



**University
of Manitoba** | Faculty of Agricultural
and Food Sciences

Syllabus

DAGR 0660: Special Topics in General Agriculture –
Exploration of Agri-food production and processing
opportunities for Brokenhead Ojibway Nation – T04

Fall 2021

LAND ACKNOWLEDGEMENT

The University of Manitoba campuses are located on original lands of Anishinaabeg, Cree, Oji-Cree, Dakota, and Dene peoples, and on the homeland of the Métis Nation.

We respect the Treaties that were made on these territories, we acknowledge the harms and mistakes of the past, and we dedicate ourselves to move forward in partnership with Indigenous communities in a spirit of reconciliation and collaboration.

We recognize that Indigenous communities have important knowledge of land and tradition essential to a complete understanding of our shared reality.

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COURSE DETAILS

Course Title & Number:	DAGR 0660 - Special Topics in General Agriculture – Exploration of Agri-food production and processing opportunities for Brokenhead Obibiway Nation T04
Number of Credit Hours	3
Pre-Requisites:	None
Co-requisites:	None

Instructor Contact Information

Instructor(s) Name & Preferred Form of Address:	Phillip (Phil) Veldhuis
Office Hours or Availability:	Consultation availabilities will be announced in class.
Office Phone No.	Home Phone 204 735 2272 (Please use during daylight hours only).
Email:	Phillip.Veldhuis@umanitoba.ca Whenever possible, emails should be business-like in tone and format.
Contact:	1 st point of contact is Email: Phillip.Veldhuis@umanitoba.ca Expect reply within 1 hr during regular workdays. Reply times evenings and weekends may vary.

COURSE DESCRIPTION

U of M Course Calendar Description

DAGR 0660 Special Topics in General Agriculture.

Selected topics of current interest in General Agriculture. The course content may vary.

Students can earn multiple credits for this course only when the topic subtitle is different.

Prerequisite: Written consent of Director of the School of Agriculture.

General Course Description for Kitigay.

Students will study and assess the agriculture initiatives in Brokenhead Ojibway Nation (BON) and other indigenous communities, and the role of agriculture in food security. As we work through these topics, we will build our confidence with basic tools of business assessment such as profit/loss statements and budget estimates.

Course Goals

1. Students will gain a practical understanding of the opportunities to build a sustainable food production system in their BON community.
2. Students will learn the challenges and realities of food security in indigenous communities.
3. Students will improve their ability to critically evaluate business plans for farm product enterprises.

Course Learning Objectives

Students will

1. improve their work through collaborative discussion.
2. understand how trends and niche markets create economic opportunities.
3. understand how food security impacts their community.
4. review business plans, including capital and cash-flow requirements.
5. understand value chains, vertical integration and economic margins in agriculture.

6. appreciate the challenges and realities of value chain integration from historical and case studies.
7. critically evaluate business plans for farm product enterprises.
8. compare new economic models for farms, including Community supported agriculture, (CSA) labour coops, institutional supply chains and social enterprises.
9. review and critically evaluate prior economic development plans and projects.
10. identify regulation and production limitations relevant to BON agri-food projects.

COURSE MATERIALS AND TECHNOLOGY

As this is a remote learning course students are expected to have the minimum technology equipment to access [UMLearn](#). These requirements can be checked here: [System Check - University of Manitoba \(desire2learn.com\)](#).

This course will include interactive discussions of each students work. You should have the necessary technology for interactive two way video calls using MS-TEAMS.

ATTENTION STUDENTS RESIDING OUTSIDE WINNIPEG

As this is a remote learning course, all instructional activities and deadlines will be Winnipeg time (Central Time). Please make sure your calendars are adjusted to reflect any time changes. Please inform me as soon as possible if you are taking the course while residing outside of Winnipeg, specifically:

- If you are in a rural Canadian area affected by poor internet connections that may impact completing assessments and exams on time
- If you are in another time zone within or outside Canada, specify where you are, and if you foresee any challenges with attending classes and completing assessments and exams on time

NOTE: It is your responsibility to communicate with me well in advance of tests/exams/assignment due dates, of any ongoing issues, OR immediately once an issue arises that *may* impact your ability to complete course work.

Course tour: In compliance covid-19 protocols we will not be doing any on farm visits or trips this term, instead students will be asked to reflect on their experience as an intern in the Kitigay project.

Textbook: This course will have no required textbook. However two guiding documents are:

1. [The-Path-Forward-Supporting-Indigenous-Ag-Farm-Management-Canada-2021-EN.pdf \(fmc-gac.com\)](#).
2. [New farm start-up guide.pdf \(gov.bc.ca\)](#)

Readings: assigned as follows:

Getting started: Syllabus review and Kitigay project review.

Objective: plan for success.

Required: Course Syllabus (this document).

Optional: Kitigay Project documents (if available).

Bon Project by the numbers (cashflow basics).

Objective: Learn some basic financial management by tracking Kitigay project cashflow.

Required materials: Kitigay info.

Reading: [Understanding and managing cash flow | FCC \(fcc-fac.ca\)](#)

BON economic development past and present.

Objective: to understand how BON has approached economic development, and future plans.

Reading: BON economic development plan / land use plan.

Tough Truths: Tough truths / stolen harvests.

Objective: to understand why indigenous communities are not full participants in agriculture today.

Reading: [Undermined at every turn: the lie of the failed native farm on the Prairies](#); Chelsea Vowel/
âpihtawikosisân, apihtawikosisan.com

Background / Supplemental: [The Relationship Between Aboriginal Farmers and Non-Aboriginal Farmers](#),
Eric Tang, Saskatchewan Indian Cultural Centre.

Natural Resource Harvesting:

Objective: to understand opportunities for food security associated with Indigenous Harvesting rights.

Reading: [A Guide to Aboriginal Harvesting Rights \(lss.bc.ca\)](#) (British Columbia).

Manitoba (Metis): http://www.mmf.mb.ca/.../Metis-Laws-of-the-Harvest_FINAL.pdf

First Nations: [Manitoba Hunting Guide 2021 \(gov.mb.ca\)](#) (page 65).

Night Hunting / Shared Management: [The Wildlife Amendment Act \(Safe Hunting and Shared Management\) \(gov.mb.ca\)](#)

Resource: [Module 9: Indigenous Traditional Food Systems - Introduction to Module 9 | Rise 360 \(articulate.com\)](#) (from Alberta).

FCC financing?: [Indigenous Agriculture & Food Financing | FCC \(fcc-fac.ca\)](#)

Capital resources and funding:

Objective: To understand the unique capital requirements of modern agriculture.

Reading: [How Much \\$ Does It Take to Become a Farmer? | Successful Farming \(agriculture.com\)](#)

[All Canadian farmers take on debt – how do you manage yours? | FCC \(fcc-fac.ca\)](#)

Optional Resource: [Indigenous Agriculture and Food Systems Initiative - agriculture.canada.ca](#)

Success stories:

Objective: to regain our optimism.

Reading: [Canada's First Nations people were country's first farmers | The Western Producer](#)

Resources: [Food security for First Nations | BDO Canada](#)

[About us – Tomahawk \(tomahawkchips.ca\)](#)

Meechim farm (Garden Hill FN): [nmfcc 2016communitystories meechim_print_hr.pdf](#)

Farming without land.

Objective: to understand food production alternatives to land ownership.

Reading: [Farming Without Owning Land, How Is That Possible? | HuffPost](#)

Land use plan (BON document).

Vertical Farming: [BrightBox Farms | Freight Farms](#)

Community ownership: (BON leadership).

Food Security.

Objective: to understand the role of Kitigay Project within the context of local food security.

Background data: [Regional Breakout- FNFNES prairies \(afn.ca\)](#)

Reading: Food Security for First Nations and Inuit in Canada: [Food Security First Nations and Inuit Background Paper by Elaine Power.pdf \(nada.ca\)](#).

Food Activism:

Objective: To consider activism as a path to food security.

Reading: [From Food Security to Food Sovereignty | Civil Eats](#)

Supplemental: [Hunger, Healing, and Indigenous Food Sovereignty – NiCHE \(niche-canada.org\)](#)

Agritourism.

Objective: to understand opportunities presented by agritourism.

Reading: [Virtual Agritourism Gatherings - International Workshop on Agritourism \(agritourismworkshop.com\)](#)

Supplemental: [18-10-Accelerating-Tourism-Growth-Booklet-v5-WEB-1.pdf \(indigenoustourism.ca\)](#)

Niche Marketing: you can't please everyone!

Objective: To understand the concept of Niche Marketing.

Reading: [Breaking into a niche market could provide more stability – RealAgriculture](#)

Supplemental: [Niche marketing and farm diversification processes: Insights from New Zealand and Canada | Renewable Agriculture and Food Systems | Cambridge Core](#)

EXPECTATIONS AND POLICIES

This course will depend on the participation of all students. I will expect you to contribute to class discussions and research projects. I will expect you to be courteous and respectful to guests and mentors as well as fellow students and myself. Please see the University of Manitoba's [Respectful Work and Learning Environment Policy](#). Course expectations will be consistent with the policies of [Section 2.5 ROASS](#).

Class Communication:

You are required to obtain and use your University of Manitoba email account for all communication between yourself and the university. All communication must comply with the Electronic Communication with Student Policy:

http://umanitoba.ca/admin/governance/governing_documents/community/electronic_communication_with_students_policy.html.

Academic Integrity:

Each student in this course is expected to abide by the University of Manitoba [Academic Integrity principles](#). Always remember to reference the work of others that you have used. Also be advised that you are required to complete your assignments independently unless otherwise specified.

When you work in a team, ensure that your project complies with the academic integrity regulations.

Inappropriate collaborative behavior and violation of other Academic Integrity principles, will lead to the serious [disciplinary action](#). Visit the [Academic Calendar](#), [Student Advocacy](#), and [Academic Integrity](#) web pages for more information and support.

It is expected that all submitted work should be completed independently. Information from mentors or group collaboration should be appropriately cited in work submitted for academic credit.

Recording Class Lectures:

Because this class will occasionally present confidential or proprietary information, no audio or video recording of lectures or presentations is allowed in any format, openly or surreptitiously, in whole or in part without permission of the course administrator. All course materials (both paper and digital) are only for the participant's private study and research.

Student Accessibility Services:

The University of Manitoba is committed to providing an accessible academic community. [Students Accessibility Services \(SAS\)](#) offers academic accommodation supports and services such as note-taking, interpreting, assistive technology and exam accommodations. Students who have, or think they may have, a disability (e.g. mental illness, learning, medical, hearing, injury-related, visual) are invited to contact SAS to arrange a confidential consultation.

Student Accessibility Services

520 University Centre

Phone: (204) 474-7423

Email: Student_accessibility@umanitoba.ca

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Student Accessibility Services

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Phone: (204) 474-7423

Email: Student_accessibility@umanitoba.ca

Student EXPECTATIONS:

Success in this course will depend on significant student engagement outside of class. You can expect me to make significant "office hours" available for individual consultation. You can expect me to facilitate introductions to possible mentors and experts related to your chosen project. You can expect your term work to be graded and returned approximately two weeks after submission.

COURSE SCHEDULE

This schedule is subject to change at the discretion of the instructor and/or based on the learning needs of the students but such changes are subject to [Section 2.8 of ROASS](#).

Proposed class schedule: Monday & Wednesday: Oct 13, 2021 - Dec 8, 2021; 10:30 am – 12:30 pm

No lectures during fall reading week (Nov 8 & 10).

Schedule: DAGR 0660: Special Topics in General Agriculture – Exploration of Agri-food Production and Processing Opportunities for Brokenhead Ojibway Nation – T04 – Fall 2021 (Subject to revision to facilitate guest speaker opportunities)			
Date	Class	Topic	Assign Due.
Oct 13	1	Class Org Meeting, Syllabus review Kitigay Project Enterprises	
Oct 18	2	BON economic Dev	
Oct 20	3	Guest speaker (BON econ dev.)	Assign 1.
Oct 25	4	Tough Truths / Stolen Harvests	
Oct 27	5	Guest Speaker (Knowledge keeper)	
Nov 1	6	Natural Resource Harvesting (Ani)	
Nov 3	7	Natural Resource Harvesting (Veg)	Assign 2.
Fall Reading Week:			
Nov 15	8	Capital Resources / funding.	
Nov 17	9	Success Stories	
Nov 22	10	Success Stories (guest speaker).	
Nov 24	11	Farming w/o Land ownership.	Assign 3.
Nov 29	12	Food Security	
Dec 1	13	Food Activism	
Dec 6	14	Agritourism	
Dec 8	15	Niche Marketing.	Assign 4.

Voluntary Withdrawal

Students should make themselves aware of the last day to drop classes for full refund and the last day to drop class without academic penalty. All Students who do not officially drop the class will be assigned a final grade on your official transcript even if no coursework is submitted. Please refer to the [Registrar's Office](#) web page for more information.

I am always willing to discuss your progress and strategies for improvement in the course.

COURSE ASSESSMENT

Assignment #1: Elder / Knowledge keeper research.

GOAL: To rediscover knowledge within the BON community.

PROCEDURE: Students will interview and record an Community Elder / Knowledge Keeper on a topic relevant to the course such as: Traditional Agriculture, Food security, Resource harvesting, Medicinal plants. A detailed handout will be supplied for this assignment.

SUBMISSION GUIDELINES: Electronic copy submitted in the UMLearn Assignment dropbox before the start of class.

EVALUATION CRITERIA: Detailed rubric included in assignment handout.

Assignment #2: BON Kitigay project enterprise evaluation (draft).

GOAL: Internally assess a single enterprise within the Kitigay project in draft form for review.

PROCEDURE: Following the design of a business plan, describe and evaluate the goal(s) and strategy of a single enterprise within the BON Kitigay project. A detailed handout will be provided for this assignment.

SUBMISSION GUIDELINES: Electronic copy submitted in the UMLearn Assignment dropbox before the start of class.

EVALUATION CRITERIA: Detailed rubric included in assignment handout. Feedback will include suggestions to improve the draft before resubmission as assignment #4.

Assignment #3: Experiential learning report.

GOAL: Self assess a specific task or activity undertaken as an intern in the Kitigay project.

PROCEDURE: Choose, describe and assess a specific task or activity done as a Kitigay Intern. A detailed handout will be provided for this assignment. If possible please assess an activity within the scope of the enterprise described in assignment #2.

SUBMISSION GUIDELINES: Electronic copy submitted in the UMLearn Assignment dropbox before the start of class.

EVALUATION CRITERIA: Detailed rubric included in assignment handout.

Assignment #4: BON Kitigay project enterprise evaluation (final).

GOAL: Internally assess a single enterprise within the Kitigay project.

PROCEDURE: Following the design of a business plan, describe and evaluate the goal(s) and strategy of a single enterprise within the BON Kitigay project. A detailed handout will be provided for this assignment.

SUBMISSION GUIDELINES: Electronic copy submitted in the UMLearn Assignment dropbox before the start of class.

EVALUATION CRITERIA: Detailed rubric included in assignment handout. Feedback will include suggestions to improve the draft before resubmission as assignment #3.

Alternative to Assignment #2 / 4: Proposed new enterprise for BON Kitigay.

GOAL: Propose a new enterprise for Kitigay that would increase the success of the project.

PROCEDURE: Complete assignments 2 & 4 with a new proposed enterprise of your own design.

SUBMISSION GUIDELINES: Electronic copy submitted in the UMLearn Assignment dropbox before the start of class.

EVALUATION CRITERIA: Detailed rubric included in assignment handout. Feedback will include suggestions to improve the draft before resubmission as assignment #3.

Grading

Grade in the course will be a weighted average of the grades for the required assignments and course participation.

Assignment	Description	Weight	Due Date
1	Knowledge keeper research	20%	Oct 20
2	Enterprise report (draft)	20%	Nov 3
3	Experiential Learning Report	20%	Nov 24
4	Enterprise report (final)	20%	Dec 8
Course participation	As per Participation Rubric	20%	Throughout course.

Letter Grades will be assigned using the following benchmarks.

Letter Grade	Percentage out of 100	Grade Point Range	Final Grade Point
A+	90-100	4.25-4.5	4.5
A	80-90	3.75-4.24	4.0
B+	75-80	3.25-3.74	3.5
B	70-75	2.75-3.24	3.0
C+	60-70	2.25-2.74	2.5
C	50-60	2.0-2.24	2.0
D	45-50	Less than 2.0	1.0
F	Less than 45		0

Referencing Style

Success in this course will depend on students doing independent research for their individual project. Reference to supporting information is crucial to building your business case. This should be done clearly and frequently. Each reference should make it absolutely clear exactly from who, where and when you found your supporting information. The reference itself should allow anyone who wished to find the exact place / time where you found your information.

For example, your reference to a video should indicate: The person responsible for the content of the video; where the video can be viewed; the time the video was created; the time in the video where the relevant information is found. A URL is not a sufficient reference.

You can use any referencing style, consistently. MLA is recommended for ease of use. OWL Purdue is an excellent resource for students with questions about citations and references:

https://owl.purdue.edu/owl/research_and_citation/resources.html

Assignment Feedback

Assignments will receive comments in rubrics that will be uploaded to the assignment dropbox. Students can expect to receive feedback to their work two weeks after submission. Students who have received low grades and challenging feedback on their first two assignments should reconsider continuing the course.

Assignment Extension and Late Submission Policy

Late assignments may not be accepted without prior approval from the course instructor or student services.

Academic Integrity

Each student in this course is expected to complete their coursework and programs of study with integrity by making a commitment to the six fundamental values of honesty, trust, fairness, respect, responsibility, and courage. <http://umanitoba.ca/student-supports/academic-supports/academic-integrity>

Academic integrity looks like referencing the work of others that you have used and completing your assignments independently unless otherwise specified.

All students are required to respect copyright as per Canada's *Copyright Act*. Staff and students play a key role in the University's copyright compliance as we balance user rights for educational purposes with the rights of content creators from around the world. The Copyright Office provides copyright resources and support for all members of the University of Manitoba community. Visit <http://umanitoba.ca/copyright> for more information.

LEARNER SUPPORT

Writing and Learning Support

The Academic Learning Centre (ALC) offers writing and learning supports to help you throughout your academic program. These supports are offered online during the Covid-19 pandemic.

Make an appointment with an ALC writing tutor who can give you feedback at any stage of the writing process, whether you are just beginning to work on a written assignment or already have a draft. The ALC also has an English as an Additional Language (EAL) specialist available to work with students on improving their English-language academic writing skills.

Consult an ALC learning specialist or attend an academic skills workshop to improve your time management, learning strategies and test-taking strategies. Get support in select courses by making an appointment with an ALC content tutor. The ALC also offers peer-facilitated study groups called Supplemental Instruction (SI) for certain courses that students have typically found difficult. In SI study groups, students ask questions, compare notes, discuss content, solve practice problems, and develop new study strategies in a group-learning format.

In addition to one-to-one and group sessions, you can also find writing and study tip sheets and videos on the ALC website.

Academic Learning Centre services are free for U of M students. For more information, please visit the Academic Learning Centre website at: <http://umanitoba.ca/student/academiclearning/>

Contact the Academic Learning Centre by calling 204-480-1481 or emailing academic_learning@umanitoba.ca. Bannatyne students can contact the Bannatyne Student Services office at 204-272-3190.

University of Manitoba Libraries (UML)

Research begins at [UM Libraries](#). [Learn at the Libraries](#) is a great place to start, with information for students on academic writing, how to search the library, evaluating resources, and writing citations. As the primary contact for all research needs, your [liaison librarian](#) can play a vital role when completing academic papers and assignments. Liaisons can answer questions about locating appropriate resources or managing citations, and will address any other concerns you may have regarding the research process. Liaisons can be contacted by email or phone, and are also available to meet with you online. When working remotely, students can also receive help online through [Ask Us!](#) chat. For further detail about the libraries' services and collections, [visit the Libraries' web site](#). Regularly check our [COVID-19 Update](#) page for available library services and access to resources for Fall 2020

Section (b) sample: re: A statement regarding mental health that includes referral information:

For 24/7 mental health support, contact the Mobile Crisis Service at 204-940-1781.

Student Counselling Centre

Contact SCC if you are concerned about any aspect of your mental health, including anxiety, stress, or depression, or for help with relationships or other life concerns. SCC offers crisis services as well as individual, couple, and group counselling. *Student Counselling Centre:* <http://umanitoba.ca/student/counselling/index.html>

474 UMSU University Centre or S211 Medical Services Building

(204) 474-8592

Student Support Case Management

Contact the Student Support Case Management team if you are concerned about yourself or another student and don't know where to turn. SSCM helps connect students with on and off campus resources, provides safety planning, and offers other supports, including consultation, educational workshops, and referral to the STATIS threat assessment team.

<http://umanitoba.ca/student/case-manager/index.html>

520 UMSU University Centre

(204) 474-7423 (Student Support Intake Assistant)

University Health Service

Contact UHS for any medical concerns, including mental health problems. UHS offers a full range of medical services to students, including psychiatric consultation. Note that due to fire displacement, UHS is unable to provide in-person medical care on the Fort Garry Campus until October, 2020.

University Health Service <http://umanitoba.ca/student/health/>

(204) 474-8411 (Business hours or after hours/urgent calls)

Health and Wellness

Contact our Health and Wellness Educator if you are seeking information on health topics, including physical and mental health concerns, alcohol and substance use harms, or sexual violence. You can also access peer support from a *Healthy U* peer health educator.

Health and Wellness Educator

<https://umanitoba.ca/student/health-wellness/welcome-about.html>

britt.harvey@umanitoba.ca

469 UMSU University Centre

(204) 295-9032

Sexual Violence Resource Centre

Contact SVRC if you have experienced sexual violence or are seeking information about how to help somebody else. SVRC provides inclusive, survivor-centred, trauma-informed services, such as

consultation, referrals, safety planning, and a range of on-site supports, including counselling by Clinic.

Sexual Violence Resource Centre

<https://umanitoba.ca/student-supports/sexual-violence-support-and-education>

svrc@umanitoba.ca

537 UMSU University Centre

(204) 474-6562 (Sexual Violence Intake and Triage Specialist)

Your rights and responsibilities

As a student of the University of Manitoba you have rights and responsibilities. It is important for you to know what you can expect from the University as a student and to understand what the University expects from you. Become familiar with the policies and procedures of the University and the regulations that are specific to your faculty, college or school.

The [Academic Calendar](http://umanitoba.ca/student/records/academiccalendar.html) <http://umanitoba.ca/student/records/academiccalendar.html> is one important source of information. View the sections *University Policies and Procedures* and *General Academic Regulations*.

While all of the information contained in these two sections is important, the following information is highlighted.

- If you have questions about your grades, talk to your instructor. There is a process for term work and final **grade appeals**. Note that you have the right to access your final examination scripts. See the Registrar's Office website for more information including appeal deadline dates and the appeal form <http://umanitoba.ca/registrar/>
- You are expected to view the General Academic Regulation section within the Academic Calendar and specifically read the **Academic Integrity** regulation. Consult the course syllabus or ask your instructor for additional information about demonstrating academic integrity in your academic work. Visit the Academic Integrity Site for tools and support <http://umanitoba.ca/academicintegrity/> View the **Student Academic Misconduct** procedure for more information.
- The University is committed to a respectful work and learning environment. You have the right to be treated with respect and you are expected conduct yourself in an appropriate respectful manner. Policies governing behavior include the:

Respectful Work and Learning Environment

http://umanitoba.ca/admin/governance/governing_documents/community/230.html

Student Discipline

http://umanitoba.ca/admin/governance/governing_documents/students/student_discipline.html and,

Violent or Threatening Behaviour

http://umanitoba.ca/admin/governance/governing_documents/community/669.html

- If you experience **Sexual Assault** or know a member of the University community who has, it is important to know there is a policy that provides information about the supports available to those who disclose and outlines a process for reporting. The **Sexual Assault** policy may be found at:

http://umanitoba.ca/admin/governance/governing_documents/community/230.html

More information and resources can be found by reviewing the Sexual Assault site

<http://umanitoba.ca/student/sexual-assault/>

For information about rights and responsibilities regarding **Intellectual Property** view the policy:

https://umanitoba.ca/admin/governance/governing_documents/community/235.html

For information on regulations that are specific to your academic program, read the section in the Academic Calendar and on the respective faculty/college/school web site

<http://umanitoba.ca/faculties/>

Contact an **Academic Advisor** within our faculty/college or school for questions about your academic program and regulations <http://umanitoba.ca/academic-advisors/>

Student Advocacy

Contact Student Advocacy if you want to know more about your rights and responsibilities as a student, have questions about policies and procedures, and/or want support in dealing with academic or discipline concerns.

<http://umanitoba.ca/student/advocacy/>

520 University Centre

204 474 7423

student_advocacy@umanitoba.ca

ACKNOWLEDGEMENTS

Course Author: Phil Veldhuis.

Using Copyrighted Material

We will use copyrighted content in this course. I have ensured that the content I use is appropriately acknowledged and is copied in accordance with copyright laws and university guidelines. Copyrighted works, including those created by me, are made available for private study and research and must not be distributed in any format without permission. Do not upload copyrighted works to a learning management system (such as UM Learn), or any website, unless an exception to the *Copyright Act* applies or written permission has been confirmed. For more information, see the University's Copyright Office website at <http://umanitoba.ca/copyright/> or contact um_copyright@umanitoba.ca.