



**Minutes of the OPEN  
Board of Governors Strategic Meeting  
February 27, 2024 at 4:00 p.m.**

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

J. Anderson	M. Benarroch	D. Brothers	D. Brown	D. Finkbeiner
K. Lee	S. Li	A. Mahon	S. Prentice	A. Puchniak
S. Puznak	D. Roussin	B. Shearer		

**Attending via**

**Web-conference:** J. DeSouza-Huletey I. Fakankun T. Karuhogo K. Osiowy  
C. Yendt

**Regrets:** L. Hyde M. Pinto L. Pittman

**Absent:** A. Bell

**Assessors:** R. Thalhammer M. Shaw

**Officials:** N. Andrew A. Bruce D. Hiebert-Murphy V. Koldingnes  
L. Orsak-Williams M. Watson

**Presenters:** A. Kelekis-Cholakis N. Harder P. Nickerson L. Raman-Wilms  
R. Urbanowski

**Others attending:** R. Dhaliwal C. Davidson K. Evans

**WELCOME AND INTRODUCTIONS**

The Chair welcomed members to the second strategic meeting of the year. She 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 and present.

The Chair shared her own personal commitment to listening and learning from Indigenous peoples and communities in moving forward in a spirit of reconciliation. She expressed her hope

that the Board will use its diverse expertise and backgrounds to continue to work together in 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 welcomed Ms. Angie Bruce, Vice-President (Indigenous) to her first Board meeting. She explained that today's meeting will begin with a recommendation for approval by the Board of Governors of the final strategic plan, followed by a presentation from Dr. Peter Nickerson, Vice-Provost and Dean, Rady Faculty of Health Sciences, joined by the Deans of the professional colleges and finally, board members will be guided on a walking tour of different spaces on the Bannatyne campus.

## **2. APPROVAL OF THE AGENDA**

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

**THAT the agenda for the February 27, 2024 strategic meeting be approved.**

**CARRIED**

## **3. NEW BUSINESS**

### **3.1 MOMENTUM: Leading Change Together, University of Manitoba Strategic Plan, 2024-2029**

The Chair shared that at its February meeting, Senate considered the final strategic plan and unanimously recommended the strategic plan to the Board of Governors for approval. She welcomed Ms. Davidson and Ms. Evans to the meeting and spoke of their dedication and commitment and how it has served as instrumental for the Strategic Planning Committee.

Dr. Benarroch echoed the Chair in her comments, noting that Ms. Davidson and Ms. Evans took on additional work and ensured that the process continued to move forward throughout the development of the strategic plan. He explained that this plan is different from a traditional linear plan, offering guidance through interconnected and shared goals and opportunities for the institution for many years to come.

Dr. Hiebert-Murphy began by thanking Ms. Davidson and Ms. Evans in addition to members of the Strategic Planning Committee for their participation and dedication throughout the process in developing the plan.

Dr. Hiebert-Murphy provided an overview of the process in developing the strategic plan this past year, that included four phases beginning with a series of 60 consultation sessions that involved faculty, staff, Senate, and the Board. Building on what was learned from these consultation sessions, community surveys were sent to faculty, staff, and students with over 1,000 responses received. The third phase is when the "Where We Are Today" report was released, outlining themes that were heard across the consultation sessions and surveys. Dr. Hiebert-Murphy explained that feedback on this report was received by over 110 community

members. She shared that over the summer and fall months, the Committee began drafting the final strategic plan, and in December 2023, the preliminary strategic plan was shared with the University community, outlining proposed strategic themes, fundamental commitments and a revised mission, vision, and values for the institution. She noted that further feedback on the preliminary plan was received by 275 members of the community, which was then considered by the Committee and used to draft the final strategic plan presented today.

Dr. Hiebert-Murphy provided Board members with an overview of key changes made since the preliminary plan was last reviewed by the Board in December, including:

- An elevated and revised Traditional Territories Acknowledgement, bringing in traditional languages and acknowledging multiple treaties as well as including a new statement that appropriately reflects the University's gratitude for the lands it sits on and its commitment to advancing Reconciliation. The territories acknowledgment can now be found under the *What Guides Us* section of the plan, alongside the mission, vision, and values.
- More concise language used with the mission, vision, and values statements, including the additional reference to "health" within the mission.
- With respect to the final structure, some sections have been moved around to reduce repetition, however no changes were made to the over themes and fundamental commitments.

Dr. Hiebert-Murphy shared a high-level summary of the three strategic themes and fundamental commitments reflected throughout the plan, which together will guide the institution in framing its goals and measuring success. She explained that in responding to feedback received that the University's relationships with partnerships and external communities have been reinforced across the plan, the narrative around reimagining engagement was strengthened and a new goal focused on external relationships was created. The Committee also heard that the preliminary plan did not speak sufficiently to graduate education as well as support staff, understanding that both play a critical role in advancing the mission and success of the University. She noted that in reviewing the goals surrounding those narratives, the final plan includes more clear and explicit language in support of both groups, with an introduction of a new strategy for graduate education and more specific language around building community with staff members.

Dr. Hiebert-Murphy shared that following approval, next steps would be to implement the plan. She explained that this work would be led by herself and an implementation committee that will include representation from across the institution, adding that academic and administrative units will build their own action plans that focus on their unique strengths in meeting shared goals as outlined within the strategic plan. She explained that progress will be monitored, with regular updates shared with the community, both in terms of successes and challenges.

Ms. Roussin thanked the Committee for the revisions made within the Traditional Territories Acknowledgement, and asked if the University has considered offering sound files to assist with pronunciation of Indigenous words. Dr. Hiebert-Murphy agreed that this would be a very useful

tool for members of the University community, and Ms. Bruce informed Board members that work is already under way in creating this tool.

In response to a question relating to metrics, Dr. Hiebert-Murphy explained that the identification, tracking and reporting back on metrics will be done by the implementation committee with the goal to begin identifying metrics within the first six months of the implementation process. She explained that the work of the implementation committee will be widely shared with the university community.

In speaking to one of the three themes, *Creating Knowledge that Matters*, Dr. Hiebert-Murphy explained that the intention is to capture a broad level of metrics and definition within the plan, understanding that impact varies by discipline and by faculty. She spoke about the many ways in which impact and creation of knowledge can occur, noting that units will be encouraged to consider these areas, which will then be shared with community.

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

**THAT the Board of Governors approves MOMENTUM: Leading Change Together, University of Manitoba Strategic Plan, 2024-2029 as recommended by Senate at its meeting of February 7, 2024.**

**CARRIED**

The Chair thanked Ms. Davidson and Ms. Evans for joining the meeting.

**The Board moved into an In Camera Session with the President.**

[Guests and members of management left the meeting.]

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

**THAT the meeting move into Open Session.**

[Guests and members of management returned to the meeting]

#### **4. PRESENTATION**

##### **4.1 Rady Faculty of Health Sciences – *Health Sciences at the UM***

Dr. Peter Nickerson, Vice-Provost and Dean, Rady Faculty of Health Sciences, joined by the Deans Urbanowski, Raman-Willms, Cholakis, and Associate Dean Harder, provided a presentation on Health Sciences at the University of Manitoba.

Dr. Nickerson provided key considerations of the Rady Faculty of Health Sciences (RFHS) in drafting their strategic plan and spoke about the faculty's integration and day-to-day interactions with the health system.

Dr. Nickerson provided an overview of the RFHS mandate, speaking on the collective impact, equity, and relationships between colleges across the faculty. He spoke about the large deficit in infrastructure, the expansion of programs, and a higher level of awareness relating to public health leading the institution to consider establishing a new college for community and global health. He provided a visual of the themes and fundamental commitments within the RFHS strategic plan and its interaction with the health system and communities where the faculty delivers health services. Dr. Nickerson informed Board members that in developing the RFHS strategic plan, a comparison of the strategic goals within the RFHS strategic plan and goals within the University's strategic plan was done, sharing that there was much alignment between the two.

Dr. Nickerson provided an overview of the organizational structure within the RFHS, including cross-faculty functions, the four institutes and centres, and the allocation of government and research funding. He also shared data on numbers for faculty, undergraduate, graduate, post-graduate, and research for each of the colleges within the RFHS, in addition rural placement of students across the colleges.

Dr. Nickerson spoke about the future of the RFHS campus spaces, and the need for investment in capital, starting with the upgraded building that will not only accommodate the undergraduate medical expansion, but also house a pre-school/day care centre, dental clinics and the consolidation of the Ongomiizwin Indigenous Institute of Health and Healing. He also shared details on future key priority and campus projects and provided an overview of the expansion of health programs, including programs that have received government funding approval and those currently being considered, in addition to the Brandon Medical School Satellite Campus plan.

Each of the College Deans and Associate Dean provided an overview of their respective colleges, and presented the variety of goals, priorities, strategies, and initiatives within each of the colleges in addition to exciting and important work taking place relating to programming, education, community development, research, and mentorship. Dr. Nickerson shared that the creation of a proposal for a new College of Community and Global Health is currently underway, explaining the importance in bringing visibility and profile to the world renowned work taking place at the University of Manitoba in relation to community and global health. He provided an overview of the proposed leadership, existing and proposed programming, and the affiliation of institutes and centres at the RFHS.

The Chair invited Board members to share any comments or questions they may have. In response to a question, the deans spoke to the importance of collaboration across professional boundaries, and the use of interdisciplinary teams for students post-graduation. Dr. Kelekis-Cholakakis spoke about the upcoming proposal to change the international dental program from a two-year to a three-year program. She shared that this change would align with other institutions across the country, noting that the University of Manitoba and the University of Saskatchewan are the last of two colleges to offer a 2-year program. She spoke about concerns with completing requirements for clinical and other competencies within the current two-year

timeframe, in addition to providing students within new learning technologies as well as cultural and sensitivity training within the current compressed curriculum. Dr. Kelekis-Cholakis explained that while there be changes to the program tuition, work is underway to minimize impact by spreading tuition across the three years.

In response to a question, Dr. Nickerson spoke about the use of MCAT as standardized testing within the College of Medicine, sharing that the use at MCAT is currently under review in evaluating correlations between the MCAT testing and overall performance in Medicine. He explained that standardized testing can create inequities, so the goal is to move away from this type of testing as many colleges across the country have already done, adding that while the review process is underway, it would be at least three years before any change can be fully implemented within the College.

The college deans each took an opportunity to speak about their own practices and efforts in staying connected with students post-graduation, noting many successes in keeping graduates in Manitoba.

Dr. Nickerson spoke about the faculty's engagement with government in working to improve delivery of healthcare services, sharing the faculty's intention to take a holistic, systems level approach moving forward rather than only considering one narrow area.

The Chair thanked the presenters for their thoughtful and informative presentations that showcased the connection between the RFHS strategic plan and the University of Manitoba overall.

#### **MOTION TO ADJOURN**

It was moved by Dr. Shearer and seconded by Chancellor Mahon:  
**THAT the meeting adjourn.**

**CARRIED**

The strategic meeting was adjourned at 6:00 p.m.

Board members were then taken on a walking tour, joined by the college deans and associate dean, and guided by Ms. Dhaliwal, of six different spaces on the Bannatyne Campus.

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Chair

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University Secretary