



UNIVERSITY
OF MANITOBA

**Minutes of the OPEN Session of the
Board of Governors
October 8, 2013**

Present: P. Bovey, Chair
J. Leclerc, Secretary

S. Ally D. Barnard A. Berg T. Bock A. Dansen R. Dhalla
J. Embree S. Jesseau M. Labine J. Lederman B. Passey M. Robertson
D. Sauer H. Sector A. Turnbull M. Wetzel M. Whitmore

Regrets: N. Halden R. Howard J. Kearsey R. Zegalski

Assessors Present: C. Morrill

Officials Present: D. Collins S. Foster D. Jayas J. Keselman P. Kochan

1. ANNOUNCEMENTS

The Chair welcomed Dr. Brian Postl, Dean, Faculty of Medicine and Dr. Beverly O’Connell, Dean of Nursing, who were present to speak to Item 6.1, Proposal to Establish a Faculty of Health Studies..

FOR ACTION

2. APPROVAL OF THE AGENDA

It was moved by Mr. Bock and seconded by Dr. Embree:

THAT the agenda for the Open session of the October 8, 2013 Board of Governors meeting be approved as circulated.

CARRIED

3. MINUTES (Open Session)

3.1 Approval of the Minutes of the June 25, 2013 OPEN Session as circulated or amended

It was moved by Ms. Wetzel and seconded by Dr. Embree:

THAT the minutes of the Open session of the June 25, 2013 meeting be approved as circulated.

CARRIED

3.2 Business Arising – none

4. UNANIMOUS CONSENT AGENDA

The Chair asked whether any member had concern with any of the items on the Consent Agenda. No items were identified for individual consideration.

It was moved by Mr. Berg and seconded by Ms. Wetzel:

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

THAT the Board of Governors approve eleven new offers, thirteen amended offers, and the withdrawal of one offer, as set out in Appendix A of the Report of the Senate Committee on Awards – Part A [dated June 20, 2013].

THAT the Board of Governors approve one new offer as set out in Appendix A of the Report of the Senate Committee on Awards – Part B [dated June 20, 2013].

THAT the Board of Governors approve one new offer, four amended offers, and the withdrawal of one offer, as set out in Appendix A of the Report of the Senate Committee on Awards – Part A [dated August 7, 2013].

THAT the Board of Governors approve four new offers and two amended offers, as set out in Appendix A of the Report of the Senate Committee on Awards – Part B [dated August 7, 2013].

THAT the Board of Governors approve three new offers, two amended offers, and the withdrawal of one offer, as set out in Appendix A of the Report of the Senate Committee on Awards [dated August 27, 2013].

CARRIED

5. NEW BUSINESS

5.1 President's Report

The President mentioned one item that was not included in his report, which was the School of Art gallery purchase of some of the works of Robert Houle. He explained that this purchase was made possible by a \$30,000 Canada Council grant and thanked to Mary Reid, Curator and Paul Hess, Director of the School of Art who have brought the school to a place where it can attract significant grants and acquisitions. Dr. Barnard added that the work had been shown when the building opened and Mr. Houle gave a very moving talk at the event.

6 FROM SENATE

6.1 Proposal to Establish Faculty of Health Sciences

Dr. Barnard introduced this item, stating that the University of Manitoba is overly complex for its size and that this large organizational structure raises many issues and challenges. He explained that academic leaders are very distant in many cases from academic decisions that affect them and that this is simply due to the size and complexity of the organizational structure. He added that many resources are allocated to units for efforts that could be coordinated and the ability to collaborate across unit and disciplinary boundaries is compromised.

Dr. Barnard continued, noting that interprofessional education is becoming more important, particularly in the Health Sciences, and that because some collaboration is already evident this is a good place to start in addressing the issue of the University's complexity. Dr. Barnard informed the Board that Dr. Keselman has consulted broadly throughout this process, and the matter had been fully debated in Senate. He stated that in spite of some concerns with the dual role of the Dean of Medicine and with the bylaws, there was a strong vote of support to move this matter forward. He explained that the proposal was in line with the ongoing updates provided by the Provost in recent months. Finally, he commented that this is a very important step for the University so he is seeking approval in principle for creating the Faculty and this approval will allow for work to begin work on the bylaws and details.

It was moved by Dr. Barnard and seconded by Ms. Lederman:

THAT the Board of Governors approve, in principle, a proposal to establish a Faculty of Health Sciences (as outlined in the proposal dated April, 2013 and as revised in August, 2013).

Dr. Keselman highlighted the process leading up to the proposal, which was also summarized within the document. She stated that updates have been issued to the University community and there was extensive discussion and significant input into the deliberations among the deans and directors about the benefits and risks associated with amalgamating. Dr. Keselman added that her team had looked at key trends in the health sciences and at how other institutions are organized and then established thematic working groups to advise on some of the challenges and opportunities associated with this proposal. She noted that in most cases, the structures are more integrated than what we currently have in place and links to the results of the investigation are provided in the proposal. She added that there are clear and significant benefits to an integrated structure.

Dr. Keselman reported that a town hall had been held on the Bannatyne Campus where feedback was requested on the two options presented. She added that a website had been established for people to ask questions and provide feedback, and that her team had sought advice from those who would be affected by this structural change. Additionally, she reported that all affected faculty councils voted in principle to support the creation of the new faculty. Dr. Keselman did note that the faculties of Dentistry and Pharmacy had some concerns related to the dual role of the Dean of Medicine and that considerable time was devoted to this question. She explained that Medicine is prominent in the health science environment and the dual role of the Dean of Medicine would allow this prominence to be leveraged both in the community and to

the government. She noted that other universities, including McMaster, Queens and Western are structured in a similar way. Lastly, Dr. Keselman stated that the revised proposal provided a clear delineation of responsibilities between the deans of colleges and the dean of the faculty, and that the areas where deans of colleges will have full accountability are considerable.

Dr. Brian Postl, Dean of the Faculty of Medicine, spoke to the proposal, stating that the goal is to create a new integrated structure of teaching, research, and community engagement. He said that the result will be five colleges in the faculty and one school within the college of dentistry. He added that this restructuring will improve patient care in all disciplines. He noted that most jurisdictions are moving toward a single health authority, and, in fact, it is likely that at some point there will be a single act under which all health professionals will practice and research. Dr. Postl commented that the University of Manitoba is currently behind many in the academic community, but because this change integrates structure so effectively it will move the University into a leadership position.

Dr. Postl remarked that throughout the process of discussion and feedback, a remarkably collaborative approach has developed between the deans and directors even through some pretty intense discussions. He explained that the faculty council will determine the strategic direction, and they anticipate developing faculty-wide platforms for working on specific administrative areas in order to find efficiencies and redirect some resources to enhancing research and teaching. Further, he noted that there will be a dean's council that will set the direction of the faculty and possibly a faculty executive council. This will facilitate acceleration into better practice and teaching models and improved outcomes for students and, eventually, patients, fulfilling the strategic plan of the University quite effectively. In sum, Dr. Postl commented that the University must make this change to enhance research competitiveness, but there remains a great deal of work now to sort out the details. He commented that he is excited about the potential and the opportunity to set a new stage around the healthcare environment.

Ms. Lederman expressed her appreciation and commended those involved in this significant achievement for the University. She commented that it is a terrific thing to see this come together in a positive and collaborative way. Regarding the outcomes, Ms. Lederman noted that of the ten or twelve outcomes listed, five or so would be appropriate for developing metrics which would help drive some of the more innovative gains that will result from this. Dr. Keselman agreed, commenting that as part of the implementation, a series of outcomes will be postulated, some of which will become metrics.

Mr. Dhalla echoed Ms. Lederman's comments, but asked what would happen if this initiative fails and if there would be a way to reverse the process. Mr. Leclerc responded, noting that there are processes within the University's governance structure to address that. Dr. Barnard remarked that Plan B is to make Plan A work. Mr. Dhalla then asked whether the autonomy of the new faculty with respect to governance would diminish the Board's overall responsibility or influence within the faculty. Dr. Keselman said it would not.

Dr. Morrill stated that this proposal has been an issue for some time now among faculty members, and that it was crucial to have very strong faculty buy-in to help navigate the bumpy road ahead in working out the details. He commented that if faculty members do not believe in the amalgamation and the process, there would be significant risk in moving forward. He continued, noting the following concerns he has heard from his colleagues:

1. Faculty members voted on a proposal in April that was not the same as the one currently before the Board or the one already approved in Senate.
2. Of the affected faculties, only the Pharmacy Faculty Council voted by secret ballot. All should have been by secret ballot because junior faculty members are worried about tenure and promotion and can be intimidated by the strong support of the deans.
3. The faculty councils of Pharmacy and Dentistry approved the proposal only on the condition that the Dean of Medicine not is the Dean of the new faculty due to a concern about conflict of interest.

Dr. Morrill reported that a survey of University of Manitoba Faculty Association (UMFA) members had been sent out to 254 members in the affected units and 79 of them responded. Of those who responded, 80% thought there should be another vote by faculty councils on the August 1 proposal, 89% thought voting should be by secret ballot and 20% said their vote would depend on whether there was an open vote or a secret ballot.

Dr. Keselman responded, stating that the proposal had been issued in April after which the faculties had responded, and the proposal then went to the Senate Planning and Priorities Committee (SPPC). She explained that SPPC had asked that more information be added regarding resources each faculty involved so they could assess resource requirements. SPPC also asked for a presentation on various roles and responsibilities for faculty/college councils and their deans from the perspective of the Administration. Dr. Keselman explained that the Administration did provide that information, envisioning how the new structure would work, but it must be formally detailed by the faculty and college councils and the academic staff members. She added that these details cannot actually be determined until the new Faculty is established. Further, Dr. Keselman stated that there are no substantial changes in the revised proposal, rather information for clarification. Regarding the secret ballot, Dr. Keselman stated that a secret ballot is not the practice and is done only in special situations. With respect to the conditional approval, Dr. Keselman noted that one of the faculties was only providing advice, not making a condition.

Dr. Whitmore commented that he had some experience in combining departments in the Faculty of Science, explaining that the decision to combine the departments had to be made before the details were worked out, so approval in principle was required in that case as well. He added that he was comforted by the vote in Senate as a large number of the affected faculty members were voting in favour of the proposal. Ms. Labine asked whether current programs would be altered or impacted. Dr. Postl responded that there would be no changes in the short term, but there has been some discussion within faculties ways to enhance programs and possibly offer a core curriculum. Ms. Labine then asked about the impact on research funding. Dr. Postl

responded that some of the resources in Medicine could be spread out more broadly, and that research competitiveness would likely be improved through cluster research projects.

Dr. O'Connell stated that she has worked under a system similar to the one being proposed in a very large health faculty and that students benefitted enormously. She explained that Nursing made enormous gains because the structure was there to gel together in a sustainable way and both students and the research agenda gained significantly. Mr. Sauer asked what the vote had been at Senate. Mr. Leclerc replied that approximately 2/3 of members had voted in favour and 1/3 had voted against the proposal. Mr. Leclerc also explained that the University of Manitoba Act delegates authority to the Board and to Senate on certain matters, and that the Board has the authority to establish faculties, schools, departments, and colleges. He added that Senate has the power to make recommendations to the Board. Further, he informed the Board that when the Clayton H. Riddell Faculty was established there had been no faculty council vote as votes of faculty councils are not required by the Act. Dr. Embree commented that the fact that Nursing accepts the Dean of Medicine being the dean of the new faculty is impressive and makes the amalgamation more acceptable in her mind. She added that advances in medicine are made with specialists working together and this structure will facilitate that.

CARRIED

The Chair commended Dr. Keselman and her team for their efforts and complimented them on a job well done.

FOR INFORMATION

7. FROM SENATE

7.1 Statement of Intent to Create an Entry to Practice Doctor of Pharmacy Program

Ms. Lederman asked if this is a doctoral program. Dr. Collins replied that it is not, in the sense of a Ph.D. program, rather it is an entry to practice program adopted in Europe and the US. He explained that it will be required by the accreditation body for Pharmacy beginning around 2020.

8. UPDATES

8.1 Updates from the UMSU President and GSA President

Mr. Turnbull reported that UMSU has moved to Blue Cross for their health and dental program and it has been very successful. He added that UMSU would be hiring a new General Manager as well as doing some restructuring. Ms. Ally commented that the initiative to have gender inclusive washrooms on campus is moving forward on the Bannatyne Campus and she looks forward to moving ahead with the Fort Garry campus as well.

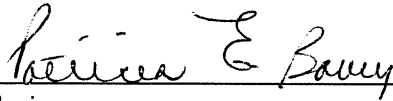
Ms. Wetzel reported that the Orientation and the Award Luncheon were both big successes. She added that she will be attending the Canadian Association for Graduate Studies Conference in Montreal on behalf of the Faculty of Graduate Studies. Lastly, she stated that the GSA was beginning to work on the holiday hampers and they are willing to accept donations

from the community. The Chair asked that Ms. Wetzel send some details to the University Secretary's office to be circulated to Board members.

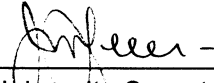
MOTION TO MOVE TO CLOSED AND CONFIDENTIAL SESSION

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

CARRIED



Chair



University Secretary

