



UNIVERSITY
OF MANITOBA

**Minutes of the
OPEN Session of the Board of Governors
April 18, 2017**

Present: R. Zegalski, Chair
J. Leclerc, Secretary

J. Anderson D. Barnard J. Beddoes S. Connelly S. Demmings D. Hallock
L. Hyde R. Khatkar J. Lieberman J. Linden J. MacKenzie H. Maxted
K. Mirecki R. Mohammed M. Mollot T. Nagra K. Osowy M. Silicz

By Teleconference: E. A-lyeh K. Lee J. Taylor

Regrets: H. Secter

Assessors Present: T. Kucera B. Stone

Officials Present: N. Andrew D. Collins S. Foster D. Jayas G. Juliano
J. Kearsey J. Keselman J. Ristock

1. **ANNOUNCEMENTS**

The Chair welcomed new members of the Board who were present for their first meeting: Ms. Judi Linden, and Michael Silicz. He noted that this was the last meeting for Dr. A-lyeh and Ms. Hallock.

2. **PRESENTATION**

The University of Manitoba: Addressing the Academic Mission in Global Health

Dr. Barnard introduced Dr. James Blanchard, Professor and Director of the Centre for Global Public Health and Canada Research Chair in Epidemiology and Global Public Health. He noted that Dr. Blanchard is an epidemiologist and public health specialist focusing on global health who received an M.D. from the University of Manitoba and an MPH and Ph.D. in epidemiology from the Johns Hopkins University. Dr. Barnard said that Dr. Blanchard's research focuses on how the characteristics of individuals, communities and large populations contribute to the local and global distribution of communicable and non-communicable diseases.

Dr. Barnard stated that Dr. Blanchard has provided leadership over the past fifteen years to the design and implementation of large public health programs related to HIV/AIDS and maternal, neonatal and child health in India, other Asian countries, and Africa. He noted that Dr.

A handwritten signature in the bottom right corner of the page.

Blanchard is actively engaged with policy makers and public health leaders to translate scientific knowledge and approaches to improve the effectiveness and efficiency of public health programs, with an emphasis on improving the health of disadvantaged populations.

Dr. Blanchard provided a brief history of global public health at the University and noted that more than \$275 million in research funding has come into the University for this research; from funders such as the World Bank, the Government of the United States, the Canadian International Development Agency, United Nations Organizations, the Bill and Melinda Gates Foundation, and the Canadian Institutes of Health Research.

Dr. Blanchard said that the Centre for Global Public Health was established in 2008 in the Department of Community Health Sciences and works to consolidate research, global public health programs and services, and education and knowledge translation. He noted that significant work has been done at the international level in many places, including India, Nigeria, Indonesia, Ukraine, Kenya, Cambodia, and many others.

Dr. Blanchard highlighted the following information about the impact of the University of Manitoba's Centre for Global Public Health:

- Support to public health programs serving more than 700 million people
- 17 faculty members focus exclusively on global public health, five of whom are based in India or Africa
- Program offices in India, Kenya, Nigeria, and Pakistan
- Over 1200 management, technical, and field staff in Asia and Africa
- Work involves education research, and service to improve health and reduce inequalities in the areas of Maternal, Newborn, and Child Health, as well as HIV and TB

Dr. Blanchard spoke specifically about Maternal, Neonatal and Child Health (MNCH) in India, noting that the Technical Support Unit there is the world's largest and most important MNCH program in Uttar Pradesh, focusing on 25 high priority districts with a total population of approximately 75 million people. He noted that this work is supported by more than \$110 million in funding from the Bill and Melinda Gates Foundation. He explained that this Technical Support Unit works to understand and address barriers to access and utilization of MNCH services and improve the quality of MNCH services. Dr. Blanchard said that the MNCH work in India has resulted in substantial improvements in care and a 67% reduction in neonatal mortality within three years in facilities with nurse mentoring. He added that work in India also involves approaches to scale up HIV prevention, care, and support models while mitigating the vulnerability that ensues from power imbalances and violence.

Dr. Blanchard noted that work is being done in Kenya in the areas of HIV prevention and Maternal, Neonatal and Child Health. He explained that there is a National Technical Support Unit for HIV prevention, care, and support for the most at-risk populations. He added that work in Pakistan includes HIV second generation surveillance and technical support for HIV programming. Dr. Blanchard stated that the team in Nigeria provides support for HIV prevention,



supports implementation of national guidelines and implementation manuals as well as national learning sites for HIV prevention. He added that work is done in the area of epidemic appraisal in order to understand and assess risk contexts and to map the most at risk populations (MARPs). He noted that similar work is done in Ukraine to understand HIV and HCV risk among adolescents and young women and to develop programs for most at risk adolescents.

The Chair thanked Dr. Blanchard for his presentation and commended him for the profound difference he and his team have made in the lives of vulnerable people all over the world.

FOR ACTION

3. APPROVAL OF THE AGENDA

It was moved by Ms. Nagra and seconded by Mr. Demmings:
THAT the agenda for the April 18, 2017 meeting be approved as circulated.

CARRIED

4. MINUTES (Open) Session

4.1 Approval of the Minutes of the March 21, 2017 Open Session as circulated or amended

It was moved by Mr. Lieberman and seconded by Ms. Campbell:
THAT the minutes of the March 21, 2017 Open session be approved as circulated.

CARRIED

4.2 Business Arising

5. UNANIMOUS CONSENT AGENDA

It was moved by Mr. Osiowy and seconded by Dr. Anderson that the Board of Governors approve the following:

5.1.1 THAT the Board of Governors approve seventeen new offers and five amended offers, as set out in Appendix A of the Report of the Senate Committee on Awards – Part A [dated February 21, 2017].

5.1.2 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 21, 2017].

5.1.3 THAT the Board of Governors approve the conversion of the Bryce Douglas Professorship in Corporate Finance to a Chair.

CARRIED

6. FROM SENATE

6.1 Proposal to Establish an Indigenous Institute of Health and Healing



Dr. Barnard commented that he had nothing to add as the proposal was self-explanatory and straightforward.

It was moved by Dr. Barnard and seconded by Ms. Nagra.

THAT the Board of Governors approve the establishment of the Indigenous Institute of Health and Healing, for a period of five years, with continuation subject to a review process and with the *proviso* that, at the end of the first twelve months, the Head of the Institute would forward clear procedures for appointing members to the Institute, for review by the Senate Committee on Academic Review and Senate [as recommended by Senate, April 5, 2017].

CARRIED

6.2 International College of Manitoba (ICM) Renewal

Dr. Barnard said that the agreement between the University, the International College of Manitoba (ICM), and Navitas, the company behind ICM, came into effect shortly before he joined the University of Manitoba as President. He noted that there had been some concerns raised at that time about the program so he had held a town hall meeting and received feedback from the community and also discussed the matter at Senate. He said he made a commitment at that time that he would bring the renewal of the contract to Senate for consideration prior to it coming to the Board of Governors for approval.

Dr. Ristock said that ICM offers pathway programs for international students who do not meet the University's direct entry requirements. She added that one program is for grade 12 students and the other is a university transfer program which provides supports and a high degree of engagement with international students.

Dr. Ristock stated that the program has grown from 33 students in 2008 to 1300 in 2016. She said that the University provides the services and facilities needed for the program and receives a royalty fee in return which helps to support some of the strategic priorities of the University, in particular; meeting enrolment targets for international students and increasing diversity within the international student population.

Dr. Collins stated that the growth has been greater than was anticipated when the ICM program started, and highlighted the following:

- The program has graduated 1720 students; 1600 of whom have then transferred to University of Manitoba degree programs.
- Students are recruited from 80 different countries.
- 505 students have graduated with U of M degrees.
- The University receives 25% of the revenue generated by ICM, amounting to \$18.2 million since program began.
- 95% of ICM students continue to U of M degree programs.



- Conservative estimates are that the University will receive \$100 to \$140 million over the ten year contract.

Dr. Barnard stated that Navitas has similar arrangements with other universities and has good relationships with them.

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

That the Board of Governors authorize the University to execute the Recognition and Educational Services Agreement (the "Agreement") between the University and the International College of Manitoba Limited ("ICM"), thereby renewing the arrangement to deliver the ICM Program under the current agreement, which expires December 31, 2017.

Mr. Stone asked if there any intention to limit enrolment during the term of the contract. Dr. Collins said enrolment will be capped at 1300 students this year and will be reviewed annually. In response to a question from Ms. Connelly, Dr. Collins said that the University is aligned with other institutions that use Navitas although there is variation in implementations and use of the program. He added that there are 33 programs internationally.

Dr. Kucera said this issue was of great interest to the University of Manitoba Faculty Association (UMFA). He noted that although there was discussion and debate at Senate, the recommendation was not unanimous. He added that there are benefits as well as problems to the program and some have not been addressed to UMFA's satisfaction, he then listed the areas of concern he has heard from UMFA and anecdotally from individual faculty members and individual department councils:

- a) Program outcomes are of concern due to issues with how academic honesty issues are treated within ICM given that even serious breaches do not result in student discipline. He felt that proper academic standards are not being met.
- b) Poor academic preparation in the area of language skills. Students may have excellent academic records yet struggle with the English language.
- c) Academic freedom for UMFA members who provide services to ICM is vague. The statement on academic freedom in the UMFA collective agreement should be mentioned in the ICM contract. Dr. Collins noted that some language about academic freedom had been inserted into the new contract. Dr. Collins added that UMFA members are employees of the University and are protected accordingly.
- d) The way ICM promotes itself in print and on their website may give the impression that it is a University of Manitoba program because of the colours used, the placement of the University's logo, and a message from the University President. There is concern that the promotional materials give the impression that progression to a University degree program is automatic. All advertising from ICM should make it clear that it is a separate entity from the University.



- e) He expressed his opinion that the University could offer these programs itself rather than using ICM. The University is already successful in international recruitment and could meet enrolment targets without ICM.

Dr. Kucera noted that the current proposal is for ten years with the option to renew in multiples of ten years, and suggested that a shorter contract and a more transparent review of the project would be preferable.

Dr. Barnard noted that these points were addressed previously at Senate and asked Dr. Collins to speak to Dr. Kucera's concerns.

Dr. Collins said that there is data from ICM indicating that since a mandatory workshop was introduced in 2015 the rate of academic dishonesty offences has dropped from 4% to 2%. He added that this is tracked and monitored annually. Regarding language skills, Dr. Collins stated that the data is difficult to assess because the figures include all the international students on campus, not only the students who transfer in from ICM. He added that the University determines its own standards for English fluency and the ICM students do meet those standards. With respect to academic freedom, Dr. Collins noted the desire of UMFA to have an explicit statement that academic freedom does apply. Ms. Andrew, University Legal Counsel, stated that the exact wording requested at Senate was agreed to and added to section 4.3 of the contract.

Dr. Collins noted that the issue of using ICM to offer programs that the University could offer itself was discussed at length by Senate. He noted that ICM provides access to a recruiting network of many people in 27 countries which the University does not have sufficient resources to do.

Dr. Collins said that the duration and renewal period of the contract had also been discussed at Senate. He noted that the deans rely on the stability of the program in order to do their resource planning.

Dr. Barnard stated that these concerns were all discussed at Senate, and, although the recommendation was not unanimous, the vote was two to one in favour of approving the contract.

Regarding the branding of ICM, Dr. Collins said that he review all the marketing materials and indicated that ICM is careful to make only valid claims. He said that it is clear in the materials that students must meet university requirements for admission if they wish to transfer to a degree program. He added that ICM will review its branding. Ms. Andrew noted that the International Education Act limits the representations these providers can make.

Mr. Lieberman said that although concerns were raised at Senate, in a broader sense, this program is very beneficial for the University.



Dr. Anderson commented that anecdotes can be extremely selective depending on their source. He noted that one of his students who came through the ICM program has won major research award and now works in his lab. He added that this student's English is very good and the fact that he is already familiar with the University when starting a degree program is quite helpful. He noted that this saves some resources needed to support international students so that the University can use the revenue from the program to support those students that need it.

In response to a question from Mr. Osiowy, Ms. Andrew explained that there numerous ways that ICM could be in breach of the contract. She stated that if the relevant law changes the agreement could be terminated, it could be terminated by mutual agreement or if enrolment declines beyond a certain level. She added that termination clauses are included in contracts in an attempt to predict the unforeseeable. Mr. Osiowy asked if there is a requirement for notice if a party is in breach of the contract. Ms. Andrew stated that the contract stipulates 14 days' notice to terminate and added that, as in all University contracts, the standard for termination provisions is very robust.

In response to a question from Ms. McKenzie, Dr. Collins said the program is not open to domestic students as it is currently configured. Ms. Hyde asked if other universities in Canada have contracts with Navitas. Dr. Collins said that Simon Fraser also has a ten year agreement and their program is three times larger than the University of Manitoba's.

In response to a question from Mr. Silicz, Ms. Andrew said that the fee structure was expanded for the renewed contract.

In response to a question from Mr. Osiowy, Dr. Barnard stated that the 1300 students in ICM are not counted as University of Manitoba students while they remain in the ICM University Transfer Program I of University Transfer Program II.

Dr. Barnard remarked that both Dr. Collins, Ms. Andrew, and many others have worked hard over a long period of time and have served the University very well in negotiating this contract renewal. He added that both sides are comfortable with the agreement. He expressed his thanks on behalf of the University and the Chair expressed his thanks on behalf of the Board for their work.

THE MOTION WAS CARRIED

FOR INFORMATION

7. Report from the President

In addition to his written report, Dr. Barnard noted that the Provincial budget had been presented in the Legislative Assembly since his report was written. He noted that the 0.3% increase will present a challenge for the University. He noted that tuition increases greater than the rate of inflation will be possible in 2018. He added that the University of Manitoba's tuition rates are currently the third lowest in Canada and the Province has allowed an increase of 5%



plus the rate of inflation until the rates are the lowest in the western provinces. In public statements on the budget Dr. Barnard indicated that the University understands the need for responsible recovery and looks forward to responsible reinvestment in universities and research and development when the province is past the current pressure.

Mr. Mohammed asked what the provincial budget will mean for the University at the faculty or unit level. Dr. Barnard noted that deans have already made their budget plans based on the assumption that there would be no grant increase.

The Chair acknowledged that the recent University of Manitoba Students' Union (UMSU) had a high voter turnout in their recent elections and congratulated Ms. Nagra on her re-election as President of UMSU.


MOTION TO MOVE TO CLOSED AND CONFIDENTIAL

It was moved by Ms. Nagra and seconded by Ms. Hallock:
THAT the meeting move into Closed and Confidential Session.

CARRIED



Chair



University Secretary