the Provost's Office of any significant changes to course or program delivery that will require additional resources.
  
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, Office of the Provost and Vice-President (Academic) at [Cassandra.Davidson@umanitoba.ca](mailto:Cassandra.Davidson@umanitoba.ca) or 204.474.7847.


 University  
of Manitoba

*Updated August 2022*

**SECTION A – PROPOSAL DETAILS**

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: Rady Faculty of Health Sciences/College of Nursing

If program is a joint program, list all participating institutions and the roles of each in delivering the proposed program:

Program name: **Master of Nursing, Nurse Practitioner Stream**

Credential awarded: Master of Nursing

Funding request:

*Office Use Only*

One-time funding: \_\_\_\_\_

On-going funding: \_\_\_\_\_

One-time: \$50,500 operating; \$4,000,00 one-time capital  
On-going operation: \$2,965,647

Proposed start date: The transition to a two-intake model will begin in Fall Term 2024. The first additional cohort of 20 students will be admitted in Winter Term 2025.

List any critical issues that may impact the start date of the program:

- Adequate funding supports
- Clinical placement availability with clinical partners
- Availability of preceptors to supervise clinical placements
- Recruitment of additional experienced faculty and staff
- Commitment of clinical partners and collaboration with other provincial educational institutions to accommodate clinical placements
- Commitment of clinical partners to prioritize Manitoba NP program/students for clinical placements over out-of-province programs/students

Institutional Program Code(s) (PSIS reporting number):

## SECTION B – PROGRAM DESCRIPTION AND DELIVERY

**B-1 Provide a general description of the significantly modified program and its objectives:** *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

**Overview of Significant Modification:**

We are requesting an increase to the admission target of the Master of Nursing, Nurse Practitioner Stream to meet the growing demand for healthcare workers in Manitoba. The following proposal outlines a significant modification to the Nurse Practitioner Stream in three specific capacities:

1. An expansion of current seat capacity at the Winnipeg delivery site from 25 students per academic year to 45 per year, an increase of 20 seats.
2. A two-intake model (regular cohort enters in September 2024 (fall intake), with the initial new intake in January 2025 (winter intake) to achieve the increase in seat capacity.
3. A change to the delivery of the curriculum to dual delivery, with remote students connecting by hubs to the Winnipeg campus in the future, based on need.

The proposed changes will begin in the 2024/ 2025 Academic year.

**Overview of impact of modifications on number of graduates:**

1. The impact of increasing seats from 25 to 45 will significantly enhance graduation rate by December 2026.
2. Preference will be given to applicants who apply for full-time studies, which will increase the number of graduates by December 2026.
3. The two-intakes model will facilitate the progression of students in the part-time option, as the courses will be offered twice per year, resulting in additional graduates.
4. The second intake will also decrease the demand on clinical sites during the final practicum course in the summer months.
5. There will be graduates from the program twice per year, in August and December, ready to enter the workforce.
6. There will be 45 graduates from the NP program by December 2026. See Appendix A for current and proposed projections on student progression and graduation.

**Purpose of the NP Program:**

The University of Manitoba College of Nursing mission is to educate current and future nurses, advance nursing knowledge and foster health and wellbeing through excellence in practice and research scholarship and teaching innovation.

The College of Nursing offers a Master of Nursing degree with a Nurse Practitioner stream, leading to the MN degree. The specific goal of the NP stream is to prepare nurses with the advanced knowledge and skills to function as first line/primary care providers of patient-centred health care and health promotion to clients throughout the life span. The program of study provides a strong basis in physiology, pathophysiology, pharmacology, advanced health assessment, community health, evidence informed practice, and role development. The clinical courses are designed to address the common primary health needs of individuals and families across the lifespan, including health promotion and wellness strategies, and management of episodic and stable chronic illnesses.

This MN degree is achieved through a course-based, non-thesis program of study comprised of 45 credit hours and a minimum of 700 clinical hours at the advanced practice level. The program offers full-time and a part-time option to support the demand of working nurses for flexibility in studies. Full-time students complete the program in six

consecutive terms or two years. Part-time students complete the program over 12 consecutive terms or four years. The curriculum is designed for blended delivery, which offers alternating weeks of online and in-person learning.

### **Expected Learner Objectives of the Nurse Practitioner Program**

The MN program prepares individuals to articulate, develop, and disseminate theoretical and evidence informed knowledge in nursing and health care in a range of contexts, roles and settings for research, scholarship, and professional practice, and as a pathway for further learning.

The graduate of the MN program will possess advanced knowledge of:

- Relevant developments in the profession of nursing and related disciplines.
- The theories, research principles and methods applicable to the profession of nursing.

The graduate of the MN program will have the cognitive, technical and creative skills to:

- Demonstrate mastery of the theoretical knowledge applicable to nursing research and practice.
- Investigate, analyze, and synthesize complex information, problems, concepts, and theories.
- Apply established theories to nursing and health care practice.
- Generate and evaluate complex ideas and concepts in their substantive area of inquiry.
- Demonstrate leadership in the use of evidence-informed practice.

The graduate of the MN program will contribute to the critique and development of nursing and health care knowledge for use in practice to:

- Design, implement, evaluate and disseminate the findings of a research or capstone project.
- Challenge the status quo; and develop, implement and evaluate innovative strategies to address emerging challenges in nursing practice.
- Model and lead ethical and professional nursing practice within an interdisciplinary context.
- Analyze, synthesize and communicate research evidence, complex information, challenges, concepts and theories related to nursing practice.
- Critically analyze the impact of local, national and international issues and policies on professional practice.

More specific learner outcomes have been developed for the NP stream of the MN Program.

Upon completion of the program, the student will be able to function at the advanced beginner level to:

1. Provide first contact and/or continuing health care for individuals and families across the life span, emphasizing health promotion, maintenance and restoration.
2. Apply relevant knowledge obtained from health-related sciences for application to clinical practice that promotes quality health care and builds the discipline of nursing.
3. Utilize research processes and methods to analyze health care problems.
4. Utilize a holistic view of the community and the health care system to provide a range of activities that promote, maintain and restore the health of the community.
5. Analyze complex situations within health care organizational settings and apply leadership/management concepts in negotiating systems to provide quality health care.
6. Advocate for individuals, families, communities and for nursing.
7. Pursue ongoing professional development.

### **Curriculum Design:**

The College of Nursing has adopted a learning-centred philosophy which shifts the focus of the educational process from the educator to the learner. This philosophy assumes that each learner brings different levels of knowledge to each learning experience. Learners take responsibility for their learning through self-reflection, critical thinking, and engagement with new knowledge. They actively develop new attitudes, knowledge and skills that support their progression to entry-level practice. In the process, they transform how they view themselves and the world.

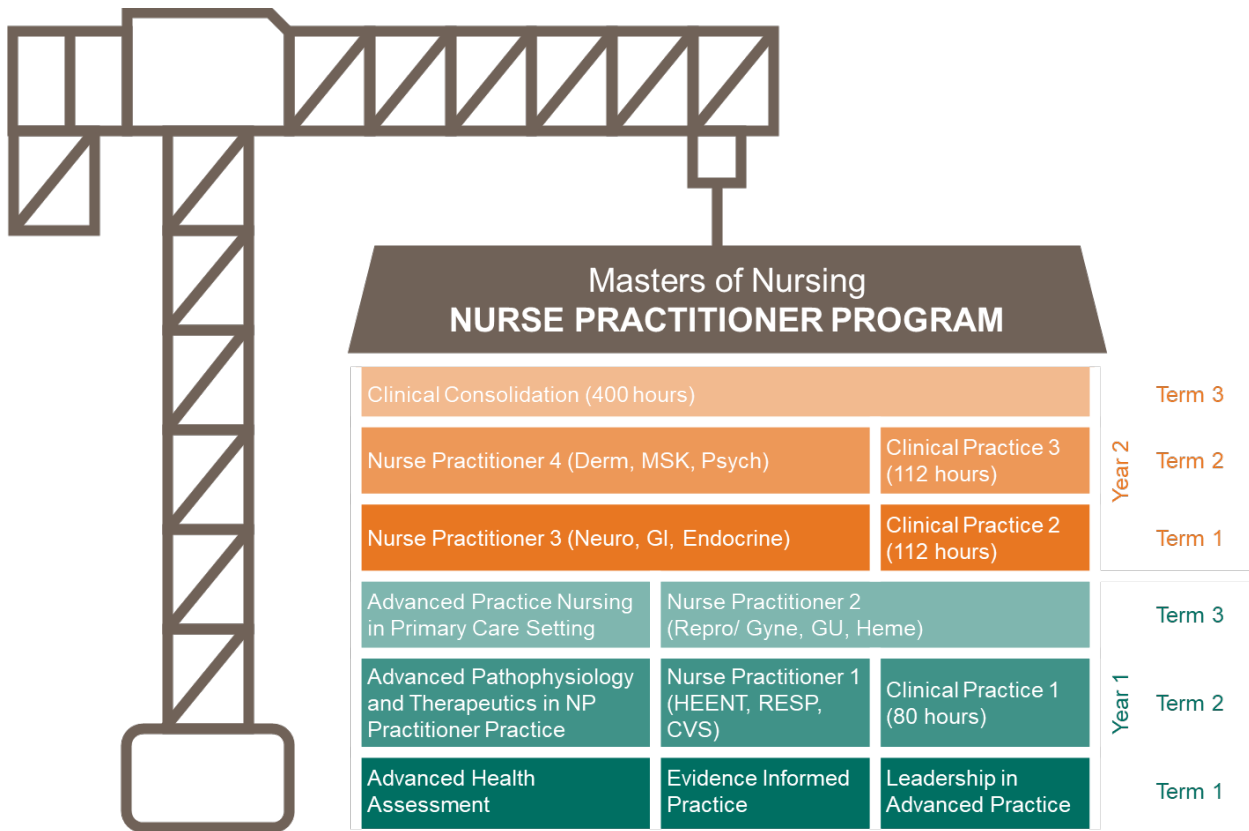
The educator's primary focus is to create the learning environments that support each learner's ability to extend their knowledge, and to enable learners to incorporate new knowledge, skills and attitudes with those that they already possess.

The Strong Model of Advanced Practice Nursing (APN) guides all Graduate Programs within the College of Nursing. The patient (individual, family, community) is central to the model with five domains of practice and three conceptual strands. This model aligns with nurse regulation for the advanced practice nurse role. The model illustrates how Advanced Practice Nurses function in each of the five domains of practice: Direct Comprehensive Care, Education, Research, Support of Systems, and Publication and Professional Leadership. Advanced Practice Nurses support the system (facility, unit, program) by developing standards, policies, procedures, or practice guidelines to improve patient care. Scholarship, collaboration, and empowerment are the three conceptual strands that unify and influence each domain of practice. This model identifies that students and nurses advance in their role as experience is gained.

The NP program curriculum is based on key concepts related to primary care NP practice and addresses NP theory as the theoretical underpinnings relate to practice. The curriculum was developed to enhance logical flow, with connections of theoretical content to occurrences in clinical practice and to enhance students' abilities to think through complex practice issues. In clinical practice, NPs address concepts related to population health, pathophysiology, health assessment, therapeutics (e.g., scope of NP practice, assess, diagnose, implement interventions – nursing, pharmacotherapeutics, and alternative therapies), collaboration/consultation, best practices, clinical guidelines/evidence informed practice, follow up, and evaluation components of client outcomes based on the patient's reason for seeking care or the presenting complaint. The curriculum, rather than offering solitary/silo courses covering the same concepts separately, integrates the links and connections among health concerns encountered in a primary care NP practice.

In all but the final term of the BN Program, students are enrolled in both theory and nursing practice courses; the program also includes Skills laboratory courses throughout the first four terms of the program. Each term of the program builds on the concepts from the previous term while incorporating additional concepts as the students grow in knowledge and experience. The nursing practice experiences in each term are grounded in fields of practice relevant to the theory course content of that term and build in complexity from term to term.

Initially students receive foundational content related to leadership, evidence informed practice and assessment; then build on these pillars in the body system-based courses throughout the rest of the curriculum. The curriculum develops the student's ability to perceive and understand logical/consistent connections in theory and clinical practice courses.



Please see **Appendix B** for an overview of the current and proposed modification to the NP Program academic schedule.

**Distinctive Attributes:**

- The program is a master's program with a clinical focus. In addition to clinical expertise, the students develop advanced leadership and scholarship.
- The program is delivered using face-to-face, online and blended delivery methods.
- The program offers simulation and active learning in a simulated clinical lab. Simulation is embedded throughout the curriculum using a combination of in-person and virtual experiences. The state-of-the-art Simulation Centre offers a safe and rich learning environment for students to develop their clinical and critical thinking skills.
- The diversity of the student body, which includes Indigenous students as well as students from across Manitoba, adds strength and richness to the student experience. Increasing recruitment and enrollment of Indigenous nurses in the Nurse Practitioner Program is a strategic priority of the program.
- The program currently designates 20% (5 seats) of seats per year for Canadian Indigenous students.
- The program is based on a learning-centred philosophy and Strong Model of Advanced Practice Nursing, along with levelling and scaffolding of curriculum to promote progressive learning.
- The College of Nursing includes an active Graduate Nursing Students Association which includes a peer mentorship program.
- The College of Nursing and the University of Manitoba offer a wide range of student support services.
- The program achieved the maximum five-year approval from the provincial regulatory body, the College of Registered Nurses of Manitoba in 2019.
- The Educational Unit achieved the maximum seven-year accreditation from the Canadian Association of Schools of Nursing (2020-2027) and the Educational Program from 2020-2025.
- The Manitoba Centre for Nursing and Health Research (MCNHR) is a research unit within the College of Nursing. The MCNHR is the only research centre in Manitoba that is solely dedicated to facilitating and supporting collaborative nursing and health research. The College has clinical practice and research links with other



universities nationally and internationally and with a number of research institutes in Manitoba. We have two Research Chairs: a Canada Research Chair in Child and Family Engagement in Health Research and Healthcare; and a Health Sciences Centre Clinical Chair. The MCNHR provides unique opportunities for undergraduate and graduate students to gain experience and mentorship in health research.

### **Proposed Seat Capacity Expansion Modification**

This proposal outlines the significant modification for the seat capacity expansion of the Master of Nursing, Nurse Practitioner Program from the current 25 students per academic year to 45 students per academic year. The program will offer a second intake of 20 students in January 2025. The recruitment of students for the Winter intake will be focused on registered nurses in rural and remote locations in Manitoba. The theory courses will also be offered through dual delivery and through remote learning hubs based on student need.

No foundational changes to the current curriculum are being proposed. However, providing dual delivery to remote hubs will require additional support and modifications to current classes to support optimal learning. As well, three theory courses (NURS 7352: Leadership in Advanced Practice Nursing, NURS 7340: Evidence Informed Practice, and NURS 7402: Advanced Pathophysiology and Therapeutics in Nurse Practitioner Practice) will require modification to an online course.

This proposal will require a significant modification to the academic schedule for the NP Program for the second intake of students in the winter term as courses will be offered twice a year between the two cohorts. This course schedule will also allow students that fall out of sequence in either cohort to continue their studies without being forced to take a year off waiting for courses to be offered again. As well, the current academic regulations for the NP Program will require review and consultation and coordination with the Registrar's Office.

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### **B-2 Describe how this program serves and advances the academic, cultural, social and economic needs and interests of students and the province:**

The UM NP Program is the only nurse practitioner program offered in Manitoba. Using a blended delivery method, the NP program offers in-person simulation and learning opportunities. The Master of Nursing, Nurse Practitioner Program meets the educational requirements for graduates to be eligible to apply to be registered with College of Registered Nurses of Manitoba, write the registration examination, and practice as Registered Nurse, Nurse Practitioner in Manitoba. This program also provides possibilities for other advanced nursing career options, including leadership roles. The graduates of the NP Program, once licensed, significantly impact primary and specialty care for many Manitobans.

The proposed modification will allow the Nurse Practitioner Program to maximize current blended delivery curriculum by providing students (registered nurses) across Manitoba with access to learning closer to home with state-of-the-art dual delivery at remote hubs. It also allows for the expansion of seat capacity for the program while partnering with hubs and clinical partners in rural and remote areas in Manitoba.

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### **B-3 Describe the existing and anticipated post-secondary learning needs of students in Manitoba that this program addresses and responds to:**

The Nurse Practitioner program addresses the learning needs of registered nurses interested in advanced practice nursing. The proposed learning hubs for rural and remote nurses, supports their development of knowledge and skills in health assessment, diagnostic reasoning, therapeutics and follow-up.

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**B-4 Will the program be available for part-time study?**

Yes.

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**B-5 Is there a cooperative education, work placement, internship or practicum component?**

The Nurse Practitioner program includes 700 hours of clinical practice during the course of the six terms of the program.

**C-2 Change to seat capacity**

C-2.1 - List originally approved or currently offered seat capacity and proposed seat capacity.

UM Internal Note: seat capacity as defined by your admission target. If you are not aware of the target, please contact Enrolment Services.

Current approved seat capacity: 25 students

Proposed seat capacity: 45 students per academic year

C-2.2 - Provide rationale for this change. (Examples include changes in applications, enrolment and employer demand or alignment with the institution's strategic direction and priorities.)

UM Internal Note: please ensure to address the following in your response:

- Student demand for places – identify how the current admission levels and the proposed changes compare to the number of qualified applicants to the program.
- Demand for graduates – identify how the current admission levels and the proposed changes reflect market demand for graduates.
- Outline any economic, demographic and/or geographical shifts in the student population that may impact on, or be impacted by, the proposed change.
- Student success – comment on success of current students (progression, time-to-completion, etc.) and graduates of the program (where known).

Student demand for places - In 2022, we received 35 applications for 25 seats or 1.4 applications per seat. Evidently, registered nurses in Manitoba are interested in pursuing a MN degree to become a Nurse Practitioner.

Demand for graduates - There is an identified need for more healthcare workers, including nurse practitioners, in the province. The proposed expansion of seats in the Nurse Practitioner program will provide additional graduates to address the significant vacancies within the healthcare system and enhance access to primary care to rural and northern Manitobans.

In a December 17, 2022, review of career pages for health regions and health agencies in Manitoba, 45 NP vacancies were noted. This search did not include agencies who connect directly with the Nurse Practitioner Association of Manitoba (NPAM) to recruit NPs such as The Link, Bayshore (who are hiring 20 NPs for travel to the north), a virtual health service start-up company, and provincial penitentiaries.

The 45 vacancies are located in the following areas:

- 21 – Shared Health
- 8 – WRHA
- 3 – Prairie Mountain Health
- 1 – Stoney Mountain Penitentiary
- 7 – Southern Health
- 2 – Interlake Region
- 2 – Calian – Shilo Military Base
- 1 – Northern Health Region

In a personal communication with Dr. Ian Whetter, Medical Director, Ongomiizwin Health Services, on December 9, 2022, he indicated that 126 NPs (2 NPs/community in 63 First Nations) are needed to provide primary health care to First Nations Peoples in Manitoba. He noted that access to primary care is a human right.

Furthermore, the literature indicates that NPs in long-term care facilities would enhance the quality of care provided to older adults. In the WRHA, there are only three NPs employed in long-term care facilities.

Across Canada, there are 275 NPs/100,000 population, up from 178/100,000 in 2017. Ninety-three percent are age 30-59 years and 4.4% are age 60+ years. The pace of growth in supply of nurse practitioners has become one of the fastest-growing professions in health care. Between 2019 and 2021 the rate of growth for NPs was 9.8% and 9.6%. "Utilization of NPs can reduce pressure on the health care system and improve access to primary care particularly in rural and remote settings" (Heath Workforce in Canada 2017 to 2021: Overview, CIHI, 2022).

Student Success – The graduation rate for students of the Nurse Practitioner Program is typically between 91% and 93%. The Canadian Nurse Practitioner Exam (CNPE) pass rate has typically ranged from 83 - 100%. In the survey of our graduates, all graduates acquired nurse practitioner positions.

#### C-2.3 - Intake Information

The proposed increase in seat capacity of 25 seats will result in 50 students being admitted per academic year. There will be 25 students admitted into the Fall (September) intake and 25 students admitted into the Winter (January) intake of the NP program at the Winnipeg Fort Garry site. For Winter intakes, registered nurses from rural and remote locations in Manitoba will be given admission preference.

C-2.3 (a) - What is the projected enrolment for the first intake?  
25, beginning in Winter term (January) 2025

C-2.3 (b) - What is the maximum seat capacity (defined as first-year enrolment capacity)?  
45

C-2.3 (c) - What is the anticipated date of maturity?  
January 2026

**C-2.4 UM Requirement: Address the impact of the proposed change on access to post-secondary education of under-represented groups. Identify any particular demographic experiencing special difficulties either in gaining admission to, or completing the requirements of, the program.**

The program encourages applications from individuals with Indigenous ancestry. The program currently designates 20% (5 seats) of seats per year for Canadian Indigenous students. With the increase in seat capacity, the number of seats in the Canadian Indigenous Category will be increased to 9 seats (20%). The College will aim to target applicants from rural and remote settings in Manitoba, especially for its first new cohort.

Given NP students are already qualified and often practicing Register Nurses, they are sacrificing full-time or part-time income to obtain this advanced degree. It is recommended that additional financial supports/incentives in the form of scholarships and bursaries be established for students to successfully complete the program without undue hardship.

With the establishment of learning hubs based on the Winter intake students' locations and the dual delivery method, this program will increase access to students from rural and remote locations. We hope especially to build capacity in northern Manitoba communities.

**SECTION D – MODIFICATION INFORMATION**

**D-1 Describe how this significant modification aligns with the strategic plans of your institution:**

UM Internal Note: Comment on how the program addresses institutional and unit level strategic priorities and plans, including how Accessibility, Equity, Diversity, and Inclusion and Indigenous achievement have been considered in the development of the program.

This significant modification achieves our mission of educating nurse practitioners. It also serves to advance our vision of preparing exceptional nursing professionals for exemplary service, inspired leadership and the advancement of health and well-being. In addition, this significant modification aligns well with our strategic priority to strengthen our learning environment and educational program excellence.

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**D-2 Outline the internal approval process (i.e. committees, governing bodies) for approving this significant modification within your institution and indicate any dates of decision.** *(Governing Council, Board of Governors, Board of Regents, Senate, other)*

UM INTERNAL REQUIREMENTS: final dates will be inserted by the Provost’s Office prior to submission to government.

**UNIVERSITY OF MANITOBA:**

<u>Approval by President</u>	<u>Date</u>
Consultation with Senate:	_____
Consultation with Board of Governors:	_____
Additional Consultation <i>(as needed)</i> :	_____
Final Decision:    Y <input type="checkbox"/> N <input type="checkbox"/>	_____

Details:

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**D-3 Responsibility to consult**

D-3.1 If this program subject to mandatory review or approval by organizations external to the institution *(such as regulatory bodies, Apprenticeship Manitoba, etc.)*, please describe any consultation processes and provide copies of reports or letter from these organizations providing support:

The College of Nursing will advise the Canadian Association of Schools of Nursing (CASN), the College of Registered Nurses of Manitoba, and Shared Health of the approved changes to program enrollment. No formal approval is required from CASN.

D-3.2 What agencies, groups, or institutions have been consulted regarding the significant modification of this program?

UM Internal Note: the unit is required to consult with other academic units that offer courses used in the proposed program, to confirm availability of the courses (e.g., regularly scheduled, capacity limitations, program restrictions, etc.) and identify how use of the courses might affect quality of, access to, and resources associated with the courses and

programs offered by those other units. Outline the consultation process with other academic and administrative units and append letters of support, as appropriate.

The existing Nurse Practitioner program curriculum will continue to be delivered with this program expansion. There are no curricular changes incorporated into our program expansion initiative. All the courses in the program are taught by College of Nursing faculty. Some prospective students may require an introductory statistics course as a pre-requisite and may choose to take the course at the University of Manitoba or elsewhere.

The Nurse Practitioner program team was consulted including several meetings in December 2022. The College of Nursing faculty were informed of this provisional proposal at College Council meeting on December 20, 2022. There will be further consultations with faculty, staff, students and other stakeholders following approval of the provisional proposal by government. There will also be further consultation with educational partners regarding the establishment of learning hubs for students in rural and remote locations.

At the November 2022 College of Nursing Nurse Practitioner Program Advisory Council meeting, the members strongly recommended an expansion of the program given the high NP position vacancy rate in the province and the need to establish additional new nurse practitioner positions to meet the primary health care needs. The Advisory Council is comprised of employers of nurse practitioners from across the province, a representative from the regulatory body, professional association, Manitoba Health, and Manitoba Advanced Education, Skills and Immigration, a graduate from the nurse practitioner program who is employed in rural Manitoba, a physician, pharmacist and dentistry representative, and a public representative.

The Associate Dean, Graduate Programs, and Director, Nurse Practitioner Program, met with the Manager, Primary Health Care, Prairie Mountain Health regarding the number of vacancies in the area and the proposed financial support for nurses in the region to complete a Nurse Practitioner Program. To support areas at a distance from the Fort Garry Campus, like Prairie Mountain Health or Northern Health, the College of Nursing will work collaboratively with stakeholders to develop remote learning hubs contingent with Winter intake students' locales.

D-3.3 How have students and faculty been informed of the intent to modify this program?

The College of Nursing faculty was informed of this proposed significant modification at a virtual meeting of College Council on December 20, 2022 and will be further consulted on the implementation of the approved proposal. The Nurse Practitioner Program Team was consulted through various meetings in December 2022. College of Nursing NP students will be informed through written communication and virtual sessions upon approval of the proposed modification to the program delivery.

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**D-4 List any similar programs offered in Manitoba:** *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

The University of Manitoba is the only institution in Manitoba to offer a Master of Nursing, Nurse Practitioner program.

D-4.1 Describe any specific laddering, articulation and/or credit transfer options for Manitoban students that are anticipated to change as a result of the significant modification of this program:

None.

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**D-5 List any similar programs offered in Canada:** *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

There are more than 32 Master of Nursing, Nurse Practitioner programs in Canada. The University of Manitoba's Nurse Practitioner program is one of only two programs accredited through the Canadian Association of School of Nursing.

The Nurse Practitioner programs in Canada include the following:

- B.C. Programs: University of Victoria, University of British Columbia, University of Northern British Columbia
- Alberta: Athabasca University, University of Alberta, University of Calgary
- Saskatchewan: University of Regina and Saskatchewan Polytechnic joint program, University of Saskatchewan
- Ontario Nurse Practitioner Programs: Lakehead University, Laurentian University, McMaster University, Queen's University, Toronto Metropolitan University, University of Ottawa, University of Windsor, Western University, York University
- Quebec: McGill University, Laval University, Sherbrooke University, University of Montreal, University of Quebec, Université du Québec en Abitibi-Témiscamingue, University of Quebec Chicoutimi, University of Quebec Three Rivers, Université du Québec en Outaouais
- New Brunswick: University of New Brunswick, Moncton University
- Nova Scotia: Dalhousie University
- Newfoundland: Memorial University of Newfoundland
- Prince Edward Island: University of Prince Edward Island

D-5.1 Describe any specific laddering, articulation and/or credit transfer options for Manitoban students that are anticipated to change as a result of the significant modification of this program.

None.

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**D-6 Describe any changes in labour market demands in Manitoba for graduates of this Program as a result of this significant modification:**

*(Provide such information as probable employment destinations or further educational opportunities available to graduates of this new program of study. Attach any formal reports such as those from Associations, Statistics Canada, Sector Councils, Industry or Regulators.)*

Currently the healthcare system in Manitoba is faced with a significant increase in demand for nurse practitioners given the position vacancy rate and the growing demand for primary care providers. The seat capacity expansion with the two-intake model, will result in having graduates from the program twice per year. This will serve to address this demand for NPs and address the primary health care needs in rural and remote communities. As such, it will address Manitoba Health's priority of providing primary care as a foundation of the health care system.

**D-7 If copies of any internal or peer evaluations with respect to the significant modification of this program of study are being provided with this proposal, please indicated how any issues identified by these evaluations have been addressed and attach any relevant documents as available:**

N/A

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**D-8 Does this significant modification entail an increase to tuition, or the establishment of or increase to fees that apply to students in this program of study?**

*UM Internal Note:* Comment on potential impact on student access to and affordability of education that may result from the change. Please ensure response references and provided context to the relevant sections of the financial form, as appropriate.

Tuition will continue to be assessed at the approved rate for full-time or part-time student status as outlined by the Faculty of Graduate Studies.

It is recommended that additional financial supports/incentives in the form of scholarships and government forgivable loans be established in order for students to successfully complete the program without undue hardship.

## SECTION E – REQUIRED RESOURCES AND FINANCIAL IMPLICATIONS

**E-1 If one-time or pilot funding is being requested to support the significant modification of this program of study, please identify the amount of funding being requested:**

*UM Internal Note:* Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

- One-time operating funding of \$50,500 is requested to provide start-up research funds for the tenure track faculty member.
- One-time capital funding of \$4 million is requested to support the program through this significant modification.
- The capital funding will support the following:
  - Create an additional Simulation Lab to accommodate the additional students (See Appendix C)
  - Build office spaces to accommodate the additional faculty and staff
  - Support additional teaching and research spaces for programs at the Fort Garry Campus
  - IT and AV equipment

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**E-2 If ongoing funding is being requested to support the significant modification of this program of study, please identify the amount of funding being requested:**

*UM Internal Note:* Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

Ongoing funding of \$2,965,647 per year is requested per annum. The total expenses are \$4,449,413 and the tuition revenue is \$1,483,766.

Non-salary costs will continue at an increased level as well, commensurate with the increased student enrollment and increased human resources.



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**E-3 If new funding is not being requested, how will the significant modifications to the program be funded?** *(Include such information as: where reallocated funding will come from, and the implications of reallocating that funding on other programs/activities of the institution.)*

UM Internal Note: Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

N/A

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**E-4 What are the resource implications to the institution in delivering the significantly modified program of study?** *(Include such information as; budget, IT, library, laboratory, computer, space, practicum liability insurance, student services, etc)*

UM Internal Note: Identify how the proposed changes will impact on the *quality of operations* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

The Nurse Practitioner program expansion will impact the College of Nursing operations, as well as other departments and services including the Registrar's office, Financial Aid and Awards, Libraries, IT Support Services, Revenue, Student and General Accounting, Student Housing, Student Counselling, Indigenous Student Support, Ancillary Services, Food Services, Recreation Services, Parking, Physical Plant and Security Services.

---

**E-5 Please describe new and existing staffing resources needed to provide this significantly modified program of study.** *(Include reallocation of existing faculty, hiring of new faculty, administrative and support services and any other considerations.)*

UM Internal Note: Identify how the proposed changes will impact on the *quality of instruction* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. The response should include position types, number of FTE, and approximate cost per position for both new and existing staff to provide context to the financial form, as appropriate.

We will rely on our outstanding existing faculty and staff to continue their efforts in contributing to the quality of the NP program, while providing leadership and mentorship to their new colleagues.

New faculty and staff positions will be required to increase teaching activity by 100% and manage the increase in student and administrative activity within the College of Nursing. The positions include:

- 8.0 FTE new faculty positions – 7 instructors and one tenure track position
- 7.5 FTE administrative support positions to address and support student and program needs, including: educational designer, clinical placement coordinator (0.5 FTE), digital strategies coordinator, simulation technician, IT support, student advisor/registration, Indigenous Knowledge Keeper, and administrative support

**E-6 Please describe the effect of the significant modification of this program on existing capital infrastructure and equipment:**

UM Internal Note: Identify how the proposed changes will impact on the *quality of operations* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. Please ensure response references and provides context to the relevant sections for the financial form, as appropriate.

One-time capital funding of \$4 million is requested to expand student spaces, create a simulation lab, and create additional teaching and research spaces.

Additional budget has been allocated within our operating expenditures to accommodate increased non-capital needs for small repairs, computer equipment, and office furniture.

## Appendix A

### Current and Proposed Projections on Student Progression and Graduation in the Nurse Practitioner Program

#### Fall 2022 through Winter 2029

**Note: Figures within the graph represent total number of graduands cohort in both PT and FT programs**

Program Comparison by Period	2022-2023			2023-2024			2024-2025			2025-2026 + Ongoing			2026-2027			2027-2028			2028-2029			2028-2029 + Ongoing			
	S	F	W	S	F	W	S	F	W	S	F	W	S	F	W	S	F	W	S	F	W	S	F	W	
<b>Existing Full Time Program (24 mths)</b>																									
Fall 2020 Cohort	13																								
Fall 2021 Cohort				17																					
Fall 2022 Cohort							13																		
Fall 2023 Cohort									20																
Fall 2024 Cohort													20												
Fall 2017 Cohort																									
Fall 2018 Cohort	1																								
Fall 2019 Cohort				1																					
Fall 2020 Cohort							7																		
Fall 2021 Cohort									5																
Fall 2022 Cohort													10												
Fall 2023 Cohort																			5						
Fall 2024 Cohort																							5		
<b>Expansion Program (24 mths)</b>																									
Winter 2025 Cohort																									
Fall 2025 Cohort																									
Winter 2026 Cohort																									
Fall 2026 Cohort																									
Winter 2027 Cohort																									
Fall 2027 Cohort																									
Winter 2028 Cohort																									
Fall 2028 Cohort																									
<b>Expansion Part Time Program (48 mths)</b>																									
Winter 2025 Cohort																									
Fall 2025 Cohort																									
Winter 2026 Cohort																									
Fall 2026 Cohort																									
Winter 2027 Cohort																									
Fall 2027 Cohort																									
Winter 2028 Cohort																									
<b>Graduates Per Semester</b>	14	0	0	18	0	0	20	0	0	25	0	0	30	15	0	25	15	0	25	20	0	25	20	0	
<b>Total Graduations Per Academic Yr</b>	14			18			20			25			45			40			45			45			



**Post-Secondary Education and Labour Market Outcomes  
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 new 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	
<b>Institution:</b>	University of Manitoba
<b>Program Name:</b>	College of Nursing - Nurse Practitioner
<b>Contact Information:</b>	
<b>Date:</b>	

	Current Fiscal Year	2024-25	Increment	2025-26	Increment	2026-27	Increment	2027-28	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)	
<b>REVENUE INFORMATION</b>										
Contribution from Institution		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition	\$ 325,191	\$ 392,634	\$ 67,443	\$ 523,703	\$ 131,069	\$ 613,147	\$ 89,445	\$ 649,334	\$ 36,186	\$ 649,334
Student Fees		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution from Unit (Existing Resources)	\$ 792,533	\$ 752,610	\$ (39,923)	\$ 778,951	\$ 26,341	\$ 806,215	\$ 27,263	\$ 834,432	\$ 28,218	\$ 834,432
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Revenue (A)</b>	<b>\$ 1,117,724</b>	<b>\$ 1,145,244</b>	<b>\$ 27,520</b>	<b>\$ 1,302,654</b>	<b>\$ 157,410</b>	<b>\$ 1,419,362</b>	<b>\$ 116,708</b>	<b>\$ 1,483,766</b>	<b>\$ 64,404</b>	<b>\$ 1,483,766</b>

MEDT Form

<b>Institution:</b>	University of Manitoba
<b>Program Name:</b>	College of Nursing - Nurse Practitioner
<b>Contact Information:</b>	
<b>Date:</b>	

	Current Fiscal Year	2024-25	Increment	2025-26	Increment	2026-27	Increment	2027-28	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)	
<b>EXPENDITURE INFORMATION</b>										
New Academic Salaries - Direct		\$ 99,000	\$ 99,000	\$ 1,104,000	\$ 1,005,000	\$ 1,142,640	\$ 38,640	\$ 1,182,632	\$ 39,992	\$ 1,182,632
Existing Academic Salaries - Direct	\$ 706,936	\$ 706,936	\$ -	\$ 731,678	\$ 24,743	\$ 757,287	\$ 25,609	\$ 783,792	\$ 26,505	\$ 783,792
New Professional/Support Salaries - Direct		\$ 272,100	\$ 272,100	\$ 673,614	\$ 401,514	\$ 697,190	\$ 23,576	\$ 721,592	\$ 24,402	\$ 721,592
Existing Professional/Support Salaries - Direct	\$ 45,674	\$ 45,674	\$ -	\$ 47,273	\$ 1,599	\$ 48,928	\$ 1,655	\$ 50,640	\$ 1,712	\$ 50,640
Operating Expenses	\$ 50,500	\$ 248,412	\$ 197,912	\$ 488,041	\$ 239,629	\$ 437,164	\$ (50,877)	\$ 444,795	\$ 7,631	\$ 444,795
Student Support		\$ 50,000	\$ 50,000	\$ 100,000	\$ 50,000	\$ 100,000	\$ -	\$ 100,000	\$ -	\$ 100,000
Indirect Salary Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Overhead	\$ 314,615	\$ 524,772	\$ 210,157	\$ 1,099,231	\$ 574,460	\$ 1,127,461	\$ 28,229	\$ 1,165,961	\$ 38,501	\$ 1,165,961
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Expenditures (B)</b>	<b>\$ 1,117,725</b>	<b>\$ 1,946,894</b>	<b>\$ 829,169</b>	<b>\$ 4,243,838</b>	<b>\$ 2,296,944</b>	<b>\$ 4,310,670</b>	<b>\$ 66,832</b>	<b>\$ 4,449,413</b>	<b>\$ 138,743</b>	<b>\$ 4,449,413</b>



**SENATE PLANNING AND PRIORITY COMMITTEE (SPPC)  
New Program Approval - Financial Form**

**FACULTY / SCHOOL  
PROGRAM**

RFHS - College of Nursing  
Nurse Practitioner

<b>1. STAFFING REQUIREMENTS (FTE)</b>	<b>Current</b>	<b>2023-24</b>	<b>2024-25</b>	<b>2025-26</b>	<b>2026-27</b>	<b>2027-28</b>
New Academic Positions (FTE) (Appendix A)		1.00	8.00	8.00	8.00	8.00
New Professional and Support Positions (FTE) (Appendix A)		4.00	7.50	7.50	7.50	7.50
New Indirect Staff (FTE) (Appendix A)		-	-	-	-	-
<b>Subtotal Staffing Requirements (FTE)</b>		<b>5.00</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>	<b>15.50</b>

**2. PROGRAM COSTS**

**Direct Program Costs**

New Academic Salaries (incl bpl) (Appendix A)		\$ 99,000	\$ 1,104,000	\$ 1,142,640	\$ 1,182,632	\$ 1,224,025
Existing Academic Salaries (incl bpl) (Appendix A)	706,936	706,936	731,678	757,287	783,792	811,225
New Professional/Support Salaries (incl bpl) (Appendix A)		272,100	673,614	697,190	721,592	746,848
Existing Professional/Support Salaries (incl bpl) (Appendix A)	45,674	45,674	47,273	48,928	50,640	52,412
Operating Expenses (Appendix B)	50,500	248,412	488,041	437,164	444,795	451,460
Student (Graduate/Undergraduate) Support (Appendix C)		50,000	100,000	100,000	100,000	100,000
Major Equipment (Appendix D)		-	-	-	-	-
Vehicles (Appendix D)		-	-	-	-	-
Renovations (Appendix D)		4,000,000	-	-	-	-
Furniture (Appendix D)		-	-	-	-	-
Other Capital (Appendix D)		-	-	-	-	-
<b>Subtotal Direct Program Costs</b>	<b>\$ 803,110</b>	<b>\$ 5,422,122</b>	<b>\$ 3,144,606</b>	<b>\$ 3,183,209</b>	<b>\$ 3,283,452</b>	<b>\$ 3,385,969</b>

**Indirect Program Costs**

New Indirect Salary Expenses (incl bpl) (Appendix A)		\$ -	\$ -	\$ -	\$ -	\$ -
Existing Indirect Salary Expenses (incl bpl) (Appendix A)		-	-	-	-	-
Tax on Tuition Revenue	57,619	69,693	92,957	108,834	115,257	120,450
Administrative Overhead (includes Tax on Grant)	256,995	455,079	1,006,274	1,018,627	1,050,704	1,083,510
<b>Subtotal Indirect Program Costs</b>	<b>\$ 314,615</b>	<b>\$ 524,772</b>	<b>\$ 1,099,231</b>	<b>\$ 1,127,461</b>	<b>\$ 1,165,961</b>	<b>\$ 1,203,960</b>

<b>Total Program Costs</b> (Direct & Indirect)	<b>\$ 1,117,725</b>	<b>\$ 5,946,894</b>	<b>\$ 4,243,838</b>	<b>\$ 4,310,670</b>	<b>\$ 4,449,413</b>	<b>\$ 4,589,929</b>
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<b>3. ENROLMENT</b>	<b>Year 1</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Expected Enrolment (headcount)</b>		80	100	105	110	115
<b>Expected Enrolment (credit hours)</b>		-	-	-	-	-

<b>4. PROGRAM REVENUE ALLOCATED TO FACULTY/SCHOOL</b>						
Operating Grant Revenue (see note)						
Tuition Revenue (Appendix E)						
• Credit Hour Based						
Undergraduate		-	-	-	-	-
Graduate		-	-	-	-	-
• Program Based	324,616	392,634	523,703	613,147	649,334	678,589
• Program/Course Specific Fees		-	-	-	-	-
• Other Compulsory Student Fees		-	-	-	-	-
Other revenue		-	-	-	-	-
<b>Total Program Revenue</b>	<b>\$ 324,616</b>	<b>\$ 392,634</b>	<b>\$ 523,703</b>	<b>\$ 613,147</b>	<b>\$ 649,334</b>	<b>\$ 678,589</b>

<b>5. EXISTING RESOURCES</b>						
From Operations:						
Academic Salaries (Appendix A)		\$ 706,936	\$ 731,678	\$ 757,287	\$ 783,792	\$ 811,225
Professional and Support Salaries (Appendix A)		45,674	47,273	48,928	50,640	52,412
Indirect Salaries (Appendix A)		-	-	-	-	-
Current/prior years surplus (carryover)						
From Other Sources:						
<b>Subtotal Existing Resources</b>	<b>\$ -</b>	<b>\$ 752,610</b>	<b>\$ 778,951</b>	<b>\$ 806,215</b>	<b>\$ 834,432</b>	<b>\$ 863,637</b>

<b>6. Program shortfall (surplus)</b> (Program Costs -Program Revenue - Existing Resources)	<b>\$ 793,108</b>	<b>\$ 4,801,650</b>	<b>\$ 2,941,183</b>	<b>\$ 2,891,308</b>	<b>\$ 2,965,647</b>	<b>\$ 3,047,703</b>
<b>Reallocation of Internal Funds</b>	793,108					82,056



SPPC Form

<b>Funds Requested of the Provincial Government</b>		4,801,650	2,941,183	2,891,308	2,965,647	2,965,647
<b>Balance (should be zero)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

See email below

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**Submitted by Faculty/School Budget Officer (signature)** **Date**

See email below

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**Reviewed by Graduate Studies Dean or Designate (signature)** **Date**  
(For graduate program submissions only)

See email below

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**Reviewed by University Budget Officer (signature)** **Date**

## Application

**SIGNIFICANT MODIFICATION TO A PROGRAM OF STUDY**

Under The Advanced Education Administration Act

Universities and colleges requesting approval for a **significant modification** to a program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

**UM INTERNAL REQUIREMENTS**

**University  
of Manitoba**

1. Please complete the application below and submit one (1) electronic copy (.pdf format) each to the Vice-Provost (Academic Planning and Programs) and the Office of the University Secretary, (where indicated) along with the following supplemental documentation:
  - a. A cover letter justifying and summarizing the rationale behind the request for a significant modification and indicating the meeting date in which the proposal was reviewed by the Faculty/ College/School Council.
  - b. Letters of Support from internal and/or external stakeholders that were consulted as part of this proposal, if applicable.
  - c. Program financial form.
  
2. Note that internal approval of the proposed modification will vary depending on the type of modification (see SECTION C). Please work with the Provost's Office and the Office of the University Secretary in advance, in identifying the appropriate procedures and approval processes. In general, please note the following for each type of modification:
  - a. **CHANGE OF SITE** – may require Senate approval if the site requires modifications to admission and/or program requirements (e.g. new admission category).
  - b. **CHANGE TO SEAT CAPACITY** – please refer to the Admission Targets Policy and Procedures (). Internal approval rests with the President following consultation with Senate and the Board of Governors. Associated changes may also require Senate approval if there are modifications to admission and/or program requirements in support of the change.
  - c. **CHANGE TO TIME-TO-COMPLETION** – any addition to or reduction of hours to program requirements, requires Senate approval. For undergraduate programs, please refer to SCCCC Guidelines found at - <https://umanitoba.ca/governance/forms>. For graduate programs, please contact FGS for approval process.
  - d. **CHANGE TO APPROVED DELIVERY MODEL** – please notify the Provost's Office of any significant changes to course or program delivery method.
  - e. **CHANGE TO STATUS OF JOINT PROGRAM** – depending on the significance of the changes resulting from the proposal, this will either require Senate approval as a program modification or will require the introduction of a new program. Please contact the Provost's Office with more details on how becoming a joint program or ceasing a joint program will impact the program.
  - f. **CHANGE TO CREDENTIAL** – requires approval by Senate.
  - g. **CHANGES TO CAPITAL OR OPERATING RESOURCES REQUIRED** – please notify the Provost's Office of any significant changes to course or program delivery that will require additional resources.
  
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, Office of the Provost and Vice-President (Academic) at [Cassandra.Davidson@umanitoba.ca](mailto:Cassandra.Davidson@umanitoba.ca) or 204.474.7847.

*Updated August 2022*

**SECTION A – PROPOSAL DETAILS**

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: **Max Rady College of Medicine**

If program is a joint program, list all participating institutions and the roles of each in delivering the proposed program:

Program name: Master of Physician Assistant Studies

Credential awarded: Master of Physician Assistant Studies (MPAS)

Funding request: \$3,355,483 ongoing annual funding

*Office Use Only*

One-time funding: \_\_\_\_\_

On-going funding: \_\_\_\_\_

Proposed start date: September 2024

List any critical issues that may impact the start date of the program: Approval of Funding

Institutional Program Code(s) (PSIS reporting number):

**SECTION B – PROGRAM DESCRIPTION AND DELIVERY**

**B-1 Provide a general description of the significantly modified program and its objectives:** *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

**Overview of Significant Modification:**

**Interim modification:** There is a global shortage of health care workers, and we are in a global competition. There is a need to expand our Master of Physician Assistant Students (MPAS) program as the demand for Physician Assistants outweighs the number of students we are graduating. The MPAS program is a two-year graduate level program that will graduate additional students in 2026/27 if we are to receive funding and approval to proceed with the expansion in 24/25

The program duration is not changing and there are no changes needed to the curriculum.

**Overview of impact of modifications on number of graduates:** There are capital and infrastructure needs that are required to accommodate a class size increase and a phased-in ramp up of students will allow us to increase our number of graduates while allowing time for the infrastructure needs to be addressed.

	2024/2025	Total Increased Intake/Year	Current Annual Intake	Total class size with full increase
MPAS	15	15	15	30

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**B-2 Describe how this program serves and advances the academic, cultural, social and economic needs and interests of students and the province:**

To help address the need for a range of front-line health care providers, UM trains students for a career as a Physician Assistant. This program graduates highly trained medical staff who contribute to the workforce and are particularly important given the current global shortage of health care workers. These graduates receive a high-quality academic experience in a field that contributes key staff to the healthcare field. It is an invigorating, alternate pathway to front line healthcare workers. A MPAS class size increase will result in additional health care workers that will enter the Manitoba workforce by Fall 2025/26

We have proposed a full tuition reimbursement for all students in the program in the form of student aid which would be tied to a return in service with the Province of Manitoba for 5 years. This is similar to the International Medical Graduate return in service arrangement. This would ensure that our graduates are serving Manitobans.

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**B-3 Describe the existing and anticipated post-secondary learning needs of students in Manitoba that this program addresses and responds to:**

Manitoba needs more physician assistants. The increased class size in MPAS will allow more students access to the program. Additional MPAS positions will assist physicians to see more patients overall in the health system.

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**B-4 Will the program be available for part-time study?**

No.

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## B-5 Is there a cooperative education, work placement, internship or practicum component?

The second year of the program is all clinical and these placements are primarily in hospitals.

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## SECTION C – MODIFICATION TYP

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### C-2 Change to seat capacity

C-2.1 - List originally approved or currently offered seat capacity and proposed seat capacity.

*UM Internal Note:* seat capacity as defined by your admission target. If you are not aware of the target, please contact Enrolment Services.

Current capacity: 15

Proposed new capacity: 30

C-2.2 - Provide rationale for this change. (Examples include changes in applications, enrolment and employer demand or alignment with the institution's strategic direction and priorities.)

*UM Internal Note:* please ensure to address the following in your response:

- Student demand for places – identify how the current admission levels and the proposed changes compare to the number of qualified applicants to the program.
- Demand for graduates – identify how the current admission levels and the proposed changes reflect market demand for graduates.
- Outline any economic, demographic and/or geographical shifts in the student population that may impact on, or be impacted by, the proposed change.
- Student success – comment on success of current students (progression, time-to-completion, etc.) and graduates of the program (where known).

Each year we have several hundred applications for the 15 spots in our MPAS program. We are the only Master of Physician Studies program in Canada, as plans to create new Master's program at universities in other provinces (Calgary, Toronto) have yet to be fully developed. Physician Assistant positions are integrated into Manitoba's overall health care delivery model, but the demand is not being met by the current supply of graduates.

We are proposing that all students receive student financial support equal to the full amount of the tuition. By providing support that covers the full cost of tuition (perhaps by way of a return in service agreement) we are keeping our graduates in Manitoba to serve the needs of our Province. All of our physician assistants are 100% employed prior to graduation and there are currently job vacancies that we cannot fill in Manitoba. The Health Human Resources plan of the Province of Manitoba requires physician assistants to support patient care in urban and rural settings.

C-2.3 - Intake Information

C-2.3 (a) - What is the projected enrolment for the first intake?

Additional 15 students in 24/25 for a total class size of: 30

C-2.3 (b) - What is the maximum seat capacity (defined as first-year enrolment capacity)?

30

C-2.3 (c) - What is the anticipated date of maturity?

September 2024

C-2.4 UM Requirement: Address the impact of the proposed change on access to post-secondary education of under-represented groups. Identify any particular demographic experiencing special difficulties either in gaining admission to, or completing the requirements of, the program.

The increased class size in MPAS will allow more students access to the program. In the Rady Faculty of Health Sciences there are approximately 12% Indigenous and 28% 1<sup>st</sup> generation Canadian students in the various health programs. We plan to mirror this in the expanded MPAS program.

Indigenous and underrepresented applicants are ranked alongside all other applicants to the program. With the expansion we will review this and set targets similar to that of the entire Rady Faculty of Health Sciences and look to further expand upon that in the upcoming years.

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**SECTION D – MODIFICATION INFORMATION**

**D-1 Describe how this significant modification aligns with the strategic plans of your institution:**

UM Internal Note: Comment on how the program addresses institutional and unit level strategic priorities and plans, including how Accessibility, Equity, Diversity, and Inclusion and Indigenous achievement have been considered in the development of the program. The MPAS expansion directly aligns with the strategic plan of the University of Manitoba. Educating additional health care professional students will provide more support and access to health care in Manitoba. We are currently unable to accept all the applicants to our training program and they must wait or enter other health care programs in or outside of Manitoba. This expansion will assist in keeping Manitobans in Manitoba and supporting our community.

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**D-2 Outline the internal approval process (i.e. committees, governing bodies) for approving this significant modification within your institution and indicate any dates of decision.** *(Governing Council, Board of Governors, Board of Regents, Senate, other)*

UM INTERNAL REQUIREMENTS: final dates will be inserted by the Provost’s Office prior to submission to government.

**UNIVERSITY OF MANITOBA:**

**Approval by President** **Date** \_\_\_\_\_

Consultation with Senate: \_\_\_\_\_

Consultation with Board of Governors: \_\_\_\_\_

Additional Consultation *(as needed)*: 10 January 2023 Details: Max Rady College Council

Final Decision: Y  N  \_\_\_\_\_

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**D-3 Responsibility to consult**

D-3.1 If this program subject to mandatory review or approval by organizations external to the institution *(such as regulatory bodies, Apprenticeship Manitoba, etc.)*, please describe any consultation processes and provide copies of reports or letter from these organizations providing support:

We will require approval from MPAS accrediting body to increase class size. We have reached out to notify them and there is general support.

D-3.2 What agencies, groups, or institutions have been consulted regarding the significant modification of this program?

UM Internal Note: the unit is required to consult with other academic units that offer courses used in the proposed program, to confirm availability of the courses (e.g., regularly scheduled, capacity limitations, program restrictions, etc.) and identify how use of the courses might affect quality of, access to, and resources associated with the courses and

programs offered by those other units. Outline the consultation process with other academic and administrative units and append letters of support, as appropriate.

We have consulted with the following groups and there is support for moving the expansion forward:

Rady College Deans  
Chief Medical Officers of the Regional Health Authorities  
Provincial Medical Specialty Leads of Shared Health Manitoba  
College of Physicians and Surgeons of Manitoba  
Manitoba HealthCare Providers Network  
Minister of Health & Wellness  
Minister of Advanced Education, Skills & Immigration  
University of Manitoba Provost's Office  
Max Rady College of Medicine Council  
Max Rady College of Medicine Deans Council  
Max Rady College of Medicine Department Heads Council  
Faculty of Graduate Studies  
Registrar's Office  
Libraires

D-3.3 How have students and faculty been informed of the intent to modify this program?

Students have been informed through our meetings with individual Physician Assistant classes, and with the Max Rady College of Medicine Councils, Rady Faculty of Health Sciences Councils

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**D-4 List any similar programs offered in Manitoba:** *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

N/A

D-4.1 Describe any specific laddering, articulation and/or credit transfer options for Manitoban students that are anticipated to change as a result of the significant modification of this program:

N/A

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**D-5 List any similar programs offered in Canada:** *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

Currently there are no similar master's programs but there are plans to create new programs across Canada in other Health Sciences schools.

D-5.1 Describe any specific laddering, articulation and/or credit transfer options for Manitoban students that are anticipated to change as a result of the significant modification of this program.

N/A



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**D-6 Describe any changes in labour market demands in Manitoba for graduates of this Program as a result of this significant modification:**

*(Provide such information as probable employment destinations or further educational opportunities available to graduates of this new program of study. Attach any formal reports such as those from Associations, Statistics Canada, Sector Councils, Industry or Regulators.)*

The Province's Health Human Resources Plan requires additional Physician Assistants to provide care for Manitobans in urban and rural settings. All our graduates are 100% employed upon graduation and there are continued existing vacancies and needs for these roles in Manitoba.

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**D-7 If copies of any internal or peer evaluations with respect to the significant modification of this program of study are being provided with this proposal, please indicated how any issues identified by these evaluations have been addressed and attach any relevant documents as available:**

N/A

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**D-8 Does this significant modification entail an increase to tuition, or the establishment of or increase to fees that apply to students in this program of study?**

*UM Internal Note:* Comment on potential impact on student access to and affordability of education that may result from the change. Please ensure response references and provided context to the relevant sections of the financial form, as appropriate.

We are proposing annual tuition increases in line with what is allowable as mandated the Province of Manitoba.

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**SECTION E – REQUIRED RESOURCES AND FINANCIAL IMPLICATIONS**

**E-1 If one-time or pilot funding is being requested to support the significant modification of this program of study, please identify the amount of funding being requested:**

*UM Internal Note:* Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

Capital needs are tied to the related program expansion for the UGME. MPAS students use the same equipment and classrooms as the UGME students. This expanded program will utilize shared teaching space and new staff and office space proposed in the UGME expansion plan.

---

**E-2 If ongoing funding is being requested to support the significant modification of this program of study, please identify the amount of funding being requested:**

*UM Internal Note:* Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

The total request for ongoing operating dollars to support the full expansion is \$3,355,483 per annum. The total expenses are \$3,974,809 and there is \$619,325 in tuition fees.

**E-3 If new funding is not being requested, how will the significant modifications to the program be funded?** *(Include such information as: where reallocated funding will come from, and the implications of reallocating that funding on other programs/activities of the institution.)*

UM Internal Note: Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

N/A

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**E-4 What are the resource implications to the institution in delivering the significantly modified program of study?**

*(Include such information as; budget, IT, library, laboratory, computer, space, practicum liability insurance, student services, etc)*

UM Internal Note: Identify how the proposed changes will impact on the *quality of operations* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

There are implications to the number of faculty required for teaching, support staff, travel and accommodations for student placements, equipment and student supports. The majority of the increased costs are salary expenses to deliver the program.

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**E-5 Please describe new and existing staffing resources needed to provide this significantly modified program of**

**stud:** *(Include reallocation of existing faculty, hiring of new faculty, administrative and support services and any other considerations.)*

UM Internal Note: Identify how the proposed changes will impact on the *quality of instruction* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. The response should include position types, number of FTE, and approximate cost per position for both new and existing staff to provide context to the financial form, as appropriate.

There is a total of 7.0 FTE additional teaching faculty required for the program expansion. We do not currently remunerate any of our physician teaching faculty and with the health care workforce shortage need to do so moving forward to deliver our training programs.

The 7.0 FTE include:

- 3 UMFA Instructors
- 4 PT Other Academics

There is an additional 2.5 FTE support staff required. There are limited placement sites in Winnipeg. Placing students outside of Winnipeg requires more coordination and staff time.

All additional position requests have been accounted for in the expansion proposal budget.

**E-6 Please describe the effect of the significant modification of this program on existing capital infrastructure and equipment:**

UM Internal Note: Identify how the proposed changes will impact on the *quality of operations* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. Please ensure response references and provides context to the relevant sections for the financial form, as appropriate.

There are existing space deficits at the Bannatyne campus, and our classes are occurring in the library and meeting spaces. We need additional classroom space to deliver our small group teaching. As there are other expansions planned in the faculty which include major capital asks (UGME), these spaces will meet the needs of the entire campus.



Post-Secondary Education and Labour Market Outcomes  
**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 new 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	
<b>Institution:</b>	University of Manitoba
<b>Program Name:</b>	MPAS Seat Expansion
<b>Contact Information:</b>	Amanda Kinnell
<b>Date:</b>	2/14/2023

	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)	
<b>REVENUE INFORMATION</b>										
Contribution from Institution		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition		\$ -	\$ -	\$ 309,663	\$ 309,663	\$ 619,325	\$ 309,663	\$ 619,325	\$ -	\$ 619,325
Student Fees		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution from Unit (Existing Resources)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Revenue (A)</b>	\$ -	\$ -	\$ -	\$ 309,663	\$ 309,663	\$ 619,325	\$ 309,663	\$ 619,325	\$ -	\$ 619,325

MEDT Form

<b>Institution:</b>	University of Manitoba
<b>Program Name:</b>	MPAS Seat Expansion
<b>Contact Information:</b>	Amanda Kinnell
<b>Date:</b>	2/14/2023

	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)	
<b>EXPENDITURE INFORMATON</b>										
New Academic Salaries - Direct		\$ 882,000	\$ 882,000	\$ 926,100	\$ 44,100	\$ 972,405	\$ 46,305	\$ 1,021,025	\$ 48,620	\$ 1,021,025
Existing Academic Salaries - Direct		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Professional/Support Salaries - Direct		\$ 195,000	\$ 195,000	\$ 204,750	\$ 9,750	\$ 214,988	\$ 10,238	\$ 225,737	\$ 10,749	\$ 225,737
Existing Professional/Support Salaries - Direct		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses		\$ 464,200	\$ 464,200	\$ 469,585	\$ 5,385	\$ 475,239	\$ 5,654	\$ 481,176	\$ 5,937	\$ 481,176
Student Support		\$ 1,200,000	\$ 1,200,000	\$ 1,200,000	\$ -	\$ 1,200,000	\$ -	\$ 1,200,000	\$ -	\$ 1,200,000
Indirect Salary Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Overhead		\$ 877,184	\$ 877,184	\$ 951,104	\$ 73,920	\$ 1,025,972	\$ 74,868	\$ 1,046,871	\$ 20,898	\$ 1,046,871
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Expenditures (B)</b>	\$ -	\$ 3,618,384	\$ 3,618,384	\$ 3,751,539	\$ 133,155	\$ 3,888,604	\$ 137,065	\$ 3,974,809	\$ 86,205	\$ 3,974,809

MEDT Form

<b>Institution:</b>	University of Manitoba									
<b>Program Name:</b>	MPAS Seat Expansion									
<b>Contact Information:</b>	Amanda Kinnell									
<b>Date:</b>	2/14/2023									
	<b>Current Fiscal Year</b>	<b>Fiscal Year 1</b>	<b>Increment</b>	<b>Fiscal Year 2</b>	<b>Increment</b>	<b>Fiscal Year 3</b>	<b>Increment</b>	<b>Fiscal Year 4</b>	<b>Increment</b>	<b>Ongoing Program Funding</b>
	(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)	
<b>CAPITAL INFORMATON</b>										
Major Equipment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Renovations		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Furniture		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
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			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Capital (C)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenue less Expenditures and Capital (A-(B+C))</b>	\$ -	\$ (3,618,384)	\$ (3,618,384)	\$ (3,441,877)	\$ 176,507	\$ (3,269,279)	\$ 172,598	\$ (3,355,483)	\$ (86,205)	\$ (3,355,483)
<b>Funding Request</b>		\$ 3,618,384		\$ 3,441,877		\$ 3,269,279		\$ 3,355,483		

**SENATE PLANNING AND PRIORITY COMMITTEE (SPPC)  
New Program Approval - Financial Form**

**FACULTY / SCHOOL** RFHS - Max Rady College of Medicine  
**PROGRAM** Masters of Physician Assistant Studies

<b>1. STAFFING REQUIREMENTS (FTE)</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
New Academic Positions (FTE) (Appendix A)	7.00	7.00	7.00	7.00	7.00
New Professional and Support Positions (FTE) (Appendix A)	2.50	2.50	2.50	2.50	2.50
New Indirect Staff (FTE) (Appendix A)	-	-	-	-	-
<b>Subtotal Staffing Requirements (FTE)</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>	<b>9.50</b>

**2. PROGRAM COSTS**

**Direct Program Costs**

New Academic Salaries (incl bpl) (Appendix A)	\$ 882,000	\$ 926,100	\$ 972,405	\$ 1,021,025	\$ 1,072,077
Existing Academic Salaries (incl bpl) (Appendix A)	-	-	-	-	-
New Professional/Support Salaries (incl bpl) (Appendix A)	195,000	204,750	214,988	225,737	237,024
Existing Professional/Support Salaries (incl bpl) (Appendix A)	-	-	-	-	-
Operating Expenses (Appendix B)	464,200	469,585	475,239	481,176	487,410
Student (Graduate/Undergraduate) Support (Appendix C)	1,200,000	1,200,000	1,200,000	1,200,000	1,200,000
Major Equipment (Appendix D)	-	-	-	-	-
Vehicles (Appendix D)	-	-	-	-	-
Renovations (Appendix D)	-	-	-	-	-
Furniture (Appendix D)	-	-	-	-	-
Other Capital (Appendix D)	-	-	-	-	-
<b>Subtotal Direct Program Costs</b>	<b>\$ 2,741,200</b>	<b>\$ 2,800,435</b>	<b>\$ 2,862,632</b>	<b>\$ 2,927,938</b>	<b>\$ 2,996,510</b>

SPPC Form

**Indirect Program Costs**

New Indirect Salary Expenses (incl bpl) (Appendix A)	\$ -	\$ -	\$ -	\$ -	\$ -
Existing Indirect Salary Expenses (incl bpl) (Appendix A)	-	-	-	-	-
Tax on Tuition Revenue	-	54,965	109,930	109,930	109,930
Administrative Overhead (includes Tax on Grant)	877,184	896,139	916,042	936,940	958,883
<b>Subtotal Indirect Program Costs</b>	<b>\$ 877,184</b>	<b>\$ 951,104</b>	<b>\$ 1,025,972</b>	<b>\$ 1,046,871</b>	<b>\$ 1,068,814</b>

<b>Total Program Costs</b> (Direct & Indirect)	<b>\$ 3,618,384</b>	<b>\$ 3,751,539</b>	<b>\$ 3,888,604</b>	<b>\$ 3,974,809</b>	<b>\$ 4,065,324</b>
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<b>3. ENROLMENT</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Expected Enrolment (headcount)	-	15	30	30	30
Expected Enrolment (credit hours)	-	-	-	-	-

<b>4. PROGRAM REVENUE ALLOCATED TO FACULTY/SCHOOL</b>					
Operating Grant Revenue (see note)					
Tuition Revenue (Appendix E)					
• Credit Hour Based					
Undergraduate	-	-	-	-	-
Graduate	-	-	-	-	-
• Program Based	-	309,663	619,325	619,325	619,325
• Program/Course Specific Fees	-	-	-	-	-
• Other Compulsory Student Fees	-	-	-	-	-
Other revenue	-	-	-	-	-
<b>Total Program Revenue</b>	<b>\$ -</b>	<b>\$ 309,663</b>	<b>\$ 619,325</b>	<b>\$ 619,325</b>	<b>\$ 619,325</b>

<b>5. EXISTING RESOURCES</b>					
From Operations:					
Academic Salaries (Appendix A)	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Support Salaries (Appendix A)	-	-	-	-	-
Indirect Salaries (Appendix A)	-	-	-	-	-
Current/prior years surplus (carryover)					
From Other Sources:					
<b>Subtotal Existing Resources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>



SPPC Form

<b>6. Program shortfall (surplus)</b> (Program Costs -Program Revenue - Existing Resources)	\$ 3,618,384	\$ 3,441,877	\$ 3,269,279	\$ 3,355,483	\$ 3,445,998
<b>Reallocation of Internal Funds</b>					90,515
<b>Funds Requested of the Provincial Government</b>	3,618,384	3,441,877	3,269,279	3,355,483	3,355,483
<b>Balance (should be zero)</b>	\$ -	\$ -	\$ -	\$ -	\$ -

See email below

\_\_\_\_\_  
**Submitted by Faculty/School Budget Officer (signature)**

\_\_\_\_\_  
**Date**

See email below

\_\_\_\_\_  
**Reviewed by Graduate Studies Dean or Designate (signature)**

(For graduate program submissions only)

\_\_\_\_\_  
**Date**

See email below

\_\_\_\_\_  
**Reviewed by University Budget Officer (signature)**

\_\_\_\_\_  
**Date**

## Application

**SIGNIFICANT MODIFICATION TO A PROGRAM OF STUDY**

Under The Advanced Education Administration Act

Universities and colleges requesting approval for a **significant modification** to a program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

**UM INTERNAL REQUIREMENTS**

**University  
of Manitoba**

1. Please complete the application below and submit one (1) electronic copy (.pdf format) each to the Vice-Provost (Academic Planning and Programs) and the Office of the University Secretary, (where indicated) along with the following supplemental documentation:
  - a. A cover letter justifying and summarizing the rationale behind the request for a significant modification and indicating the meeting date in which the proposal was reviewed by the Faculty/College/School Council.
  - b. Letters of Support from internal and/or external stakeholders that were consulted as part of this proposal, if applicable.
  - c. Program financial form.
  
2. Note that internal approval of the proposed modification will vary depending on the type of modification (see SECTION C). Please work with the Provost's Office and the Office of the University Secretary in advance, in identifying the appropriate procedures and approval processes. In general, please note the following for each type of modification:
  - a. **CHANGE OF SITE** – may require Senate approval if the site requires modifications to admission and/or program requirements (e.g. new admission category).
  - b. **CHANGE TO SEAT CAPACITY** – please refer to the Admission Targets Policy and Procedures (). Internal approval rests with the President following consultation with Senate and the Board of Governors. Associated changes may also require Senate approval if there are modifications to admission and/or program requirements in support of the change.
  - c. **CHANGE TO TIME-TO-COMPLETION** – any addition to or reduction of hours to program requirements, requires Senate approval. For undergraduate programs, please refer to SCCCC Guidelines found at - <https://umanitoba.ca/governance/forms>. For graduate programs, please contact FGS for approval process.
  - d. **CHANGE TO APPROVED DELIVERY MODEL** – please notify the Provost's Office of any significant changes to course or program delivery method.
  - e. **CHANGE TO STATUS OF JOINT PROGRAM** – depending on the significance of the changes resulting from the proposal, this will either require Senate approval as a program modification or will require the introduction of a new program. Please contact the Provost's Office with more details on how becoming a joint program or ceasing a joint program will impact the program.
  - f. **CHANGE TO CREDENTIAL** – requires approval by Senate.
  - g. **CHANGES TO CAPITAL OR OPERATING RESOURCES REQUIRED** – please notify the Provost's Office of any significant changes to course or program delivery that will require additional resources.
  
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, Office of the Provost and Vice-President (Academic) at [Cassandra.Davidson@umanitoba.ca](mailto:Cassandra.Davidson@umanitoba.ca) or 204.474.7847.

*Updated August 2022*

**SECTION A – PROPOSAL DETAILS**

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: **Max Rady College of Medicine**

If program is a joint program, list all participating institutions and the roles of each in delivering the proposed program:

Program name: Undergraduate Medical Education (UGME)

Credential awarded: MD

Funding request:  
\$40,750,000 Capital  
\$17,129,171 ongoing annual funding

*Office Use Only*

One-time funding: \_\_\_\_\_

On-going funding: \_\_\_\_\_

Proposed start date: September 2023

List any critical issues that may impact the start date of the program: Approval of funding; Approval from accrediting body- CACMS

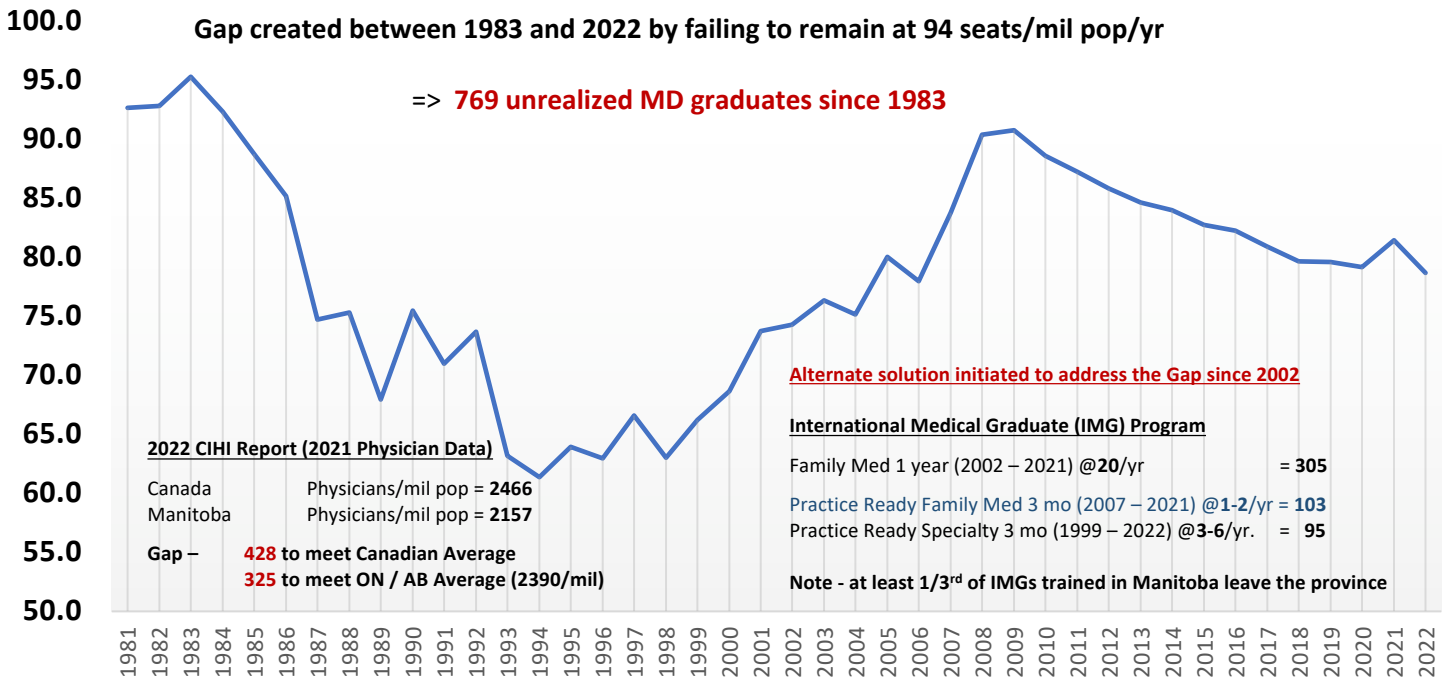
Institutional Program Code(s) (PSIS reporting number):

**SECTION B – PROGRAM DESCRIPTION AND DELIVERY**

**B-1 Provide a general description of the significantly modified program and its objectives:** *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

**Overview of Significant Modification:**

**Interim modification:** There is a global shortage of health care workers and a global competition in that labour market. In Manitoba there is a need to expand our Undergraduate Medical Education (UGME) program. A cut to the medical school size in 1983 has led to a shortage in the number of health care workers we are graduating, relative to today’s labour market demand. We have fallen below the Canadian average and the Western Canadian average. In order to ensure we can deliver health care to Manitobans, an expansion of the UGME program is required (target # MD graduates by 2028 = 94 MDs/mil pop anticipating a 1.5 mil Manitoba population in 2028; note to achieve this target by 2028 requires the expansion to start in the 2023 class intake).



**Overview of impact of modifications on number of graduates:**

There are capital and infrastructure needs that are required to accommodate a class size increase. A phased in ramp up of students will allow us to increase our number of graduates while allowing time for the infrastructure needs to be addressed.

	2023/2024	2024/2025	Total Increase/Year	Current Annual Intake	Total class size with full increase
UGME	15	15	30	110	140

Please see **Appendix A** for current and proposed projections on student progression and graduation.

**B-2 Describe how this program serves and advances the academic, cultural, social and economic needs and interests of students and the province:**

This program is the province's sole provider of MD and MD/PhD graduates, 70% of which stay in Manitoba and go on to complete their Postgraduate Medical Education (PGME). The majority of students admitted to our UGME and PGME programs are Manitobans as it is more likely that Manitobans graduating from our UGME and PGME programs will stay in Manitoba and enter the health workforce. There is a global shortage of health care workers and the UGME class size increase will result in additional health care workers that will enter the Manitoba workforce. The program provides a direct pathway for students interested in a medical career in the province and fills an ongoing labour gap in our health care system. The program itself provides excellent training for future medical doctors and the curriculum has made significant strides in incorporating principles of equity and diversity as well as incorporating Indigenous knowledges and approaches to health care delivery. Our UGME class is 12% Indigenous and approximately 28% 1<sup>st</sup> generation Canadian. This supports the Government's priority of providing access for Indigenous students and to support immigration.

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**B-3 Describe the existing and anticipated post-secondary learning needs of students in Manitoba that this program addresses and responds to:**

Manitoba needs more medical doctors. The increased class size in UGME will allow more students access to the program. There are currently 12% Indigenous and 28% 1<sup>st</sup> generation Canadian students in the program. An expanded UGME intake will provide incentives for students in existing undergraduate programs to remain in Manitoba or return to pursue this professional training.

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**B-4 Will the program be available for part-time study?**

No.

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**B-5 Is there a cooperative education, work placement, internship or practicum component?**

Years 3 and 4 of UGME are completed in the clinical placement sites which includes hospitals.

**C-2 Change to seat capacity**

C-2.1 - List originally approved or currently offered seat capacity and proposed seat capacity.

UM Internal Note: seat capacity as defined by your admission target. If you are not aware of the target, please contact Enrolment Services.

Current seat capacity is 110 per year.

Proposed capacity: 140 per year.

C-2.2 - Provide rationale for this change. *(Examples include changes in applications, enrolment and employer demand or alignment with the institution's strategic direction and priorities.)*

UM Internal Note: please ensure to address the following in your response:

- Student demand for places – identify how the current admission levels and the proposed changes compare to the number of qualified applicants to the program.
- Demand for graduates – identify how the current admission levels and the proposed changes reflect market demand for graduates.
- Outline any economic, demographic and/or geographical shifts in the student population that may impact on, or be impacted by, the proposed change.
- Student success – comment on success of current students (progression, time-to-completion, etc.) and graduates of the program (where known).

Student demand for places in the UMGE is extremely high and qualified Manitoban students regularly leave the province to pursue this program in other provinces or internationally. Each year we have over 1000 applicants and interview 700 for admission to the 110 spots in our UGME program. We are the only medical school in Manitoba and are not in competition for students with any other post-secondary institution in Manitoba. There are targets for Manitoba students (rural, Indigenous) and there are socioeconomic status measures that are considered as part of the application process. There is a global shortage of health care workers. All other medical schools across Canada are expanding. If we do not expand our program, we will not produce enough health care workers to stay in Manitoba and care for Manitobans.

C-2.3 - Intake Information

The intake will be phased in over a two year period.

Additional 15 students in 2023/24 for a total class size of: 125

Additional 15 students in 2024/25 for a total class size of: 140

From 2024/25 on, the class intake will remain at 140.

C-2.3 (a) - What is the projected enrolment for the first intake?

Additional 15 students in 2023/24 for a total class size of: 125

C-2.3 (b) - What is the maximum seat capacity (defined as first-year enrolment capacity)?

140

C-2.3 (c) - What is the anticipated date of maturity?

2024

C-2.4 UM Requirement: Address the impact of the proposed change on access to post-secondary education of under-represented groups. Identify any particular demographic experiencing special difficulties either in gaining admission to, or completing the requirements of, the program.

We currently have a separate process for Indigenous applicants to our UGME program and have been successful at having Indigenous students enter our program. The separate process requires additional resources which have been factored into the proposal. We also have strong existing representation of first-generation Canadian students in our program. This diversity of the student population does require additional supports for bursary and for student supports. We have factored in a \$1,000 student aid per student in our proposal and additional supports for Students Services both provided centrally and by Max Rady College of Medicine.

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**SECTION D – MODIFICATION INFORMATION**

**D-1 Describe how this significant modification aligns with the strategic plans of your institution:**

UM Internal Note: Comment on how the program addresses institutional and unit level strategic priorities and plans, including how Accessibility, Equity, Diversity, and Inclusion and Indigenous achievement have been considered in the development of the program.

The UGME expansion directly aligns with the strategic plan of the University of Manitoba. Educating additional health care professional students will provide more support and access to health care for Manitobans across the province. The UGME class also reflects the population in its diversity. As we are currently unable to accept all the applicants to our training program, many go to other Universities outside our province . This expansion will assist in keeping highly skilled Manitobans in Manitoba and supporting our community.

As noted above there are currently 12% Indigenous and 28% 1<sup>st</sup> generation Canadian students in the program. An expanded UGME intake will provide incentives for students in existing undergraduate programs to remain in Manitoba or return to pursue this professional training. Moreover, ongoing EDI, anti-racism, and health equity strategies within the Rady Faculty of Health Sciences are working to develop more equitable, accessible, inclusive and safe learning and teaching space for Indigenous, Black, and racialized learners, learners with disabilities, 2SLGBTQIA+, and other marginalized peoples.

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**D-2 Outline the internal approval process (i.e. committees, governing bodies) for approving this significant modification within your institution and indicate any dates of decision.** *(Governing Council, Board of Governors, Board of Regents, Senate, other)*

UM INTERNAL REQUIREMENTS: final dates will be inserted by the Provost’s Office prior to submission to government.

**UNIVERSITY OF MANITOBA:**

<u>Approval by President</u>	<u>Date</u>
Consultation with Senate:	_____
Consultation with Board of Governors:	_____
Additional Consultation <i>(as needed)</i> :	_____
Final Decision:    Y <input type="checkbox"/> N <input type="checkbox"/>	_____

Details:

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**D-3 Responsibility to consult**

D-3.1 If this program is subject to mandatory review or approval by organizations external to the institution *(such as regulatory bodies, Apprenticeship Manitoba, etc.)*, please describe any consultation processes and provide copies of reports or letter from these organizations providing support:



We have requested approval from the Committee on Accreditation of Canadian Medical Schools (CACMS) to increase the medical school class size. We have reached out to notify them and there is general support. Confirmation will follow now that a new intake target has been shared with them. Key requirements by CACMS are:

- Finances to support and sustain the increased enrolment
- Facilities and resources – non-clinical and clinical
- Faculty, leadership, and admin support – i.e., sufficient faculty with protected time to deliver curriculum and sufficient individuals in leadership roles to manage the increased enrolment.
- Student assignment and services – specifically academic and career advising support, financial aid and debt management counselling as well as health care services.

These items have all been included in our budget expansion requests.

D-3.2 What agencies, groups, or institutions have been consulted regarding the significant modification of this program?

UM Internal Note: the unit is required to consult with other academic units that offer courses used in the proposed program, to confirm availability of the courses (e.g., regularly scheduled, capacity limitations, program restrictions, etc.) and identify how use of the courses might affect quality of, access to, and resources associated with the courses and programs offered by those other units. Outline the consultation process with other academic and administrative units and append letters of support, as appropriate.

We have consulted with the following groups and there is broad support for moving the expansion forward:

Rady Faculty of Health Sciences College Deans  
Chief Medical Officers of the Regional Health Authorities  
Provincial Medical Specialty Leads of Shared Health Manitoba  
College of Physicians and Surgeons of Manitoba  
Manitoba HealthCare Providers Network  
Minister and Deputy Minister of Health & Wellness  
University of Manitoba Provost's Office  
Max Rady College of Medicine Council  
Max Rady College of Medicine Deans Council  
Max Rady College of Medicine Department Heads Council  
Registrar's Office  
Libraries

D-3.3 How have students and faculty been informed of the intent to modify this program?

Students have been informed/consulted through our meetings with the Senior Sticks, the Manitoba Medical Student Association (MMSA), Professional Association of Residents in Manitoba (PARIM), Max Rady College of Medicine Councils and Rady Faculty of Health Sciences Councils.

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**D-4 List any similar programs offered in Manitoba:** *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

None.

D-4.1 Describe any specific laddering, articulation and/or credit transfer options for Manitoban students that are anticipated to change as a result of the significant modification of this program:

None.

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**D-5 List any similar programs offered in Canada:** *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

There are several medical schools across Canada, all of whom are increasing their medical school class sizes.

D-5.1 Describe any specific laddering, articulation and/or credit transfer options for Manitoban students that are anticipated to change as a result of the significant modification of this program.

N/A

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**D-6 Describe any changes in labour market demands in Manitoba for graduates of this Program as a result of this significant modification:**

*(Provide such information as probable employment destinations or further educational opportunities available to graduates of this new program of study. Attach any formal reports such as those from Associations, Statistics Canada, Sector Councils, Industry or Regulators.)*

The increased class size will begin to address one key component of the health care worker shortage in Manitoba by increasing the number of medical doctors.

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**D-7 If copies of any internal or peer evaluations with respect to the significant modification of this program of study are being provided with this proposal, please indicated how any issues identified by these evaluations have been addressed and attach any relevant documents as available:**

N/A

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**D-8 Does this significant modification entail an increase to tuition, or the establishment of or increase to fees that apply to students in this program of study?**

*UM Internal Note:* Comment on potential impact on student access to and affordability of education that may result from the change. Please ensure response references and provided context to the relevant sections of the financial form, as appropriate.

While current tuition is substantially lower than all other Canadian medical schools and contributes only to a fractional proportional cost of program delivery, the current tuition rate will continue. To address equity access for some

underrepresented students, we are also requesting student aid support of \$1,000 per student to assist with program affordability.

## SECTION E – REQUIRED RESOURCES AND FINANCIAL IMPLICATIONS

### **E-1 If one-time or pilot funding is being requested to support the significant modification of this program of study, please identify the amount of funding being requested:**

*UM Internal Note:* Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

Total one-time capital cost request of \$40,750,000. There is a capital request of \$40,000,000 to support a new building to create additional teaching spaces, simulation spaces, and co-locate key programs (e.g., undergraduate medical education, family medicine and master of physician assistant programs). The additional \$750,000 of capital costs is for additional simulation mannequins to increase training capacity.

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### **E-2 If ongoing funding is being requested to support the significant modification of this program of study, please identify the amount of funding being requested:**

*UM Internal Note:* Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

The total request for ongoing operating dollars to support the full expansion is \$17,129,271 per annum. The total expenses are \$18,646,716 and there is \$1,517,445 in tuition fees.

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### **E-3 If new funding is not being requested, how will the significant modifications to the program be funded? (Include such information as: where reallocated funding will come from, and the implications of reallocating that funding on other programs/activities of the institution.)**

*UM Internal Note:* Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

N/A

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### **E-4 What are the resource implications to the institution in delivering the significantly modified program of study? (Include such information as; budget, IT, library, laboratory, computer, space, practicum liability insurance, student services, etc)**

*UM Internal Note:* Identify how the proposed changes will impact on the *quality of operations* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

There are implications to the number of faculty required for teaching, support staff, travel and accommodations for student placements, equipment and student supports. The majority of the increased costs are salary expenses to deliver the program. There will be additional student service supports both in the Max Rady College of Medicine and Centrally. There are additional costs to the central units which have been factored into the budget expansion proposal.

Space needs for an expanded UGME program are being coordinated with the parallel capital needs for the suite of Rady Faculty of Health Sciences program expansions at the Bannatyne Campus.

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**E-5 Please describe new and existing staffing resources needed to provide this significantly modified program of**

**study.***(Include reallocation of existing faculty, hiring of new faculty, administrative and support services and any other considerations.)*

*UM Internal Note:* Identify how the proposed changes will impact on the *quality of instruction* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. The response should include position types, number of FTE, and approximate cost per position for both new and existing staff to provide context to the financial form, as appropriate.

There is a total of 40.7 FTE additional teaching faculty required for the pre-clerkship (UGME years 1 and 2) program expansion.

**Teaching Staff**

.5 FTE Remediation Director  
.3 FTE Immunization Director  
.4 FTE Pipeline Co-ordinator  
140 GFT/Other Ac positions at 0.2FTE each = 28FTE  
.2 FTE Obs/Gyne Course Director

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**Lecturer/Instructor/Sessionals**

.5 FTE Student Affairs Director  
.3 FTE IPE Lead  
2 FTE Physician Assistants  
1 FTE Evaluations academic  
1 FTE Elder  
2 FTE Site Leads (Hodgson, Norway House)  
.25 FTE CLSP Leadership  
Total 5.3 FTE - varying rates = works out to \$125,245 per FTE

We do not currently remunerate any of our geographic full time (GFT) MD teaching faculty for pre-clerkship teaching and with the health care workforce shortage we need to do so moving forward to ensure our ability to deliver our training programs. We are struggling to recruit sufficient staff to teach our pre-clerkship programs even with the current class size as it requires them to leave clinical practice which results in loss of income. This existing gap needs to be urgently addressed to enable class expansion.

There is an additional 20 FTE support staff required. There are limited placement sites in Winnipeg. Placing students outside of Winnipeg requires more coordination and staff time.

**Support Staff**

5 FTE OA Program Assistants (\$64k each)  
2 FTE AA Clerkship/Electives Coordinators (\$67k each)  
1 FTE OA Student Affairs (\$64k)

- 1 FRE OA Reception (\$52k)
  - 2 FTE AA Student Supports OHS (\$71k each)
  - 1 FTE OA Travel Support OHS (\$64k)
  - 2 FTE Program Admin distributed sites OHS (\$64K)
  - 4 FTE Sim Techs (\$60k each)
  - 1 FTE Admissions Assistant (\$71k)
- 

**E-6 Please describe the effect of the significant modification of this program on existing capital infrastructure and equipment:**

*UM Internal Note:* Identify how the proposed changes will impact on the *quality of operations* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. Please ensure response references and provides context to the relevant sections for the financial form, as appropriate.

There are existing space deficits at the Bannatyne Campus and some of our classes are occurring in the library and meeting spaces. We are in need of significant additional classroom space to grow and sustain this program and to deliver our small group teaching. As there are other expansions planned in the Rady Faculty of Health Sciences, these spaces will meet the combined and shared needs of the entire Bannatyne campus.

The University is engaged in discussion with the Province around the shorter and longer term capital needs for the entire Bannatyne Campus.

A \$40M capital ask is included with this UGME proposal. The plan is to build a structure with four stories of dedicated instructional classroom and simulation space, as well as office space, on the Bannatyne Campus. High-level costing by the Associate VP-Administration office and Major Capital Project Committee estimates a build cost of \$10M per floor on a potential site (see Appendix A), resulting in 40,000ft<sup>2</sup> of new space. With construction potentially beginning as soon as Fall 2023, the site would be complete to accommodate the third year of expanded intake in the UGME as well as MPAS, MOT and MPT programs by 2025.

During the phased-in expansion of student seats, existing space use will be maximized.



Post-Secondary Education and Labour Market Outcomes  
**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 new 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	
<b>Institution:</b>	University of Manitoba
<b>Program Name:</b>	UGME Seat Expansion
<b>Contact Information:</b>	Amanda Kinnell
<b>Date:</b>	2/14/2023

	Current Fiscal Year	Fiscal Year 1	Increment	Fiscal Year 2	Increment	Fiscal Year 3	Increment	Fiscal Year 4	Increment	Fiscal Year 5	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)	Budget Yr. 4	(change from year 3 to year 4)	
<b>REVENUE INFORMATION</b>												
Contribution from Institution		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition		\$ 170,175	\$ 170,175	\$ 524,564	\$ 354,389	\$ 898,317	\$ 373,752	\$ 1,292,228	\$ 393,912	\$ 1,517,445	\$ 225,217	\$ 1,517,445
Student Fees		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution from Unit (Existing Resources)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Revenue (A)</b>	\$ -	\$ 170,175	\$ 170,175	\$ 524,564	\$ 354,389	\$ 898,317	\$ 373,752	\$ 1,292,228	\$ 393,912	\$ 1,517,445	\$ 225,217	\$ 1,517,445

MEDT Form

<b>Institution:</b>	University of Manitoba
<b>Program Name:</b>	UGME Seat Expansion
<b>Contact Information:</b>	Amanda Kinnell
<b>Date:</b>	2/14/2023

	Current Fiscal Year	Fiscal Year 1	Increment	Fiscal Year 2	Increment	Fiscal Year 3	Increment	Fiscal Year 4	Increment	Fiscal Year 5	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)	Budget Yr. 4	(change from year 3 to year 4)	
<b>EXPENDITURE INFORMATON</b>												
New Academic Salaries - Direct		\$ 8,070,360	\$ 8,070,360	\$ 8,473,878	\$ 403,518	\$ 8,897,572	\$ 423,694	\$ 9,342,450	\$ 444,879	\$ 9,809,573	\$ 467,123	\$ 9,809,573
Existing Academic Salaries - Direct		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Professional/Support Salaries - Direct		\$ 1,536,000	\$ 1,536,000	\$ 1,612,800	\$ 76,800	\$ 1,693,440	\$ 80,640	\$ 1,778,112	\$ 84,672	\$ 1,867,018	\$ 88,906	\$ 1,867,018
Existing Professional/Support Salaries - Direct		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses		\$ 1,478,636	\$ 1,478,636	\$ 1,526,668	\$ 48,032	\$ 1,577,101	\$ 50,433	\$ 1,630,056	\$ 52,955	\$ 1,685,659	\$ 55,603	\$ 1,685,659
Student Support		\$ 560,000	\$ 560,000	\$ 560,000	\$ -	\$ 560,000	\$ -	\$ 560,000	\$ -	\$ 560,000	\$ -	\$ 560,000
Indirect Salary Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Overhead		\$ 3,756,605	\$ 3,756,605	\$ 3,988,581	\$ 231,976	\$ 4,232,447	\$ 243,867	\$ 4,488,769	\$ 256,321	\$ 4,724,466	\$ 235,698	\$ 4,724,466
			\$ -		\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Expenditures (B)</b>	\$ -	\$ 15,401,601	\$ 15,401,601	\$ 16,161,927	\$ 760,326	\$ 16,960,560	\$ 798,634	\$ 17,799,387	\$ 838,827	\$ 18,646,716	\$ 847,329	\$ 18,646,716

MEDT Form

<b>Institution:</b>	University of Manitoba											
<b>Program Name:</b>	UGME Seat Expansion											
<b>Contact Information:</b>	Amanda Kinnell											
<b>Date:</b>	2/14/2023											
	<b>Current Fiscal Year</b>	<b>Fiscal Year 1</b>	<b>Increment</b>	<b>Fiscal Year 2</b>	<b>Increment</b>	<b>Fiscal Year 3</b>	<b>Increment</b>	<b>Fiscal Year 4</b>	<b>Increment</b>	<b>Fiscal Year 5</b>	<b>Increment</b>	<b>Ongoing Program Funding</b>
	(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)	Budget Yr. 4	(change from year 3 to year 4)	
<b>CAPITAL INFORMATON</b>												
Major Equipment		\$ 750,000	\$ 750,000	\$ -	\$ (750,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Renovations		\$ 40,000,000	\$ 40,000,000	\$ -	\$ (40,000,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Furniture		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -		\$ -	\$ -
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			\$ -		\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Capital (C)</b>	\$ -	\$ 40,750,000	\$ 40,750,000	\$ -	\$ (40,750,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenue less Expenditures and Capital (A-(B+C))</b>	\$ -	\$ (55,981,426)	\$ (55,981,426)	\$ (15,637,362)	\$ 40,344,064	\$ (16,062,244)	\$ (424,882)	\$ (16,507,159)	\$ (444,915)	\$ (17,129,271)	\$ (622,112)	\$ (17,129,271)
<b>Funding Request</b>		\$ 55,981,426		\$ 15,637,362		\$ 16,062,244		\$ 16,507,159		\$ 17,129,271		



**SENATE PLANNING AND PRIORITY COMMITTEE (SPPC)  
New Program Approval - Financial Form**

**FACULTY / SCHOOL** RFHS - Max Rady College of Medicine  
**PROGRAM** UGME - seat expansion

<b>1. STAFFING REQUIREMENTS (FTE)</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
New Academic Positions (FTE) (Appendix A)	40.70	40.70	40.70	40.70	40.70
New Professional and Support Positions (FTE) (Appendix A)	20.00	20.00	20.00	20.00	20.00
New Indirect Staff (FTE) (Appendix A)	-	-	-	-	-
<b>Subtotal Staffing Requirements (FTE)</b>	<b>60.70</b>	<b>60.70</b>	<b>60.70</b>	<b>60.70</b>	<b>60.70</b>

<b>2. PROGRAM COSTS</b>					
<b>Direct Program Costs</b>					
New Academic Salaries (incl bpl) (Appendix A)	\$ 8,070,360	\$ 8,473,878	\$ 8,897,572	\$ 9,342,450	\$ 9,809,573
Existing Academic Salaries (incl bpl) (Appendix A)	-	-	-	-	-
New Professional/Support Salaries (incl bpl) (Appendix A)	1,536,000	1,612,800	1,693,440	1,778,112	1,867,018
Existing Professional/Support Salaries (incl bpl) (Appendix A)	-	-	-	-	-
Operating Expenses (Appendix B)	1,478,636	1,526,668	1,577,101	1,630,056	1,685,659
Student (Graduate/Undergraduate) Support (Appendix C)	560,000	560,000	560,000	560,000	560,000
Major Equipment (Appendix D)	750,000	-	-	-	-
Vehicles (Appendix D)	-	-	-	-	-
Renovations (Appendix D)	40,000,000	-	-	-	-
Furniture (Appendix D)	-	-	-	-	-
Other Capital (Appendix D)	-	-	-	-	-
<b>Subtotal Direct Program Costs</b>	<b>\$ 52,394,996</b>	<b>\$ 12,173,346</b>	<b>\$ 12,728,113</b>	<b>\$ 13,310,619</b>	<b>\$ 13,922,250</b>

**Indirect Program Costs**

New Indirect Salary Expenses (incl bpl) (Appendix A)	\$ -	\$ -	\$ -	\$ -	\$ -
Existing Indirect Salary Expenses (incl bpl) (Appendix A)	-	-	-	-	-
Tax on Tuition Revenue	30,206	93,110	159,451	229,371	269,347
Administrative Overhead (includes Tax on Grant)	3,726,399	3,895,471	4,072,996	4,259,398	4,455,120
<b>Subtotal Indirect Program Costs</b>	<b>\$ 3,756,605</b>	<b>\$ 3,988,581</b>	<b>\$ 4,232,447</b>	<b>\$ 4,488,769</b>	<b>\$ 4,724,466</b>

<b>Total Program Costs</b> (Direct & Indirect)	<b>\$ 56,151,601</b>	<b>\$ 16,161,927</b>	<b>\$ 16,960,560</b>	<b>\$ 17,799,387</b>	<b>\$ 18,646,716</b>
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<b>3. ENROLMENT</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Expected Enrolment (headcount)</b>	15	45	75	105	120
<b>Expected Enrolment (credit hours)</b>	450	1,350	2,250	3,150	3,600

<b>4. PROGRAM REVENUE ALLOCATED TO FACULTY/SCHOOL</b>					
Operating Grant Revenue (see note)					
Tuition Revenue (Appendix E)					
• Credit Hour Based					
Undergraduate	-	-	-	-	-
Graduate	-	-	-	-	-
• Program Based	170,175	524,564	898,317	1,292,228	1,517,445
• Program/Course Specific Fees	-	-	-	-	-
• Other Compulsory Student Fees	-	-	-	-	-
Other revenue	-	-	-	-	-
<b>Total Program Revenue</b>	<b>\$ 170,175</b>	<b>\$ 524,564</b>	<b>\$ 898,317</b>	<b>\$ 1,292,228</b>	<b>\$ 1,517,445</b>

<b>5. EXISTING RESOURCES</b>					
From Operations:					
Academic Salaries (Appendix A)	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Support Salaries (Appendix A)	-	-	-	-	-
Indirect Salaries (Appendix A)	-	-	-	-	-
Current/prior years surplus (carryover)					
From Other Sources:					
<b>Subtotal Existing Resources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

SPPC Form

<b>6. Program shortfall (surplus)</b> (Program Costs -Program Revenue - Existing Resources)	\$ 55,981,426	\$ 15,637,362	\$ 16,062,244	\$ 16,507,159	\$ 17,129,271
<b>Reallocation of Internal Funds</b>					
<b>Funds Requested of the Provincial Government</b>	55,981,426	15,637,362	16,062,244	16,507,159	17,129,271
<b>Balance (should be zero)</b>	\$ -	\$ -	\$ -	\$ -	\$ -

See email below

\_\_\_\_\_  
**Submitted by Faculty/School Budget Officer (signature)**

\_\_\_\_\_  
**Date**

See email below

\_\_\_\_\_  
**Reviewed by Graduate Studies Dean or Designate (signature)**

(For graduate program submissions only)

\_\_\_\_\_  
**Date**

See email below

\_\_\_\_\_  
**Reviewed by University Budget Officer (signature)**

\_\_\_\_\_  
**Date**

## Application

**SIGNIFICANT MODIFICATION TO A PROGRAM OF STUDY**

Under The Advanced Education Administration Act

Universities and colleges requesting approval for a **significant modification** to a program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

**UM INTERNAL REQUIREMENTS**

**University  
of Manitoba**

1. Please complete the application below and submit one (1) electronic copy (.pdf format) each to the Vice-Provost (Academic Planning and Programs) and the Office of the University Secretary, (where indicated) along with the following supplemental documentation:
  - a. A cover letter justifying and summarizing the rationale behind the request for a significant modification and indicating the meeting date in which the proposal was reviewed by the Faculty/College/School Council.
  - b. Letters of Support from internal and/or external stakeholders that were consulted as part of this proposal, if applicable.
  - c. Program financial form.
  
2. Note that internal approval of the proposed modification will vary depending on the type of modification (see SECTION C). Please work with the Provost's Office and the Office of the University Secretary in advance, in identifying the appropriate procedures and approval processes. In general, please note the following for each type of modification:
  - a. **CHANGE OF SITE** – may require Senate approval if the site requires modifications to admission and/or program requirements (e.g. new admission category).
  - b. **CHANGE TO SEAT CAPACITY** – please refer to the Admission Targets Policy and Procedures (). Internal approval rests with the President following consultation with Senate and the Board of Governors. Associated changes may also require Senate approval if there are modifications to admission and/or program requirements in support of the change.
  - c. **CHANGE TO TIME-TO-COMPLETION** – any addition to or reduction of hours to program requirements, requires Senate approval. For undergraduate programs, please refer to SCCCC Guidelines found at - <https://umanitoba.ca/governance/forms>. For graduate programs, please contact FGS for approval process.
  - d. **CHANGE TO APPROVED DELIVERY MODEL** – please notify the Provost's Office of any significant changes to course or program delivery method.
  - e. **CHANGE TO STATUS OF JOINT PROGRAM** – depending on the significance of the changes resulting from the proposal, this will either require Senate approval as a program modification or will require the introduction of a new program. Please contact the Provost's Office with more details on how becoming a joint program or ceasing a joint program will impact the program.
  - f. **CHANGE TO CREDENTIAL** – requires approval by Senate.
  - g. **CHANGES TO CAPITAL OR OPERATING RESOURCES REQUIRED** – please notify the Provost's Office of any significant changes to course or program delivery that will require additional resources.
  
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, Office of the Provost and Vice-President (Academic) at [Cassandra.Davidson@umanitoba.ca](mailto:Cassandra.Davidson@umanitoba.ca) or 204.474.7847.

*Updated August 2022*

**SECTION A – PROPOSAL DETAILS**

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: **College of Rehabilitation Sciences**

If program is a joint program, list all participating institutions and the roles of each in delivering the proposed program:

Program name: Master of Occupational Therapy (MOT)

Credential awarded: MOT

Funding request: \$1,331,138 in ongoing annual funding  
\$337,000 in one time funding

*Office Use Only*

One-time funding: \_\_\_\_\_

On-going funding: \_\_\_\_\_

Proposed start date: September 2024

List any critical issues that may impact the start date of the program: Approval of funding

Institutional Program Code(s) (PSIS reporting number):

## SECTION B – PROGRAM DESCRIPTION AND DELIVERY

**B-1 Provide a general description of the significantly modified program and its objectives:** *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

**Overview of Significant Modification:**

**Interim modification:** There is a global shortage of health care workers and we are in a global competition. There is a need to expand our Master of Occupational Therapy (MOT) to meet the growing demands placed on the health care system. MOT graduates play a key role in primary health care and addressing the health needs of Manitobans. MOT is a two year graduate level program that will graduate additional students in 26/27 if we are to receive funding and approval to proceed with the expansion in 24/25.

**Overview of impact of modifications on number of graduates:**

There are capital and infrastructure needs that are required to accommodate a class size increase and a phased in ramp up of students will allow us to increase our number of graduates while allowing time for the infrastructure needs to be addressed.

	2024/2025	2025/2026	Total Increase/Year	Current Annual Intake	Total class size with full increase
MOT	5	5	10	50	60

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**B-2 Describe how this program serves and advances the academic, cultural, social and economic needs and interests of students and the province:**

There is a global shortage of health care workers and the MOT class size increase will result in additional health care workers that will enter the Manitoba workforce by Fall 26/27. The graduates will provide support in primary health care, acute, community, long term care, and rehabilitative settings for people facing physical and mental health challenges throughout the lifespan.

The program expansions will be timely as curriculum renewals and community partnerships are currently being developed. The curriculum renewal process will be considered as a formal process outside of this proposal.

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**B-3 Describe the existing and anticipated post-secondary learning needs of students in Manitoba that this program addresses and responds to:**

The increased class size in MOT will allow more students access to the program. The most recent data indicates that OT had 259 applications for 50 seats.

In Rady Faculty of Health Sciences there are approximately 12% Indigenous and 28% 1<sup>st</sup> generation Canadian students in all programs. The OT program currently has 20% of its seats allocated for Indigenous students (10/50). Considerations for other equity-deserving groups are being considered as part of the curriculum renewal process (which is outside of this proposal).

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**B-4 Will the program be available for part-time study?**

No.

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**B-5 Is there a cooperative education, work placement, internship or practicum component?**

There are clinical components throughout the 2-year program for MOT.

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**SECTION C – MODIFICATION TYP**

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**C-2 Change to seat capacity**

C-2.1 - List originally approved or currently offered seat capacity and proposed seat capacity.

*UM Internal Note:* seat capacity as defined by your admission target. If you are not aware of the target, please contact Enrolment Services.

The current seat capacity is 50 per year in the MOT program. There is an annual intake in Fall and the program is 2 years. The proposed seat capacity will see an increase to 60 students admitted each year. The program duration is not changing. There are 2 years in the program and the new students would still be graduating in 2 years.

C-2.2 - Provide rationale for this change. *(Examples include changes in applications, enrolment and employer demand or alignment with the institution's strategic direction and priorities.)*

*UM Internal Note:* please ensure to address the following in your response:

- Student demand for places – identify how the current admission levels and the proposed changes compare to the number of qualified applicants to the program.
- Demand for graduates – identify how the current admission levels and the proposed changes reflect market demand for graduates.
- Outline any economic, demographic and/or geographical shifts in the student population that may impact on, or be impacted by, the proposed change.
- Student success – comment on success of current students (progression, time-to-completion, etc.) and graduates of the program (where known).

Each year we have several hundred applications for the MOT program. We are the only MOT school in Manitoba. By expanding our programs and admitting Manitobans into the programs, we are keeping health care professionals in our province to help address directly the primary health care need and to sustain healthy communities. Through this expansion we will be able to ensure better access to care for people across the province and provide services within the full scope of practice in each profession.

C-2.3 - Intake Information

The intake will increase as follows for MOT program:

Additional 5 students in 24/25 for a total class size of: 55

Additional 5 students in 25/26 for a total class size of: 60

In 25/26 the class size will remain at 60

C-2.3 (a) - What is the projected enrolment for the first intake?

55

C-2.3 (b) - What is the maximum seat capacity (defined as first-year enrolment capacity)?

60

C-2.3 (c) - What is the anticipated date of maturity?

September 2025

C-2.4 UM Requirement: Address the impact of the proposed change on access to post-secondary education of under-represented groups. Identify any particular demographic experiencing special difficulties either in gaining admission to, or completing the requirements of, the program.

Indigenous applicants are currently ranked as a separate category in the program. The number of seats allocated will increase as a percentage of the total. Other equity-deserving applicants are ranked alongside all other applicants to the program. With the expansion we will review this and set targets similar to that of the entire Rady Faculty of Health Sciences and look to further expand upon that in the upcoming years.

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## SECTION D – MODIFICATION INFORMATION

### D-1 Describe how this significant modification aligns with the strategic plans of your institution:

UM Internal Note: Comment on how the program addresses institutional and unit level strategic priorities and plans, including how Accessibility, Equity, Diversity, and Inclusion and Indigenous achievement have been considered in the development of the program. The MPT expansion directly aligns with the strategic plan of the University of Manitoba. Educating additional health care professional students will provide more support and access to health care for Manitobans across the province. The MPT expansion will assist in keeping highly skilled Manitobans in Manitoba—including rural and remote areas—supporting our community, and will grow healthcare capacity in line with our University’s strategic commitment of healthcare as a human right.

An expanded MPT intake will provide incentives for students in existing undergraduate programs to remain in Manitoba or return to pursue this professional training. Moreover, ongoing EDI, anti-racism, and health equity strategies within the Rady Faculty of Health Sciences are working to develop more equitable, accessible, inclusive and safe learning and teaching spaces for Indigenous, Black, and racialized learners, learners with disabilities, 2SLGBTQIA+, and other marginalized peoples.

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**D-2 Outline the internal approval process (i.e. committees, governing bodies) for approving this significant modification within your institution and indicate any dates of decision.** *(Governing Council, Board of Governors, Board of Regents, Senate, other)*

UM INTERNAL REQUIREMENTS: final dates will be inserted by the Provost’s Office prior to submission to government.

#### UNIVERSITY OF MANITOBA:

**Approval by President** \_\_\_\_\_ **Date** \_\_\_\_\_

Consultation with Senate: \_\_\_\_\_

Consultation with Board of Governors: \_\_\_\_\_

Additional Consultation *(as needed)*: 10 January 2023 Details: Rady College Council

Final Decision: Y  N  \_\_\_\_\_

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### D-3 Responsibility to consult

D-3.1 If this program subject to mandatory review or approval by organizations external to the institution *(such as regulatory bodies, Apprenticeship Manitoba, etc.)*, please describe any consultation processes and provide copies of reports or letter from these organizations providing support:

We will require approval from the respective accrediting bodies to increase class size. Given the small size of the expansion and the phase-in period we do not anticipate any issues. We will submit the appropriate documentation shortly.

D-3.2 What agencies, groups, or institutions have been consulted regarding the significant modification of this program?

UM Internal Note: the unit is required to consult with other academic units that offer courses used in the proposed program, to confirm availability of the courses (e.g., regularly scheduled, capacity limitations, program restrictions, etc.) and identify how use of the courses might affect quality of, access to, and resources associated with the courses and programs offered by those other units. Outline the consultation process with other academic and administrative units and append letters of support, as appropriate.

We have consulted with the following groups and there is support for moving the expansion forward:

Rady College Deans

College of Rehabilitation Sciences Council and Departmental Councils (which include representatives from the clinical field)

Regulatory Bodies

Clinical sites

D-3.3 How have students and faculty been informed of the intent to modify this program?

Students have been informed through our meetings with the Class Presidents and College/Departmental Councils.

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**D-4 List any similar programs offered in Manitoba:** *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

N/A

D-4.1 Describe any specific laddering, articulation and/or credit transfer options for Manitoban students that are anticipated to change as a result of the significant modification of this program:

N/A

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**D-5 List any similar programs offered in Canada:** *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

There are MOT programs offered across Canada, however most of the programs are located in eastern Canada with one in Alberta and one in BC. The MOT program is the only one offered in Manitoba, and attracts applications from Saskatchewan and Northwestern Ontario.

D-5.1 Describe any specific laddering, articulation and/or credit transfer options for Manitoban students that are anticipated to change as a result of the significant modification of this program.

N/A

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**D-6 Describe any changes in labour market demands in Manitoba for graduates of this Program as a result of this significant modification:**

*(Provide such information as probable employment destinations or further educational opportunities available to graduates of this new program of study. Attach any formal reports such as those from Associations, Statistics Canada, Sector Councils, Industry or Regulators.)*

The need for increased class sizes to meet labour market demands for OT is being driven by five factors:

1. Renewal considerations
2. Geographical issues
3. Primary health care model
4. Hub & spoke system
5. Scope of practice

**Renewal considerations** Current available data for these professions show that:

Item	Description (based on CIHI)
Vacancy rates	In April 2022 the vacancy rate was 32%
Out-of-province recruitment	In 2019, approximately 8% of the workforce in OT (55) were graduates from outside the province
Pending renewal rate due to age	At this time, there is no data available for OT, however other rehabilitation science disciplines reflect approx. 58% of the workforce is above 40 years of age.

This points to a workforce renewal issue that will be evolving over the next decade, one that the current student population in the program will not cover. Given the issues in health care systems across the country and the health and disease demographics in Canada, the ability to attract out-of-province graduates to meet this challenge will become more difficult.

**Unmet geographical needs**

Furthermore, there is an issue in geographical distribution where positions in rural areas remain vacant or serviced by itinerant services. Vacancy rates for OTs in rural health authorities range from 25% to 61%. Without program growth, the filling of these positions will continue to place a strain on the current available workforce. Targeted recruiting from rural and northern Manitoban communities may encourage trained professionals to return to practice in their home communities.

**Primary Health Care**

The health transformation model proposes a primary health care team model and the creation of regional hubs throughout the province which demands that OTs be represented in these interprofessional work groups and hubs. This will place a further strain on the current workforce. Manitoba has a unique need for primary health care that includes this profession. In 2017/2018, 29.4 per cent of Manitobans aged 20 and older had hypertension. There were approximately three heart attacks and two strokes for every 1,000 Manitoban over 40. In 2017/2018, 55% of Manitobans aged 40 and older had one or more chronic diseases. These data alone point to the need for this profession

to be accessible and available to all Manitobans as OTs are germane to any effective follow-up to prevent further disability and disease.

### **Regional hub & spoke system**

The reconfiguration of the health system in Manitoba includes developing regional hubs for services and changing the level of care needed when people require services. This will require therapists in different regions in the province and therapists working in different environments.

### **Scope of practice**

The regional changes in the health care system and the primary health care modelling will require therapists to work at a full scope of practice in health agencies, community settings and other publicly funded organizations. The current shortage of therapists does not promote working to a full scope of practice.

### **Summary**

In summary, the renewal rate, the unmet geographical distribution need, the primary health care team model, the development of regional hubs and the need to work at full scope of practice will continue to place a strain on the current available workforce. The ability to recruit from outside the province will be curbed as other jurisdictions struggle with their own workforce issues. The modest increase in seats in this proposal helps to meet the system challenges as they evolve over the next 5-7 years and accommodates the possibility of developing service extender programs to further the reach of these rehabilitation professions.

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**D-7 If copies of any internal or peer evaluations with respect to the significant modification of this program of study are being provided with this proposal, please indicated how any issues identified by these evaluations have been addressed and attach any relevant documents as available:**

N/A

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**D-8 Does this significant modification entail an increase to tuition, or the establishment of or increase to fees that apply to students in this program of study?**

*UM Internal Note:* Comment on potential impact on student access to and affordability of education that may result from the change. Please ensure response references and provided context to the relevant sections of the financial form, as appropriate.

We are not proposing tuition increases for the program.

## **SECTION E – REQUIRED RESOURCES AND FINANCIAL IMPLICATIONS**

**E-1 If one-time or pilot funding is being requested to support the significant modification of this program of study, please identify the amount of funding being requested:**

*UM Internal Note:* Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

There is a capital request of \$337,000 to accommodate this program expansion . This will be used to purchase additional equipment for teaching and to make modifications in existing classroom spaces for the additional students.

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**E-2 If ongoing funding is being requested to support the significant modification of this program of study, please identify the amount of funding being requested:**

*UM Internal Note:* Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

\$1,331,138

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**E-3 If new funding is not being requested, how will the significant modifications to the program be funded?** *(Include such information as: where reallocated funding will come from, and the implications of reallocating that funding on other programs/activities of the institution.)*

*UM Internal Note:* Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

N/A

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**E-4 What are the resource implications to the institution in delivering the significantly modified program of study?**

*(Include such information as; budget, IT, library, laboratory, computer, space, practicum liability insurance, student services, etc)*

*UM Internal Note:* Identify how the proposed changes will impact on the *quality of operations* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

The program expansion will have implications for the number of faculty required for teaching, support staff, travel and accommodations for student placements, equipment and student supports. The majority of the increased costs are salary expenses to deliver the program.

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**E-5 Please describe new and existing staffing resources needed to provide this significantly modified program of**

**stud:.***(Include reallocation of existing faculty, hiring of new faculty, administrative and support services and any other considerations.)*

*UM Internal Note:* Identify how the proposed changes will impact on the *quality of instruction* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. The response should include position types, number of FTE, and approximate cost per position for both new and existing staff to provide context to the financial form, as appropriate.

There will be the need for a senior academic position in the College of Rehab Sciences (Associate Dean Academic).

There is a total of 4.5 FTE additional teaching faculty required for the program expansion:

- 2 tenure track Assistant Professors
- 1 Instructor, 1 Instructor (Fieldwork), 0.5 Sessional Instructor

There is an additional 2.25 FTE support staff required. There are limited placement sites in Winnipeg. Placing students outside of Winnipeg requires more coordination and staff time. There is also coordination and set up of classroom spaces that require admin support.

- Office Assistant 5 (Fieldwork support)
- Lab Steward 2 – Class Tech
- Office Assistant 5 (Program and ADR support)
- AA1 Admissions support

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**E-6 Please describe the effect of the significant modification of this program on existing capital infrastructure and equipment:**

*UM Internal Note:* Identify how the proposed changes will impact on the *quality of operations* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. Please ensure response references and provides context to the relevant sections for the financial form, as appropriate.

There are existing space deficits at the Bannatyne campus, and our classes are occurring in spaces in the existing building and beyond, including the library and meeting spaces. We require additional classroom space to deliver our small group teaching. Proposed program expansions across the Rady Faculty teaching units will require coordinated expansion of future shared spaces.

We are also in need of large classroom spaces to accommodate 60 people. This will mean re-imagining large classroom space allocations and scheduling options across the Bannatyne campuses.



**Post-Secondary Education and Labour Market Outcomes  
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 new 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	
<b>Institution:</b>	University of Manitoba
<b>Program Name:</b>	Master of Occupational Therapy (MOT)
<b>Contact Information:</b>	Nathan Dueck
<b>Date:</b>	1/11/2023

	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)	
<b>REVENUE INFORMATON</b>										
Contribution from Institution		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition		\$ -	\$ -	\$ 36,737	\$ 36,737	\$ 75,495	\$ 38,758	\$ 77,571	\$ 2,076	\$ 77,571
Student Fees		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution from Unit (Existing Resources)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Revenue (A)</b>	\$ -	\$ -	\$ -	\$ 36,737	\$ 36,737	\$ 75,495	\$ 38,758	\$ 77,571	\$ 2,076	\$ 77,571

MEDT Form

<b>Institution:</b>	University of Manitoba
<b>Program Name:</b>	Master of Occupational Therapy (MOT)
<b>Contact Information:</b>	Nathan Dueck
<b>Date:</b>	1/11/2023

	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)	
<b>EXPENDITURE INFORMATON</b>										
New Academic Salaries - Direct		\$ 604,643	\$ 604,643	\$ 634,875	\$ 30,232	\$ 666,618	\$ 31,744	\$ 699,949	\$ 33,331	\$ 699,949
Existing Academic Salaries - Direct		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Professional/Support Salaries - Direct		\$ 182,314	\$ 182,314	\$ 191,430	\$ 9,116	\$ 201,001	\$ 9,571	\$ 211,051	\$ 10,050	\$ 211,051
Existing Professional/Support Salaries - Direct		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses		\$ 117,196	\$ 117,196	\$ 309,230	\$ 192,035	\$ 139,617	\$ (169,613)	\$ 145,773	\$ 6,156	\$ 145,773
Student Support		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Indirect Salary Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Overhead		\$ 289,329	\$ 289,329	\$ 369,892	\$ 80,563	\$ 335,716	\$ (34,176)	\$ 351,936	\$ 16,220	\$ 351,936
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Expenditures (B)</b>	\$ -	\$ 1,193,481	\$ 1,193,481	\$ 1,505,427	\$ 311,946	\$ 1,342,953	\$ (162,474)	\$ 1,408,710	\$ 65,757	\$ 1,408,710



MEDT Form

<b>Institution:</b>	University of Manitoba									
<b>Program Name:</b>	Master of Occupational Therapy (MOT)									
<b>Contact Information:</b>	Nathan Dueck									
<b>Date:</b>	1/11/2023									
	<b>Current Fiscal Year</b>	<b>Fiscal Year 1</b>	<b>Increment</b>	<b>Fiscal Year 2</b>	<b>Increment</b>	<b>Fiscal Year 3</b>	<b>Increment</b>	<b>Fiscal Year 4</b>	<b>Increment</b>	<b>Ongoing Program Funding</b>
	(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)	
<b>CAPITAL INFORMATON</b>										
Major Equipment		\$ 87,000	\$ 87,000	\$ -	\$ (87,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Renovations		\$ 250,000	\$ 250,000	\$ -	\$ (250,000)	\$ -	\$ -	\$ -	\$ -	\$ -
Furniture		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
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<b>Total Capital (C)</b>	\$ -	\$ 337,000	\$ 337,000	\$ -	\$ (337,000)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenue less Expenditures and Capital (A-(B+C))</b>	\$ -	\$ (1,530,481)	\$ (1,530,481)	\$ (1,468,689)	\$ 61,791	\$ (1,267,457)	\$ 201,232	\$ (1,331,138)	\$ (63,681)	\$ (1,331,138)
<b>Funding Request</b>		\$ 1,530,481		\$ 1,468,689		\$ 1,267,457		\$ 1,331,138		

**SENATE PLANNING AND PRIORITY COMMITTEE (SPPC)  
New Program Approval - Financial Form**

**FACULTY / SCHOOL** RFHS - Max Rady College of Medicine  
**PROGRAM** Master of Occupational Therapy (MOT)

<b>1. STAFFING REQUIREMENTS (FTE)</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
New Academic Positions (FTE) (Appendix A)	4.50	4.50	4.50	4.50	4.50
New Professional and Support Positions (FTE) (Appendix A)	2.25	2.25	2.25	2.25	2.25
New Indirect Staff (FTE) (Appendix A)	-	-	-	-	-
<b>Subtotal Staffing Requirements (FTE)</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>

**2. PROGRAM COSTS**

**Direct Program Costs**

New Academic Salaries (incl bpl) (Appendix A)	\$ 604,643	\$ 634,875	\$ 666,618	\$ 699,949	\$ 734,947
Existing Academic Salaries (incl bpl) (Appendix A)	-	-	-	-	-
New Professional/Support Salaries (incl bpl) (Appendix A)	182,314	191,430	201,001	211,051	221,604
Existing Professional/Support Salaries (incl bpl) (Appendix A)	-	-	-	-	-
Operating Expenses (Appendix B)	117,196	309,230	139,617	145,773	152,236
Student (Graduate/Undergraduate) Support (Appendix C)	-	-	-	-	-
Major Equipment (Appendix D)	87,000	-	-	-	-
Vehicles (Appendix D)	-	-	-	-	-
Renovations (Appendix D)	250,000	-	-	-	-
Furniture (Appendix D)	-	-	-	-	-
Other Capital (Appendix D)	-	-	-	-	-
<b>Subtotal Direct Program Costs</b>	<b>\$ 1,241,152</b>	<b>\$ 1,135,535</b>	<b>\$ 1,007,237</b>	<b>\$ 1,056,773</b>	<b>\$ 1,108,787</b>

**Indirect Program Costs**

New Indirect Salary Expenses (incl bpl) (Appendix A)	\$ -	\$ -	\$ -	\$ -	\$ -
Existing Indirect Salary Expenses (incl bpl) (Appendix A)	-	-	-	-	-
Tax on Tuition Revenue	-	6,521	13,400	13,769	14,148
Administrative Overhead (includes Tax on Grant)	289,329	363,371	322,316	338,167	354,812
<b>Subtotal Indirect Program Costs</b>	<b>\$ 289,329</b>	<b>\$ 369,892</b>	<b>\$ 335,716</b>	<b>\$ 351,936</b>	<b>\$ 368,959</b>

<b>Total Program Costs</b> (Direct & Indirect)	<b>\$ 1,530,481</b>	<b>\$ 1,505,427</b>	<b>\$ 1,342,953</b>	<b>\$ 1,408,710</b>	<b>\$ 1,477,746</b>
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<b>3. ENROLMENT</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Expected Enrolment (headcount)</b>	-	5	10	10	10
<b>Expected Enrolment (credit hours)</b>	-	-	-	-	-

<b>4. PROGRAM REVENUE ALLOCATED TO FACULTY/SCHOOL</b>					
Operating Grant Revenue (see note)					
Tuition Revenue (Appendix E)					
• Credit Hour Based					
Undergraduate	-	-	-	-	-
Graduate	-	-	-	-	-
• Program Based	-	36,737	75,495	77,571	79,705
• Program/Course Specific Fees	-	-	-	-	-
• Other Compulsory Student Fees	-	-	-	-	-
Other revenue	-	-	-	-	-
<b>Total Program Revenue</b>	<b>\$ -</b>	<b>\$ 36,737</b>	<b>\$ 75,495</b>	<b>\$ 77,571</b>	<b>\$ 79,705</b>

<b>5. EXISTING RESOURCES</b>					
From Operations:					
Academic Salaries (Appendix A)	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Support Salaries (Appendix A)	-	-	-	-	-
Indirect Salaries (Appendix A)	-	-	-	-	-
Current/prior years surplus (carryover)					
From Other Sources:					
<b>Subtotal Existing Resources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

SPPC Form

<b>6. Program shortfall (surplus)</b> (Program Costs -Program Revenue - Existing Resources)	\$ 1,530,481	\$ 1,468,689	\$ 1,267,457	\$ 1,331,138	\$ 1,398,042
<b>Internal Funds Requested through Strategic Allocation</b>					66,904
<b>Funds Requested of the Provincial Government</b>	1,530,481	1,468,689	1,267,457	1,331,138	1,331,138
<b>Balance (should be zero)</b>	\$ -	\$ -	\$ -	\$ -	\$ -

See email below

\_\_\_\_\_  
**Submitted by Faculty/School Budget Officer (signature)**

\_\_\_\_\_  
**Date**

See email below

\_\_\_\_\_  
**Reviewed by Graduate Studies Dean or Designate (signature)**

(For graduate program submissions only)

\_\_\_\_\_  
**Date**

See email below

\_\_\_\_\_  
**Reviewed by University Budget Officer (signature)**

\_\_\_\_\_  
**Date**

## Application

**SIGNIFICANT MODIFICATION TO A PROGRAM OF STUDY**

Under The Advanced Education Administration Act

Universities and colleges requesting approval for a **significant modification** to a program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

**UM INTERNAL REQUIREMENTS**

**University  
of Manitoba**

1. Please complete the application below and submit one (1) electronic copy (.pdf format) each to the Vice-Provost (Academic Planning and Programs) and the Office of the University Secretary, (where indicated) along with the following supplemental documentation:
  - a. A cover letter justifying and summarizing the rationale behind the request for a significant modification and indicating the meeting date in which the proposal was reviewed by the Faculty/College/School Council.
  - b. Letters of Support from internal and/or external stakeholders that were consulted as part of this proposal, if applicable.
  - c. Program financial form.
  
2. Note that internal approval of the proposed modification will vary depending on the type of modification (see SECTION C). Please work with the Provost's Office and the Office of the University Secretary in advance, in identifying the appropriate procedures and approval processes. In general, please note the following for each type of modification:
  - a. **CHANGE OF SITE** – may require Senate approval if the site requires modifications to admission and/or program requirements (e.g. new admission category).
  - b. **CHANGE TO SEAT CAPACITY** – please refer to the Admission Targets Policy and Procedures (). Internal approval rests with the President following consultation with Senate and the Board of Governors. Associated changes may also require Senate approval if there are modifications to admission and/or program requirements in support of the change.
  - c. **CHANGE TO TIME-TO-COMPLETION** – any addition to or reduction of hours to program requirements, requires Senate approval. For undergraduate programs, please refer to SCCCC Guidelines found at - <https://umanitoba.ca/governance/forms>. For graduate programs, please contact FGS for approval process.
  - d. **CHANGE TO APPROVED DELIVERY MODEL** – please notify the Provost's Office of any significant changes to course or program delivery method.
  - e. **CHANGE TO STATUS OF JOINT PROGRAM** – depending on the significance of the changes resulting from the proposal, this will either require Senate approval as a program modification or will require the introduction of a new program. Please contact the Provost's Office with more details on how becoming a joint program or ceasing a joint program will impact the program.
  - f. **CHANGE TO CREDENTIAL** – requires approval by Senate.
  - g. **CHANGES TO CAPITAL OR OPERATING RESOURCES REQUIRED** – please notify the Provost's Office of any significant changes to course or program delivery that will require additional resources.
  
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, Office of the Provost and Vice-President (Academic) at [Cassandra.Davidson@umanitoba.ca](mailto:Cassandra.Davidson@umanitoba.ca) or 204.474.7847.

*Updated August 2022*

**SECTION A – PROPOSAL DETAILS**

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: **College of Rehabilitation Sciences**

If program is a joint program, list all participating institutions and the roles of each in delivering the proposed program:

Program name: Master of Physical Therapy (MPT)

Credential awarded: MPT

Funding request: Total ongoing annual funding request of \$1,313,533

One-time funding request of \$89,150

*Office Use Only*

One-time funding: \_\_\_\_\_

On-going funding: \_\_\_\_\_

Proposed start date: September 2024

List any critical issues that may impact the start date of the program: Approval of funding

Institutional Program Code(s) (PSIS reporting number):

## SECTION B – PROGRAM DESCRIPTION AND DELIVERY

**B-1 Provide a general description of the significantly modified program and its objectives:** *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

**Overview of Significant Modification:**

**Interim modification:** There is a global shortage of health care workers and we are in a global competition. There is a need to expand our Master of Physical Therapy (MPT) program to meet the growing demands placed on the health care system. MPT graduates play a key role in primary health care and in addressing the health needs of Manitobans. MPT is a two-year graduate level program that will graduate additional students in 26/27 if we are to receive funding and approval to proceed with the expansion in 24/25.

**Overview of impact of modifications on number of graduates:**

There are capital and infrastructure needs that are required to accommodate a class size increase and a phased in ramp up of students will allow us to increase our number of graduates while allowing time for the infrastructure needs to be addressed.

	2024/2025	2025/2026	Total Increase/Year	Current Annual Intake	Total class size with full increase
MPT	5	5	10	50	60

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**B-2 Describe how this program serves and advances the academic, cultural, social and economic needs and interests of students and the province:**

There is a global shortage of health care workers and the MPT class size increase will result in additional health care workers that will enter the Manitoba workforce by Fall 26/27. The graduates will provide support in primary health care, acute, community, long term care, and rehabilitative settings for people facing physical and mental health challenges throughout the lifespan. Physical therapists contribute to the post-operative surgical recovery process for patients and help manage surgical wait lists through pain management and joint protection, and therapeutic exercise.

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**B-3 Describe the existing and anticipated post-secondary learning needs of students in Manitoba that this program addresses and responds to:**

The increased class size in MPT will allow more students access to the program. The most recent data indicates that Physical Therapy had 124 applications for 50 seats. PT has since changed its pre-requisite requirements and we anticipate even more applications because of this.

In the Rady Faculty of Health Sciences there are approximately 12% Indigenous and 28% 1<sup>st</sup> generation Canadian students in all programs. The PT program currently allocates 20% of their seats for Indigenous students (10/50). Considerations for other equity-deserving groups are being considered as part of the curriculum renewal process (which is outside of this proposal).

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**B-4 Will the program be available for part-time study?**

No

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**B-5 Is there a cooperative education, work placement, internship or practicum component?**

There are clinical components throughout the 2-year program for MPT.



**C-2 Change to seat capacity**

C-2.1 - List originally approved or currently offered seat capacity and proposed seat capacity.

UM Internal Note: seat capacity as defined by your admission target. If you are not aware of the target, please contact Enrolment Services.

The current seat capacity is 50 per year in the MPT program. There is an annual intake in Fall and the program is 2 years. The proposed seat capacity will see an increase to 60 students admitted each year. The program duration is not changing. There are 2 years in the program and the new students would still be graduating in 2 years

C-2.2 - Provide rationale for this change. (Examples include changes in applications, enrolment and employer demand or alignment with the institution's strategic direction and priorities.)

UM Internal Note: please ensure to address the following in your response:

- Student demand for places – identify how the current admission levels and the proposed changes compare to the number of qualified applicants to the program.
- Demand for graduates – identify how the current admission levels and the proposed changes reflect market demand for graduates.
- Outline any economic, demographic and/or geographical shifts in the student population that may impact on, or be impacted by, the proposed change.
- Student success – comment on success of current students (progression, time-to-completion, etc.) and graduates of the program (where known).

Each year we have several hundred applications for the MPT program. We are the only MPT school in Manitoba. By expanding our programs and admitting Manitobans into the programs, we are keeping health care professionals in our province to help to address directly the pressing health care needs. Through this expansion we will be able to ensure better access to care for people across the province and provide services within the full scope of practice in each profession.

C-2.3 - Intake Information

The intake will increase as follows for MPT program:

Additional 5 students in 24/25 for a total class size of: 55

Additional 5 students in 25/26 for a total class size of: 60

In 25/26 the class size will remain at 60

C-2.3 (a) - What is the projected enrolment for the first intake?

55

C-2.3 (b) - What is the maximum seat capacity (defined as first-year enrolment capacity)?

60

C-2.3 (c) - What is the anticipated date of maturity?

2025

C-2.4 UM Requirement: Address the impact of the proposed change on access to post-secondary education of under-represented groups. Identify any particular demographic experiencing special difficulties either in gaining admission to, or completing the requirements of, the program.

Indigenous applicants are currently ranked as a separate category in the program. The number of seats allocated will increase as a percentage of the total. Other equity-deserving applicants are ranked alongside all other applicants to the program. With the expansion we will review this and set targets similar to that of the entire Rady Faculty of Health Sciences and look to further expand upon that in the upcoming years.

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**SECTION D – MODIFICATION INFORMATION**

**D-1 Describe how this significant modification aligns with the strategic plans of your institution:**

UM Internal Note: Comment on how the program addresses institutional and unit level strategic priorities and plans, including how Accessibility, Equity, Diversity, and Inclusion and Indigenous achievement have been considered in the development of the program.

The MPT expansion directly aligns with the strategic plan of the University of Manitoba. Educating additional health care professional students will provide more support and access to health care for Manitobans across the province. The MPT expansion will assist in keeping highly skilled Manitobans in Manitoba—including rural and remote areas—supporting our community, and will grow healthcare capacity in line with our University’s strategic commitment of healthcare as a human right.

An expanded MPT intake will provide incentives for students in existing undergraduate programs to remain in Manitoba or return to pursue this professional training. Moreover, ongoing EDI, anti-racism, and health equity strategies within the Rady Faculty of Health Sciences are working to develop more equitable, accessible, inclusive and safe learning and teaching spaces for Indigenous, Black, and racialized learners, learners with disabilities, 2SLGBTQIA+, and other marginalized peoples.

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**D-2 Outline the internal approval process (i.e. committees, governing bodies) for approving this significant modification within your institution and indicate any dates of decision.** (*Governing Council, Board of Governors, Board of Regents, Senate, other*)

UM INTERNAL REQUIREMENTS: final dates will be inserted by the Provost’s Office prior to submission to government.

**UNIVERSITY OF MANITOBA:**

**Approval by President** **Date** \_\_\_\_\_

Consultation with Senate: \_\_\_\_\_

Consultation with Board of Governors: \_\_\_\_\_

Additional Consultation (*as needed*): 10 January 2023

Details: Rady College Council

Final Decision: Y  N  \_\_\_\_\_

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**D-3 Responsibility to consult**

D-3.1 If this program subject to mandatory review or approval by organizations external to the institution (*such as regulatory bodies, Apprenticeship Manitoba, etc.*), please describe any consultation processes and provide copies of reports or letter from these organizations providing support:

We will require approval from the respective accrediting bodies to increase class size. Given the small size of the expansion and the phase-in period we do not anticipate any issues. We will submit the appropriate documentation shortly.

D-3.2 What agencies, groups, or institutions have been consulted regarding the significant modification of this program?

UM Internal Note: the unit is required to consult with other academic units that offer courses used in the proposed program, to confirm availability of the courses (e.g., regularly scheduled, capacity limitations, program restrictions, etc.) and identify how use of the courses might affect quality of, access to, and resources associated with the courses and programs offered by those other units. Outline the consultation process with other academic and administrative units and append letters of support, as appropriate.

We have consulted with the following groups and there is support for moving the expansion forward:

- Rady College Deans
- College of Rehabilitation Sciences Council and Departmental Councils (which include representatives from the clinical field)
- Regulatory body
- Clinical sites

D-3.3 How have students and faculty been informed of the intent to modify this program?

Students have been informed through our meetings with the Class Presidents and College/Departmental Councils.

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**D-4 List any similar programs offered in Manitoba:** *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

N/A

D-4.1 Describe any specific laddering, articulation and/or credit transfer options for Manitoban students that are anticipated to change as a result of the significant modification of this program:

N/A

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**D-5 List any similar programs offered in Canada:** *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

There are MPT programs offered across Canada. The MPT program is the only one offered in Manitoba.

D-5.1 Describe any specific laddering, articulation and/or credit transfer options for Manitoban students that are anticipated to change as a result of the significant modification of this program.

N/A

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**D-6 Describe any changes in labour market demands in Manitoba for graduates of this Program as a result of this significant modification:**

*(Provide such information as probable employment destinations or further educational opportunities available to graduates of this*

new program of study. Attach any formal reports such as those from Associations, Statistics Canada, Sector Councils, Industry or Regulators.)

The need for increased class sizes to meet labour market demands for PT is being driven by five factors:

1. Renewal considerations
2. Geographical issues
3. Primary health care model
4. Hub & spoke system
5. Scope of practice

**Renewal considerations** Current available data for these professions show that:

Item	Description (based on CIHI)
Vacancy rates	In April, 2022 the vacancy rate was 31%
Out-of-province recruitment	In 2019, approximately 7% of the workforce in PT (57) were graduates from outside the province
Pending renewal rate due to age	In 2019, approximately 58% of the PT workforce was above 40 years of age.

This points to a workforce renewal issue that will be evolving over the next decade, one that the current student population in each program will not cover. Given the issues in health care systems across the country and the health and disease demographics in Canada the ability to attract out-of-province graduates to meet this challenge will become more difficult.

### **Unmet geographical needs**

Furthermore, there is an issue in geographical distribution where positions in rural areas remain vacant or serviced by itinerant services. Vacancy rates for PTs in rural health authorities range from 25% to 61%. Without program growth, the filling of these positions will continue to place strain on the current available workforce. Targeted recruiting from rural and northern Manitoban communities may encourage trained professionals to return to practice in their home communities.

### **Primary Health Care**

The health transformation model proposes a primary health care team model and the creation of regional hubs throughout the province which demands that PT be represented in these interprofessional work groups and hubs. This will place a further strain on the current workforce. Manitoba has a unique need for primary health care that includes these professions. In 2017/2018, 29.4% of Manitobans aged 20 and older had hypertension. There were approximately three heart attacks and two strokes for every 1,000 Manitobans over 40. In 2017/2018, 55% of Manitobans aged 40 and older had one or more chronic diseases. These data alone point to the need for these professions to be accessible and available to all Manitobans as PTs are germane to any effective follow-up to prevent further disability and disease.

### **Regional hub & spoke system**

The reconfiguration of the health system in Manitoba includes developing regional hubs for services and changing the level of care needed when people require services. This will require therapists in different regions in the province and therapists working in different environments.

### **Scope of practice**

The regional changes in the health care system and the primary health care modelling will require therapists to work at a full scope of practice in health agencies, community settings and other publicly funded organizations. The current shortage of therapists does not promote working to a full scope of practice.

## Summary

In summary, the renewal rate, the unmet geographical distribution need, the primary health care team model, the development of regional hubs and the need to work at full scope of practice will continue to place strain on the current available workforce. The ability to recruit from outside the province will be curbed as other jurisdictions struggle with their own workforce issues. The modest increase in seats in this proposal helps to meet the system challenges as they evolve over the next 5-7 years and accommodates the possibility of developing service extender programs to further the reach of these rehabilitation professions.

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**D-7 If copies of any internal or peer evaluations with respect to the significant modification of this program of study are being provided with this proposal, please indicated how any issues identified by these evaluations have been addressed and attach any relevant documents as available:**

N/A

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**D-8 Does this significant modification entail an increase to tuition, or the establishment of or increase to fees that apply to students in this program of study?**

*UM Internal Note:* Comment on potential impact on student access to and affordability of education that may result from the change. Please ensure response references and provided context to the relevant sections of the financial form, as appropriate.

We are not proposing tuition increases for the program.

## SECTION E – REQUIRED RESOURCES AND FINANCIAL IMPLICATIONS

**E-1 If one-time or pilot funding is being requested to support the significant modification of this program of study, please identify the amount of funding being requested:**

*UM Internal Note:* Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

There is a capital request of \$89,150 to accommodate this program expansion . This will be used to purchase additional equipment for teaching and to make modifications in existing classroom spaces for the additional students.

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**E-2 If ongoing funding is being requested to support the significant modification of this program of study, please identify the amount of funding being requested:**

*UM Internal Note:* Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

\$1,313,533.

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**E-3 If new funding is not being requested, how will the significant modifications to the program be funded? (Include such information as: where reallocated funding will come from, and the implications of reallocating that funding on other programs/activities of the institution.)**

UM Internal Note: Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

N/A

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**E-4 What are the resource implications to the institution in delivering the significantly modified program of study?**

*(Include such information as; budget, IT, library, laboratory, computer, space, practicum liability insurance, student services, etc)*

UM Internal Note: Identify how the proposed changes will impact on the *quality of operations* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

The program expansion will have implications for the number of faculty required for teaching, support staff, travel and accommodations for student placements, equipment and student supports. The majority of the increased costs are salary expenses to deliver the program.

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**E-5 Please describe new and existing staffing resources needed to provide this significantly modified program of stud:.***(Include reallocation of existing faculty, hiring of new faculty, administrative and support services and any other considerations.)*

UM Internal Note: Identify how the proposed changes will impact on the *quality of instruction* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. The response should include position types, number of FTE, and approximate cost per position for both new and existing staff to provide context to the financial form, as appropriate.

There will be the need for a senior academic position in the College of Rehab Sciences (Associate Dean Academic).

There is a total of 4.5 FTE additional teaching faculty required for the program expansion. Positions include:

- 3 FTE Faculty (1 professorial, 2 instructors)
- 1 Instructor clinical education/outreach
- 0.5 Sessional

There is an additional 2.25 FTE support staff required. There are limited placement sites in Winnipeg. Placing students outside of Winnipeg requires more coordination and staff time. There is also coordination and set up of classroom spaces that require admin support. Positions include:

- 0.5 OA Clinical Education Support
- 0.5 Lab Steward
- 1 OA5 Program Support and ADR
- 0.25 Admissions Support

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**E-6 Please describe the effect of the significant modification of this program on existing capital infrastructure and equipment:**

*UM Internal Note:* Identify how the proposed changes will impact on the *quality of operations* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. Please ensure response references and provides context to the relevant sections for the financial form, as appropriate.

There are existing space deficits at the Bannatyne campus, and our classes are occurring in spaces in the existing building and beyond, including the library and meeting spaces. We require additional classroom space to deliver our small group teaching. Proposed program expansions across the Rady Faculty teaching units will require coordinated expansion of future shared spaces.

We are also in need of large classroom spaces to accommodate 60 people. This will mean re-imagining large classroom space allocations and scheduling options across the Bannatyne campuses.





**Post-Secondary Education and Labour Market Outcomes  
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 new 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	
<b>Institution:</b>	University of Manitoba
<b>Program Name:</b>	Master of Physical Therapy (MPT)
<b>Contact Information:</b>	Nathan Dueck
<b>Date:</b>	1/11/2023

	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)	
<b>REVENUE INFORMATON</b>										
Contribution from Institution		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition		\$ -	\$ -	\$ 56,553	\$ 56,553	\$ 116,216	\$ 59,663	\$ 119,412	\$ 3,196	\$ 119,412
Student Fees		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution from Unit (Existing Resources)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Revenue (A)</b>	\$ -	\$ -	\$ -	\$ 56,553	\$ 56,553	\$ 116,216	\$ 59,663	\$ 119,412	\$ 3,196	\$ 119,412

MEDT Form

<b>Institution:</b>	University of Manitoba
<b>Program Name:</b>	Master of Physical Therapy (MPT)
<b>Contact Information:</b>	Nathan Dueck
<b>Date:</b>	1/11/2023

	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)	
<b>EXPENDITURE INFORMATON</b>										
New Academic Salaries - Direct		\$ 604,643	\$ 604,643	\$ 634,875	\$ 30,232	\$ 666,618	\$ 31,744	\$ 699,949	\$ 33,331	\$ 699,949
Existing Academic Salaries - Direct		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Professional/Support Salaries - Direct		\$ 182,314	\$ 182,314	\$ 191,430	\$ 9,116	\$ 201,001	\$ 9,571	\$ 211,051	\$ 10,050	\$ 211,051
Existing Professional/Support Salaries - Direct		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses		\$ 128,196	\$ 128,196	\$ 238,280	\$ 110,085	\$ 151,744	\$ (86,536)	\$ 158,507	\$ 6,762	\$ 158,507
Student Support		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Indirect Salary Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Overhead		\$ 292,849	\$ 292,849	\$ 350,705	\$ 57,857	\$ 346,825	\$ (3,880)	\$ 363,438	\$ 16,613	\$ 363,438
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Expenditures (B)</b>	\$ -	\$ 1,208,001	\$ 1,208,001	\$ 1,415,290	\$ 207,289	\$ 1,366,189	\$ (49,101)	\$ 1,432,945	\$ 66,756	\$ 1,432,945

MEDT Form

<b>Institution:</b>	University of Manitoba										
<b>Program Name:</b>	Master of Physical Therapy (MPT)										
<b>Contact Information:</b>	Nathan Dueck										
<b>Date:</b>	1/11/2023										
	<b>Current Fiscal Year</b>	<b>Fiscal Year 1</b>	<b>Increment</b>	<b>Fiscal Year 2</b>	<b>Increment</b>	<b>Fiscal Year 3</b>	<b>Increment</b>	<b>Fiscal Year 4</b>	<b>Increment</b>	<b>Ongoing Program Funding</b>	
	(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)		
<b>CAPITAL INFORMATON</b>											
Major Equipment		\$ 89,150	\$ 89,150	\$ -	\$ (89,150)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Renovations		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Furniture		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -		\$ -
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			\$ -		\$ -		\$ -		\$ -		\$ -
			\$ -		\$ -		\$ -		\$ -		\$ -
<b>Total Capital (C)</b>	\$ -	\$ 89,150	\$ 89,150	\$ -	\$ (89,150)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenue less Expenditures and Capital (A-(B+C))</b>	\$ -	\$ (1,297,151)	\$ (1,297,151)	\$ (1,358,737)	\$ (61,586)	\$ (1,249,973)	\$ 108,764	\$ (1,313,533)	\$ (63,560)	\$ (1,313,533)	\$ (1,313,533)
<b>Funding Request</b>		\$ 1,297,151		\$ 1,358,737		\$ 1,249,973		\$ 1,313,533			

**SENATE PLANNING AND PRIORITY COMMITTEE (SPPC)  
New Program Approval - Financial Form**

**FACULTY / SCHOOL** RFHS  
**PROGRAM** Master Physical Therapy

<b>1. STAFFING REQUIREMENTS (FTE)</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
New Academic Positions (FTE) (Appendix A)	4.50	4.50	4.50	4.50	4.50
New Professional and Support Positions (FTE) (Appendix A)	2.25	2.25	2.25	2.25	2.25
New Indirect Staff (FTE) (Appendix A)	-	-	-	-	-
<b>Subtotal Staffing Requirements (FTE)</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>	<b>6.75</b>

**2. PROGRAM COSTS**

**Direct Program Costs**

New Academic Salaries (incl bpl) (Appendix A)	\$ 604,643	\$ 634,875	\$ 666,618	\$ 699,949	\$ 734,947
Existing Academic Salaries (incl bpl) (Appendix A)	-	-	-	-	-
New Professional/Support Salaries (incl bpl) (Appendix A)	182,314	191,430	201,001	211,051	221,604
Existing Professional/Support Salaries (incl bpl) (Appendix A)	-	-	-	-	-
Operating Expenses (Appendix B)	128,196	238,280	151,744	158,507	165,607
Student (Graduate/Undergraduate) Support (Appendix C)	-	-	-	-	-
Major Equipment (Appendix D)	89,150	-	-	-	-
Vehicles (Appendix D)	-	-	-	-	-
Renovations (Appendix D)	-	-	-	-	-
Furniture (Appendix D)	-	-	-	-	-
Other Capital (Appendix D)	-	-	-	-	-
<b>Subtotal Direct Program Costs</b>	<b>\$ 1,004,302</b>	<b>\$ 1,064,585</b>	<b>\$ 1,019,364</b>	<b>\$ 1,069,507</b>	<b>\$ 1,122,158</b>

SPPC Form

**Indirect Program Costs**

New Indirect Salary Expenses (incl bpl) (Appendix A)	\$ -	\$ -	\$ -	\$ -	\$ -
Existing Indirect Salary Expenses (incl bpl) (Appendix A)	-	-	-	-	-
Tax Tuition Revenue	-	10,038	20,628	21,196	21,779
Administrative Overhead	292,849	340,667	326,196	342,242	359,090
<b>Subtotal Indirect Program Costs</b>	<b>\$ 292,849</b>	<b>\$ 350,705</b>	<b>\$ 346,825</b>	<b>\$ 363,438</b>	<b>\$ 380,869</b>

<b>Total Program Costs</b> (Direct & Indirect)	<b>\$ 1,297,151</b>	<b>\$ 1,415,290</b>	<b>\$ 1,366,189</b>	<b>\$ 1,432,945</b>	<b>\$ 1,503,027</b>
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<b>3. ENROLMENT</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Expected Enrolment (headcount)</b>	-	5	10	10	10
<b>Expected Enrolment (credit hours)</b>	-	-	-	-	-

<b>4. PROGRAM REVENUE ALLOCATED TO FACULTY/SCHOOL</b>					
Operating Grant Revenue (see note)					
Tuition Revenue (Appendix E)					
• Credit Hour Based					
Undergraduate	-	-	-	-	-
Graduate	-	-	-	-	-
• Program Based	-	56,553	116,216	119,412	122,696
• Program/Course Specific Fees	-	-	-	-	-
• Other Compulsory Student Fees	-	-	-	-	-
Other revenue	-	-	-	-	-
<b>Total Program Revenue</b>	<b>\$ -</b>	<b>\$ 56,553</b>	<b>\$ 116,216</b>	<b>\$ 119,412</b>	<b>\$ 122,696</b>

<b>5. EXISTING RESOURCES</b>					
From Operations:					
Academic Salaries (Appendix A)	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Support Salaries (Appendix A)	-	-	-	-	-
Indirect Salaries (Appendix A)	-	-	-	-	-
Current/prior years surplus (carryover)					
From Other Sources:					
<b>Subtotal Existing Resources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

SPPC Form

<b>6. Program shortfall (surplus)</b> (Program Costs -Program Revenue - Existing Resources)	\$ 1,297,151	\$ 1,358,737	\$ 1,249,973	\$ 1,313,533	\$ 1,380,331
<b>Reallocation of Internal Funds</b>					66,798
<b>Funds Requested of the Provincial Government</b>	1,297,151	1,358,737	1,249,973	1,313,533	1,313,533
<b>Balance (should be zero)</b>	\$ -	\$ -	\$ -	\$ -	\$ -

See email below

\_\_\_\_\_  
**Submitted by Faculty/School Budget Officer (signature)**

\_\_\_\_\_  
**Date**

See email below

\_\_\_\_\_  
**Reviewed by Graduate Studies Dean or Designate (signature)**

(For graduate program submissions only)

\_\_\_\_\_  
**Date**

See email below

\_\_\_\_\_  
**Reviewed by University Budget Officer (signature)**

\_\_\_\_\_  
**Date**

**From:** [Kelley Main](#)  
**To:** [Dallas Hull](#)  
**Cc:** [Greg Smith](#)  
**Subject:** RE: Health Program Expansion - Pull Program Proposal Financial Forms  
**Date:** Friday, February 17, 2023 4:00:39 PM

---

Hi Greg,

I have reviewed the following financial submission forms and approve their submission.

MEDT-Full Program Proposal Financial Form-MOT Jan 2023-Feb 15-23-SV  
MEDT-Full Program Proposal Financial Form-MPAS Feb 2023  
MEDT-Full Program Proposal Financial Form-MPT Jan 2023-Feb-14-23-SV  
MEDT-Full Program Proposal Financial Form Feb 2023 ND

Kelley

**Kelley J. Main, PhD.**  
**Dean (Acting), Faculty of Graduate Studies**  
[deanfgs@umanitoba.ca](mailto:deanfgs@umanitoba.ca)  
Professor of Marketing, Asper School of Business  
500 University Centre  
University of Manitoba, Winnipeg, MB  
CANADA, R3T 2N2  
T 204-474-7986

Confidential Assistant: Janine Drennan Alsip  
[Janine.Drennan@umanitoba.ca](mailto:Janine.Drennan@umanitoba.ca)  
T 204.474.8086 • F 204.474.7553

The University of Manitoba campuses are located on original lands of Anishinaabeg, Cree, Oji-Cree, Dakota and Dene peoples, and on the homeland of the Métis Nation.

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**From:** [Shelley Hopkins](#)  
**To:** [Dallas Hull](#)  
**Cc:** [Greg Smith](#)  
**Subject:** RE: Health Program Expansion - Full Program Proposal Financial Forms  
**Date:** Friday, February 17, 2023 2:26:33 PM  
**Attachments:** [image001.png](#)

---

Hi Dallas,

I have reviewed the following current files and approve the financial submissions.

MEDT-Full Program Proposal Financial Form-MOT Jan 2023-Feb 15-23-SV FPO edits  
MEDT-Full Program Proposal Financial Form-MPAS Feb 2023\_FPO edit Feb 15  
MEDT-Full Program Proposal Financial Form-MPT Jan 2023-Feb-14-23-SV\_FPO review  
MEDT-Full Program Proposal Financial Form-UGME Feb 2023\_FPO edits  
MEDT-Full Program Proposal Financial Form Feb 2023 ND\_FPO Feb 15

Thanks

**Shelley Hopkins, CPA, CMA**

Executive Director, Financial Planning and Budgeting

University of Manitoba, 105, Administration Building, Winnipeg MB, R3T 2N2

Phone: 204-474-7309 Cell: 204-914-1721

[Shelley.Hopkins@umanitoba.ca](mailto:Shelley.Hopkins@umanitoba.ca)





**From:** [Nathan Dueck](#)  
**To:** [Dallas Hull](#)  
**Cc:** [Greg Smith](#); [Tomi Oloke](#)  
**Subject:** RE: Health Program Expansion - Full Program Proposal Financial Forms  
**Date:** Tuesday, February 21, 2023 11:13:39 AM

---

Hi Dallas,

Apologies again. We are OK to proceed based on the excel documents reviewed in sharepoint link provided.

Regards,

Nathan

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**From:** Dallas Hull  
**Sent:** Friday, February 17, 2023 12:15 PM  
**To:** Nathan Dueck <[Nathan.Dueck@umanitoba.ca](mailto:Nathan.Dueck@umanitoba.ca)>  
**Cc:** Greg Smith <[Greg.Smith@umanitoba.ca](mailto:Greg.Smith@umanitoba.ca)>  
**Subject:** Health Program Expansion - Full Program Proposal Financial Forms

Hello Nathan,

I hope this email finds you well. I have given you shared access to the Microsoft Team folder title Health Final Versions – Please review the MEDT-Full Program Proposal Financial Forms in Excel workbooks for the following programs and confirm your approval of the SPPC Form sheets:

MEDT- Full Program Proposal Financial Form - MOT Jan 2023- Feb 15-23 – SV  
MEDT- Full Program Proposal Financial Form - MPAS Feb 2023  
MEDT- Full Program Proposal Financial Form - MPT Jan 2023-Feb 14-23-SV  
MEDT- Full Program Proposal Financial Form - NP 20 seat Feb 2023  
MEDT- Full Program Proposal Financial Form - UGME Feb 2023

The confirmation provided will be included in the program proposal packages in lieu of signatures.

Regards,

Dallas

Dallas Hull  
Assistant to the Vice-Provost (Academic Planning and Programs) and Academic Review Coordinator  
Office of the Provost and Vice-President (Academic)  
208 Administration Building  
66 Chancellors Circle  
Winnipeg, Manitoba R3T 2N2  
PH: 204.474.6664 FAX: 204.275.1160

## Application

**SIGNIFICANT MODIFICATION TO A PROGRAM OF STUDY**

Under The Advanced Education Administration Act

Universities and colleges requesting approval for a **significant modification** to a program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

**UM INTERNAL REQUIREMENTS**

**University  
of Manitoba**

1. Please complete the application below and submit one (1) electronic copy (.pdf format) each to the Vice-Provost (Academic Planning and Programs) and the Office of the University Secretary, (where indicated) along with the following supplemental documentation:
  - a. A cover letter justifying and summarizing the rationale behind the request for a significant modification and indicating the meeting date in which the proposal was reviewed by the Faculty/ College/School Council.
  - b. Letters of Support from internal and/or external stakeholders that were consulted as part of this proposal, if applicable.
  - c. Program financial form.
  
2. Note that internal approval of the proposed modification will vary depending on the type of modification (see SECTION C). Please work with the Provost's Office and the Office of the University Secretary in advance, in identifying the appropriate procedures and approval processes. In general, please note the following for each type of modification:
  - a. **CHANGE OF SITE** – may require Senate approval if the site requires modifications to admission and/or program requirements (e.g. new admission category).
  - b. **CHANGE TO SEAT CAPACITY** – please refer to the Admission Targets Policy and Procedures (). Internal approval rests with the President following consultation with Senate and the Board of Governors. Associated changes may also require Senate approval if there are modifications to admission and/or program requirements in support of the change.
  - c. **CHANGE TO TIME-TO-COMPLETION** – any addition to or reduction of hours to program requirements, requires Senate approval. For undergraduate programs, please refer to SCCCC Guidelines found at - <https://umanitoba.ca/governance/forms>. For graduate programs, please contact FGS for approval process.
  - d. **CHANGE TO APPROVED DELIVERY MODEL** – please notify the Provost's Office of any significant changes to course or program delivery method.
  - e. **CHANGE TO STATUS OF JOINT PROGRAM** – depending on the significance of the changes resulting from the proposal, this will either require Senate approval as a program modification or will require the introduction of a new program. Please contact the Provost's Office with more details on how becoming a joint program or ceasing a joint program will impact the program.
  - f. **CHANGE TO CREDENTIAL** – requires approval by Senate.
  - g. **CHANGES TO CAPITAL OR OPERATING RESOURCES REQUIRED** – please notify the Provost's Office of any significant changes to course or program delivery that will require additional resources.
  
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, Office of the Provost and Vice-President (Academic) at [Cassandra.Davidson@umanitoba.ca](mailto:Cassandra.Davidson@umanitoba.ca) or 204.474.7847.

*Updated August 2022*

**SECTION A – PROPOSAL DETAILS**

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: Faculty of Arts, Department of Psychology

If program is a joint program, list all participating institutions and the roles of each in delivering the proposed program:

Program name: Doctor of Philosophy

Credential awarded: Ph.D., Psychology (note that the accredited training program leading to professional certification as a Clinical Psychologist spans and is integrated across the MA and PhD degrees).

*Office Use Only*

Funding request:  
One time funding in year 3 (2025-26) of \$84,000 to cover remote learning pilot in years 3-5

One-time funding: _____
On-going funding: _____

The total request over first 5 years is \$4,847,104 with ongoing funding of \$1,488,318.

Proposed start date:

New faculty hiring and admission of a larger graduate cohort would begin in AY 2024-25. The first expanded cohort would begin in September 2024.

List any critical issues that may impact the start date of the program: Only a failed hiring search could impact the start date of the program.

Institutional Program Code(s) (PSIS reporting number):

## SECTION B – PROGRAM DESCRIPTION AND DELIVERY

**B-1 Provide a general description of the significantly modified program and its objectives:** *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

The Clinical Psychology Ph.D. Program is housed within the Department of Psychology in the Faculty of Arts. Doctoral training in Clinical Psychology has been offered by this department at the University of Manitoba for over 50 years. The program is accredited by the Canadian Psychological Association, and is an integrated MA and PhD program. This means that students are normally admitted from the BA (Honours) and receive an MA after successfully completing the first two years of the program. The accredited course sequence, practicum training, and thesis and examination requirements for the final professional certification are spread over both the MA and PhD programs.

Doctoral-level training is required for individuals to register and practice as Clinical Psychologists within the Province, and our program is the sole provider of this training in Manitoba. It is important to distinguish this program from the residency program within the Department of Clinical Health Psychology, in the Max Rady College of Medicine. Faculty members in the Department of Clinical Health Psychology provide clinical services within the Winnipeg Regional Health Authority, and supervise psychology Residents who are completing full-time, year-long internships as the last requirement in their doctoral degrees. This proposal addresses the urgent need to provide resources to the Faculty of Arts Clinical Psychology Ph.D. program that will enable it to significantly increase the number of students it can admit and graduate each year.

Specifically, this proposal is intended to accomplish 3 objectives: (a) expand the number of spaces for trainees in the existing Clinical Psychology program from 8 to 16 students who can be admitted each year, (b) improve the availability and accessibility of mental health and behavioural health (acute/chronic medical conditions) services for populations within Manitoba, especially Indigenous persons and children and youth, who currently and historically have been marginalized and underserved, and (c) have the resources in place to investigate the development of future new programs, such as a Doctor of Psychology (PsyD), to support training of clinical psychologists in the province.

### **How to increase capacity**

There are 2 primary ways of increasing clinical psychology capacity in Manitoba: (1) continue to invest in Manitoba's psychology residency program in the Max Rady College of Medicine, and (2) increase investment in our province's sole doctoral training program in the Department of Psychology. Approximately half of all clinical psychologists currently working in Manitoba are graduates of the Faculty of Arts-based program. Over the past 7 years, this program has admitted an average of 7.7 students (range 6-9) and these students take, on average, 6-8 years to complete their training from post-BA to PhD (this includes the MA degree as a required part of this training). A direct route to increasing the number of clinical psychologists in Manitoba is to increase the capacity of the UofM's training program to double the number of students admitted per year from 8 to 16. The expanded program would require financial support to:

- I. Increase the size of the Clinical Program faculty from 7.25 to 11.25 FTE positions over the next 4 years, both to meet the particular mental health needs of Manitobans and to position the Department of Psychology strategically for future development of new clinical training programs (such as the PsyD). Ideally these faculty members would have research and clinical expertise in three areas: (a) Indigenous mental health; (b) child and family psychology; and (c) meta-analysis and/or secondary data analysis.
- II. Increase the program's ability to work with and support Indigenous communities within the province. Following a model successfully developed in our School Psychology program, and building on relationships that the Clinical Program has already begun forming with the Manitoba Keewatinowi Okamakanak and Sayisi Dene First Nation communities, our goal is to develop a Northern and Indigenous practicum/clinic to provide culturally-informed

training opportunities for students and fly-in or remote, supervised mental health services within the clinical scope of practice to these communities. We base the costs of this proposal on our direct experience within the School Psychology program and anticipate that, as with that program, a pilot project supported by this proposal will find long-term sustainable funding from other partners after the initial 5 years requested here.

---

**B-2 Describe how this program serves and advances the academic, cultural, social and economic needs and interests of students and the province:**

The proposed expansion of spaces available in the Clinical Psychology training Program will directly serve the mental and behavioural health needs of the province, enhance student learning with respect to working with Indigenous Manitobans, and build capacity of the UofM's Psychological Service Centre to provide additional free services to the Winnipeg community, especially those who are marginalized and underserved. Efforts to address Manitoba's lowest-in-Canada per capita number of clinical psychologists will enhance mental health care in the province and reduce healthcare costs, improve equity and access to care for Manitobans who are marginalized and underserved, and thereby provide numerous other social, emotional, and economic advantages to all individuals living in our province.

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**B-3 Describe the existing and anticipated post-secondary learning needs of students in Manitoba that this program addresses and responds to:**

This program responds to the need for more students to receive advanced training in Clinical Psychology altogether, as well as the need for enhanced training with respect to working with underserved populations. The expanded Clinical Program will build on current strengths (e.g., older adults, forensic populations) by hiring new faculty with expertise in Indigenous mental health and in child and family psychology. The proposed expansion presents an important opportunity to incorporate Indigenous practices and ways of knowing into our clinical curriculum, to provide culturally-informed psychological services to Indigenous Manitobans, and to locate these services in Northern and Indigenous communities through partnerships we are developing there.

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**B-4 Will the program be available for part-time study?**

Clinical psychology graduate programs cannot be completed part-time according to accreditation requirements.

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**B-5 Is there a cooperative education, work placement, internship or practicum component?**

Yes, clinical psychology graduate students must complete a minimum of 6 clinical practica throughout their training as well as a year-long full-time internship at the end. The first 3 practica are provided through the University of Manitoba Psychological Service Centre (PSC), whereas the other components are provided externally. Because substantial infrastructure and administrative resources already exist for clinical practica, faculty supervision-time in the PSC is the primary resource implication of expanding the clinical program as proposed here. However, the proposed budget includes 0.5 of an additional support staff position at the OA5 level for the PSC, and a leadership stipend for the practicum coordinator in the Department of Clinical Health Psychology in the Max Rady College of Medicine, due to the increased administrative needs that the proposed expansion would have in those U of M locations.

**C-2 Change to seat capacity**

C-2.1 - List originally approved or currently offered seat capacity and proposed seat capacity.

*UM Internal Note:* seat capacity as defined by your admission target. If you are not aware of the target, please contact Enrolment Services.

Seat capacity for doctoral programs is usually tied to the supervisory capacity of full-time research faculty members. For the past 7 years, the Clinical Psychology Program has admitted an average of 7.7 students (ranging from 6 to 9; [https://umanitoba.ca/arts/sites/arts/files/2022-09/Clinical-Program-Statistics-2022\\_3.pdf](https://umanitoba.ca/arts/sites/arts/files/2022-09/Clinical-Program-Statistics-2022_3.pdf)). This admission rate is the maximum currently possible given existing resources.

The proposed number is 16.

C-2.2 - Provide rationale for this change. *(Examples include changes in applications, enrolment and employer demand or alignment with the institution's strategic direction and priorities.)*

*UM Internal Note:* please ensure to address the following in your response:

- Student demand for places – identify how the current admission levels and the proposed changes compare to the number of qualified applicants to the program.
- Demand for graduates – identify how the current admission levels and the proposed changes reflect market demand for graduates.
- Outline any economic, demographic and/or geographical shifts in the student population that may impact on, or be impacted by, the proposed change.
- Student success – comment on success of current students (progression, time-to-completion, etc.) and graduates of the program (where known).

We are in the midst of a national and provincial mental health crisis. Worldwide, untreated mental disorders: (1) have increased by 13% since 2017, (2) are among the top 3 leading causes of disease burden globally, and (3) cost 1 trillion dollars annually (<https://www.who.int/health-topics/mental-health>). Further, the emotional and financial costs of mental disorders are worse for marginalized groups, such as Manitoba's large and growing Indigenous population or new Canadians coming from regions of violence and conflict. Psychologists are needed to provide effective and evidence-based treatments for both mental health and behavioural health (acute/chronic medical) conditions. Psychologists are uniquely trained to provide leadership to organizations and healthcare teams, assess and diagnose complex cases, and to provide psychological treatments that are as or more effective than pharmacological treatments, and that reduce downstream healthcare costs (Peachy Report, 2017).

Unfortunately, Manitoba has the lowest number of clinical psychologists per 100,000 population (20.2) compared to all other provinces and territories (52.9) [See <https://www.cihi.ca/en/health-workforce-in-canada-overview>]. To bring us to the national average, Manitoba would need to add 450 clinical psychologists to our workforce. Further, more than one quarter of the 250 psychologists currently working in Manitoba are over the age of 60, so increasing capacity is especially important to offset retirements and address workforce replacement. In line with the public need, there is also extraordinary student demand for increased training opportunities in clinical psychology. The program regularly receives 10 times the applications for an available 7-8 spaces each year ([https://umanitoba.ca/arts/sites/arts/files/2022-09/Clinical-Program-Statistics-2022\\_3.pdf](https://umanitoba.ca/arts/sites/arts/files/2022-09/Clinical-Program-Statistics-2022_3.pdf)). The admission success rate for our program of just 12% is similar to medical school admissions. Students admitted to our program have an average undergraduate GPA of 4.19/4.5 (93%), are highly competitive for funding with 100% of

current students receiving admissions fellowships/scholarships, and a majority receiving competitive external Tri-council funding (including 5 Vanier Scholarships). These numbers indicate that each year the clinical program rejects many exceptional students that it would admit if it had greater faculty resources to supervise and teach them.

We are constrained from growing our enrolment because the current 7.25 FTE positions must provide a demanding, accredited course curriculum, supervise clinical practica in our Psychological Service Centre, and supervise student MA thesis and doctoral dissertation research. Class sizes for some of our graduate courses are capped at 10 because of the clinically applied nature of coursework. The increase in faculty we are requesting would allow us to increase both course-section and supervision offerings.

The current admission rate is not sufficient to grow or even maintain the number of psychologists in the province given the high rate of current and expected retirements of psychologists in Manitoba. As noted above, Manitoba is far behind all other provinces in our current number of clinical psychologists per 100,000 population, and untreated mental health problems have deleterious effects with financial repercussions throughout health care, education, family and social services, and many other government services, as well as in employment and the private sector. Trends over time suggest that demand for our program is increasing, and we are paying greater attention to equity, diversity, and inclusion issues with respect to admissions to better serve the mental health needs of diverse Manitobans.

Our graduates are in high demand in numerous sectors including the public health system, private health care, business, and government. Graduates of our program have taken up prestigious positions. To name a few, Dr. Hal Walbridge is the current registrar for the Psychological Association of Manitoba, Dr. John Arnett and Dr. Bob McIlwraith are past-presidents of the Canadian Psychological Association, and Dr. Lesley Graff is the Provincial Medical Specialty Lead – Clinical Health Psychology for Shared Health and Head of the Department of Clinical Health Psychology in the Max Rady College of Medicine.

### C-2.3 - Intake Information

C-2.3 (a) - What is the projected enrolment for the first intake?

We currently admit between 6 and 9 students annually. We expect that our expanded program will reach an annual intake of 16 students over 5 years, in tandem with new faculty hiring. Thus, the first intake will expand to 12 new students in Year 1, 16 new students in Year 2, and each year thereafter.

C-2.3 (b) - What is the maximum seat capacity (defined as first-year enrolment capacity)?

The maximum seat capacity for first-year enrolment will be 16.

C-2.3 (c) - What is the anticipated date of maturity?

2028

**C-2.4 UM Requirement: Address the impact of the proposed change on access to post-secondary education of under-represented groups. Identify any particular demographic experiencing special difficulties either in gaining admission to, or completing the requirements of, the program.**

The Clinical Psychology Program currently has a special admissions policy for under-represented groups with a special focus on Indigenous applicants. The expanded program would identify the need for 1 of the new faculty

positions to be an Indigenous Scholar, in support of the Northern and Indigenous practicum/clinic part of the proposal. More generally, and throughout all our graduate programs, we are working to remove systemic barriers to both hiring of faculty and admission of students from under-represented groups, as well as to provide professional training opportunities for students to become better prepared to work with marginalized populations.

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**SECTION D – MODIFICATION INFORMATION**

**D-1 Describe how this significant modification aligns with the strategic plans of your institution:**

UM Internal Note: Comment on how the program addresses institutional and unit level strategic priorities and plans, including how Accessibility, Equity, Diversity, and Inclusion and Indigenous achievement have been considered in the development of the program. In recent years the Department of Psychology in general, and the Clinical Psychology Program in particular, have been paying increasing attention to equity, diversity, and inclusion with respect to new faculty hiring, curriculum development, and admissions. Evidence that these efforts are working comes from the clinical program’s recent admissions process where offers were made to three Indigenous students, and from last year when two Indigenous students started the program.

Key components of the expanded program would include our intention to hire at least one Indigenous faculty member, who would assist our ongoing efforts to develop relationships and linkages with Indigenous communities and organizations. These efforts align with the needs and direction of the University of Manitoba as outlined in its strategic plans, the President’s Task Force on Equity, Diversity, and Inclusion (EDI), and the recently established Anti-Racism Task Force. The expanded program would also help address a critical and growing need for both research and clinical training to better meet the mental health needs of Manitoba’s diverse and vulnerable communities.

The existing and expanded program would continue to lead the University of Manitoba in other strategic areas such as experiential learning and student experience, student outcomes, and research leadership that contributes to the well-being of Canadians. The expanded program would position the Clinical Psychology Ph.D. program in the Faculty of Arts to investigate the strategic development of new program streams. For instance, in 2019, the Canadian Psychological Association (CPA) hosted a national training summit in Montreal, with one of the recommendations being that PsyD training streams be set up alongside Ph.D. programs in Canada to enhance training capacity overall for doctoral Clinical Psychologists. Relative to the Ph.D., PsyD programs have streamlined requirements in several nonclinical areas, but they meet the same accreditation standard and adhere to a similar scholar-practitioner training model, which supports students to develop their knowledge and skills in evidence-based practice and participation in clinical research activities. Exploration of this potential new clinical training pathway could proceed once the expanded faculty cohort is in place.

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**D-2 Outline the internal approval process (i.e. committees, governing bodies) for approving this significant modification within your institution and indicate any dates of decision.** *(Governing Council, Board of Governors, Board of Regents, Senate, other)*

UM INTERNAL REQUIREMENTS: final dates will be inserted by the Provost’s Office prior to submission to government.

**UNIVERSITY OF MANITOBA:**

**Approval by President** \_\_\_\_\_ **Date** \_\_\_\_\_

Consultation with Senate: \_\_\_\_\_

Consultation with Board of Governors: \_\_\_\_\_

Additional Consultation *(as needed)*: \_\_\_\_\_

Details:

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### D-3 Responsibility to consult

D-3.1 If this program subject to mandatory review or approval by organizations external to the institution (*such as regulatory bodies, Apprenticeship Manitoba, etc.*), please describe any consultation processes and provide copies of reports or letter from these organizations providing support:

No external consultation is needed to expand the number of faculty members and students in the Clinical Psychology Program. With proportionate and program-justified increases in both faculty and students, there will be no impact of the expansion on our accreditation.

D-3.2 What agencies, groups, or institutions have been consulted regarding the significant modification of this program?

UM Internal Note: the unit is required to consult with other academic units that offer courses used in the proposed program, to confirm availability of the courses (e.g., regularly scheduled, capacity limitations, program restrictions, etc.) and identify how use of the courses might affect quality of, access to, and resources associated with the courses and programs offered by those other units. Outline the consultation process with other academic and administrative units and append letters of support, as appropriate.

The proposed program expansion will result in increased pressure on the Department of Clinical Health Psychology to supervise additional practica. The Head of the Department of Clinical Health Psychology, Max Rady Faculty of Medicine, has been consulted and is fully supportive of the proposed expansion of the Clinical Program. We have also consulted with and received support from the Manitoba Psychological Society, an organization that has also been lobbying the government to increase funding to train more clinical psychologists in Manitoba.

D-3.3 How have students and faculty been informed of the intent to modify this program?

There are no proposed modifications to the existing program itself. However, because new positions are included in our request, the Faculty of Arts has held a discussion with the Heads of all Arts Departments on the proposed program expansion. Department of Psychology faculty members have been informed and have provided input to this proposal through a meeting of Academic Staff with Faculty Rank per Article 18 of the UMFA collective agreement. Students and staff will be informed through meetings of Department Council and other routine events and communications.

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### D-4 List any similar programs offered in Manitoba: (*Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.*)

The Clinical Psychology Program at the University of Manitoba is the only program of its kind in our province.

D-4.1 Describe any specific laddering, articulation and/or credit transfer options for Manitoban students that are anticipated to change as a result of the significant modification of this program:

None

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**D-5 List any similar programs offered in Canada:** *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

According to the Canadian Psychological Association, there are currently 33 doctoral programs in clinical psychology in Canada (<https://cpa.ca/accreditation/cpaaccreditedprograms/#clinical>). Given that Manitoba has the lowest number of clinical psychologists in Canada, CPA would fully support our intention to expand the program.

D-5.1 Describe any specific laddering, articulation and/or credit transfer options for Manitoban students that are anticipated to change as a result of the significant modification of this program.

none

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**D-6 Describe any changes in labour market demands in Manitoba for graduates of this Program as a result of this significant modification:**

*(Provide such information as probable employment destinations or further educational opportunities available to graduates of this new program of study. Attach any formal reports such as those from Associations, Statistics Canada, Sector Councils, Industry or Regulators.)*

A doctoral degree in clinical psychology is one of the most employable graduate degrees in Canada. Our highly trained graduates have options to work in academic settings, publicly funded health care settings, private healthcare settings, government organizations, and Corrections Canada. In Manitoba, the largest employer of psychologists in the public healthcare sector, the Department of Clinical Health Psychology, has more demand for employment than our program can currently meet. Growing the opportunities for students to study in this important field will help Manitoba to grow, attract and retain talent in the mental health support sector.

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**D-7 If copies of any internal or peer evaluations with respect to the significant modification of this program of study are being provided with this proposal, please indicated how any issues identified by these evaluations have been addressed and attach any relevant documents as available:**

None

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**D-8 Does this significant modification entail an increase to tuition, or the establishment of or increase to fees that apply to students in this program of study?**

*UM Internal Note:* Comment on potential impact on student access to and affordability of education that may result from the change. Please ensure response references and provided context to the relevant sections of the financial form, as appropriate. No.

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## SECTION E – REQUIRED RESOURCES AND FINANCIAL IMPLICATIONS

**E-1 If one-time or pilot funding is being requested to support the significant modification of this program of study, please identify the amount of funding being requested:**

*UM Internal Note:* Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

We are requesting \$28,000 for the Northern and Indigenous practicum/clinic pilot in each of Years 3 – 5, for a total of \$84,000. These costs are inclusive of travel and accommodations for 8 students and a supervisor, and they are estimated from our direct experience within the School Psychology program. We expect the pilot to become self-sustaining through other partnerships after this time. While a small part of the requested budget for this expansion, this initiative importantly connects the proposed expansion to our goals of enhancing equity and access to clinical psychology services in Manitoba, and enhancing the quality of student training experiences to include culturally-informed approaches to mental and behavioural health care in diverse modalities and settings.

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**E-2 If ongoing funding is being requested to support the significant modification of this program of study, please identify the amount of funding being requested:**

*UM Internal Note:* Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

The amount of ongoing funding is \$1,488,318

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**E-3 If new funding is not being requested, how will the significant modifications to the program be funded?** *(Include such information as: where reallocated funding will come from, and the implications of reallocating that funding on other programs/activities of the institution.)*

*UM Internal Note:* Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

N/A

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**E-4 What are the resource implications to the institution in delivering the significantly modified program of study?**

*(Include such information as; budget, IT, library, laboratory, computer, space, practicum liability insurance, student services, etc)*

*UM Internal Note:* Identify how the proposed changes will impact on the *quality of operations* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

The expanded program will place additional burdens for practicum delivery on the Psychological Service Centre (internal practica) and the Department of Clinical Health Psychology (external practica). This request includes 0.5 FTE increased support staff for the PSC at the OA5 level, and a leadership stipend of \$18,632.37 for the practicum coordinator of the Department of Clinical Health Psychology, to address the increased demand from this program change for PSC and CHP resources.

Given the high qualifications of students in this program (see Section C-2.2 above), the proposed expansion is likely to draw resources from existing graduate fellowship programs such as the University of Manitoba Graduate Fellowship. Therefore, we are requesting additional resources of \$800,000 for awards to offset the incremental demands of the expanded program.

Operating budget expenses are also included with respect to IT and other consumable materials and resources in the PSC. Letters of support are provided from the Libraries, Faculty of Arts, Faculty of Graduate Studies, and Registrar's

Office demonstrating their ability to accommodate the program expansion with respect to library materials and resources, office and research space, recruitment and other Arts resources for new faculty members, and graduate admissions and program administration.

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**E-5 Please describe new and existing staffing resources needed to provide this significantly modified program of**

**stud:.***(Include reallocation of existing faculty, hiring of new faculty, administrative and support services and any other considerations.)*

*UM Internal Note:* Identify how the proposed changes will impact on the *quality of instruction* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. The response should include position types, number of FTE, and approximate cost per position for both new and existing staff to provide context to the financial form, as appropriate.

Nearly all of the associated costs of this proposal are due to increased staffing needs in the Clinical Psychology program. We are requesting 3 new faculty positions and 1 new instructor position, for a total of +4 FTE with expertise as specified above, to cover the additional demands for practicum and course sections in the expanded program. Our attached cost estimates reflect a base salary expectation of \$100,000 per position, plus institutional norms for benefits, pay levy, salary increases, and other expenses. We have also requested 0.5 FTE new support staff for the PSC at the OA5 level. No other units will be impacted, and the undergraduate program in Psychology will gain incidentally through the availability of any clinical faculty members to teach an undergraduate lecture course in some years.

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**E-6 Please describe the effect of the significant modification of this program on existing capital infrastructure and equipment:**

*UM Internal Note:* Identify how the proposed changes will impact on the *quality of operations* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change. Append letters of support from impacted units. Please ensure response references and provides context to the relevant sections for the financial form, as appropriate.

The proposed program expansion will not involve capital costs over \$10,000 for any items. All other infrastructure and equipment costs will be applied in the Psychosocial Service Centre. There will be one-time expenses in Year 1 (e.g., computer work stations, other equipment) totaling to \$4000. There will be expenses associated with the PSC yearly budget (e.g., test forms, student wages for evening coverage, social events) and Time2Track subscriptions (a database for student training hours – desired but not in our current budget). Our normal PSC budget ranges between \$25,000 to \$30,000. Altogether, these infrastructure expenses would add about 40% or \$10,000 per year (for double the student cohort). These costs have been captured as ongoing operating expenses in the accompanying financial form.



**Post-Secondary Education and Labour Market Outcomes  
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 new 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	
<b>Institution:</b>	University of Manitoba
<b>Program Name:</b>	Doctoral Training Program in Clinical Psychology
<b>Contact Information:</b>	
<b>Date:</b>	17-Mar-23

	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)	
<b>REVENUE INFORMATION</b>										
Contribution from Institution		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition		\$ 23,628	\$ 23,628	\$ 55,191	\$ 31,563	\$ 88,472	\$ 33,281	\$ 142,167	\$ 53,695	\$ 201,207
Student Fees		\$ -	\$ -	\$ 6,636	\$ 6,636	\$ 13,637	\$ 7,001	\$ 14,012	\$ 375	\$ 43,192
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution from Unit (Existing Resources)		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Revenue (A)</b>	\$ -	\$ 23,628	\$ 23,628	\$ 61,827	\$ 38,199	\$ 102,109	\$ 40,282	\$ 156,179	\$ 54,070	\$ 244,399

MEDT Form

<b>Institution:</b>	University of Manitoba
<b>Program Name:</b>	Doctoral Training Program in Clinical Psychology
<b>Contact Information:</b>	
<b>Date:</b>	17-Mar-23

	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)	
<b>EXPENDITURE INFORMATON</b>										
New Academic Salaries - Direct		\$ 243,000	\$ 243,000	\$ 510,300	\$ 267,300	\$ 535,815	\$ 25,515	\$ 562,606	\$ 26,791	\$ 590,736
Existing Academic Salaries - Direct		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Professional/Support Salaries - Direct		\$ 32,893	\$ 32,893	\$ 34,538	\$ 1,645	\$ 36,265	\$ 1,727	\$ 38,078	\$ 1,813	\$ 39,982
Existing Professional/Support Salaries - Direct		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating Expenses		\$ 57,778	\$ 57,778	\$ 67,835	\$ 10,057	\$ 105,891	\$ 38,056	\$ 115,947	\$ 10,056	\$ 102,357
Student Support		\$ 56,000	\$ 56,000	\$ 168,000	\$ 112,000	\$ 296,000	\$ 128,000	\$ 440,000	\$ 144,000	\$ 800,000
Indirect Salary Expenses		\$ 2,430	\$ 2,430	\$ 2,552	\$ 122	\$ 2,679	\$ 128	\$ 2,813	\$ 134	\$ 2,954
Administrative Overhead		\$ 43,161	\$ 43,161	\$ 89,042	\$ 45,881	\$ 115,521	\$ 26,480	\$ 143,385	\$ 27,863	\$ 196,688
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Expenditures (B)</b>	\$ -	\$ 435,262	\$ 435,262	\$ 872,266	\$ 437,004	\$ 1,092,171	\$ 219,905	\$ 1,302,828	\$ 210,657	\$ 1,732,717

MEDT Form

<b>Institution:</b>	University of Manitoba									
<b>Program Name:</b>	Doctoral Training Program in Clinical Psychology									
<b>Contact Information:</b>										
<b>Date:</b>	17-Mar-23									
	<b>Current Fiscal Year</b>	<b>Fiscal Year 1</b>	<b>Increment</b>	<b>Fiscal Year 2</b>	<b>Increment</b>	<b>Fiscal Year 3</b>	<b>Increment</b>	<b>Fiscal Year 4</b>	<b>Increment</b>	<b>Ongoing Program Funding</b>
	(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)	
<b>CAPITAL INFORMATON</b>										
Major Equipment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Renovations		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Furniture		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
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			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Capital (C)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenue less Expenditures and Capital (A-(B+C))</b>	\$ -	\$ (411,635)	\$ (411,635)	\$ (810,439)	\$ (398,805)	\$ (990,062)	\$ (179,623)	\$ (1,146,650)	\$ (156,587)	\$ (1,488,318)
<b>Funding Request</b>		\$ 411,635		\$ 810,439		\$ 990,062		\$ 1,146,650		\$ 1,488,318



**SENATE PLANNING AND PRIORITY COMMITTEE (SPPC)  
New Program Approval - Financial Form**

**FACULTY / SCHOOL** Arts  
**PROGRAM** Doctoral Training Program in Clinical Psychology

<b>1. STAFFING REQUIREMENTS (FTE)</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
New Academic Positions (FTE) (Appendix A)	2.00	4.00	4.00	4.00	4.00
New Professional and Support Positions (FTE) (Appendix A)	0.50	0.50	0.50	0.50	0.50
New Indirect Staff (FTE) (Appendix A)	-	-	-	-	-
<b>Subtotal Staffing Requirements (FTE)</b>	<b>2.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>

**2. PROGRAM COSTS**

<b>Direct Program Costs</b>					
New Academic Salaries (incl bpl) (Appendix A)	\$ 243,000	\$ 510,300	\$ 535,815	\$ 562,606	\$ 590,736
Existing Academic Salaries (incl bpl) (Appendix A)	-	-	-	-	-
New Professional/Support Salaries (incl bpl) (Appendix A)	32,893	34,538	36,265	38,078	39,982
Existing Professional/Support Salaries (incl bpl) (Appendix A)	-	-	-	-	-
Operating Expenses (Appendix B)	57,778	67,835	105,891	115,947	102,357
Student (Graduate/Undergraduate) Support (Appendix C)	56,000	168,000	296,000	440,000	800,000
Major Equipment (Appendix D)	-	-	-	-	-
Vehicles (Appendix D)	-	-	-	-	-
Renovations (Appendix D)	-	-	-	-	-
Furniture (Appendix D)	-	-	-	-	-
Other Capital (Appendix D)	-	-	-	-	-
<b>Subtotal Direct Program Costs</b>	<b>\$ 389,671</b>	<b>\$ 780,673</b>	<b>\$ 973,971</b>	<b>\$ 1,156,631</b>	<b>\$ 1,533,075</b>

**Indirect Program Costs**

New Indirect Salary Expenses (incl bpl) (Appendix A)	\$ 2,430	\$ 2,552	\$ 2,679	\$ 2,813	\$ 2,954
Existing Indirect Salary Expenses (incl bpl) (Appendix A)	-	-	-	-	-
Tax on Grant and Tuition Revenue	4,194	10,974	18,124	27,722	43,381
Administrative Overhead	38,967	78,067	97,397	115,663	153,307
<b>Subtotal Indirect Program Costs</b>	<b>\$ 45,591</b>	<b>\$ 91,593</b>	<b>\$ 118,200</b>	<b>\$ 146,198</b>	<b>\$ 199,642</b>

<b>Total Program Costs</b> (Direct & Indirect)	<b>\$ 435,262</b>	<b>\$ 872,266</b>	<b>\$ 1,092,171</b>	<b>\$ 1,302,828</b>	<b>\$ 1,732,717</b>
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<b>3. ENROLMENT</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Expected Enrolment (headcount)	4	12	20	28	48
Expected Enrolment (credit hours)	-	-	-	-	-

<b>4. PROGRAM REVENUE ALLOCATED TO FACULTY/SCHOOL</b>					
Operating Grant Revenue (see note)					
Tuition Revenue (Appendix E)					
• Credit Hour Based					
Undergraduate	-	-	-	-	-
Graduate	23,628	61,827	102,109	156,179	244,399
• Program Based	-	-	-	-	-
• Program/Course Specific Fees	-	-	-	-	-
• Other Compulsory Student Fees	-	-	-	-	-
Other revenue	-	-	-	-	-
<b>Total Program Revenue</b>	<b>\$ 23,628</b>	<b>\$ 61,827</b>	<b>\$ 102,109</b>	<b>\$ 156,179</b>	<b>\$ 244,399</b>

<b>5. EXISTING RESOURCES</b>					
From Operations:					
Academic Salaries (Appendix A)	\$ -	\$ -	\$ -	\$ -	\$ -
Professional and Support Salaries (Appendix A)	-	-	-	-	-
Indirect Salaries (Appendix A)	-	-	-	-	-
Current/prior years surplus (carryover)					
From Other Sources:					
<b>Subtotal Existing Resources</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

SPPC Form

<b>6. Program shortfall (surplus)</b> (Program Costs -Program Revenue - Existing Resources)	\$ 411,635	\$ 810,439	\$ 990,062	\$ 1,146,650	\$ 1,488,318
<b>Internal Funds Requested through Strategic Allocation</b>					
<b>Funds Requested of the Provincial Government</b>	\$ 411,635	\$ 810,439	\$ 990,062	\$ 1,146,650	\$ 1,488,318
<b>Balance (should be zero)</b>	\$ -	\$ -	\$ -	\$ -	\$ -



Digitally signed by Jeffrey Conquergood  
Date: 2023.03.19 21:04:04 -05'00'

Submitted by Faculty/School Budget Officer (signature)

Date

**Kelley Main**

Digitally signed by Kelley Main  
Date: 2023.03.19 21:41:36 -05'00'

Reviewed by Graduate Studies Dean or Designate (signature)

Date

(For graduate program submissions only)

**Mark Walc**

Digitally signed by Mark Walc  
Date: 2023.03.20 08:20:59 -05'00'

Reviewed by University Budget Officer (signature)

Date



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Report from Senate (April 5, 2023)

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**Items forwarded for approval:**

**Recommended resolution:**

**THAT the Board of Governors approve:**

**A. Reports of the Senate Committee on Awards** (dated January 17 and February 21, 2023)

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**ITEM A – for approval** (Attachments A-1, A-2)

**Report of the Senate Committee on Awards** (dated January 17 and February 21, 2023)

**Context and Background:**

As provided for in its terms of reference, the Senate Committee on Awards has the responsibility, “[on] behalf of Senate, to approve and inform Senate of all new offers and amended offers of awards that comply with the University of Manitoba’s policy on *Student Awards*.”

At its meeting on January 17, 2023, the Committee approved five new offers, four amended offers, and the withdrawal of five offers, as set out in the Report of that date.

At its meeting on February 21, 2023, the Committee approved five new offers and eight amended offers, as set out in the Report of that date.

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**Resource Requirements:**

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

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**Consultation and Routing to the Board of Governors:**

These award decisions are consistent with the *Student Awards* policy. They were endorsed by the Senate Committee on Awards, on behalf of Senate, at its meeting on January 17 and February 21, 2023. The Senate Executive Committee received the Reports, for information, at its meetings on February 15 and March 22, 2023, respectively. The Reports will be provided to Senate, for information, at its meeting on April 5, 2023.

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**SUBMISSION PREPARED BY:** University Secretary

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**ATTACHMENT:**

**Item for approval:**

Attachment A-1 –

Report of the Senate Committee on Awards (dated January 17, 2023)

Attachment A-2 –

Report of the Senate Committee on Awards (dated February 21, 2023)

## 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 revised offers of awards that comply with the Student Awards Policy.

### **Observations**

At its meeting of January 17, 2023, the Senate Committee on Awards approved 5 new offers, 4 revised offers and 5 withdrawals as set out in the *Report of the Senate Committee on Awards (January 17, 2023)*.

### **Recommendations**

On behalf of Senate, the Senate Committee on Awards recommends that the Board of Governors approve 5 new offers, 4 revised offers and 5 withdrawals as set out in the *Report of the Senate Committee on Awards (January 17, 2023)*. These award decisions comply with the Student Awards Policy.

Respectfully submitted,

Dr Jared Carlberg  
Chair, Senate Committee on Awards

## SENATE COMMITTEE ON AWARDS

January 17, 2023

### 1. NEW OFFERS

#### **Bette (Brown) MacDiarmid Family Bursary Endowment**

Bette Nell MacDiarmid established an endowment fund at the University of Manitoba with an initial gift of \$25,000 in 2022. The purpose of the fund is to provide financial support to Indigenous students at the University of Manitoba. Each year, beginning in 2023-2024, the available annual income from the fund will be used to offer one or more bursaries to undergraduate students who:

- (1) have self-declared as a First Nations, Métis or Inuit person from Canada;
- (2) are either:
  - (a) direct entry or advanced entry students, enrolled full-time (minimum 60% course load) in any program in any faculty, college, or school; or
  - (b) current students, was admitted as a mature student and have enrolled in any year of any degree program or diploma program in any faculty, college, or school with a direct entry option;
- (3) are mature students 21 years of age and older; and
- (4) have demonstrated financial need on the standard University of Manitoba general bursary application form.

The selection committee will have the discretion to determine the number and value of awards offered each year based on the available funds, as outlined in the criteria above. In the event that there are no students who meet all of the numbered criteria, the scholarship will be offered to a student who meets criteria (1), (2), and (4).

The award is not renewable but previous recipients can hold the award more than once.

The Associate Registrar and Director, Financial Aid & Awards will name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate) and providing all reasonable efforts have been made to consult, 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.

#### **Elizabeth Galbraith (Black) Scholarship**

Dr. Paul Galbraith (M.D./'56, B.Sc.(Med)'/56, M.Sc./'59) established the Elizabeth Galbraith (Black) Scholarship at The Winnipeg Foundation for students who pursue studies in the College of Nursing, at the University of Manitoba. 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, beginning in 2023-2024, one or more scholarships will be offered to graduate students who:

- (1) are registered nurses (RN);

- (2) are enrolled part-time or full-time in the Faculty of Graduate Studies in any Master of Nursing program (including the Nurse Practitioner stream) or the PhD in Nursing program delivered by the College of Nursing at the University of Manitoba;
- (3) have achieved a minimum grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study; and
- (4) in the opinion of the selection committee, best demonstrate clinical promise.

Faculty Advisors will be invited to nominate students for this award by submitting a letter of support (maximum 250 words) outlining how the nominee meets criterion (4). Candidates are also invited to submit a letter of application (maximum 250 words) outlining how they meet the requirements set out in criterion (4).

In the event that there are no students who meet all of the numbered criteria outlined above, after consultation with The Winnipeg Foundation, and the Dean of Nursing (or designate), the funds may be used to cover expenses for a visiting speaker at the College.

The Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate) will ask the Dean of the College of Nursing (or designate) to name the selection committee.

The Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Any future modifications that may be necessary due to changed conditions will require complete consultation with The Winnipeg Foundation.

### **George and Valsa Daniels Indigenous Prize**

George and Valsa Daniels established an endowment fund at The Winnipeg Foundation to provide a scholarship for students who pursue studies in any faculty, school or college at the University of Manitoba. Each year, beginning in 2023-2024 academic year, one prize valued at \$2,500 will be offered to an undergraduate student who:

- (1) has self-declared as a First Nations, Métis or Inuit person from Canada;
- (2) is enrolled full-time (minimum 80% course load) in the final year of study in any undergraduate degree program offered by any faculty, school, or college at the University of Manitoba in the year in which the prize was tenable; and
- (3) has achieved a minimum degree grade point average of 3.5.

The Associate Registrar and Director, Financial Aid & Awards will 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. Any future modifications that may be necessary due to changed conditions will require complete consultation with The Winnipeg Foundation.

### **Nick and Pauline Kulachok Bursary**

Through a testamentary gift, Nick and Pauline Kulachok established an endowment fund with a gift of \$10,000 at the University of Manitoba in 2014. The purpose of the bursary is to support undergraduate students pursuing studies in the Faculty of Education. Beginning in 2023-2024, 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 any year of study in any undergraduate degree program offered by the Faculty of Education;
- (2) has either:
  - (a) as an entering student, met the minimum admission requirements for entrance to the Faculty of Education; or
  - (b) as a continuing student, achieved a minimum degree grade point average of 2.5; and
- (3) has demonstrated financial need on the standard University of Manitoba bursary application form.

The Dean of the Faculty of Education (or designate) will name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, 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.

### **Nursing Students' Association General Scholarship**

The Nursing Students' Association (NSA), with support from the Nursing Endowment Fund, established annually funded scholarships. The purpose of these scholarships is to academically reward and support nursing and midwifery students in their pursuit of advanced education by providing financial assistance. Each year, the Nursing Students' Association will apply for the funds from the Nursing Endowment Committee and report the approved amount available to Financial Aid and Awards at the University of Manitoba. A portion of these earnings will be used to offer a minimum of one scholarship to a College of Nursing Student who:

- (1) is enrolled full-time (minimum 80% course load) in the Bachelor of Nursing or Bachelor of Midwifery program;
- (2) has achieved a minimum degree grade point average of 3.5;
- (3) has excelled in the field of Nursing or Midwifery

Candidates must submit an application to be considered. Students will only be allowed to receive one Nursing Students' Association funded award in any given year.

In the event of a tie, the student with the highest degree grade point average from among the tied students will receive the award. If a further tie occurs, the student with the greater number of A+ grades will be selected. If a further tie occurs, the student with the highest grade point average calculated from all University of Manitoba courses will be selected.

The selection committee will have the discretion to determine the number and value of scholarships offered each year based on the available funds. The total spending for all of the Nursing Students' Association Scholarships cannot exceed the reported amount available for spending.

The selection committee will be the Student Awards Committee of the College of Nursing, with representation by the Senior Stick of the Nursing Students' Association (or designate).

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, 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

### **Canadian Society of Hospital Pharmacists –Manitoba Branch Convocation Prize**

The following amendments were made to the terms of reference for the Canadian Society of Hospital Pharmacists –Manitoba Branch Convocation Prize:

- The preamble was revised to:  
*In memory of Miss Patricia E. McDowell, Chief Pharmacist at the St. Boniface Hospital (1955-1961) and a graduate of the School of Pharmacy (1955) at the University of Manitoba, the Manitoba Branch of the Canadian Society of Hospital Pharmacists offers a convocation prize to recognize a graduating student who has excelled in a clinical pharmacy setting and demonstrated a propensity toward practice in a hospital or related health care setting. Each year, the Canadian Society of Hospital Pharmacists will provide one prize valued at \$300, a framed certificate, and a 1 year membership, to a graduating student who:*
- The numbered criteria were revised to:
  - (1) *has completed the degree requirements for the PharmD program offered by the College of Pharmacy at the University of Manitoba in the year in which the award was tenable;*
  - (2) *has achieved outstanding merit in the Advanced Clinical Therapeutics course (currently numbered PHMD 3006)*
  - (3) *have completed an institutional, primary care or ambulatory care based rotation with excellence.*
- The following paragraphs after the numbered criteria were revised to:  
*Preceptors will be asked to nominate an exceptional student by submitting a brief statement (maximum 350 words) describing why the student completed the institutional, primary care or ambulatory care based rotation with excellence..*  
*Recipients will be asked to contact the Canadian Society of Hospital Pharmacists – Manitoba Branch to claim their one year membership to the Canadian Society of Hospital Pharmacists immediately after graduation.*
- The selection committee paragraph was revised to:  
*The selection committee will be the College of Pharmacy Professional Program Awards Committee.*
- The standard Board of Governors statement was added.

### **Nursing Students' Association Scholarship - Indigenous**

The following amendments were made to the terms of reference for the Nursing Students' Association Scholarship - Indigenous:

- The preamble was revised to:  
*The Nursing Students' Association (NSA), with support from the Nursing Endowment Fund, has established annually funded scholarships. The purpose of these scholarships is to academically reward and support nursing and midwifery students in their pursuit of advanced education by providing financial assistance. Each year, the Nursing Students' Association will apply for the funds from the Nursing Endowment Committee and report the approved amount available to Financial Aid and Awards at the University of Manitoba. A portion of these earnings will be used to offer a minimum of one scholarship to a College of Nursing Student who:*
- The numbered criteria were revised to:
  - (1) *have self-declared as a First Nations, Métis or Inuit person from Canada.*
  - (2) *is enrolled full-time (minimum 80% course load) in the Bachelor of Nursing or Bachelor of Midwifery program;*
  - (3) *has achieved a minimum degree grade point average of 3.0 ;*
  - (4) *has excelled in the field of Nursing or Midwifery*
- The following paragraphs after the numbered criteria were revised to:  
*Candidates must submit an application to be considered. Students will only be allowed to receive one Nursing Students' Association funded award in any given year. In any given year that there are no applications submitted, the award value will be allocated to the Nursing Students' Association General Scholarship .*  
*The selection committee will have the discretion to determine the number and value of scholarships offered each year based on the available funds. The total spending for all of the Nursing Students' Association Scholarships cannot exceed the reported amount available for spending.*
- The standard Board of Governors statement was updated.

### **Nursing Students' Association Scholarship - International**

The following amendments were made to the terms of reference for the Nursing Students' Association Scholarship - International:

- The preamble was revised to:  
*The Nursing Students' Association (NSA), with support from the Nursing Endowment Fund, has established annually funded scholarships. The purpose of these scholarships is to academically reward and support nursing and midwifery students in their pursuit of advanced education by providing financial assistance. Each year, the Nursing Students' Association will apply for the funds from the Nursing Endowment Committee and report the approved amount available to Financial Aid and Awards at the University of Manitoba. A portion of these earnings will be used to offer a minimum of one scholarship to a College of Nursing Student who:*
- The numbered criteria were revised to:
  - (1) *is enrolled full-time (minimum 80% course load) in the Bachelor of Nursing program;*

- (2) *has achieved a minimum degree grade point average of 3.0;*
- (3) *is an international student;*
- (4) *has excelled in the field of Nursing.*

- The following paragraphs after the numbered criteria were revised to:

*Candidates must submit an application to be considered. Students will only be allowed to receive one Nursing Students Association funded award in a given year.*

*The selection committee will have the discretion to determine the number and value of scholarships offered each year based on the available funds. The total spending for the Nursing Students' Association Scholarships cannot exceed the reported amount available for spending.*

- The standard Board of Governors statement was updated.

### **Nursing Students' Association Scholarship - Single Parent**

The following amendments were made to the terms of reference for the Nursing Students' Association Scholarship – Single Parent:

- The preamble was revised to:

*The Nursing Students' Association (NSA), with support from the Nursing Endowment Fund, has established annually funded scholarships. The purpose of these scholarships is to academically reward and support nursing and midwifery students in their pursuit of advanced education by providing financial assistance. Each year, the Nursing Students' Association will apply for the funds from the Nursing Endowment Committee and report the approved amount available to Financial Aid and Awards at the University of Manitoba. A portion of these earnings will be used to offer a minimum of one scholarship to a College of Nursing Student who:*

- The numbered criteria were revised to:

*(1) is enrolled full-time (minimum 80% course load) in the Bachelor of Nursing or Bachelor of Midwifery program;*

*(2) has achieved a minimum degree grade point average of 3.0;*

*(3) is a single custodial parent;*

*(4) has excelled in the field of Nursing or Midwifery.*

- The following paragraphs after the numbered criteria were revised to:

*Candidates must submit an application to be considered. Students will only be allowed to receive one Nursing Students' Association funded award in a given year.*

*In any given year that there are no applications submitted, the award value will be allocated to the Nursing Students' Association General Scholarship.*

*The selection committee will have the discretion to determine the number and value of scholarships offered each year based on the available funds. The total spending for all of the Nursing Students' Association Scholarships cannot exceed the reported amount available for spending.*

- The standard Board of Governors statement was updated.

### **3. WITHDRAWALS**

**Nursing Students' Association Scholarship (Clinical Performance)**

At the request of the donor.

**Nursing Students' Association Scholarship (Clinical Practicum)**

At the request of the donor.

**Nursing Students' Association Scholarship (NSA)**

At the request of the donor.

**The Penman Mondor Bursary**

At the request of the donor.

## 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 revised offers of awards that comply with the Student Awards Policy.

### **Observations**

At its meeting of February 21, 2023, the Senate Committee on Awards approved 5 new offers and 8 revised offers as set out in the *Report of the Senate Committee on Awards (February 21, 2023)*.

### **Recommendations**

On behalf of Senate, the Senate Committee on Awards recommends that the Board of Governors approve 5 new offers and 8 revised offers as set out in the *Report of the Senate Committee on Awards (February 21, 2023)*. These award decisions comply with the Student Awards Policy.

Respectfully submitted,

Dr Jared Carlberg  
Chair, Senate Committee on Awards

## SENATE COMMITTEE ON AWARDS

February 21, 2023

### 1. NEW OFFERS

#### **Ann Jason Scholarship**

Through a generous bequest, Mrs. Ann Jason made a gift of \$6,000, to offer two renewable scholarships valued at \$1,000 each year for three years beginning in 2023-2024 and ending in 2025-2026. The purpose of the gift is to provide financial support to undergraduate medical students to aid with tuition, fees, books, and study materials. Beginning in 2023-2024, two scholarships valued at \$1,000 each will be offered to undergraduate students who:

- (1) are enrolled full-time (minimum 80% course load) in the first year of study in the Undergraduate Medical Education program in the Max Rady College of Medicine;
- (2) have achieved a minimum Adjusted Grade Point Average (AGPA) of 3.5 used for admission to the Max Rady College of Medicine; and
- (3) are in good standing.

The scholarship is renewable for a maximum of two years provided the recipients continue to meet the numbered criteria outlined above for each subsequent year of their undergraduate medical education degree program. If in any year one or more of the recipients do not meet the renewal criteria, the remaining funds will be offered to a new student who meets the above criteria with a reduced period of renewal to exhaust the fund.

Only two Ann Jason Scholarships can be awarded in any given year.

The Dean of the Max Rady College of Medicine (or designate) will name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, 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. Hirokazu Morita Bursary in Chemistry**

In honour of Dr. Hirokazu Morita (B.Sc./'49), an endowment fund was established at the University of Manitoba with an initial gift of \$260,000 in 2023. The purpose of the fund is to provide financial support to students in the Faculty of Science with a passion for chemical science. Each year, beginning in 2023-2024, the available annual income from the fund will be used to offer two bursaries of equal value, with a minimum value of \$5,000 each, to undergraduate students who:

- (1) are enrolled full-time (minimum 60% course load) in the second year or higher of study in any Major, Honours, or Joint Honours Chemistry program in the Faculty of Science;
- (2) have achieved a minimum degree grade point average of 2.0; and
- (3) have demonstrated financial need on the standard University of Manitoba general bursary application form.

In any given year preference will be given as follows, the first of the two bursaries will be awarded to a second year Faculty of Science student majoring in any Chemistry program and the second of the two bursaries will be awarded to a third year Faculty of Science student majoring in any Chemistry program.

The award is not renewable but previous recipients can hold the award more than once.

The Dean of the Faculty of Science (or designate) will name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate) and providing all reasonable efforts have been made to consult, 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.

### **Indigenous and Black Engineering Technology (IBET) Momentum Fellowship**

The Price Faculty of Engineering established an annually funded award as part of its commitment to increasing the diversity of the Canadian workforce by increasing the diversity of the engineering professoriate and practitioners in the industry. As part of the faculty's efforts to encourage, mentor, support and enhance the preparation of tomorrow's diverse leaders, the Price Faculty of Engineering joined the network of Canadian universities that have created the **Indigenous and Black Engineering and Technology Momentum Fellowship** ([www.ibetphd.ca](http://www.ibetphd.ca)) to support the career success in graduate studies of domestic applicants who identify as Indigenous or Black. The Price Faculty of Engineering will contribute \$25,000 each year and the candidates' advisor will contribute \$5,000 each year to the award. The number of awards at any given time will match the available funds.

Each year, beginning 2023-2024, one or more fellowships valued at \$30,000 will be offered to graduate students who:

- (1) are Canadian citizens or permanent residents;
- (2) have self-declared as a First Nations, Métis or Inuit person from Canada or are Black persons from Canada;
- (3) are enrolled full-time in the Faculty of Graduate Studies in a Ph.D. program offered through any department in the Price Faculty of Engineering; and
- (4) have achieved a minimum grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study.

Candidates must submit an application that includes a brief description of their research (maximum 250 words), a current *curriculum vitae*, and a nomination from their faculty advisor (research supervisor).

The Indigenous and Black Engineering Technology (IBET) Momentum Fellowship is renewable for up to four (4) years, provided the recipients continue to meet the numbered criteria outlined above. Candidates can apply in any of the first three (3) years of their Ph.D. program. The award is not renewable beyond the fourth (4th) year of the Ph.D. program.

The selection committee will have the discretion to determine the number and value of awards offered each year based on the available funds, as outlined in the criteria above.

In order to maximize the Price Faculty of Engineering's ability to support the greatest number of students, the value of the IBET Fellowship may be reduced if candidates hold another major



award valued at \$18,000 or greater in the year in which the IBET Momentum Fellowship is tenable, including but not limited to the Vanier, Tri-Agency Doctoral CGS and PGS, and UMGF. The total combined funding a candidate will retain will never be less than the original value of the IBET Fellowship. The Price Faculty of Engineering Graduate Awards committee will review this condition at the time of the annual renewal of this fellowship.

The Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate) will ask the Chair of the Awards Committee of the Price Faculty of Engineering to name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate) and providing all reasonable efforts have been made to consult, 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.

### **The Alan and Doreen Thompson Charitable Foundation Bursary**

The Alan and Doreen Thompson Charitable Foundation generously established an endowment fund at the University of Manitoba with a gift of \$25,000. The purpose of the fund is to provide financial support to medical students in the Max Rady College of Medicine. Each year, beginning in 2024-2025, the available annual income will be used to offer one bursary to an undergraduate student who:

- (1) is a Canadian citizen or permanent resident;
- (2) is enrolled full-time in any year of study of the Undergraduate Medical Education program in the Max Rady College of Medicine;
- (3) is in good standing; and
- (4) has demonstrated financial need on the standard University of Manitoba general bursary application form.

To maximize the reach of the bursary, a new student will be selected to receive The Alan and Doreen Thompson Charitable Foundation Bursary each year.

The Dean of the Max Rady College of Medicine (or designate) will name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate) and providing all reasonable efforts have been made to consult, the Board of Governors of the University of Manitoba has the right to modify the terms of this award, if because of changed conditions it becomes necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing the award.

### **University of Manitoba Statistics Students' Scholarship**

In collaboration with the Faculty of Science, the Statistics Students' Club (UMS<sup>2</sup>) established an endowment fund at the University of Manitoba in 2019. The purpose of the fund is to reward and support undergraduate students pursuing studies in Statistics including all related joint programs. Each year, beginning in 2023-2024, the available annual income from the fund will be used to offer one or more scholarships to undergraduate students who:

- (1) are enrolled full-time (minimum 80% course load) in any year of study in any Statistics program or joint Statistics program (Major, Major Co-op, Honours, and Honours Co-op) in the Faculty of Science; and
- (2) have achieved a minimum degree grade point average of 3.5.

Statistics Students' Club executive members are not eligible to receive this scholarship.

The selection committee will have the discretion to determine the number and value of awards offered each year based on the available funds, as outlined in the criteria above.

The Dean of the Faculty of Science (or designate) will ask the Head of the Department of Statistics (or designate) to name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, 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

### Association of Regulated Nurses Medals of Excellence

The following amendments were made to the terms of reference for the Association of Regulated Nurses Medals of Excellence:

- The preamble was revised to:

*The Association of Regulated Nurses of Manitoba (ARNM) offers five convocation medals to nursing students at the University of Manitoba, recognizing academic achievement and clinical excellence. The medals are to be presented annually at the spring convocation, and the recipients will be recognized at the ARNM awards banquet.*

- The numbered criteria were revised to:

*(Baccalaureate of Nursing Program for Regulated Nurses- Award # TBA)*

- (1) has successfully completed the degree requirements of the Baccalaureate of Nursing program for Regulated Nurses as either a full-time or part-time student in the College of Nursing in the year in which the award is tenable;*
- (2) has achieved a minimum grade of B+ in all Nursing courses; and*
- (3) has achieved the highest degree grade point average (minimum 3.75) among all graduating students outlined in criterion (1).*

*(Four-Year Baccalaureate Nursing Program- Award # 36136)*

- (1) has successfully completed the degree requirements of the Four-Year Baccalaureate Nursing Program as either a full-time or part-time student in the College of Nursing in the year in which the award is tenable;*
- (2) has never failed a clinical course; and*
- (3) has achieved the highest degree grade point average (minimum 3.75) among all graduating students outlined in criterion (1).*

*(Master of Nursing Program- Award # 36133)*

- (1) *has successfully completed the Master of Nursing Program as either a full-time or part-time student in the Faculty of Graduate Studies offered by the College of Nursing in the year in which the award is tenable;*
  - (2) *has demonstrated strong leadership throughout their program; and*
  - (3) *has achieved the highest degree grade point average (minimum 4.0) among all graduating students outlined in criterion (1)*
- The following paragraph was added:

*Master of Nursing- Nurse Practitioner Program*

*Award # TBD*

*One medal will be offered to a graduate student who:*

- (1) *has successfully completed the Master of Nursing- Nurse Practitioner Program as either a full-time or part-time student in the Faculty of Graduate Studies offered by the College of Nursing in the year in which the award is tenable;*
- (2) *has demonstrated strong leadership throughout their program; and*
- (3) *has achieved the highest degree grade point average (minimum 3.8) among all graduating students outlined in criterion (1)*

*Candidates will be required to submit a letter of application (no more than 250 words) and a letter of support from an academic advisor outlining how they meet criterion (2).*

*The selection committee will be the Graduate Studies Committee of the College of Nursing.*

- The numbered criteria were revised to:  
(*PhD in Nursing Program- Award # 36134*)
  - *has successfully completed the PhD in Nursing Program as either a full-time or part-time student in the Faculty of Graduate Studies offered by the College of Nursing in the year in which the award is tenable;*
  - *has demonstrated strong leadership throughout their program; and*
  - *has achieved the highest degree grade point average (minimum 4.0) among all graduating students outlined in criterion (1).*
- The standard Board of Governors statement was added.

### **Canadian Society of Hospital Pharmacists –Manitoba Branch Convocation Prize**

The following amendments were made to the terms of reference for the Canadian Society of Hospital Pharmacists –Manitoba Branch Convocation Prize:

- The preamble was revised to:  
*In memory of Miss Patricia E. McDowell, Chief Pharmacist at the St. Boniface Hospital (1955-1961) and a graduate of the School of Pharmacy (1955) at the University of Manitoba, the Manitoba Branch of the Canadian Society of Hospital Pharmacists offers a convocation prize to recognize a graduating student who has excelled in a clinical pharmacy setting and demonstrated a propensity toward practice in a hospital or related health care setting. Each year, the Canadian Society of Hospital Pharmacists will provide one prize valued at \$300, a framed certificate, and a 1 year membership, to a graduating student who:*
- The numbered criteria were revised to:

- (1) *has completed the degree requirements for the PharmD program offered by the College of Pharmacy at the University of Manitoba in the year in which the award was tenable;*
  - (2) *has achieved outstanding merit in the Advanced Clinical Therapeutics course (currently numbered PHMD 3006)*
  - (3) *have completed an institutional, primary care or ambulatory care based rotation with excellence.*
- The following paragraphs after the numbered criteria were revised to:  
*Preceptors will be asked to nominate an exceptional student by submitting a brief statement (maximum 350 words) describing why the student completed the institutional, primary care or ambulatory care based rotation with excellence..*  
*Recipients will be asked to contact the Canadian Society of Hospital Pharmacists – Manitoba Branch to claim their one year membership to the Canadian Society of Hospital Pharmacists immediately after graduation.*
  - The selection committee paragraph was revised to:  
*The selection committee will be the College of Pharmacy Professional Program Awards Committee.*
  - The standard Board of Governors statement was added.

### **Douglas and Isabelle Southam Bursary in Agriculture**

The following amendments were made to the terms of reference for Douglas and Isabelle Southam Bursary in Agriculture:

- The preamble was revised to:  
Mr. Douglas Southam (B.S.A./'56, B.Ed./'71) and Mrs. Isabelle Southam (B.Sc.H.Ec./'55) established an endowment fund at the University of Manitoba, with an initial gift of \$14,200 in 2008. Each year, the available annual income from the fund will be used to offer one bursary to an undergraduate student who:
- The numbered criteria were revised to:
  - (1) *is enrolled full-time (minimum 60% course load) in any degree program in the Faculty of Agricultural and Food Sciences;*
  - (2) *has achieved a minimum degree grade point average of 2.5; and*
  - (3) *has demonstrated financial need on the standard University of Manitoba general bursary application form.*
- The standard Board of Governors statement was added.

### **Dr. Elaine Sigurdson Memorial Scholarship**

The following amendments were made to the terms of reference for Dr. Elaine Sigurdson Memorial Scholarship:

- The preamble was revised to:  
*A fund has been established at the Westshore Community Foundation in honour of Dr. Elaine Sigurdson . This award was established to encourage and support students who*

*have graduated from the Evergreen School Division of Manitoba. Each year, beginning in 2018-2019, the Westshore Community Foundation will report the available annual earnings from the fund, which will be used to offer one scholarship to an undergraduate student who:*

- The numbered criteria were revised to:
  - (4) has graduated from a high school in the Evergreen School Division of Manitoba;*
  - (5) has been admitted to or is currently enrolled in the Undergraduate Medical Education program in the Max Rady College of Medicine;*
  - (6) has achieved either:*
    - (a) as a current entering student, a minimum Adjusted Grade Point Average (AGPA) of 3.5 used for admission to the Max Rady College of Medicine; or*
    - (b) as a current continuing student, is in good standing in the program.*

- The paragraphs following the numbered criteria were revised to:

*If there is no suitable candidate who meets the above criteria, the scholarship will then be offered to a graduate student who:*

- (1) has graduated from a high school in the Evergreen School Division of Manitoba;*
- (2) are enrolled full-time in the Faculty of Graduate Studies in any year of the Master of Physician Assistant Studies (MPAS) program at the University of Manitoba;*
- (3) has achieved a minimum grade point average of 3.0 based on the last 60 credit hours (or equivalent) of study.*

*This scholarship is not renewable but previous recipients can hold the award more than once. Preference will be given to the following students, in priority order:*

- (i) students in the UGME program who are in their first year of study who have not received this award previously;*
  - (ii) students in the MPAS program who are in their first year of study who have not received this award previously;*
  - (iii) students in the UGME program who are in any year of study who have not received this award previously;*
  - (iv) students in the MPAS program who are in any year of study who have not received this award previously;*
  - (v) students in the UGME program who are in any year of study who have received this award previously;*
  - (vi) students in the MPAS program who are in any year of study who have received this award previously;*
- The selection committee paragraph was revised to:

*The Dean of the Max Rady College of Medicine (or designate) will name the selection committee for this award. If a graduate student from the MPAS program is selected, the results will be reported through the Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate)..*

### **Grimsdick Family Memorial Prizes**

The following amendments were made to the terms of reference for the Grimsdick Family Memorial Prizes:

- The preamble was revised to:  
*An endowment fund was established at the University of Manitoba in 1974 in the name of Edward Oliver Grimsdick. The purpose of the fund is to reward the academic achievements of students in the Asper School of Business and the Price Faculty of Engineering. Each year, 50% of the available annual income from the fund will be used to offer one prize to an undergraduate student who:*
- The numbered criteria were revised to:  
*(1) was enrolled full-time (minimum 80% course load) in the first year of study in the Asper School of Business in the year in which the award was tenable;*  
*(2) has achieved a minimum degree grade point average of 3.5; and*  
*(3) has achieved the highest degree grade point average among all eligible students.*
- The paragraph following the numbered criteria was revised to:  
*Each year, 50% of the available annual income from the fund will be used to offer one prize to an undergraduate student who:*
- The numbered criteria were revised to:  
*(1) was enrolled full-time (minimum 80% course load) in the first year of study in any undergraduate degree program in the Price Faculty of Engineering in the year in which the award was tenable;*  
*(2) has achieved a minimum degree grade point average of 3.5; and*  
*(3) has achieved the highest degree grade point average among all eligible students.*
- The tiebreaking paragraph was revised to:  
*Ties are to be broken using the following criteria, in priority sequence: (i) the Degree Grade Point Average, calculated to the fourth decimal place; (ii) the higher proportion of A+ and A grades in a total program; (iii) the highest number of credit hours completed in the degree program; (iv) the greater proportion of senior- or advanced-level courses in the total program.*
- The selection committee paragraph was revised to:  
*The Dean of the Asper School of Business (or designate) will name the selection committee for the Asper School of Business portion of this award.*  
*The selection committee for the Price Faculty of Engineering portion of the award will be the Scholarships, Bursaries, and Awards Committee of the Price Faculty of Engineering.*
- The standard Board of Governors statement was added.

### **Science Classes of '43 and '68 Reunion Scholarship**

The following amendments were made to the terms of reference for Science Classes of '43 and '68 Reunion Scholarship:

- The preamble was revised to:

*Faculty of Science alumni who graduated in the years 1943 and 1968 established a fund of approximately \$8,000 at the University of Manitoba on the occasion of their 50th and 25th anniversaries of graduation. This fund will be used to support and encourage the academic achievement of undergraduate students in the Faculty of Science. Each year, the available annual income from the fund will be used to offer one scholarship to an undergraduate student who:*

- The numbered criteria were revised to:
  - (1) is enrolled full-time (minimum 80% course load) in the second year of study in any honour or major degree program in the Faculty of Science; and*
  - (2) has achieved a minimum degree grade point average of 3.5.*
- The preference statement was added:

*Preference will be given to students in a variety of programs and departments over a period of time.*
- The selection committee paragraph was revised to:

*The Dean of the Faculty of Science (or designate) will name the selection committee for this award.*
- The standard Board of Governors statement was added.

### **Selfless Soldier Award**

The following amendments were made to the terms of reference for the Selfless Soldier Award:

- The preamble was revised to:

Captain Geoffrey M. Young of the United States Air Force established an endowment fund of \$5,000 at the University of Manitoba in 2008. The purpose of the fund is to pay tribute to the sacrifices of Canadian soldiers who have served in Afghanistan, as members of the Canadian Forces or NATO Forces, and their families. The Manitoba Scholarship and Bursary Initiative has made a contribution to this fund. Each year, the available annual income from the fund will be used to offer one bursary to an undergraduate student who:
- The numbered criteria were revised to:
  - (1) is either:*
    - (a) a current or past member of the Canadian Forces or NATO Forces who has served and has been wounded in action in Afghanistan;*
    - (b) an immediate family member of a Canadian or NATO soldier who has served in Afghanistan; or*
    - (c) a current or past member of the Canadian Forces or NATO Forces who has seen service in conflict and/or peace keeping missions;*
  - (2) is enrolled full-time (minimum 80% course load) in University 1 or any faculty, college or school at the University of Manitoba;*
  - (3) has achieved either:*
    - (a) as a current entering student, a minimum average of 70 percent on those courses considered for admission or has been admitted on mature or transfer student status; or*

- (b) *as a current continuing student, a minimum degree grade point average of 2.5; and*
  - (4) *has demonstrated financial need on the standard University of Manitoba general bursary application form.*
- The selection committee paragraph was revised to:
  - The Associate Registrar and Director, Financial Aid & Awards will name the selection committee for this award.*
- The standard Board of Governors statement was added.

### **University of Manitoba Business School Foundation International Study Awards**

The following amendments were made to the terms of reference for the University of Manitoba Business School Foundation International Study Awards:

- The preamble was revised to:
  - The University of Manitoba Business School Foundation, along with a contribution from the Manitoba Scholarship and Bursary Initiative, established an endowment fund at the University of Manitoba. The purpose of this fund is to support students taking part in the Asper School of Business International Exchange program. Each year, the available income from the fund will be used to offer one or more scholarships with a maximum value of \$1,500 each to undergraduate students who:*
- The numbered criteria were revised to:
  - (1) *are enrolled full-time or part-time in the second year of study or higher in the Asper School of Business;*
  - (2) *have achieved a minimum degree grade point average of 3.0;*
  - (3) *have been accepted to the Asper School of Business International Student Exchange Program; and*
  - (4) *have completed the survey provided by the department of Student Exchanges and International Cooperation.*
- The preference statement was added:
  - First preference will be given to students who have not received previous funding for an exchange program.*
- The paragraph following the numbered criteria was revised to:
  - The selection committee will have the discretion to determine the number and value of scholarships awarded each year based on the available funds, as outlined above.
- The selection committee paragraph was revised to:
  - The Dean of the Asper School of Business (or designate) will ask the Director of the Asper School of Business International Student Exchange Program (or designate) to name the selection committee. The Director of the Asper School of Business International Student Exchange Program (or designate) will serve as Chair of the selection committee, and will include the Coordinator of the International Student Exchange Program (or a delegate).*
- The standard Board of Governors statement was added.





**AGENDA ITEM:**

2023-2024 Residence Room and Meal Plan Rates

**RECOMMENDED RESOLUTION:**

**That the Board of Governors approves:**

**A) Residence room rates (per term – fall or winter) for 2023-2024 of:**

- Pembina Hall Residence - \$4,306
- Arthur V. Mauro Residence - \$4,651
- Mary Speechly Hall - \$2,081 (double); \$3,257 (single)
- University College Residence - \$2,120 (double); \$3,318 (single)

**B) Meal plan rates (per term – fall or winter) for 2023-2024 of:**

- 10 Meals per Week - \$2,783
- 15 Meals per Week - \$3,008
- 7-Day Unlimited - \$3,276
- University College Flex Plan - \$2,492

**C) Extended stay fee (holiday break) for 2023-2024 of \$325**

**CONTEXT AND BACKGROUND:**

There are four University operated student residence facilities on campus offering a variety of room and meal plan options with a total of 1177 beds.

**Pembina Hall Residence**

- Semi-suite style residence with private washroom
- Choice of three **mandatory** meal plan options<sup>1</sup>
- 357 beds
- Year built: 2011

**Arthur V. Mauro Residence**

- Two bedroom suite-style residence with shared kitchen area and washroom
- Upper years only
- Optional meal plans available
- 316 beds
- Year built: 2003

**Mary Speechly Hall**

- Dormitory-style residence with double or single rooms; communal washrooms
- Choice of three **mandatory** meal plan options<sup>1</sup>
- 246 beds
- Year built: 1964

## **University College Residence**

- Dormitory-style residence with double or single rooms; communal washrooms
- Choice of four **mandatory** meal plans, including a flex plan (exclusive to University College) which combines declining balance and Fresh Food Company meals <sup>2</sup>
- 258 beds
- Year built: 1964

### **<sup>1</sup> Mandatory Meal Plan Options:**

- Offered at the Fresh Food Company located in Pembina Hall
- Commonly referred to as a board plan, there are 3 options to choose from:
- 10 meals per week
- 15 meals per week
- 7-day unlimited plan

### **<sup>2</sup> Mandatory University College Residence Meal Plan Options:**

- Any of the above meal plans **or**
- University College Flex Plan - \$750 in FoodBucks plus 100 meals per term at Fresh Food Company
- FoodBucks are a declining balance format that can be used at all Dining Services retail locations such as Subway, Tim Hortons, Starbucks, and CAMPO

Student Residences' occupancy percentage in 2022-23 recovered more slowly from the pandemic in the Fall Term (86%) and increased to around 90% in the Winter Term. It should be noted that lower than normal occupancy rates this year were also attributable to long wait periods for study permit approvals for international students. The current student demographic in residences is 65% international / 35% domestic, and approximately 75% of all residents are first year students.

Other on-campus housing consists of St. John's College Residence (100 beds) and St. Andrew's College Residence (40 beds) with rates ranging from \$1855 to \$2231 per term for a single dorm room. St. Paul's College does not currently have a residence facility, but a Request for Proposal was issued in August 2016 seeking proponents to design, build, finance and operate a 300-bed, gender-split student residence using a P3 model. Negotiations with a selected developer/operator and the University of Manitoba are ongoing.

## **Proposed 2023-24 Room Rates**

### **Recommendation:**

- The **Pembina Hall Residence** room rate would increase from \$4,181 to \$4,306 (3%) per term.
- The **Arthur V. Mauro Residence** room rate would increase from \$4,516 to \$4,651 (3%) per term.
- The **Mary Spechly Hall** double room rate would increase from \$2,040 to \$2,081 (2%); single room rate would increase from \$3,193 to \$3,257 (2%) per term.
- The **University College Residence** double room rate would increase from \$2,078 to \$2,120 (2%); single room rate would increase \$3,253 to \$3,318 (2%) per term.
- **Extended stay fee** (holiday break including dinner meal plan) would increase from \$310 to \$325 (4.8%).

## **Rationale:**

Primarily, the proposed room rate increases aim to recover increased labour and general operating costs anticipated in 2023-24. As noted in last year's submission, a more modest 2% increase in our older dorm style buildings reflects our decision to halt planned major capital expenditures in these facilities, as we continue to work towards a residence redevelopment strategy that includes replacing Mary Speechly Hall on its current footprint and closing University College entirely. The proposed 3% increase for Arthur Mauro residence and Pembina Hall Residence seeks to cover capital re-investment costs in the immediate future. At 20 years old, some of the suite décor and features in Arthur V. Mauro Residence appear dated and showing significant signs of wear. Starting this summer, we will be starting a phased renovation of these rooms, including but not limited to, flooring, lighting, heating/cooling control, cabinetry and countertops. In Pembina Hall Residence, our immediate focus is on refreshing wall surfaces to reduce regular maintenance and replacing common space furnishings that are end of life.

We are also seeking Board approval for a \$325 extended stay fee for students staying over the 2023-2024, twelve-day holiday break. The fee is added automatically to Fall Term accounts, and students who do not intend to stay over the break may opt out and receive a refund. This service has been offered since 2017 for the accommodation piece, and since 2020 for both meal and accommodation services. The increase is \$5 more than the increase last year due to increasing staffing and food costs.

As illustrated in Table 1, the proposed increases are consistent with the 2022 average rate increases for off-campus properties within proximity to the University. The 2-3% is also below the Canada Housing and Mortgage Corporation (CMHC) published rate increases for all of Winnipeg as shown in Table 2.

Table 3 compares the University of Manitoba's current room rates with other prairie province university residence rates, the Arc (the most significant off-campus student housing option comparator), and other off-campus housing options within an 8 km radius. When compared to other universities, our rates remain consistent and in line with previous years' comparisons with University of Alberta and University of Calgary, but remain higher than rates found at Saskatchewan universities and the University of Winnipeg.

For the purposes of simplicity and comparison, Table 3 has amalgamated the ten different room types at the Arc into four room types by averaging their monthly rates. For some of their room types, particularly the shared double rooms, their rates appear competitive with the University of Manitoba. However, it should be noted the Arc rates were discounted by as much as 15%-25% in Fall 2022 and are set to return to normal rates starting in January 2023. While the Arc offers housing to students in the same way we do, by contracting individual beds to students as opposed to leasing the entire suite, after adding transportation costs and the inflexibility of a 12 month lease requirement, the rates may not be as competitive and conditions not as convenient as they appear.

More importantly, there are significant value-adds to on-campus living beyond convenience that simply does not exist in purpose built student housing developments like the Arc. What sets residence living at University of Manitoba apart is our developmental and programming infrastructure that is integrated into our housing model; Student Residences provides notable advantages to student success (especially for first year students) in addition to providing a sense of community and genuine connection to the University of Manitoba. Given these advantages, we remain confident that the proposed rate increase will not detract our students from continuing to make Student Residences their first choice when it comes to housing options.

## **Proposed 2023-24 Meal Plan Rates:**

### **Recommendation:**

- 1. Mary Speechly Hall and Pembina Hall Residence Mandatory Meal Plan Options**
  - 10 Meals per Week increase from \$2,650 to \$2,783 (5%) per term

- 15 Meals per Week increase from \$2,865 to \$3,008 (5%) per term
- 7-Day Unlimited increase from \$3,120 to \$3,276 (5%) per term

## 2. University College Residence Mandatory Meal Plan:

Any of the above or:

- University College Flex Plan – \$750 in FoodBucks plus 100 meals at the Fresh Food Company. The plan would increase from \$2,373 per term to \$2,492 (5%) per term.

### Rationale:

With 2022 seeing an average food price increase of 10.7% for Manitobans, the Canada Food Price Report<sup>3</sup> is once again forecasting higher than normal food cost increases for next year. The report anticipates an overall increase of 5-7% for all food categories with the largest increases expected in the vegetable category (6-8%). “In 2023, it is expected that Canadians will continue to feel the effects of high food inflation, and food insecurity/affordability will also be a big issue with rising food prices. The effects of climate change and the impact of high transportation costs, as a result of higher oil prices, will also continue through next year”. This report considers multiple macroeconomic factors impacting the global landscape, the food and agriculture sector, and Canada as a whole. Climate change, geopolitical conflicts, energy, material, inflation, currencies, trade deals, food retail and manufacturing figures, consumer debt and expenditures, and remaining effects of COVID-19 influence our forecast for 2023 food prices in Canada.”<sup>3</sup> This, along with an anticipated minimum wage increase in Manitoba provides the basis for a proposed 5% increase to the 2023-24 residence meal plans.

Based on the report and Dining Services specific conditions, a 7% increase was originally proposed, but Student Residences requested that they provide some alternatives to the meal plan structure that might mitigate such a steep increase for students. Ultimately, two proposals were introduced to Student Residences and members of the Residence Dining Advisory Committee in December 2022. The Residence Dining Advisory Committee is comprised of mostly students, including a University of Manitoba Student Union executive representative. Both proposals aimed to increase enrolment in Fresh Food Company meal plans in order to concentrate and lower overall operational costs. The proposals were: 1) Introduce a minimum mandatory meal plan to all Arthur V. Mauro residents (currently meal plans are optional) or 2) Remove the University College FoodBucks only option (which relies exclusively on retail dining purchase options). These options were formally reviewed at the January 2023 meeting, and residents were in favour of removing the FoodBucks option at University College over the Arthur V. Mauro plan if this would result in a 2% savings for all residents with mandatory meal plans across the board. In 2022, approximately 47% of University College residents were already enrolled in either the Flex Plan or another Fresh Food Company meal plan.

By comparison, the University of Winnipeg mandatory declining balance plans start at a higher cost than comparable plans at the University of Manitoba. For reference purposes, the three non-taxable declining balance meal plans in 2022-23 that are available at the University of Winnipeg carry per-term prices ranging from \$2,500 per term to \$3,650. It should be noted that meal plan costs are also higher at both St. John’s and St. Andrew’s College Residences. Their board plans are \$3,594 and \$3,400 per term respectively.

<sup>3</sup> Canada’s Food Price Report 13th Edition, published by Dalhousie University, the University of Guelph, University of Saskatchewan and University of British Columbia, December 2022

## Rate Summary

	Current Rate	Proposed Rate	Change
<b>Room Rates</b>			
Pembina Hall Residence	\$4,181	\$4,306	3%
Arthur V. Mauro Residence	\$4,516	\$4,651	3%
Mary Speechly Hall – Single	\$3,193	\$3,257	2%
Mary Speechly Hall – Double	\$2,040	\$2,081	2%
University College Residence – Single	\$3,253	\$3,318	2%
University College Residence – Double	\$2,078	\$2,120	2%
Extended Stay Fee (holiday break)	\$310	\$325	4.8%
<b>Meal Plan Rates</b>			
Mary Speechly Hall / Pembina Hall Residence			
10 meals per week	\$2,650	\$2,783	5%
15 meals per week	\$2,865	\$3,008	5%
7-day unlimited	\$3,120	\$3,276	5%
University College Residence			
University College Flex Plan - \$750 Foodbucks plus 100 meals at the Fresh Food Company	\$2,373	\$2,492	5%

## RESOURCE REQUIREMENTS:

N/A

## CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

Student Residences continues to work towards building community and providing our students with improved accommodation facilities, dining services and developmental support programs that will create an outstanding living and learning environment. This includes providing residence students with opportunities for engagement with community both internal and external to the University.

## IMPLICATIONS:

Students Residences' mission is to provide quality on-campus accommodations in a safe, supportive, engaging and community-rich environment that promotes the personal, cultural, and social growth of our students, while enhancing the likelihood of their success.

## ALTERNATIVES:

1. Lower proposed increases - this option would not cover anticipated operating cost increases.
2. Higher proposed increases may result in vacancies dependent on student reaction.

## CONSULTATION:

The following have been consulted on the contents of this submission: Director of Student Residences; Executive Director of Ancillary Services; General Manager, Dining Services; Residence Dining Advisory

Committee; Architectural and Engineering Services for planned projects, and Accounting Director, Ancillary Services. Additional information was received from various privately operated apartment complexes near Fort Garry Campus, as well as local and comparable Canadian higher education institutions.

**ROUTING TO THE BOARD OF GOVERNORS:**

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Title</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Mike Emslie <i>ME</i>	Chief Financial Officer/Comptroller	2/21/2023
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<i>M. Aron</i>	Vice-President (Administration)	Feb. 21/23
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Michael Benarroch, Ph.D. <i>M Benarroch</i>	President and Vice-Chancellor	March 3, 2023
<input type="checkbox"/>	<input type="checkbox"/>			
<input type="checkbox"/>	<input type="checkbox"/>			

**SUBMISSION PREPARED BY:** Barry Stone, Director Student Residences  
Andrea Edmunds, Executive Director of Ancillary Services

**ATTACHMENTS:**

- Table 1 - 2022/2023 Local Off-Campus Living Rate Increases
- Table 2 - 2022 Winnipeg Rental Market Information
- Table 3 - 2022-23 Cost of Living Comparison
- Table 4 - Ancillary Services Business Plan for Student Residences

Table 1

**2022/23 Local Off-Campus Living Rate Increases  
(per person)**

**December 2021**

**December 2022**

Unit type	Min. monthly rate per person	Max. monthly rate per person	Average adjusted monthly rate per person	Min. monthly rate per person	Max. monthly rate per person	Average adjusted monthly rate per person	Average rate change
<b>Bachelor</b>	\$788	\$1,118	<b>\$953</b>	\$793	\$1,183	<b>\$988</b>	<b>3.7%</b>
<b>1 bedroom</b>	\$896	\$1,861	<b>\$1,355</b>	\$901	\$1,931	<b>\$1,407</b>	<b>3.8%</b>
<b>2 bedroom</b>	\$540	\$1,196	<b>\$833</b>	\$544	\$1,156	<b>\$848</b>	<b>1.8%</b>
<b>3 bedroom</b>	\$405	\$770	<b>\$570</b>	\$408	\$786	<b>\$583</b>	<b>2.3%</b>

Based on a 12-month lease. Includes all utilities (Internet, cable, hydro) and furniture allowance. Off-campus rates are based on surveyed properties within an 8 km radius from campus.

Table 2

## 2022 Winnipeg Rental Market Information

October 2021

October 2022

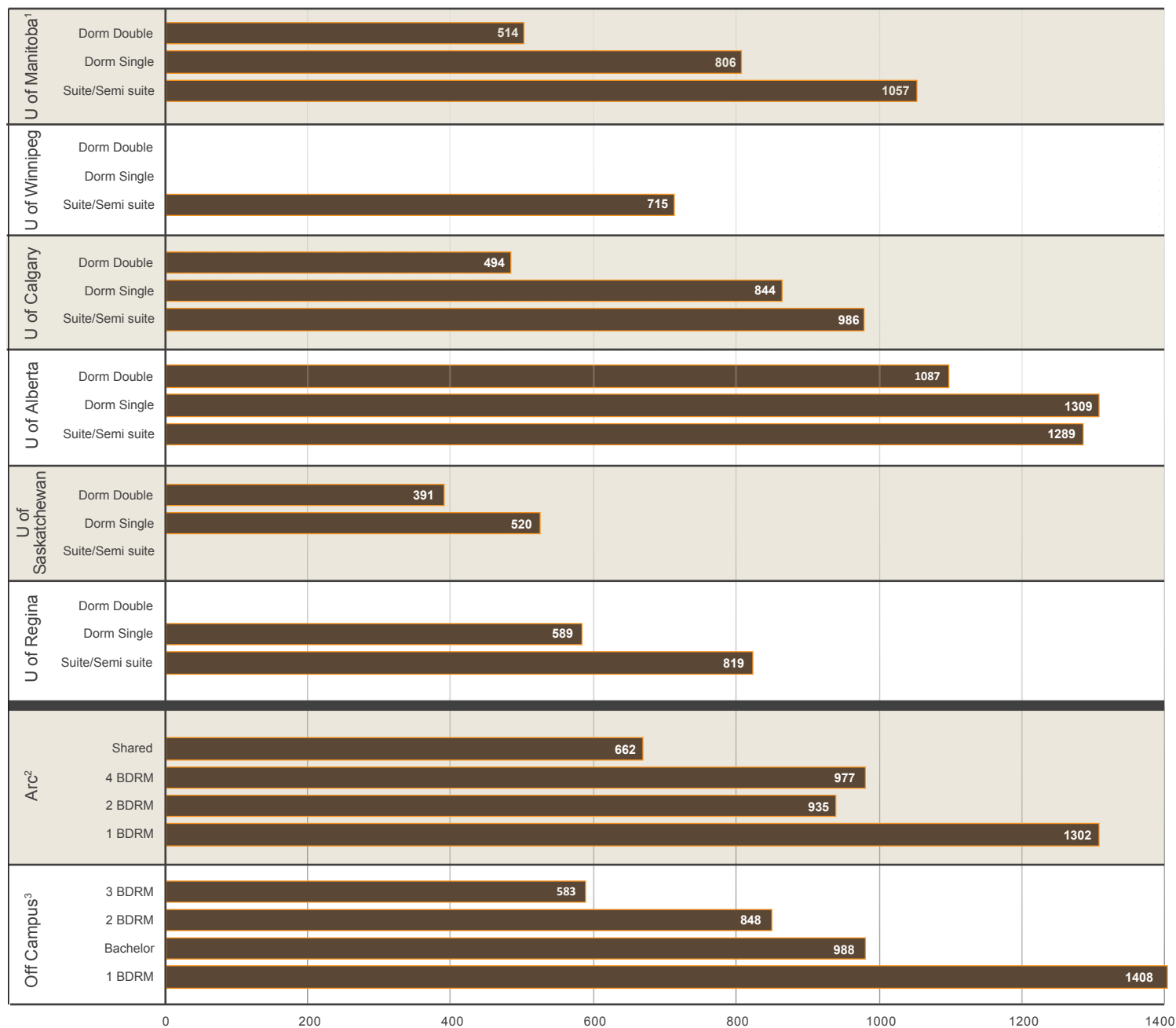
Unit type	Vacancy rate Winnipeg (%)	Room rent rate for Winnipeg (\$)	Vacancy rate Winnipeg (%)	Room rent rate for Winnipeg (\$)	Rent Change (%)
<b>Bachelor</b>	6.4%	\$784	3.1%	\$788	<b>2.6%</b>
<b>1 bedroom</b>	5.2%	\$1,030	2.8%	\$1,056	<b>1.9%</b>
<b>2 bedroom</b>	4.7%	\$1,317	2.5%	\$1,350	<b>1.5%</b>
<b>3+ bedroom</b>	4.4%	\$1,634	3.0%	\$1,675	<b>2.5%</b>

Data collected from the February 2023 CMHC Rental Market Report.



Table 3

## 2022-23 Cost of Living Comparison (monthly cost per person)



<sup>1</sup> Student Residences rates are for a September to April contract only.  
Rates include furniture, all utilities, residence life support and programming/orientations.

<sup>2</sup> Arc student housing rates (2022) include furniture, gas and Internet. Electricity and water not included.  
All units require a 12-month lease.

<sup>3</sup> Rates for off-campus housing are based on a 12-month lease, unfurnished apartments and surveyed properties within an 8 km radius from campus. Rates include estimated utilities (Internet, cable, hydro) and a furniture allowance.

Table 4

## Ancillary Services Business Plan for Student Residences

* In Thousands	Actual 2021	Actual 2022	Projected 2023	Projected 2024	Planned 2025	Planned 2026	Planned 2027	Planned 2028
Regular room session revenues	2,610	4,626	7,844	8,600	8,830	9,066	9,308	9,557
Summer & conference revenues	631	548	1,077	820	836	1,085	1,106	1,128
Other income	200	295	519	545	556	567	578	590
	3,441	5,468	9,440	9,965	10,222	10,718	10,992	11,275
Salaries, benefits and CDI	1,379	1,351	1,519	1,623	1,656	1,689	1,722	1,757
Taxable benefits	174	250	342	351	361	370	380	391
Repairs and maintenance	441	421	570	594	504	513	498	508
Utilities	1,011	1,239	1,370	1,439	1,510	1,586	1,665	1,749
Other operating	734	1,050	1,564	1,595	1,627	1,660	1,693	1,727
Debt servicing	3,377	3,387	3,381	3,380	3,381	3,386	3,385	3,386
	7,118	7,698	8,746	8,982	9,039	9,204	9,344	9,517
Contribution (loss)	(3,677)	(2,229)	694	983	1,183	1,514	1,648	1,758
Capital requirements	450	339	1,391	410	290	1,350	600	4,250
<b>Total</b>	<b>(4,127)</b>	<b>(2,569)</b>	<b>(697)</b>	<b>573</b>	<b>893</b>	<b>164</b>	<b>1,048</b>	<b>(2,492)</b>
Annual room rate increase	5.0%	3.0%	2.0%-3.0%	2.0%-3.0%	2.7%	2.7%	2.7%	2.7%

### Assumptions

All four residences fully operational with no restrictions.

No changes to building inventory. No new residence construction or phasing out of existing buildings.

Room rate increase 2% in older buildings (MSH, UCR) and 3% in newer buildings (PHR, AVM).

5% vacancy rate during academic term. 30% remain in-room during holiday break.

Reduced summer occupancy to accommodate renovations and to ease academic term move-in.

50% in FY24 and FY25, and 75% thereafter.

Other income increase 2% annually. Includes application fees, student life activity fee, laundry revenue and tenant insurance recovery.

Salaries increase 2% annually. Benefits estimated at 15% of salaries and CDI at 1.5%.

Taxable benefits increase 2.7% annually in line with average room rate increases.

Repairs increase 2% annually plus planned non-capital projects.

Utilities increase 5% annually.

All other expenses increase 2% annually.

Debt servicing - As per the debt amortization: AVM to August 2029; PH to 2040.

Capital requirements are based on planned projects from the FY2023 budget submission.



February 21, 2023

The Board Executive Committee considered, via e-poll, the Report from Senate (dated February 1, 2023) that included two items for approval, one item for information and two items for consultation.

Report from Senate (February 1, 2023) (Consent Agenda Item 5.3.2.)

The Committee reviewed and approved the Report of the Senate Committee on Awards (dated December 20, 2022), in addition to proposals from the Asper School of Business (Faculty of Management) to introduce two new undergraduate programs, a Bachelor of Commerce (Honours) in Business Analytics and a Bachelor of Commerce (Honours) in Strategy and Global Management.

The Committee also reviewed the Annual Report of the University Discipline Committee, dated September 1, 2021 to August 31, 2022, in addition to the Undergraduate Admission Targets for 2023-2024. Both items were shared with the Committee for information.

The Request for Temporary Suspension of Admissions to the Post-Baccalaureate Diploma in Engineering, Price Faculty of Engineering and to the Bachelor of Commerce (Honors) Majors in International Business, Leadership and Organization, and Management information Systems, Asper School of Business, was shared with the Committee for consultation.

Laurel Hyde, Chair  
Board Executive Committee



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Report from Senate (February 1, 2023)

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**Items forwarded for approval:**

**Recommended resolution:**

**THAT the Board of Governors approve:**

- A. Report of the Senate Committee on Awards (dated December 20, 2022)
- B. Proposals from the Asper School of Business (Faculty of Management) for:
  - B-1) Bachelor of Commerce (Honours) in Business Analytics
  - B-2) Bachelor of Commerce (Honours) in Strategy and Global Management

**Items forwarded for information:**

- C. Annual Report of the University Discipline Committee, September 1, 2021 – August 31, 2022
  - D. Undergraduate Admission Targets, 2023 – 2024
- 

**ITEM A – for approval (Attachment 1)**

**Report of the Senate Committee on Awards (dated December 20, 2022)**

**Context and Background:**

As provided for in its terms of reference, the Senate Committee on Awards has the responsibility, “[on] behalf of Senate, to approve and inform Senate of all new offers and amended offers of awards that comply with the University of Manitoba’s policy on *Student Awards*.”

At its meeting on December 20, 2022, the Committee approved seven new offers, seven amended offers, and the withdrawal of two offers, as set out in the Report.

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**Resource Requirements:**

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

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**Consultation and Routing to the Board of Governors:**

These award decisions are consistent with the *Student Awards* policy. They were endorsed by the Senate Committee on Awards, on behalf of Senate, at its meeting on December 20, 2022. The Senate Executive Committee and Senate received the Report, for information, at their meetings on January 18 and February 1, 2023, respectively.

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## ITEM B – for approval

### Program proposals from the Asper School of Business (Faculty of Management)

#### B-1) Proposal for a Bachelor of Commerce (Honours) in Business Analytics (Attachment 2)

#### B-2) Proposal for a Bachelor of Commerce (Honours) in Strategy and Global Management (Attachment 3)

#### Context and Background:

The Asper School of Business is proposing to introduce two new undergraduate programs; a Bachelor of Commerce (Honours) in Business Analytics and a Bachelor of Commerce (Honours) in Strategy and Global Management. The proposals are situated in the context of major revisions to the curriculum of the B.Comm.(Hons.) degree approved by Senate in [February 2023](#) that affect several existing majors within the degree. Within that context, the proposed Business Analytics Major would eventually replace the B.Comm.(Hons.) in Management Information Systems and the proposed Strategy and Global Management Major would replace the B.Comm.(Hons.) in International Business and the B.Comm.(Hons.) in Leadership and Organizations.

#### B-1) B.Comm.(Hons.) in Business Analytics:

The program would prepare graduates for employment in business analytics. A rapidly growing field that is critical for efficient and competitive contemporary business operations, business analytics involves making decisions based on business intelligence generated with advanced computing techniques. The program responds to strong demand in the provincial employment market for business analysts, based on a trend analysis in the Government of Canada's Job Bank.

The four-year program would require 120 credit hours, including, in Year 1, 27 credit hours of Foundation Courses plus 6 credit hours of Non-Business Electives (or 3 credit hours of Non-Business Electives and MATH 1300); in Year 2, 30 credit hours of required business and professional skills courses; in Years 3 and 4, 15 credit hours of required business courses, 15 credit hours of courses required for the Major, 12 credit hours of Business Electives, and 15 credit hours of Business or Non-Business Electives, as detailed in section B-5 of the proposal.

Courses required for the Business Analytics Major include, MIS 3020 Programming for Business Analytics and MIS 3500 Database Management Systems, plus any three of: ACC 3010 Data Analytics in Accounting, MIS 3510 Systems Analysis and Design, SCM 3220 Introduction to Business Process Management, SCM 3240 Supply Chain Analytics, MKT 4010 Marketing Analysis.

Projected enrolment for the first intake is twenty-two (22) students. The maximum seat capacity would be forty-five (45) students, which the Asper School anticipates would be met by Year 5.

#### B-2) B.Comm.(Hons.) in Strategy and Global Management:

The program would prepare graduates to analyse and make informed strategic-globalization-related decisions within long-term business organizations that need to think strategically about expanding internationally, including with respect to potential markets as well as sourcing materials and talent.

The four-year program would require 120 credit hours, including, in Year 1, 27 credit hours of Foundation Courses plus 6 credit hours of Non-Business Electives (or 3 credit hours of Non-Business Electives and MATH 1300); in Year 2, 30 credit hours of required business and professional skills courses; in Years 3 and 4, 15 credit hours of required business courses, 15 credit hours of courses required for the Major, 12 credit hours of Business Electives, and 15 credit hours of Business or Non-Business Electives, as detailed in section B-5 of the proposal.

The 15 credit hours required for the Major include: LEAD 4010 Leading Change, SGMT 3060 Strategic Thinking and Cross-Functional Management, SGMT 3070 Current Issues in Strategy and Global Management; and one of GMGT 3010 Management and Decision Making, GMGT 4210 Seminar in Management and Capitalism, LEAD 3010 Negotiation and Conflict Management, LEAD 3020 Team Building and Diversity; and one of FIN 3450 International Finance, MKT 3300 International Marketing, SCM 3230 Global Supply Chains, HRIR 4520 Comparative Industrial Relations and Human Resource Management.

Projected enrolment for the first intake is fifteen (15) students. The maximum seat capacity would be thirty (30) students, which the Asper School anticipates would be met by Year 5.

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### **Resource Requirements:**

The programs would primarily make use of existing courses but would also use several new courses introduced as part of the major curriculum renewal of the B.Comm.(Hons.) degree. The new courses include, for the Business Analytics Major, MIS 3020, SCM 3220, and SCM 3240, and, for the Strategy and Global Management Major, SGMT 3060 and SGMT 3070.

The Faculty would not require additional resources to offer the new Majors, including teaching resources. It is in the process of hiring fourteen new faculty following a recent increase to the enrolment target for the B.Comm.(Hons.) degree. Additionally, faculty members currently teaching courses required in the Management Information Systems Major, including MSCI 2150 Introduction to Management Sciences, would be reassigned to teach courses in the Business Analytics Major. And faculty currently teaching courses required in the International Business and the Leadership and Organizations Majors would be reassigned to teach courses in the proposed Strategy and Global Management Major. These changes are contemplated in the context of the major curriculum renewal, which would involve the removal of MSCI 2150 from the core course requirements of the B.Comm.(Hons.) degree, requiring fewer sections to be scheduled, and given plans for future proposals to close the Management Information Systems Major, the Leadership and Organizations Major, and the International Business Major, the first two of which have been historically undersubscribed.

The University of Manitoba Libraries indicated it can support the proposed programs.

#### B-1) B.Comm.(Hons.) in Business Analytics:

The total cost of delivering the Business Analytics Major would be \$652,951. The program would be funded from the following revenue sources (figures are for Year 4):

- tuition, which would generate \$397,733, assuming an enrolment of 32 students;
- existing resources in the Asper School (\$255,218).

Revenues identified above would be allocated to the items indicated below (figures are for Year 4):

- salary and benefits for existing academic staff (\$236,713), including 0.16 FTE Professors, 1.33 FTE Associate or Assistant Professors or Senior Instructors, and 0.05 Teaching Assistants;
- salary and benefits for existing support staff (\$18,465), including 0.38 FTE AESES Support Staff;
- operating expenses (\$40); and
- administrative overhead (\$397,733).

#### B-2) B.Comm.(Hons.) in Strategy and Global Management:

The total cost of delivering the program would be \$241,191. The program would be funded from the following revenue sources (figures are for Year 4):

- tuition, which would generate \$129,470, assuming an enrolment of twenty-five (25) students;
- existing resources in the Asper School (\$111,721).

Revenues identified above would be allocated to the items indicated below (figures are for Year 4):

- salary and benefits for existing academic staff (\$89,769), including 0.54 FTE Associate or Assistant Professors or Senior Instructors, and 0.05 Teaching Assistants;
  - salary and benefits for existing 0.15 FTE AESES Support Staff (\$21,932);
  - operating expenses (\$20); and
  - administrative overhead (\$129,470).
-

**Connection to the University Planning Framework:**

The proposals are consistent with the University's strategic priority for Inspiring Minds through innovative and quality teaching.

The Senate Planning and Priorities Committee recommends that a high priority level be assigned to the proposals. The Committee observed that the new Major programs would meet the current and future needs of students in the Asper School of Business.

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**Implications:**

Pending approval and implementation of the proposed programs, the Asper School would bring forward individual proposals to close the Management Information Systems Major, the International Business Major, and the Leadership and Organizations Major once all the students enrolled in any of these given Majors had graduated.

Introduction of the proposed Majors would contribute to the Faculty's objectives to offer a contemporary business education to students in the B.Comm.(Hons.) program and to address the needs of employers by preparing students with professional skills required in today's workplace. The Faculty notes in the proposals that many other business schools in the country have already introduced courses and programs in Business Analytics and most offer a Major in International Business and/or Strategy.

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**Consultation and Routing to the Board of Governors:**

Endorsed and recommended to Senate by: Faculty Council of the Faculty of Management (September 24, 2021); Senate Committee on Curriculum and Course Changes (December 1, 2022); Senate Planning and Priorities Committee (August 29, 2022); Senate Executive Committee (January 18, 2023).

Approved and recommended to the Board of Governors by: Senate, February 1, 2023.

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**ITEM C – For information (Attachment 4)**

**C. Annual Report of the University Discipline Committee, September 1, 2021 – August 31, 2022**

**Context and Background:**

The annual report of the University Discipline Committee, for the period September 1, 2021, to August 31, 2022, is attached. The full report, outlining all reported disciplinary cases is available on the University Governance website and is linked at the end of this submission. The Board of Governors has jurisdiction over the discipline of students.

The overall number of incidents in 2021-2022 (n = 1257) increased slightly over the previous year (n = 1219). The rate of offenses was 4.0 per 100 students versus 3.9 per 100 students the previous year.

There were 1127 incidents of academic misconduct involving 931 students and 130 incidents of non-academic misconduct involving 106 students.

Not included in the Report are 57 incidents where outcomes were not yet determined.

Disciplinary authorities provided the following information on significant changes or issues of wider University interest:

- Student Residences noted an increase in the Breach of Student Residence rules despite a reduced capacity, which was attributed to more violations related to Covid-19 capacity limits and wearing masks. An increase in smoking violations was attributed to residents not wanting to leave their rooms because of Covid-19 or the colder than usual winter. An increase in unsanitary conditions was likely due to residents spending more time in their rooms.
- One Disciplinary Authority reported 11 incidents of a failure to comply with previous disciplinary actions. The cases involved students who registered for courses in their Faculty while on disciplinary suspension from taking such courses. The Banner system cannot be used to prevent students from registering for courses in specific units. Therefore, the Unit must review course registrations to identify the students, notify them that they cannot be registered, and remove them from the course before the revision period ends. If the student re-registers, it is considered Non-Academic Misconduct.
- Two Disciplinary Authorities noted a decrease in incidents of Academic Misconduct. Both suggested that the return to in-person learning and changes to assessment strategies may have reduced the opportunities for misconduct.
- A Disciplinary Authority noted a decrease in the number of cases of Academic Fraud, specifically regarding omissions of post-secondary attendance at other institutions. Application processes have been improved, including additional wording to emphasize the importance of declaring all post-secondary attendance and requesting a statement regarding any gap between high school graduation and applying as a high school applicant.
- A Disciplinary Authority noted an increase in Inappropriate Collaboration. The Disciplinary Authority indicated it was not clear whether the increase was the result of incidents being categorized differently compared to previous years, noting that, depending on the case, it can be difficult to determine whether a violation is Inappropriate Collaboration (i.e., students worked together) or Plagiarism (i.e., students copied from the same source).

The report is shared broadly to provide information to assist disciplinary authorities in making decisions on disciplinary matters.

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**Consultation and Routing to the Board of Governors:**

Senate Executive and Senate received the Annual Report, for information, at their meetings on January 18, and February 1, 2023, respectively.

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**ITEM D – for information (Attachment 5)**

**Undergraduate Admission Targets, 2023 – 2024**

**Context and Background:**

The Board policy on *Admission Targets* specifies that it is the President who has authority to approve changes to, or the introduction of, admission targets following consultation and discussion with the dean or director, with Senate and with the Board of Governors, subject to the provisions of the provincial *Programs of Study Regulation*. This list of admission targets for 2023-2024 incorporates the changes approved over the last year, and is provided for the Board's information.

Changes from the previous year's report include increases to the admission targets for the:

- Bachelor of Respiratory Therapy degree, College of Rehabilitation Sciences, from 16 to 20 seats, effective for the 2022 Fall Term.
  - Consultation with the Board occurred at the meeting on: June 28, 2022
  - Approval of the President and Province received on: June 30, 2022; August 22, 2022.
- Bachelor of Nursing degree, College of Nursing, from 280 to 400 seats, effective for the 2022 Fall Term, with the first additional cohort of students to be admitted in the 2023 Summer Term. The change to B.N. admission target was noted but was not captured in the report on Undergraduate Admission Targets, 2021 – 2022, as it had not been formally approved at the time report was provided to Senate and the Board of Governors.
  - Consultation with the Board occurred at the meeting on: May 24, 2022
  - Approval of the President and Province received on: June 1, 2022; December 2021.
- Bachelor of Science in Engineering programs, Price Faculty of Engineering, from 364 to 482 seats, effective for the 2023 Fall Term. The enrolment increase will be phased in over three years, with an initial increase of 30 to 35 seats in the 2023 Fall Term.
  - Consultation with the Board occurred at the meeting on: January 25, 2022
  - Approval of the President and Province received on: March 16, 2022; May 12, 2022.
- Bachelor of Midwifery degree, College of Nursing, from 6 to 8 seats, effective for the 2023 Fall Term.
  - Consultation with the Board occurred at the meeting on: June 28, 2022
  - Approval of the President and Province received on: June 30, 2022; October 19, 2022

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**Consultation and Routing to the Board of Governors:**

Senate Executive and Senate received the report on undergraduate admission targets, for information, at their meetings on January 18, and February 1, 2023, respectively.

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**SUBMISSION PREPARED BY:** University Secretary

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**ATTACHMENT:**

**Item for approval:**

Attachment 1 –

Report of the Senate Committee on Awards (dated December 20, 2022)

Attachment 2 –

Proposal for a Bachelor of Commerce (Honours) in Business Analytics, Asper School of Business (Faculty of Management)

Attachment 3 –

Proposal for a Bachelor of Commerce (Honours) in Strategy and Global Management, Asper School of Business (Faculty of Management)

Attachment 4 –

Covering correspondence from the Chair of UDC re: Annual Report of the University Discipline Committee, September 1, 2021 – August 31, 2022

Note: the full report is available [here](#).

Attachment 5 –

Undergraduate Admission Targets, 2023 - 2024

## 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 revised offers of awards that comply with the Student Awards Policy.

### **Observations**

At its meeting of December 20, 2022, the Senate Committee on Awards approved 7 new offers, 7 revised offers and 2 withdrawals as set out in the *Report of the Senate Committee on Awards (December 20, 2022)*.

### **Recommendations**

On behalf of Senate, the Senate Committee on Awards recommends that the Board of Governors approve 7 new offers, 7 revised offers and 2 withdrawals as set out in the *Report of the Senate Committee on Awards (December 20, 2022)*. These award decisions comply with the Student Awards Policy.

Respectfully submitted,

Dr Jared Carlberg  
Chair, Senate Committee on Awards

## SENATE COMMITTEE ON AWARDS

December 20, 2022

### 1. NEW OFFERS

#### **Anastasia Hacault Agribusiness Scholarship**

In memory of Anastasia Hacault (B.Sc./'07, M.Sc./'11), friends, family and colleagues with DLF Canada established an endowment fund at the University of Manitoba in 2022. The purpose of the fund is to reward and recognize students in the Faculty of Agricultural and Food Sciences who embody the spirit of Anastasia's *joie de vivre*, outgoing nature, dedication to other students, and love of the family farm and agri-food sector. When funds are available, the Manitoba Scholarship and Bursary Initiative may make a contribution to the award. Each year, beginning in 2023-2024, the available annual income from the fund will be used to offer one scholarship to an undergraduate student who:

- (1) has graduated from a Manitoba high school;
- (2) is enrolled full-time (minimum 80% course load) in the second year of study or higher in the Bachelor of Science in Agribusiness program in the Faculty of Agricultural and Food Sciences;
- (3) has achieved a minimum degree grade point average of 3.0; and
- (4) has demonstrated dedication to their fellow students and the agri-food sector through volunteer activities, membership in student councils/groups, and/or other meritorious services.

In order to demonstrate how they meet criterion (4), students must submit a written statement (maximum 500 words).

Preference will be given to a student who graduated from a Manitoba high school outside the city limits of Winnipeg.

If there is no student who meets all of the numbered criteria listed above, the scholarship will be offered to a student who meets criteria (3) and (4) who is enrolled full-time (minimum 80% course load) in the second year of study or higher in the Bachelor of Science in Agriculture (Agronomy, Animal Systems, or Plant Biotechnology) or the Bachelor of Science in Agroecology program.

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

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate) and providing all reasonable efforts have been made to consult, 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. Lytton Smith Bursary**

Through a bequest, Dr. Lytton William Smith (MD/'70) established a trust fund at the University of Manitoba in 2019. The purpose of the fund is to provide financial support to students in the Undergraduate Medical Education program. For one year, in 2022-2023, the available annual income plus any unspent revenue will be used to fund bursaries for students in the

Undergraduate Medical Education program. Each year, beginning in 2023-2024 the available annual income from the fund will be used to offer bursaries to undergraduate students who:

- (1) are enrolled full-time in any year of study in the Undergraduate Medical Education program in the Max Rady College of Medicine;
- (2) are in good standing;
- (3) have demonstrated financial need on the standard University of Manitoba general bursary application.

The selection committee will have the discretion to determine the number and values of bursaries each year.

The Dean of the Max Rady College of Medicine (or designate) will name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate) and providing all reasonable efforts have been made to consult, 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.

#### **Jane and Wayne Stewart Bursary for Women in Engineering**

Jane and Wayne Stewart established an endowment fund with an initial gift of approximately \$100,000 at the University of Manitoba in 2022. The purpose of the fund is to provide financial support to students in the Price Faculty of Engineering. Beginning in the 2024-2025 academic year, the available annual income from the fund will be used to offer one or more bursaries to undergraduate students who:

- (1) identifies as female;
- (2) are enrolled full-time (minimum 60% course load) and have completed 71 – 111 credit hours in any program in the Price Faculty of Engineering;
- (3) have achieved a minimum degree grade point average of 2.0; and
- (4) have demonstrated financial need on the standard University of Manitoba general bursary application form.

The selection committee will have the discretion to determine the number and value of awards offered each year based on the available funds, as outlined in the criteria above.

The selection committee for this award will be the Scholarships, Bursaries and Awards Committee of the Price Faculty of Engineering and will include two members of the Stewart Family.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, 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.

### **John F. Pink Undergraduate Scholarships**

The Price Faculty of Engineering has received a generous endowed gift from the estate of John F. Pink. The purpose of the fund is to reward the academic achievements of a student in any department in the Price Faculty of Engineering. Each year, beginning in 2022-2023, the available annual income from the fund will be used to offer one or more scholarships at a value of \$1,000 to undergraduate students who:

- (1) are enrolled full-time (minimum 80% course load) in the second year of study in the: Biosystems Engineering program, Civil Engineering program, Computer Engineering program, Electrical Engineering program, or Mechanical Engineering program in the Price Faculty of Engineering;
- (2) have achieved the highest entry grade point average in their departmental program; and
- (3) are in good academic standing.

The selection committee will have the discretion to determine the number of awards offered each year based on the available funds, as outlined in the criteria above.

The selection committee will be the Undergraduate Awards Committee in the Price Faculty of Engineering.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate) and providing all reasonable efforts have been made to consult, 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.

### **Postl Scholarship**

Dr. Brian Postl and his brother Mr. Jim Postl along with a community of donors established an annually funded award in the amount of \$118,800 at the University of Manitoba, in honour of Dr. Postl's retirement after 12 years as Dean of the Rady Faculty of Health Sciences. The purpose of the two scholarships is to support Indigenous students entering the Rady Faculty of Health Sciences by helping to improve their overall well being with scholarship support.

Each year, beginning in 2023-2024, one scholarship valued at \$5,000 will be used to offer one entrance scholarship to an undergraduate student who:

- (1) has self-declared as First Nations, Métis, or Inuit person from Canada;
- (2) has been admitted to the first year of the Undergraduate Medical Education Program in the Max Rady College of Medicine;
- (3) has ranked high on the Admission Composite Score; and
- (4) has demonstrated community engagement.

Each year, beginning in 2023-2024, one scholarship valued at \$5,000 will be used to offer one entrance scholarship to an undergraduate student who:

- (1) has self-declared as First Nations, Métis, or Inuit person from Canada;
- (2) has been admitted to the first year of any degree program in one of the following faculties:
  - (a) Dr. Gerlad Niznick College of Dentistry;
  - (b) College of Nursing;

- (c) College of Pharmacy; or
  - (d) College of Rehabilitation Sciences;
- (3) has achieved the highest admission grade point average upon entrance into their degree program with a minimum degree grade point average of 3.5; and
- (4) has demonstrated community engagement.

In order to demonstrate how they meet criterion (4), candidates must submit a statement (maximum 500 words) that includes a brief description of their community engagement and include how this scholarship would improve their current overall well being.

The scholarships will be offered until the fund is fully exhausted. The value of the award may be adjusted in the final year to ensure that the fund is exhausted.

The Vice-Provost (Health Sciences) and Dean of the Rady Faculty of Health Sciences (or designate) will ask the Vice Dean Education for the Rady Faculty of Health Sciences (or designate) to chair the committee, which will include the Vice Dean, Indigenous for the Rady Faculty of Health Sciences (or designate) and one representative from each of the Colleges.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, 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.

### **SAB Bursary**

Lloyd and Moira Frankenberger generously established an endowment fund at the University of Manitoba in 2022. The purpose of the fund is to provide financial support to nursing students in the College of Nursing. The bursary is named after their children: Susan (BComm./'88), Allan (BComm./'90), and Bonnie (BN/'08, BA/'97). Each year, beginning in 2023-2024, 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 or higher in the Bachelor of Nursing program at the University of Manitoba;
- (2) has achieved a minimum degree grade point average of 2.5; and
- (3) has demonstrated financial need on the standard University of Manitoba general bursary application form.

The award is not renewable but previous recipients can hold the award more than once.

The College of Nursing Awards Committee will be the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate) and providing all reasonable efforts have been made to consult, 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.

### **ft3 Architecture Landscape Interior Design Bursary**

The ft3 Architecture Landscape Interior Design Endowment Fund was established through The Winnipeg Foundation to financially support students who self-declare as Canadian Indigenous or a racialized person who are enrolled in the Faculty of Graduate Studies in the Department of Landscape Architecture or Department of Interior Design in the Faculty of Architecture. Each year, beginning in 2022-2023, The Winnipeg Foundation will report the available earnings from the fund to Financial Aid and Awards at the University of Manitoba to offer one bursary to a graduate student who:

- (1) is a Canadian citizen or permanent resident;
- (2) has either:
  - (a) self-declared as a First Nations, Métis or Inuit person from Canada; or
  - (b) self-declared on the University of Manitoba supplemental bursary application form as a racialized person\*;
- (3) is enrolled full-time in any year of study in the Faculty of Graduate Studies in the Master of Landscape Architecture, Master of Architecture or Master of Interior Design; or in the PhD in Design and Planning Program; and
- (4) has achieved a minimum grade point average of 3.0 based on the last 60 credit hours (or equivalent) of study; and
- (5) has demonstrated financial need on the standard University of Manitoba general bursary application.

\*Racialized Groups include: Biracial / Multiracial, Black, East Asian, Indigenous, Middle Eastern or Arab, Hispanic, Latino/a, Latin American, Pacific Islanders, South Asian, and Southeast Asian.

In the event that there are no students who meet all of the numbered criteria, the bursary will be offered to a student who meets criteria (2), (3), (4) and (5).

The Dean of the Faculty of Architecture (or designate) will 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. Any future modifications that may be necessary due to changed conditions will require complete consultation with The Winnipeg Foundation.

## **2. AMENDMENTS**

### **Centennial Scholarship and Bursary in Physics**

The following amendments were made to the terms of reference for the Centennial Scholarship and Bursary in Physics:

- The preamble was revised to:

In celebration of its centennial, the Department of Physics and Astronomy established an endowment fund at the University of Manitoba in the amount of \$260,000 in 2006. The purpose of this fund is to provide both scholarship and bursary support to students in the undergraduate Physics program offered by the Faculty of Science.
- The numbered criteria were revised to:



### **Centennial Bursary in Physics**

**Award # 25274**

Each year 40% of the available annual income will be used to offer one or more bursaries to undergraduate students who:

- (1) are enrolled full-time (minimum 60% course load) in a Major or Honours program in the Department of Physics and Astronomy in the Faculty of Science;
- (2) have achieved a minimum degree grade point average of 3.0; and
- (3) have demonstrated financial need on the standard University of Manitoba general bursary application form.

### **Centennial Scholarship in Physics**

**Award #25275**

Each year, 60% of the available annual income will be used to offer one or more scholarships to undergraduate students who:

- (1) have completed at least one year of full-time study (minimum 80% course load) at the University of Manitoba;
  - (2) are currently enrolled full-time (minimum 80% course load) in any degree program in the Faculty of Science;
  - (3) have achieved a minimum degree grade point average of 3.5; and
  - (4) in the next ensuing academic session, are registered full-time (minimum 80% course load) in any of the Major or Honours programs in the Department of Physics and Astronomy in the Faculty of Science.
- The following paragraph was revised to:  
The selection committee will have the discretion to determine the number and value of the awards offered each year based on the available funds, as outlined in the criteria above.
  - The selection committee paragraph was revised to:  
The Dean of the Faculty of Science (or designate) will ask the Head of the Department of Physics and Astronomy (or designate) to name the selection committee for these awards.

### **Charles H. Thomsen Scholarship in Landscape Architecture**

The following amendments were made to the terms of reference for the Charles H. Thomsen Scholarship in Landscape Architecture:

- The preamble was revised to:  
In honour of Professor Charles H. Thomsen and his career-long contributions to the Department of Landscape Architecture, his colleagues, friends, family, graduates and students established an endowment at the University of Manitoba. The fund will be used to offer a scholarship for students in the Department of Landscape Architecture who are involved with a community outreach project. The Manitoba Scholarship and Bursary Initiative has made a contribution to the fund. Each year, the available annual income from the fund will be used to offer one or more scholarships to students who:
- The numbered criteria were revised to:
  - (1) are enrolled either:

- (a) full-time (minimum 80% course load) in the Faculty of Architecture, in the Bachelor of Environmental Design program (Landscape and Urbanism Option), or
- (b) full-time in the Faculty of Graduate Studies in any year of the Master of Landscape Architecture program;
- (2) have achieved either:
  - (a) as an undergraduate student, a minimum degree grade point average of 3.5; or
  - (b) as a graduate student, a minimum grade point average of 3.0 based on the last 60 credit hours (or equivalent) of study; and
- (3) have submitted the best statement of intent (maximum 500 words) outlining the objectives for a community outreach project related to landscape architecture or environmental design.
- The selection committee paragraph was revised to:
 

The Dean of the Faculty of Architecture (or designate) will ask the Head of the Department of Landscape Architecture (or designate) to name the selection committee which will include one representative of the Thomsen family. If a graduate student is selected, the results will be reported through the Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate).
- The standard Board of Governors statement was added.

### **David and Evelyn Friesen Scholarship**

The following amendments were made to the terms of reference for the David and Evelyn Friesen Scholarship:

- The preamble was revised to:
 

Dr. David and Mrs. Evelyn Friesen established an annually funded scholarship at the University of Manitoba. The purpose of the scholarship is to recognize students from rural areas entering the University of Manitoba. The award received a new commitment from the Friesens in 2022 for a four year term to end in 2026-2027. Each year, beginning in 2023-2024, one scholarship valued at \$1,000 will be offered to an undergraduate student who:
- The numbered criteria were revised to:
  - (1) has graduated from a high school in rural Manitoba\*;
  - (2) is enrolled full-time (minimum 80% course load) in the first year of study in University 1 or any direct entry program offered by any faculty, college, or school at the University of Manitoba; and
  - (3) has achieved a minimum average of 85% on those high school courses considered for admission.
- The following paragraph was added:
 

\*For the purposes of this award, rural Manitoba is defined as outside of the census metropolitan areas of the province (as defined by Statistics Canada).
- The selection committee paragraph was revised to:
 

The Associate Registrar and Director, Financial Aid & Awards (or designate) will name the selection committee for this award.

- The standard Board of Governors statement was added.

### **Easton I. Lexier Award for Community Leadership**

The following amendments were made to the terms of reference for the Easton I. Lexier Award for Community Leadership:

- The preamble was revised to:  
Family and friends established an award to celebrate Easton I. Lexier's 50 years of service to his company, his profession, and the community. The Manitoba Scholarship and Bursary Initiative made a contribution to this fund. This award was established to recognize a student who demonstrates leadership through academic achievements and involvement in community or civic affairs. This award was first awarded in 1998, on the 50th anniversary of his graduation. Each year, the available annual income will be used to offer one scholarship valued at a minimum of \$3,000 to an undergraduate student who:
- The numbered criteria were revised to:
  - (1) is enrolled full-time (minimum 80% course load) in the third year of study in any degree program in the Price Faculty of Engineering;
  - (2) has achieved a minimum degree grade point average of 3.0; and
  - (3) has demonstrated leadership and involvement in the community, civics, or student government.
- The paragraph following the numbered criteria was revised to:  
In order to demonstrate how they meet criterion (3) above, students will be asked to submit a written statement (maximum 500 words). The selection committee will favour breadth of involvement, number of years of service and level of responsibility.
- The selection committee paragraph was revised to:  
The selection committee will be the Scholarship, Bursaries and Awards Committee of the Price Faculty of Engineering.
- The standard Board of Governors statement was added.

### **Jennifer M. Shay Scholarship**

The following amendments were made to the terms of reference for the Jennifer M. Shay Scholarship:

- The preamble was revised to:  
The family and friends of Jennifer Shay, O.C., Ph.D., Prof. Emerita, established an endowment fund at the University of Manitoba in 1993 to honour this outstanding faculty member who died in 2018. The purpose of the fund is to stimulate graduate field studies in Botany and Ecology in the Faculty of Science at the University of Manitoba. The Manitoba Scholarship and Bursary Initiative made a contribution to this fund.  
Each year, the available annual income from the fund will be used to offer one or more scholarships to graduate students who:
- The numbered criteria were revised to:
  - (1) are enrolled full-time in the Faculty of Graduate Studies in a Masters or Ph.D.

- program offered through the Department of Biological Sciences;
  - (2) have achieved a minimum grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study; and
  - (3) have demonstrated exemplary research in the area of field Botany or field Ecology;
- The paragraph following the numbered criteria was added:
 

In order to demonstrate how they meet criterion (3), candidates will be required to complete a Department of Biological Sciences graduate scholarship application form.
- The selection committee paragraph was revised to:
 

The Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate) will ask the Head of the Department of Biological Sciences (or designate) to name the selection committee for this award.
- The standard Board of Governors statement was added.

### **Stefansson Award in Plant Science**

The following amendments were made to the terms of reference for the Stefansson Award in Plant Science:

- The preamble was revised to:
 

The Canola Council of Canada offered a gift from the McAnsh award of \$10,000 to establish an award in honour of Dr. Baldur Stefansson at the University of Manitoba. Dr. Stefansson made an outstanding contribution to the canola industry in plant breeding. Each year, 70% of the available annual income from the fund will be used to offer one or more scholarships to undergraduate students who:
- The numbered criteria were revised to:
  - (1) have graduated from a Manitoba high school;
  - (2) are registered full-time (minimum 80% course load) in their third year or higher of study in Agroecology, Agronomy or Plant Biotechnology programs in the Faculty of Agricultural and Food Sciences at the University of Manitoba; and
  - (3) have achieved a minimum degree grade point average of 3.5.
- The following paragraph was added:
 

The selection committee will have the discretion to determine the number and value of awards offered each year as outlined above, based on the available annual income from the fund.
- The paragraph following the numbered criteria was revised to:
 

In the event that there are no students who meet all of the numbered criteria, the scholarship will not be awarded in that year.
- The selection committee paragraph was revised to:
 

The selection committee will be the Awards Committee of the Faculty of Agricultural and Food Sciences.
- The standard Board of Governors statement was added.

## **Stephen and Alison Philips Bursary in Environmental Studies**

The following amendments were made to the terms of reference for the Stephen and Alison Philips Bursary in Environmental Studies:

- The preamble was revised to:

Dr. Stephen Philips and his wife, Alison, established annually funded bursaries in their name at the University of Manitoba in 2002. The purpose of the fund is to provide financial support to students in the Clayton H. Riddell Faculty of Environment, Earth, and Resources. Dr. and Mrs. Philips will provide an annual contribution of \$14,000 to offer encouragement and financial assistance to both graduate and undergraduate students in the area of environmental studies.
- The numbered criteria were revised to:

Each year, 30% of the available annual income will be used to offer two bursaries to undergraduate students who:

  - (1) are enrolled full-time (minimum 60% course load) in the second year of study or higher, in a major or honour's program in Environmental Science;
  - (2) have achieved a minimum degree grade point average of 3.0 on all courses completed to date; and
  - (3) have demonstrated financial need on the standard University of Manitoba general bursary application form.

Each year, 70% of the available annual income will be used to offer two bursaries, to graduate students who:

  - (1) are enrolled full-time in the Faculty of Graduate Studies at the University of Manitoba, in a Master's or Ph.D. program at the Natural Resources Institute;
  - (2) have achieved a minimum grade point average of 3.0 based on the last 60 credit hours (or equivalent) of study; and
  - (3) have demonstrated financial need on the standard University of Manitoba general bursary application form.
- The following paragraph was added:

If a graduate student is selected, the results will be reported through the Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate).
- The selection committee paragraph was revised to:

The Dean of the Clayton H. Riddell Faculty of Environment, Earth, and Resources (or designate) will name the selection committee for this award.
- The standard Board of Governors statement was added.

### 3. WITHDRAWALS

**Alexander H. Cottick Bursary in Restorative Dentistry**

At the request of the donor.

**Alexander H. Cottick Scholarship in Restorative Dentistry**

At the request of the donor.

## Application

**NEW PROGRAM OF STUDY**

Under The Advanced Education Administration Act

Universities and colleges requesting approval for a **new** program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

**UM INTERNAL REQUIREMENTS:**

1. Following unit approval\* please submit the complete proposal electronically (.pdf single file) to both the Office of the Provost & Vice-President (Academic) and, for:
  - Undergraduate Programs:** Office of the University Secretary (for Senate submission deadlines visit <http://umanitoba.ca/admin/governance/meetings/index.html>). Please also submit a **hard copy** version to the Office of the Secretary to their office as well.
  - Graduate Programs:** Faculty of Graduate Studies (for timelines visit [http://umanitoba.ca/faculties/graduate\\_studies/admin/program\\_approval\\_timeline.html](http://umanitoba.ca/faculties/graduate_studies/admin/program_approval_timeline.html)).
  - ALL Programs:** as preparation for submission to MET, please submit a .docx file of the proposal, an .xlsx file of the Financial Support Form and a .pdf file of all other supporting documents (letters of support, external reviews, etc.). Please date stamp these files for ease of tracking should any changes result from the Senate approval process and submit directly to the Provost's Office.
2. Along with the information requested in the proposal template, please **append** details on the following:
  - a) **MEDT /SPPC Financial Support Form** [available through the Office of the Provost & Vice-President (Academic)] This form requires the signature of the Financial Planning Office. Please contact Giselle Martel, Executive Director, Financial Planning and Budgeting, for direction on completion of the form. Approval of the financial support form does not signify approval of any funding requests, either internally or from the province. Confirmation of resource availability and allocation of any new funds will be determined by the Provost at time of implementation.
  - b) **Admission and/or transfer criteria** for the proposed program.
  - c) **Course details** for required coursework, including title, course number, credit hours and calendar description. Highlight any proposed new courses and attach:
    - Undergraduate Programs:* for SCCC Program and Course Change forms, as applicable, visit <http://umanitoba.ca/admin/governance/forms/index.html>
    - Graduate Programs:* for course change forms visit [http://umanitoba.ca/faculties/graduate\\_studies/admin/course\\_changes.html](http://umanitoba.ca/faculties/graduate_studies/admin/course_changes.html)
  - d) Any **new academic regulations** for the program that are not currently addressed in existing faculty/college/school requirements.
  - e) **Letters of support** from internal units that may be impacted by the proposed new program and any external letters of support as outlined below.
  - f) **Library statement** of support.
  - g) Where applicable, a **transition plan** for current students entering the new program.
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, at [Cassandra.Davidson@umanitoba.ca](mailto:Cassandra.Davidson@umanitoba.ca) in the Office of the Provost and Vice-President (Academic).



**University  
of Manitoba**

\*Note: the complete proposal, including all appendices, and associated program and course forms, should be submitted to departmental (as appropriate) and faculty/college/school approving bodies for review and approval, prior to submission to the Office of the University Secretary.

Revised December 2019.

**SECTION A – PROPOSAL DETAILS**

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: **Interdisciplinary Management, Asper School of Business**

If program is a joint program, list all participating institutions and the roles of each in delivering the proposed program:  
**None**

Program name: **Business Analytics**

Credential awarded: **Bachelor of Commerce (Honours) in Business Analytics**

Funding request: **None**

*Office Use Only*

One-time funding: \_\_\_\_\_

On-going funding: \_\_\_\_\_

Proposed start date: **September 2023**

List any critical issues that may impact the start date of the program: If our proposal is not approved by any of the approving bodies with a request for revision of the proposal, that could delay the start date.

**UM INTERNAL REQUIREMENT:** Name of Person(s) responsible for the Program internally (please include contact information):

Robert Biscontri  
Associate Dean, Undergraduate and International Programs  
Asper School of Business  
University of Manitoba



## SECTION B – PROGRAM DESCRIPTION AND DELIVERY

### **B-1 Provide a general description of the program and its objectives:** *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

Students in the Bachelor of Commerce (Honours), offered by the Asper School of Business, currently have the ability to major in several disciplines. As part of the School's current initiative to renew the curriculum, we wish to add a new major – Business Analytics. This major replaces the Management Information Systems major that has seen a drop in enrolment as it has not been able to keep up with the fast-moving technological changes in business. The current Management Information Systems major will cease admitting students in favour of this new program.

Business Analytics is the application of data analysis, statistical models, and other quantitative methods to solve business problems. It involves the exploration of an organization's data using an iterative approach with an emphasis in statistical and visual analysis to drive decision making. Business Analytics is a rapidly growing field in business. Making decisions based on business intelligence generated with advanced computing techniques is critical for efficient and competitive business operations nowadays. As per the Government of Canada's Job Prospects, Dec 2019, the employment prospects for Business Analysts are at the highest level for most Provinces and Territories. An in response to this many other Canadian universities such as University of Ottawa and the University of Calgary already have B. Comm programs with Business Analytics majors.

The Undergraduate Curriculum Review Committee sought feedback through consultations with business and student groups. Consultations were conducted through focus groups, surveys and town hall meetings and were targeted to specific groups to allow better feedback. These groups broadly included the business community, alumni, students, faculty, and staff. Based on the feedback collected and analysis of historical enrolment in the MIS major, it was determined there was a need for a major dedicated to Business Analytics. A specialized Business Analytics Group is formed consisting of faculty who teach and have expertise in the area, and was tasked with creating a major that would serve the needs of students as well as the Province of Manitoba.

Students will enter the program via Direct Entry from high school, or through advanced entry after completing 24 credit hours of foundation courses. Years 1 and 2 are the same for all students and in Year 3 students will start courses towards the major. In Years 3 and 4 students will complete the requirements of the major. The program is designed so that students are not precluded from taking a second major of their choice from those offered by the school. The major itself consists of five 3-credit hour courses (15 credit hours). Two of these courses are required, the other three are selected from a list of five courses offered by various departments, helping students to specialize in varying aspects of Business Analytics. This major will not add any credit hours to the B. Comm. (Hons) program. Students will have the ability to obtain the major within the 120 credit hours required for the degree.

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### **B-2 Length of Program:** *(Define the length of the proposed program using measures appropriate to the schedule and delivery format. This will include total course credits and weeks/months, and, where relevant, hours and semesters of instruction)*

Length of program: 4 years, 120 credit hours

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### **B-3 Intended outcomes of the program:**

- B-3.1 Describe how this program serves and advances the academic, cultural, social and economic needs and interests of students and the province:

This major addresses the need of local and national employers in this specific area. In response to this demand, many Canadian schools have already introduced courses and majors in Business Analytics and the Asper School is late to the game. Some universities even have full degree programs in this discipline. If the Asper School does not include this major, it will be left far behind and we will not be meeting the needs of the employment market.

B-3.2 Describe the existing and anticipated post-secondary learning needs of students in Manitoba that this program addresses and responds to:

In response to the learning needs of students in business, an increasing number of Canadian business schools are adding the Business Analytics major to their curriculum (e.g., UBC, UCalgary, McGill, and UOttawa). A survey of current Asper students conducted by Asper's Undergraduate Curriculum Review showed that 75% of respondents consider addition of this major a positive change to our program.

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#### B-4 Mode of Delivery

B-4.1 Provide the total program length through **one** of the following measures:

Program length is 120 credit hours

B-4.2 What proportion of the total program length (as indicated above) can be completed through the two following modes of delivery? *(Note that one or both selections can be offered up to the total program length.)*

There will be no limit on the number of credit hours that can be completed online. Students will be able to complete as many online course offerings (including required and elective courses) as are available.

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**B-5 Provide an overview of the suggested progression of courses on a year-by-year basis for the program from start to maturity.** *(Course level detail is not necessary, however, please include credit hours/contract hours, proportion of upper level courses, clinical placements or practicums, or subject area requirements where applicable)*

Students will enter the program via Direct Entry from high school, or through advanced entry after completing 24 cr of foundation courses. Years 1 and 2 are the same for all students and will consist of the 24 credit hours of foundation courses as well as 30 credit hours of core business courses. In Year 3-4 students will complete courses towards the major and also complete and additional 12 credit hours of business electives as well as another 18 credit hours of business or non-business electives. In Year 4 students will also be required to complete one course in business law as well as the capstone strategic management course.

**UM INTERNAL REQUIREMENT:** please complete the chart below to provide an overview of suggested progression through the program (indicate pre-requisites and related credit hours). Outline options for specializations within this program [minor(s) and/or concentration(s)].

The B. Comm (Hons) in Business Analytics requires students to complete the following:

Foundational Courses	- 24 credit hours (these are also admission requirements for Advanced Entry students)
Business Core	- 51 credit hours (48 credit hours for students admitted in September 2023)*
Courses for the Major	- 15 credit hours
Business Electives	- 12 credit hours
Business or Non-Business Electives	- 18 credit hours (21 credit hours for students admitted in September 2023)*
Total	- 120 credit hours

\* IDM 2010 is being introduced in the Business Core starting September 2024. Students admitted in September 2023 will take 3 credit hours of a Business or Non-Business elective instead.

The below shows the recommended year-wise progression of courses in the Business Analytics program.

<b>Year 1</b>		<b>Hours</b>
<u>ECON 1010</u>	Introduction to Microeconomic Principles	3
<u>ECON 1020</u>	Introduction to Macroeconomic Principles	3
MATH 1524	Mathematics for Management and Social Sciences <sup>1</sup>	3
Select 3 credit hours from:		3
<u>STAT 1000</u>	Basic Statistical Analysis 1	
<u>STAT 1150</u>	Introduction to Statistics and Computing	
Select 6 credit hours of Non-Business Electives or 3 credit hours Non-Business Electives plus <u>MATH 1300</u> <sup>1,2</sup>		6
Select 3 credit hours of Written English "W" <sup>3</sup>		3
Select 3 credit hours of Non-Business Electives		3
<u>GMGT 1010</u>	Business and Society	3
<u>GMGT 2070</u>	Introduction to Organizational Behaviour <sup>4</sup>	3
<u>MKT 2210</u>	Fundamentals of Marketing <sup>4</sup>	3
<b>Hours</b>		<b>33</b>
<b>Year 2</b>		
<u>ACC 1100</u>	Introductory Financial Accounting	3
<u>ACC 1110</u>	Introductory Managerial Accounting	3
<u>ENTR 2030</u>	Introduction to Entrepreneurship: Business and Social Perspectives	3
FIN 2010	Introduction to Finance <sup>5</sup>	3
GMGT 1000	Writing Skills for Business	1.5
<u>GMGT 2010</u>	Business Communications <sup>6</sup>	3
<u>HRIR 2440</u>	Human Resource Management	3
IDM 1010	Communication for Career Management	1.5
IDM 1020	Data Software for Business	1.5
IDM 2020	Introduction to Business Analytics <sup>7</sup>	3

SCM 1000	Introduction to Project Management <sup>8</sup>	1.5
SCM 2160	Operations Management	3
<b>Hours</b>		<b>30</b>
<b>Year 3</b>		
IDM 3010	Sustainable Business	3
SGMT 2200	Global Management	3
<b>Hours</b>		<b>6</b>
<b>Years 3-4</b>		
MIS 3020	Programming for Business Analytics	3
MIS 3500	Database Management Systems	3
Select 9 credit hours from the following:		9
ACC 3010	Data Analytics in Accounting	
MIS 3510	Systems Analysis and Design	
MKT 4010	Marketing Analytics	
SCM 3220	Introduction to Business Process Management	
SCM 3240	Supply Chain Analytics	
Select 12 credit hours of Business Elective courses <sup>9</sup>		12
Select 18 credit hours of Business or Non-Business Electives <sup>10</sup>		18
<b>Hours</b>		<b>45</b>
<b>Year 4</b>		
<u>GMGT 3300</u>	Business Law	3
<u>GMGT 4010</u>	Administrative Policy <sup>11</sup>	3
<b>Hours</b>		<b>6</b>
<b>Total Hours</b>		<b>120</b>

<sup>1</sup> MATH 1524 is the preferred MATH course for Asper students. Students who have completed one of (MATH 1230 or MATH 1500 or MATH 1510 or the former MATH 1520) but not MATH 1524 are required to complete MATH 1300 ( or MATH 1310) for admission and degree requirements. Finance majors who have not completed MATH 1524 must complete either MATH 1300 (C) (or MATH 1310 (C)).

- <sup>2</sup> 6 credit hours of any Non-Business course Electives at the 1000 level or higher. If MATH 1524 was not completed, then MATH 1300 is required to meet degree requirements and should be taken as one of the Non-Business Electives. Finance majors should take STAT 2000 as one of the Non-Business Electives. Actuarial Mathematics majors should take MATH 1700 as one of the Non-Business Electives. Indigenous Business Studies Majors should take INDG 1220 and/or INDG 1240 as a Non-Business Elective(s). See Major descriptions for full details, including minimum required grades for Major courses.
- <sup>3</sup> Choose any course from the list of approved Written English Courses, with the exception of ARTS 1110, GMGT 1010 and GMGT 2010.
- <sup>4</sup> GMGT 2070 and MKT 2210 can be taken in Year 2 if entering with 24 credit hours.
- <sup>5</sup> The former FIN 2200 may be substituted for FIN 2010.
- <sup>6</sup> It is highly recommended that all students take GMGT 1000 prior to GMGT 2010. Non-Asper students officially pursuing a Management Minor or in programs in which GMGT 2010 is mandatory or an elective may take GMGT 2010 without the GMGT 1000 prerequisite, with departmental permission.
- <sup>7</sup> IDM 2020 or the former MIS 2000 or MSCI 2150 if completed before Fall 2023 (but not both). IDM 2020 with a grade C or higher is required to graduate with a Business Analytics Major.
- <sup>8</sup> The former SCM 3280 may be substituted for SCM 1000.
- <sup>9</sup> Major and Business Electives must total 27 credit hours. Business Electives must be at the 2000 Level or higher. See Major descriptions for full details
- <sup>10</sup> A minimum of 9 credit hours of Business Electives or Non-Business Elective courses must be at the 2000 level or higher; the remaining must be at the 1000 level or higher.
- <sup>11</sup> For Asper students following the curriculum prior to September 2023, the prerequisite of GMGT 4010 will be: Year 4 and [FIN 2200 (D), SCM 2160 (D) and ACC 1110 (D)]. Such students will have to contact an Asper Program Advisor for permission.

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## **B-6 Will the program be available for part-time study?**

Yes.

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## **B-7 Indicate if this program will have a cooperative education, work placement, internship or practicum component and provide any relevant details:**

Yes. The Co-Operative education option is available for this program. The co-op option will require students to complete three work terms for a total of 12 months of internship.

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## **B-8 Intake Information:**

B-8.1 Projected enrolment for the first intake: 22

B-8.2 Maximum seat capacity (*Defined as first-year enrolment capacity*):45 students

B-8.3 Anticipated date of maturity: September 2027

**UM INTERNAL REQUIREMENT:** please indicate the projected enrolment and graduates for the first 5 years of the program.

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
Enrolments	22	22	30	32	45
Graduates			9	20	26

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**C-1 Describe how this new program aligns with the strategic plans of your institution:**

One of the values in the Asper School’s Values in its Strategic Plan is – Agility - Remaining on the forefront of knowledge creation, and preparing graduates to be innovative change agents in a dynamic global business environment. The Business Analytics major is consistent with that value as it responds to the needs of the local employer market.

It is also aligned with the university’s strategic priority – Inspiring Minds through innovative and quality teaching - Maintain and sufficiently support an appropriate range of liberal arts, science and professional programs for Manitoba’s research university in the context of stable or diminishing resources. The Business Analytics major is innovative and prepared students better for the professional career they will be pursuing following graduation.

**C-2 Outline the internal approval process (i.e. committees, governing bodies) for approving this new program of study within your institution and indicate any dates of decision.** *(Governing Council, Board of Governors, Board of Regents, Senate, other)*

**UM INTERNAL REQUIREMENTS:** Please note date(s) of Faculty/College/School Approval. Approval dates through the governing bodies will be inserted by the Provost’s Office prior to submission to government.

**UM Undergraduate Programs:**

<u>Decision-Making Body</u>	<u>Date of Approval</u>
Faculty/College/School	Sept 24, 2021
SCCC	_____
SPPC	_____
SCADM <i>(if applicable)</i>	_____
SCIE <i>(if applicable)</i>	_____
Senate Executive	_____
Senate	_____
Board of Governors	_____

**UM Graduate Programs:**

<u>Decision-Making Body</u>	<u>Date of Approval</u>
APC <i>(preliminary review)</i>	_____
External Review	_____
PGC	_____
FGS Executive	_____
FGS Faculty Council	_____
SPPC	_____
Senate Executive	_____
Senate	_____
Board of Governors	_____

**C-3 Responsibility to consult**

c-3.1 If this program subject to mandatory review or approval by organizations external to the institution *(such as regulatory bodies, Apprenticeship Manitoba, etc.)*, please describe any consultation processes and provide copies of reports or letter from these organizations providing support:

The proposed major does not have any accreditation requirements.

C-3.2 What agencies, groups, or institutions have been consulted regarding the development of this program?

*Note: this includes any consultation with internal UM units, academic or otherwise.*

Local business community, Asper student body, Asper faculty and staff.

C-3.3 How have students and faculty been informed of the intent to establish this program?

Once Senate and the Province have approved the major, students will be informed via email, social media, Asper website, B. Comm Program Guide, undergraduate program office staff, etc.

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**C-4 List any similar programs offered in Manitoba:** *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

*Note: this includes any programs currently offered at UM.*

The Faculty of Science at the University of Manitoba offers a program in Data Science. The focus of that program is on the statistical and algorithmic computing aspects of data analytics. The Asper School's Business Analytics program, however, focuses on what business intelligence to use, how to generate it, and most importantly how to make informed business decisions that are based on intelligence gathered from data analytics. The overlap of the Asper School's Business Analytics program with the Data Science program of the Faculty of Science is small. The Faculty of Science has been consulted and it has provided a Statement of Support for the Business Analytics major proposed by the Asper School.

Likewise, the University of Winnipeg offers a Data Science Stream in its Statistics undergraduate degree. The focus of this stream is on data analysis using statistical and mathematical models aided by computer science. In contrast, the Asper School's Business Analytics program is more application-oriented with a focus on business decision-making that is based on business intelligence.

RRC Polytech offers a Business Analyst certificate program. Business Analyst has a strong technical orientation and focuses on extracting information from data whereas Business Analytics has a strong business application orientation with a focus on making informed business decisions that are based on business intelligence.

All relevant departments in the Faculty of Science have been consulted and have provided Statements of Support for the Business Analytics major proposed by the Asper School.

C-4.1 Describe any specific laddering, articulation and/or credit transfer options for students that are anticipated in this program in Manitoba.

None.

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**C-5 List any similar programs offered in Canada:** *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

Many reputable business schools in Canada offer a major in Business Analytics (e.g., UBC, UCalgary, McGill, and UOttawa).

C-5.1 Describe any specific laddering, articulation and/or credit transfer options for students that are anticipated in this program in Canada.



None.

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**C-6 Describe the current and projected labour market demands in Manitoba for graduates of this Program:**

*(Provide such information as probable employment destinations or further educational opportunities available to graduates of this new program of study. Attach any formal reports such as those from Associations, Statistics Canada, Sector Councils, Industry or Regulators.)*

Canada is expected to have a shortage of business data analysts. This major hopes to alleviate that shortage to some extent.

<https://financialpost.com/personal-finance/business-essentials/canada-will-likely-have-a-shortage-of-workers-in-this-lucrative-field-heres-how-you-can-jump-in>

Moreover, this problem meets the challenges presented in Manitoba's Skills, Talent and Knowledge Strategy by creating a program that is not only in demand in Manitoba but directly connected to the business community through the School's Cooperative Program and our Career Development Centre (CDC) . The CDC is in constant communication with the business community matching students with employers offering summer jobs, internship, co-operative opportunities as well as graduate employment. This program is one such program where business community feedback and demand has driven its creation. The School's connection to the business community allows us to determine the needs for skills and align new programs such as this one to those needs. It is expected that our graduates with the Business Analytics major will be in great demand by Manitoba employers.

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**C-7 If copies of any internal or peer evaluations with respect to this new program of study are being provided with this proposal, please indicated how any issues identified by these evaluations have been addressed and attach any relevant documents as available:**

Not applicable.

## SECTION D – REQUIRED RESOURCES AND FINANCIAL IMPLICATIONS

**D-1 If one-time or pilot funding are being requested to support this new program of study, please identify the amount of funding being requested:**

None.

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**D-2 If ongoing funding being requested to support this new program of study, please identify the amount of funding being requested:**

None.

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**D-3 If new funding is not being requested, how will the program be funded?**

Tuition for this program is calculated based on marginal changes this program creates compared to students completing an existing major. Revenue for the new program is a redistribution of existing revenues from students currently in the School who decide to enroll in the program and thus take courses required to complete the program. Revenues associated with the program core, which are common to all students irrespective of their major, are not included as these revenues would have been received even if the program does not exist. The proposed cessation of the Management Information System major will create capacity that will be used by this new program and there are no additional costs that are not covered by the redistribution of revenue from current programs to this program.

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**D-4 List any external sources of funding that will be used to support the implementation or delivery of this new program of study:** *(Provide such information as agreements for funding from industry or external grants and indicate the anticipated length of time for each agreement.)*

None.

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**D-5 What are the resource implications to the institution (budget, IT, library, laboratory, computer, space, practicum liability insurance, student services, etc) in delivering this new program of study?**

This program will not result in additional students in the Asper School of Business. Therefore, no additional resources will be required specifically for this major. The resources are being reallocated from the Management Information Systems program to the Business Analytics program. Faculty who currently teach courses in the Management Information Systems program that is being phased out will be reassigned to teach courses in the Business Analytics program, as these two disciplines are very strongly related. Further, as a result of a substantial increase in enrolment in the B. Comm. program over the past 3 years, the Asper School of Business recently expanded its overall staff complement by hiring 14 faculty members who will teach across all majors in the B. Comm. Honours program, including in Business Analytics. Therefore, the Asper School will have adequate resources – teaching, administrative, and infrastructure – to offer courses in the new program.

---

**D-6 Please describe new and existing staffing resources needed to provide this new program of study.** *Include reallocation of existing faculty, hiring of new faculty, administrative and support services and any other considerations.*

The Asper School currently has a Management Information Systems (MIS) major that is being phased out. As part of the

B. Comm (Hons) curriculum revision, two core courses (MIS 2000 Information Systems for Management and MSCI 2150 Introduction to Management Science) are being removed from the core curriculum. Furthermore, some other courses such as MSCI 3400 and MSCI 4220 Management Science Models in Business are being deleted. Therefore, the Business Analytics major will result in a re-allocation of teaching duties of the MIS and the Management Science faculty members to courses toward the Business Analytics major. Similarly, the administrative support staff who were previously providing support for the courses that counted toward the MIS major will now begin to provide support for the courses that count toward the Business Analytics major. Likewise, for all operating expenses. The School currently has 3 faculty members who have been hired in the Management Information Systems area. All of these faculty members have the necessary skills to service the needs of the Business Analytics Major. For this reason 1.55 FTE faculty members and 0.38 FTE professional and support staff budgeted for the enrolment of 40 students will be using existing resources.

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**D-7 Provide a program implementation plan for the new program of study by academic year (start to maturity) that includes any elements to be phased in (e.g., new faculty hires, distribution of existing faculty and support staff) from launch to maturity:**

Year 1: MIS and Management Science faculty will be assigned to teach some of the courses in the Business Analytics major. They currently teach courses that will be phased out.

Years 2 to 4: The elective courses for the Business Analytics major will be offered and will be taught by faculty the Asper School has on staff. If and when there is a shortage, Sessional Instructors will be hired to teach some sections of courses. These will not be incremental hires, as some sessional instructors are hired to teach MIS courses, which will no longer be necessary.

---

**D-8 Please describe the effect of this new program on existing capital infrastructure and equipment:**

There will be some increased demand on the computer lab, but this additional demand is expected to be minimal because the use of the computer lab for the MIS major will decline, considering it is being phased out. Similarly, with the Management Science course being removed from the core curriculum. No additional classroom space is required, as the Business Analytics courses can be taught in the classrooms where the MIS major courses and Management Science course would have been taught.

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**D-9 If capital funding is being requested to support additional specialized program materials such as infrastructure or equipment required to provide this new program of study, please provide a detailed description of the use of this capital:**

Not applicable.

## SECTION E– TUITION

### **E-1 What are the proposed tuition fees?**

Students will be assessed the current credit hour rate for the B. Comm (Hons) program. Pursuing the Business Analytics major will not require any additional tuition or other fees beyond what students pay for the B. Comm (Hons) degree program. However, for the purpose of calculating the revenues from this program based on the expected number of students who will pursue this major, we have used \$187.50 per credit hour as the tuition fees for domestic students and \$716.66 per credit hour for international students. Tuition rates shown are subject to change based on approvals by the Board of Governors and the province.

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### **E-2 Please provide a rationale for the tuition fee proposed.** *(For example, are these tuition fees comparable to tuition for existing programs within the academic unit or to tuition for similar programs offered at other institutions?)*

The tuition fee proposed for this program is the same as for any other program in the Asper School of Business. Students will pay a per-credit hour tuition fee for the 120 credit hours they take toward the B. Comm (Hons) degree, within which each of the programs (majors) of the Asper School are contained.

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### **E-3 Please describe any additional fees that would apply to a student in this program?**

**UM INTERNAL REQUIREMENTS:** Please note any new course-fees proposed in support of this program. Please provide a rationale for any new fees. Are these fees comparable to fees for existing programs within the academic unit or for similar programs offered at other institutions?

Students will be assessed standard student fees that are applicable to students in the Asper School of Business.

---

### **E-4 Please describe any specific supports to encourage affordability and accessibility to the program:**

Students have access to bursaries, awards, and scholarships that apply to any Asper School of Business students. Further, Indigenous students can avail the services and supports provided by the Indigenous Business Education Partners of the Asper School at no cost to them.

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Faculty of Management/I.H. Asper School of Business  
New Program: Business Analytics Major  
Interdisciplinary Management Department  
Effective Fall 2023

Specific Requirements for the Major

The Business Analytics Major consists of 15 credit hours from:

Course	Title	Hours
MIS 3020	Programming for Business Analytics	3
MIS 3500	Database Management Systems	3
Select 9 credit hours from the following:		9
ACC 3010	Data Analytics in Accounting	
MIS 3510	Systems Analysis and Design	
MKT 4010	Marketing Analytics	
SCM 3220	Introduction to Business Process Management	
SCM 3240	Supply Chain Analytics	
Total Hours		15

To graduate with the Business Analytics Major, it is a requirement that students have a minimum grade of 'C' in the prerequisite course of IDM 2020 (or the former MIS 2000 or MIS 2001).



**Post-Secondary Education and Labour Market Outcomes  
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 new 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	
<b>Institution:</b>	University of Manitoba (Asper School of Business)
<b>Program Name:</b>	Business Analytics
<b>Contact Information:</b>	Subbu Sivaramakrishnan - 8437
<b>Date:</b>	February 11, 2022

	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)	
<b>REVENUE INFORMATION</b>										
Contribution from Institution		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition		\$ 244,850	\$ 244,850	\$ 254,032	\$ 9,182	\$ 359,398	\$ 105,366	\$ 397,733	\$ 38,336	\$ 397,733
Student Fees		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution from Unit (Existing Resources)		\$ 230,196	\$ 230,196	\$ 238,251	\$ 8,055	\$ 246,589	\$ 8,337	\$ 255,218	\$ 8,629	\$ 255,218
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Revenue (A)</b>	\$ -	\$ 475,046	\$ 475,046	\$ 492,283	\$ 17,237	\$ 605,986	\$ 113,703	\$ 652,951	\$ 46,965	\$ 652,951

MEDT Form

<b>Institution:</b>	University of Manitoba (Asper School of Business)
<b>Program Name:</b>	Business Analytics
<b>Contact Information:</b>	Subbu Sivaramakrishnan - 8437
<b>Date:</b>	February 11, 2022

	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)	
<b>EXPENDITURE INFORMATON</b>										
New Academic Salaries - Direct		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Existing Academic Salaries - Direct		\$ 213,502	\$ 213,502	\$ 220,974	\$ 7,473	\$ 228,708	\$ 7,734	\$ 236,713	\$ 8,005	\$ 236,713
New Professional/Support Salaries - Direct		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Existing Professional/Support Salaries - Direct		\$ 16,654	\$ 16,654	\$ 17,237	\$ 583	\$ 17,840	\$ 603	\$ 18,465	\$ 624	\$ 18,465
Operating Expenses		\$ 40	\$ 40	\$ 40	\$ -	\$ 40	\$ -	\$ 40	\$ -	\$ 40
Student Support		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Indirect Salary Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Overhead		\$ 244,850	\$ 244,850	\$ 254,032	\$ 9,182	\$ 359,398	\$ 105,366	\$ 397,733	\$ 38,336	\$ 397,733
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Expenditures (B)</b>	\$ -	\$ 475,046	\$ 475,046	\$ 492,283	\$ 17,237	\$ 605,986	\$ 113,703	\$ 652,951	\$ 46,965	\$ 652,951

MEDT Form

<b>Institution:</b>	University of Manitoba (Asper School of Business)									
<b>Program Name:</b>	Business Analytics									
<b>Contact Information:</b>	Subbu Sivaramakrishnan - 8437									
<b>Date:</b>	February 11, 2022									
	<b>Current Fiscal Year</b>	<b>Fiscal Year 1</b>	<b>Increment</b>	<b>Fiscal Year 2</b>	<b>Increment</b>	<b>Fiscal Year 3</b>	<b>Increment</b>	<b>Fiscal Year 4</b>	<b>Increment</b>	<b>Ongoing Program Funding</b>
	(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)	
<b>CAPITAL INFORMATON</b>										
Major Equipment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Renovations		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Furniture		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Capital (C)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenue less Expenditures and Capital (A-(B+C))</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Funding Request</b>		\$ -		\$ -		\$ -		\$ -		\$ -



**SENATE PLANNING AND PRIORITY COMMITTEE (SPPC)  
New Program Approval - Financial Form**

**FACULTY / SCHOOL** Asper School of Business  
**PROGRAM** Business Analytics

<b>1. STAFFING REQUIREMENTS (FTE)</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
New Academic Positions (FTE) (Appendix A)	-	-	-	-	-
New Professional and Support Positions (FTE) (Appendix A)	-	-	-	-	-
New Indirect Staff (FTE) (Appendix A)	-	-	-	-	-
<b>Subtotal Staffing Requirements (FTE)</b>	-	-	-	-	-

**2. PROGRAM COSTS**

**Direct Program Costs**

New Academic Salaries (incl bpl) (Appendix A)	\$ -	\$ -	\$ -	\$ -	\$ -
Existing Academic Salaries (incl bpl) (Appendix A)	213,502	220,974	228,708	236,713	244,998
New Professional/Support Salaries (incl bpl) (Appendix A)	-	-	-	-	-
Existing Professional/Support Salaries (incl bpl) (Appendix A)	16,654	17,237	17,840	18,465	19,111
Operating Expenses (Appendix B)	40	40	40	40	40
Student (Graduate/Undergraduate) Support (Appendix C)	-	-	-	-	-
Major Equipment (Appendix D)	-	-	-	-	-
Vehicles (Appendix D)	-	-	-	-	-
Renovations (Appendix D)	-	-	-	-	-
Furniture (Appendix D)	-	-	-	-	-
Other Capital (Appendix D)	-	-	-	-	-
<b>Subtotal Direct Program Costs</b>	\$ 230,196	\$ 238,251	\$ 246,589	\$ 255,218	\$ 264,149

**Indirect Program Costs**

New Indirect Salary Expenses (incl bpl) (Appendix A)	\$ -	\$ -	\$ -	\$ -	\$ -
Existing Indirect Salary Expenses (incl bpl) (Appendix A)	-	-	-	-	-
Tax on Grant and Tuition Revenue	-	-	-	-	-
Administrative Overhead	-	-	-	-	-
<b>Subtotal Indirect Program Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Total Program Costs</b> (Direct & Indirect)	<b>\$ 230,196</b>	<b>\$ 238,251</b>	<b>\$ 246,589</b>	<b>\$ 255,218</b>	<b>\$ 264,149</b>
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<b>3. ENROLMENT</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Expected Enrolment (headcount)</b>	22	22	30	32	45
<b>Expected Enrolment (credit hours)</b>	792	792	1,080	1,152	1,620

<b>4. PROGRAM REVENUE ALLOCATED TO FACULTY/SCHOOL</b>					
Operating Grant Revenue (see note)					
Tuition Revenue (Appendix E)					
• Credit Hour Based					
Undergraduate	-	-	-	-	-
Graduate	-	-	-	-	-
• Program Based	-	-	-	-	-
• Program/Course Specific Fees	-	-	-	-	-
• Other Compulsory Student Fees	-	-	-	-	-
Other revenue	-	-	-	-	-
<b>Total Program Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>5. EXISTING RESOURCES</b>					
From Operations:					
Academic Salaries (Appendix A)	\$ 213,502	\$ 220,974	\$ 228,708	\$ 236,713	\$ 244,998
Professional and Support Salaries (Appendix A)	16,654	17,237	17,840	18,465	19,111
Indirect Salaries (Appendix A)	-	-	-	-	-
Current/prior years surplus (carryover)					
From Other Sources:	40	40	40	40	40
<b>Subtotal Existing Resources</b>	<b>\$ 230,196</b>	<b>\$ 238,251</b>	<b>\$ 246,589</b>	<b>\$ 255,218</b>	<b>\$ 264,149</b>

<b>6. Program shortfall (surplus)</b> (Program Costs -Program Revenue - Existing Resources)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Internal Funds Requested through Strategic Allocation</b>					
<b>Funds Requested of the Provincial Government</b>					
<b>Balance (should be zero)</b>	\$ -	\$ -	\$ -	\$ -	\$ -

**Rick Pelletier - Business Manager**

**February 11, 2022**

Submitted by Faculty/School Budget Officer (signature)

Date

**Reviewed by Graduate Studies Dean or Designate (signature)**

(For graduate program submissions only)

Date

**Chester Wojciechowski**

Digitally signed by Chester Wojciechowski  
 DN: cn=Chester Wojciechowski, o=University of Manitoba, ou=Financial  
 Planning Office, email=chester.wojciechowski@umanitoba.ca, c=CA  
 Date: 2022.03.15 13:32:28 -05'00'

Reviewed by University Budget Officer (signature)

Date

## Application

**NEW PROGRAM OF STUDY**

Under The Advanced Education Administration Act

Universities and colleges requesting approval for a **new** program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

**UM INTERNAL REQUIREMENTS:**

1. Following unit approval\* please submit the complete proposal electronically (.pdf single file) to both the Office of the Provost & Vice-President (Academic) and, for:
  - Undergraduate Programs:** Office of the University Secretary (for Senate submission deadlines visit <http://umanitoba.ca/admin/governance/meetings/index.html>). Please also submit a **hard copy** version to the Office of the Secretary to their office as well.
  - Graduate Programs:** Faculty of Graduate Studies (for timelines visit [http://umanitoba.ca/faculties/graduate\\_studies/admin/program\\_approval\\_timeline.html](http://umanitoba.ca/faculties/graduate_studies/admin/program_approval_timeline.html)).
  - ALL Programs:** as preparation for submission to MET, please submit a .docx file of the proposal, an .xlsx file of the Financial Support Form and a .pdf file of all other supporting documents (letters of support, external reviews, etc.). Please date stamp these files for ease of tracking should any changes result from the Senate approval process and submit directly to the Provost's Office.
2. Along with the information requested in the proposal template, please **append** details on the following:
  - a) **MEDT /SPPC Financial Support Form** [available through the Office of the Provost & Vice-President (Academic)] This form requires the signature of the Financial Planning Office. Please contact Giselle Martel, Executive Director, Financial Planning and Budgeting, for direction on completion of the form. Approval of the financial support form does not signify approval of any funding requests, either internally or from the province. Confirmation of resource availability and allocation of any new funds will be determined by the Provost at time of implementation.
  - b) **Admission and/or transfer criteria** for the proposed program.
  - c) **Course details** for required coursework, including title, course number, credit hours and calendar description. Highlight any proposed new courses and attach:
    - Undergraduate Programs:* for SCCC Program and Course Change forms, as applicable, visit <http://umanitoba.ca/admin/governance/forms/index.html>
    - Graduate Programs:* for course change forms visit [http://umanitoba.ca/faculties/graduate\\_studies/admin/course\\_changes.html](http://umanitoba.ca/faculties/graduate_studies/admin/course_changes.html)
  - d) Any **new academic regulations** for the program that are not currently addressed in existing faculty/college/school requirements.
  - e) **Letters of support** from internal units that may be impacted by the proposed new program and any external letters of support as outlined below.
  - f) **Library statement** of support.
  - g) Where applicable, a **transition plan** for current students entering the new program.
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, at [Cassandra.Davidson@umanitoba.ca](mailto:Cassandra.Davidson@umanitoba.ca) in the Office of the Provost and Vice-President (Academic).



**University  
of Manitoba**

\*Note: the complete proposal, including all appendices, and associated program and course forms, should be submitted to departmental (as appropriate) and faculty/college/school approving bodies for review and approval, prior to submission to the Office of the University Secretary.

Revised December 2019.

**SECTION A – PROPOSAL DETAILS**

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: **Department of Business Administration, Asper School of Business**

If program is a joint program, list all participating institutions and the roles of each in delivering the proposed program:  
**None**

Program name: **Strategy and Global Management**

Credential awarded: **Bachelor of Commerce (Honours) in Strategy and Global Management**

Funding request: **None**

*Office Use Only*

One-time funding: \_\_\_\_\_

On-going funding: \_\_\_\_\_

Proposed start date: **September 2023**

List any critical issues that may impact the start date of the program: If our proposal is not approved by any of the approving bodies with a request for revision of the proposal, that could delay the start date.

**UM INTERNAL REQUIREMENT:** Name of Person(s) responsible for the Program internally (please include contact information):

Dr. Jijun Gao  
Department Head, Department of Business Administration  
Asper School of Business  
University of Manitoba

**B-1 Provide a general description of the program and its objectives:** *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

Students in the Bachelor of Commerce (Honours), offered by the Asper School of Business, currently have the ability to major in several disciplines. We wish to add a new major – Strategy and Global Management – that students can choose to major in. Students will be required to take five 3-credit hour courses (15 credit hours) to obtain the Strategy and Global Management (S&GM) major. This major will not add any credit hours to the B. Comm. (Hons) program. Students will have the ability to obtain the major within the 120 credit hours required for the degree.

Strategy is an important consideration for any organization in a competitive market and coupled with the need to compete internationally the area of strategy and global management is an area that ensures business maintain their international competitiveness. The study of strategy and global markets expands traditional studies in strategy by ensuring that strategy is viewed globally rather than domestically.

The Undergraduate Curriculum Review Committee sought feedback through business and student focus groups, surveys, and analysis of historical enrolment in the International Business and the Leadership and Organizations majors and based on those consultations determine there was a need for a major dedicated to Strategy and Global Management. Consultations were conducted through focus groups, surveys and town hall meetings and were targeted to specific groups to allow better feedback. These groups broadly included the business community, alumni, students, faculty, and staff. Feedback showed that strategic thinking and doing business internationally are characteristic of most successful businesses. It is important that students be educated in these domains so that they can make an impactful contribution to their employer organizations. Temporary cessations for two other current majors – ‘International Business’ and ‘Leadership & Organizations’ – are also being sought. This new S&GM major will be more comprehensive by amalgamating the International Business major with the Leadership and Organizations major, but with an added focus on Strategy. This synergistic major is expected to be more popular than any one of these three majors by itself. Most Canadian business schools have a major in International and/or Strategy, with some cleverly combining the two (e.g., University of Calgary and McGill). The Asper School has adequate faculty expertise in these domains to be able to offer such a combo major.

Students will enter the program via Direct Entry from high school, or through advanced entry after completing 24 credit hour of foundation courses. Years 1 and 2 are the same for all students and in Year 3 students will start courses towards the major. In Years 3 and 4 students will complete the requirements of the major. The program is designed so that students are not precluded from taking a second major of their choice from those offered by the school. The major itself consists of five 3-credit hour courses (15 credit hours). Three of these courses are required, the other two are selected from separate pools of four courses in each pool. This major will not add any credit hours to the B. Comm. (Hons) program. Students will have the ability to obtain the major within the 120 credit hours required for the degree.

---

**B-2 Length of Program:** *(Define the length of the proposed program using measures appropriate to the schedule and delivery format. This will include total course credits and weeks/months, and, where relevant, hours and semesters of instruction)*

Length of program: 4 years, 120 credit hours

---

**B-3 Intended outcomes of the program:**

- B-3.1 Describe how this program serves and advances the academic, cultural, social and economic needs and interests of students and the Province:

Most long term-oriented businesses think strategically about expanding internationally, not just about markets where

they will sell to but also markets they will source their materials and talent from. This new S&GM major prepares students to analyze and make informed strategic globalization-related decisions for their organizations.

B-3.2 Describe the existing and anticipated post-secondary learning needs of students in Manitoba that this program addresses and responds to:

Strategy and International are two very important domains in managing a business. Therefore, it is imperative that students be educated in these so that they can make a meaningful contribution to their employer organizations. Most Canadian business schools have a major in Global Management and/or Strategy, with some cleverly combining the two (e.g., University of Calgary and McGill). A survey of current Asper students conducted by Asper's Undergraduate Curriculum Review showed that over 50% of respondents consider addition of this major a positive change to our program.

---

#### **B-4 Mode of Delivery**

B-4.1 Provide the total program length through one of the following measures:

Program length is 120 credit hours

B-4.2 What proportion of the total program length (as indicated above) can be completed through the two following modes of delivery? *(Note that one or both selections can be offered up to the total program length.)*

There will be no limit on the number of credit hours that can be completed online. Students will be able to complete as many online course offerings (including required and elective courses) as are available.

---

**B-5 Provide an overview of the suggested progression of courses on a year-by-year basis for the program from start to maturity.** *(Course level detail is not necessary, however, please include credit hours/contract hours, proportion of upper level courses, clinical placements or practicums, or subject area requirements where applicable)*

Students will enter the program via Direct Entry from high school, or through advanced entry after completing 24 credit hour of foundation courses. Years 1 and 2 are the same for all students and will consist of the 24 credit hours of foundation courses as well as 30 credit hours of core business courses. In Year 3-4 students will complete courses towards the major and also complete and additional 12 credit hours of business electives as well as another 18 credit hours of business or non-business electives. In Year 4 students will also be required to complete one course in business law as well as the capstone strategic management course.

**UM INTERNAL REQUIREMENT:** please complete the chart below to provide an overview of suggested progression through the program (indicate pre-requisites and related credit hours). Outline options for specializations within this program [minor(s) and/or concentration(s)].

The B. Comm (Hons) in Business Analytics requires students to complete the following:

Foundational Courses	- 24 credit hours (these are also admission requirements for Advanced Entry students)
Business Core	- 51 credit hours (48 credit hours for students admitted in September 2023)*
Courses for the Major	- 15 credit hours
Business Electives	- 12 credit hours
Business or Non-Business Electives	- 18 credit hours (21 credit hours for students admitted in September 2023)*
Total	- 120 credit hours

\* IDM 2010 is being introduced in the Business Core starting September 2024. Students admitted in September 2023 will take 3

credit hours of a Business or Non-Business elective instead.

The below shows the recommended year-wise progression of courses in the Strategy and Global Management major.

<b>Year 1</b>		<b>Hours</b>
<u>ECON 1010</u>	Introduction to Microeconomic Principles	3
<u>ECON 1020</u>	Introduction to Macroeconomic Principles	3
MATH 1524	Mathematics for Management and Social Sciences <sup>1</sup>	3
Select 3 credit hours from:		3
<u>STAT 1000</u>	Basic Statistical Analysis 1	
<u>STAT 1150</u>	Introduction to Statistics and Computing	
Select 6 credit hours of Non-Business Electives or 3 credit hours Non-Business Electives plus <u>MATH 1300</u> <sup>1,2</sup>		6
Select 3 credit hours of Written English "W" <sup>3</sup>		3
Select 3 credit hours of Non-Business Electives		3
<u>GMGT 1010</u>	Business and Society	3
<u>GMGT 2070</u>	Introduction to Organizational Behaviour <sup>4</sup>	3
<u>MKT 2210</u>	Fundamentals of Marketing <sup>4</sup>	3
<b>Hours</b>		<b>33</b>

<b>Year 2</b>		
<u>ACC 1100</u>	Introductory Financial Accounting	3
<u>ACC 1110</u>	Introductory Managerial Accounting	3
<u>ENTR 2030</u>	Introduction to Entrepreneurship: Business and Social Perspectives	3
FIN 2010	Introduction to Finance <sup>5</sup>	3
GMGT 1000	Writing Skills for Business	1.5
<u>GMGT 2010</u>	Business Communications <sup>6</sup>	3
<u>HRIR 2440</u>	Human Resource Management	3
IDM 1010	Communication for Career Management	1.5
IDM 1020	Data Software for Business	1.5



IDM 2020	Introduction to Business Analytics <sup>7</sup>	3
SCM 1000	Introduction to Project Management <sup>8</sup>	1.5
SCM 2160	Operations Management	3
	<b>Hours</b>	<b>30</b>
<b>Year 3</b>		
IDM 3010	Sustainable Business	3
SGMT 2200	Global Management	3
	<b>Hours</b>	<b>6</b>
<b>Years 3-4</b>		
LEAD 4010	Leading Change	3
SGMT 3060	Strategic Thinking and Cross-Functional Management	3
SGMT 3070	Current Issues in Strategy and Global Management	3
Select 3 credit hours from the following:		3
GMGT 3010	Management Decision Making	
GMGT 4210	Seminar in Management and Capitalism	
LEAD 3010	Negotiation and Conflict Management	
LEAD 3020	Team Building and Diversity	
Select 3 credit hours from the following:		3
FIN 3450	International Finance <sup>9</sup>	
HRIR 4250	Comparative IR and HRM	
MKT 3300	International Marketing	
SCM 3230	Global Supply Chains	
Select 12 credit hours of Business Elective courses <sup>10</sup>		12
Select 18 credit hours of Business or Non-Business Electives <sup>11</sup>		18
	<b>Hours</b>	<b>45</b>
<b>Year 4</b>		
<u>GMGT 3300</u>	Business Law	3

<u>GMGT 4010</u>	Administrative Policy <sup>12</sup>	3
	<b>Hours</b>	<b>6</b>
	<b>Total Hours</b>	<b>120</b>

<sup>1</sup> MATH 1524 is the preferred MATH course for Asper students. Students who have completed one of (MATH 1230 or MATH 1500 or MATH 1510 or the former MATH 1520) but not MATH 1524 are required to complete MATH 1300 ( or MATH 1310) for admission and degree requirements. Finance majors who have not completed MATH 1524 must complete either MATH 1300 (C) (or MATH 1310 (C)).

<sup>2</sup> 6 credit hours of any Non-Business course Electives at the 1000 level or higher. If MATH 1524 was not completed, then MATH 1300 is required to meet degree requirements and should be taken as one of the Non-Business Electives. Finance majors should take STAT 2000 as one of the Non-Business Electives. Actuarial Mathematics majors should take MATH 1700 as one of the Non-Business Electives. Indigenous Business Studies Majors should take INDG 1220 and/or INDG 1240 as a Non-Business Elective(s). See Major descriptions for full details, including minimum required grades for Major courses.

<sup>3</sup> Choose any course from the list of approved Written English Courses, with the exception of ARTS 1110, GMGT 1010 and GMGT 2010.

<sup>4</sup> GMGT 2070 and MKT 2210 can be taken in Year 2 if entering with 24 credit hours.

<sup>5</sup> The former FIN 2200 may be substituted for FIN 2010.

<sup>6</sup> It is highly recommended that all students take GMGT 1000 prior to GMGT 2010. Non-Asper students officially pursuing a Management Minor or in programs in which GMGT 2010 is mandatory or an elective may take GMGT 2010 without the GMGT 1000 prerequisite, with departmental permission.

<sup>7</sup> IDM 2020 or the former MIS 2000 or MSCI 2150 if completed before Fall 2023 (but not both). IDM 2020 with a grade C or higher is required to graduate with a Business Analytics Major.

<sup>8</sup> The former SCM 3280 may be substituted for SCM 1000.

<sup>9</sup> FIN 2000 (C+) or FIN 2201 (C+) or FIN 2420 (C+) is a prerequisite for FIN 3450.

<sup>10</sup> Major and Business Electives must total 27 credit hours. Business Electives must be at the 2000 Level or higher. See Major descriptions for full details

<sup>11</sup> A minimum of 9 credit hours of Business Electives or Non-Business Elective courses must be at the 2000 level or higher; the remaining must be at the 1000 level or higher.

<sup>12</sup> For Asper students following the curriculum prior to September 2023, the prerequisite of GMGT 4010 will be: Year 4 and [FIN 2200 (D), SCM 2160 (D) and ACC 1110 (D)]. Such students will have to contact an Asper Program Advisor for permission.

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**B-6 Will the program be available for part-time study?**

Yes.

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**B-7 Indicate if this program will have a cooperative education, work placement, internship or practicum component and provide any relevant details:**

Yes. The Co-Operative education option is available for this program. The co-op option will require students to complete three work terms for a total of 12 months of internship.

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**B-8 Intake Information:**

B-8.1 Projected enrolment for the first intake: 15

B-8.2 Maximum seat capacity (*Defined as first-year enrolment capacity*):30 students

B-8.3 Anticipated date of maturity: September 2027

**UM INTERNAL REQUIREMENT:** please indicate the projected enrolment and graduates for the first 5 years of the program.

	Year 1	Year 2	Year 3	Year 4	Year 5
Enrolments	15	15	20	25	30
Graduates			6	14	18

**C-1 Describe how this new program aligns with the strategic plans of your institution:**

One of the values in the Asper School’s Values in its Strategic Plan is – Agility - Remaining on the forefront of knowledge creation, and preparing graduates to be innovative change agents in a dynamic global business environment. The Strategy and Global Management major is consistent with that value as it responds to the needs of the local employer market.

It is also aligned with the university’s strategic priority – Inspiring Minds through innovative and quality teaching - Maintain and sufficiently support an appropriate range of liberal arts, science and professional programs for Manitoba’s research university in the context of stable or diminishing resources. The Strategy and Global Management major is innovative and prepared students better for the professional career they will be pursuing following graduation.

**C-2 Outline the internal approval process (i.e. committees, governing bodies) for approving this new program of study within your institution and indicate any dates of decision.** (*Governing Council, Board of Governors, Board of Regents, Senate, other*)

**UM INTERNAL REQUIREMENTS:** Please note date(s) of Faculty/College/School Approval. Approval dates through the governing bodies will be inserted by the Provost’s Office prior to submission to government.

**UM Undergraduate Programs:**

<u>Decision-Making Body</u>	<u>Date of Approval</u>
Faculty/College/School	Sept 24, 2021
SCCCC	_____
SPPC	_____
SCADM ( <i>if applicable</i> )	_____
SCIE ( <i>if applicable</i> )	_____
Senate Executive	_____
Senate	_____
Board of Governors	_____

**UM Graduate Programs:**

<u>Decision-Making Body</u>	<u>Date of Approval</u>
APC ( <i>preliminary review</i> )	_____
External Review	_____
PGC	_____
FGS Executive	_____
FGS Faculty Council	_____
SPPC	_____
Senate Executive	_____
Senate	_____
Board of Governors	_____

**C-3 Responsibility to consult**

C-3.1 If this program subject to mandatory review or approval by organizations external to the institution (*such as regulatory bodies, Apprenticeship Manitoba, etc.*), please describe any consultation processes and provide copies of reports or letter from these organizations providing support:

The proposed major does not have any accreditation requirements.

C-3.2 What agencies, groups, or institutions have been consulted regarding the development of this program?

*Note: this includes any consultation with internal UM units, academic or otherwise.*

Local business community, Asper student body, Asper faculty and staff. Students have already been consulted and subsequently informed about the introduction of the Strategy & Global Management major. All students will also be formally informed about this program once it is approved and is available to students.

C-3.3 How have students and faculty been informed of the intent to establish this program?

Once Senate and the Province have approved the major, students will be informed via email, social media, Asper website, B. Comm Program Guide, undergraduate program office staff, etc.

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**C-4 List any similar programs offered in Manitoba:** *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

*Note: this includes any programs currently offered at UM.*

None.

C-4.1 Describe any specific laddering, articulation and/or credit transfer options for students that are anticipated in this program in Manitoba.

None.

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**C-5 List any similar programs offered in Canada:** *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

Some reputable business schools in Canada offer a combo major in strategy and global management (e.g., University of Calgary and McGill). Several other business schools offer this as two separate majors.

The University of Winnipeg offers a Bachelor of Business Administration in International Business and RRC Polytech offers an Advanced Diploma in International Business. The two programs have an international focus but a relatively weak strategy focus and are similar to the International Business program at the Asper School that is being replaced by the Strategy & Global Management program.

C-5.1 Describe any specific laddering, articulation and/or credit transfer options for students that are anticipated in this program in Canada.

None.

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**C-6 Describe the current and projected labour market demands in Manitoba for graduates of this Program:**

*(Provide such information as probable employment destinations or further educational opportunities available to graduates of this new program of study. Attach any formal reports such as those from Associations, Statistics Canada, Sector Councils, Industry or Regulators.)*

As per Princeton Review, 2021 (a well-known publication on education), International Business and Strategy are the 2<sup>nd</sup> and 3<sup>rd</sup> most chosen specializations in the top MBA programs of the world. Considering top MBA programs would not offer specializations that did not result in employment, it is safe to assume that the employment market demand for

these specializations is high and is mirrored in the employment landscape for B. Comm degree holders as well. The Government of Canada's Job Bank report gives the demand for international business managers in Manitoba two stars, which is the same rating as in any other Canadian Province with the exception of Quebec. The demand for business consultants is three stars in Manitoba, which is the highest rating possible. Moreover, this program meets the challenges presented in Manitoba's Skills, Talent and Knowledge Strategy by creating a program that is not only in demand in Manitoba but directly connected to the business community through the Schools Cooperative Program and our Career Development Centre (CDC). The CDC is in constant communication with the business community matching students with employers offering summer jobs, internship, co-operative opportunities as well as graduate employment. This program is one such program where business community feedback and demand has driven its creation. The School's connection to the business community allows us to determine the needs for skills and align new programs such as this one to those needs.

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**C-7 If copies of any internal or peer evaluations with respect to this new program of study are being provided with this proposal, please indicated how any issues identified by these evaluations have been addressed and attach any relevant documents as available:**

Not applicable.

## SECTION D – REQUIRED RESOURCES AND FINANCIAL IMPLICATIONS

**D-1 If one-time or pilot funding are being requested to support this new program of study, please identify the amount of funding being requested:**

None.

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**D-2 If ongoing funding being requested to support this new program of study, please identify the amount of funding being requested:**

There is no new funding requested for this program.

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**D-3 If new funding is not being requested, how will the program be funded?**

Tuition for this program is calculated based on marginal changes this program creates compared to students completing an existing major. Revenue for the new program is a redistribution of existing revenues from students currently in the School who decide to enroll in the program and thus take courses required to complete the program. Revenues associated with the program core, which are common to all students irrespective of their major, are not included as these revenues would have been received even if the program does not exist. The proposed cessation of the Management Information System major will create capacity that will be used by this new program and there are no additional costs that aren't covered by the redistribution of revenue from current programs to this program.

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**D-4 List any external sources of funding that will be used to support the implementation or delivery of this new program of study:** *(Provide such information as agreements for funding from industry or external grants and indicate the anticipated length of time for each agreement.)*

None.

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**D-5 What are the resource implications to the institution (budget, IT, library, laboratory, computer, space, practicum liability insurance, student services, etc) in delivering this new program of study?**

This program will not result in additional students in the Asper School of Business. Therefore, no additional resources will be required specifically for this major. The resources are being reallocated from the International Business and the Leadership and Organizations majors to the Strategy and Global Management program. Further, as a result of a substantial increase in enrolment in the B. Comm. program over the past 3 years, the Asper School of Business recently expanded its overall staff complement by hiring 14 faculty members who will teach across all majors in the B. Comm. Honours program, including in Business Analytics. Therefore, the Asper School will have adequate resources – teaching, administrative, and infrastructure – to offer courses in the new program.

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**D-6 Please describe new and existing staffing resources needed to provide this new program of study.** *Include reallocation of existing faculty, hiring of new faculty, administrative and support services and any other considerations.*

The Asper School currently has an International Business major and a Leadership & Organizations major, both of which are being phased out. A core course in the B. Comm program INTB 2200 International Management is being deleted and

the courses toward the Leadership & Organizations major will be gradually phased out. Therefore, the S&GM major will result in a re-allocation of teaching duties of the faculty who teach courses in International Business and Leadership & Organizations. Therefore, this new major will not result in any specific resource demands on our teaching. Moreover, with the exception of two courses, all the other courses toward this major already exist and are already being taught by faculty. Similarly, the administrative support staff who were previously providing support for the courses that counted toward the International Business and Leadership & Organization majors will now begin to provide support for the courses that count toward the S&GM major. Likewise, for all operating expenses. Finally, as the Asper School has recently had a 23% admission target increase, leading to new faculty being hired, some of these new hires are also geared to teach courses in the Strategy & Global Management program. For this reason .59 FTE faculty members and 0.15 FTE professional and support staff budgeted for the enrolment of 20-30 students will be using existing resources.

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**D-7 Provide a program implementation plan for the new program of study by academic year (start to maturity) that includes any elements to be phased in (e.g., new faculty hires, distribution of existing faculty and support staff) from launch to maturity:**

Year 1: International Business and Leadership faculty will be assigned to teach some of the required courses in the Strategy and Global Management major.

Years 2 to 4: The elective courses for the major will be offered and will be taught by faculty the Asper School has on staff. If and when there is a shortage, Sessional Instructors will be hired to teach some sections of courses. These will not be incremental hires, as some sessional instructors are hired to teach courses that count toward the International Business and Leadership & Organization majors, both of which are being phased out.

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**D-8 Please describe the effect of this new program on existing capital infrastructure and equipment:**

None. No additional classroom space is required, as the S&GM courses can be taught in the classrooms where the International Business major courses and Leadership & Organizations major courses would have been taught.

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**D-9 If capital funding is being requested to support additional specialized program materials such as infrastructure or equipment required to provide this new program of study, please provide a detailed description of the use of this capital:**

Not applicable.



## SECTION E– TUITION

### **E-1 What are the proposed tuition fees?**

Students will be assessed the current credit hour rate for the B. Comm (Hons) program. Pursuing the Business Analytics major will not require any additional tuition or other fees beyond what students pay for the B. Comm (Hons) degree program. However, for the purpose of calculating the revenues from this program based on the expected number of students who will pursue this major, we have used \$187.50 per credit hour as the tuition fees for domestic students and \$716.66 per credit hour for international students. Tuition rates shown are subject to change based on approvals by the Board of Governors and the Province.

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### **E-2 Please provide a rationale for the tuition fee proposed.** *(For example, are these tuition fees comparable to tuition for existing programs within the academic unit or to tuition for similar programs offered at other institutions?)*

The tuition fee proposed for this program is the same as for any other program in the Asper School of Business. Students will pay a per-credit hour tuition fee for the 120 credit hours they take toward the B. Comm (Hons) degree, within which each of the programs (majors) of the Asper School are contained.

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### **E-3 Please describe any additional fees that would apply to a student in this program?**

**UM INTERNAL REQUIREMENTS:** Please note any new course-fees proposed in support of this program. Please provide a rationale for any new fees. Are these fees comparable to fees for existing programs within the academic unit or for similar programs offered at other institutions?

Students will be assessed standard student fees that are applicable to students in the Asper School of Business.

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### **E-4 Please describe any specific supports to encourage affordability and accessibility to the program:**

Students have access to bursaries, awards, and scholarships that apply to any Asper School of Business students. Further, Indigenous students can avail the services and supports provided by the Indigenous Business Education Partners of the Asper School at no cost to them.

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Faculty of Management/I.H. Asper School of Business  
New Program: Strategy and Global Business Major  
 Business Administration Department  
 Effective Fall 2023

Specific Requirements for the Major

The Strategy and Global Business Major consists of 15 credit hours from:

Course	Title	Hours
LEAD 4010	Leading Change	3
SGMT 3060	Strategic Thinking and Cross-Functional Management	3
SGMT 3070	Current Issues in Strategy and Global Management	3
Plus one of the following:		3
GMGT 3010	Management Decision Making	
GMGT 4210	Seminar in Management and Capitalism	
LEAD 3010	Negotiation and Conflict Management	
LEAD 3020	Team Building and Diversity	
Plus one of the following:		3
FIN 3450	International Finance <sup>1</sup>	
HRIR 4250	Comparative IR and HRM	
MKT 3300	International Marketing	
SCM 3230	Global Supply Chains	
<b>Total Hours</b>		<b>15</b>

**Note.**

<sup>1</sup> FIN 2000 (C+) or FIN 2201 (C+) or FIN 2420 (C+) is a prerequisite for FIN 3450.



**Post-Secondary Education and Labour Market Outcomes  
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 new 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	
<b>Institution:</b>	University of Manitoba (Asper School of Business)
<b>Program Name:</b>	Strategy and Global Management
<b>Contact Information:</b>	Subbu Sivaramakrishnan - 8437
<b>Date:</b>	February 11, 2022

	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)	
<b>REVENUE INFORMATION</b>										
Contribution from Institution	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tuition	\$ 69,560	\$ 69,560	\$ 72,168	\$ 2,608	\$ 99,833	\$ 27,664	\$ 129,470	\$ 29,638	\$ 129,470	\$ 129,470
Student Fees	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Contribution from Unit (Existing Resources)	\$ 100,768	\$ 100,768	\$ 104,294	\$ 3,526	\$ 107,943	\$ 3,650	\$ 111,721	\$ 3,777	\$ 111,721	\$ 111,721
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Revenue (A)</b>	\$ -	\$ 170,327	\$ 170,327	\$ 176,462	\$ 6,135	\$ 207,776	\$ 31,314	\$ 241,191	\$ 33,415	\$ 241,191

MEDT Form

<b>Institution:</b>	University of Manitoba (Asper School of Business)
<b>Program Name:</b>	Strategy and Global Management
<b>Contact Information:</b>	Subbu Sivaramakrishnan - 8437
<b>Date:</b>	February 11, 2022

	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)	
<b>EXPENDITURE INFORMATON</b>										
New Academic Salaries - Direct		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Existing Academic Salaries - Direct		\$ 80,967	\$ 80,967	\$ 83,800	\$ 2,834	\$ 86,733	\$ 2,933	\$ 89,769	\$ 3,036	\$ 89,769
New Professional/Support Salaries - Direct		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Existing Professional/Support Salaries - Direct		\$ 19,781	\$ 19,781	\$ 20,473	\$ 692	\$ 21,190	\$ 717	\$ 21,932	\$ 742	\$ 21,932
Operating Expenses		\$ 20	\$ 20	\$ 20	\$ -	\$ 20	\$ -	\$ 20	\$ -	\$ 20
Student Support		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Indirect Salary Expenses		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative Overhead		\$ 69,560	\$ 69,560	\$ 72,168	\$ 2,608	\$ 99,833	\$ 27,664	\$ 129,470	\$ 29,638	\$ 129,470
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Total Expenditures (B)</b>	<b>\$ -</b>	<b>\$ 170,327</b>	<b>\$ 170,327</b>	<b>\$ 176,462</b>	<b>\$ 6,135</b>	<b>\$ 207,776</b>	<b>\$ 31,314</b>	<b>\$ 241,191</b>	<b>\$ 33,415</b>	<b>\$ 241,191</b>

MEDT Form

<b>Institution:</b>	University of Manitoba (Asper School of Business)									
<b>Program Name:</b>	Strategy and Global Management									
<b>Contact Information:</b>	Subbu Sivaramakrishnan - 8437									
<b>Date:</b>	February 11, 2022									
	<b>Current Fiscal Year</b>	<b>Fiscal Year 1</b>	<b>Increment</b>	<b>Fiscal Year 2</b>	<b>Increment</b>	<b>Fiscal Year 3</b>	<b>Increment</b>	<b>Fiscal Year 4</b>	<b>Increment</b>	<b>Ongoing Program Funding</b>
	(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)	
<b>CAPITAL INFORMATON</b>										
Major Equipment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Renovations		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Furniture		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
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			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
			\$ -		\$ -		\$ -		\$ -	\$ -
<b>Total Capital (C)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenue less Expenditures and Capital (A-(B+C))</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Funding Request</b>		\$ -		\$ -		\$ -		\$ -		\$ -

**SENATE PLANNING AND PRIORITY COMMITTEE (SPPC)  
New Program Approval - Financial Form**

**FACULTY / SCHOOL** Asper School of Business  
**PROGRAM** Strategy and Global Management

<b>1. STAFFING REQUIREMENTS (FTE)</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
New Academic Positions (FTE) (Appendix A)	-	-	-	-	-
New Professional and Support Positions (FTE) (Appendix A)	-	-	-	-	-
New Indirect Staff (FTE) (Appendix A)	-	-	-	-	-
<b>Subtotal Staffing Requirements (FTE)</b>	-	-	-	-	-

**2. PROGRAM COSTS**

<b>Direct Program Costs</b>					
New Academic Salaries (incl bpl) (Appendix A)	\$ -	\$ -	\$ -	\$ -	\$ -
Existing Academic Salaries (incl bpl) (Appendix A)	80,967	83,800	86,733	89,769	92,911
New Professional/Support Salaries (incl bpl) (Appendix A)	-	-	-	-	-
Existing Professional/Support Salaries (incl bpl) (Appendix A)	19,781	20,473	21,190	21,932	22,699
Operating Expenses (Appendix B)	20	20	20	20	20
Student (Graduate/Undergraduate) Support (Appendix C)	-	-	-	-	-
Major Equipment (Appendix D)	-	-	-	-	-
Vehicles (Appendix D)	-	-	-	-	-
Renovations (Appendix D)	-	-	-	-	-
Furniture (Appendix D)	-	-	-	-	-
Other Capital (Appendix D)	-	-	-	-	-
<b>Subtotal Direct Program Costs</b>	\$ 100,768	\$ 104,294	\$ 107,943	\$ 111,721	\$ 115,630

**Indirect Program Costs**

New Indirect Salary Expenses (incl bpl) (Appendix A)	\$ -	\$ -	\$ -	\$ -	\$ -
Existing Indirect Salary Expenses (incl bpl) (Appendix A)	-	-	-	-	-
Tax on Grant and Tuition Revenue	-	-	-	-	-
Administrative Overhead	-	-	-	-	-
<b>Subtotal Indirect Program Costs</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>Total Program Costs</b> (Direct & Indirect)	<b>\$ 100,768</b>	<b>\$ 104,294</b>	<b>\$ 107,943</b>	<b>\$ 111,721</b>	<b>\$ 115,630</b>
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<b>3. ENROLMENT</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
<b>Expected Enrolment (headcount)</b>	15	15	20	25	30
<b>Expected Enrolment (credit hours)</b>	225	225	300	375	450

<b>4. PROGRAM REVENUE ALLOCATED TO FACULTY/SCHOOL</b>					
Operating Grant Revenue (see note)					
Tuition Revenue (Appendix E)					
• Credit Hour Based					
Undergraduate	-	-	-	-	-
Graduate	-	-	-	-	-
• Program Based	-	-	-	-	-
• Program/Course Specific Fees	-	-	-	-	-
• Other Compulsory Student Fees	-	-	-	-	-
Other revenue	-	-	-	-	-
<b>Total Program Revenue</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>5. EXISTING RESOURCES</b>					
From Operations:					
Academic Salaries (Appendix A)	\$ 80,967	\$ 83,800	\$ 86,733	\$ 89,769	\$ 92,911
Professional and Support Salaries (Appendix A)	19,781	20,473	21,190	21,932	22,699
Indirect Salaries (Appendix A)	-	-	-	-	-
Current/prior years surplus (carryover)					
From Other Sources:	20	20	20	20	20
<b>Subtotal Existing Resources</b>	<b>\$ 100,768</b>	<b>\$ 104,294</b>	<b>\$ 107,943</b>	<b>\$ 111,721</b>	<b>\$ 115,630</b>

SPPC Form

<b>6. Program shortfall (surplus)</b> (Program Costs -Program Revenue - Existing Resources)	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Internal Funds Requested through Strategic Allocation</b>					
<b>Funds Requested of the Provincial Government</b>					
<b>Balance (should be zero)</b>	\$ -	\$ -	\$ -	\$ -	\$ -

Rick Pelletier - Business Manager

February 11, 2022

Submitted by Faculty/School Budget Officer (signature)

Date

Reviewed by Graduate Studies Dean or Designate (signature)

(For graduate program submissions only)

Date

Chester Wojciechowski

Digitally signed by Chester Wojciechowski  
 DN: cn=Chester Wojciechowski, o=University of Manitoba, ou=Financial  
 Planning Office, email=chester.wojciechowski@umanitoba.ca, c=CA  
 Date: 2022.03.15 13:10:53 -05'00'

Reviewed by University Budget Officer (signature)

Date





Office of the University Secretary  
312 Administration Building  
Winnipeg, Manitoba  
Canada R3T 2N2  
Phone: 204-474-9593  
Fax: 204-474-7511

December 1, 2022

Dr. Michael Benarroch  
President and Vice-Chancellor  
University of Manitoba  
Room 202, Administration Building

Dear Dr. Benarroch:

In accordance with the Student Discipline By-Law, I hereby submit the Annual Report of the University Discipline Committee (UDC) for September 1, 2021 to August 31, 2022. It summarizes the offenses and dispositions reported to the UDC by all disciplinary authorities at the University of Manitoba.

Disciplinary incidents are detailed in the attached tables for the two major categories of "Academic Misconduct" and "Non-Academic Misconduct", and for those still pending. Similar disciplinary matters are grouped for easier review. The trends in disciplinary incidents from 2017 to 2022 are shown in the attached figures.

Notable observations related to student discipline at the University in 2021-2022 are as follows:

- 1) There were 1257 incidents of misconduct reported to the UDC compared to 1219 cases in 2020-2021. The rate of offenses was 4.0 per 100 students compared to 3.9 per 100 students in the previous year.
- 2) There were 1127 incidents of Academic Misconduct involving 931 students, most often related to Inappropriate Collaboration (34%, 380/1127) and Cheating (32%, 365/1127).
- 3) There were 130 incidents of Non-Academic Misconduct involving 106 students including 115 cases of Abuse of University Policies, Procedures, or Regulations, 11 cases of Threats of Harm or Actual Harm, three cases of Inappropriate or Disruptive Behaviour, and one case of Property Related Misconduct. There were 72 incidents of Non-Academic Misconduct reported in 2020-2021.
- 4) At the time of this report, there were 57 incidents still pending, where outcomes were not yet determined.
- 5) In May 2022, Student Engagement and Success replaced the Academic Integrity and Student Conduct Tutorial with the Reflections on Academic Integrity Course.
- 6) The UDC heard five appeals during the reporting period, including one appeal that related to an incident from a previous reporting period.

Disciplinary Authorities provided the following information on significant changes or issues of wider University interest.

- Student Residences noted an increase in the Breach of Student Residence rules despite a reduced capacity. The Disciplinary Authority attributed the increase to more violations related to Covid-19 capacity limits and wearing masks. They also observed an increase in smoking violations which they attributed to residents not wanting to leave their rooms because of Covid-19 or the colder than usual winter. The Disciplinary Authority also noted an increase in unsanitary conditions likely due to residents spending more time in their rooms.
- One Disciplinary Authority reported 11 incidents of a failure to comply with previous disciplinary actions. The cases involved students who registered for courses in their Faculty while on disciplinary suspension from taking such courses. The Banner system cannot be used to prevent students from registering for courses in specific units. Therefore, the Unit must review course registrations to identify the students, notify them that they cannot be registered, and remove them from the course before the revision period ends. If the student re-registers, it is considered Non-Academic Misconduct.
- Two Disciplinary Authorities noted a decrease in incidents of Academic Misconduct. Both suggested that the return to in-person learning and changes to assessment strategies may have reduced the opportunities for misconduct.
- A Disciplinary Authority noted a decrease in the number of cases of Academic Fraud, specifically regarding omissions of post-secondary attendance at other institutions. They indicated that application processes have been improved including additional wording to emphasize the importance of declaring all post-secondary attendance. They also request a statement regarding any gap between high school graduation and applying as a high school applicant.
- A Disciplinary Authority noted an increase in Inappropriate Collaboration. They were not clear whether the increase was the result of incidents being categorized differently compared to previous years. The Disciplinary Authority noted that depending on the case, it can be difficult to determine whether a violation is Inappropriate Collaboration (i.e., students worked together) or Plagiarism (i.e., students copied from the same source).

#### Incidents of Student Discipline Reported to the UDC

Year	# of Incidents Reported	# of Students at the University of Manitoba	Rate per 100 Students
2017-2018	741	29,498	2.5
2018-2019	891	29,620	3.0
2019-2020	1,303	30,290	4.3
2020-2021	1,219	31,020	3.9
2021-2022	1,257	31,067	4.0
<b>Average</b>	1,082	30,299	3.6

Please share this information, as you see fit, with those at the University of Manitoba who have an interest in Student Disciplinary matters. If you choose to continue the practice of circulating the Annual Report of the UDC to Senate and the Board of Governors, I can be available to answer

questions, if called upon to do so.

Finally, I would like to thank everyone involved in the difficult work related to student misconduct and discipline which is essential to maintaining academic integrity at the University of Manitoba.

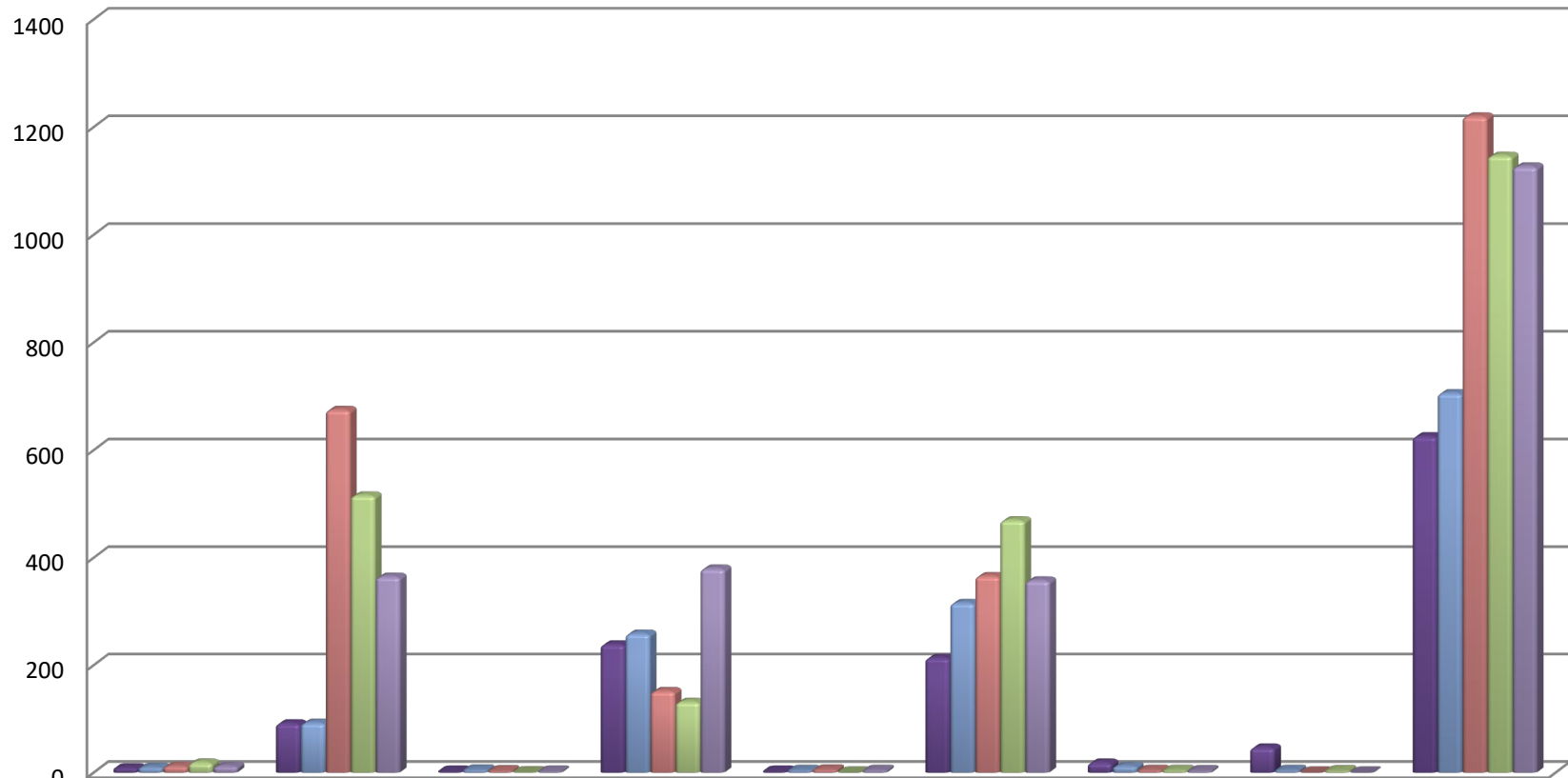
Yours sincerely,

**Sheryl Zelenitsky**

Digitally signed by Sheryl  
Zelenitsky  
Date: 2022.11.30 15:31:20 -06'00'

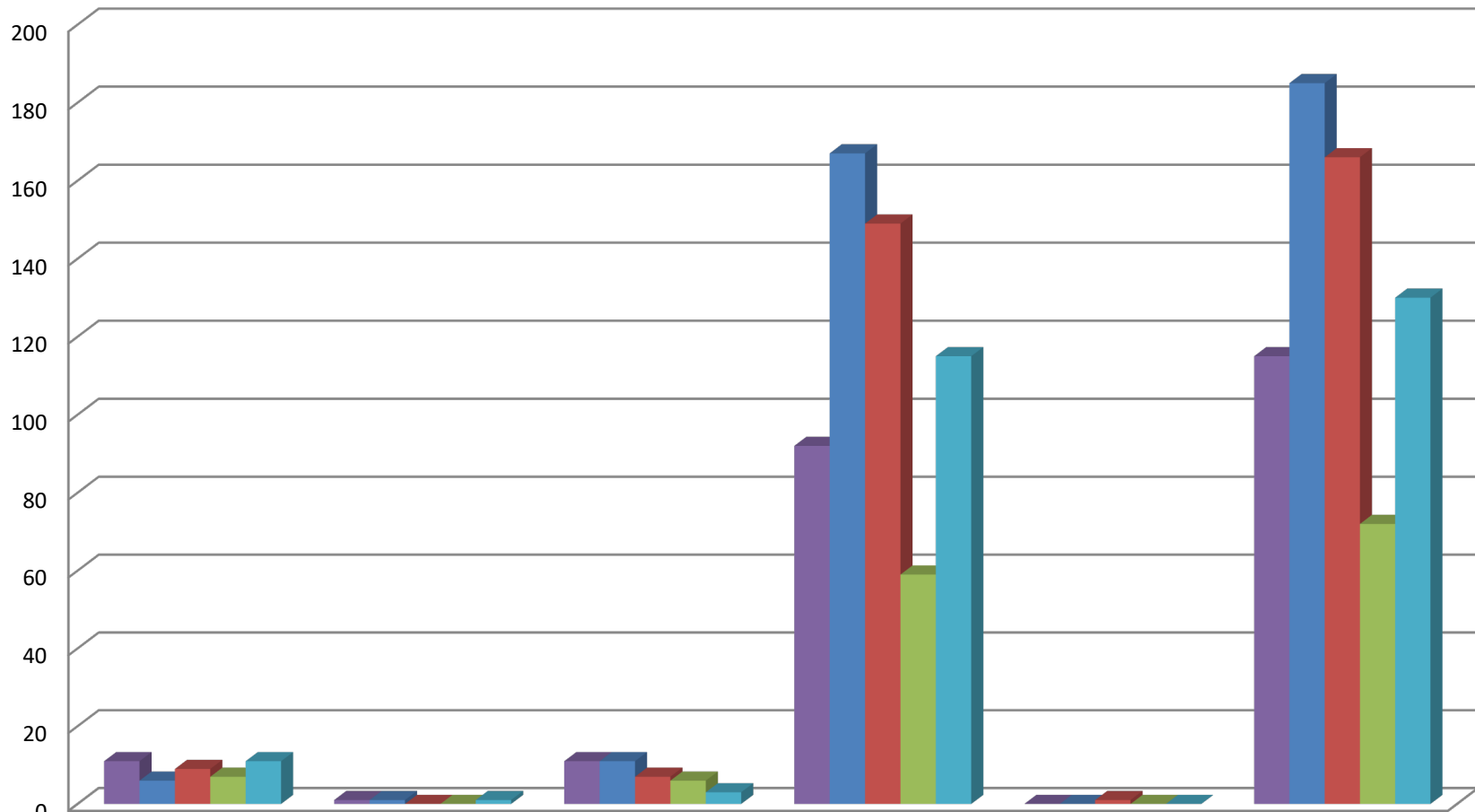
Dr. Sheryl Zelenitsky, Chair  
University Discipline Committee

### Part 1 - Academic Misconduct



	Academic Fraud	Cheating	Duplicate Submission	Inappropriate Collaboration	Personation	Plagiarism	Other - Contract Cheating	Other - Fraudulent Credit Card	TOTAL
2017-2018	9	92	3	239	3	214	19	47	626
2018-2019	10	93	6	259	5	316	12	5	706
2019-2020	12	675	4	152	6	366	5	0	1220
2020-2021	19	516	1	132	0	470	5	4	1147
2021-2022	12	365	3	380	5	358	4	0	1127

### Part 2 - Non-Academic Misconduct



	Threats of Harm or Actual Harm	Property Related Misconduct	Inappropriate or Disruptive Behaviour	Abuse of University Policies, Procedures or Regulations	Other	TOTAL
■ 2017-2018	11	1	11	92	0	115
■ 2018-2019	6	1	11	167	0	185
■ 2019-2020	9	0	7	149	1	166
■ 2020-2021	7	0	6	59	0	72
■ 2021-2022	11	1	3	115	0	130



**University  
of Manitoba**

Office of the Registrar and  
Enrolment Services

421 University Centre  
Winnipeg, Manitoba  
Canada R3T 2N2  
T: 204-474-8820  
F: 204-474-7554

TO: Jeff Leclerc, University Secretary

FROM: Jeff Adams, University Registrar and Executive Director, Enrolment Services

DATE: January 9, 2023

**SUBJECT: Undergraduate Admission Targets 2023-24**

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Attached please find the proposed undergraduate admission targets effective for the fall of 2023.

**Observations**

1. When the 2022 admission targets were presented to Senate in March of 2022, the Respiratory Therapy target for the fall 2022 intake was listed as 16; approval to increase the target to 20 was obtained in June of 2022 and was in effect for the fall 2022 intake.
2. The Engineering target is increasing from 364 sets to 482 seats; this increase is being phased in over a three-year period.
3. A proposal to increase the number of seats for the Respiratory Therapy program from 20 to 40 is being considered.
4. The Nursing target is being increased from 280 seats to 400 seats; this involves the addition of a summer term intake.
5. The Midwifery target is being increased from 6 seats to 8 seats.

Please forward this document to the members of Senate and the Board of Governors for their information.

Cc: Laurie Schnarr, Vice-Provost (Students)  
Erin Stone, Deputy Registrar and Director of Admissions  
Shannon Coyston, Associate University Secretary (Senate)

Summary of Undergraduate Admission Targets

January 9-2023

Program	Effective for fall 2022 intake	Effective for fall 2023 intake
<b>Faculty of Agricultural &amp; Food Sciences</b>		
Agricultural & Food Science (Degree)*	165	165
Human Nutritional Sciences (Degree)	90	90
Agriculture (Diploma)*	85	85
Internationally Educated Agrologists	15	15
<b>Faculty of Architecture</b>		
Environmental Design	100	100
<b>Faculty of Arts*</b>		
Arts (Degree)	open	open
Arts (Degree) - Integrated Studies	open	open
<b>Asper School of Business*</b>		
Management (Degree)	584	584
<b>Faculty of Education</b>		
Education After Degree (Early)	70	70
Education After Degree (Middle)	70	70
Education After Degree (Senior)	140	140
<b>Faculty of Engineering</b>		
Engineering*	364	482 - See note 1
Engineering - Internationally Educated Engineers	25	25
<b>CHR Environment, Earth &amp; Resources*</b>		
Environment, Earth & Resources (Degree)	135	135
<b>School of Art</b>		
School of Art: Diploma*	15	15
School of Art: Degree*	100	100
School of Art: Art History	15	15
<b>Faculty of Health Sciences</b>		
Health Studies (Degree)	40	40
Health Sciences (Degree)	40	40
<b>College of Dentistry</b>		
Dentistry (Degree)	29	29
Dentistry - International Dentist Degree	6	6
<b>School of Dental Hygiene</b>		
Dental Hygiene*	26	26
Dental Hygiene - Degree Completion	3	3
<b>College of Rehabilitation Sciences</b>		
Respiratory Therapy (Degree)	20 - See note 2	20 - See note 2
<b>College of Medicine</b>		
Medicine	110	110
Family Social Sciences	80	80
<b>College of Nursing</b>		
Nursing (Degree)	280	400
Midwifery (degree)	6	8
<b>College of Pharmacy</b>		
Pharmacy (Degree)	55	55
<b>Faculty of Kinesiology &amp; Rec Management</b>		
B Kin (AT)	24	24
B Kin*	100	100
B P E*	35	35
B RM & CD*	40	40
<b>Faculty of Law</b>		
Law (Degree)	106	106
<b>Marcel Desautels Faculty of Music</b>		
Music*	60	60
Music - Jazz Studies*	15	15
<b>Faculty of Science*</b>		
Science (Degree)	Target under consideration - See note 3	Target under consideration - See note 3
<b>Faculty of Social Work</b>		
Social Work (on campus)	75	75
Social Work - Distance Delivery	100	100
Social Work - Inner City	60	60
Social Work - Northern External	10	10
Social Work - Northern Program	35	35

Programs with an asterisk have a direct entry option

Notes:

1. The increase to the Engineering target is being phased in over a 3-year period. The increase for 2023 will be 30-35 seats.
2. A proposal to increase the number of Respiratory Therapy seats from 16 to 20 for the 2022 intake was approved in June of 2022. A proposal is being considered that would result in an additional 20 seat increase for the fall 2024 intake is being considered.
3. Science does have a cap of between 1200 & 1500; however, this is an older figure and discussions are required prior to finalizing the target.



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Report from Senate (February 1, 2023) RE: Requests for Temporary Suspension of Admissions to Post-Baccalaureate Diploma in Engineering and Bachelor of Commerce (Honours) Majors in International Business, Leadership and Organization, and Management Information Systems

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**Items for discussion / advice:**

- A-1) Request for Temporary Suspension of Admissions to Post-Baccalaureate Diploma in Engineering, Price Faculty of Engineering
  - A-2) Request for Temporary Suspension of Admissions to Bachelor of Commerce (Honours) Majors in International Business, Leadership and Organization, and Management Information Systems, Asper School of Business
- 

**Item A** – for discussion / advice (Attachment 1)

**Requests for Temporary Suspension of Admissions:**

- A-1) Request for Temporary Suspension of Admissions to Post-Baccalaureate Diploma in Engineering, Price Faculty of Engineering**
- A-2) Request for Temporary Suspension of Admissions to Bachelor of Commerce (Honours) Majors in International Business, Leadership and Organization, and Management Information Systems, Asper School of Business**

**Context and Background:**

The Board policy on *Admission Targets* specifies that the President may suspend admissions to a program for defined time periods at intervals no more than 24 months following consultation and discussion with the dean or director, with Senate and with the Board of Governors, subject to the provisions of the provincial *Programs of Study Regulation*.

- A-1) The President has received a request from the Price Faculty of Engineering, to temporarily suspend admissions to the Post-baccalaureate Diploma in Engineering (Internationally Educated Engineers Qualification (IEEQ) Program), for the 2023 - 2024 and 2024 - 2025 academic years. The program requires students to complete from four to ten upper-year undergraduate engineering courses, to confirm students' technical background and language and communication development, plus a cooperative education work term, to provide networking opportunities and Canadian work experience. The program can be completed in one to two years.

The program was established in 2002, to provide an alternative pathway to licensure for individuals who have earned an undergraduate engineering degree outside of Canada. Engineering Intern is the first stage toward registration as Professional Engineer (P.Eng.), which is a requirement to practice professional engineering in Canada. Until very recently in Manitoba, internationally educated engineers would apply to Engineers Geoscientists Manitoba (EGM) for an Assessment of Academic Credentials, to determine their pathway to registration as a P.Eng. Typically, this would involve completion of Confirmatory Exams assigned and administered by EGM. The IEEQ Program was an alternative to the Confirmatory Exams when these were required by the EGM.

In 2022, to reduce barriers to licensure for newcomers to Manitoba, the EGM eliminated the requirement for internationally educated engineers who have graduated from a recognized engineering program to complete the Confirmatory Exams or another approved pathway. The change to the EGM's requirements eliminated the need for the IEEQ program in its current form, as



evidenced by a significant reduction in the number of applicants in the last two years. Maximum seat capacity in the program is twenty-five (25) to thirty (30) students. Enrolment in the two academic years since the EGM's policy change was announced was nine (9) students in 2021 – 2022 and two (2) students in 2022 – 2023. In the three years prior to the announcement, enrolments ranged from eighteen (18) to thirty-four (34) students.

- A-2) The President has received requests from the Asper School of Management, to temporarily suspend admissions to three Major programs in the Bachelor of Commerce (Honours) degree, including the B.Comm.(Hons.) in International Business, the B.Comm.(Hons.) in Leadership and Organization, and the B.Comm.(Hons.) in Management Information Systems. The Asper School is requesting that intake into the three Majors be suspended effective for the 2023 Fall Term.

The basis for the requests is that student demand for the programs is not strong as demonstrated by historically low enrolments. In the past five years (2017 - 2021), an average of forty-one (41), twelve (12), and thirty-one (31) students were enrolled in the International Business, Leadership and Organization, and Management Information Systems Majors, respectively.

Additionally, the requests are one element of a broader review of the B.Comm.(Hons.) curriculum by the Asper School of Business that also entails modifications to the core curriculum of the B.Comm.(Hons.) degree and proposals to introduce two new majors, one in the area of Strategy and Global Management and one in Business Analytics. Altogether the changes to the B.Comm.(Hons.) curriculum and the proposals for two new Majors would contribute to the Faculty's objectives to offer a contemporary business education to students and to address the needs of employers by preparing students with professional skills required in today's workplace.

---

### Resource Requirements:

- A-1) The P.B.Dip. in Engineering has been supported by 3.3 FTE staff positions. Of these, 2.5 FTE positions have been reallocated within the Faculty, to support the significant increase to undergraduate enrolment that was recently approved by the President and the province. One 0.8 FTE staff position will continue to support the program until students currently registered have graduated.
- A-2) Pending approval of the requests for suspensions of admissions to the International Business and Leadership and Organization Majors and approval and implementation of the Strategy and Global Management Major, the Asper School of Business would reallocate resources for academic and support staff positions to the new degree program. Similarly, if the request to temporarily suspend admissions to the Management Information Systems Major was approved and the new Major in Business Analytics was approved and implemented, resources for teaching and support staff positions would be reallocated from the current to the new program. The Asper School is prepared to support the concurrent delivery of both the current and new Majors for a period of time, to allow students registered in the existing Majors to complete their programs.

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### Implications:

- A-1) A two-year suspension of admissions would allow time for the Price Faculty of Engineering to assess, through consultations with stakeholders, data gathering, and analysis, whether there continues to be a need for a program to support career entry or re-entry for internationally educated engineers and, potentially, for others who have been away from professional practice for a period of time. If appropriate, the Faculty would bring forward a proposal to Senate, to modify the curriculum of the P.B.Dip. in Engineering, to support the specific educational needs of this potentially different group of students.

The EGM has been notified of the Faculty's intent to suspend admissions to the IEEQ Program. There would be no adverse impact on continuing students. Three students remain in the program, including two students who are expected to graduate in June 2023 following completion of their co-op work terms. One student, with course and work-term requirements to be completed, would be

allowed to complete their program. The student also has the option to leave the program and register as an Engineering Intern, based on the EGM's current policy.

Two students recently graduated from the program in February 2023, as was anticipated in the request for temporary suspension of admissions (see Section E1).

- A-2) Pending approval by the province and implementation by the Provost and Vice-President (Academic), the proposed B.Comm.(Hons.) in Strategy and Global Management would replace the B.Comm.(Hons.) in International Business and the B.Comm.(Hons.) in Leadership and Organization in the Asper School's curriculum. The proposed B.Comm.(Hons.) in Business Analytics would replace the B.Comm.(Hons.) in Management Information Systems

The President's approval of the suspension of admissions to the three majors would be conditional, based on the approval of the new Majors by the Board of Governors and the province and implementation by the Provost.

There would be no adverse impacts on students currently enrolled in any of the three Majors in International Business, Leadership and Organization, or Management Information Systems. The Asper School of Business would continue to offer the Majors until all currently enrolled students had graduated. If the proposed programs were to be approved and implemented, students currently enrolled in the International Business Major or the Leadership and Organization Major would also have the option to transfer to the Strategy and Global Management Major, and students enrolled in the Management Information Systems Major would have the option to transfer to the Business Analytics Major.

---

### **Consultation and Routing to the Board of Governors:**

The President consulted Senate on the requests to temporarily suspend admissions to the P.B.Dip. in Engineering and the B.Comm.(Hons.) degrees in International Business, Leadership and Organization, and Management Information Systems at its meeting on February 1, 2023. Senate did not raise any concerns about any of these requests.

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**SUBMISSION PREPARED BY:**      University Secretary

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### **ATTACHMENTS:**

#### **Items for consultation:**

##### Attachment 1 –

- A-1) Request for Temporary Suspension of Admissions to Post-Baccalaureate Diploma in Engineering, Price Faculty of Engineering
- A-2) Requests for Temporary Suspension of Admissions to Bachelor of Commerce (Honours) Majors in International Business, Leadership and Organization, and Management Information Systems, Asper School of Business



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president@umanitoba.ca

**DATE:** December 15, 2022

**TO:** Jeff Leclerc, University Secretary

**FROM:** Michael Benarroch, Ph.D.  
President and Vice-Chancellor *M Benarroch*

**RE:** Temporary Suspension of Admissions to the Internationally Education Engineers Qualification (IEEQ) Program, Post-Baccalaureate Diploma in Engineering

---

I attach a recommendation from Dr. Greg Smith, Vice-Provost (Academic Planning and Programs) to temporarily suspend admissions to the IEEQ Program for the 2023-2024 and 2024-2025 academic years.

Under the Admission Targets Policy and Procedure, the President may suspend admissions to a program following consultation and discussion with the applicable unit's dean or director, with Senate and with the Board of Governors, subject to the provisions of the provincial Programs of Study Regulation.

Accordingly, please place this item on the agenda for the January 18, 2023, Senate Executive meeting and the February 1, 2023, Senate Meeting.

**Cc:** Diane Hiebert-Murphy, Provost and Vice-President (Academic)  
Greg Smith, Vice-Provost (Academic Planning and Programs)  
Laurie Schnarr, Vice-Provost (Students)  
Marcia Friesen, Dean, Price Faculty of Engineering  
Jeff Adams, Registrar and Executive Director, Enrolment Services  
Randy Roller, Executive Director, OIA  
Cassandra Davidson, Academic Program Specialist




Office of Provost and Vice-President (Academic)

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

**University  
of Manitoba**

**Date:** December 15, 2022

**To:** Dr. Michael Benarroch, President and Vice-Chancellor

**From:** Dr. Greg Smith, Vice-Provost (Academic Planning and Programs) 

**Re:** Request for Suspension of Intake, Internationally Educated Engineers Qualification (IEEQ) Program, Post-Baccalaureate Diploma in Engineering

---

Under the Admission Targets Policy and at the request of Dr. Marcia Friesen, Dean, Price Faculty of Engineering, please find attached a proposal to temporarily suspend intake to the IEEQ Program, Post-Baccalaureate Diploma in Engineering.

The IEEQ program was originally introduced to recognize internationally educated engineers, providing graduates with a credential to register and begin the licensure process to practice professional engineering in Manitoba and Canada. In 2022, Engineers Geoscientists Manitoba changed its practices to reduce barriers and recognize internationally trained engineers. This change in policy has in essence negated the need for the IEEQ program and as a result, enrolment and demand for the program has severely declined. The Faculty is requesting to suspend intake to the program to allow time for a comprehensive review with an intent to redesign the program to provide support for those looking to enter or re-enter the profession, and to bring forward any resulting proposals through the appropriate approval pathways.

Consistent with the Admission Targets Policy and Procedure, the President may approve the suspension of admissions to a program for up to 24 months following consultation with the Dean, Senate, and the Board of Governors, subject to the provincial Programs of Study Regulation.

Please provide your advice concerning this matter to the Office of the University Secretary by Thursday, January 5<sup>th</sup>, 2023, so that, if supported, the request may receive timely consideration by Senate and the Board of Governors.

Cc: Diane Hiebert-Murphy, Provost and Vice-President (Academic)  
Laurie Schnarr, Vice-Provost (Students)  
Marcia Friesen, Dean, Price Faculty of Engineering  
Jeff Leclerc, University Secretary  
Jeff Adams, Registrar and Executive Director, Enrolment Services  
Randy Roller, Executive Director, OIA  
Cassandra Davidson, Academic Program Specialist

08 December 2022

Dr. Greg Smith  
Vice-Provost (Academic Planning & Programs)  
University of Manitoba  
Winnipeg, MB R3T 2N2

by email: Greg.Smith@UManitoba.ca

**Re: *Application to Suspend Intake to the IEEQ Program (Post-Baccalaureate Diploma in Engineering), Price Faculty of Engineering, for September 2023***

Dear Dr. Smith,

Attached please find a proposal from the Price Faculty of Engineering to suspend intake to the IEEQ Program (Post-Baccalaureate Diploma in Engineering) starting in September 2023. This is in response to policy changes at Engineers Geoscientists Manitoba which have effectively eliminated the need, and thus the demand, for the IEEQ Program as a qualifications recognition pathway.

The IEEQ program is a foreign qualifications recognition program for internationally-educated engineers. IEEQ students are newcomers to Canada who hold earned engineering degrees and usually have extensive engineering experience from their home countries. The IEEQ Program provides students with an academic credential of a Post-Baccalaureate Diploma in Engineering and a professional credential of Engineering Intern registration with Engineers Geoscientists Manitoba. Engineering Intern (formerly Engineer-in-Training) is the first licensure stage toward Professional Engineer (P.Eng.) registration, and P.Eng. registration is a requirement for right-to-title and right-to-practice professional engineering in Manitoba and Canada.

Until 2022, internationally-educated engineers would apply for an *Assessment of Academic Credentials* by Engineers Geoscientists Manitoba, and the outcome of the assessment would define which pathway(s) were available to them as a licensure/registration pathway, with the default pathway being Confirmatory Exams assigned and administered by Engineers Geoscientists Manitoba. When developed in 2002, the IEEQ Program offered a licensure pathway as an alternative to Confirmatory Exams.

In Fall 2021, Engineers Geoscientists Manitoba announced that it is reducing barriers to licensure for newcomers and registering internationally-educated engineers who have graduated from a recognized engineering program abroad as Engineering Interns without requiring completion of a confirmatory program for qualifications recognition (confirmatory exams, IEEQ Program, or other approved pathway). This change was implemented in 2022. Engineers Geoscientists Manitoba expects it to accelerate the labour market entry / re-entry of skilled immigrants into engineering industry.

The IEEQ Program's primary purpose was to serve as a foreign qualifications recognition pathway for internationally-educated engineers, and this change in policy at Engineers Geoscientists

Manitoba has effectively eliminated the need for the IEEQ Program. As a result, since winter 2022, we have experienced a significant reduction in applications to the program as well as existing students leaving the program to avail themselves of the new policy of Engineers Geoscientists Manitoba.

As of November 2022, there are four students completing co-op work terms as a final requirement prior to February 2023 or June 2023 graduation, and one student with both outstanding academic requirements and a co-op work term remaining in the program. Existing staff will continue to support this student to completion. There are no impacts on previous graduates of the IEEQ Program.

We propose to suspend any further intake into the IEEQ Program as of September 2023. The Post-Baccalaureate Diploma, as currently approved by Senate and the Province, is limited to internationally-educated engineers who have undergone an *Assessment of Academic Credentials* with Engineers Geoscientists Manitoba, and the primary purpose is to provide formal recognition of foreign qualifications for licensure. A temporary cessation will allow us to engage stakeholders and propose a program modification to the Post-Baccalaureate Diploma in Engineering that provides labour market entry and re-entry support to newcomers and others in Manitoba who have been away from professional practice for a period of time.

The attached proposal outlines the above in more detail. Please do not hesitate to contact me at [Marcia.Friesen@UManitoba.ca](mailto:Marcia.Friesen@UManitoba.ca) or 204-474-9806 for further discussion or question.

Sincerely,



Marcia Friesen  
Dean, Price Faculty of Engineering

Universities and colleges requesting approval for the **temporary cessation** of a program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

**UM INTERNAL REQUIREMENTS**



**University  
of  
Manitoba**

1. Please refer to the Senate Policy and Procedures on Admission Targets (available online at: [http://umanitoba.ca/admin/governance/governing\\_documents/academic/admission\\_targets.html](http://umanitoba.ca/admin/governance/governing_documents/academic/admission_targets.html)).
2. Please complete the application below and submit with it the following supplemental documentation, to the Vice-Provost (Academic Planning and Programs):
  - a. A cover letter justifying and summarizing the rationale behind the request for suspension of admissions (*as outlined in section 2.3 on the Admission Targets Procedures*) and indicating the meeting date in which the proposal was reviewed by the Faculty/College/School Council.
  - b. Letters of support from internal stakeholders that were consulted as part of this proposal.
  - c. Enrolment and graduation trends for the past five years and forecasted trends for the next three to five years.
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, at [Cassandra.Davidson@umanitoba.ca](mailto:Cassandra.Davidson@umanitoba.ca) in the Office of the Provost & Vice-President (Academic).

*Updated August 2022*

**SECTION A – PROPOSAL DETAILS**

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: **Price Faculty of Engineering**

If program is a joint program, list all participating institutions and the roles of each in delivering the program to be temporarily ceased:

**N/A**

Program name: **Internationally-Educated Engineers Qualification Program (IEEQ Program)**

Credential awarded: **Post-Baccalaureate Diploma in Engineering**

Proposed start date for temporary cessation: **September 2023**

*Office Use Only*

One-time funding: \_\_\_\_\_

On-going funding: \_\_\_\_\_

## SECTION B – PROGRAM DESCRIPTION AND DELIVERY

**B-1 Provide a general description of the program and its objectives:** *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

The IEEQ program is a foreign qualifications recognition program for internationally-educated engineers (immigrant engineers). IEEQ students are newcomers to Canada who hold earned engineering degrees and usually have extensive engineering experience from their home countries. The IEEQ Program provides students with an academic credential of a Post-Baccalaureate Diploma in Engineering and a professional credential of Engineering Intern registration with Engineers Geoscientists Manitoba. Engineers Geoscientists Manitoba is the provincial regulatory body for professional engineering in Manitoba. Engineering Intern (formerly Engineer-in-Training) is the first licensure stage toward Professional Engineer (P.Eng.) registration, and P.Eng. registration is a requirement for right-to-title and right-to-practice professional engineering in Manitoba and Canada.

Internationally-educated engineers would apply for an *Assessment of Academic Credentials* by Engineers Geoscientists Manitoba, and the outcome of the assessment would define which pathway(s) were available to them as a licensure/registration pathway, with the default pathway being Confirmatory Exams assigned and administered by Engineers Geoscientists Manitoba. When developed in 2002, the IEEQ Program offered a licensure pathway as an alternative to confirmatory exams, and subsequently Engineers Geoscientists Manitoba developed additional pathways that supported qualifications recognition for newcomers. Since the early 2000s and until recently, the demand for IEEQ remained strong.

The IEEQ Program consists of four (4) to 10 senior-level undergraduate engineering courses to confirm technical background, language and communication development, networking opportunities, and a co-op work term to gain Canadian experience. The courses are chosen from the undergraduate B.Sc. in Engineering degree program offerings and the co-op work terms were supported by the Faculty Co-op/Internship office.

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**B-2 Length of Program:** *(Define the length of the proposed program using measures appropriate to the schedule and delivery format. This will include total course credits and weeks/months, and, where relevant, hours and semesters of instruction)*

The program is designed to be completed in 12-24 months. The assigned courses (number and area) for each IEEQ student align with the number of confirmatory exams assigned by Engineers Geoscientists Manitoba, ranging from four (4) to 10 courses in the IEEQ Program.

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**B-3 Describe the mode of delivery for this program:**

The IEEQ Program is an in-person, on-campus program in the Price Faculty of Engineering at the UM Fort Garry campus. IEEQ students take senior-level undergraduate courses (classes / tutorials / labs) from the undergraduate degree offerings in the Price Faculty of Engineering. One course, *Professional Engineering Practice in Manitoba* (ENG 4020, 4 credit hours) is specific to only IEEQ students. The Price Faculty of Engineering Co-op/Internship office supports co-op preparation and placement for IEEQ students (as they do for all Price Faculty of Engineering Co-op students).



**C-1 Identify and provide a detailed description of the rationale for the temporary cessation of this program of study:**

*(Such as changes in applications, enrolment, employer demand.)*

In Fall 2021, Engineers Geoscientists Manitoba announced a change to its assessment process for internationally-educated engineers. Engineers Geoscientists Manitoba is reducing barriers to licensure for newcomers and registering internationally-educated engineers who have graduated from a recognized engineering program abroad as Engineering Interns directly, without requiring a confirmatory program for qualifications recognition (confirmatory exams, IEEQ Program, or other approved pathway). This change was implemented in 2022. Engineers Geoscientists Manitoba expects it to accelerate the labour market entry / re-entry of skilled immigrants into engineering industry.

The IEEQ Program's primary purpose was to serve as a foreign qualification recognition pathway for internationally-educated engineers, and this change in policy at Engineers Geoscientists Manitoba has effectively eliminated the need for the IEEQ Program. As a result, since winter 2022, we have experienced a significant reduction in applications to the program (please see E-4) as well as existing students leaving the program to avail themselves of the new policy of Engineers Geoscientists Manitoba.

A temporary cessation will allow the Price Faculty of Engineering to determine whether there continues to be a need to support career re-entry of internationally-educated engineers and potentially others into the Canadian workforce outside of a licensure pathway.

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**C-2 Describe the expected outcome of the temporary cessation of this program and the timeframe of the temporary cessation process:**

We propose to suspend any further intake into the IEEQ Program as of September 2023 and for two years. That will allow for stakeholder engagement (internationally-educated engineers, IEEQ alumni, industry/business), data gathering and analysis and the development of a program modification to the Post-Baccalaureate Diploma in Engineering. The Post-Baccalaureate Diploma, as currently approved by Senate and the Province, is limited to internationally-educated engineers who have undergone an *Assessment of Academic Credentials* with Engineers Geoscientists Manitoba, and the primary purpose is to provide formal recognition of foreign qualifications for licensure. A temporary cessation will allow us to engage stakeholders and propose a program modification to the Post-Baccalaureate Diploma in Engineering that provides labour market entry and re-entry support to newcomers and others in Manitoba who have been away from professional practice for a period of time.

Current students in the program will continue to be supported to completion.

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**C-3 Outline the internal approval process (i.e. committees, governing bodies) for approving the temporary cessation of this program of study within your institution and indicate any dates of decision. (Governing Council, Board of Governors, Board of Regents, Senate, other)**

**UM INTERNAL REQUIREMENTS:** dates will be inserted by the Provost's Office prior to submission to government.

**UNIVERSITY OF MANITOBA:**

<u>Approval by President</u>	<u>Date</u>	
Consultation with Senate:	_____	
Consultation with Board of Governors:	_____	
Additional Consultation ( <i>as needed</i> ):	_____	Details:
Final Decision: Y <input type="checkbox"/> N <input type="checkbox"/>	_____	

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**C-4 Responsibility to consult**

C-4.1 What agencies, groups, or institutions have been consulted regarding the temporary cessation of this program?

We have indicated to Engineers Geoscientists Manitoba that the effective drop-off in demand for IEEQ Program will likely mean that we will stop offering the program. We have engaged with over 65 business/industry partners in spring 2022 to share how the change in policy at Engineers Geoscientists Manitoba is impacting the IEEQ Program. We have also suspended typical outreach events to internationally-educated engineers.

C-4.2 How have students and faculty been informed of the intent to temporarily cease this program?

The impact of policy changes at Engineers Geoscientists Manitoba on the IEEQ Program have been shared and regularly updated at Engineering Leadership Team meetings since fall 2021 and at Engineering Faculty Council. Engineering leadership was formally consulted on November 28, 2022 on the suspension of intake. The Engineering Faculty Council was formally consulted on December 8, 2022 on the suspension of intake, at which the Faculty Council unanimously approved a motion "That Faculty Council supports the Price Faculty of Engineering application to suspend intake to the IEEQ Program as of fall term 2023". IEEQ staff have shared changes with current IEEQ program students.

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**C-5 Describe the impact that the temporary cessation of this program may have on the labour market in Manitoba:**

We do not expect any noticeable impact on the labour market in Manitoba due to the temporary cessation of the IEEQ Program. During the temporary cessation, a program modification to the Post-Baccalaureate Diploma in Engineering would be developed. The Post-Baccalaureate Diploma, as currently approved by Senate and the Province, is limited to internationally-educated engineers who have undergone an *Assessment of Academic Credentials* with Engineers Geoscientists Manitoba, and the primary purpose of the IEEQ Program is to provide formal recognition of foreign qualifications for licensure. A temporary cessation will allow us to engage stakeholders and propose a program modification to the Post-Baccalaureate Diploma in Engineering that provides labour market entry and re-entry support to newcomers and others in Manitoba who have been away from professional practice for a period of time.

## SECTION D – SYSTEM IMPACTS

**D-1 Describe how the temporary cessation of this program will affect any specific laddering, articulation and/or credit transfer options for students in Manitoba and Canada:**

None

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**D-2 Describe how the temporary cessation of this program may affect the academic, cultural, social and economic needs and interests of students and the province:**

The cessation will offer an opportunity to understand how Internationally-Educated Engineers could be supported in career re-entry outside of the licensing framework.

## SECTION E – STUDENT IMPACTS

**E-1 Provide a program completion plan for students currently enrolled in the program that is being temporarily ceased:**

Year 1: As of November 2022, there are two students completing co-op work terms as a final requirement prior to February 2023 graduation, and two students completing work terms as a final requirement prior to June 2023 graduation. Additionally, there is one student with both outstanding academic requirements and a co-op work term remaining in the program. The student can finish in one year by completing the remaining assigned technical courses and a co-op work term. Existing staff will continue to support this student to completion. The student also has the option of exiting the program if he wishes to benefit from the policy changes at Engineers Geoscientists Manitoba and register directly as Engineering Intern.

Year 2 N/A

Year 3 N/A

Year 4 N/A

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**E-2 Will previous graduates of this temporarily ceased program be negatively affected by the temporary cessation of this program?**

There is no impact on previous graduates of the IEEQ Program.

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**E-3 What was the maximum seat capacity of the program that is being temporarily ceased?**

25-30 new entrants/year.

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**E-4 What was the enrolment and graduation rate for this program over the past 5 years?**

UM Requirement: include a table of enrolment and graduation trends for the past five years and any forecasted trends for the next three to five years.

Academic Year	Student Enrollment	Student Graduation
2018-2019	18	19
2019-2020	23	13
2020-2021	34	21
2021-2022*	9	22
2022-2023	2	2

\*Note: Engineers Geoscientists Manitoba's policy change was announced in Fall 2021, and many students who began the program in Fall 2021 subsequently left the IEEQ Program in Winter 2022 (after one term) to avail themselves of the change.

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**SECTION F – FINANCIAL REALLOCATION****F-1 What portion of ongoing funding is allocated to this program?**

The IEEQ Program is supported through existing staff in the Price Faculty of Engineering, as part of the overall operating budget of the Price Faculty of Engineering.

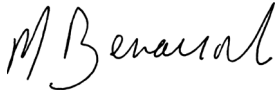
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**F-2 Please provide a detailed description of how these funds will be reallocated during the temporary cessation of this program:**

Of 3.3 FTE staff positions, 2.5 FTE staff positions have been reassigned to other needs in the Price Faculty of Engineering, specifically to support the 25% undergraduate enrolment increase approved by the UM and the Province in spring and summer 2022. The remaining 0.8 FTE staff assignment to the IEEQ Program continues to support remaining students to completion, to undertake stakeholder engagement and develop a program modification proposal for the Post Baccalaureate Diploma in Engineering.

**DATE:** December 6, 2022

**TO:** Jeff Leclerc, University Secretary

**FROM:** Michael Benarroch, Ph.D.  
President and Vice-Chancellor 

**RE:** Request for Suspension of Intake, B.Comm.(Hons) Program, Majors in International Business, Leadership and Organization, and Management Information Systems

---

I attach a recommendation from Dr. Greg Smith, Vice-Provost (Academic Planning and Programs) to temporarily suspend admissions to the Bachelor of Commerce (Honours) majors in International Business, Leadership and Organization, and Management Information Systems, respectively.

Under the Admission Targets Policy, the President may suspend admissions to a program following consultation and discussion with the applicable unit's dean or director, with Senate and with the Board of Governors, subject to the provisions of the provincial Programs of Study Regulation.

Accordingly, please place this item on the agenda for the December 14, 2022, Senate Executive meeting and the January 11, 2023, Senate Meeting.

**Cc:** Diane Hiebert-Murphy, Provost and Vice-President (Academic)  
Greg Smith, Vice-Provost (Academic Planning and Programs)  
Laurie Schnarr, Vice-Provost (Students)  
Bruno Silvestre, Dean, I.H. Asper School of Business, Faculty of Management  
Jeff Adams, Registrar and Executive Director, Enrolment Services  
Randy Roller, Executive Director, OIA  
Cassandra Davidson, Academic Program Specialist



Office of Provost and Vice-President (Academic)

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

**University  
of Manitoba**

**Date:** December 5, 2022

**To:** Dr. Michael Benarroch, President and Vice-Chancellor

**From:** Dr. Greg Smith, Vice-Provost (Academic Planning and Programs)

**Re:** Request for Suspension of Intake, B.Comm.(Hons) Program, Majors in International Business, Leadership and Organization, and Management Information Systems

---

Under the Admission Targets Policy and at the request of Dr. Bruno Silvestre, Dean of the I.H. Asper School of Business, Faculty of Management, please find attached proposals to temporarily suspend intake to the Bachelor of Commerce (Honours) majors in International Business, Leadership and Organization, and Management Information Systems, respectively.

As a result of a recent curriculum review, the I.H. Asper School of Business is proposing the introduction of two new majors in Business Analytics and Strategy and Global Management (currently being reviewed through the Senate and Board approval processes). The new majors are proposed to replace the above-referenced majors that are undersubscribed with historically low demand. Approval of the suspension of intake to these majors is conditional based on approval of the new programs. It is the Faculty's intent to put forward proposals to formally close the programs once the remaining students have had an opportunity to complete their programs.

Consistent with the Admission Targets Policy and Procedure, the President may approve the suspension of admissions to a program for up to 24 months following consultation with the Dean, Senate, and the Board of Governors, subject to the provincial Programs of Study Regulation.

Please provide your advice concerning this matter to the Office of University Secretary by Tuesday, December 6<sup>th</sup>, 2022, so that, if supported, the request may receive timely consideration by Senate and the Board of Governors.

**Cc:** Diane Hiebert-Murphy, Provost and Vice-President (Academic)  
Laurie Schnarr, Vice-Provost (Students)  
Bruno Silvestre, Dean, I.H. Asper School of Business, Faculty of Management  
Jeff Leclerc, University Secretary  
Jeff Adams, Registrar and Executive Director, Enrolment Services  
Randy Roller, Executive Director, OIA  
Cassandra Davidson, Academic Program Specialist

December 5, 2022

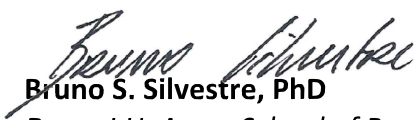
**To:** Greg Smith, Vice-Provost (Academic Planning and Programs)  
**From:** Bruno Silvestre, Dean, I.H. Asper School of Business  
**Subject:** Temporary Cessations

Dear Greg Smith,

Please find enclosed the proposals for temporary cessations of three Asper School of Business' Majors – *International Business (IB)*, *Leadership & Organization (L&O)* and *Management Information Systems (MIS)*. Student intake to these three Majors have been very modest in the last years and such demand will be naturally absorbed by the new Majors. Demand for *IB* and *L&O* Majors will be absorbed by the new *Strategy and Global Management* Major, while demand for *MIS* Major will be absorbed by the new *Business Analytics* Major.

These changes are in the best interest of the Asper School of Business' students as they prepare themselves to the fast-changing job market environment. Please do not hesitate to contact Robert Biscontri, Associate Dean, Undergraduate and International Programs ([R.Biscontri@umanitoba.ca](mailto:R.Biscontri@umanitoba.ca)), if you require any further information or clarifications prior to the meeting.

Thank you for your kind consideration.



**Bruno S. Silvestre, PhD**

Dean, I.H. Asper School of Business  
CPA Manitoba Chair in Business Leadership  
CN Professor in Supply Chain Management

Universities and colleges requesting approval for the **temporary cessation** of a program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

**UM INTERNAL REQUIREMENTS**



**University of Manitoba**

1. Please refer to the Senate Policy and Procedures on Admission Targets (available online at: [http://umanitoba.ca/admin/governance/governing\\_documents/academic/admission\\_targets.html](http://umanitoba.ca/admin/governance/governing_documents/academic/admission_targets.html)).
2. Please complete the application below and submit with it the following supplemental documentation, to the Deputy Provost (Academic Planning and Programs):
  - a. A cover letter justifying and summarizing the rationale behind the request for suspension of admissions (*as outlined in section 2.3 on the Admission Targets Procedures*).
  - b. Letters of support from internal stakeholders that were consulted as part of this proposal.
  - c. Enrolment and graduation trends for the past five years and forecasted trends for the next three to five years.
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, at [Cassandra.Davidson@umanitoba.ca](mailto:Cassandra.Davidson@umanitoba.ca) in the Office of the Provost & Vice-President (Academic).

**SECTION A – PROPOSAL DETAILS**

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: **Department of Business Administration, Asper School of Business**

If program is a joint program, list all participating institutions and the roles of each in delivering the program to be temporarily ceased:

**None**

Program name: **International Business**

Credential awarded: **Bachelor of Commerce (Honours) in International Business**

Proposed start date for temporary cessation: **September 2023**

*Office Use Only*

One-time funding: \_\_\_\_\_

On-going funding: \_\_\_\_\_



## SECTION B – PROGRAM DESCRIPTION AND DELIVERY

**B-1 Provide a general description of the program and its objectives:** *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

The International Business major is intended to prepare students for a career in management with a focus on managing business internationally. As businesses get increasingly global in their outlook, it is important that business graduates are trained in doing business internationally – both to sell globally and source globally. The International Business major imparts knowledge on aspects such as international strategic alliances, international finance, foreign currency considerations, mode of entry into foreign markets, managing cultural differences, setting up global supply chains, etc., to name a few.

---

**B-2 Length of Program:** *(Define the length of the proposed program using measures appropriate to the schedule and delivery format. This will include total course credits and weeks/months, and, where relevant, hours and semesters of instruction)*

The Bachelor of Commerce (Honours) program comprises 120 credit hours of course work and is normally completed in four years. Students typically choose their major at the beginning of their third year. Each student must declare at least one major and present a minimum Degree Grade Point Average of 2.00. Most students also declare a second major as well.

A Major in International Business consists of the following 12 credit hours of courses:

International Finance FIN 3450 (3 hrs)

Comparative IR & HRM HRIR 4520 (3 hrs)

International Marketing MKT 3300 (3 hrs)

Global Supply Chains SCM 3230 (3 hrs)

---

**B-3 Describe the mode of delivery for this program:**

The mode of instruction for the program has been via in-person classes, except during the pandemic when classes were taught remotely. Some of the courses in the International Business program have been and will continue to be available in Distance Education format also, should the student wish to take those courses online. However, it is not possible to complete the entire program online; some courses will have to be taken in person.

## SECTION C – INFORMATION REGARDING TEMPORARY CESSATION DEVELOPMENT PHASE

### C-1 Identify and provide a detailed description of the rationale for the temporary cessation of this program of study:

*(Such as changes in applications, enrolment, employer demand.)*

The enrolment in the International Business major has been quite modest. Over 2014-2020, less than 5% of Asper students declared it as their major, indicating the program is not popular among students. Student intake to the International Business major will be suspended starting September 2023 because there will be a new major – Strategy and Global Management – that will be offered starting the same time. The Strategy & Global Management major subsumes the International Business major and prepares students in international business, but with an increased strategic perspective. Therefore, it would result in duplication if the International Business major were continued. It is expected that the addition of the strategic perspective will make those wishing to pursue international business declare the new major.

---

### C-2 Describe the expected outcome of the temporary cessation of this program and the timeframe of the temporary cessation process:

The International Business major will not be available for students to choose, starting September 2023. However, those students who have already declared their major as International Business will be able to take the courses required toward this major so that they may graduate with this major (explained further under E-1).

---

### C-3 Outline the internal approval process (i.e. committees, governing bodies) for approving the temporary cessation of this program of study within your institution and indicate any dates of decision. *(Governing Council, Board of Governors, Board of Regents, Senate, other)*

*(Governing Council, Board of Governors, Board of Regents, Senate, other)*

**UM INTERNAL REQUIREMENTS:** dates will be inserted by the Provost's Office prior to submission to government.

#### UNIVERSITY OF MANITOBA:

**Approval by President**

**Date** \_\_\_\_\_

Consultation with Senate:

\_\_\_\_\_

Consultation with Board of Governors:

\_\_\_\_\_

Additional Consultation *(as needed)*:

\_\_\_\_\_

Details:

Final Decision: Y  N

\_\_\_\_\_

---

### C-4 Responsibility to consult

C-4.1 What agencies, groups, or institutions have been consulted regarding the temporary cessation of this program?

The Asper student body, faculty, and staff have been consulted.

C-4.2 How have students and faculty been informed of the intent to temporarily cease this program?

Faculty have been informed. Once Senate and the province have approved temporary cessation of the major, students will be informed via email, social media, Asper website, BComm (Hons) Program Guide, undergraduate program office staff, etc.

---

**C-5 Describe the impact that the temporary cessation of this program may have on the labour market in Manitoba:**

We don't anticipate any adverse impact of the temporary cessation of this program on the labour market in Manitoba. This is because as soon as the International Business major is suspended, the new Strategy & Global Management will become available. We only anticipate a positive impact of this temporary cessation due to the new-and-improved Strategy & Global Management major becoming available to students. It will prepare students in international business as well as management strategy. Therefore, students will be trained in international business but with a strategic thinking, which is important for business and the economic growth of the province.

**SECTION D – SYSTEM IMPACTS**

**D-1 Describe how the temporary cessation of this program will affect any specific laddering, articulation and/or credit transfer options for students in Manitoba and Canada:**

None.

---

**D-2 Describe how the temporary cessation of this program may affect the academic, cultural, social and economic needs and interests of students and the province:**

Good business education requires that students be trained in doing business internationally. The temporary cessation of the International Business major could have been adverse if the Asper School were not introducing a major that would be a substitute for it. As the School is introducing the Strategy & Global Management major, there is no such adverse effect on the academic, cultural, social, or economic needs of students and the province.

## SECTION E – STUDENT IMPACTS

### E-1 Provide a program completion plan for students currently enrolled in the program that is being temporarily ceased:

Most of the courses that comprise the IB major will continue to be offered, as several of them will comprise the new Strategy and Global Management major that the Asper School is introducing. In the event any course is not offered, students will be offered course substitutions when required. Therefore, students who declare the IB major will not be disadvantaged and will be able to complete the program.

The Asper School has put in a student-friendly flexible transition plan for those students admitted prior to Sept 2023. Students have the option to remain in the old curriculum or have the option to switch to the new curriculum. Those students who prefer to get the new Strategy and Global Management major instead of the IB major will have that option by switching over to the new B.Comm (Hons) curriculum.

---

### E-2 Will previous graduates of this temporarily ceased program be negatively affected by the temporary cessation of this program?

There will be no impact on previous graduates.

---

### E-3 What was the maximum seat capacity of the program that is being temporarily ceased?

There was no maximum seat capacity per se, as any B. Comm. (Hons.) student could choose the International Business major if they so wished.

---

### E-4 What was the enrolment and graduation rate for this program over the past 5 years?

The enrolment and numbers of graduates in the B.Comm (Hons) in International Business over the past 5 years are shown below:

Year	Enrolment	Graduates who declared as First major	Graduates who declared as Second major
2021	41	26	15
2020	48	26	22
2019	41	16	25
2018	41	24	17
2017	41	17	24

Over the past 5 years, on average 35 students have majored in International Business as one of their two majors (if they double-majored).

## SECTION F – FINANCIAL REALLOCATION

### F-1 What portion of ongoing funding is allocated to this program?

No specific funding is allocated to this program.

---

### F-2 Please provide a detailed description of how these funds will be reallocated during the temporary cessation of this program:

While funds per se will not need to be reallocated, we will reallocate resources currently being used for the International Business major toward the new Strategy & Global Management major. For instance, instructors who teach in the IB major will be reassigned to teach the S&GM courses. Likewise, undergraduate student advisors who currently advise students pursuing the IB major will instead advise students to help them pursue the S&GM major. It is expected that the S&GM major will not require any resources as it will be a reallocation of resources from the ceased major to the new major.

Universities and colleges requesting approval for the **temporary cessation** of a program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

**UM INTERNAL REQUIREMENTS**



**University  
of Manitoba**

1. Please refer to the Senate Policy and Procedures on Admission Targets (available online at: [http://umanitoba.ca/admin/governance/governing\\_documents/academic/admission\\_targets.html](http://umanitoba.ca/admin/governance/governing_documents/academic/admission_targets.html)).
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  - b. Letters of support from internal stakeholders that were consulted as part of this proposal.
  - c. Enrolment and graduation trends for the past five years and forecasted trends for the next three to five years.
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, at [Cassandra.Davidson@umanitoba.ca](mailto:Cassandra.Davidson@umanitoba.ca) in the Office of the Provost & Vice-President (Academic).

**SECTION A – PROPOSAL DETAILS**

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: **Department of Business Administration, Asper School of Business**

If program is a joint program, list all participating institutions and the roles of each in delivering the program to be temporarily ceased:

**None**

Program name: **Leadership and Organizations**

Credential awarded: **Bachelor of Commerce (Honours) in Leadership and Organizations**

Proposed start date for temporary cessation: **September 2023**

*Office Use Only*

One-time funding: \_\_\_\_\_

On-going funding: \_\_\_\_\_

## SECTION B – PROGRAM DESCRIPTION AND DELIVERY

**B-1 Provide a general description of the program and its objectives:** *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

The Leadership and Organizations (L&O) major is intended to prepare students for a career in management with a focus on developing their leadership knowledge and skills.

The success or failure of organizations can often be traced to their leader. Being strategic in thinking, managing people and resources, and being able to get the employees of the organization to work toward a common goal are important skills needed for leaders. The L&O major prepared students for leadership roles in organizations.

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**B-2 Length of Program:** *(Define the length of the proposed program using measures appropriate to the schedule and delivery format. This will include total course credits and weeks/months, and, where relevant, hours and semesters of instruction)*

The Bachelor of Commerce (Honours) program comprises 120 credit hours of course work and is normally completed in four years. Students typically choose a major at the beginning of their third year. Each student must declare at least one major and present a minimum Degree Grade Point Average of 2.00. A Major in Leadership & Organizations consists of any four of the following courses:

- Management Decision Making GMGT 3010 (3 hrs)
- Negotiation & Conflict Management LEAD 3010 (3 hrs)
- Team Building & Diversity LEAD 3020 (3 hrs)
- Corporate, Social & Environmental Responsibility LEAD 3030 (3 hrs)
- Topics in Leadership & Organizations LEAD 3040 (3 hrs)
- Leading Change LEAD 4010 (3 hrs)
- Leadership, Power and Politics in Organizations LEAD 4020 (3 hrs)

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**B-3 Describe the mode of delivery for this program:**

The mode of instruction for the program has been via in-person classes, except during the pandemic when classes were taught remotely. Some of the courses in the Leadership & Organizations program have been and will continue to be available in Distance Education format also, should the student wish to take those courses online. However, it is not possible to complete the entire program online; some courses will have to be taken in person.

**SECTION C – INFORMATION REGARDING TEMPORARY CESSATION DEVELOPMENT PHASE**

**C-1 Identify and provide a detailed description of the rationale for the temporary cessation of this program of study:**  
*(Such as changes in applications, enrolment, employer demand.)*

The number of students declaring the Leadership & Organizations major has been very modest, averaging less than 2% of Asper students per years. Student intake to the major will be suspended starting September 2023 because there will be a new major – Strategy and Global Management – that will be offered starting the same time and to a fair extent subsumes the L&O major. This major will include Leadership courses. Therefore, it would result in duplication of courses if the L&O major were continued.

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**C-2 Describe the expected outcome of the temporary cessation of this program and the timeframe of the temporary cessation process:**

The L&O major will not be available for students to choose, starting September 2023. However, those students who have already declared their major as L&O will be able to take the courses required toward this major so that they may graduate with this major (explained further under E-1).

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**C-3 Outline the internal approval process (i.e. committees, governing bodies) for approving the temporary cessation of this program of study within your institution and indicate any dates of decision.** *(Governing Council, Board of Governors, Board of Regents, Senate, other)*

**UM INTERNAL REQUIREMENTS:** dates will be inserted by the Provost’s Office prior to submission to government.

**UNIVERSITY OF MANITOBA:**

<u>Approval by President</u>	<u>Date</u>
Consultation with Senate:	_____
Consultation with Board of Governors:	_____
Additional Consultation <i>(as needed)</i> :	_____
Final Decision:    Y <input type="checkbox"/> N <input type="checkbox"/>	_____

Details:

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**C-4 Responsibility to consult**

c-4.1 What agencies, groups, or institutions have been consulted regarding the temporary cessation of this program?

The Asper student body, faculty, and staff have been consulted.

c-4.2 How have students and faculty been informed of the intent to temporarily cease this program?

Faculty have been informed. Once Senate and the province have approved temporary cessation of the major, students will be informed via email, social media, Asper website, BComm (Hons) Program Guide, undergraduate program office staff, etc.

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**C-5 Describe the impact that the temporary cessation of this program may have on the labour market in Manitoba:**

We don't anticipate any adverse impact of the temporary cessation of this program on the labour market in Manitoba. This is because the L&O major has been very poorly subscribed over the years, averaging only 12 students per year over the past five years, which is less than 2% of the Asper School's graduates each year. Leadership is an important skill in business. Students will continue to be trained in leadership in many other courses, or if they so choose, in the Strategy & Global Management major as well.

**SECTION D – SYSTEM IMPACTS****D-1 Describe how the temporary cessation of this program will affect any specific laddering, articulation and/or credit transfer options for students in Manitoba and Canada:**

None.

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**D-2 Describe how the temporary cessation of this program may affect the academic, cultural, social and economic needs and interests of students and the province:**

Good business education requires that students be trained in leadership. The temporary cessation of the L&O major could have been adverse if the Asper School were not introducing a major that would be a substitute for it. As the School is introducing the Strategy & Global Management major, there is no such adverse effect on the academic, cultural, social, or economic needs of students and the province. Moreover, as mentioned previously, the L&O major has been averaging only 12 students per year, which comprises less than 2% of the Asper School's graduates each year. It is expected that the Strategy & Global Management major will have much more uptake from students.



## SECTION E – STUDENT IMPACTS

### E-1 Provide a program completion plan for students currently enrolled in the program that is being temporarily ceased:

All the courses that comprise the L&O major will continue to be offered as many of those courses comprise the Leadership for Business and Organizations minor. Therefore, students who declare the L&O major will not be disadvantaged and will be able to complete the program.

The Asper School has put in a student-friendly flexible transition plan for those students admitted prior to Sept 2023. Students have the option to remain in the old curriculum or have the option to switch to the new curriculum. Those students who prefer to get the new Strategy and Global Management major instead of the L&O major will have that option by switching over to the new B.Comm. (Hons.) curriculum.

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### E-2 Will previous graduates of this temporarily ceased program be negatively affected by the temporary cessation of this program?

There will be no impact on previous graduates.

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### E-3 What was the maximum seat capacity of the program that is being temporarily ceased?

There was no maximum seat capacity per se, as any Asper student could choose the L&O major if they so wished.

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### E-4 What was the enrolment and graduation rate for this program over the past 5 years?

Year	Enrolment	Graduates who declared as First major	Graduates who declared as Second major
2021	12	4	8
2020	9	2	7
2019	11	3	8
2018	11	1	10
2017	18	4	14

Over the past 5 years, on average 12 students have declared L&O as one of their two majors (if they double-majored).

## SECTION F – FINANCIAL REALLOCATION

### F-1 What portion of ongoing funding is allocated to this program?

No specific funding is allocated to this program.

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### F-2 Please provide a detailed description of how these funds will be reallocated during the temporary cessation of this program:

While funds per se will not need to be reallocated, we will reallocate resources currently being used for the Leadership & Organizations major toward the new Strategy & Global Management major. For instance, instructors who teach in the L&O major will be reassigned to teach the S&GM courses. Likewise, undergraduate student advisors who currently advise students pursuing the L&O major will instead advise students to help them pursue the S&GM major. It is expected that the S&GM major will not require any resources as it will be a reallocation of resources from the ceased major to the new major.

Universities and colleges requesting approval for the **temporary cessation** of a program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

**UM INTERNAL REQUIREMENTS**



**University  
of Manitoba**

1. Please refer to the Senate Policy and Procedures on Admission Targets (available online at: [http://umanitoba.ca/admin/governance/governing\\_documents/academic/admission\\_targets.html](http://umanitoba.ca/admin/governance/governing_documents/academic/admission_targets.html)).
2. Please complete the application below and submit with it the following supplemental documentation, to the Deputy Provost (Academic Planning and Programs):
  - a. A cover letter justifying and summarizing the rationale behind the request for suspension of admissions (*as outlined in section 2.3 on the Admission Targets Procedures*).
  - b. Letters of support from internal stakeholders that were consulted as part of this proposal.
  - c. Enrolment and graduation trends for the past five years and forecasted trends for the next three to five years.
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, at [Cassandra.Davidson@umanitoba.ca](mailto:Cassandra.Davidson@umanitoba.ca) in the Office of the Provost & Vice-President (Academic).

**SECTION A – PROPOSAL DETAILS**

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: **Department of Accounting and Finance, Asper School of Business**

If program is a joint program, list all participating institutions and the roles of each in delivering the program to be temporarily ceased:

**None**

Program name: **Management Information Systems**

Credential awarded: **Bachelor of Commerce (Honours) in Management Information Systems**

Proposed start date for temporary cessation: **September 2023**

*Office Use Only*

One-time funding: \_\_\_\_\_

On-going funding: \_\_\_\_\_

## SECTION B – PROGRAM DESCRIPTION AND DELIVERY

**B-1 Provide a general description of the program and its objectives:** *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

The Management Information Systems (MIS) major is intended to prepare students for a career in management with a focus on developing their ability to establish and manage an information system to support business decision-making.

The use of information to aid decision-making is critical in business. The MIS major teaches students how to set up an information system in an organization and how to generate, process, and report information to allow the decision-maker to make informed decisions.

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**B-2 Length of Program:** *(Define the length of the proposed program using measures appropriate to the schedule and delivery format. This will include total course credits and weeks/months, and, where relevant, hours and semesters of instruction)*

The Bachelor of Commerce (Honours) program comprises 120 credit hours of course work and is normally completed in four years. Students typically choose a major at the beginning of their third year. Each student must declare at least one major and present a minimum Degree Grade Point Average of 2.00. A Major in Management Information Systems consists of the following four courses (12 credit hours):

Database Mgmt Systems MIS 3500 (3 cr hrs)

Sys Analysis & Design MIS 3510 (3 cr hrs)

Data Communications MIS 3520 (3 cr hrs)

MIS & Strategy MIS 4500 (3 cr hrs)

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**B-3 Describe the mode of delivery for this program:**

The mode of instruction for the program has been via in-person classes, except during the pandemic when classes were taught remotely. Some of the courses in the Management Information Systems program have been and will continue to be available in Distance Education format also, should the student wish to take those courses online. However, it is not possible to complete the entire program online; some courses will have to be taken in person.



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**C-5 Describe the impact that the temporary cessation of this program may have on the labour market in Manitoba:**

We don't anticipate any adverse impact of the temporary cessation of this program on the labour market in Manitoba. This is because the MIS major has been very poorly subscribed over the years, averaging only 31 students per year over the past five years, which is only about 3% of the Asper School's graduates per year. However, managing the information function is important in business. Students will continue to be trained in information generation and management in many other courses, or if they so choose, in the Business Analytics major as well.

**SECTION D – SYSTEM IMPACTS****D-1 Describe how the temporary cessation of this program will affect any specific laddering, articulation and/or credit transfer options for students in Manitoba and Canada:**

None.

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**D-2 Describe how the temporary cessation of this program may affect the academic, cultural, social and economic needs and interests of students and the province:**

The temporary cessation of the MIS major could have been adverse if the Asper School were not introducing a major that would be a substitute for it. As the School is introducing the Business Analytics major, there is no such adverse effect on the academic, cultural, social, or economic needs of students and the province. Moreover, as mentioned previously, the MIS major has been averaging only 18 students per year, which comprises less than 3% of the Asper School's graduates each year. It is expected that the Business Analytics major will be far more popular.

**SECTION E – STUDENT IMPACTS****E-1 Provide a program completion plan for students currently enrolled in the program that is being temporarily ceased:**

Most of the courses that comprise the MIS major will continue to be offered, as several of them will comprise the new Business Analytics major that the Asper School is introducing. In the event any course is not offered, students will be offered course substitutions when required. For instance, MIS 2000 Information Systems for Management is being deleted. This course is a foundational course and is a prerequisite for the four courses toward the MIS major. Students in that major will be permitted to take IDM 2020 Introduction to Business Analytics instead, as it will serve as an alternative prerequisite course for the MIS major courses. Therefore, students who declare the MIS major will not be disadvantaged and will be able to complete the program.

The Asper School has put in a student-friendly flexible transition plan for those students admitted prior to Sept 2023. Students have the option to remain in the old curriculum or have the option to switch to the new curriculum. Those students who prefer to get the new Business Analytics major instead of the MIS major will have that option by switching over to the new B.Comm. (Hons.) curriculum.

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**E-2 Will previous graduates of this temporarily ceased program be negatively affected by the temporary cessation of this program?**

There will be no impact on previous graduates.

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**E-3 What was the maximum seat capacity of the program that is being temporarily ceased?**

There was no maximum seat capacity per se, as any BComm (Hons) student could choose the MIS major if they so wished.

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**E-4 What was the enrolment and graduation rate for this program over the past 5 years?**

Year	Enrolment	Graduates who declared as First major	Graduates who declared as Second major
2021	38	24	14
2020	31	18	13
2019	36	22	14
2018	35	20	15
2017	28	18	10

Over the past 5 years, on average 31 students have declared MIS as one of their two majors (if they double-majored).

**SECTION F – FINANCIAL REALLOCATION****F-1 What portion of ongoing funding is allocated to this program?**

No specific funding is allocated to this program.

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**F-2 Please provide a detailed description of how these funds will be reallocated during the temporary cessation of this program:**

While funds per se will not need to be reallocated, we will reallocate resources currently being used for the Management Information Systems major toward the new Business Analytics major. For instance, instructors who teach in the MIS major will be reassigned to teach the BA courses. Likewise, undergraduate student advisors who currently advise students pursuing the MIS major will instead advise students to help them pursue the BA major. It is expected that the BA major will not require any resources as it will be a reallocation of resources from the ceased MIS major to the new BA major.