



**Minutes of the OPEN Session of the
Board of Governors
October 10, 2023, at 4:00 p.m.**

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

J. Anderson	M. Benarroch	D. Brothers	D. Brown	J. De-Souza-Huletey
I. Fakankun	D. Finkbeiner	L. Hyde	T. Karuhogo	K. Lee
A. Mahon	K. Osiowy	L. Pittman	A. Puchniak	D. Roussin
C. Yendt				

Regrets:

A. Bell	C. Cook	V. Koldingnes	S. Li	M. Pinto
S. Prentice	S. Puznak	B. Shearer		

Assessors: R. Thalhammer M. Shaw

Officials: N. Andrew D. Hiebert-Murphy M. Watson

Presenters: M. Emslie R. Dhaliwal S. Hopkins M. Torchia

Guests: K. Campbell J. Brar

ANNOUNCEMENTS

The 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 Chair shared her own personal commitment to listening and learning from Indigenous peoples and communities in moving forward with reconciliation. She expressed her hope that the Board will use its diverse expertise and backgrounds to 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 Chair spoke about the extremely difficult situation being faced by Jewish communities within Israel, around the world, and here in our own province, those who have been affected by the violent acts of terrorism and the loss of innocent lives.

The Chair welcomed Ms. Brar, Alternative Support Staff Assessor and Ms. Campbell from The Manitoban, who are both joining today's OPEN session of the Board.

FOR ACTION

1. APPROVAL OF THE AGENDA

It was moved by Mx. Yendt and seconded by Mr. Pittman:

THAT the agenda for the October 10, 2023 meeting be approved.

CARRIED

2. MINUTES (Open) Session

2.1 Approval of the Minutes of the June 26, 2023 Open Session as circulated or amended.

It was moved by Mr. Finkbeiner and seconded by Mr. Pittman:

THAT the minutes of the June 26, 2023 Open session be approved as circulated.

CARRIED

2.2 Business Arising

There was no business arising from the minutes.

3. PRESENTATION / DISCUSSION

3.1 Artificial Intelligence in the Classroom

The Chair thanked Dr. Mark Torchia, Vice-Provost (Teaching and Learning) for joining today's meeting and invited him to present.

Dr. Torchia provided a presentation on the different types of Artificial Intelligence (AI), and shared an overview and examples of ChatGPT, a type of large language model designed to generate human-like text. He explained that ChatGPT collects information from the internet and trains to learn patterns and relationships between words, adding that it is not designed to be logical or accurate, but a product that is meant to be coherent text. He noted that there are currently more than a hundred AI writing assistants available, and the number is growing, adding that AI is extremely well marketed with many available to students.

Dr. Torchia explained that the University has taken moderate approach in responding to ChatGPT, by neither ignoring the issue nor turning it into something that required frantic

decision making. He shared that the University of Manitoba has a great academic integrity working group that handles much of the work related to AI, in addition to policies in place that covers implications of AI in teaching and learning, adding that the University is fortunate to have local expertise and worked very quickly to create a series of resources for instructors and students.

Dr. Torchia provided an overview of questions and concerns heard at the University of Manitoba, and across the country, relating to managing and measuring learning outcomes when considering AI, demonstrating authenticity of learning, in addition to privacy, security, responsibility and equity. He also shared that AI writing and coding cannot easily be detected and that detection tools are not accurate or reliable and are known to have significant biases toward several student groups.

He explained that the University's advice to instructors is constantly evolving as more is learned regarding the technology and implications of AI within teaching and learning, but that instructors should assume that students are using writing assistants and other AI technologies and discuss these expectations with their students, adding that components relating to AI do exist within course syllabi. Dr. Torchia explained that as much as possible, the University provides instructions with options that support good pedagogy, with or without AI tools.

3.2 Fall Enrolment Update

Dr. Hiebert-Murphy began her presentation by explaining that this update on fall enrolment includes data to the end of September 2023 (or the end of term), noting that finalized enrolment data will be available in early November.

In providing a summary on student enrolment, Dr. Hiebert-Murphy shared a comparison of current data from September 2023 to September 2022, highlighting the following:

- There has been a 3% increase of total student enrolment, due to increases in full-time students and expansions in health-related programs.
- An increase of 3.9% for full-time student enrolment, with a decrease of 3.4% for part-time enrolment.
- 3.2% increase for undergraduate, and 2% increase for graduate student enrolment.
- With the increase in student enrolment and credit hours, UM is forecasting an increase in tuition revenue of 7.4 million over and above what was initially anticipated.
- In considering student enrolment by gender (female, male, another), there has been consistency in the overall breakdown over the last five years.
- An increase of 6.3% for international students, with international students making up 22.9% of the overall student population.
- In 2019, the most common country of origin for international students was China, and is now currently Nigeria, India, and Bangladesh. The UM has a very diverse body of international students.

- An increase of 5% in the number of self-declared Indigenous students, nearly 2,700 students, with Indigenous students making up 8.8% of the overall student population.

Dr. Hiebert-Murphy explained that a series of meetings with academic units occurred over the summer months to assess enrolment goals within programs and units, in addition diversity of student bodies and capacity within programs. She explained that information collected from these meetings influences recruitment strategies.

In speaking on the current situations and difficulties facing international students, Dr. Hiebert-Murphy shared that while there have been some improvements in the processing times of student visas since the pandemic, students are still facing delays and, in some areas, denial of their study permits. She explained that the University is keeping a close eye on the situation, noting that there has been advocacy for international students at the national level, through the U15 and Universities Canada.

Dr. Benarroch shared that the University is working to understand what percentage of students are being denied visas. Dr. Hiebert-Murphy explained that the University of Manitoba has an international recruitment program and is a desired post-secondary institution for international students due to affordable tuition and cost of living, in addition to the International Student Centre.

3.3 Budget Model Review

Dr. Hiebert-Murphy reminded Board members that following a new budget model adopted in 2018-2019, the University of Manitoba committed to a review of the budget model after five years. She explained that Huron Consulting assisted the University of Manitoba with the budget model review process, and in working with the steering committee, identified a series of recommendations that are now being implemented.

Mr. Emslie began the presentation by providing an overview of the current budget model, a Responsibility Centered Management Budget Model (RCM). He shared the overall goals of the current model, including better alignment of UM resources and strategic priorities, incenting creativity and innovation, enhancing collaboration between units and providing better overall understanding, accountability, and transparency. He explained that during consultations with the university community, feedback expressed support of the RCM with room for enhancement in some areas, and therefore the focus was to optimize on the current budget model.

Mr. Emslie explained that the current budget model differentiates between central, academic, and ancillary units. He shared that currently, revenues are allocated to those units that earn them, and that central support units prepare their budgets based on operational needs and financial constraints, adding that the cost of central support units are allocated to academic units

based on cost drivers such as enrolment, square footage occupied and number of staff or research expenditures. He shared that this could leave some units in a better situation than others, with limited resources available for institutional-wide strategic initiatives. Mr. Emslie provided an overview of the University Fund, and how funds are paid back to academic units through subvention to redistribute resources to ensure that all units can sustain a base level of service. He explained that over the last few years the amount paid out of the University Fund, through subvention, has exceeded the tax paid into it, leaving less available for strategic investments. He also shared the difficulty for units to predict their revenues and expenses from year-to-year, particularly with the little flexibility within budgets due to salaries.

In providing an overview of the assessment made by Huron Consulting, Mr. Emslie shared a summary of the five engagement objectives that guided the review process, as well as areas of excellence within the current budget model and where improvements can be made. He explained that Huron Consulting concluded that overall, the budget model has created a high level of autonomy with the faculties to make informed financial decisions, but cross-collaboration and focus on university priorities remain elusive.

Mr. Emslie shared that the review also identified that budget systems and processes could be less manual and better integrated, that the budget model does not integrate all funds at the onset of the decision-making process for strategic initiatives or capital planning and that carryover is not consistently budgeted/projected, leading to misaligned forecasts and budgets. He also shared that faculties felt a lack of clarity over service level from central units, which can lead to confusion.

Mr. Emslie explained that based on their review, p 16 recommendations were identified to address opportunities for improvement, highlighting 12 of those most impactful. In summary, Mr. Emslie shared that the recommendations are to:

- Encourage use of funding in current year, requiring a reasonable carryover/provisions policy, clarity over services provided and what faculties are expected to pay for as well as capital costs.
- Provide predictable and stable funding to improve allocation of revenue and simplify central cost pool allocations.
- Promote transparency, reduce reliance on subvention and improve communications.
- Create a pool of funds to support strategic and operational priorities including capital, one-time and ongoing funding.

Mr. Emslie shared that while the University has begun to implement the recommendations, it will take a few years for full implementation, and that budget model changes would be incorporated within the 2025/26 budget development with the carryover policy being linked with the development of a capital plan. He noted that the training and review of central unit costs will take a considerable amount of effort to complete, and therefore will be reviewed following implementation of the other recommendations.

Mr. Emslie shared that a committee has been created to review and advise on the budget model changes, with a second committee to develop a carryover policy. He explained that while the University will not be able to develop a system that allocated resources perfectly, the UM does require a budget system that provides transparency in allocating resources while also:

- supporting the University's academic and research mission,
- investment in strategic priorities
- addressing complexity and stability
- sustaining programs where appropriate
- reallocations based on clear principles.
- transparent decision-making
- allocation of resources in a stable and predictable manner

Dr. Hiebert-Murphy and Dr. Benarroch spoke on the importance that Board members continue to be strong advocates for the value of the University of Manitoba and what it offers, in addition to stable provincial funding and allowing for a three-year budget plan instead of the current year-to-year plan, to help improve budget planning and remove uncertainty.

4. UNANIMOUS CONSENT AGENDA

It was moved by Dr. Anderson and seconded by Ms. DeSouza-Huletey:

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

THAT the Board of Governors approve:

- Reports of the Senate Committee on Awards (dated June 6 and August 22, 2023)

THAT the Board of Governors approve [subject to Senate approval, October 4, 2023]:

- Closure of the Bachelor of Science (Pharmacy), College of Pharmacy, Rady Faculty of Health Sciences
- Research Professorships in the Department of Radiology, Max Rady College of Medicine:
 - Professorship in Radiology Research
 - Professorship in Diagnostic Radiology Research
 - Professorship in Interventional Radiology Research

The Board received for presentation/information the following:

- Artificial Intelligence in the Classroom
- Fall Enrolment Update
- Budget Model Review
- Report of the Finance and Infrastructure Committee
- Report from Senate (dated October 4, 2023)
- Implementation of new programs:
 - Master of Arts in Art and Architectural

History, School of Art

- Bachelor of Commerce (Honours) in Business Analytics and Bachelor of Commerce (Honours) in Strategy and Global Management, Faculty of Management (Asper School of Business)
- Micro-Diploma in Mythology and Folktale, Faculty of Arts
- Micro-Diploma in Introduction to German Language, Life, and Culture, Faculty of Arts
- Changes to Admission Targets
 - Provincial Approval: Admission Target Increases
 - Doctor of Medicine (Undergraduate Medical Education) Program, Max Rady College of Medicine, Rady Faculty of Health Sciences
 - Bachelor of Respiratory Therapy, College of Rehabilitation Sciences, Rady Faculty of Health Sciences
 - Provincial Approval: Temporary Suspension of Admissions
 - Bachelor of Commerce (Honours) Majors in: International Business; Leadership and Organization; Management Information Systems, Asper School of Business
 - Post-baccalaureate Diploma in Engineering, Price Faculty of Engineering
 - President's Approval: Admission Target Increases
 - M.A. and Ph.D. in Clinical Psychology, Faculty of Arts
 - Bachelor of Health Sciences, Interdisciplinary Health Program, Rady Faculty of Health Sciences
 - Doctor of Pharmacy, College of Pharmacy (temporary increase)
 - President's Approval: Consolidated Admission Targets, Bachelor of Social Work, Faculty of Social Work
 - President's Approval: Extension of Temporary Suspension of Admissions
 - Bachelor of Human Ecology (Family Social Sciences), Including the After-Degree, Rady Faculty of Health Sciences
 - Master of Arts in Icelandic, Faculty of Arts

MOTION TO MOVE TO CLOSED AND CONFIDENTIAL SESSION

It was moved by Mr. Pittman and seconded by Mx. Yendt:

THAT the meeting move into Closed and Confidential Session.

CARRIED

The Chair thanked Ms. Brar and Ms. Campbell for attending today's meeting.

Chair

University Secretary