

UNIVERSITY OF MANITOBA STRATEGIC PLANNING FRAMEWORK 2009 – 2014

SUMMARY INTERIM PROGRESS REPORT

In June 2009, the University of Manitoba agreed on a framework for moving forward, that by design was intended to stimulate innovation, creativity and exploration. It was constructed on the basis of questions about the purpose of the University of Manitoba, how its members see themselves as a community and what futures it is choosing to create.

In many respects, the answers to those questions are as individual as each member of the University of Manitoba community, but they share a common thread. Whatever role undertaken at the University, it is approached with the intent of building bigger futures: for students, for communities, for society in general. The collective efforts are devoted to this common purpose.

When the University's Senate and Board of Governors considered the planning framework, it was understood that it was developed as a means *"to guide the major decisions we make at the University of Manitoba: what programs to have (teaching, research, administrative, co-curricular), what organizational structures are best suited to mounting those programs, [and] how to find the necessary resources"*.

The planning framework has served the University well over the past four years. It has provided a guide for decision-making and a structure for allocating resources: since the 2010/11 budget, the University of Manitoba has reallocated \$31.66 million in support of its priorities, including \$17.27 million in ongoing baseline funding and \$14.39 million in one-time support. It has provided a frame for telling the stories of excellence about the University's faculty and students.

It also has proved to be less comprehensive than was originally believed to be necessary. In working with the existing framework, areas that needed to be supplemented have been identified. For instance, although the University has emphasized the strength of its commitment to teaching, research, scholarship and creative works, it could have been addressed in greater depth in the framework. Similarly, though it was noted that the University needed to address its institutional infrastructure and organizational structures, the 2009 framework did not fully contemplate the depth of the work that was needed in these areas.

In the 2014 update to the planning framework for the upcoming five-year period, these – and other things – will be addressed. The following pages provide a summary of some of the main accomplishments that have been attained to date, under the current framework. It is not meant to represent an exhaustive list of all efforts; rather, a demonstration of the range of initiatives that have been undertaken.

1. ACADEMIC ENHANCEMENT: INNOVATIONS IN ACADEMIC AND RESEARCH PROGRAMS

Goal: *The University of Manitoba will be nationally and internationally recognized for its teaching, research and creative excellence, sought after by students and faculty alike as their preferred site for study.*

Emphasis on the University's Core Mission of Learning, Discovery and Engagement:

- Enhancing funding support for graduate students has been a focus for the reallocation of funds over several budget cycles. Since 2011/12 the University has invested an additional \$4.125 million in ongoing support for graduate students.
- The Graduate Enhancement of Tri-Council Stipends (GETS) program was established to enhance (through "matching" funds) the number of doctoral and Master's students funded from tri-councils (Social Sciences and Humanities Research Council; Natural Sciences and Engineering Research Council and Canadian Institutes of Health Research) grants.
- Undergraduate student support has been enhanced through increased funding for scholarships. Almost \$1 million has been added since 2009/10.
- 80 undergraduate research annual awards have been established, which provide for enhanced research opportunities for undergraduate students.
- Undergraduate degrees have been created in Arts (Integrated program), and Science (B.Sc. program in Genetics (4 year Major) with Coop option)
- Master's degrees have been established in Management (Actuarial stream); Dentistry (M.Dent program in Pediatric Dentistry); Physical Therapy (MPT); Master of Physician Assistant Studies (MPAS)
- Doctoral programs have been established in Dental Medicine (Ph.D and D.M.D); Nursing; Human Nutritional Sciences.
- In recognition of the need for the Faculty of Pharmacy to respond to changing credentialing requirements, funding has been allocated to assist the Faculty in shifting to a Pharm. D. program from a B.Sc.(Pharm).
- The Internationally Educated Agrologists Post-Baccalaureate Diploma Program (IEAP) has been established.
- In support of the Collaborative Cluster Initiative, funding has been provided to the health sciences faculties to assist in their collaborative work including clinical trial compliance and grant facilitation, and interprofessional education. Funding was also provided for collaborative programming in materials science and human rights. Overall financial support for collaborative initiatives among faculties through this initiative exceeded \$2 million, of which approximately \$1.3 million represents ongoing funding.
- The undergraduate program review process has been strengthened.
- The University has made a significant investment in support of the Centre for Advancement of Teaching and Learning (formerly UTS) to augment the staff complement at the Centre, to support online and blended learning enhancements.
- A TeachingLIFE publication has been developed, dedicated to excellence and innovation in teaching practices.
- Desire2Learn, a new Learning Management System, has been launched.
- Manitoba's college and university presidents have signed a MOU that expressed their commitment to making it easier for students to transfer credits between post-secondary institutions and receive credit for prior learning. The University of Manitoba took a lead role in drafting the report of the committee that was struck to pursue this work.
- Improved mobility for students within the post-secondary system has resulted from the University's development of an approval process for articulation agreements, as evidenced by the approval by Senate of a number of new agreements:

- RRC (Culinary Arts) – UM (Human Nutritional Sciences)
- UCN (Natural Resource Mgmt Technology) – UM (Environmental Science)
- ACC (Agribusiness Diploma) – UM Agribusiness
- A series of major capital investments have been made to support the University's core academic requirements, including:
 - Redevelopment of Taché Hall for the Marcel A Desautels Faculty of Music and the School of Art.
 - A redevelopment of the Elizabeth Dafoe Library and an expansion and renovation of the Neil John Maclean Health Sciences Library.
 - A multi-million dollar redevelopment of the Wallace Building.
- Since 2009, Canada Research Chairs have been renewed or established in: Nanoscale Physics, Chromatin Dynamics, Developmental Neuropathology, Genetic Modelling, Isotope and Environmental Geochemistry, Airway Cell and Molecular Biology, Molecular Cardiolipin Metabolism, Comparative Cognition, Molecular Cardiology, Phylogenomics, Molecular Immunology, Biomedical Engineering, Western Canadian Social History, Structural Biology, Environmental Dynamics and Metabolism, Neuro-Oncology and Human Stem Cells, and Second Language Acquisition.
- Research start-up and bridge funding has been enhanced and support for externally-funded research chairs has increased.
- To make research grant proposals more competitive, a process of pre-review of grants has been initiated and five research facilitators have been hired to work closely with researchers to submit high quality applications to external funding agencies.
- A process to nurture, develop and submit large scale research proposals to programs such as Canada Excellence Research Chairs and Networks of Centres of Excellence has been developed.
- A Research Integrity online course (developed by Epigeum) has been launched to improve the academic integrity of students and faculty.
- Transformational Partnerships was launched to enhance the number and quality of research partnerships by allowing research partners to directly manage the IP associated with their projects where it is appropriate.
- With growing recognition across the country of the need to focus on strategic areas to remain competitive for national funding, an open and consultative process has been initiated to identify signature research areas for UM.
- An extensive review of the University's approach to internationalization has taken place with the expectation that an International Strategic Plan for the University will be complete within the 2013/14 fiscal year.
- A fund was established to support international academic program development activities.
- The award-winning "Visionary Conversations" speaker series has proven to be a well-regarded series that connects University of Manitoba expertise to the community and issues of current public interest.
- Sustainability Strategy – A *Strategic Vision for Action* was launched in 2012.
- A priority for the University in its 2013 negotiations with the University of Manitoba Faculty Association was securing agreement to target salary increases specifically to the lower ranks where existing salary levels were not competitive with U15 counterparts.
- A significant area of investment for the University over the timeframe of the framework has been External Relations. The Division plays a critical role in supporting and ensuring the success of both the University's pursuit of its core mission and of the Planning Framework. External Relations, encompassing Alumni Relations; Donor Relations; Government & Community Engagement; and Marketing Communications – acts as the conduit between the university and its alumni, key stakeholders and potential partners. Their work creates champions for the university; attracts philanthropic, government and community support; and promotes the important work the university conducts in the areas of teaching,

research and community outreach. The impact of these activities permeates the specific activities listed below, in ways like generating increased funding support that has helped in their implementation, providing communications support that has informed the community, or sustaining strong relationships between the University and its communities.

- The University is pursuing a \$500 million campaign, premised on a significant leveraging of private support through government investment.
- In October 2011, the University presented to the Governor General of Canada the *UM Connecting to Kids* project report, which documents and demonstrates the University's curricular and co-curricular involvement in inner Winnipeg.

Healthy, safe, secure and sustainable food and bioproducts

- The third largest Collaborative Research and Development (CRD) grant in Canada was awarded to UM by NSERC in partnership with Bungee and DL Seeds for developing high erucic acid rapeseed cultivars.
- Several new degree programs have been established: Bachelor of Science (B.Sc.) program in Biotechnology (4 year Major); Master of Science (M.Sc.) and Doctor of Philosophy (Ph.D.) programs in Biomedical Engineering (BME); Doctor of Philosophy (Ph.D.) in Food Science.

- An NSERC Industrial Research Chair has been established in Biofuels.
- Since 2009, Canada Research Chairs have been renewed or established in: Food Processing for Grain-Based Functional Foods, Nutrition and Functional Foods, Applied Soil Ecology,

Sustainable prairie and northern communities

- Building on the University's already-strong global reputation in Arctic system science and climate change, the University sought and was awarded a Canada Excellence in Research Chair in Arctic Geomicrobiology and Climate Change in 2010. The \$35 million combined investment from the university and its partners have made the Nellie Cournoyea Arctic Research Facility one of the largest and most well-funded sea ice research facilities in the world.
- The University is hosting the \$2.976 million H2O CREATE program, with assistance from the Centre for Human Rights Research and in collaboration with Trent University, University College of the North, the Assembly of First Nations and industry partners. Science and engineering students will undertake research designed to assist First Nations, water treatment system manufacturers and engineering firms in addressing water services gaps in First Nations communities.
- An NSERC Industrial Research Chair has been established in Water Resources Engineering.

- The Watershed Systems Research Chair has been established with provincial funds.
- A Canada Research Chair has been established in Community-Based Resource Management.

Human Rights

- A new joint Master's program in Peace and Conflict Studies, supervised by faculty members at the Universities of Manitoba and Winnipeg, has been established through the Arthur V. Mauro Centre for Peace and Justice.
- An academic archivist in Human Rights has been hired.
- The Centre for Human Rights Research has been established with an ongoing funding allocation of \$180K. More than 150 professors at the University of Manitoba focus on human rights-related research; the preliminary focus areas for interdisciplinary research identified by the Centre include water as a human right, reproductive and sexual rights, documenting human rights, truth and reconciliation on Indian residential schools, and immigration and international human rights.
- The University of Manitoba and the Canadian Museum for Human Rights have entered into a partnership agreement.
- A Canada Research Chair has been allocated in Human Rights (food security).

Innovations in public and population health

- The Centre for Global Public Health was established in 2009 through support from the Bill and Melinda Gates Foundation, to promote maternal, neonatal and child health interventions and pursue work on HIV/AIDS prevention in India, China, Kenya and Pakistan.
- The University is searching for a Canada Research Chair in Knowledge Translation to be a joint chair between medicine and nursing and to be located in the Centre for Healthcare Innovation.
- The Canada Israel International Fetal Alcohol Consortium was established to initiate and develop international research collaborations and facilitate Manitoba participation in international initiatives on FASD to advance research with economic and social benefits to Manitoba.

- Since 2009, Canada Research Chairs have been renewed or established in: Environment and Health Risk Communication, Nutrigenomics, Physical Activity and Health Studies, Pharmacoepidemiology and Vaccine Evaluation.

New materials and technologies

- The Manitoba Institute for Materials has been established and support provided. The Institute encourages collaboration among researchers from multiple faculties with diverse backgrounds having a common research focus on materials.
- Since 2009, Canada Research Chairs have been renewed or established in: Durability and Modernization of Civil Infrastructure, Solid Mechanics.

Culture and Creativity

- New programs have been created that link to teaching and

research strengths in Music (Master's in Jazz Studies, Undergraduate program in Jazz Studies) and Art (Master's in Fine Arts).

- A Bachelor of Arts (Honours) program in Anthropology has been established.
- Funding support was provided to the School of Art to support its Gallery, including the hiring of a curator, collections manager and preparatory.
- The Babs Asper Professorship in Jazz Performance was established in the Faculty of Music, intended to assist the University in attracting outstanding faculty members and students.
- A Canada Research Chair has been established in the area of Entrepreneurship & Innovation.

2. OUTSTANDING STUDENT EXPERIENCE

Goal: *The University of Manitoba will be a student-focused research university from the time of recruitment: a life-long academic home where students contribute to a diversity of ideas and experiences.*

- The cornerstone of the University's approach to an outstanding student experience is the development of a Strategic Enrolment Management (SEM) plan. In June 2013, Senate and the Board of Governors approved the University's SEM framework that articulates enrolment goals in a number of areas, including distribution of undergraduate and graduate students, Aboriginal and international

enrolment and goals for student outcomes (persistence, graduation rates). The SEM framework sets the context for monitoring and discussing goals and provides the foundation for the development of a SEM plan.

- Student engagement outside of the classroom is encouraged through a variety of means, including participation on the Board of Governors and Senate,

the Student Orientation Committee, and the Student Experience Committee.

- A stand-alone Office of Student Life was established in 2011/12 to expand and improve coordination of efforts to enhance the student experience.
- An active network of Associate Deans (Undergraduate Education) has been established.

- Funding has been redirected to increase student counseling support and to create a student services office on the Bannatyne Campus.
- Increased automation of transactional services for students (e.g. application, registration, communication) has increased responsiveness and efficiency and better reflects the means by which students wish to interact with the University.
- The co-curricular record provides a student's record of university-approved and facilitated activities outside of the traditional classroom and reflects skills gained through a variety of volunteer, leadership, and community service activities.
- A more flexible direct entry system of admission has been introduced which will allow applicants meeting application criteria to choose to apply directly for admission into their faculty of choice. Direct entry has been offered for many years in Agriculture (diploma), Art, Engineering, Music and University 1. Since 2011, direct entry has been an option for Management, Agriculture and Food Sciences (degree), Dental Hygiene, Human Ecology, Kinesiology and Recreation Management (not Athletic Therapy), Science, Arts, and Environment, Earth and Resources.
- The University has launched the development of a Campus Mental Health Strategy with input from students, faculty and staff. A case manager has been hired to support Student Threat Assessment Triage Intervention Support (STATIS) initiative, which provides an opportunity to report disruptive or threatening student behaviours.
- In response to the Cooper Commission Report, funding has been established to support 2.5 FTE positions to assist academic units with developing bona fide academic requirements.
- The 360-unit Pembina Hall Residence opened in the fall of 2011 and provides a state-of-the-art home away from home.
- The Active Living Centre is being built and is set to open in 2015.
- A new student experience website provides links to student services and support, programs to stay active and healthy, more than 100 student organizations and programs and services to enhance academic success.
- Other initiatives that have been implemented to increase student engagement and satisfaction include:
 - Establishment of a Student (Learning) First committee which prioritizes information technology projects with the enhancing student experience in mind.¹
 - Development of Student Leadership Development program
 - Expansion of domestic and international Community Service Learning programs
 - Establishment of Blended and E-Learning Task Force
- Harmonization of U1, Arts and Science transit and academic assessment policies
- Simplification of direct-entry undergraduate admission requirements (in-progress)
- Development of graduate advisor-student guidelines
- University-wide review of academic advising with the intent to harmonize and improve the support of students
- Enhanced communication to students (CRM for prospective students, electronic weekly newsletters for students, revised recruitment publications (including those targeted to Indigenous and international students), registration, StartBook)
- A Health and Wellness Educator has been hired to promote positive and proactive approaches to student health and wellness across campus.

¹ Added to the report 6 February 2014

3. INDIGENOUS ACHIEVEMENT

Goal: *The University of Manitoba will work with a variety of partners to make Winnipeg the national centre of excellence in Indigenous education, and in particular to allow Indigenous students to be prepared for and to achieve educational success in the full range of academic programs that we provide.*

- In 2010, TD Bank Financial Group provided funding for a study on Indigenous Achievement at the University, for which the University engaged Dr. Kiera Ladner, Canada Research Chair in Indigenous Politics and Governance and Associate Professor in UM's Department of Political Studies. She developed a series of recommendations, which provided a starting point for developing a strategic plan for Indigenous Achievement at the University.
- A first step was to put in place the necessary leadership to advance the University's goals. After a national search, an Executive Lead for Indigenous Achievement was hired in 2011.
- A strategic plan for Indigenous Achievement at the University of Manitoba has been developed that reflects the University's commitment to a society where First Nations, Metis and Inuit peoples, cultures and traditions are reflected in and respected in schools, workplaces and public institutions. The strategic plan, *Pathways to Indigenous Achievement*, is based on the principles of supporting students, building partnerships and supporting communities, sharing Indigenous knowledge and research, and celebrating First Nations, Métis and Inuit successes. It also reframes the University's initial goal, promoting the concept of the *Province* (i.e., not Winnipeg) as a Centre of Excellence for Indigenous Education.
- The faculties of Agricultural and Food Sciences, Architecture, Kinesiology and Recreation Management and Medicine have been working in partnership with the Executive Lead, Indigenous Achievement to develop specific plans for their respective faculties. The first of these plans is expected to be in place by September 2014. All faculties have expressed interest in pursuing the development of plans for their faculties.
- The University issued a statement of apology and reconciliation to the Truth and Reconciliation Commission in October 2011, the first university to do so. The University has accepted its responsibility for failing to recognize and challenge the Indian Residential School system and the assimilation policies at the core of the system.
- The University has shifted its use of the word "Aboriginal" in favour of "Indigenous" in most circumstances, in order to better reflect both the Canadian and international Indigenous research efforts at the University of Manitoba as well as to further support Indigenous students (First Nations, Métis and Inuit, including international Indigenous students) who either plan to attend or are currently enrolled at the University.
- In June 2012, renovated space housing the Aboriginal Health Collection in the Neil John Maclean Library, was opened and named "Kanee Ga Ni-What Kee-Kandamowin Anishinabeck". (The First Peoples Place of Learning)". The collection is the only special collection devoted to Indigenous health found in an academic medical library in Canada.
- It was announced in June 2013 that the University of Manitoba had been selected as the site for the National Research Centre for Residential Schools, on the strength of its partnerships with other academic institutions and community partners, and on the quality of the proposal prepared by the University's bid committee. The committee is now working with partners to consider implementation, in anticipation of the end of the Truth and Reconciliation Commission's mandate in 2014. The University has a hiring process underway for the Centre director, who will be responsible for co-ordination between university departments and external organizations, working towards establishing the new Centre. In support of this

initiative, the University has allocated \$250K in baseline funding and \$700K in one-time funding to date.

- The President's Advisory Council on Indigenous Achievement has been established, which provides a forum for community leaders to provide advice on the University of Manitoba's Indigenous Achievement strategic plan, activities and initiatives. Membership on the Council includes former National Chiefs of the Assembly of First Nations, school superintendents, Elders, government representatives and leaders of community organizations.
- *Indigenous Connect* has been created on the UMs website, a one-stop portal to connect the community with the University's Indigenous Achievement efforts and share information on resources, opportunities and Indigenous knowledge.
- Indian Residential School exhibitions have been hosted by the Faculty of Medicine, the Faculty of Social Work and the Faculty of Law.
- "Learning Days", organized to increase awareness within the University community of First Nations, Métis and Inuit issues and to support the commitment to acknowledge and affirm Indigenous voices within the fabric of the university have taken place.
- An enhanced faculty orientation session has been developed that includes Indigenous achievement as a particular focus and the *Pathways* strategy has been developed as a new topic for the workshops for academic administrators series.
- The periodic program review policy is under review and the revised policy will incorporate a review of Indigenous program content within the undergraduate and graduate program review process.
- Homecoming now includes Indigenous events as part of the overall festivities.
- Specific investments have been made to support targeted initiatives, including:
 - Academic advising and tutoring support for Indigenous students
 - Enhanced recruitment and outreach to First Nations, Métis and Inuit communities
 - Events celebrating Indigenous cultures and traditions, including the graduation powwow and Elders gathering.
 - Development of the Indigenous Viewbook, which introduces future students to the campus and provides information about programs and application deadlines.
- A Ph.D in Native Studies was established.
- Since 2009, Canada Research Chairs have been renewed or established in Narrative, Community and Indigenous Cultures, Indigenous Knowledges and Social Work and Indigenous Politics and Governance.
- The Children Rising mentorship program, where UM students participate in an intercultural mentorship program with elementary-aged youth from Skownan First Nation, has been improved.
- UM hosts the annual Manitoba First Nations Science Fair which bring young Indigenous students to UM for exposure to our research laboratories and researcher expertise.
- The Indigenous Circle of Empowerment (ICE) program has been developed. It is geared to empowering Indigenous student leaders.
- Launched in 2009/10, Promoting Aboriginal Community Together (PACT) provides students with social, cultural and academic development, student activities, and the opportunity to be a Neechiwaken (a Cree word, which means a friend on life's journey). The main intent of the program is to provide academic, cultural and personal support, leadership and volunteer experience, which allows all PACT members to be successful university students. PACT is a joint initiative organized by U1 and Aboriginal Student Centre services.

4. OUTSTANDING EMPLOYER

Goal: *The University of Manitoba will be an employer of first choice, offering and expecting respect for all staff and faculty, providing opportunities for leadership, growth and development, and recognizing the contributions made at all levels of the organization.*

- The “It’s About Us” Employee Experience Survey was distributed to all continuing full and part time employees in the summer of 2011. Response to the survey was above average for post-secondary institutions, with a response rate of 30.5 percent. 86 percent of respondents expressed overall job satisfaction. Specific areas for improvement also were identified, and each unit has been asked to develop unit-specific strategies to respond to the survey results.
- The University engaged Dr. Stan Amaladas in November 2011 to lead development of a university-wide Outstanding Workplace Initiative (OWI).
- Based on the results of the survey and consultations within the University community, the OWI strategy and action plan was developed and released in late 2012. It is built around 7 themes that are designed to increase employee satisfaction and external recognition of the University as a top employer:
 1. Foster exemplary leadership and management practices
 2. Enhance respectful, equitable, and inclusive work environment
 3. Enhance supports for professional and career development
 4. Reduce bureaucracy and red-tape
 5. Increase cooperation and collaboration among departments
 6. Build on and celebrate strengths
 7. Encourage shared ownership of our outstanding workplace
- Recognizing the importance of leadership development, implementing a specific strategy in this area was an early priority under the OWI. The UMLeaders framework commits the University to developing profiles for leadership in different roles, working with partners to design, develop and deliver the components of the program, and developing leaders at the personal, team and organizational levels.
- As part of this initiative, a staff person has been hired to assist with leadership and career path development programs for staff.
- In 2013, the University of Manitoba was selected as one of Manitoba’s Top 25 Employers.
- Three offices were brought together to form the “Office of Fair Practices and Legal Affairs”: Equity and Human Rights Advisor, Access and Privacy, and the Office of Legal Counsel. This consolidation was intended to ensure continued strength of advocacy, advice and support services for students, faculty and staff.
- A review of Human Resource Services has been undertaken to identify areas of strength and areas for improvement and work is underway to implement the recommendations of the review.
- Described in greater detail elsewhere, the Resource Optimization and Service Enhancement (ROSE) Program has had the effect of providing the University’s staff with modern tools and practices for undertaking their work.
- Improved health and safety committees on campus have generated positive comments regarding employee well-being in the workplace. Additional effort to review compliance with new policies is having a positive effect.
- A Circle of Inclusion Committee has been created to deal with positive workplace culture issues.
- The employment equity program is being refocused with greater emphasis in the recruitment process on a unit’s current representation profile, to enhance our principle of attaining a representative and diverse workforce.

- Working groups have been established to consider proposals for improvements to part-time staff benefit programs to address concerns of long serving part-

time and sessional staff; and research on enhanced pre-retirement planning sessions for employees; as well as reviews of

the competitiveness of staff benefit plans.

FOUNDATION: IMPROVEMENTS TO INSTITUTIONAL INFRASTRUCTURE

To make progress in the planning framework priorities the University is undergoing a transformation of its organizational infrastructure – a necessary first step to broadly support learning, discovery and engagement. There are six major areas of focus: process, structure, space, IT and data, leadership and governance.

Process

- The Resource Optimization and Service Enhancement (ROSE) program involves reforms to administrative and academic support services through 30 initiatives, designed to enhance service delivery, increase efficiency and responsiveness, and reduce costs. Benefits include increased responsiveness and timeliness, process improvements resulting in efficiencies across a range of support services, reduced costs, and greater allocation of resources (time, funding) to functions directly in support of the University mission. ROSE is on track to meet projected annual combined cost savings / revenue enhancement of \$8 - \$15 million. Funded projects include Student Admissions and Relations, Staff Recruitment, eProcurement, Travel Booking and Expense Reporting, Classroom Allocation, Research Accounting, Contracting and Management Compliance, Print Services, Physical Plant process improvements, PC acquisition processes. ROSE will conclude March 2014.

- During 2011, to ensure enhanced project management, process improvement and communication strategies remained in place at the conclusion of the PricewaterhouseCoopers (PwC) engagement (early approach to the ROSE program), the Office of Continuous Improvement (OCI) was established. In the 2011/12 fiscal year the transition of the ROSE program into the University was completed. Responsibility for project delivery now rests with OCI, supported by other units such as Learning and Development Services and IST.
- An Office of Change Management was announced in October 2013.
- A centralized approach to class scheduling is making more efficient use of available space.
- The Optimizing Academic Resources (OARs) project was initiated in 2009 to make better use of the university's academic resources by identifying strategies to improve and reduce barriers to their effective use. Over time, its work evolved to form the Strategic Enrollment

Management process, and the collaborative clusters project which, in turn, linked to the Academic Structure Initiative described below.

Structure

- In January 2012, the President asked the Vice-President (Academic) and Provost to work with deans and directors through the collaborative cluster groups and they, in turn, with their faculty, staff, students, alumni and external stakeholders, to identify viable options for reducing the number of faculties and schools from the current total of 20 to a number closer to the national average of 13 by 2017. This flows from earlier work among academic deans to facilitate closer collaboration within and between their faculties. Faculties in the health sciences were the first area of focus, and after extensive consultations over a period of several months, including from affected faculty, staff, students, and faculty / school councils, the relevant Senate committees were consulted on a proposal for a Faculty of Health Sciences. It subsequently was considered

and approved by Senate and the Board in October 2013.

- The faculties of Agricultural and Food Sciences and Environment, Earth and Resources, along with the Faculty of Human Ecology's Department of Human Nutritional Sciences, are exploring the benefits of a more integrated structure. An interim report is expected in fall 2013.
- Two departments within Human Ecology are also exploring alignments with departments in the Faculty of Medicine.

Space

- It is a priority for the University to invest in maintenance of the existing space stock, rather than attempt to meet all needs with new construction. The University has made use of programs like the Knowledge Infrastructure Program (KIP) which has resulted in savings in utilities and the alleviation of the need for some new capital infrastructure investments. For example, the Biological Sciences KIP project resulted in a 27% increase in energy efficiency.
- The University of Manitoba held an Open International Design Competition to identify a winning design team that will work with the University to develop a campus plan that identifies a physical planning and design framework to guide the future growth and development of the campus, a conceptual plan for the 49-hectare (120-acre) Southwood Precinct, and a site plan for eight hectares (20 acres) of the Southwood Precinct. The

winning team will be announced in November 2014.

- The University of Manitoba has appointed a Director of Campus Planning and established a Campus Planning Office. In addition to the large area master planning process referenced above, planning activities underway include:
 - The first-ever Bannatyne Campus Master Plan
 - Fort Garry Campus Space Utilization Initiative
 - Wayfinding on campus
- A new Campus Planning and Development Advisory Committee has been established to provide guidance and expertise on planning and development of University lands.
- Significant progress has been made on upgrading or replacing university facilities:
 - \$90 million redevelopment of Taché Hall
 - Redevelopment of the Wallace Building.
 - Redevelopment of the Elizabeth Dafoe Library.
 - Construction of the Active Living Centre.
 - Restoration of the Duff Roblin Building
 - Knowledge Infrastructure Program (KIP) projects: ARTLab, Biological Sciences Redevelopment, Regenerative Medicine Development, Neil John Maclean Health Sciences Library expansion, Buller Building Redevelopment, Eureka Incubator and Smartpark Phase II.

- Tunnel connection from Frank Kennedy to Architecture II
- Renovation of Frank Kennedy locker rooms.
- Completion of Fort Garry pedestrian walkway

- Investors Group Field has been completed and has been the site of concerts and sporting events throughout the summer and fall of 2013.
- Physical Plant has been supported in its efforts to develop a new process for developing construction estimates.

IT and Data

- The urgent need to renew IT infrastructure was a recurring theme through both the ROSE recommendations and discussions regarding the university's strategic infrastructure requirements.
- There is a consistently held view among employees and students alike that IT infrastructure should be of the highest priority. Over a five-year period, total IST investments have totaled \$3.1 million in ongoing funding and an additional \$7.3 million in one-time support.
- Funded projects include:
 - technical infrastructure renewal
 - improved wireless access and capacity
 - increased personalized technology services for students
 - Stabilized network platforms and network upgrades

- Microsoft Exchange email and calendar
- Client support
- Enhanced Utilization of Technology
- Significant progress has been made toward accessing and using data, particularly relative to peer institutions. Its connection to informed decision-making, prioritization of resources and effort, accountability, and reputational stewardship is strongly acknowledged. The University of Manitoba's entry to the U15 has resulted in increased access to data, the University's leadership role in the U15 data exchange has allowed for more of the available data to be generated on a comparative basis, and the University has increased its funding of the Institutional Analysis function by over \$300K annually.
- The Board of Governors recently approved a series of institutional measures that will generate a biannual report , starting in January 2014.

Leadership

- The emphasis on selecting the right people for leadership roles and assisting with their development after hiring continues.
- A framework for the UMLeaders program, developed through the Outstanding Workplace Initiative, recently was released. It is intended to lay the foundation for a range of leadership development initiatives.
- The Vice-Provost (Academic) has expanded professional

development opportunities for academic administrators through an expanded workshop series comprising internal and external speakers and a completely revamped orientation program for new faculty members. This program includes a new summer institute on teaching and new sessions on teaching and research.

Governance

- The Board of Governors has implemented a new process for Board meetings that has led to more strategic discussions at the Board level. Implementing this new model has improved governance practice and enhanced collaboration between Board and the Executive Team.
- The Board Governance Committee has initiated many new processes around assessment, evaluation and identification of Board members.
- In a partnership with Archives and Special Collections, 248 sets of Board of Governors minutes from April 8, 1977 to November 30, 1999 have been photographed, scanned and digitized in the Archives Document Repository. This is a part of a multi-year commitment to digitize all Board and Senate materials. In addition, standard protocols for the creation of new materials are being developed, which will ensure that agendas and minutes are archived as they are created and will facilitate access to governance records.
- The function of two Senate Committees related to research ethics were merged with the

Senate Committee on University Research, and the Senate Committee on Academic Computing has been re-activated and its terms of reference updated. A review of the policies and procedures related to student appeals has been undertaken, and a clearer more comprehensive suite of governing documents has been approved and implemented.