



UNIVERSITY
OF MANITOBA

**Minutes of the
OPEN Session of the Board of Governors
May 24, 2016**

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

E. A-iyeh	J. Anderson	D. Barnard	A. Berg (phone)	T. Bock
S. Connelly	M. Forsen	N. Halden	D. Hallock	T. Nagra
T. Millington	H. Reichert (phone)		M. Robertson	R. Sherbo
A. Sych-Yereniuk	J. Taylor		R. Vamos	R. Zegalski

Regrets: T. Kucera B. Passey T. Sargeant H. Secter

Absent: R. Khatkar

Assessors Present: B. Stone

Officials Present: S. Foster T. Hay D. Jayas J. Keselman

Officials Sending Regrets: J. Kearsey

1. **ANNOUNCEMENTS**

The Chair announced that this is the first meeting for Mr. Enoch A-iyeh, President of the Graduate Students' Association (GSA), Ms. Tanjit Nagra, President of the University of Manitoba Students' Union (UMSU), and Ms. Dara Hallock, Vice-President (Advocacy) of UMSU. She also stated that this is the last meeting for Dr. Norman Halden who was elected by Senate and for Ms. Heather Reichert, who was elected by the membership of the Alumni Association, and thanked them for their service.

FOR ACTION

2. **APPROVAL OF THE AGENDA**

It was moved by Ms. Connelly and seconded by Dr. Halden:
THAT the agenda for the May 24, 2016 meeting be approved as circulated.

CARRIED

3. **MINUTES (Open) Session**

A handwritten signature in black ink, appearing to be 'J. Leclerc', located in the bottom right corner of the page.

- 3.1 Approval of the Minutes of the April 12, 2016 Open Session as circulated or amended

It was moved by Mr. Zegalski and seconded by Mr. Sherbo:

THAT the minutes of the April 12, 2016 Open session 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 Unanimous Consent Agenda. No items were identified for removal.

It was moved by Mr. Robertson and seconded by Ms. Connelly:

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 December 7, 2015] (Addendum).

THAT the Board of Governors approve four new offers, eight amended offers, and the withdrawal of three offers, as set out in Appendix A of the Report of the Senate Committee on Awards – Part A [dated January 12, 2016].

THAT the Board of Governors approve one amended offer, as set out in Appendix A of the Report of the Senate Committee on Awards – Part B [dated January 12, 2016].

THAT the Board of Governors approve six new offers, fourteen amended offers, and the withdrawal of nine offers, as set out in Appendix A of the Report of the Senate Committee on Awards – Part A [dated February 23, 2016].

THAT the Board of Governors approve four new offers, as set out in Appendix A of the Report of the Senate Committee on Awards – Part B [dated February 23, 2016].

THAT the Board of Governors approve the establishment of an endowed Professorship in Business Ethics [as recommended by Senate, April 6, 2016].

THAT the Board of Governors approve the establishment of an endowed Professorship in Traumatology [as recommended by Senate, April 6, 2016].

THAT the Board of Governors approve the Report of the Senate Committee on University Research concerning a recommendation that terms of reference for all previously approved research Chairs and Professorships be amended such that the Chairs or Professorships could be filled with individuals holding an appointment of Assistant Professor, Associate Professor, or Professor.

THAT the Board of Governors approve that a \$1.66 per credit hour contribution be assessed against the students in the Department of Architecture for a three year term



commencing in the fall of 2016 as outlined in the letter from Jonathan Beddoes, Dean, Faculty of Architecture, dated March 1, 2016.

THAT the Board of Governors approve that a \$3.33 per credit hour contribution be assessed against the students in the Department of City Planning for a three year term commencing in the fall of 2016 as outlined in the letter from Jonathan Beddoes, Dean, Faculty of Architecture, dated January 28, 2016.

THAT the Board of Governors approve that a \$2.50 per credit hour contribution be assessed against the students in the Department of Environmental Design for a three year term commencing in the fall of 2016 as outlined in the letter from Jonathan Beddoes, Dean, Faculty of Architecture, dated March 1, 2016.

THAT the Board of Governors approve that a \$1.66 per credit hour contribution be assessed against the students in the Department of Interior Design for a two year term commencing in the fall of 2016 as outlined in the letter from Jonathan Beddoes, Dean, Faculty of Architecture, dated December 4, 2015.

THAT the Board of Governors approve that a \$2.66 per credit hour contribution be assessed against the students in the Department of Landscape Architecture for a three year term commencing in the fall of 2016 as outlined in the letter from Jonathan Beddoes, Dean, Faculty of Architecture, dated January 25, 2016.

THAT the Board of Governors approve that a \$2.66 per credit hour contribution be assessed against the students in the Faculty of Environment, Earth, and Resources for a three year term commencing in the fall of 2016 as outlined in the letter from Norm Halden, Dean, Faculty of Environment, Earth, and Resources, dated February 10, 2016.

THAT the Board of Governors approve that a \$2.00 per credit hour contribution be assessed against the students in the Faculty of Music for a one year term commencing in the fall of 2016 as outlined in the letter from Edmund Dawe, Dean, Faculty of Music, dated December 10, 2015.

THAT the Board of Governors approve that a \$2.66 per credit hour contribution be assessed against the students in the School of Art for a two year term commencing in the fall of 2016 as outlined in the letter from Paul Hess, Director, School of Art, dated December 10, 2015.

THAT the Board of Governors approve that beginning in 2016/2017 academic year:

- The fees collected by UMSU of behalf of W.U.S.C. (World University Services of Canada) be increased to \$3.75, in order to reflect their successful referenda during the March 2016 UMSU General Election and Referendum.
- Apply this increase as of Fall 2016 semester fee levies.
- Annually thereafter, index the fee to inflation following the Consumer Price Index (CPI) for the Province of Manitoba as reported by Statistics Canada for the 12 month period ending on September 30, as is presently practiced.



The Board received the following for information:

Implementation of Master of Social Work in Indigenous Knowledges

CARRIED

5. NEW BUSINESS

5.1 Report from the President

Dr. Barnard thanked those members of Board who attended the announcement of the \$30 million donation from the Rady family. Ms. Bovey commented that the convocation ceremony, luncheon, and subsequent reception made for an amazing day.

Ms. Bovey noted that Patkau Architects Inc. /LM Architectural Group were recently awarded a Governor General's Medal in Architecture for their design of the University of Manitoba ARTlab. Dr. Barnard added that two of the University's buildings have now won awards; Cibinel Architecture Ltd. won the 2016 NIRSA Outstanding Sports Facility Award for their design of the Active Living Centre.

6. FROM FINANCE, ADMINISTRATION, & HUMAN RESOURCES

6.1 Operating Fund Budget and Financial Plans Restricted and Endowment Funds

Mr. Zegalski reviewed the process of preparing the budget.

Dr. Barnard remarked that there was considerable uncertainty when the budget was being developed, with respect to the new provincial government's intention regarding previous commitments to the University. He added that there was pressure in other areas as well, especially related to foreign exchange rates on library acquisitions and the purchase of research materials. Dr. Barnard stated that in the context of rising costs outpacing revenue increases across the country, many deans and directors had been planning on a multi-year basis which has meant reserving cash for expenditures in the near future. He noted that these factors create pressure on those preparing the University's budget.

Mr. Hay explained that the starting point of constructing the budget is the Board of Governors approval of the estimates document in September and the presentation of the estimates to Education and Advanced Learning in October. He said that the faculties and units prepare their strategic resource plans in the fall and were directed to assume a 4% budget reduction. He explained that although the grant increase was not formally confirmed, the provincial government had committed to a 2.5% increase to the base operating grant and had limited tuition and related fees to increase no more than 1.2%. He highlighted the following major assumptions and constraints considered in developing the budget:

- The University of Manitoba will develop a balanced budget;
- Strategic investments are required to support strategic planning priorities;



- A Manitoba operating grant of 2.5% and tuition increase of 1.2% are anticipated;
- Contingencies, Fiscal Stability and Budget reserves are required to mitigate potential uncertainties related to U.S. exchange rate fluctuation, pension valuation, ongoing labour negotiations, and provincial funding for 2016/17 and beyond; and
- 2016/17 funding will be allocated in support of fiscal (one-time) strategic investments of \$27.85 million.

Mr. Hay detailed first claims of \$23 million, comprised of increased salaries and benefit increases, program costs, library inflation and exchange reserve, non-salary inflationary costs, contingency, and fiscal stability and budget reserve funding. He explained that the majority of increased revenue would be used for instruction and direct academic support.

Dr. Keselman referred to Attachment 2, explaining that, of the \$4.3 million available through the Academic Position Management Program (APMP), \$3.82 million will be reinvested in the strategic priorities. She explained that the APMP is a program where when an academic staff member leaves the University the faculty retains the equivalent of the median entry salary for the position, based on a three-year rolling average and the residual funds are allocated centrally and used primarily for strategic allocation. She added that this fund has more baseline available this year for strategic allocation due to a rise in the number of retirements resulting from the voluntary retirement incentive program.

Dr. Keselman reviewed the recommended strategic allocations which total \$3.82 million in baseline funding and \$27.85 million in fiscal only (one-time) investments to support the five areas of strategic priority identified in the strategic plan, as follows:

Strategic Priorities - Taking Our Place

I. Inspiring Minds through innovative and quality teaching

<u>Description</u>	<u>Baseline</u>	<u>Fiscal Only</u>
Libraries - Acquisitions	\$300,000	
Centre for the Advancement of Teaching and Learning (CATL)	\$280,000	\$350,000
Teaching Enhancement Fund	\$100,000	
Undergraduate Scholarships *	\$300,000	
Graduate Scholarships *	\$500,000	
Experiential Education - Undergraduate Research Awards *	\$150,000	\$150,000
Service Teaching		\$750,000
Learning Space Renewal		\$10,000,000
Academic Enhancement Fund	\$400,000	\$500,000

II. Driving Discovery and Insight through excellence in research, scholarly work and other creative activities

National Centre for Truth and Reconciliation (NCTR) - Year 1 of 5 (Fiscal)	\$350,000	\$900,000
Mosaic - Year 2 of 3		\$130,000

Research Initiatives - Year 2 of 7 (\$1 M)		\$1,500,000
Research Support Programs (UCRP and UIRP)		\$500,000
III. Creating Pathways to Indigenous Achievement		
Indigenous Scholars	\$720,000	
Indigenous Initiatives Fund		\$500,000
IV. Building Community that creates an outstanding learning and working environment		
Financial Services	\$125,000	
Legal Services - Research Contracts	\$75,000	
Sustainability - Support recently approved sustainability plan	\$65,000	\$340,000
Physical Plant	\$350,000	
Information Services Technology (IST) - Network switches/data center		\$1,250,000
Preventative Maintenance		\$6,620,000
Energy Conservation		\$1,700,000
Campus Planning and Functional Space Planning	\$100,000	\$160,000
Accessibility		\$100,000
Budget Model Redesign/ System Development		\$2,400,000
V. Forging Connections to foster high impact community engagement		
Campaign Matching Program *see allocations above		
Total	\$3,815,000	\$27,850,000

Mr. Hay reviewed the financial plans for the restricted funds and the endowment fund. He explained that these plans are based on historical patterns and current assumptions and known events. He noted that not included in the plan are potential funding the University may receive for capital projects from the Post-Secondary Institutions Strategic Investment Fund (PSIF).

Ms. Reichert asked how many additional students would be needed to cover the \$10.75 million shortfall. Mr. Hay explained that it would depend on many factors including the types of students; whether they were international, graduate, or undergraduate. He added there would be an impact but it would be difficult to determine how great it would be. Dr. Barnard agreed that the impact would be uncertain, however, the projections have been quite accurate over the years as they are based on past trends and analysis by the Office of Institutional Analysis. In response to a question from Ms. Reichert, Dr. Barnard stated that an increase in the number of students would result in an increase in expenditures because the marginal cost per student exceeds the marginal income derived from tuition.

Mr. Nagra referred to the table on page 147 and asked whether the 3% reduction is for all academic units. Dr. Keselman responded that the reduction is the same for all academic units.

Mr. Millington noted that on page 145 it states that salaries are a significant portion of budgetary increases. He asked how the amount of the increase compares to the previous year. Mr. Hay explained that the increases generally follow the union contracts which call for similar increases every year. He stated that the University of Manitoba Faculty Association (UMFA) increase has not yet been determined as bargaining remains ongoing.

Dr. Anderson asked whether in future, consideration will be given to the fact that budget reduction on a per student basis has greater impact on some faculties than on others. Dr. Barnard said that a reduction hits hard in all areas. He added that the University has been very committed to not do across the board cuts but try to consider individual pressures within units. He explained that this is one of the reasons a new budget model is needed, to allow the deans some discretion on where to increase or decrease their budget rather than that discretion being held centrally.

Dr. Taylor commented about the Academic Position Management Program which is designed to manage the renewal of academic positions. He explained that when there is an academic departure the unit retains a certain amount of money that allows them to hire a new entry level person, and the Provost's office retains the difference between the entry level salary and the departing salary for strategic allocations. He said that over the last few years, the Faculty of Arts has been in the position of receiving its portion of the APMP but then having to return that funding to make the budget reduction. He added that this presents a loss of flexibility in the units as there is no room in the budget to make strategic allocations. He added his hope that the budget redesign would restore some flexibility to the faculties and units.

Dr. Barnard agreed with Dr. Taylor's analysis adding that this does not sit lightly with the Executive team. He noted that they have made decisions centrally to increase support in certain areas but then the units have been forced, at times, to make cuts in the same areas. He added that a new budget model will allow more discretion at the unit level and less centrally.

In response to a question from Mr. Sherbo, Dr. Keselman said there would be no additional increases to international student tuition beyond the 1.2% increase.

Mr. Sherbo remarked that he appreciates the circumstances around the budget development but suggested that more consultation with the University of Manitoba Students Union, the Graduate Students' Association would be important going forward. He added that if baseline reductions continue it would be worthwhile to discuss which funds the University uses for different things. He suggested that perhaps some reorganization could be done so that the University is not cutting budgets while building anew. Dr. Barnard stressed the need for realistic expectations about the new budget model, stating that if it is done well the University will see tradeoffs in appropriate places.

**It was moved by Mr. Zegalski and seconded by Dr. Halden:
THAT the Board of Governors approve:**

- a tuition fee increase of 1.2% effective Regular Session 2016;



- a balanced fiscal operating budget based on \$637,615,561 of total revenue, \$68,806,575 of fund transfers, and expenditures of \$568,808,986; and
- financial plans for Restricted and Endowment Funds for the year ending March 31, 2017 as set out in Attachment 4.

CARRIED

6.2 UMFM Fee Increase

Ms. Nagra explained that this matter was carried over from last year's UMSU Council. She explained the UMSU Council approved an increase in the fee that students pay to support the FM radio station, UMFM. She added that the fee had never been indexed which eroded the buying power of the station. She noted that there had been a referendum question regarding raising the operating budget which was a failed referendum and this is a different proposal that was put forward by UMSU Council.

It was moved by Ms. Nagra and seconded by Mr. Zegalski:

THAT the Board of Governors approve that beginning in 2016/2017 academic year the fees collected by UMSU of behalf of UMFM 101.5 be increased to \$3.61 per term.

Apply this increase as of Fall 2016 semester fee levies.

Annually thereafter, index the fee to inflation following the Consumer Price Index (CPI) for the Province of Manitoba as reported by Statistics Canada for the 12 month period ending on September 30, as is presently practiced.

CARRIED

7. FROM CHANCELLOR'S COMMITTEE

7.1 New Policy: Senior Administrators Emeritus Policy

Mr. Leclerc explained that this policy will provide the opportunity to recognize senior administrators who have left their roles as is done for deans, professors, and librarians. He added that the process will be the same as for other emeritus titles.

Mr. Millington asked whether emeritus title holders have access to office space and lab facilities. Mr. Leclerc responded that the deans have discretion but it is not required by the policy.

It was moved by Ms. Forsen and seconded by Dr. Taylor:

THAT the Board of Governors approve the Policy on Emeritus Appointments for Senior Administrators.

CARRIED

8. FROM DISTINGUISHED PROFESSOR SELECTION COMMITTEE

8.1 Policy Revision: Distinguished Professor Policy & Procedures

Dr. Barnard, as Chair of the Distinguished Professor Selection Committee, explained that the Distinguished Professor Selection Committee suggested increasing the maximum number of distinguished professors at the University at one time from 20 to 25 to be in line with other universities that have similar programs. He noted that it will take two years to phase this in due to a maximum of three distinguished professors recognized per year.

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

THAT the Board of Governors approve the revised Distinguished Professor/Distinguished Professor Emeritus/Emerita Policy which increases the maximum number of individuals who can hold the title Distinguished Professor from 20 to 25 at any one time.

CARRIED

MOTION TO MOVE TO CLOSED AND CONFIDENTIAL

It was moved by Mr. Bock and seconded by Ms. Connelly:

THAT the meeting move into Closed and Confidential Session.

CARRIED



Chair



University Secretary

