

# BOARD OF GOVERNORS

The material contained in this document is the Agenda for the next meeting of the Board of Governors.

**Tuesday, June 25, 2013**

**Alan A. Borger Sr. Executive Conference Room  
E1-270 Engineering Information and Technology Complex  
4:00 p.m.**

## OPEN SESSION

Please call regrets to: 474-6165 no later than 9:00 a.m. the day of the meeting.

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**OFFICE OF THE UNIVERSITY SECRETARY**



UNIVERSITY  
OF MANITOBA

# BOARD OF GOVERNORS

Alan A. Borger Sr. Executive Conference Room  
(E1-270 EITC)

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# OPEN SESSION

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<i>If any member of the Board wants to ask a question, discuss or oppose an item that is marked for the consent agenda, the member can have an item removed from the consent agenda by contacting the Secretary of the Board prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the motion to approve or receive, by unanimous consent, the items listed.</i>		
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**AGENDA**

10. **UPDATES**

10.1 Updates from the UMSU President & GSA President

**Presenter Page**

(oral)

**MOTION TO MOVE TO CLOSED AND CONFIDENTIAL SESSION  
MOTION TO ADJOURN**



UNIVERSITY  
OF MANITOBA

**Minutes of the OPEN Session of the  
Board of Governors  
May 21, 2013**

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Present: J. Lederman, Chair  
J. Leclerc, Secretary

S. Ally D. Barnard A. Berg P. Bovey A. Dansen R. Dhalla  
J. Embree N. Halden G. Hatch S. Jesseau M. Labine M. Robertson  
A. Turnbull M. Wetzel M. Whitmore

Regrets:

T. Bock E. Bowness S. Jasper B. Passey D. Sauer H. Sector  
R. Zegalski

Assessors Present: R. Howard C. Morrill

Officials Present: J. Dyer G. Glavin J. Kearsey J. Keselman D. Jayas  
G. Juliano P. Kochan S. Utsunomiya

**1. ANNOUNCEMENTS**

The Chair welcomed Al Turnbull, UMSU President, Monika Wetzel, GSA President, and Susie Ally, UMSU Vice-President (Advocacy), and congratulated Norman Halden from Senate, and Rosalyn Howard, Support Staff Assessor, on being re-elected to the Board.

**FOR ACTION**

**2. APPROVAL OF THE AGENDA**

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

**THAT the agenda for the Open session of the May 21, 2013 Board of Governors meeting be approved as circulated.**

**CARRIED**

**3. MINUTES (Open Session)**

3.1 Approval of the Minutes of the March 19, 2013 OPEN Session as circulated or amended

It was moved by Dr. Whitmore and seconded by Mr. Berg:

**THAT the minutes of the Open session of the March 19, 2013 meeting be approved as circulated.**

**CARRIED**

3.2 Business Arising – none

**4. UNANIMOUS CONSENT AGENDA**

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

It was moved by Ms. Bovey and seconded by Ms. Labine that the Board of Governors approve and/or receive for information the following:

**THAT a \$3.00 per credit hour contribution be assessed against the students in the School of Art for a three year term commencing in the fall of 2013 as outlined in the letter from Paul Hess, Director, School of Art, dated March 5, 2013.**

**THAT a \$1.67 per credit hour contribution be assessed against the students In the Department of Interior Design for a three year term commencing in the fall of 2013 as outlined in the letter from Ralph Stern, Dean, Faculty of Architecture, dated March 12, 2013.**

**THAT a \$2.00 per credit hour contribution be assessed against the students in the Marcel A. Desautels Faculty of Music for a three year term commencing in the fall of 2013 as outlined in the letter from Edmund Dawe, Dean, Marcel A. Desautels Faculty of Music, dated March 5, 2013.**

**THAT a \$2.33 per credit hour contribution be assessed against the students in the Clayton H. Riddell Faculty of Environment, Earth, and Resources for a three year term commencing in the fall of 2013 as outlined in the letter from Norm Halden, Dean, Clayton H. Riddell Faculty of Environment, Earth, and Resources, dated March 5, 2013.**

**CARRIED**

**5. NEW BUSINESS**

**5.1 REPORT FROM THE PRESIDENT**

In addition to his written report, Dr. Barnard provided an update on the Academic Structure Initiative which Dr. Keselman has been working on since January 2012. He explained that options related to the Health Sciences Cluster were presented in late November and feedback on them was considered. He stated that a proposal was advanced and considered by the faculty

councils and would be presented to the Senate Planning and Priorities Committee (SPPC) on May 27.

Dr. Barnard also circulated copies of correspondence with the Canadian Association of University Teachers (CAUT) relating to its intention to investigate an issue within the Department of Economics, related to a perceived potential conflict between academic freedom and collegial governance. Dr. Barnard's response to CAUT was that the University was handling this situation internally by members of the department working together and that the organization does not have standing to investigate, nor would it be able to do so effectively in any case.

## 6. FROM FINANCE, ADMINISTRATION AND HUMAN RESOURCES COMMITTEE

*Dr. Whitmore declared a conflict of interest and left the meeting.*

### 6.1 Operating Budget

Dr. Halden stated that the Finance, Administration, and Human Resources Committee discussed the document and recommended the motion to approve the Budget. Mr. Kochan thanked Joanne Dyer, Kathleen Sobie, Joanne Keselman and David Collins. He provided a brief overview of the operating budget, referring to appendix 2 on page 32. Mr. Kochan commented that although the University had received only half of the operating grant increase expected, it was much more than many other Canadian institutions received, and the administration appreciates the Manitoba government's commitment to post-secondary education.

Dr. Keselman referred to page 21, commenting that the goal was a balanced budget which includes some strategic allocations. She explained that investments were being made in three of the four pillars of the strategic plan. These investments include \$1.3 million for academic enhancement, \$400,000 for Indigenous achievement, and \$1.6 million for enhancing the student experience. Additionally, \$1.6 million is being invested in institutional infrastructure, most notably in the area of Information Services and Technology. She referred members to Attachment 3 of the document for specific details of these baseline allocations and of approximately \$8 million being allocated in one-time funding to various units.

Dr. Keselman explained that budget reductions amounting to \$5 million are detailed in table 1 on page 23, she added that Attachment 5 provided further detail on specific reductions and allocations by unit. Dr. Keselman recalled that all units were advised early in the budget process to prepare for budget reductions of approximately 3%.

Mr. Kochan briefly commented on the capital budget, noting the total from all sources is itemized on page 26 and amounts to approximately \$103 million. He noted that page 25 lists all the items that the University plans to address in the capital budget.

Dr. Morrill asked about the IST funding, whether there would be any money for new administrative systems. Mr. Kochan indicated that the allocation to IST is not intended to support any new administrative systems. Dr. Morrill referred to page 38, noting that bad debt appeared to be increase from \$10,000 last year to \$310,000 this year. Ms. Dyer responded, explaining that the previous estimate of \$10,000, related to unpaid tuition fees, was unrealistic and far lower than the actual amount that is typically written off. Dr. Morrill then asked whether the increased contributions to the pension fund would be recurring annually. Me. Kochan replied that he did not think it would continue at that rate in the coming years.

It was moved by Dr. Halden and seconded by Mr. Robertson:

**THAT the Board of Governors approve:**

- a tuition fee increase on all programs and ancillary fees of 1.6%.
- the operating budget based on total revenue, fund transfers and expenditures of \$603,991,326, and
- financial plans for Research and Special, Trust and Endowment and the Capital Budget for the year ending March 31, 2013 as set out in Attachment 6.

**CARRIED**

*Dr. Whitmore returned to the meeting.*

#### 6.2 Increase to UMSU Operating Fee & Endowment Fund Fee

Dr. Halden commented that the Finance, Administration, & Human Resources Committee recommended this but that Mr. Turnbull would speak in more detail to this item. Mr. Turnbull explained that UMSU was increasingly in need of more funds to operate and the proposed increase is equivalent to what the fee would have been had it been indexed to inflation for the last six years.

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

**THAT the Board of Governors approve the increase the UMSU Operating Fee by \$2.50/ semester to \$23.50/ semester and Increase the UMSU Scholarship & Bursary and Endowment Fund Fee by \$1 .50/semester to \$16.50/semester. Both increases effective for fall 2013 registration.**

**CARRIED**

#### 6.3 Policy: Responsible Conduct of Research

Dr. Glavin, Associate Vice-President (Research), explained that this policy is required in order to remain in compliance with the Tri-Agency Framework which the University signed on to approximately 18 months ago. He explained that this required the University to get its policies aligned with the framework and to engage in broad educational efforts for both researchers and trainees in all stages. He added that the policy is similar to that in place at other universities. Dr. Glavin added that the procedures had been discussed at the May meeting of Senate and, after

addressing some concerns raised by members of Senate, would be discussed again at the June meeting.

It was moved by Dr. Halden and seconded by Ms. Dansen:

**THAT the Board of Governors approves the policy on Responsible Conduct of Research, and the related policy, Code of Research Ethics.**

**CARRIED**

**FOR INFORMATION**

**9. UPDATES**

**9.1 Updates from the UMSU President & GSA President**

Mr. Turnbull reported that his team has been learning their new roles and working on the transition. Mr. Turnbull informed the Board that he was preparing to go to the annual general meeting of the Canadian Federation of Students (CFS) and that UMSU is looking at the future of its relationship with CFS.

Ms. Wetzel reported that like UMSU, the GSA Executive was focused on the transition to their new roles. She added that they were currently planning the fall orientation for graduate students.

**MOTION TO MOVE TO CLOSED AND CONFIDENTIAL SESSION**

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

**THAT the meeting move into Closed and Confidential Session.**

**CARRIED**

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**Chair**

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**University Secretary**

## PRESIDENT'S REPORT: June 25, 2013

### GENERAL

On June 21, the Truth and Reconciliation Commission of Canada and the University of Manitoba signed an agreement naming the University as the host of the National Research Centre on Residential Schools, which will be a permanent resource that allows all Canadians the opportunity to learn about what happened within Residential Schools, and to join together on a path toward reconciliation.

Access Copyright has sued York University. The litigation puts into issue the common approach to fair dealing and other copyright issues adopted by most post-secondary institutions across the country. The case is likely to develop into the leading precedent on user's rights. York will be supported in the litigation through AUCC and by individual schools. The University of Manitoba is still operating under the provisions of the model license it signed with Access copyright in May 2102, facilitating copying from Access Copyright's repertoire until December 31, 2015.

The Winnipeg Football Club opened its doors to the University community and neighbourhood on May 28<sup>t</sup> and Investors Group Field has begun operating and hosting events. These include a 'One Heart Service' on Sunday, May 26<sup>th</sup>, the first Blue Bomber pre-season game on June 12<sup>th</sup> and the Taylor Swift concert on June 22. The University is working with stadium partners to advise on adjustments to logistics for future events. The Event Day Parking and Transportation Plan located at [www.investorsgroupfield.ca](http://www.investorsgroupfield.ca).

On June 4, Chip Wilson, co-founder and chairman of Lululemon Athletica Inc., received the University of Manitoba's 2013 International Distinguished Entrepreneur Award (IDEA) from the Associates, a group of prominent business leaders who support the Asper School of Business. While in Winnipeg, in addition to the formal dinner at the Convention Centre, Mr. Wilson also gave a presentation to students and other members of the university community.

Spring Convocation took place at the end of May, at which the University conferred degrees on over 2,800 new graduates. The University also was privileged to give honorary degrees to several noteworthy individuals: Wayne Anderson, Elder Harry Bone, Henry Engbrecht, Julie Payette, Strinivasan Reddy, Archbishop V. James Weisgerber, and Phyllis Yaffe.

### ACADEMIC MATTERS

- Nazim Cicek, biosystems engineering, was presented with a 2012 Manitoba Excellence in Sustainability Award for his research on water and nutrient management and biofuel generation. The Manitoba Round Table for Sustainable Development established the awards to recognize and honour people, projects and ideas that successfully turn the principles and guidelines of sustainable development into lasting achievements.
- Sue Arntfield, food science, was selected to receive the North American Colleges and Teachers of Agriculture (NACTA) Teaching Award of Merit recognizing those who excel in teaching an agricultural discipline.

- Kees Plaizier, animal science, has been elected as Editor-in-Chief of the Canadian Journal of Animal Science effective January 1, 2014.
- *Imagining Winnipeg: History through the Photographs of L.B. Foote*, by Esyllt W. Jones, received the Best Illustrated Book of the Year Award. This book was nominated for four Manitoba Book Awards: McNally Robinson Book of the Year; Best Illustrated Book; Carol Shields Winnipeg Book Award; and the Mary Scorer Award for Best Book by a Manitoba Publisher.
- Dennis Cooley, english, film, & theatre, received the Manitoba Book Award's *Lifetime Achievement Award*. Dennis's literary work is a great contribution to prairie literature. As a founding member of Turnstone Press and a president of the Manitoba Writer's Guild, he helped many aspiring new writers to establish themselves in the Canadian literary world.
- Atlanta Sloane-Seale, extended education, was named the Chief Editor of the Canadian Journal of University Continuing Education.
- Mike Namaka, pharmacy, was invited to serve as the Editor for the Journal of Pharmaceuticals and Drug Development.
- Peter Kulchyski, native studies, will launch his book *Aboriginal Rights are Not Human Rights: In Defense of Indigenous Struggles* at McNally Robinson Booksellers. Peter argues that Aboriginal rights do not belong to the broader category of universal human rights because they are grounded in the particular practices of Aboriginal people. His book provides conceptual and historical analysis of aboriginal and treaty rights in Canada, and offers concrete suggestions to transform the current policy paradigm into one that supports and invigorates indigenous cultures in a contemporary context.
- Kristian Enright, arts graduate student, received the John Hirsch Award for Most Promising Manitoba Writer.
- Milena Djulancic and Laura Poppel, law students, represented Canada at the G20 Youth Summit in St. Petersburg, Russia. Approximately 1,500 young leaders, students, academics, business and government representatives from across the globe took part. Melina Djulancic was appointed to act as Canadian Head of State. In this role she participated in discussions that addressed global issues on the actual G20 agenda and provided recommendations that would be shared with the official Heads of State, as well as international organizations like the World Bank and the International Monetary Fund.
- Danielle Chu, undergraduate science student and Coordinator of the University of Manitoba's Let's Talk Science chapter, was the runner-up for the 2013 national Let's Talk Science Site Coordinator of the Year Award. The award recognizes outstanding site coordinators in Canada who are passionate about science and science outreach and are committed to strengthening and developing their site locally, while thinking nationally. There are currently over 60 coordinators at 39 outreach sites across Canada. Over the past four years, three coordinators at the University of Manitoba have received national recognition.

- Asper School of Business will introduce the Asper MBA Executive Mentor Program this summer. The Asper MBA Executive Mentor Program connects Asper MBA students with inspirational leaders in Winnipeg and across Canada. The program will enable MBA students to enhance their leadership skills, build relationships, increase their business knowledge and expand their career options.
- Michael Domaratzki, computer science, along with computer science faculty and students, hosted the fifth annual Manitoba High School Computer Science Day on Friday, May 24, 2013. The event hosted 120 participants to a full day of activities including: tours of research lab and facilities, an introduction to the department's Co-op student employment program, a programming contest and a computer science fair.
- Manitoba Schools Science Symposium, an annual provincial science fair took place at the University of Manitoba on April 26, 2013. Twenty Let's Talk Science (LTS) volunteers provided hands-on science activities throughout the day and reached out to 102 high school students.
- The fourth annual All Science Challenge was held on May 3, 2013. This is an exciting and fun-filled national science enrichment event involving a question and answer competition and hands-on Design Challenge for teams of grade 6, 7 and 8 students. This year, 26 teams representing 96 students from 12 schools in Winnipeg and rural Manitoba competed for the grand title of the All Science Challenge champion. The hands-on challenge involved designing and building a Shuttle Remote Manipulator System, also known as the "Canadarm". The event was organized by a committee of LTS volunteers and Faculty of Science alumni.
- The University of Manitoba once again hosted the Science Rendezvous on May 11, 2013. The public was invited to explore dozens of interactive displays, hands-on activities, a chemistry magic show, a physics circus, and cutting-edge research conducted at the University of Manitoba. The event was staffed by LTD volunteers and hosted more than 200 children. In April and May, 118 LTS volunteers reached out to a total of 1412 students! In addition, three rural outreach trips are planned for Rosenort, Morris and St. Eustache.
- On May 23, 2013, the "Not Myself Today @ Work" campaign was launched. This campaign is designed to educate and engage Canadians on the issues of mental health in the workplace, and culminated in a national "Not Myself Today @ Work" Day on June 6<sup>th</sup>. Over 1100 mood badges, 500 stickers, and other promotional items were distributed to faculty and staff at the Campus Beautification Day barbeque. Workplace wellness tips are being shared on a daily basis on U of M social media sites for ideas about improving mental health at work.

## RESEARCH MATTERS

- Dr. Malcolm Doupe (Community Health Sciences/Manitoba Centre for Health Policy) was the recipient of the CIHR Institute of Health Services and Policy Research (IHSPR) 2012-13 Article of the Year award. The Article of the Year Award recognizes published research that has significantly contributed to the advancement of the field of health services and policy research in Canada. Doupe's research focuses on using innovative data linkages to measure the quality of nursing home care in the province, project future demands, develop new admission criteria and discuss alternatives to institutional care.

- Dr. Greg McCullough, Research Associate Centre for Earth Observation Science, was the recipient of the 2012 Alexander Bajkov (1894-1955) award, established by the Lake Winnipeg Foundation. Bajkov was one of the first people to study Lake Winnipeg and the award is given in his memory. McCullough was honoured for his dedication to the understanding of Lake Winnipeg and his efforts to protect, preserve and restore the lake and its watershed through his research studies.
- Dr. Michelle Driedger (Community Health Sciences), Canada Research Chair in Environment and Health Risk Communication, has been accepted into the inaugural Science Leadership Program (SLP) at the University of Toronto. The SLP aims to provide outstanding academic scientists with the skills, approaches and frameworks for engaging more effectively with the media, the decision makers and the public throughout their careers. Designed by Professor Ray Jayawardhana, Senior Advisor on Science Engagement to the President of the University of Toronto, with the guidance of a planning advisory group, the SLP will build a network of top researchers across the U of T and other research-intensive universities in Canada, who share a common set of goals and to connect them with leaders of relevant external organizations and media to help foster a culture change.
- The Health, Leisure and Human Performance Research Institute held their inaugural Research Day in May. The day was an opportunity to showcase the cutting-edge research underway by Institute research affiliates and partner organizations in Manitoba. The day was made up of a number of concurrent sessions, a keynote by Dr. Phillip Gardiner (Institute Director), a student research poster competition and numerous networking and collaboration opportunities.
- The Centre on Aging held its 30<sup>th</sup> Annual Spring Research Symposium at the Bannatyne Campus in early May. Minister of Healthy Living, Jim Rondeau brought opening remarks and premiered a video highlighting the Province's age-friendly communities initiatives. The day was a resounding success with several hundred participants taking in the wide array of concurrent sessions presented by research associates of the Centre with their collaborating research partners.
- Thirty-one investigators received a total of \$1,305,701 in funding from various sponsors. The projects over \$25,000 in total are as follows:

Researcher	Sponsor	Project Title	Funding
Barber, David (Centre for Earth Observation Science)	ArcticNet	Freshwater-Marine Coupling in the Hudson Bay IRIS	\$99,095
Barber, David (Centre for Earth Observation Science)	ArcticNet	The Role of Sea-Ice in ArcticNet IRISes	\$112,410
Barber, David (Centre for Earth Observation Science)	ArcticNet	Hudson Bay IRIS Coordination	\$70,000
Barber, David (Centre for Earth Observation Science)	Province of Manitoba (Manitoba Centres of Excellence)	ArcticNet (Seven Projects)	\$94,984

Becker Allan (Pediatrics and Child Health)	Province of Manitoba (Manitoba Centres of Excellence)	The Canadian Healthy Infant Longitudinal Development (CHILD) Study	\$31,950
Becker, Allan (Pediatrics and Child Health)	Allergy, Genes and Environment Network (AllerGen)	The Canadian Healthy Infant Longitudinal Development (CHILD) Study	\$180,000
Ferguson, Steven (Centre for Earth Observation Science)	ArcticNet	Impacts of Global Warming on Marine Mammals	\$60,650
Li, Geny (Plant Science)	Western Grains Research Foundation	Achieving the best resistance to clubroot disease in canola by pyramiding multiple effective resistance genes	\$34,500
Linden, Rick (Sociology)	Auto21	Antisocial Behaviour and the Automobile: Focusing Resources to Prevent Automobile-Linked Crime in Canada	\$45,000
Papakyriakou, Tim (Environment and Geography)	ArcticNet	Carbon Exchange Dynamics in Coastal and Marine Ecosystems	\$70,610
Porter, Michelle (Kinesiology and Recreation Management)	Auto21	A Comprehensive Training Approach to Enhance Safe Driving in Older Adults	\$31,756
Rysgaard, Søren (Centre for Earth Observation Science)	ArcticNet	Arctic Geomicrobiology and Climate Change	\$35,000
Sepehri, Nariman (Mechanical and Manufacturing Engineering)	Mitacs Inc.	System Identification and Control of Fixed-Wing Unmanned Aerial Vehicles	\$45,000
Stern, Gary (Centre for Earth Observation Science)	ArcticNet	Effects of Climate Change on Carbon and Contaminant Cycling in the Arctic Coastal and Marine Ecosystems	\$95,355
Stern, Gary (Centre for Earth Observation Science)	ArcticNet	IRIS Scientific Coordination	\$70,000

Wang, Feiyue (Environment and Geography)	ArcticNet	Effects of Climate Change on Carbon and Contaminant Cycling in the Arctic Coastal and Marine Ecosystems	\$42,000
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- Eleven health researchers received a total of \$1,645,308 in funding from various sponsors. Those projects over \$25,000 are as follows:

Researcher	Sponsor	Project Title	Funding
Dolinsky, Vernon (Pharmacology and Therapeutics)	Children's Hospital Foundation of Manitoba Inc.	Diabetes during pregnancy and metabolic programming in the offspring: Investigating metabolic pathways for intervention	\$40,000
Farenhorst, Annemieke (Soil Science)	University of Manitoba	NSERC CREATE program for water and sanitation security in First Nations (H2O CREATE)	\$450,000
Fowke, Keith (Medical Microbiology)	Canadian HIV Vaccine Initiative (CHVI) Alliance Coordinating Office	International infectious diseases and global health training program: Four continents, one shared experience	\$40,000
Jackson, Michael F. (Pharmacology and Therapeutics)	University of Western Ontario	Cascades of Non-selective cation channels that mediate cell signaling or cell death in the hippocampus	\$120,000
Larcombe, Linda (Internal Medicine)	CIHR	A new vision: Dene First Nations perspectives on healthy housing	\$195,910
Lix, Lisa (Community Health Sciences)	CIHR	The analysis of patient-reported outcome measures: Statistical methods for response shift (PROM-RS)	\$64,398
Strong, James (Medical Microbiology)	McLaughlin Foundation	The impact of supportive care and targeted therapies on survival from ebolavirus sepsis	\$25,000
Strong, James (Medical Microbiology)	Manitoba Medical Service Foundation	The impact of supportive care and targeted therapies on survival from ebolavirus sepsis	\$25,000
Vosoughi, Reza (Internal Medicine)	Manitoba Health Research Council	Phase I/II interventional clinical trial for CCSVI in MS patients	\$500,000

- Fifty-nine research projects received \$8,314,175 in funding from the Natural Sciences and Engineering Research Council of Canada (NSERC). Project totaling over \$25,000 are listed below:

Researcher	Sponsor	Project Title	Funding
Acar, Elif (Statistics)	RGPIN	Flexible Dependence Models for Multivariate Data	\$100,000
Alfa, Attahiru (Electrical & Computer Engineering)	RGPIN	Developing Efficient and Effective Algorithms for Complete Analysis of a Class of Vacation Queueing Models	\$230,000
Ali, Geneviève (Geological Sciences)	RGPIN	Water, sediment and nutrient connectivity in engineered Prairie landscapes	\$140,000
Aluko, Rotimi (Human Nutritional Sciences)	RGPIN	Structure-function properties of food protein-derived calmodulin-binding peptides: in vivo studies	\$285,000
Bridges, Greg (Electrical & Computer Engineering)	NSERC Engage Grant	Modelling of the electromagnetic signature of multi-layer coins	\$25,000
Bruce, Neil (Computer Science)	RGPIN	Computational Modeling and Analysis of Human Gaze Behavior	\$100,000
Brule-Babel, Anita (Plant Science)	RGPIN	Investigation of host resistance to <i>Fusarium graminearum</i> in common wheat ( <i>Triticum aestivum</i> L.)	\$29,000
Buchanan, Douglas (Electrical & Computer Engineering)	RGPIN	Materials and devices for advanced transistors and olfactory sensors	\$145,000
Cai, Jun (Electrical & Computer Engineering)	RGPIN	Radio Resource Management in Cognitive Radio Networks	\$175,000
Chakhmouradian, Anton (Geological Sciences)	RGPIN	Implications of the structural setting, magma-wallrock interaction and postemplacement evolution of postorogenic carbonatites for their rare-metal (REE, Nb, Zr, U) potential	\$165,000
Chaturvedi, Mahesh (Mechanical & Manufacturing Engineering)	RGPIN	Welding of Single and Polycrystal Nickel Superalloys to Aluminides Based Aero-engine and Power Generation Turbine Materials by New and Emerging Joining Technologies	\$125,000

Deng, Chuang (Mechanical & Manufacturing Engineering)	RGPIN	Size-Dependent Strength and Plasticity in Metallic Nanocrystalline-Amorphous Composites	\$125,000
Docker, Margaret (Biological Sciences)	RGPIN	Developmental and Genetic Basis of Life History Variation along a Speciation Continuum	\$110,000
Ehn, Jens (Environment & Geography)	RGPIN	Role of radiative forcing on the sea ice melt-growth cycle in a changing Arctic marine environment	\$140,000
ElMekkawy, Tarek (Mechanical & Manufacturing Engineering)	RGPIN	Robust scheduling of stochastic and dynamic systems	\$120,500
Gericke, Michael MTW (Physics & Astronomy)	SAPPJ	Fundamental physics with cold neutrons at the Spallation Neutron Source	\$74,000
Ghia, Jean-Eric (Immunology)	RGPIN	Role of Chromogranin A and its derived peptides in the context of gut physiology	\$150,000
Gibson, Spencer (Biochemistry & Medical Genetics)	RGPIN	The role of the BH3-only protein BNIP3 in regulation of cell survival in the brain	\$36,000
Gordon, Joseph (Nursing)	RGPIN	Wnt and Notch Regulation of Cardiac and Vascular Smooth Muscle Gene Expression During Differentiation.	\$160,000
Irani, Pourang (Computer Science)	RGPIN	Transforming Ultra-Portable Devices into Information-Rich Appliances	\$150,000
Jakobson, Lorna (Psychology)	RGPIN	Social perception and social cognition in typical and atypical development	\$165,000
Jamieson, Randall (Psychology)	RGPIN	A computational account of learning and memory	\$125,000
Jayas, Digvir (Biosystems Engineering)	RGPIN	Mathematical modeling of stored- grain ecosystems: a tool for preserving grain quality	\$140,000
Kormish, Jay (Biological Sciences)	RGPIN	The morphogenic movements and cell signalling events during organ development	\$175,000

Li, Genyi (Plant Science)	RGPIN	Analysis of the relationship between seed coat color genes and oil concentration in Brassica species through gene cloning	\$145,000
Major, Arkady (Electrical & Computer Engineering)	RGPIN	Advanced laser physics and nonlinear optics: pushing the limits of ultrashort pulse laser sources and nonlinear imaging techniques	\$160,000
Mammei, Juliette JM (Physics & Astronomy)	SAPPJ	PREX II and CREX: Precision Parity Violating Measurement of the Neutron Skin of Heavy Nuclei at Jefferson Laboratory	\$270,000
Mandal, Saumendranath (Statistics)	RGPIN	Optimization problems in optimal regression design, response-adaptive design and categorical random variables	\$55,000
Mann, Daniel (Biosystems Engineering)	RGPIN	Ergonomic evaluation for mobile agricultural machinery	\$130,000
Michel, Christine (Environment & Geography)	RGPIN	Influence of hydrography and microbial processes on the cycling of sea ice-associated material in the Arctic	\$108,000
Mookherjee, Neeloffer (Internal Medicine)	RGPIN	Cytokines and host defence peptides: Delineating molecular mechanisms regulating inflammation	\$250,000
Mufti, Aftab (Civil Engineering)	RGPIN	Bridge Weigh-in-Motion	\$105,000
Mufti, Aftab (Civil Engineering)	NSERC Engage Grant	Crack monitoring sensor for bridge girders	\$25,000
Mundy, Christopher (Environment & Geography)	RGPIN	Physical and biological controls of primary production in the ice-covered Canadian Arctic marine system	\$135,000
Oresnik, Ivan (Microbiology)	RGPIN	Genetic, Biochemical, and Physiological Characterization of the Plant Symbionts <i>Sinorhizobium meliloti</i> and <i>Rhizobium leguminosarum</i>	\$250,000

Page, Shelley SA (Physics & Astronomy)	SAPPJ	Qweak: Weak Charge of the Proton and New Physics at Jefferson Laboratory (JLab E02-020, E05-008)	\$420,000
Pelka, Peter (Microbiology)	RGPIN	Role of cellular factors FUBP1 and DREF in regulation of viral and cellular gene expression via adenovirus E1A.	\$160,000
Portet, Stephanie (Mathematics)	RGPIN	Modelling intermediate filament networks	\$150,000
Rajapakse, Athula (Electrical & Computer Engineering)	RGPIN	Protection, Control and Optimal Operation of Microgrids with Renewable Generation	\$175,000
Scanlon, Martin (Food Science)	RGPIN	Constitutive Properties of Soft Aerated Food Materials	\$145,000
Schweizer, Frank (Chemistry)	RGPIN	Synthetic, structural and biological studies on glycosylated amphiphilic polyproline II helices	\$170,000
Sepehri, Nariman (Mechanical & Manufacturing Engineering)	RGPIN	High Performance, Reliable and Efficient Fluid Power: Challenges in Controls, Diagnosis and Layouts	\$225,000
Sharanowski, Barbara (Entomology)	RGPIN	Phylogenetics of Ichneumonoidea (Hymenoptera): understanding host-choice evolution using innovative molecular approaches	\$155,000
Soliman, Hassan (Mechanical & Manufacturing Engineering)	RGPIN	Fluid Mechanics and Heat Transfer in Multiphase Energy Systems	\$160,000
Southern, Byron (Physics & Astronomy)	RGPIN	Magnetism at the Nanoscale	\$90,000
Stasolla, Claudio (Plant Science)	RGPIN	Regulation of in vitro embryogenesis	\$200,000
Tenuta, Mario (Soil Science)	RGPIN	Development of Greenhouse Neutral Cropping Systems: Soil N <sub>2</sub> O Emissions from N Fertilizer Management and Organic Production Systems	\$165,000
van Lierop, Johan (Physics & Astronomy)	RGPIN	Controlling cooperative phenomena in nanomagnetic systems - New physics and its application	\$160,000

Wang, Bing-Chen (Mechanical & Manufacturing Engineering)	RGPIN	Large-Eddy Simulation of Turbulent Scalar Transport Processes in Smooth and Rough Wall Boundary Layers	\$160,000
Wang, Xikui (Statistics)	RGPIN	Optimal statistical exploration and exploitation: theory, methods and applications	\$55,000
Wang, Yang (Computer Science)	RGPIN	Understanding Humans in Images and Videos	\$100,000
Weihrauch, Dirk (Biological Sciences)	RGPIN	Nitrogen excretion and acid-base regulation in invertebrate systems: Mechanisms, regulation and the specific role of Rh-proteins and AMTs.	\$165,000
Werbowetski-Ogilvie, Tamra (Biochemistry & Medical Genetics)	RGPIN	Investigating the role of Lin28A in human embryonic neural lineage function	\$160,000
Wyss, Urs (Mechanical & Manufacturing Engineering)	RGPIN	Improving the long-term performance of modular connections in artificial joints	\$115,000
Yao, Xiaojian (Medical Microbiology & Infectious Diseases)	RGPIN	Roles and molecular mechanisms of SUMO-interaction motifs and SUMOylation of retroviral integrase in mediating its cofactor binding and beyond	\$36,000
Yurkov, Vladimir (Microbiology)	RGPIN	Microbial Aerobic Anoxygenic Photosynthesis and Heavy Metal Transformations	\$250,000

## ADMINISTRATIVE MATTERS

- **AESES Security bargaining** – a collective agreement was reached and ratified by the membership.
- **UMFA bargaining** – collective bargaining is set to commence on June 21.
- Employees notified on June 5<sup>th</sup> that the University is taking a new approach to **Caretaking**. Responsibility for Custodial Management will be assumed by Physical Plant as of September 1<sup>st</sup>.
- In recognition of the Energy Efficient Lighting installed in the Frank Kennedy squash court space, the University of Manitoba recently received a **Power Smart Commercial Lighting Program** incentive cheque of \$4,650.00. The University's participation in a Power Smart for Business program earns the business recognition as an Efficiency Partner.

- First annual **North American Occupational Safety and Health (NAOSH)** week has come to a close with a very positive and successful outcome for the 280 employees who received safety courses on: Fire Extinguisher Training, First Aid Awareness and Education, Due Diligence, Hazard Assessment and Workplace Hazardous Materials Information System (WHMIS). A fire alarm drill was held on May 16, 2013 with very encouraging results; a complete evaluation of Physical Plant occurred in less than 2 minutes.
- The six **Visionary (re)Generation International Urban Design** finalists met in Winnipeg on June 3<sup>rd</sup> & 4<sup>th</sup>. The meeting was an opportunity for the finalists to visit the University and Southwood Lands and meet with the technical team to pose questions to assist them in preparation for their Phase 2 submissions.

**Balance of Competition Schedule** – Competition Phase 2 scheduled from May to September 2013 with the winner to be announced in November 2013.

- **Wayfinding Strategy** – *form*: media, wayfinding consultants, submitted their first draft report to the Wayfinding Working Group. Three wayfinding options were presented to the working group. This process will be completed in late August/early September.
- The **Bannatyne Campus Master Plan** process will wrap up this month, culminating a two month engagement process engaging with over 800 people and 40 stakeholder groups including students, faculty, staff, administration and surrounding neighbourhoods. The drafting of the “What We Heard” report is currently underway.
- Office of Continuous Improvement (OCI) implementation of **PRINCE2™** project management methodology has begun.
- IST working with Physical Plant on the design of a **Life Safety Network** to facilitate central fire alarm monitoring.
- The **Manitoba Marathon** celebrated 35 years on Sunday, June 16<sup>th</sup>. With the marathon taking place on the Fort Garry campus, access to the Fort Garry campus was restricted between the hours of 5 am and 9 am on June 16<sup>th</sup>.

## EXTERNAL MATTERS

- Canadian Council for the Advancement of Education (CCAEE) announced their 2013 Circle of Excellence awards recognizing outstanding work in advancement services, alumni relations, communications, fundraising and marketing as judged by peer professionals at schools, colleges and universities as well as by professionals from outside education.

The awards acknowledge superior accomplishments that have lasting impact, demonstrate the highest level of professionalism and deliver exceptional results. The University of Manitoba won Gold for the Trailblazer local recruitment campaign.

- As of June 5, 2013 the university has raised \$3,042,312.73 in this fiscal year.

- Significant gifts and activities include: the Associates of the I.H. Asper School of Business have pledged \$1 million to support business education initiatives at the Asper School.
- On May 3 Premier Greg Selinger and Minister of Health Theresa Oswald were at the Bannatyne campus to announce the Budget 2013 funding commitment for physicians. This year's budget includes over \$4.5 million to expand doctor training and recruitment initiatives, over \$300,000 for additional grants that can cover the full cost of medical school for up to 23 more students who agree to practice in under-serviced communities after graduation and increased support for internationally educated doctors working toward being fully licensed to practice in Manitoba.
- **Campus Beautification Day** was held on Thursday, May 23<sup>rd</sup> with approximately 1200 participants at the Fort Garry campus and 200 at the Bannatyne campus. Minister of Advanced Education and Literacy Erin Selby, Minister of Housing and Community Development and MLA for Fort Richmond Kerri Irvin-Ross and MP for Winnipeg South Rod Bruinooge participated in Campus Beautification Day as well as Grade 1 students from Ecole St. Avila.
- The University hosted the last Visionary Conversations event of the season on Wednesday, May 22<sup>nd</sup> titled 'Our Education System: The Good, the Bad and the Solutions'. The panelists for the event included: Joycelyn Fournier-Gawryluk (Alumna), Past President of the Canadian Association of Principals; Marni Brownell, Associate Professor, Community Health Sciences/Manitoba Centre for Health Policy, Faculty of Medicine; Marlene Atleo, Associate Professor, Educational Administration, Foundations and Psychology, Faculty of Education; and Rodney Clifton, Professor Emeritus, St. John's College, Senior Fellow, Frontier Institute.
- The Alumni Association Inc. Annual General Meeting will be held June 17 at University Centre, Marshall McLuhan Hall. The meeting begins at 7:00 p.m., followed by a reception at 8:00 p.m. Michelle Richard, Director of Campus Planning, will be speaking at the AGM on Campus Master Planning at Fort Garry and Bannatyne Campuses.
- The Homecoming 2013 brochure and registration information will be sent out in June. Online registration for all Homecoming events will be available for the first time this year.



**AGENDA ITEM:** *Discontinuance of fee Collection for the Graduate Students' Association regard the Canadian Federation of Students*

**RECOMMENDED RESOLUTION:**

*That the Board cease the collection of fees on behalf of the University of Manitoba Graduate Students' Association (UMGSA) for the Canadian Federation of Students (CFS), Canadian Federation of Students-Services (CFS-S) and Canadian Federation of Students-Manitoba (CFS-MB).*

**Action Requested:**       Approval     Discussion/Advice     Information

**CONTEXT AND BACKGROUND:**

*Section 14.00 of the Student Organization Bylaw provides that "UMSU shall recommend to the Board of Governors the Graduate Student Fees determined by the Graduate Students' Association. These fees shall be assessed on graduate students as an exempted class of students, pursuant to s.8(f) of the University of Manitoba Students' Union Act." The Board of Governors approves these fees on recommendation of UMSU and remits them to the relevant student organization.*

*On March 21, 2006, the University of Manitoba Board of Governors resolved to collect CFS and CFS-MB fees for undergraduate and graduate students on behalf of the University of Manitoba Students' Union (UMSU) and UMGSA, respectively.*

*UMGSA, based on research it has conducted, questions the legitimacy of their membership in CFS. Recent research conducted by UMGSA places the validity of the membership status of UMGSA in CFS, CFS-S and CFS-MB in question. The processes surrounding UMGSA's membership in the CFS are currently being investigated with legal counsel for UMGSA. The UMGSA feels that it cannot, continue to ask the University to collect these fees while its membership in the CFS is in question. A motion to ask the Board to cease continuing these fees was approved by the UMGSA Annual General Meeting held on February, 2, 2012.*

**RESOURCE REQUIREMENTS:**

N/A

**CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

[N/A]

[REDACTED]

**IMPLICATIONS:**

*The University of Manitoba is simply the fee collecting agent in regard to student fees generally, and the risk to the University is limited. The UMGSA, should their membership in the CFS be subsequently confirmed, may be required to pay back fees to the CFS, however, this would be solely the responsibility of the UMGSA.*

**ALTERNATIVES:**

*The UMGSA reports that the fees that have already been collected for the current year are being held in trust until such time that their CFS membership can be clarified and will be appropriated as determined by UMGSA. Because it is unclear how long it may take to provide full clarification and agreement between the relevant parties regarding the membership question, the alternative of continuing to collect fees and hold them in trust until that time, is considered by UMGSA to be irresponsible as it could not easily be returned to the graduate students at a future time.*

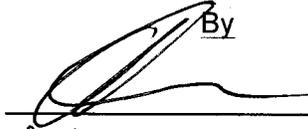
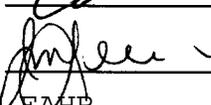
**CONSULTATION:**

*This proposal was developed in consultation with the current legal representation of UMGSA. A presentation of a preliminary report pertaining to the documentation and activities being investigated was provided to a meeting of UMGSA Council on January 25, 2012, and the Annual General Meetings of the UMGSA membership on February 1, 2012 at the Bannatyne campus and on February 2, 2012 at the Fort Garry campus.*

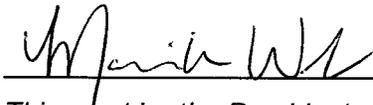


### Board of Governors Submission

**Routing to the Board of Governors:**

Reviewed	Recommended	By	Date
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		05/10/13
<input checked="" type="checkbox"/>	<input type="checkbox"/>	 FAHR	13/05/13 June 11, 2013
<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>		

**Submission prepared by:**

 UMGSA President  
Monika Wetzel

**Submission approved by:**

*This must be the President, a Vice-President, or the University Secretary.*

**Attachments**

*Please list any related material attached. Ideally attachments for any given submission will not exceed ten (10) pages.*

Motions Passed at the UMGSA Special General Meeting- October 30, 2012

**Be It Resolved That the University of Manitoba Graduate Students' Association (UMGSA) maintain the position that it is not, in fact, a member of the Canadian Federation of Students (CFS), the Canadian Federation of Students-Services (CFS-S) or the Canadian Federation of Students-Manitoba (CFS-MB), herein referred to as CFS/-S/-MB and in that regard if and when necessary it shall dispute all statements, claims, indications and suggestions of membership (full or otherwise) in the CFS/-S/-MB; and**

Be It Further Resolved that the UMGSA President is authorized in his sole discretion to communicate the position of the UMGSA on membership in the CFS/-S/-MB immediately to the CFS/-S/-MB in writing, with the President having full discretion as to when and whether to communicate the UMGSA position to the CFS/-S/-MB and the appropriate manner of doing so, and that the UMGSA President is authorized in his discretion to take such advice from legal counsel to UMGSA and the University of Manitoba as he shall deem appropriate in making all determinations as to communication of the position of UMGSA with respect to said membership issues ; and

Be It Further Resolved That the UMGSA membership approve the use of fees which have been to date and may in the future be collected from the UMGSA members in respect of possible membership in CFS/-S/-MB, and held in a contingency fund, toward the reasonable costs associated with the process of defending the position of UMGSA regarding membership in the CFS/-S/-MB until such time that the membership status is officially conceded, in writing, between the legal counsels of the CFS/-S/-MB, the University of Manitoba and the UMGSA or determined by the courts, whichever is sooner; and

Be It Further Resolved That the UMGSA continue to collect and hold related fees from the UMGSA members in a contingency fund, up to and including the completion of the 2017-2018 academic term (for a total of seven [7] full academic terms) or until such time that the membership status is officially conceded, in writing, between the legal counsels of the CFS/-S/-MB, the University of Manitoba and the UMGSA or determined by the courts, whichever is sooner; and

Be It Further Resolved That the UMGSA revisit and determine the use of all remaining related fees collected from the UMGSA members and held in a contingency fund at each annual general meeting of the UMGSA membership until the issue of membership in the CFS/-S/-MB is finally resolved; and

Be It Further Resolved That the UMGSA immediately cease to participate as a member of the CFS and the CFS/-S; and

Be It Further Resolved That the UMGSA immediately cease to participate as a member of the CFS-MB; and

Be It Further Resolved that the UMGSA Bylaws Committee be charged with presenting Bylaw updates, for approval at the next general membership meeting, that reflect the aforementioned decisions on membership (fees) and participation in the CFS/-S/-MB.



**AGENDA ITEM:** Governing Document Development and Review Policy and Procedures

**RECOMMENDED RESOLUTION:**

*The Board of Governors approves the Governing Document Development and Review Policy and the Governing Document Development and Review Procedures effective immediately.*

**Action Requested:**       Approval       Discussion/Advice       Information

**CONTEXT AND BACKGROUND:**

*The proposed policy and procedures on Governing Document Development and Review address the lack of a comprehensive, uniform process to guide the development, approval, implementation, review and repeal of all University Governing Documents.*

*The implementation of a more consistent and rigorous process is intended to have to following results:*

- 1. Provide for constancy in drafting;*
- 2. Provide for clearer drafting, thereby making Governing Documents more easily understood;*
- 3. Managing risk and avoiding disputes by making the rights and obligations of individuals clear;*
- 4. Protecting against the unnecessary proliferation of Governing Documents, and the accompanying confusion;*
- 5. Enhancing accountability for the dissemination of, and education related to, Governing Documents thereby increasing compliance; and*
- 6. Providing for a regular review of Governing Documents to keep them current with University priorities and changing legislative requirements.*

*The implementation of the proposed policy and procedures are part of the ROSE stream related to Policy Development & Management. This project also entails an effort to comprehensively review and update the University current inventory of approximately 300 Governing Documents.*

**RESOURCE REQUIREMENTS:**

*The primary resource implication is the requirement to educate the University Community on the new framework which the Governing Document Development and Review Policy and Procedures will create. This is already underway with the Office of Legal Counsel and the Office of the University Secretary having revised their respective web pages to reflect the new framework and through personal communication with individuals responsible for existing Governing Documents as part of the related ROSE Project. At this time it is not contemplated that any additional*

*financial resources will be required.*

#### **CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

*The proposed Governing Document Development and Review Policy and Procedures will define a new model of Governance which will support all aspects of the University's Strategic Planning Framework.*

#### **IMPLICATIONS:**

*The proposed framework created by the Governing Document Development and Review Policy and Procedures will require Responsible Executive Officers to become more involved with the development, implementation and review processes for Governing Documents under their control. Moreover, there will be increased accountability on Responsible Executive Officers for dissemination of, and education regarding, Governing Documents within their jurisdiction.*

*It also creates a framework which fundamentally involves the Office of Legal Counsel in the process, along with the Office of the University Secretary and Human Resources.*

*This will create additional work for all involved, especially for the Office of Legal Counsel, but is necessary for the re-engineering of the process to ensure relevant, quality, and legislatively compliant Governing Documents.*

#### **ALTERNATIVES:**

*At present the University of Manitoba does not have a "Policy on Policies". This has led to inconsistencies, conflicts, non-compliant and very outdated policies. The proposed framework represents what the Office of Legal Counsel considers to be the best and most comprehensive model by which rectify the failings of the present system, and to ensure a comprehensive and consistent Governance model. That said, adjustments to the framework can be made if desired.*

#### **CONSULTATION:** *[delete if not applicable]*

*As per the ROSE Project, consultation has been conducted with:*

- *Human Resources*
- *Provost's Office*
- *Office of Legal Counsel*
- *Office of the University Secretary*
- *Comptroller*
- *Physical Plant*
- *President's Executive Team*



## UNIVERSITY OF MANITOBA POLICY

<b>Policy:</b>	<b>Governing Document Development and Review Policy</b>
<b>Effective Date:</b>	
<b>Revised Date:</b>	
<b>Review Date:</b>	
<b>Approving Body:</b>	Board of Governors
<b>Authority:</b>	
<b>Responsible Executive Officer:</b>	President
<b>Delegate If applicable:</b>	
<b>Contact:</b>	Office of Legal Counsel
<b>Application:</b>	University Community

### Part I Reason for Policy

- 1.1 To define and establish principles and requirements for the development, approval, implementation, review and repeal of all Governing Documents.

### Part II Policy Content

#### Definitions

- 2.1 The following terms have the following defined meanings for the purpose of this Policy and its Procedures:
- (a) **“Approving Body”** means the person(s) or University body under whose jurisdiction the Governing Document has been, or will be, approved.
  - (b) **“Contact”** means the individual or unit responsible for answering general questions concerning the Governing Document.
  - (c) **“Contact Information”** means the name, title, email address and phone number for the Responsible Executive Officer and Contact person responsible for responding to inquiries concerning a Governing Document.
  - (d) **“Delegate”** means the individual or unit to whom the Responsible Executive Officer has delegated his/her obligations relating to the implementation, communication and review of a Governing Document.
  - (e) **“Governing Document”** means a University Policy, Procedure, By-Law and/or Regulation.

- (f) **“Governing Document Proposal”** means a Policy, Procedure, By-Law and/or Regulation in any stage of development, prior to approval by the Approving Body.
- (g) **“Procedure”** means a University Procedure which supports and gives effect to a University Policy, By-Law or Regulation.
- (h) **“Policy”** means a University Policy which, among other things:
  - i. states the University’s position on issues which have broad application;
  - ii. reflects and upholds the University’s governing principles;
  - iii. delegates authority to the appropriate individual(s) or unit(s);
  - iv. provides decision makers with limits, alternatives and guidance;
  - v. promotes operational efficiencies;
  - vi. reduces institutional risk; and/or
  - vii. changes infrequently.
- (i) **“Responsible Executive Officer”** means the President, Vice President, or any other unit head, who sponsors a Governing Document Proposal that falls under his/her jurisdiction. Depending on the scope of the subject matter, a Governing Document may have more than one Responsible Executive Officer. Upon approval, the Responsible Executive Officer, or his/her delegate, will be responsible for the implementation, communication and review of the Governing Document.
- (j) **“Secondary Documents”** means documents that support a Governing Document, including but not limited to, Forms, Codes, Guidelines and FAQ’s.
- (k) **“Unit Level Governing Documents”** means documents that do not have a broad impact and are limited in their scope and application to a specific unit or area.
- (l) **“University”** means The University of Manitoba.
- (m) **“University Community”** means all employees, students, individuals with University appointments, visitors, volunteers and members of governing bodies and committees of the University.

**Introduction**

- 2.2 Governing Documents exist to ensure that the University’s processes and practices align with the University’s strategic direction, core principles and the regulatory and legislative environment in which it operates.
- 2.3 Individuals engaged in developing, revising or repealing Governing Documents must follow the requirements outlined in this Policy and the *Governing Document Development and Review Procedure*.
- 2.4 Secondary Documents may be developed, if necessary, to support the implementation, communication and monitoring of a Governing Document.

- 2.5 The Office of Legal Counsel is available throughout the Governing Document development and review process to provide assistance and advice.

### **Governing Document Approval**

- 2.6 The Approving Body may be the Board of Governors, Senate, the President, and/or the responsible Vice President(s), any combination thereof, or any person(s) to whom a formal delegation of authority has been made by the responsible Approving Body for that purpose.
- 2.7 The Approving Body may approve Procedures which comply with a Policy, By-Law or Regulation, or it may delegate the power, in writing, to another person or body, as it determines is appropriate. The Procedures must be submitted for approval as set forth in the *Governing Document Development and Review Procedure*.
- 2.8 A Governing Document becomes effective upon receiving the approval of the appropriate Approving Body, or at a later date, if so specified by the Approving Body.

### **Governing Document Review**

- 2.9 Governing Document reviews shall be conducted every ten (10) years by the Responsible Executive Officer or his/her delegate.
- 2.10 The Review Date for a Governing Document will be either:
- (a) ten (10) years from its Effective Date; or
  - (b) if it has already been reviewed and/or revised, ten (10) years from its last Revised Date.
- 2.11 Governing Document reviews can be conducted earlier than every ten (10) years in the event that:
- (a) the Responsible Executive Officer or the Approving Body deems it necessary or desirable to do so;
  - (b) the Governing Document is no longer legislatively or statutorily compliant; and/or
  - (c) the Governing Document is now in conflict with another Governing Document.
- 2.12 A Governing Document may be repealed at any time prior to its Review Date in the event that:
- (a) the Responsible Executive Officer or the Approving Body deems it necessary or desirable to do so;
  - (b) the Governing Document is no longer legislatively or statutorily compliant; and/or
  - (c) the Governing Document is now in conflict with another Governing Document.

### **Interim Governing Documents**

- 2.13 Whenever a Governing Document must be enacted before it has been formatted in accordance with the *Governing Document Development and Review Procedure* it may be disseminated in memo form by the Approving Body, electronically or in print, and posted on the University's

Governance Web Page, marked as an “Interim” document. As soon as possible thereafter, the document shall be formatted in accordance with the *Governing Document Development and Review Procedure* and resubmitted to the Office of the University Secretary for republication. In the meantime, it shall be given full force and effect.

#### **Administrative Updates and Typographical Corrections**

- 2.14 The Office of the University Secretary is authorized update contact information, cross references and to correct typographical errors in Governing Documents, provided that such changes do not materially affect their substance or content.

#### **Unit Level Governing Documents**

- 2.15 Faculties, Schools and other academic and administrative units may establish Unit Level Governing Documents, provided always that such documents do not contravene any legal or statutory authority, or conflict with any other Governing Document. In the event of a conflict, the Governing Document shall prevail.

### **Part III Accountability**

#### **Administration and Interpretation**

- 3.1 The Office of Legal Counsel is responsible for advising the President that a formal review of this Policy is required.
- 3.2 The Office of Legal Counsel is responsible for the implementation, communication and review of this Policy.
- 3.3 All members of the University Community are responsible for complying with this Policy.

#### **Official Repository**

- 3.4 The Office of the University Secretary shall be the official repository for all Governing Documents. To that end, it shall:
- (a) maintain the University’s Governance Web Page which shall include the current version of all Governing Documents;
  - (b) maintain an archive of all previous versions of Governing Documents as they are amended or repealed; and
  - (c) maintain records of all delegations of authority made in writing by an Approving Body.

### **Part IV Authority to Approve Procedures**

- 4.1 The President may approve Procedures which are secondary to and comply with this Policy.

**Part V  
Review**

- 5.1 Governing Document reviews shall be conducted every ten (10) years. The next scheduled review date for this Policy is < >, 2023.
- 5.2 In the interim, this Policy may be revised or repealed if:
- (a) the President or the Approving Body deems it necessary or desirable to do so;
  - (b) the Policy is no longer legislatively or statutorily compliant; and/or
  - (c) the Policy is now in conflict with another Governing Document.

**Part VI  
Effect on Previous Statements**

- 6.1 This Policy supersedes all of the following:
- (a) all previous Board of Governors/Senate Governing Documents on the subject matter contained herein;
  - (b) all previous Administration Governing Documents on the subject matter contained herein.

**Part VII  
Cross References**

- 7.1 This Policy should be cross referenced to the following relevant Governing Documents, legislation and/or forms:
- (a) *Governing Document Development and Review Procedures*;
  - (b) Schedule "A" to *Governing Document Development and Review Procedures*;
  - (c) Schedule "B" to *Governing Document Development and Review Procedures*;
  - (d) Governing Document Proposal Form;
  - (e) Policy Template;
  - (f) Procedure Template;
  - (g) Governing Document Routing Form; and
  - (h) Request to Repeal Governing Document Form.

## **SCHEDULE “A” POLICY FORMAT**

❖ The Header shall include:

The University of Manitoba Logo.

Policy Title – the name of the Policy<sup>1</sup>.

Effective Date – the date the Policy came into force and effect.

Revised Date – the date the Policy was last reviewed and/or revised.

Review Date – the date the Policy is due for review.

Approving Body – the person or University body under whose jurisdiction the Policy was approved.

Authority – the legislative or statutory authority, if any, upon which the Policy is based.

Responsible Executive Officer – the President, Vice President, or any other unit head, who sponsors a Governing Document Proposal that falls under his/her jurisdiction. Depending on the scope of the subject matter, a Governing Document may have more than one Responsible Executive Officer. Upon approval, the Responsible Executive Officer, or his/her delegate, will be responsible for the implementation, communication and review of the Governing Document.

Delegate – the individual or unit to whom the Responsible Executive Officer has delegated his/her obligations relating to the implementation, communication and review of a Governing Document.

Contact – the individual or unit responsible for answering general questions concerning the Governing Document.

Application – to whom the Policy applies.

❖ Part I Reason for Policy – this section describes why the Policy exists.

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<sup>1</sup> If the Governing Document is a By-Law or Regulation use the applicable term in place of the “Policy” reference throughout the document.

- ❖ Part II Policy Content – this section may include numerous headings and sets forth the principles that are being articulated.
- ❖ Part III Accountability – this section describes who is responsible for the administration and interpretation of the Policy.
- ❖ Part IV Authority to Approve Procedures – this section addresses the delegation of authority, if any, for the development and approval of Procedures and sets forth the conditions related to that delegation.
- ❖ Part V Review – this section sets out the mandatory review periods, their calculation and exceptions.
- ❖ Part VI Effect on Previous Statements – this section clarifies what previous decisions, if any, are superseded by the approval of the Policy.
- ❖ Part VII Cross References – this section provides a link to other relevant Governing Documents, or Secondary Documents or legislation.

## UNIVERSITY OF MANITOBA PROCEDURE

<b>Procedure:</b>	<b>Governing Document Development and Review Procedure</b>
<b>Parent Policy:</b>	<b>Governing Document Development and Review Policy</b>
<b>Effective Date:</b>	
<b>Revised Date:</b>	
<b>Review Date:</b>	
<b>Approving Body:</b>	<b>Board of Governors</b>
<b>Authority:</b>	
<b>Responsible Executive Officer:</b>	<b>President</b>
<b>Delegate, if applicable:</b>	
<b>Contact:</b>	<b>Office of Legal Counsel</b>
<b>Application:</b>	<b>University Community</b>

### Part I Reason for Procedures

- 1.1 To outline the Procedures to be followed with respect to the development, approval, implementation, review and repeal of all Governing Documents.

### Part II Procedural Content

#### Introduction

- 2.1 These Procedures are to be read in conjunction with the *Governing Document Development and Review Policy* and all capitalized terms used herein shall have the meaning given to them in the Policy.
- 2.2 The Office of Legal Counsel is available throughout the Governing Document development and review process to provide assistance and advice.

#### Governing Document Development Procedures

- 2.3 Individuals, bodies, committees or groups who perceive the need for the development of a new Governing Document, or the revision of an existing Governing Document, shall prepare a *Governing Document Proposal Form* outlining, among other things, the reason for the Governing Document, a description of its proposed content and evidence of their due diligence, which may include, but is not limited to:
- (a) undertaking a review of similar Governing Documents at other post-secondary institutions;

- (b) consulting with appropriate stakeholders and affected academic and administrative units; and
- (c) determining whether there is already a Governing Document in place with the same or similar content.

and provide it to the Responsible Executive Officer for their unit to ascertain whether there is support for the development of, or revision to, the Governing Document.

- 2.4 In the event the Responsible Executive Officer is prepared to sponsor the Governing Document Proposal he/she shall formally endorse the *Governing Document Proposal Form* and provide it to the Office of Legal Counsel.
- 2.5 Upon receipt of a sponsored *Governing Document Proposal Form*, the Office of Legal Counsel shall conduct a review to ensure, among other things, that:
  - (a) all due diligence requirements have been carried out and considered;
  - (b) all legal and/or statutory requirements have been addressed; and
  - (c) the *Governing Document Proposal* aligns with existing Governing Documents.
- 2.6 If, after completing its review, the Office of Legal Counsel is prepared to recommend that the Governing Document Proposal proceed, it shall consult the University Secretary to determine if the Board of Governors and/or Senate should be consulted at this stage, as well as Human Resources to determine whether they have any initial concerns and/or whether consultation with any employee group is required.
- 2.7 The Office of Legal Counsel shall advise the Responsible Executive Officer upon satisfactory completion of the internal reviews set forth in section 2.6 and draft, or facilitate the drafting of, the proposed Governing Document.

**Senate Committee Governing Document Proposal**

- 2.8 In the event a Governing Document Proposal is brought forth by a Senate Committee, the Responsible Executive Officer shall sponsor it and provide it to the Office of Legal Counsel.
- 2.9 Upon receipt of the Senate Committee sponsored *Governing Document Proposal Form*, the Office of Legal Counsel shall conduct a review and carry out the consultations required by sections 2.5 and 2.6 of these Procedures.
- 2.10 Once the required review and consultations have been completed, the Office of Legal Counsel shall advise the Responsible Executive Officer of their findings and/or recommendations.
- 2.11 Notwithstanding the findings and recommendations provided, if it is the desire of the Senate Committee to proceed with Governing Document Proposal, the Office of Legal Counsel shall draft, or facilitate the drafting of, the proposed Governing Document.

**Governing Document Format**

- 2.12 All Governing Documents, with the exception of Procedures, shall be developed as a Policy unless *The University of Manitoba Act*, C.C.S.M. c. U 60 requires otherwise. All Policies, By-Laws and Regulations shall follow the format set out in Schedule "A".

- 2.13 All Procedures shall follow the format set out in Schedule “B”.
- 2.14 Existing Governing Documents that do not meet the format requirements in sections 2.12 and 2.13 shall be reformatted upon review in accordance with these Procedures.

### **Policy Approval Process**

- 2.15 Once the final draft of the proposed Governing Document has been completed, the Responsible Executive Officer shall forward it, along with a completed *Governing Document Routing Form*, to the Office of Legal Counsel for review.
- 2.16 If the final draft of the proposed Governing Document is acceptable to the Office of the Legal Counsel it shall sign the *Governing Document Routing Form* provided and forward it, along with the final draft of the proposed Governing Document, to the University Secretary’s Office for induction into the approval process.
- 2.17 In the event a Senate Committee pursues a Governing Document Proposal against the advice of Legal Counsel and/or the Responsible Executive Officer, the reasons for the objection shall be provided, along with the proposed Governing Document, to the Approving Body for consideration.
- 2.18 Having regard to the nature and content of a Governing Document Proposal, the University Secretary shall determine the appropriate Approving Body and shall forward the Governing Document Proposal to that Approving Body for the necessary approval.
- 2.19 In the event the Governing Document Proposal is approved, the Office of the University Secretary shall publish the Governing Document on the University’s Governance Web Page within thirty (30) days of its effective date.
- 2.20 In the event approval is not received, the Governing Document Proposal will be sent back to the Responsible Executive Officer and the Office of Legal Counsel at which time the Responsible Executive Officer will decide whether to abandon the Governing Document Proposal or engage in further consultation and revision before resubmitting it for approval.

### **Procedures Approval Process**

- 2.21 Authority to approve Procedures shall be obtained in accordance with the delegation of authority, if any, set forth in the parent Policy, By-Law or Regulation. If no delegation of authority has been made, the Procedures must be submitted for approval as set forth in sections 2.15 to 2.20 of these Procedures.

### **Governing Documents Classification System**

- 2.22 Governing Documents are published on the University’s Governance Web Page and are classified according to the following subject headings:
- (a) Governance;
  - (b) Officers;
  - (c) University Community;
  - (d) Students;

- (e) Staff;
- (f) Academic;
- (g) Research;
- (h) Financial;
- (i) Operations;
- (j) External.

For ease of reference, a Governing Document may be listed under more than one subject heading.

#### **Governing Document Implementation Procedures**

- 2.23 The Responsible Executive Officer, or his/her delegate, shall ensure that all impacted members of their units are informed of, and are given the necessary education and/or training in order to comply with all relevant Governing Documents.
- 2.24 The Responsible Executive Officer, or his/her delegate, shall give notice to all impacted members of the University Community of any new, revised or repealed Governing Documents.
- 2.25 All members of the University Community shall familiarize themselves with all relevant Governing Documents and conduct themselves accordingly.

#### **Governing Document Review Procedures**

- 2.26 The Office of Legal Counsel shall maintain a database to diarize the Review Dates for all Governing Documents. When a Governing Document is due for review, it will contact the Responsible Executive Officer to initiate the review process.
- 2.27 Upon being notified that a Governing Document is up for review, the Responsible Executive Officer, or his/her delegate, shall complete a *Governing Document Review Form* and return it to The Office of Legal Counsel within thirty (30) days.
- 2.28 If a Governing Document requires revision, the revision and approval processes set forth in sections 2.3 to 2.20 of these Procedures shall be followed.

#### **Governing Document Repeal Procedures**

- 2.29 In order to repeal an existing Governing Document, the Responsible Executive Officer shall complete a *Request to Repeal Governing Document Form* and forward it to the Office of Legal Counsel for review.
- 2.30 If the Office of Legal Counsel is in agreement that the Governing Document should be repealed, it will sign and forward the *Request to Repeal Governing Document Form* to the University Secretary for induction into the approval process as outlined in sections 2.15 to 2.20 of these Procedures.

- 2.31 If the Office of Legal Counsel disagrees that the Governing Document should be repealed, it will forward its written objection, along with the *Request to Repeal Governing Document Form*, to the University Secretary for induction into the approval process as outlined in sections 2.15 to 2.20 of these Procedures.
- 2.32 If the repeal is approved the Office of the University Secretary shall delete the Governing Document from the University's Governance Web Page within fifteen (15) days of the effective date and the Responsible Executive Office, or his/her delegate, shall communicate the repeal to all employees in their unit and members of the University Community, as appropriate.

#### **Secondary Documents Development and Review Procedures**

- 2.33 Secondary Documents may be developed by a unit for approval by the Responsible Executive Officer, or his/her delegate, simultaneously, or subsequent to, the development and approval of a Governing Document.
- 2.34 In the event a Governing Document is revised or repealed, the Responsible Executive Officer, or his/her delegate, shall ensure all of its Secondary Documents are reviewed as soon as possible in order to ensure compliance with the revised Governing Document, or are in turn revised or repealed.

### **Part III Accountability**

- 3.1 The Office of Legal Counsel is responsible for advising the President that a formal review of these Procedures is required.
- 3.2 The Office of Legal Counsel is responsible for the implementation, communication and review of these Procedures.
- 3.3 The University Community is responsible for complying with these Procedures.

### **Part IV Review**

- 4.1 Governing Document reviews shall be conducted every ten (10) years. The next scheduled review date for these Procedures is < >, 2023.
- 4.2 In the meantime, these Procedures may be revised or repealed if:
  - (a) the President or the Approving Body deems it necessary or desirable to do so;
  - (b) these Procedures are no longer legislatively or statutorily compliant;
  - (c) these Procedures are now in conflict with another Governing Document; and/or
  - (d) the *Governing Document Development and Review Policy* is revised or repealed.

**Part V**  
**Effect on Previous Statements**

- 5.1 These Procedures supersede the following:
- (a) all previous Board of Governors/Senate Procedures and resolutions on the subject matter contained herein; and
  - (b) all previous Administration Procedures and directives on the subject matter contained herein.

**Part VI**  
**Cross References**

- 6.1 These Procedures should be cross referenced to the following relevant Governing Documents, legislation and/or forms:
- (a) *Governing Document Development and Review Policy;*
  - (b) *Schedule "A" to Governing Document Development and Review Procedures;*
  - (c) *Schedule "B" to Governing Document Development and Review Procedures;*
  - (d) *Governing Document Proposal Form;*
  - (e) *Policy Template;*
  - (f) *Procedure Template;*
  - (g) *Governing Document Routing Form; and*
  - (h) *Request to Repeal Governing Document Form.*

## **SCHEDULE “B” PROCEDURE FORMAT**

❖ The Header which shall include:

The University of Manitoba Logo.

Procedure Title – the name of the Procedure.

Parent Policy – the name of the parent Policy.

Effective Date – the date the Procedures came into force and effect.

Revised Date – the date the Procedures were last reviewed and/or revised.

Review Date – the date the parent Policy is due for review.

Approving Body – the person or University body under whose jurisdiction the Procedures were approved.

Authority - the legislative or statutory authority, if any, upon which the document is based.

Responsible Executive Officer – the President, Vice President, or any other unit head, who sponsors a Governing Document Proposal that falls under his/her jurisdiction. Depending on the scope of the subject matter, a Governing Document may have more than one Responsible Executive Officer. Upon approval, the Responsible Executive Officer, or his/her delegate, will be responsible for the implementation, communication and review of the Governing Document.

Delegate – the individual or unit to whom the Responsible Executive Officer has delegated his/her obligations relating to the implementation, communication and review of a Governing Document.

Contact – the individual or unit responsible for answering general questions concerning the Governing Document.

Application – to whom the Procedures applies.

- ❖ Part I Reason for Procedure – this section sets forth why the Procedures exists.
- ❖ Part II Procedural Content – this section includes numerous headings and sets forth the Procedures to be followed.

- ❖ Part III Accountability – this section describes who is responsible for the administration and interpretation of the Procedures.
- ❖ Part IV: Review – this section sets out the Procedure by which Governing Document reviews are to be carried out.
- ❖ Part V: Effect on Previous Statements – this section clarifies what previous decisions, if any, are superseded by the approval of the Procedures.
- ❖ Part VI: Cross References – this section provides a link to other relevant Governing Documents, Secondary Documents or legislation.



**AGENDA ITEM:** Office of the Auditor General – Audit Results Memorandum

**RECOMMENDED RESOLUTION:**

The Board of Governors receive for information the Audit Results Memorandum from the Office of the Auditor General (OAG)

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

Representatives of the OAG will attend the Audit & Risk Management Committee meeting to present their Audit Results Memorandum.

The OAG will highlight the status of the audit, significant areas of audit focus, and other standard areas of communication including:

- Audit Opinion
- Uncorrected misstatements
- Recommendations for improvements

The Audit and Risk Management Committee should consider the content of the Audit Results Memorandum prior to approving the Financial Statements.

**RESOURCE REQUIREMENTS:**

None.

**CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

This submission supports the Financial Statements and our values of Accountability and Responsibility to Society.

**IMPLICATIONS:**

The Audit results memorandum contains recommendations for improvements which are intended to reduce the risk of errors and irregularities that could affect financial reporting as well as recommendations and observations regarding information technology general computer controls.

**ALTERNATIVES:**

The OAG has identified one new item as an uncorrected misstatement for this year's audit in addition to the uncorrected misstatements from 2012 and 2011. The OAG is required under Canadian auditing standards to ask the Audit and Risk Management Committee to adjust the financial statements for these items prior to recommending to the Board the approval of the financial statements.

However, as the items are not material, the Committee may choose to accept the financial statements without these adjustments.

The new uncorrected misstatement is as follows:

Included in accounts payable is \$489,306 related to a confidential agreement which will be paid in fiscal 2015 to 2019 and should therefore be categorized as a long term liability. Recording this as a long term liability would necessitate note disclosure of this liability.

Management is recommending that the amount be recorded in accounts payable because the amount is not material, this is a more conservative classification of the liability, and this treatment is consistent with the decision made by the Board of Governors in the prior year.

The OAG has indicated that management's proposed treatment of this item and the items from 2012 and 2011 do not affect the audit opinion.



UNIVERSITY  
OF MANITOBA

**Board of Governors Submission**

**Routing to the Board of Governors:**

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Tom Hartup</u>	<u>May 28, 2013</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>ARMC</u>	<u>May 19, 2013</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>ARMC</u>	<u>July 31, 2013</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>ARMC</u>	<u>June 11, 2013</u>
<input type="checkbox"/>	<input type="checkbox"/>		

**Submission prepared by:** Gord Pasioka, Associate Comptroller

**Submission approved by:** Paul Kochan, VP (Administration)

**Attachments**

- o Office of the Auditor General – Audit Results Memorandum



OFFICE OF THE  
AUDITOR GENERAL  
MANITOBA

**University of Manitoba  
Audit Results Memorandum  
2013**

May 31, 2013

To the Audit and Risk Management Committee of the University of Manitoba:

We have completed our audit of the University of Manitoba's 2013 financial statements and are prepared to issue an unqualified Auditor's Report. The objective of our audit was to express an opinion on their financial statements based on the audit. While our audit was not designed to identify matters to communicate and may not identify all such matters, there were several items that we would like to bring to your attention.

This report to the Audit and Risk Management Committee (Audit Committee) summarizes the status of our final procedures, significant areas of focus and response, report to the Legislature on the Public Accounts and where appropriate other communications required under Canadian Auditing Standards.

This report is the by-product of our audit of the 2013 financial statements and indicates matters identified during the course of our audit. Our audit did not necessarily identify all matters that may be of interest to the Audit Committee in fulfilling its responsibilities.

We would like to take this opportunity to express our appreciation to the University of Manitoba for the cooperation and assistance provided by management and staff during the audit.

Yours sincerely,

Susan Hay, CA  
Principal

**University of Manitoba  
Audit Results Memorandum  
March 31, 2013 and March 31, 2012**

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**University of Manitoba**  
**Audit Results Memorandum**  
**March 31, 2013 and March 31, 2012**

## **Status of the Audit**

- We have completed the audit of the University of Manitoba financial statements for the years ended March 31, 2013 and March 31, 2012 (subject to the approval of the financial statements) and are prepared to issue an unqualified auditor's report.
- We have completed the audit of the schedule of public sector compensation in accordance with the Public Sector Compensation Disclosure Act for the year ended December 31, 2012 (subject to the approval of the schedule), and are prepared to issue an unqualified auditor's report.
- We have requested that legal confirmation letters be sent for representation of claims as at May 28, 2013 to be returned by May 31, 2013 with further follow-up of claims to June 19<sup>th</sup>.
- Management has provided us with draft written representations for the years ended March 31, 2013 and March 31, 2012, and December 31, 2012, respectively (Appendix 3).
- We have included the draft management letters (Appendix 4).
- We have included the draft transmittal letters (Appendix 5).
- Our involvement with the March 31, 2013 annual report of the University of Manitoba will be in accordance with the recommendations of Canadian Auditing Standards.

**University of Manitoba  
Audit Results Memorandum  
March 31, 2013 and March 31, 2012**

## **Significant Audit Areas of Focus and Response**

<b>Risk Areas</b>	<b>Nature of Testing</b>
<b>Adoption of Canadian public sector accounting standards, incorporating government not-for-profit standards (PS 4200 series), for the year ended March 31, 2013.</b>	We reviewed the changes in the accounting policies as at the date of transition, April 1, 2011 and the restatements, resulting from those changes to the opening balances as at April 1, 2011 and the previously reported 2012 balances.  We reviewed the changes in financial statement presentation, including note disclosure and the new statement of remeasurement gains and losses.
<b>Accounting for the pension liability and other employee future benefits and changes to the related notes to the financial statements.</b>	We reviewed the impacts of the adoption of Canadian public sector accounting standards related to the accounting for employee future benefits. These include the change in the discount rate used to determine the obligations, the accounting for unamortized actuarial gains or losses, including the election of the exemptions available under PS 2125 to eliminate unamortized actuarial gains or losses at the date of transition.
<b>Accounting for the capital grant to BBB Stadium Inc. from restricted funding received from the Province of Manitoba.</b>	We reviewed the agreements related to this funding arrangement and the accounting treatment in the University's financial statements based on the agreements.

**University of Manitoba  
Audit Results Memorandum  
March 31, 2013 and March 31, 2012**

Significant Accounts and Disclosures	Planned Audit Response	
	We Tested Operating Effectiveness of Controls (Yes/No)	Substantive Procedures
<b>Tuition and related fee revenue</b>	Yes	- Analytical review procedures. - Substantive test of details.
<b>Government grant revenue</b>	Yes	- Confirmation of balances. - Analytical review procedures. - Substantive test of details/review of grant agreements.
<b>Sales of goods and services/ancillary services revenue</b>	Yes	- Analytical review procedures. - Substantive test of details.
<b>Restricted revenue</b>	Yes	- Analytical review procedures. - Substantive tests of details.
<b>Payroll expenses</b>	Yes	- Analytical review procedures. - Substantive tests of detail.
<b>Supplies and other expenses</b>	Yes	- Analytical review procedures. - Substantive test of details.
<b>Cash</b>	Yes	- Confirmation of balances. - Analytical review procedures. - Review and testing of bank reconciliations.
<b>Accounts receivable</b>	Yes	- Analytical review procedures. - Review of subsequent receipt. - Substantive test of details.
<b>Investments and investment income</b>	No	- Confirmation with manager and custodian. - Use of CSAE 3416 Audit Report on Controls at a Service Organization (CIBC Mellon - custodian). - Review of reconciliation manager/custodian to general ledger. - Analytical review of return on investment/ comparison to industry benchmarks. - Review of allocation of income.
<b>Capital assets and amortization of capital assets</b>	Yes	- Analytical review procedures. - Substantive test of details for material additions/disposals. - Analytical review of amortization.
<b>Accounts payable and accrued liabilities</b>	Yes	- Analytical review procedures. - Search for unrecorded liabilities. - Review of cut-off procedures. - Substantive tests of details.
<b>Short-term debt and long-term debt</b>	No	- Confirmation with lenders. - Analytical review procedures.

**University of Manitoba**  
**Audit Results Memorandum**  
**March 31, 2013 and March 31, 2012**

## Other Required Auditor Communication

Canadian Auditing Standards require the auditor to communicate certain matters to the Audit Committee that may assist them in overseeing management’s financial reporting process. The following summarizes these required communications for your organization.

Area	Comments
Auditor’s Responsibility under Canadian Generally Accepted Auditing Standards (GAAS)	We have conducted our audit in accordance with Canadian GAAS to obtain reasonable but not absolute assurance that the financial statements of the University of Manitoba are free from material misstatement. There have been no significant changes in our planned audit approach as communicated to you.
Management’s Responsibility	Management, with oversight by the Audit Committee is responsible for the preparation of the financial statements, which includes responsibilities related to internal control, such as designing and maintaining accounting records, selecting and applying accounting policies, safeguarding assets and preventing and detecting error and fraud.
Internal Controls	As auditors we obtain sufficient understanding of internal controls to plan the audit, but we only evaluate and test those internal controls on which we intend to rely during our audit.  We have identified certain areas where internal controls could be improved. We have included our findings and recommendations in separate management letters. (Appendix 4)
Related Party Transactions	No significant issues were identified during our audit in connection with the University of Manitoba’s related parties.
Significant Accounting Policies	We are satisfied with the significant accounting policies used by the University of Manitoba. The University adopted Canadian public sector accounting standards during the year with a transition date of April 1, 2011. There were no significant unusual transactions identified for which accounting policies should be disclosed.
Management Estimates	We have reviewed the accounting estimates made by management. We have concluded that the estimates and assumptions used by the University of Manitoba’s management in the preparation of the financial statements are reasonable.
Audit Adjustments	We have concluded that the financial statements taken as a whole are free of material misstatement. Also, there are no unresolved matters or disagreements between the University of Manitoba’s management and us, which, in our judgment, would impact the overall fair presentation of the financial statements.  While we request – in accordance with Canadian GAAS – that all uncorrected

**University of Manitoba  
Audit Results Memorandum  
March 31, 2013 and March 31, 2012**

Area	Comments
	misstatements be corrected, please note that the uncorrected misstatements, both individually and in aggregate do not affect the opinion expressed in the auditor's report.
Difficulties Encountered in Performing the Audit	No difficulties were encountered during the audit. Management and staff gave us their full cooperation.
Independence	<p>Canadian generally accepted auditing standards (GAAS) require that we communicate at least annually with you regarding all relationships between us and the University of Manitoba that, in our professional judgment, may reasonably be thought to affect our independence.</p> <p>In determining which relationships to report, the standards require us to consider relevant rules and related interpretations prescribed by the appropriate provincial institute and applicable legislation, covering such matters as:</p> <ul style="list-style-type: none"> <li>a) holding a financial interest, either directly or indirectly, in a client;</li> <li>b) holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of a client;</li> <li>c) personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client;</li> <li>d) economic dependence on a client; and</li> <li>e) provision of services in addition to the audit engagement.</li> </ul> <p>We are not aware of any relationships between the University of Manitoba and us that, in our professional judgment, may reasonably be thought to negatively affect our independence with respect to the University within the meaning of the Rules of Professional Conduct of the Institute of Chartered Accountants of Manitoba.</p>
Annual Report	Our Office reviews the University of Manitoba's Annual Report, prior to final printing, to ensure that the Financial Statements and our Auditor's Report have been accurately reproduced. And whether there is any other information included in the Annual Report that is inconsistent with the financial statements.
Follow up on Information Technology Management Letter Point to be included in the Office of the Auditor General January 2014 Report to the Legislature	The Office of the Auditor General January 2012 Report to the Legislature included a recommendation to the University to implement a comprehensive IT risk assessment process. We expect that the January 2014 Report to the Legislature will include a follow up on the status of the implementation of this recommendation, which we understand is still in progress at this point.

## **Auditor's Reports**

### **INDEPENDENT AUDITOR'S REPORT**

To the Lieutenant Governor-in-Council  
To the Legislative Assembly of Manitoba  
To the Board of Governors of the University of Manitoba

We have audited the accompanying financial statements of the University of Manitoba, which comprise the statement of financial position as at March 31, 2013, March 31, 2012 and April 1, 2011, and the statements of operations and changes in fund balances, remeasurement gains and losses, and cash flows for the years ended March 31, 2013 and March 31, 2012, and a summary of significant accounting policies and other explanatory information.

#### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**University of Manitoba  
Audit Results Memorandum  
March 31, 2013 and March 31, 2012**

**Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Manitoba as at March 31, 2013, March 31, 2012 and April 1, 2011, and the results of its operation, its remeasurement gains and losses, and its cash flows for the years ended March 31, 2013 and March 31, 2012 in accordance with Canadian public sector accounting standards.

**Basis of Presentation**

Without modifying our opinion, we draw attention to Note 2a. to the financial statements, which describes that the University of Manitoba adopted Canadian public sector accounting standards on April 1, 2012 with a transition date of April 1, 2011. These standards were applied retroactively by management in these financial statements except for the accounting standards for financial instruments which were applied prospectively on April 1, 2012.

[Date]  
Winnipeg, Manitoba

Carol Bellringer, FCA, MBA  
Auditor General

DRAFT

**University of Manitoba  
Audit Results Memorandum  
March 31, 2013 and March 31, 2012**

**INDEPENDENT AUDITOR'S REPORT**

To the Lieutenant Governor-in-Council  
To the Legislative Assembly of Manitoba  
To the Board of Governors of the University of Manitoba

We have audited the accompanying schedule of public sector compensation of the University of Manitoba for the year ended December 31, 2012 ("the schedule"). The schedule has been prepared by management based on Section 2 of the Public Sector Compensation Disclosure Act.

**Management's Responsibility for the Schedule**

Management is responsible for the preparation of this schedule in accordance with Section 2 of the Public Sector Compensation Disclosure Act and for such internal control as management determines is necessary to enable the preparation of the schedule that is free from material misstatement, whether due to fraud or error.

**Auditor's Responsibility**

Our responsibility is to express an opinion on the schedule based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the schedule is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the schedule. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the schedule, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the schedule in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the schedule.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, the financial information in the schedule of public sector compensation of University of Manitoba for the year ended December 31, 2012 is prepared, in all material respects, in accordance with Section 2 of the Public Sector Compensation Disclosure Act.

**Basis of Accounting**

Without modifying our opinion, we draw attention to Note 1 to the schedule, which describes the basis of accounting. The schedule is prepared to assist the entity to meet the requirements of Section 2 of the Public Sector Compensation Disclosure Act. As a result, the schedule may not be suitable for another purpose.

Office of the Auditor General  
[Date]  
Winnipeg, Manitoba

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**APPENDIX 2**

**Schedule of Uncorrected Misstatements**

**March 31, 2013**

<b>Objective:</b> To document the financial statement effect of identified uncorrected misstatements.						
Materiality: \$ 7,200,000						
Items under \$ (3% of Materiality) are deemed to be insignificant and are not recorded below.						
	<b>Amount of over (under) statement</b>					
<b>Description</b>	<b>Assets</b>	<b>Liabilities</b>	<b>Opening Net Assets</b>	<b>Revenue</b>	<b>Expenses</b>	<b>F/S disclosures</b>
<b>1. Misclassification of 2012 Legal Settlement</b>						
Long-term Liability		(489,306)				
Accounts Payable		489,306				
Total uncorrected misstatements	-	-	-	-	-	-
Materiality	7,200,000	7,200,000	7,200,000	7,200,000	7,200,000	7,200,000
<b>Amount remaining for further possible misstatement</b>	<b>7,200,000</b>	<b>7,200,000</b>	<b>7,200,000</b>	<b>7,200,000</b>	<b>7,200,000</b>	<b>7,200,000</b>

DRAFT

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**APPENDIX 2**

**Schedule of Uncorrected Misstatements**

**March 31, 2012**

**Objective:** To document the financial statement effect of identified uncorrected misstatements.

Materiality: \$ 7,000,000

Items under \$ (3% of Materiality) are deemed to be insignificant and are not recorded below.

Description	Amount of over (under) statement					F/S disclosures
	Assets	Liabilities	Opening Net Assets	Revenue	Expenses	
<b>1. Misclassification of 2012 Legal Settlement</b>						
Long-term Liability		(578,785)				
Accounts Payable		578,785				
<b>2. Unrecorded Invoice - Duff Roblin Building and Insurance Recovery</b>						
Buildings - Duff Roblin	(288,131)					
Accounts Payable		(288,131)				
Accounts Receivable	(288,131)					
Miscellaneous Revenue				(288,131)		
<b>Total uncorrected misstatements</b>	<b>(576,262)</b>	<b>(288,131)</b>	<b>-</b>	<b>(288,131)</b>	<b>-</b>	<b>-</b>
<b>Materiality</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>	<b>7,000,000</b>
<b>Amount remaining for further possible misstatement</b>	<b>6,423,738</b>	<b>6,711,869</b>	<b>7,000,000</b>	<b>6,711,869</b>	<b>7,000,000</b>	<b>7,000,000</b>

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**APPENDIX 2**

**Schedule of Uncorrected Misstatements**

**March 31, 2011**

**Objective:** To document the financial statement effect of identified uncorrected misstatements.

Materiality: \$ 6,900,000

Items under \$ (3% of Materiality) are deemed to be insignificant and are not recorded below.

Description	Amount of over (under) statement					
	Assets	Liabilities	Opening Net Assets	Revenue	Expenses	F/S disclosures
<b>1. Unrecorded GST Rebate Claims</b>						
Accounts Receivable	(347,658)					
Unearned Revenue		(347,658)				
<b>2. Misclassification of Credit Balances in Accounts Receivable</b>						
Accounts Receivable	(733,807)					
Accounts Payable		(733,807)				
Total uncorrected misstatements	(1,081,465)	(1,081,465)	-	-	-	-
Materiality	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000	6,900,000
<b>Amount remaining for further possible misstatement</b>	<b>5,818,535</b>	<b>5,818,535</b>	<b>6,900,000</b>	<b>6,900,000</b>	<b>6,900,000</b>	<b>6,900,000</b>

## **Management Representation Letters**

### ENTITY'S LETTERHEAD

[Date (same date as Auditor's Report)]

Office of the Auditor General  
500 – 330 Portage Avenue  
Winnipeg, Manitoba  
R3C 0C4

Dear Sir/Madam:

This representation letter is provided in connection with your audit of the financial statements of the University of Manitoba for the years ended March 31, 2013 and March 31, 2012 for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with Canadian public sector accounting standards.

We confirm that (to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves):

#### **Financial Statements**

- We have fulfilled our responsibilities, as set out in the terms of the audit engagement dated January 30, 2013 for the preparation of the financial statements in accordance with Canadian public sector accounting standards; in particular, the financial statements are fairly presented in accordance therewith.
- Significant assumptions used by us in making accounting estimates, including those measured at fair value, are reasonable.
- Employee future benefit costs, assets and obligations have been determined, accounted for and disclosed in accordance with the requirements of Section PS 3250 Retirement Benefits.
- There are no known environmental liabilities that have not been accrued for or disclosed in the financial statements
- Related-party relationships and transactions have been appropriately accounted for and disclosed in accordance with the requirements of Canadian public sector accounting standards.
- All events subsequent to the date of the financial statements and for which Canadian public sector accounting standards require adjustment or disclosure have been adjusted or disclosed.

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- The effects of uncorrected misstatements are immaterial, both individually and in the aggregate, to the financial statements as a whole. A list of the uncorrected misstatements is attached to the representation letter.
- All known actual or possible litigation and claims whose effects should be considered when preparing the financial statements have been disclosed to us and accounted for and disclosed in with Canadian public sector accounting standards.

**Information Provided**

- We have provided you with:
  - Access to all information of which we are aware that is relevant to the preparation of the financial statements such as records, documentation and other matters;
  - Additional information that you have requested from us for the purpose of the audit; and
  - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
- All transactions have been recorded in the accounting records and are reflected in the financial statements.
- We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
- We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves:
  - Management;
  - Employees who have significant roles in internal control; or
  - Others where the fraud could have a material effect on the financial statements.
- We have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the entity's financial statements communicated by employees, former employees, analysts, regulators or others.
- We have disclosed to you all known instances of non-compliance or suspected non-compliance with laws and regulations whose effects should be considered when preparing financial statements.
- We have disclosed to you the identity of the entity's related parties and all the related-party relationships and transactions of which we are aware.

Yours very truly,

---

Paul Kochan, FCA  
Vice-President (Administration)

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Tom Hay, CA  
Comptroller

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ENTITY'S LETTERHEAD

[Date (same date as Auditor's Report)]

Office of the Auditor General  
500 – 330 Portage Avenue  
Winnipeg, Manitoba  
R3C 0C4

Dear Sir/Madam:

This representation letter is provided in connection with your audit of the Schedule of Public Sector Compensation (Schedule) of the University of Manitoba for the year ended December 31, 2012 for the purpose of expressing an opinion as to whether the Schedule is in compliance, in all material respects, with the provisions of the Public Sector Compensation Disclosure Act.

We confirm that (to the best of our knowledge and belief, having made such inquiries as we considered necessary for the purpose of appropriately informing ourselves):

**Financial Information**

- We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated January 30, 2013 for the preparation of the Schedule in accordance with the provisions of the Public Sector Compensation Disclosure Act (Act).
- Significant assumptions used by us in making accounting estimates, if any, including those measured at fair value, are reasonable.
- All events subsequent to the date of the Schedule have been considered.
- There were no uncorrected misstatements identified by the auditors.

**Information Provided**

- We have provided you with:
  - Access to all information of which we are aware that is relevant to the preparation of the financial information such as records, documentation and other matters;
  - Additional information that you have requested from us for the purpose of the audit; and
  - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.

All transactions have been recorded in the accounting records and are reflected in the financial information.

- We have disclosed to you the results of our assessment of the risk that the financial information may be materially misstated as a result of fraud.
- We have disclosed to you all information in relation to fraud or suspected fraud that we are aware of and that affects the entity and involves:
  - Management;

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- Employees who have significant roles in internal control; or
- Others where the fraud could have a material effect on the financial information.
  
- We have disclosed to you all information in relation to allegations of fraud, or suspected fraud, affecting the entity's financial information communicated by employees, former employees, analysts, regulators or others.
  
- We have disclosed to you all known instances of non-compliance or suspected non-compliance with the Act whose effects should be considered when preparing the financial information.

Yours truly,

---

Paul Kochan, FCA  
Vice-President (Administration)

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Tom Hay, CA  
Comptroller

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## **Management Letters**

May, 2013

Mr. Paul Kochan, FCA  
Vice-President (Administration)  
University of Manitoba  
202 Administration Building  
Winnipeg, Manitoba R3T 2N2

Dear Mr. Kochan:

**Re: University of Manitoba**

The purpose of this letter is to present to you our new observations and recommendations from our audit of the University of Manitoba's 2013 financial statements as well as the follow up on the status of implementation of prior years' recommendations. Our intent with these recommendations is to reduce the risk of errors and irregularities that could affect the University's financial reporting. We have prepared a separate letter regarding our recommendations from our review of Information Technology General Computer Controls.

### **New Recommendations**

#### **1. Faculty of Medicine Not Reviewing Monthly Operating Statements**

##### ***Observation***

We included the Faculty of Medicine in our sample of testing of the review of monthly operating statements because the University's Audit Services found financial control deficiencies in their testing at the Faculty. We found that Faculty of Medicine management did not review their monthly operating statements.

##### ***Implication***

Reviewing monthly operating statements is a management monitoring control. Without the monthly review of operating statements, Faculty of Medicine management may not detect errors or unauthorized expenses on a timely basis.

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***Recommendation***

We recommend that Faculty of Medicine management reviews their monthly operating statements.

***Management Response***

Agreed. Medicine has developed a checklist to be used within the departments which was put in place effective October 2012.

**2. Improve Controls over Parking Rates Charged**

***Observation***

Management did not have effective controls in place to ensure that the University Parking Office charged the approved parking rates for the 2012/13 fiscal year. As a result, the Parking Office initially overcharged staff ten dollars per parking pass.

There was also no documentation of the approval of the change in parking rates.

***Implication***

Without effective controls to ensure that the University Parking Office uses approved parking rates, the rates they charge may be incorrect. Without documentation of the approval of a change in parking rates, there is no evidence of the approved rates.

***Recommendation***

We recommend that management puts in place effective controls to ensure the Parking Office charges the approved rates to staff and students. And that they document the approval of changes to parking rates and retain the documentation.

***Management Response***

Agreed. Ancillary Services have established a process to ensure approval of parking rates charged and controls to confirm that the rate implemented equates to the rate approved. All rate changes are documented and retained in the Ancillary Services master Parking Rates file.

**Prior Years' Recommendations - Not Yet Implemented**

**3. Some Units Have Not Run and Reviewed Payroll Authorization Reports on a Timely Basis  
(Reported in 2011/12 – Observation #1)**

***Observation***

We found that Payroll Authorization reports were not always being run and reviewed on a timely basis by the signing authority responsible. We selected a sample of 12 units and arranged to review the payroll authorization report for a selected pay period for each. We found non-compliance with the review procedures in 4 cases. In one faculty it was noted that the payroll authorization reports were not run, and as a result not reviewed on a regular basis because such function was not delegated to a specific person. In other instances, the payroll authorization reports were not physically signed, and as a result, we were not satisfied with the evidence that the reports had been reviewed on a timely basis.

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***Implication***

The review of the Payroll Authorization report by the signing authority responsible is a management control designed to detect possible errors in the payroll prior to its disbursement. Errors in payroll could be undetected if the report is not reviewed by the relevant signing authority on a timely basis.

***Recommendation***

We recommend that management ensures that all units run and review their Payroll Authorization report prior to the payroll being disbursed and retain evidence of that review.

***2013 Status Update – Still in Progress***

There were 3 cases in our testing of 12 Payroll Authorization reports in which the unit signing authority could not provide evidence they had reviewed the report prior to the payroll being disbursed.

***Management Response***

Agreed. During the previous year, as part of Audit Services Key Internal Control reviews, we became aware that some areas were not conducting an effective review of the Payroll Authorization forms. We understand that some of the reason for non-review is that the form is not intuitive. We have now developed a new payroll authorization form and are in the process of testing it and when acceptable, will move into production. Note also that there are other controls in place to mitigate the risk, including monthly reconciliation of monthly financial reports, budget controls, and employee review of amounts received.

**4. Develop a Business Continuity Plan (Reported in 2008/09 – IT Observation #14)**

***Observation***

During our review, we noted that University has made progress during the past year towards developing a Business Continuity Plan (BCP).

***Implication***

A BCP describes the processes and procedures an organization puts in place to ensure that essential business functions can continue during and after a disaster. The aim of a BCP is to prevent the interruption of mission-critical services, and in the event of a crisis, to re-establish critical business operations as quickly as possible.

In the event of a disaster or crisis, the absence of an approved BCP and the dedication of the required resources for critical business functions to implement it, may result in the University being unable to recover its business operations and/or computer systems in an acceptable period of time.

***Recommendation***

We recommend that the University continues to work towards developing and implementing a Business Continuity Plan for key systems and business processes. Once implemented, this plan should be updated when there are changes to business processes or information technology environments and should be tested annually.

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***2013 Status Update – Still in Progress***

The University is continuing to work to develop an enterprise level Business Continuity Plan (BCP) for key systems and business processes.

Business Continuity is now included in the Emergency Management Program policies and procedures that the Board of Governors approved in November, 2012. The Emergency Response Plan [dated 1999] will be updated in 2013 using NFPA 1600 Standard (National Fire Protection Association Standard on Disaster/Emergency Management and Business Continuity Programs) as the framework. The Office of Risk Management & Security will continue the ongoing process of encouraging faculties and departments to conduct business impact analysis and recovery activities.

***Management Response***

Agreed. The University is continuing to work to develop an enterprise level Business Continuity Plan. Current activities and progress include:

- Audit Services and Risk Management will be working with IST during 2013-14 to assist with a risk assessment process at the departmental level.
- The University's Business Continuity Plan (Labour) has been updated to April 2013.
- Security Services (Labour) Business Continuity Plan has been created and is current to April 2013.
- The Office of Risk Management is also assisting the Faculty of Agriculture in formalizing and updating their BCP for farm operations at Glenlea in the event of a flood or other disruptive incident.

**Prior Years' Recommendation - Do Not Intend to Implement**

**5. Unreturned Capital Equipment Verification Forms (Reported in 2009/10 – Observation # 1)**

***Observation***

We reported last year that management considered the cost of central monitoring of capital equipment using the verification forms to outweigh the benefits and discontinued using them. However, beyond physical security controls, there are no specific internal controls that compensate for the lack of central monitoring of the existence and completeness of capital equipment.

***Implication***

When there are no specific internal controls to compensate for the lack of central monitoring, capital equipment may be misappropriated and the missing items go undetected.

***Recommendation***

We recommend that management establishes a project to develop more cost-effective internal controls to monitor the existence and completeness of capital equipment.

***Management Response***

As we indicated in 2011-2012, we discontinued the position responsible for chasing down forms based on the belief that the time and effort expended did not justify the benefit of receiving forms. During an earlier ROSE phase we looked specifically at the Capital Assets process and determined that the central monitoring of assets was not generating net benefit. No individual units were relying on the central equipment tracking system. In many cases, individual units have created their own systems to track assets, for example research

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assets in remote locations (eg, equipment on the bottom of the ocean), IST audio visual assets moving around campus every day, etc. Another example is desktop and laptop computers which fall below the dollar threshold for becoming an asset – many units maintain a separate database to track location and age of these assets as part of their equipment renewal strategy. Another factor in this decision was the experience with the Duff Roblin fire which destroyed many assets. The insurer did not rely on our central asset records in assessing our claim.

***OAG Status Update - Do Not Intend to Implement***

Management does not intend to implement this recommendation. We will no longer follow up on this recommendation for the purposes of this financial statement audit.

The contents of this letter apply to the controls and procedures in existence during our audit. Please note that this letter does not necessarily disclose all weaknesses and inefficiencies in the University's system of internal controls. The primary objective of an audit is to express an opinion on the financial statements. To satisfy this objective, we reviewed the University's system of internal control related to controls affecting financial reporting. However, this review cannot be expected to disclose all matters that a special review of the internal controls might identify.

This communication is prepared solely for the information of management of the University and is not intended for any other purpose. We accept no responsibility to a third party who uses this communication.

If you require further information or explanation on any of these matters, please contact me. We would like to thank the University's management and staff for their cooperation and assistance throughout the audit.

Yours sincerely,

Susan Hay, CA  
Principal

SH/lcs

cc: Patricia Bovey, Chair, Audit and Risk Management Committee

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May, 2013

Mr. Paul Kochan, FCA  
Vice-President (Administration)  
University of Manitoba  
202 Administration Building  
Winnipeg, Manitoba R3T 2N2

Dear Mr. Kochan:

**Re: University of Manitoba – Information Technology Observations**

We would like to bring to your attention the following new Information Technology (IT) observations and recommendations we made during the audit of the 2013 University of Manitoba financial statements as well as the follow up on the status of implementation of prior years' recommendations.

This letter contains the following:

- Explanation of audit scope – Appendix A
- Listing of all IT observations – Appendix B
- Detailed IT observations and recommendations organized by status (New, Not Yet Implemented, Implemented), and year of observation – Appendix C

We noted opportunities for improvement in the following areas:

- IT Governance
- Security and Access Management
- Change Management

The contents apply to the controls and procedures in existence during the review period. We have discussed the contents of this letter with representatives from the University of Manitoba. As part of our audit process, we discuss and validate each observation with the appropriate individuals from the University of Manitoba.

This letter does not necessarily disclose all weaknesses and inefficiencies in the University of Manitoba's system of internal controls. The primary objective of an audit is to express an opinion on the financial statements. To satisfy this objective, we reviewed the University of Manitoba's system of internal controls relating to financial reporting. However, this review cannot be expected to disclose all matters that a special review of the internal controls might identify. Additionally, not all of these observations have a direct impact on financial reporting.

This communication is prepared solely for the information of management of the University of Manitoba

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and is not intended for any other purpose. We accept no responsibility to a third party who uses this communication.

Please do not hesitate to contact me if you require further information or explanation on any of these matters. We would like to acknowledge the continued cooperation and assistance from University management and staff.

Sincerely,

Susan Hay, CA  
Principal

SH/lcs

cc: Patricia Bovey, Chair, Audit and Risk Management Committee

DRAFT

## **AUDIT SCOPE**

Computer programs and applications operate in a computer environment. Controls within the computer environment are called Information Technology General Computer Controls (ITGCs). A well-controlled computer environment provides assurance that the programs and applications are functioning properly.

As part of our financial statement audit methodology, we gain an understanding of controls and processes that are significant to financial reporting. We identify the key systems and automated controls (application controls and system generated reports) that are part of these processes. Our ability to rely on identified automated controls is based on our assessment of the following ITGC components:

- IT Governance
- Security & Access management
- Change Management, Backup & Recovery

In support of the University of Manitoba (the University) audit, we focused on the following systems which are significant to financial reporting:

- Banner Finance
- Banner Student
- VIP (payroll)
- FAST

## **LISTING OF IT OBSERVATIONS**

### **New Information Technology Observations**

1. Improve Oracle database password settings.
2. Restrict access to job scheduler.
3. Restrict developer's access to Banner and Fast production environment.
4. Improve the processes used to manage user access to financial applications.

### **Prior Information Technology Observations – Not Yet Implemented**

5. Perform annual re-verification of compliance to the End User Computing Policy.
6. Disable terminated users on a timely basis.
7. Create unique Oracle database administrator accounts.
8. Implement a formal overall IT risk assessment process.
9. Implement a formal change management process.
10. Formalize the periodic review of user access within financial applications.
11. Improve monitoring of activities at the application and operating system levels.
12. Improve password strength in the UNIX environment.
13. Strengthen configurations of servers supporting financial data and processes.
14. Remove trust server relationships for UNIX Servers supporting financial data and processes
15. Implement a formal Disaster Recovery Plan.

### **Prior Information Technology Observation – Implemented**

16. Control access to servers supporting financial reporting data and processes.

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**New Information Technology Observations**

**1. Improve Oracle database password settings**

***Observation***

Some aspects of logical security at the Oracle database level should be improved:

<b>Password Setting</b>	<b>Good Practices</b>	<b>Oracle Settings</b>
PASSWORD_LIFE_TIME	Low/Med Security: 90 days High Security: 42 days	Unlimited
PASSWORD_REUSE_TIME	Low/Med Security: 0 days High Security: 1 days	Unlimited
PASSWORD_REUSE_MAX	Low/Med Security: 10 passwords High Security: 24 passwords	Unlimited
PASSWORD_GRACE_TIME	Low/Med Security: 10 days High Security: 2 days	Unlimited
PASSWORD_VERIFY_FUNCTION	Enabled	Null *

*\*The noted setting is default settings for FAST database server only along with other setting noted above. Minimum password length is 4 by default as password\_verify\_function is not set.*

***Implication***

The password settings as set above increase the risks related to logical security at the database level. Weak password controls may result in unauthorized access to the database, increasing the risk that the integrity of financial data will be compromised.

***Recommendation***

IST should adopt the better practices detailed above for the Oracle database to help ensure that the integrity of data is not compromised as a result of unauthorized access. If these Oracle settings cannot be adopted, IST should identify and implement compensating controls in those areas.

***Management Response***

We plan to implement the PASSWORD\_VERIFY\_FUNCTION in all Oracle databases once we confirm the function will not conflict with any applications setting passwords for users.

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For all databases where IDs are not manipulated by an application outside the database, we will set PASSWORD\_REUSE\_TIME, PASSWORD\_REUSE\_MAX, and PASSWORD\_GRACE\_TIME to high security recommendations. In these databases, for regular IDs for individual people, PASSWORD\_LIFE\_TIME will be set to 180 days. For generic application/system IDs and batch IDs which are critical for running the application, we believe that forcing password changes via PASSWORD\_LIFE\_TIME is too risky in terms of possible interruption to service to implement at this time.

Banner IDs are controlled via Iridium. VIP IDs are controlled via the VIP application. Individual FAST users are authenticated via their Banner ID/password. We do not plan to set PASSWORD\_REUSE\_TIME, PASSWORD\_REUSE\_MAX, PASSWORD\_GRACE\_TIME, and PASSWORD\_LIFE\_TIME for Banner or VIP IDs as these settings can conflict with the way Iridium and VIP handle IDs.

## **2. Restrict access to job scheduler**

### ***Observation***

We noted that many individuals from Enterprise Systems group have the ability to access job scheduler and modify batch jobs.

### ***Implication***

Allowing such broad access to batch jobs can increase the risk of unauthorized modification and deletion of batches occurring without detection. Even though the change management process is followed to modify batch jobs, an increased risk of unauthorized changes exists because too many IST personnel have access.

### ***Recommendation***

We recommend that IST should restrict access to the job scheduler based on functional responsibilities.

### ***Management Response***

In the production environment, ES consultants currently can change when their batch jobs run, or modify their parameters, or create an additional launch to run a batch job without affecting the regularly scheduled job. They cannot delete a batch job or modify job procedure code. All actions are logged.

## **3. Restrict developer's access to Banner and Fast production environment**

### ***Observation***

Two developers have access to Banner production environment. The vendor has access to develop and implement program changes in the Fast production environment. Further, there is no approved process to review the implemented program changes in the production environment on a periodic basis.

### ***Implication***

Developers, due to their knowledge of the system and source code, can make unauthorized changes within the Banner production environment. Developers may implement unauthorized changes in the production environment without the business users testing and approval which can compromise the integrity of data and system processing.

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***Recommendation***

We recommend that IST restrict developers' access to the Banner production environment. IST should also control vendor access to the Fast production environment through an approved process which includes disabling access after the implementation is done. Further, IST should implement strong compensatory controls, such as monitoring of activities or managed supervision of the production environment.

***Management Response***

We agree the university requires improved control of its production environments and will determine a plan for controlling these activities.

**4. Improve the processes used to manage user access to financial applications**

***Observation***

HR and the Finance Security Group did not consistently follow the process to change user privileges for the Banner Finance application.. From our sampled testing of sixteen users, we could not find evidence of approval for two users. Further, there is no approved process to remove a user's access to Banner and VIP applications. Nine terminated employees still retained access to Banner Finance based on our testing. Additionally, for the Banner Student application, eight terminated employees were listed as active users.

HR did not remove terminated or retired employees' access to VIP, on a timely basis. Further, departments did not always inform HR to disable terminated or retired employees' access to VIP.

***Implication***

Without an approved process, including the approval & deletion of user access, unauthorized users could access financial applications, which could negatively impact the integrity of the financial reporting data.

***Recommendation***

We recommend that:

- For the Banner Finance application, the Finance Security Group follows the process to make changes to user access privileges. And they retain evidence of approvals of those changes for audit trail purposes.
- For the Banner and VIP applications, IST should approve and implement a user deletion process.

***Management Response***

The Finance Security group only makes changes when requested and does retain a copy of the request. We acknowledge we are aware of one incident where paperwork had gone missing.

To maintain proper control and accountability, the Finance Security Group is solely responsible for user access maintenance – including the user deletion process.

**Prior Information Technology Observations – Not Yet Implemented**

**5. Perform annual re-verification of compliance to End User Computing Policy (Reported in 2011/12 as Observation #1)**

***Observation***

The annual re-verification of user compliance to the End User Computing Policy was not performed during

**University of Manitoba  
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the past year. The last re-verification performed was in February 2011.

***Implication***

In the absence of re-verification of policies, there is a risk that policies may not be followed as per management's intentions.

***Recommendation***

We recommend that the re-verification of compliance to the End User Computing Policy be performed on an annual basis.

***OAG Status Update March 31, 2013***

**Still In Progress** – The observation and recommendation remain as stated above

***Management Response***

It is agreed annual re-verification of compliance with the End User Computing Policy is desirable. However, with the absence of an automated process, the effort to manually complete this is prohibitive. The university is investigating a new identity management system and such automated functionality will be explored for that system.

**6. Disable terminated users on a timely basis (Reported in 2011/12 as Observation #2)**

***Observation***

Verification/termination procedures were not being performed on a regular basis by IST and terminated users may retain access to financial applications. Subsequent to the completion of our tests we were advised that IST performed the verification/termination procedure for students (not staff) at the end of March 2012.

***Implication***

Terminated users may gain unauthorized access to financial applications.

***Recommendation***

We recommend that termination procedures be performed on a regular basis.

***OAG Status Update March 31, 2013***

**Still In Progress** – IST did not review employee-shutdown reports on a periodic basis to ensure terminated or resigned employees' access to the University network was disabled on a timely basis. From April 2012 to December 2012, IST ran and reviewed reports only for 4 months. Furthermore, HR does not send any notification to IST about employees leaving the University unless it is an immediate termination (firing).

***Management Response***

Staff accounts are terminated as required when individuals leave the University, however it is agreed improvement could be made with regards to periodic review frequency. It is also agreed this process could be greatly improved with enhanced employee termination communication between IST and HR, and HR and the individual university faculties and departments.

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**7. Create unique Oracle database administrator accounts (Reported in 2007/08 - Observation # 7)**

***Observation***

Database administrators on the Banner, FAST and VIP Oracle databases share access to the SYS and SYSTEM accounts.

***Implication***

The University is prevented from tracing unauthorized activities within the Oracle database to a specific individual. Unauthorized activities could compromise the integrity of Banner, FAST and VIP data. Furthermore, the inability to trace activities through unique userids is compounded by the risk associated by informal Oracle monitoring techniques (Observation #9).

***Recommendation***

We recommend that the University create unique userids for database administrators accessing the Oracle databases.

***OAG Status Update March 31, 2013***

***Still in Progress***

IST tested using two unique DBA accounts but found that the privilege set that can be granted does not suffice to do all the required work. And IST does not log and monitor the activities of the SYS and SYSTEM account which all DBA's share. As such, the observation and recommendation remain as stated above.

***Management Response***

With our upgrade to Oracle 11g, we will have available new functionality to perform top level auditing without seriously impacting server performance. We are currently testing this functionality. Our target is to turn on this functionality on all 11g instances, providing no serious issues are found in testing.

Some of our work still requires the use of shared IDs, for example, the installation and patching of Oracle. As such, the DBA team will still require at least some access to shared IDs.

**8. Implement a formal overall IT risk assessment process (Reported in 2007/08 as Observation # 1)**

***Observation***

The University has not implemented a formal overall, comprehensive IT risk assessment process; however, several initiatives in support of an IT risk assessment process have been implemented or are in progress:

- University is in the process of recruiting, at the senior management level, a position focused primarily on risk management
- University's Internal Audit Services is presently conducting an IT Risk Assessment Review
- Project management activities consider risk as part of the project management process

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***Implication***

Many of the potential risks faced by organizations relate to information held in or processed by information technology (IT) systems. The objective of an IT risk assessment is to gain a sound understanding of the risks associated with information technology and to determine the safeguards that should be put in place to mitigate the risk to a level acceptable to management and to help ensure business objectives are met.

Assertions for which IT related risks should be identified and managed include security, confidentiality, processing integrity, data integrity, and system availability. As such, IT risk management should be included in an organization's overall strategy for managing risk, as well as be integrated into the system development and acquisition methodology and change management process. IT risk will change as new technologies are adopted to support the organization's goals.

Areas to address in an IT risk assessment program include: technology (hardware and software), security of IT assets (physical and logical), procedures and policies, legal and regulatory requirements (data retention, privacy requirements) and loss of key personnel.

A risk assessment raises management awareness of exposures, provides a mechanism for understanding the magnitude of these exposures, and assists in the evaluation and selection of appropriate safeguards. The process of risk assessment is not a one-time project but an on-going process that changes as technology and the business changes.

In the absence of a formal risk assessment process, University management may be unaware of the risks that exist and consequently may not be in a position to mitigate the risks on a timely basis.

***Recommendation***

While University management has adopted practices to assess and manage IT risk, we recommend that the IT risk management process should be documented. Periodic risk assessments should be conducted for new and existing information assets to ensure that appropriate cost-effective measures are incorporated in order to comply with the sensitivity/criticality of information assets.

***OAG Status Update March 31, 2013***

***Still in Progress***

IST made some progress with the development of the IT Risk Assessment process. They developed an information security management system (ISMS) to address the various security domains including IT risk assessment. However the IT risk assessment was in draft form and was not yet approved and implemented at the time of our review. The Office of Risk Management & Security is responsible for the Enterprise Risk Management and Business Continuity related activities. They developed the revised the Enterprise Risk Management policy which the Board of Governors approved in November, 2012.

***Management Response***

The Office of Risk Management & Security and Audit Services have both planned to work with IST this year on risk related issues.

**9. Implement a formal change management process (Reported in 2007/08 as Observation # 2)**

***Observation***

We noted the following regarding change management procedures at the University:

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- Although, application change management processes are followed at the University, the documentation of the policy adopted for change management processes was not available for audit review.
- Similar to the above, change management processes for the UNIX operating systems and network environments are followed at the University; however, documentation of the policy was not available for audit review.
- For application changes processed through the Request for Service System, evidence of unit testing, user acceptance testing and/or final sign off from business users were not available for two of eleven changes requests selected for review.
- Document retention is not consistent. Documented change management procedures will assist with standardization of policies for retention of documents.

***Implication***

The absence of a centralized formal change management process increases the risk that change requests are not properly tracked, prioritized or completed within the time frame needed by the users. Additionally, the University may have difficulty ensuring that changes meet business objectives and are implemented in a controlled manner. Business users may not have the opportunity to test and confirm agreement with changes.

***Recommendation***

We recommend that the formal change management process be finalized and implemented. The change management process should address changes to applications, direct changes to data and infrastructure changes (hardware, operating systems, security/configuration settings and networks).

***OAG Status Update March 31, 2013***

***Still in Progress***

IST has taken some initiatives in streamlining the change management process. The University has implemented a change advisory board (CAB) to approve the high risk, high impact infrastructure changes (operating system, network, security configuration etc.) .However, a documented and communicated approved change management process/policy for operating systems, databases and the network was not available for audit review.

IST does not maintain a standard form for change requests or for tracking of tabled, in process or closed requests for the financial applications. Each group in Enterprise Services for Banner, VIP & FAST applications have their own individual process for recording and tracking change requests through the development cycle. IST does not track program changes to the FAST application. IST should implement a consistent methodology for tracking, managing and prioritizing system change requests from users.

***Management Response***

The Change Advisory Board process is for all non-operational IST changes. This process has been documented, communicated and approved.

A standardized method for tracking, managing and prioritizing system change requests from users for Financial and financially related applications will be developed.

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**10. Formalize the periodic review of user access within financial applications (Reported in 2007/08 – Observation # 5)**

***Observation***

The University did not review user access privileges in the Banner Finance and Student modules during the current year. However, at the time of our review, the Finance Security Group was in the process of designing such a review.

***Implication***

Users may have access rights that do not match job functionality. Unauthorized access and inadequate segregation of duties may occur, negatively impacting the integrity of financial data.

***Recommendation***

We recommend that the Finance Security Group continue to coordinate the review of user access privileges, in particular the Banner Finance module. The University should periodically review user access within the Banner Finance and Student modules. The University should adequately document the review.

***OAG Status Update March 31, 2012***

***Still in Progress***

At the time of our review periodic reviews of user access privileges were not performed in 2013 for:

- VIP – HR performed the review on an informal and infrequent basis. At the time of our audit, HR was implementing a process where VIP security administrators ran and reviewed a daily VIP security review report.
- For the Banner (Aurora) Finance application, the Finance Security Group performed an informal security review of one department; however, they did not complete this review and did not perform a review of the remaining departments.
- For the Banner Student application, the Registrar's Office had not formally reviewed user access privileges.

***Management Response***

Aurora Finance's focus during the past few years has been on ROSE initiatives which include 3 new applications, FAST A/R, Concur and EPIC. The team's focus was on integration as well as new access rights and training. The Finance Security group is committed to performing access reviews during 2013-14. The Registrar's Office is also committed to performing a review of Aurora student security during 2013-14.

**11. Improve monitoring of activities at the application and operating system levels (Reported in 2007/08 – Observations # 6 & 8)**

***Observation***

The overall monitoring at the application and operating system levels should be improved based on the following observations:

- Banner user activity logs (at the application level) are not generated and as such, user activities are not monitored.
- A log is maintained for the UNIX operating system environment of success and failure attempts to

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switch to the privileged 'root' user. Evidence of regular monitoring of this log was not available for audit review.

***Implication***

In the absence of effective logging and monitoring of user activity, there is an increased risk of unauthorized/inappropriate access to financial applications and supporting systems.

***Recommendation***

We recommend that, if possible, the University should create application logs for critical user functions within the Banner and VIP applications and that the logs are reviewed on an established periodic basis.

We also recommend that proactive monitoring of the UNIX "su" log be performed to identify repeated failures and also verify that successful logins are performed by appropriate individuals.

***OAG Status Update March 31, 2013***

**Still in Progress**

IST monitoring at the application and operating system level remains as stated above. IST permits the super user id to be shared amongst the security administrators for Banner Finance and Student application. Further, IST has not implemented an approved process to review the activities performed by security administrators. We recommend that the IST create unique userids for the application security administrator for Banner Finance and the Student application. Further, IST should monitor the security administrators' activities on a periodic basis. Operating system logs are created; however, IST does not monitor them on a periodic basis. IST does not also monitor network logs on a periodic basis.

***Management Response***

Copies of the UNIX "su" log are sent to the Security Administrator on a daily basis for review.

We will work with the Comptroller's office to selectively enable auditing on the Banner and VIP applications and to design and implement meaningful reports with their guidance for their review of critical user functions.

**12. Improve password strength in the UNIX environment (Reported in 2007/08 – Observation # 9)**

***Observation***

The password strength in the UNIX environment (Solaris and Linux) is not in accordance with good practices in that the account lockout feature is not utilized after a predetermined number of failed logon attempts, and the forced password change options is also not utilized.

We acknowledge that due to the large number of users at the University, implementation of these controls would present an administrative burden. We also understand that with the implementation of the Identity Management System, management's intention is to consider addressing password strength, based on a classification of the associated access risk.

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***Implication***

There is an increased risk of unauthorized access to financial systems when password strength does not follow good practices.

***Recommendation***

We recommend that good practice password standards in the UNIX environment be part of the design and implementation of the identity management system.

***OAG Status Update March 31, 2013***

**Still in Progress**

This observation and recommendation remain as stated above. Although IST has implemented Iridium, the Identity Management System, the system does not manage userIDs (including password controls) at the operating system level. For privileged users, IST should require that passwords be a minimum of eight characters in length and enable password complexity parameters based on good practices.

***Management Response***

Certain operating system administrative access is required outside of Iridium to resolve issues at that level. Use of this access is reported on a daily basis to the Security Administrator for review. It is agreed industry good practices should apply to all passwords, however, not all system vendors support these practices in their system design. We are working on replacing or updating all such systems so password industry best practices can be applied.

**13. Strengthen configurations of servers supporting financial data and processes (Reported in 2009/10 - Observation #2)**

***Observation***

We noted the following in regards to servers that support financial reporting data and processes particularly Unix/Linux servers):

- Servers were configured with numerous unnecessary services (programs) that were Internet accessible.
- The majority of the services' patch levels were not up-to-date.

***Implication***

Any direct connection to the Internet poses a risk of system compromise and must be secured and managed accordingly. As many of these services run with administrative privileges, failure to patch them in a timely manner significantly increases the risk of system compromise and unauthorized super-user access.

***Recommendation***

We recommend that the University perform a review on all servers that support financial data. Critical services for each server should be identified, supported by a risk assessment and tracked from a configuration management perspective. All unnecessary services should be immediately removed. Critical services should have the latest patches applied. These patches should be tracked in accordance with the University's Patch Management program. Authorized access to these services (internal or external) should

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be managed through a firewall and logged accordingly.

***OAG Status Update March 31, 2013:***

**Still in Progress**

In the prior year, we noted through enquiry that the University remediated the second portion of the original finding above pertaining to service patch levels. However, the observation and recommendation pertaining to unnecessary services remains as stated above.

Additionally, as reported in prior year, the Transmission Control Protocol (TCP) Wrappers on the servers supporting financial data and processes were not configured securely. The TCP Wrapper, through the “/etc/hosts.allow” file, provides additional restrictions on access connections to various machines. However, all connections are allowed through “/etc/hosts.allow” and nothing is noted as restricted in the “/etc/hosts.deny” file. Without such restrictions, unauthorized access could occur, negatively affecting the servers supporting the financial data and processes. We recommend that the University review the configuration of the TCP Wrapper and provide appropriate restrictions, allowing only authorized connections. We continue to recommend that the University review the configuration of the TCP Wrapper and provide appropriate restrictions, allowing only authorized connections.

***Management Response***

As configuration management is currently largely a manual process at the university, unnecessary services are removed as they are discovered. Automated configuration management is a component of the IT Service Management (ITSM) methodology the university is working to implement. The “/etc/hosts.deny” file is one of many ways to restrict connections. The university has implemented network controls and firewall protection to ensure the proper restrictions are in place, and only authorized connections are permitted.

**14. Remove trust server relationships for UNIX Servers supporting financial data and processes  
(Reported in 2009/10 - Observation #3)**

***Observation***

UNIX servers supporting financial reporting data and processes are involved in high-risk trust relationships.

***Implication***

A trusted server relationship is created when the normal standard password-based user authentication mechanism is bypassed. A trusting server will allow users to access or run commands on the local server from a remote host without having to supply a password. Establishing trust relationships with systems that are directly exposed to the Internet significantly increases the risk of system compromise and is against good practice. Gaining access to one server implicitly allows access to all of the trusted servers.

***Recommendation***

We recommend that the University restrict the high risk trust relationships used by the UNIX servers that support financial reporting data and processes.

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***OAG Status Update March 31, 2013***

**Still in Progress**

We noted through enquiry that this observation and recommendation remains as stated above.

***Management Response***

The university restricts the UNIX server high risk trust relationship to situations where is absolutely required.

**15. Implement a formal Disaster Recovery Plan (Reported in 2007/08 – Observation # 14)**

***Observation***

The University has made progress towards developing Disaster Recovery Plans (DRP); however, at the time of our review, the DRP strategy was still in the design phase.

***Implication***

Continuity of business operations is highly depended on the uninterrupted flow of information. Without a formal DRP and required resources for recovery, the University may not be able to continue critical business processes. Uncoordinated recovery efforts within the University could extend system outages.

DRPs are key components of Business Continuity Plans (BCP). Recovery procedures go beyond data processing hardware and software. The University requires adequate manual procedures to process transactions until computer processing can be restored. A BCP describes the processes and procedures an organization puts in place to ensure that essential business functions can continue during and after a disaster (see Observation in the non-IT management letter discussing the BCP).

***Recommendation***

We recommend that the University IT continues to work towards implementing a DRP in support of the organizations BCP (still to be fully developed) for key systems and business processes. These plans should be updated when there are changes to the business processes or information technology environments and should be tested annually.

***OAG Status Update March 31, 2013***

**Still in Progress**

The observation and recommendation remain as stated above. The Emergency Management Program policy and procedures now include Business Continuity which the Board of Governors approved in November, 2012. The Emergency Response Plan will be updated in 2013 using NFPA 1600 as framework, including the Disaster Recovery Plan. The Office of Risk Management & Security will continue the ongoing process of encouraging faculties and departments to conduct Business Impact Analysis and recovery activities.

***Management Response***

We continue to refine our Disaster Recovery posture in accordance with the universities Business Continuity Programme.

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**Prior Information Technology Observation – Implemented**

**16. Control access to servers supporting financial reporting data and processes (Reported in 2009/10-  
Observation #1)**

***Observation***

Servers supporting financial data are not appropriately protected from internal and external threats. For example, financially significant servers were not adequately protected by the University's main firewall and could be directly accessed from the Internet.

***Implication***

If access to servers is not restricted, there is a risk that unauthorized individuals may gain access to the University's financial data and systems. This may result in a loss of data integrity.

***Recommendation***

It is critical that Information Services and Technology (IST) place the servers that support financial reporting data and processes behind a firewall that has been configured to deny all activity not expressly authorized. Only essential authorized services for the proper functioning of the organization should be permitted.

***OAG Status Update March 31, 2013***

**Implemented**

IST implemented this process during the year.

## **Transmittal Letters**

June, 2013

Ms. Janice Lederman  
Chair, Board of Governors  
University of Manitoba  
312 Administration Building  
Winnipeg, Manitoba R3T 2N2

Dear Ms. Lederman:

**Re: University of Manitoba**

We have completed our audit of the University's financial statements for the years ended March 31, 2013 and March 31, 2012 as well as the audit of the Schedule of Public Sector Compensation for the year ended December 31, 2012. For your information, we have attached a copy of our letter to the Minister of Advanced Education and Literacy.

We have provided our signed Auditor's Report on the financial statements, for inclusion with the University's annual report, and our signed Auditor's Report on the Schedule of Public Sector Compensation for the year ended December 31, 2012 to the University's Comptroller.

If you wish to discuss any matters, we would be pleased to meet at your convenience. We appreciate the cooperation and assistance provided by the University's management and staff during our audits.

Yours sincerely,

Susan Hay, CA  
Principal

SH/lcs

Encl.

cc: Dr. David Barnard, President, University of Manitoba

**University of Manitoba**  
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June, 2013

Honourable Erin Selby  
Minister of Advanced Education and Literacy  
Room 162, Legislative Building  
Winnipeg, Manitoba R3C 0V8

Dear Minister Selby:

**Re: University of Manitoba**

We have completed our audit of the financial statements of the University of Manitoba for the years ended March 31, 2013 and March 31, 2012 and the Schedule of Public Sector Compensation for the year ended December 31, 2012. We have provided our signed Auditor's Report on the financial statements, for inclusion with the University's annual report, and our signed Auditor's Report on the Schedule of Public Sector Compensation for the year ended December 31, 2012 to the University's Comptroller.

During our audit, we did not identify any matters that require your attention at this time. In our next Annual Report to the Legislature, we will be following up on the recommendation made to the University in our 2012 Report about implementing a comprehensive IT risk assessment process. A copy of the draft report will be provided for your review at a later date.

We have provided a copy of this letter to the Minister of Finance and his officials.

We appreciate the cooperation and assistance provided by senior officials and other employees of the University during our audits. If you wish to discuss this or any other matters, we would be pleased to do so at your convenience.

Yours sincerely,

Carol Bellringer, FCA, MBA  
Auditor General

CB/lcs

cc: Paul Vogt, Clerk of the Executive Council  
Janice Lederman, Chair, Board of Governors, University of Manitoba  
Dr. David Barnard, President, University of Manitoba

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June, 2013

Honourable Stan Struthers  
Minister of Department of Finance  
Room 103, Legislative Building  
Winnipeg, Manitoba R3C 0V8

Dear Minister Struthers:

**Re: University of Manitoba**

We have completed our audit of the financial statements of the University of Manitoba for the years ended March 31, 2013 and March 31, 2012 and the Schedule of Public Sector Compensation for the year ended December 31, 2012. During our audits, we did not identify any matters that require your attention.

Attached is a copy of our letter to the Minister of Advanced Education and Literacy.

If you wish to discuss any matters, we would be pleased to do so at your convenience.

Yours sincerely,

Carol Bellringer, FCA, MBA  
Auditor General

CB/lcs

Encl.

cc: John Clarkson, Deputy Minister, Finance  
Barbara Dryden, Secretary to Treasury Board  
Betty-Anne Pratt, Provincial Comptroller, Finance

**University of Manitoba  
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June, 2013

Mr. Tom Hay, CA  
Comptroller  
University of Manitoba  
406 Administration Building  
Winnipeg, Manitoba R3T 2N2

Dear Mr. Hay:

**Re: University of Manitoba**

We enclose our signed Auditor's Reports on the University's financial statements for the years ended March 31, 2013 and March 31, 2012, for inclusion with the annual report, and the Schedule of Public Sector Compensation for the year ended December 31, 2012.

We wish to thank you, and Gord, and your staff for the cooperation and assistance provided to us during the audits. If you wish to discuss any matters, we would be pleased to do so at your convenience.

Yours sincerely,

Susan Hay, CA  
Principal

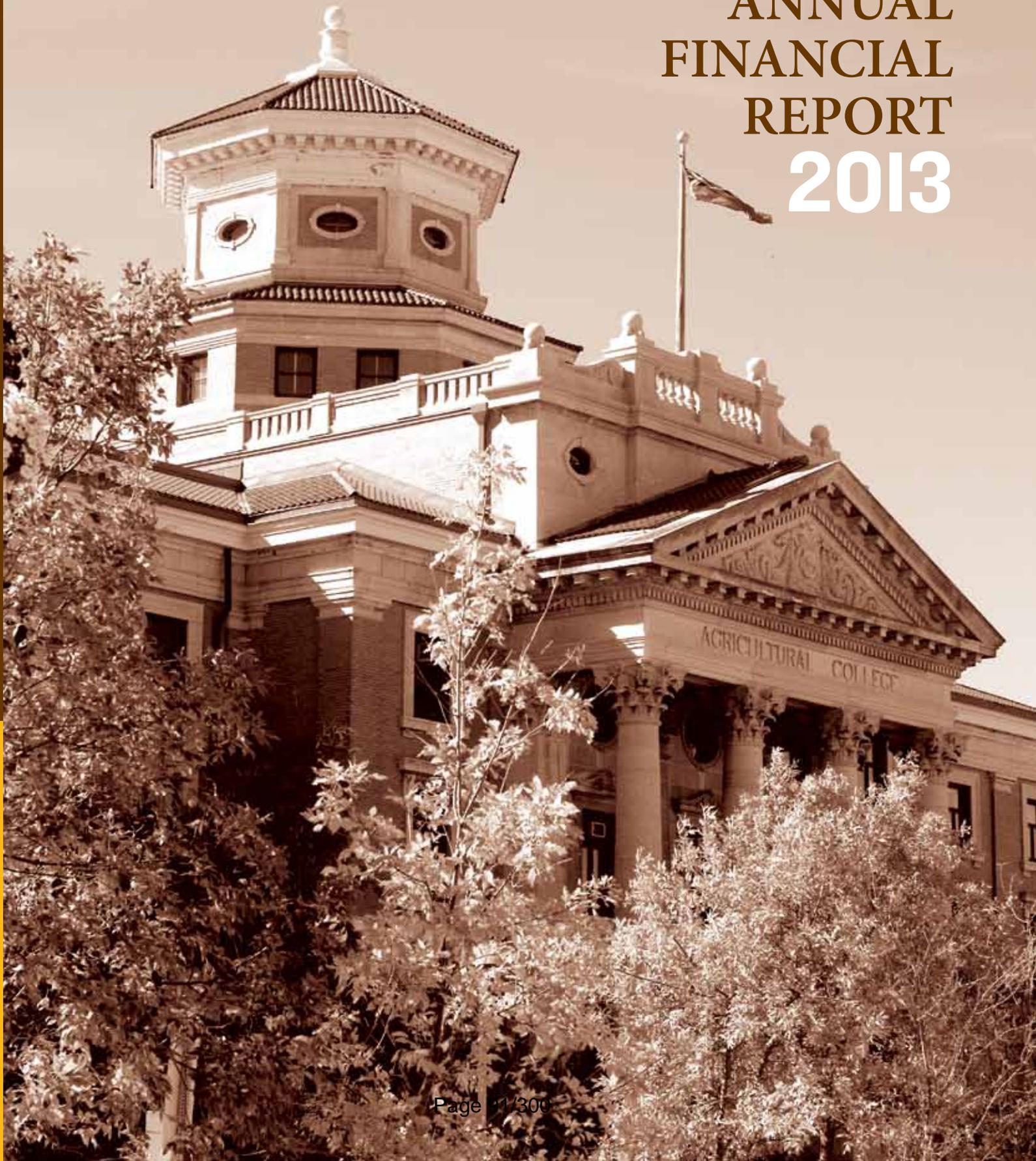
SH/lcs

Encl.



UNIVERSITY  
OF MANITOBA

# ANNUAL FINANCIAL REPORT 2013





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# MISSION VISION VALUES

## MISSION:

To create, preserve and communicate knowledge, and thereby, contribute to the cultural, social and economic well-being of the people of Manitoba, Canada and the world.

## VISION:

Our students, staff and alumni will have an association with the University of Manitoba that is transformative and their discoveries will be of the greatest possible benefit to their own lives, and to the lives of others.

## VALUES:

Excellence, Equity and Diversity, Accountability, Innovation, Integrity, Humanity, Responsibility to Society, Environmental Sustainability, Selectivity, Academic Freedom.

# REPORT OF THE BOARD OF GOVERNORS

## To the Minister of Advanced Education and Literacy, Manitoba

In Compliance with Section 22(1) of The University of Manitoba Act, the Annual Report on the financial affairs of the University for the year ended March 31, 2013 is herewith submitted to the Minister of Advanced Education and Literacy. In this report, we set forth in detail –

- (a) the receipts and expenditures for the next preceding fiscal year,
- (b) the investments as they stood at the end of the year, and
- (c) other particulars which may be of interest to the Minister of Advanced Education and Literacy.

Included with this Report are the Report of the Vice-President (Administration), the Statement of Management Responsibility for Financial Reporting and the Report of the Auditor General of the Province of Manitoba on the audit of the accounts of the University.

### RECEIPTS AND EXPENDITURES: SUMMARY OF GENERAL OPERATING FUND RESULTS

(in thousands of dollars)

	Year Ended March 31	
	2013	2012
Revenues and Other Additions	\$ 559,414	\$ 547,081
Expenditures and Other Deductions	502,913	462,241
Net Revenues	56,501	84,480
Net Appropriated To Specific Provisions	(5,722)	(4,415)
Inter-Fund Transfers	(50,816)	(80,411)
Accumulated Remeasurement Gains	39	
<b>Net Increase To Fund Balance</b>	<b>\$ 2</b>	<b>\$ 14</b>

Additions exceeded deductions by \$56,501,000 for the current fiscal year. Net appropriations of \$5,722,000 were made to specific provisions and an amount of \$50,816,000 was transferred to other funds. The resulting net surplus of \$2,000 after remeasurement gains has been added to the general operating balance in the General Operating Fund, increasing it to a balance of \$2,305,000 as at March 31, 2013.

### INVESTMENTS: INVESTMENT HOLDINGS AT MARCH 31, 2013 WERE AS FOLLOWS:

(in thousands of dollars)

Canadian Bonds and Other Fixed Income	\$ 199,454
Canadian Equities	154,016
U.S. Equities	86,941
International Equities	72,385
Pooled Real Estate	61,320
Bankers Acceptances, Guaranteed Investment Certificates and Cash	62,255
Other	503
	<b>\$ 636,874</b>

Details of the above summaries will be found in the Financial Statements of the University which follow.

# REPORT OF THE BOARD OF GOVERNORS

## MEMBERS OF THE BOARD OF GOVERNORS:

At March 31, 2013 the members of the Board of Governors were as follows:

### **Chair**

Janice Lederman, B.A., LL.B.

### **Vice-Chair**

Patricia Bovey, B.A., FRSA

### **Chancellor**

Harvey Secter, B.Comm, LL.B., LL.M., LL.D.

### **President and Vice-Chancellor**

David T. Barnard, B.Sc., M.Sc., Ph.D (Toronto),  
Dip.C.S. (UBC)

### **Appointed by the Lieutenant-Governor-in-Council:**

Aaron Berg, B.A. (Hons.), LL.B.  
Ted Bock, B.A., LL.B.  
Patricia Bovey, B.A., FRSA  
Evan Bowness  
Alexandra Dansen  
Sharon Jasper, B.Ed.  
Meaghan Labine, B.Sc., M.Sc., Ph.D. candidate  
Janice Lederman, B.A., LL.B.  
Bev Passey, FCGA  
Michael Robertson, B.A., M.A., MAA, MRAIC  
David Sauer, B.A.  
Shelley Jesseau

### **Elected by Senate**

Joanne Embree, M.D., FRCPC  
Norman Halden, B.Sc. (Hons.), Ph.D.  
Mark Whitmore, B.Sc. (Hons.), M.Sc., Ph.D

### **Elected by Graduates**

Romel Dhalla, B.A., B.Comm. (Hons.)  
Gwen Hatch, B.A., LL.B.  
Rennie Zegalski, B.Comm. (Hons.)

### **Elected by the University of Manitoba Students Union**

Bilan Arte  
Jennifer Black  
Emmanuel Rotimi Ojo

### **University Secretary**

Jeffrey M. Leclerc, B.Ed., M.Ed.

Respectfully submitted,  
The Board of Governors,  
The University of Manitoba.

Janice Lederman, Chair.

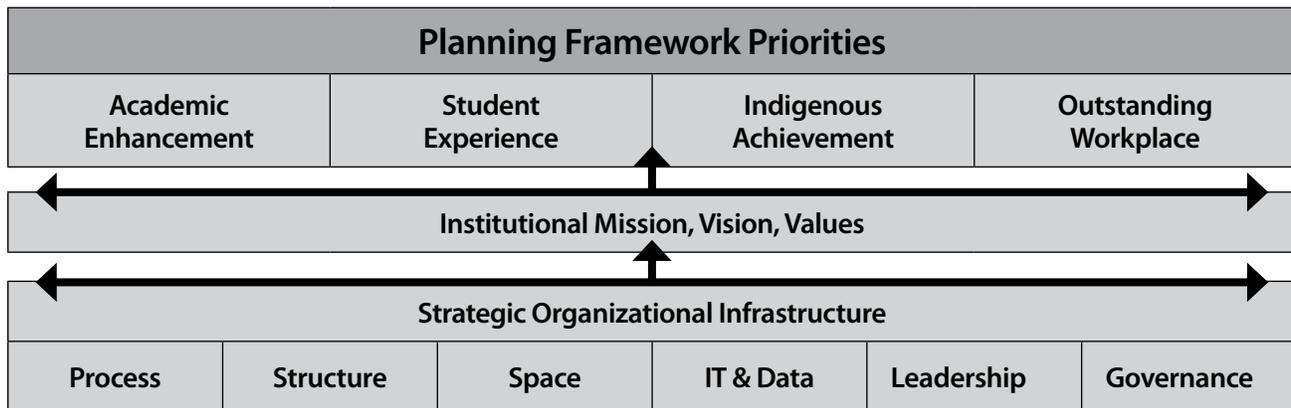
# REPORT OF THE VICE-PRESIDENT (ADMINISTRATION)

*Building on a tradition of excellence, innovation and global influence.  
Forging a vision of discovery and growth.  
Achieving greatness.*

To ensure our university builds on its tradition of excellence, innovation and global influence, our planning decisions are guided by the Strategic Planning Framework that was approved and implemented in 2009.

In order to make progress in the planning framework priorities the university continues to undergo a transformation of its organizational infrastructure – a necessary step to broadly support learning, discovery and engagement. This transformation process is focusing on six major areas of organizational infrastructure: process, structure, space, IT and data, leadership and governance.

The university’s approach, since the approval of the Strategic Planning Framework, has been to allocate a small portion through the budget process to areas which, if enhanced, will lead to institutional benefits such as increased enrolment, reputational improvements and connections to Manitoba priorities.



The 2012-13 provincial budget provided for an operating grant increase of five per cent and ACCESS grant increases of four per cent. Tuition increases were limited to 2.8%, the rate of inflation.

The 2012-13 general operating budget approved by the Board of Governors allowed us to invest in the transformation of organizational infrastructure and the four strategic planning framework pillars as follows:

## Academic Enhancement

- strengthen process of undergraduate program reviews
- support for collaborative cluster initiatives – Centre for Human Rights, research grant facilitators (2), Health Sciences research platform
- research support – enhanced bridge funding; enhanced support for externally funded research chairs program
- strengthen support for teaching and learning
- targeted strategic faculty/school allocation/reallocations
  - funding for Art, Clayton H. Riddell Faculty of Environment, Earth, and Resources, Education, Engineering, Asper School of Business, Kinesiology and Recreation Management, Pharmacy, Libraries and the Colleges (St. John’s and St. Paul’s)

## Indigenous Achievement

- infrastructure support for Migizii Agamik
- support for Elders Gathering and Graduation Pow Wow
- support for development of Aboriginal Viewbook
- Aboriginal tutor support

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## Student Experience

- graduate student support
- supplemental instruction coordinator support
- support for undergraduate recruitment and admissions processes (ROSE Student Services projects)
- undergraduate research award program

## Outstanding Workplace

- leadership development
- career path development

## Transform Organizational Infrastructure

- information technology support, to replace/upgrade infrastructure, teaching and learning technology, processes and to invest in people
- investments in physical plant, to maintain new facilities/property, enhance life safety, and to provide non-salary inflation support
- support to enhance capacity for evidence-based decision making and full participation in the U15 data exchange
- investments in external relations, particularly to support the upcoming capital campaign, and complementary marketing and communications initiatives to enhance image and reputation
- investments in compliance and certification, to meet external regulatory requirements particularly Tri-Council requirements (e.g., grant expenditure monitoring, animal care)
- enhanced safety and security

In the last four successive budgets, \$12.4 million in ongoing funding and \$6.6 million in one-time funds have been allocated to framework priorities. The ongoing funding represents a small portion of operating budget – 2.16%. Nevertheless, these funds have been utilized to launch new programs and seed new initiatives.

## INVESTING IN MANITOBA'S FUTURE

In 2012-13 total university revenue in all Funds (unrestricted and restricted) was \$795.7 million, compared to \$794.1 million in 2011-12. The provincial government, through COPSE, Manitoba Health, Manitoba Student Aid, Manitoba Agriculture, Food & Rural Initiatives, various provincial councils and funds in support of teaching, innovation, capital and research is the largest single supporter of the university, representing 52% or \$412.4 million of total revenue, up from \$379.7 million last year. Support from COPSE increased \$16.3 million. Other revenues from the province included \$12 million for Project Domino and a \$20.7 million flow through grant for the BBB Stadium project.

Students, through their tuition and related fees, provided the second largest source of the university's revenue during the year. In 2012-13, \$133 million was assessed, up from \$123.2 million in the prior year. These fees represent 17% of total revenues. The tuition increases during the year are due mainly to increased enrolment (regular session and international student) and higher tuition fees.

Support from the Government of Canada declined significantly this year. Total revenues of \$75.3 million declined \$18.3 million. Federal support comprises of 9% of total revenues. The greatest decline was in the Capital Fund as funding for the Domino Project came to a close. In 2011-12 we received \$8.9 million for Project Domino as well as \$5.8 million for the Active Living Centre compared to \$0.1 million and \$2.1 million respectively this year. Federal programs provide significant support to research, capital, and indirect costs of research at the university.

The university received \$73.3 million or 9% of total revenue in 2012-13 in contributions, donations, and grants in support of research, special projects and initiatives, capital, chairs, scholarships, bursaries and staff benefits from our generous individual and corporate donors, contributors, and employees. This represents a decrease of \$7.7 million compared to 2011-12, with the largest difference related to a year over year decrease in research funding from the Gates Foundation.

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In the current fiscal year, the University adopted Public Sector Accounting Standards which has changed the method of recording revenues earned on investments. Income earned on dividends, interest, and realized gains and losses are still recorded as revenues in the Statement of Operations, however any income attributed to the change in fair value of investments (the unrealized gains and losses) is now recorded in the Statement of Remeasurement Gains and Losses. These standards were adopted prospectively, which means unrealized income was recorded as revenue last year, but not this year. This is important as it explains why the \$25.5 million in investment income in the current year appears similar to the \$27 million in income from the previous year, despite better investment markets this year. In the current year, unrealized gains of \$46.3 million are recorded as an increase to the Statement of Remeasurement Gains and Losses. The one-year return of the University Investment Trust (Endowment Fund) was 15.5%, significantly higher than last year's return of 4.9%. A more detailed discussion of the Trust and Endowment Fund appears later in this report.

Ancillary Services are comprised of the BookStore, Residences, Parking, Pharmacy, and Smartpark. Revenue for the year remained stable at \$37.2 million or 5% of total revenue. Ancillary Services are completely self-sustaining and contribute to the university's operation by covering their share of overhead in addition to their direct costs, as well as the capital costs of refurbishing Ancillary facilities, acquiring equipment and constructing and upgrading parking lots. They also support non-revenue generating units such as Security Services.

The sale of various goods and services generated 4% of total revenues in 2012-13 or \$33.7 million, an increase from 2011-12 of \$2 million. This increase is attributable to a variety of activities including the English language programs, Patents revenue and Dental Clinic Services. These revenue generating activities supplement the resources available to many faculties and schools for operating purposes while at the same time providing valuable linkages to the community.

Miscellaneous Revenue declined \$15.3 million this year to \$5.4 million due to significant insurance proceeds received for the Duff Roblin fire and the Wallace flood in 2011-12.

## GENERAL OPERATING FUND

The results of the General Operating Fund for 2012-13, shown on a comparative basis with the prior year and the April 1, 2012 Board of Governors approved operating budget are summarized in Table 1, General Operating Fund. Operating revenues are shown by source, and expenses are shown by function and type to provide an overview of how the university utilizes the resources of the General Operating Fund. The university was successful again this year in achieving a balanced budget.

Although under budget pressure, there is a strong commitment to fiscal responsibility and financial stability on the part of the university's administration, faculties, schools, libraries, and support units. This is achieved in a decentralized system of budgetary control where academic and support units are allocated resources to meet the strategic priorities of the university. The operating units are provided with procedures to administer their budgets responsibly and to ensure there is accountability for the resources that are transferred to them.

The General Operating Fund ended the year with \$56.5 million of revenue in excess of expense. Part of this amount is due to the process of accounting for capital additions as assets in the Capital Fund even though they are funded by the operating budgets of faculties and units. In addition, some current year revenues and expenses were favourable to budget, for example, tuition revenues exceeded budget as noted above. The net increase to the General Operating Fund of \$1,984 was generated after taking into account the following interfund activity:

- \$37.2 million was transferred out to Capital representing amounts faculties and units spent on capital assets and library acquisitions
- \$16.0 million was transferred out to support the Dafoe Learning Commons, Fort Garry Campus Wayfinding Signage, Faculty of Medicine Centre for Healthcare Innovation, Library Renovations, and deferred maintenance
- \$9.0 million was transferred in from Trust to support students and unit budgets
- \$7.5 million was transferred out to Trust and Endowment representing funds received through tuition assessments or other revenue sources to be used in future years for scholarships
- \$7.1 million was transferred into provisions for one time only budget allocations for 2013-14 in support of unit priorities identified during the strategic resource planning process

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- \$6.8 million was transferred out to Provisions on behalf of units such as Ancillary Services and the telephone office which are expected to be self-sufficient including future capital replacements
- \$5.8 million was transferred out for debt servicing
- \$3.0 million of overhead recoveries was transferred in from Research

As detailed in Table 1, General Operating Fund expenses increased by \$40.7 million or 9% in fiscal 2012-13 over 2011-12. When compared by function: Instruction costs have increased by \$16.1 million due mainly to budgeted salary and benefit increases; Administration costs have increased by \$5 million due to budgeted salary and benefit increases and increased budgets for Marketing and Communications, Campus Planning and Development offices; and actuarially determined employee future benefits and pension expenses have increased by \$8.8 million.

**TABLE 1: GENERAL OPERATING FUND  
SUMMARY STATEMENT**  
(in thousands of dollars)

	April 1, 2012 Budget	%	March 31, 2013 Actual	%	March 31, 2012 Actual	%
<b>Revenue:</b>						
COPSE	\$ 319,425	58.8%	\$ 319,955	57.2%	\$ 304,147	55.6%
Tuition Fees	127,785	23.5%	133,012	23.8%	123,191	22.5%
Ancillary Services	36,461	6.7%	37,189	6.6%	37,025	6.8%
Sales of Goods & Services	29,525	5.4%	32,822	5.9%	31,010	5.7%
Other Province of Manitoba	14,126	2.6%	17,546	3.1%	15,799	2.9%
Government of Canada	8,499	1.6%	10,563	1.9%	10,760	2.0%
Net Investment Income	4,203	0.8%	3,964	0.7%	5,426	1.0%
Contributions, Donations, Non-Government Grants	1,224	0.2%	2,502	0.4%	2,653	0.5%
Miscellaneous	2,053	0.4%	1,861	0.3%	17,070	3.1%
	543,301	100.0%	559,414	100.0%	547,081	100.0%
<b>Expense by Function:</b>						
Instruction	\$ 275,118	54.7%	\$ 307,404	61.1%	\$ 291,347	63.0%
Administration	48,210	9.6%	40,057	8.0%	35,051	7.6%
Plant Maintenance	21,164	4.2%	34,331	6.8%	32,858	7.1%
Ancillary Services	28,116	5.6%	29,035	5.8%	28,926	6.3%
General	27,130	5.4%	25,538	5.1%	23,213	5.0%
Other Academic Support	25,994	5.2%	23,289	4.6%	21,124	4.6%
Student Affairs	17,621	3.5%	18,782	3.7%	16,786	3.6%
Libraries	18,193	3.6%	16,984	3.4%	16,872	3.7%
Student Awards	8,551	1.7%	10,225	2.0%	7,850	1.7%
Actuarially Determined Employee Future Benefits		0.0%	3,266	0.6%	393	0.0%
Change in Pension Obligation		0.0%	416	0.1%	(5,505)	(1.2%)
Staff Benefits Contra	(5,439)	(1.1%)	(6,414)	(1.3%)	(6,674)	(1.4%)
Central Reserves *	38,212	7.6%				
	502,870	100.0%	502,913	100.0%	462,241	100.0%

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	April 1, 2012 Budget	%	March 31, 2013 Actual	%	March 31, 2012 Actual	%
<i>Net Revenue</i>	40,431		56,501		84,840	
<i>Net Transfer to Other Funds</i>	(40,431)		(56,538)		(84,826)	
<i>Remeasurement Gains and Losses</i>			39			
<i>Net Increase to Fund Balance</i>	\$		\$ 2		\$ 14	
<b>Expense by Type:</b>						
Salaries & Wages	\$ 312,754	62.2%	\$ 316,079	62.9%	\$ 300,284	65.0%
Supplies and Expenses	89,136	17.7%	78,613	15.6%	72,512	15.7%
Staff Benefits	60,825	12.1%	63,833	12.7%	57,324	12.4%
Ancillaries Cost of Goods Sold	15,476	3.1%	15,588	3.1%	15,702	3.4%
Utilities	14,982	3.0%	14,499	2.9%	13,887	3.0%
Student Awards	8,551	1.7%	10,225	2.0%	7,850	1.7%
Payroll Tax Levy	6,585	1.3%	6,808	1.4%	6,468	1.4%
Change in Pension Obligation			3,266	0.6%	(5,505)	(1.2%)
Actuarially Determined Employee Future Benefits			416	0.1%	393	
Staff Benefits Contra	(5,439)	(1.1%)	(6,414)	(1.3%)	(6,674)	(1.4%)
	\$ 502,870	100.0%	\$ 502,913	100.0%	\$ 462,241	100.0%

\* Represents funds budgeted for distribution to unit budgets during the year for salary and contract increases and other centrally funded initiatives.

## STUDENTS

Fall 2012 built upon last year's record-setting enrolment, surpassing it by an additional 2.6% to reach 29,181 students.

Increases were evident in many areas, including undergraduate, graduate, international, and Indigenous enrolment.

Undergraduate enrolment increased 2.7% to 24,996 students in Fall Term 2012. Graduate enrolment increased 2.3% to 3,580 students in Fall Term 2012.

International student enrolment increased 19.3% from Fall Term 2011. The international student population now comprises 11.2% of the total student population.

In Fall Term 2012, Indigenous students comprised 7.2% of the student population. The percentage of Indigenous students in the University 1 program has increased from 8.4% in Fall Term 2011 to 9.1% in Fall Term 2012.

Table 2, Selected Statistics provides information on undergraduate and graduate student enrolment, self-declared Aboriginal students, undergraduate student credit hours and degrees, diplomas and certificates conferred on our graduates.

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TABLE 2: SELECTED STATISTICS

	2012	2011	2010	2009	2008
<b>Fall Term Enrolment</b>					
Total Students <sup>1,2</sup>	29,181	28,430	27,751	27,476	26,238
Undergraduate students	24,996	24,347	23,929	23,654	22,544
% Annual Change	2.7	1.7	1.2	4.9	(2.2)
Full-Time	20,363	19,876	19,522	19,174	18,345
Part-Time	4,633	4,471	4,407	4,480	4,199
Graduate students	3,580	3,501	3,333	3,333	3,224
% Annual Change	2.3	5.0	0.0	3.4	(2.0)
Full-Time	2,843	2,720	2,560	2,550	2,452
Part-Time	737	781	773	783	772
Post-Graduate Medical Educ. Students	605	582	489	489	470
<b>Summer Enrolment</b>	<b>10,469</b>	<b>10,157</b>	<b>10,121</b>	<b>9,637</b>	<b>9,437</b>
% Annual Change	3.1	0.4	5.0	2.1	(1.7)
<b>Total Enrolment</b>	<b>39,650</b>	<b>38,587</b>	<b>37,872</b>	<b>37,113</b>	<b>35,675</b>
<b>Full-Time Equivalent Students<sup>1,3</sup></b>	<b>28,336</b>	<b>27,581</b>	<b>26,943</b>	<b>26,470</b>	<b>25,384</b>
<b>International Students</b>	<b>3,266</b>	<b>2,738</b>	<b>2,354</b>	<b>2,165</b>	<b>2,134</b>
<b>Self Declared Aboriginal Students<sup>4</sup></b>	<b>2,087</b>	<b>2,021</b>	<b>1,912</b>	<b>1,883</b>	<b>1,766</b>
Undergraduate students	1,933	1,876	1,771	1,748	1,638
% Total undergraduate students	7.7	7.7	7.4	7.4	7.3
% Total University <sup>1</sup>	9.1	8.4	8.4	8.3	8.3
	<b>2012</b>	<b>2011</b>	<b>2010</b>	<b>2009</b>	<b>2008</b>
Graduate	147	139	133	129	123
% of Total Graduate	4.1	4.0	4.0	3.9	3.8
Post-Graduate Medical Educ.	7	6	8	6	5
% of Total PGME	1.2	1.0	1.6	1.2	1.1
<b>Undergraduate Student Credit Hours</b>					
Fall and Winter	526,803	512,849	509,309	503,048	485,695
Summer	53,898	53,617	53,910	51,457	49,244
On-load <sup>5</sup>	6,335	6,156	6,084	6,928	6,133
<b>Degrees, Diplomas, Certificates Conferred</b>					
Undergraduate	4,045	4,139	4,120	4,095	4,382
Graduate	815	779	778	738	765

1. As at November 1st.

2. Includes B.Sc.(Dentistry), B.Sc.(Medicine) and Joint Master's Program students based on workload calculations.

3. Full-Time Equivalent Students = Full-time + (Part-time / 3.5). Includes all terms.

4. Aboriginal identity is a voluntary self-declaration made on the Admission form. Therefore, the numbers reported are less than the total population of Canadian Aboriginal students on campus.

5. Courses taught during Summer term as part of Fall and Winter teaching load.

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## STAFF

The University of Manitoba continues to be an outstanding workplace – one that recognizes the significant contributions of its faculty and support staff and provides challenging and enjoyable opportunities for its staff members. A total of 4,698 full-time equivalent staff were employed during the year comprised of 2,085 faculty, 2,456 administrative staff and 157 staff in Ancillary Services.

People drive the success of the University of Manitoba – faculty and staff are committed to providing students with the exceptional education that they expect and deserve. The experience in the classroom and research laboratory is paramount to students' future success and contribution to society. Attracting and retaining the best faculty and staff requires that we compete globally by offering fair compensation packages, modern facilities in which to teach and perform research, and state-of-the-art equipment in classrooms and laboratories.

Faculty achievements throughout the university community this past year were many and varied and are too numerous to detail in this report. To name a few:

- Distinguished Professor Dr. Harvey Max Chochinov, Canada Research Chair in Palliative Care, psychiatry and CancerCare Manitoba was selected by the Canadian Medical Association to receive the 2012 CMA Frederic Newton Gisborne Starr Award, described as the “Victoria Cross of Canadian Medicine,” this award represents the highest honour that the CMA can bestow upon one of its members;
- three professors, Dr. Heather Dean, pediatrics and child health and Manitoba Institute for Child Health, Dr. Lorrie Kirshenbaum, Canada Research Chair in Molecular Cardiology, physiology and St-Boniface Hospital Research, and Dr. Peter Nickerson, internal medicine and immunology, were elected fellows of the Canadian Academy of Health Sciences, one of the highest honours for individuals in the Canadian health sciences community;
- President Emeritus Dr. Arnold Naimark, physiology and medicine, was inducted into the Canadian Medical Hall of Fame for the major role he played in building health education and research in Canada;
- two professors, Distinguished Professor Dr. Jan Oleszkiewicz, civil engineering, and Dr. Doug Thomson, electrical and computer engineering, were elected fellows of the Canadian Academy of Engineering, the national institution through which Canada's most distinguished and experienced engineers provide strategic advice on matters of critical importance to Canada;
- the Women's Executive Network named two professors, Dr. Janice Ristock, women's and gender studies and vice-provost (academic affairs) and Dr. Cheryl Rockman-Greenberg, pediatrics and biochemistry and medical genetics and Manitoba Institute of Child Health, as Canada's Most Powerful Women: TOP 100, in the Trailblazers and Trendsetters category; and
- Dr. Kent HayGlass, immunology and Canada Research Chair in Immune Regulation, was named the 2012 recipient of the Dr. John M. Bowman Memorial Winnipeg Rh Institute Foundation Award for outstanding research by senior university faculty.

## OUTSTANDING WORKPLACE

One of the University of Manitoba's strategic priorities is to be an outstanding workplace, one that recognizes the significant contributions of its faculty and support staff and provides challenging and enjoyable opportunities for its staff members.

In 2012 we released the It's Up to Us – Outstanding Workplace Initiative (OWI) Strategy and Plan. These documents outline six commitments: to increase our connectedness as a community; to foster exemplary leadership and management practices; to enhance a respectful, equitable and inclusive work environment; to enhance career and professional development supports; to increase organizational efficiencies by reducing red-tape and bureaucracy; and to continue to identify, build on and communicate our workplace strengths.

We made progress in many of the areas outlined in our strategy and plan, including communicating our strengths by being recognized as one of Manitoba's Top 25 Employers. We also launched the “Our Outstanding Workplace” web portal – linking

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employees to information about the U of M community and its benefits. We also developed our UM Leading framework and UMLMP (Leadership and Management Program) and outlined our career and professional development framework. We are applying that framework first with regards to our support staff, and very soon can present them with clearer maps, paths, and supports to build their careers here.

Several individual units, for example Dentistry, IST, and Financial Services, developed specific OWI initiatives for their units, including attention to planning, professional development, team effectiveness, and the physical and social workplace environment. The building of the new Active Living Centre, community connectedness through academic structure changes, and further implementation of our OWI plan will continue to enhance the workplace experience for all employees.

## CONTINUOUS IMPROVEMENT

In 2009 two programs, Resource Optimization and Service Enhancement (ROSE) and Optimizing Academic Resources (OARs) were initiated under the overall strategy of achieving resource optimization improvements within the institution. The ROSE program was designed not just to realize cost savings and process efficiencies, but also to enhance quality of service, advance shared responsibility and promote accountability and transparency within many of the administrative processes and services. After completion of the assessment and design phases in 2009 and 2010 respectively, the implementation phase of the program began in February 2011 with over 20 projects being initiated within six functional focused streams.

In 2011, the Office of Continuous Improvement assumed responsibility for managing the delivery of the ROSE program. By the end of the 2012/13 year, the ROSE program had grown to 31 projects across nine functionally focused streams. Fourteen of the 31 projects have been closed, 16 are in progress, and one project is on hold. By the end of 2013 another 12 projects will have been completed.

The past year has seen the successful completion of projects to support online expense submission and travel booking; restructure the marketing and philanthropy offices; improve the overall quality and timeliness of the physical plant work order and project management processes; create significant reductions in the acquisition time and costs of personal computers; implement an online relationship management and admissions system for graduate students; enhance the university's ability to better inform our research community about the research contract process and to make transparent the review process; and to enhance student self-service and improve processing in all facets of the application, assessment and awarding of bursaries and scholarships. The Canadian Association of University Business Officers has awarded the University of Manitoba a Quality and Productivity Award for its online expense submission and travel booking system, recognizing the university as a leader amongst its peers.

The past year has also seen the deployment of new processes and systems to replace the paper based procurement methods with an online, streamlined, and transparent procurement system; reduce hardcopy printing and eliminate over 1,800 individual printing devices by implementing shared, multipurpose print/copy/scan/fax devices; improve the coordination of course scheduling and optimize the use of teaching space; support the management of human and animal ethics protocol approvals; improve management of the lab animals facilities; implement an online relationship management and admissions system for undergraduate students; consolidate desktop and application support; and to standardize on a common email/ calendaring system.

Participation from all levels of the university continues to be significant. To date, over 200 staff members have worked within the ROSE program in some capacity, either as a team member on one or more of the ROSE projects, on the program team, or in one of the committees supporting the projects and program.

The ROSE program is on track to meet projected annual combined cost savings and revenue enhancement of \$8 million to \$15 million, in addition to significant service enhancement for the functional areas within scope of the program.

The goal of the OARs program is to make better use of the university's academic resources by identifying strategies to improve, and reduce barriers to their effective use. In 2009, three project teams identified issues and advanced recommendations to academic bodies and administrative offices/officers designed to optimize the future use of the university's academic resources and, in so doing, advance the academic enterprise.

In 2010, OARs evolved to focus on two major areas: the development of a strategic enrolment management plan, and the establishment of collaborative clusters designed to facilitate more deliberate collaboration between faculties/schools. A

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Strategic Enrolment Management Planning Committee was established to provide advice on enrolment goals, and policies and practices to facilitate the overall student experience. A variety of sub-committees are in place, including data management, student success/retention, graduate students/research, academic rules and regulations, and recruitment and marketing. To facilitate collaboration between academic units, five groupings or collaborative clusters were established: Fine Arts, Design and Culture; Health Sciences; Natural and Applied Sciences; Social and Human Development; and Social Sciences. These clusters began discussions to identify opportunities for the joint development of new teaching and research programs; the sharing of administrative services and resources; and methods to reduce barriers and foster faculty and student mobility within and between units.

In January 2012, the President launched the Academic Structure Initiative to investigate and define opportunities to integrate the administration and operations of faculties and units. "It is now time to move forward with a plan to simplify and improve our university's academic structure, so that we can more effectively achieve our strategic vision." As a result, this initiative began to explore, simplify and improve the current academic structure with the specific goal to identify 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. The cluster mechanism was identified as a useful starting point and the Vice-President (Academic) and Provost has been working with the health sciences deans and directors to develop a proposal or set of options for a more integrated structure in this area. As a result of extensive discussions and broad consultation, a set of options were presented to the health sciences faculties' staff and students on November 15, 2012. Following a period of further consultation, a formal proposal to incorporate the Faculties of Dentistry, Medicine, Nursing and Pharmacy, and the Schools of Dental Hygiene and Medical Rehabilitation into a new Faculty of Health Sciences was developed and is under consideration. As well, the Faculty of Agricultural and Food Sciences and the Clayton H. Riddell Faculty of Environment, Earth, and Resources have initiated discussions about a greater integration of activities.

The initiatives above only address the ROSE and OARS programs. Many other individual initiatives are underway within the university and are creating change outside of the ROSE and OARS governance mandates. The creation of a more holistic approach to instill and maintain a culture of continual change and build upon the change outcomes introduced with the ROSE and OARS programs is now underway. Strategies and approaches are being developed, and actions are underway that will build mature practices of process improvement, project/program delivery, and change support that can be used throughout the university.

## WORLD CLASS RESEARCH

The University of Manitoba currently holds 45 Canada Research Chairs and one Canada Excellence Research Chair, and is an active participant in 11 of Canada's National Networks of Centres of Excellence. The university is also home to, or a partner in, 53 research centres, institutes and shared facilities that foster collaborative research and scholarship in a wide variety of fields.

In October 2012 and March 2013, the Canada Research Chair (CRC) program announced an investment of \$5.7 million for research at the University of Manitoba. The university was awarded one new CRC and five CRCs had their chairs renewed. Dr. Salah Mahmud, community health sciences, Tier 2 CRC in Pharmacoepidemiology and Vaccine Evaluation, will receive \$500,000 over the next five years. His research will use epidemiological methods to find ways to reduce the risk of developing and dying from these common cancers and infections by studying the use of widely used medications like aspirin, cholesterol lowering drugs and anti-depressants in preventing major cancers, such as prostate, colon and cervical. The following CRCs were renewed in their Tier 1 appointments and awarded \$1.4 million each over the next seven years: Dr. Diana Brydon, English, film and theatre; Dr. Grant Hatch, pharmacology and therapeutics/biochemistry and medical genetics, Manitoba Institute of Child Health; and Dr. Peter Jones, food science and Richardson Centre for Functional Foods and Nutraceuticals. The following CRCs were renewed in their Tier 2 appointments and awarded \$500,000 each over the next five years: Dr. Warren Cariou, English, film and theatre; and Dr. Michelle Driedger, community health sciences.

In 2012-13, research at the University of Manitoba continued its strength, with investment in a number of key areas. University researchers received \$102.7 million in sponsored or assisted research support through grants or contracts from the federal and provincial governments, various foundations, business and industry, and individuals. This funding is consistent with the amount received in 2011-12.

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Table 3, Research Expenses by Faculty or Support Unit, illustrates the level of research investment, as measured by the level of spending, in faculties and schools 2012-13. Research investment was highest in the Faculty of Medicine, at a level of \$50.2 million in 2012-13. The second-highest was the Faculty of Agricultural and Food Sciences at \$15.1 million, followed by the Faculties of Science, Engineering, and the Clayton H. Riddell Faculty of Environment, Earth and Resources, at \$9.3, \$8.0, and \$7.3 million respectively. In 2012-13 a total of \$108.3 million was spent on sponsored or assisted research activities at the University of Manitoba.

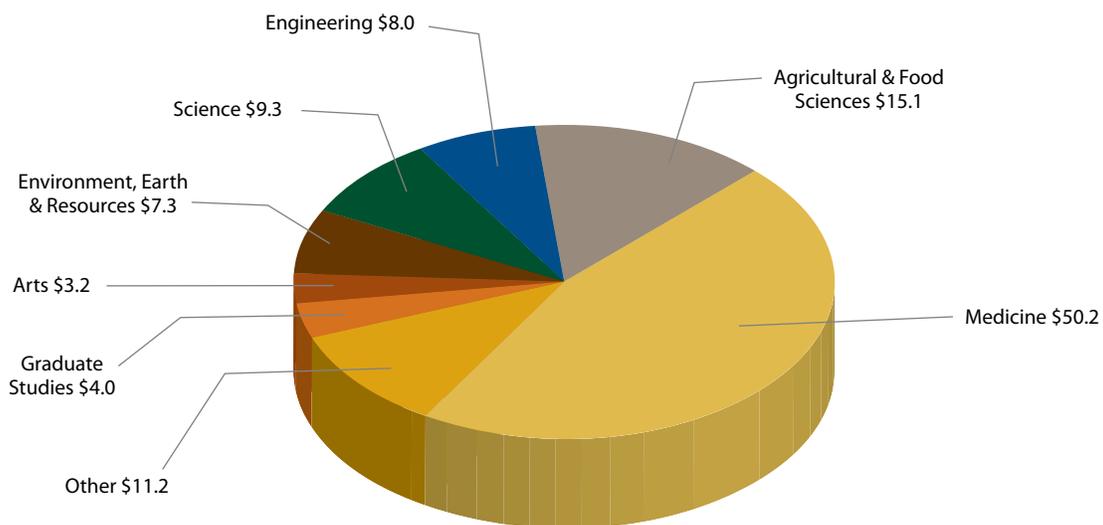
On May 25, 2012, the Social Sciences and Humanities Research Council (SSHRC) of Canada announced \$2.69 million over seven years in new funding under the Partnership Grant program to Dr. Haskel Greenfeld, anthropology, who will partner with fellow archaeologist Aren Maeier of Bar-Ilan University in Israel. Their team will unearth buried streets and houses from 2500 BC at the ancient site of Tell es-Safi, a city likely destroyed by fire during battle. This will be the first time that archeologists will investigate a lower-class neighbourhood on a microscopic level in order to see what daily life was like for common folk.

On September 19, 2012 the University of Manitoba’s \$3-million Thorlakson Chair in Surgical Research was announced. Dr. Richard Keijzer, pediatric general surgery and Manitoba Institute of Child Health, was named the Thorlakson Chair in Surgical Research. This first-ever chair in surgical research was made possible by a \$1.5 million donation by the Dr. Paul H.T. Thorlakson Foundation Fund, and a \$1.5 million in matching funds contributed by faculty members in the university’s Department of Surgery. This research chair will ultimately improve surgical outcomes for patients and promote innovation and will increase the competitiveness of the Faculty of Medicine and the Department of Surgery to recruit top clinician scientists and increase prominence for funding from national and international funding agencies.

Funding from the CFI, MRIF, and matching contributions from industry, along with the corresponding expenditures, are reflected in the Capital Asset Fund. In 2012-13, total contributions from these sources were \$4.9 million. The new funding supports research in seven faculties, including projects in: arctic geomicrobiology and climate change, molecular determinants of chromosome instability in cancer, integrating mass spectrometry and protein functionality in biology and medicine, and molecular oral microbiology laboratory for cell-cell interaction and antimicrobial research. When combined with sponsored or assisted research funding of \$102.7 million, University of Manitoba researchers received \$107.6 million in funding in 2012-13.

**TABLE 3: RESEARCH EXPENSES BY FACULTY OR SUPPORT UNIT 2012-13**

(Total \$108.3 M)



# REPORT OF THE VICE-PRESIDENT (ADMINISTRATION)

## TRUST AND ENDOWMENT FUND

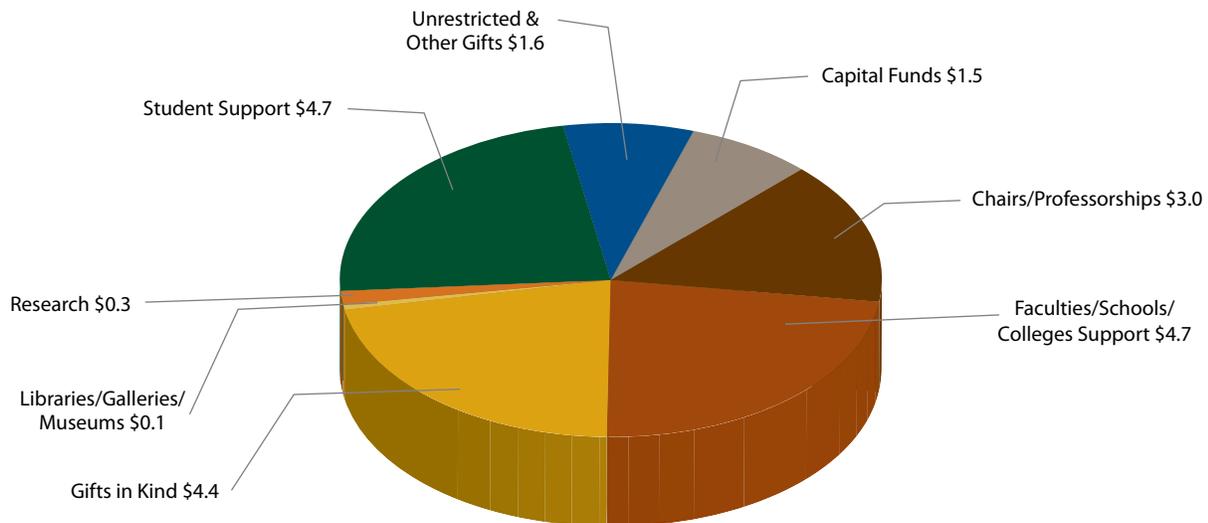
The University's endowment fund had a market value of \$424 million as at March 31, 2013, compared to \$357 million in 2012. The growth was primarily due to \$11 million in new donations, and an annual return of 15.5%. This annual return was very favorable, as the portfolio performed well compared to its peer group and compared to the policy benchmark return of 10.5%. On a relative basis compared to individual benchmarks, all three equity mandates outperformed the indices they are measured against. The Canadian equity portfolio earned a 1-year return of 17.5%, versus the S&P/TSX Index return of 6.1%; the U.S. equity portfolio earned 17.6% for the year compared to the S&P 500 Index return of 15.9%; and the EAFE equity mandate's return of 16.4% compared well against the MSCI EAFE Index return of 13.1%. In addition, the Canadian real estate portfolio realized a 1-year return of 17.8%, which also benefitted the overall performance of the portfolio. The only mandate with low returns was the bond portfolio which earned 4.8% for the year, which is reflective of the low yields and low valuations typical of current bond markets. The market value of the specific trusts was \$48 million (2012 - \$36 million), the increase due to gifts and funding for new capital projects.

The endowment fund generated a spending allocation of \$16.2 million for the upcoming fiscal year, up from last year's distribution of \$15.2 million. This allocation provides funding for student support, faculty and researchers, various programs and initiatives, chairs and professorships, and additions to library resources. The continuing growth of both the endowment fund and the income it distributes is a testament to the generosity of the University's many donors which allows the fund to help support current students as well as future generations of students.

Tables 4.1 and 4.2 Donor Pledges summarize pledges received by type of donor and the purpose for which the gift was pledged.

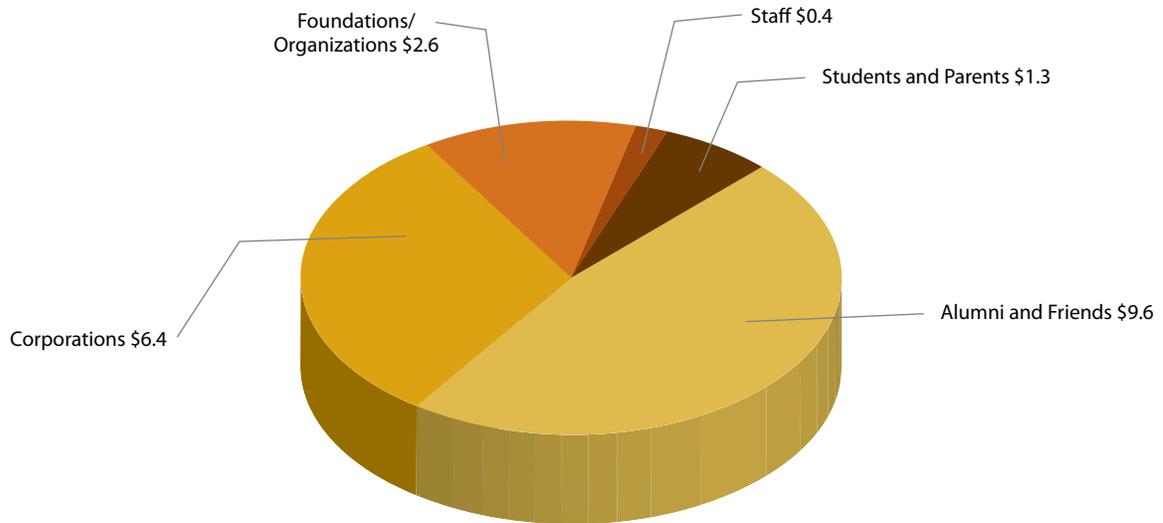
**TABLE 4.1: DONOR PLEDGES BY TYPE OF GIFT 2012-2013**

(Total \$20.3 M)



# REPORT OF THE VICE–PRESIDENT (ADMINISTRATION)

**TABLE 4.2: DONOR PLEDGES BY CONSTITUENCY 2012-2013**  
(Total \$20.3 M)



## INVESTMENT IN CAPITAL, INFRASTRUCTURE, AND TECHNOLOGY

In 2012-13, the University of Manitoba invested \$95.1 million in capital assets as follows:

- \$65.5 million for the construction of buildings, infrastructure renewal and land improvements;
- \$15.5 million for the acquisition of furniture, equipment and vehicles;
- \$3.1 million for computer equipment and technological improvements such as building cabling; and
- \$11 million for library acquisitions and works of art.

In addition, debt servicing costs of \$22 million were paid, primarily relating to the Provincial Debt, the Arthur V. Mauro Student Residence, and the Pembina Hall Student Residence.

Capital funding for the year includes internal sources plus \$7.3 million from COPSE, \$18.9 million from other Provincial departments, \$4.2 million from the Federal Government, \$14.4 million from private donors and \$10.8 million from other income.

A number of projects were completed during the fiscal year including the Wallace Building addition (\$7.4 million), Duff Roblin fire restoration (\$2.5 million), Frank Kennedy locker room renovation (\$2.6 million), Active Living Centre tunnel connection (\$1.4 million), Faculty of Medicine clinical skills lab renovation (\$1.2 million) and Faculty of Science Parker Lab 280 renovation (\$1.0 million).

Construction commenced on the Stanley Pauley Centre (\$1.2 million) which is devoted to education and research associated with electrical power conservation. The Stanley Pauley Centre will house three major laboratories: the Intelligent Power Grid Laboratory, the Electric Vehicles Laboratory and the McMath High Voltage laboratory.

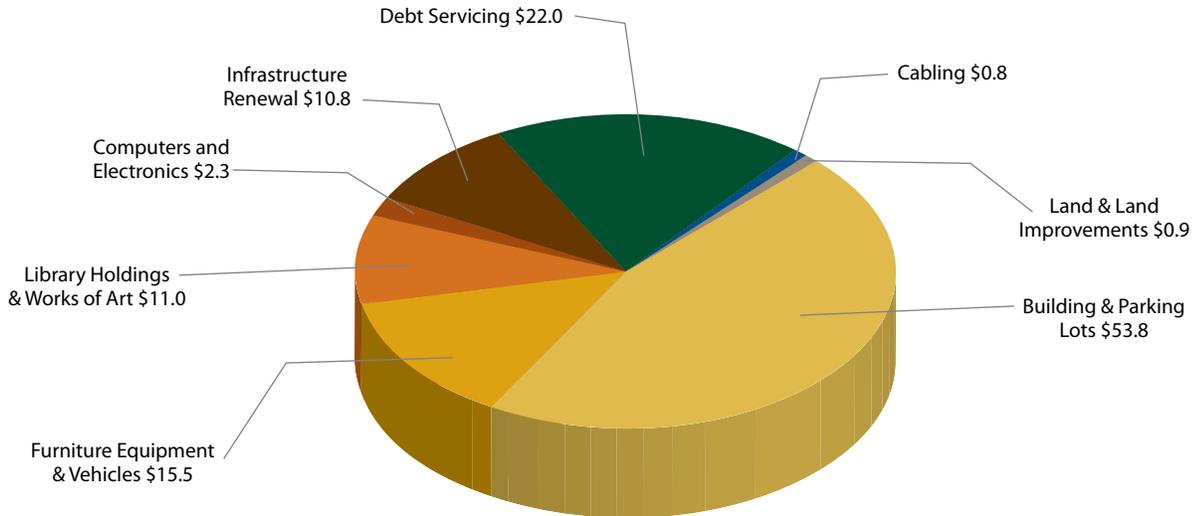
Construction continued on the Taché Hall Project Domino renovation (\$11.2 million) and the Active Living Centre (\$4.1 million) which is expected to open in January 2015.

Infrastructure renewal projects undertaken in 2012-13 included asbestos remediation (\$2.0 million), fire and safety (\$1.6 million), window replacements (\$1.3 million), Ellis Building fume hood (\$1.7 million) and the Bannatyne electrical Reservicing Project (\$1.2 million). These projects were funded by COPSE capital grants, deferred maintenance funding from the Province and the Provincial Debt.

# REPORT OF THE VICE-PRESIDENT (ADMINISTRATION)

**TABLE 5: CAPITAL FUND EXPENDITURES 2012-13**

(Total \$117.1 M)



Smartpark continues its mission to “Build a Community of Innovators” by developing land and space for lease on a designated 100 acres of university land for four broad research areas: information and communications technology, engineering and advanced materials, health and biotechnology, and agricultural and nutritional sciences. Smartpark Research and Technology Park opened its first building facility in 2002. Today, it is home to 30 clients employing 1,000 people in 9 buildings across the park including the eureka project: Smartpark’s business incubator of early-stage technology companies.

Table 5, Capital Fund Expenditures provides a more detailed breakdown of the \$95.1 million in capital asset expenditures and debt servicing costs of \$22 million during 2012-13.

## SUSTAINABILITY

In 2012-13 the university reinforced its commitment to sustainability by adopting Sustainability at the University of Manitoba: A Strategic Vision for Action and by establishing an Office of Sustainability to advance this vision. Sustainability is a shared commitment undertaken by all actors in the university community. Delivering education, research, development and operations that meet the needs of today and of tomorrow supports the university’s mission while driving reductions in resource consumption, fostering efficient systems, optimizing resources, maintaining assets and reducing waste.

In addition to improving social and environmental outcomes, sustainability initiatives related to energy, water and other kinds of resource consumption have financial benefits to the University:

- A major step in the University’s stewardship efforts was the 1997 Energy Performance Contract which invested over \$12 million in utility saving initiatives and has generated savings of more than \$50.2 million, with \$4.3 million in the 2012/13 year alone.
- The university continues to strive for a 5% year-over-year utility savings. Since 1990/91, the University of Manitoba’s Fort Garry campus has reduced its natural gas consumption by more than 39% per sq. foot and electricity consumption by more than 35% per sq. ft.
- Water consumption is more than 57% less compared to 1990 levels, generating estimated savings of \$1.69 million in annual water billing for the university in 2012/13. Water metering technologies have been implemented providing Physical Plant with the capacity to monitor actual campus water usage. This information results in an estimated savings of an additional \$500,000 per year.

# REPORT OF THE VICE–PRESIDENT (ADMINISTRATION)

- The most recent water related project is the upgrading of water fountains in University Centre. In an effort to reduce waste and promote universal access to potable water, outdated, seldom used fountains were replaced with new bottle fillers with automatic sensors. As of mid-April 2013, over 100,000 “fills” were dispensed from the fountains.
- A variety of custodial system enhancements have been implemented recently that reduce the need for disposable cleaning supplies and for cleaning chemicals. These changes are associated with social, environmental and financial benefits and include:
  - Energy efficient and hygienic hand dryers in high use washrooms – run for just 12 seconds/use and reduce paper use
  - Mats that remove dirt and grit before it enters the building, thereby minimizing the use of unnecessary cleaning chemicals
  - Reusable microfibre cleaning cloths
  - Chemical-free floor cleaning machines that use up to 70% less water than traditional floor cleaning methods
  - Handheld sprayers which electrically convert water into a cleaning solution, eliminating 47 general-purpose chemicals used for daily cleaning of glass, hard surfaces, and carpets.

## FORT GARRY CAMPUS PLAN

In December 2012, “Visionary (re)Generation”, the university’s Open International Design Competition for a new Fort Garry Campus Plan, was launched. Emphasizing innovative and sustainable design, the competition tasks teams with developing an overall vision and urban design strategy for the campus including the Southwood lands, in line with the principles and vision established through consultation with university and community stakeholders. The winning team will be responsible for the development of a Fort Garry Campus Plan, a conceptual plan for the Southwood precinct, and a phase-one site plan for eight hectares of the Southwood site.

In March 2013, forty-six teams from around the world submitted entries for the competition’s first design phase. Technical experts examined and assessed the entries and the competition jury, supported by technical experts and stakeholders, has selected six finalists to move on to the competition’s second design phase. A winner will be selected by the jury and announced in November 2013.

## BANNATYNE CAMPUS PLAN

The past year saw the initiation of a campus master planning process for the Bannatyne campus. The process was initially driven by several factors, most notably the potential relocation of the Faculty of Nursing to Bannatyne and the attendant need for a new Nursing building at Bannatyne; the need for more student services and amenities at the campus; and the increasing emphasis on co-learning and interdisciplinary teaching, learning, and research in the health sciences. Thorough and regular consultation with the Deans and Directors of Bannatyne faculties and schools along with Nursing resulted in a draft discussion paper outlining the principles, overall vision, and general framework to guide the future of the campus. The discussion paper includes a phasing scenario for campus development, and has formed the basis of ongoing consultation and engagement with the university community and the surrounding neighbourhoods. Over 700 people and 40 stakeholder groups including student, faculty, staff, administration, and surrounding neighbourhood stakeholders have been part of the engagement process through meetings and open house events. Community engagement is ongoing and will inform the creation of the final draft of the Campus Master Plan, anticipated for June 2013.

# REPORT OF THE VICE-PRESIDENT (ADMINISTRATION)

## AN ASSET TO OUR COMMUNITY

In addition to success at providing a quality university education to our students and conducting world class research with global implications, the University of Manitoba reaches out to the community in many other ways, through continuing education, collaborative efforts with business and industry, and through the provision of specialized services not readily available locally. The university operates two main campuses, Bannatyne and Fort Garry, with satellite teaching and research facilities at Glenlea Research Station, Ian M. Morrison Research Farm in Carman, University of Manitoba Downtown: Aboriginal Education Centre, and at the William Norrie Centre on Selkirk Avenue.

In addition, Dentistry, Medicine and Social Work all offer programs onsite and through distance education delivery techniques in rural and northern communities. Dentistry offers extensive dental services through the Centre for Community Oral Health and Medicine provides health services through the Northern Medical Unit, bringing dental and health care to remote and Aboriginal communities. The University Centre Pharmacy also operates the Medical Information Line which offers phone and walk-in medication consultation to all Manitobans.

Smartpark continues to flourish, providing business and industry with opportunities to work collaboratively with researchers at the University of Manitoba.

More than \$1.8 billion in Province-wide economic activity is stimulated by the University of Manitoba, according to a study released in December 2009. The University of Manitoba Economic Impact Analysis, produced by PricewaterhouseCoopers and commissioned by the University of Manitoba, shows the university has a far-reaching effect upon all Manitobans. As illustrated above, the university does more than stimulate the economy in the short term; it is successful in the delivery of education, research, and community service which translates into major long term economic, social, and cultural benefits for the people of Manitoba.

The university currently is undergoing a physical transformation as a result of several projects underway that will enhance campus life for our students, faculty and staff. Significant progress has been made over this past year on upgrading or replacing university facilities.

The Knowledge Infrastructure Program (KIP) projects completed include the ARTlab, Biological Sciences Redevelopment, Regenerative Medicine Development, Neil John Maclean Health Sciences Library expansion, Buller Building Redevelopment, Eureka Incubator and Smartpark Phase II. As part of Project Domino, Taché Hall is being transformed from a residence building to a new Music, Art and Theatre complex. The Duff Roblin Building occupants finally returned to the building in September 2012 subsequent to the March 2009 fire. The Nellie Cournoyea Artic Research Facility, the CERC laboratory housed in the Wallace Building, opened in March 2013 and the Elizabeth Dafoe Library main floor renovation is complete. Construction on the Active Living Centre is well underway and the tunnel connection from Frank Kennedy to Architecture II and renovation to the Frank Kennedy locker rooms have been completed. The 33,000-seat Investors Groups Field is now open.

## CONCLUSION

Increased investment in the university is the right choice for Manitoba and will not only result in sustaining the capacity of the university to support learning, innovation in research, and community service, but also ensure that Manitobans will prosper.

The university acknowledges with gratitude the continuing support of the Province and the Council on Post-Secondary Education as well as the support of our students, staff, alumni, and community stakeholders.

Respectfully submitted,

Paul Kochan  
Vice-President (Administration)

# STATEMENT OF MANAGEMENT RESPONSIBILITY FOR FINANCIAL REPORTING

The University is responsible for the preparation of the financial statements and has prepared them in accordance with Canadian public sector accounting standards established by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants including the standards for government not for profit organizations. The University believes the financial statements present fairly the University's financial position as at March 31, 2013, March 31, 2012 and April 1, 2011 and the results of its operations for the years ending March 31, 2013 and March 31, 2012.

The University's Board of Governors is responsible for overseeing the business affairs of the University and also has the responsibility to approve the financial statements. The Board has delegated certain responsibilities to its Audit Committee including the responsibility for reviewing the annual financial statements and meeting with management and the Auditor General of Manitoba on matters relating to the financial reporting. The Auditor General has full access to the Audit Committee with or without the presence of management. The Board has approved the financial statements.

In fulfilling its responsibilities and recognizing the limits inherent in all systems, the University has developed and maintains a system of internal controls designed to provide reasonable assurance that University assets are safeguarded from loss and that accounting records are a reliable basis for the preparation of financial statements. The integrity of internal controls is reviewed on an ongoing basis by the Audit and Risk Management Committee, Audit Services, and the Auditor General.

The financial statements for the years ended March 31, 2013 and March 31, 2012 have been reported on by the Auditor General of Manitoba, the auditor appointed under the University of Manitoba Act. The Auditor's Report outlines the scope of her examination and provides her opinion on the fairness of presentation of the financial statements.

Paul Kochan  
Vice-President (Administration)  
Winnipeg, Manitoba  
June 25, 2013

## INDEPENDENT AUDITOR'S REPORT

To the Lieutenant Governor-in-Council  
To the Legislative Assembly of Manitoba  
To the Board of Governors of the University of Manitoba

We have audited the accompanying financial statements of the University of Manitoba, which comprise the statement of financial position as at March 31, 2013, March 31, 2012 and April 1, 2011, and the statements of operations and changes in fund balances, remeasurement gains and losses, and cash flows for the years ended March 31, 2013 and March 31, 2012, and a summary of significant accounting policies and other explanatory information.

### **Management's Responsibility for the Financial Statements**

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian public sector accounting standards and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

# INDEPENDENT AUDITOR'S REPORT

## Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of the University of Manitoba as at March 31, 2013, March 31, 2012 and April 1, 2011, and the results of its operations, its remeasurement gains and losses, and its cash flows for the years ended March 31, 2013 and March 31, 2012 in accordance with Canadian public sector accounting standards.

## Basis of Presentation

Without modifying our opinion, we draw attention to Note 2a. to the financial statements, which describes that the University of Manitoba adopted Canadian public sector accounting standards on April 1, 2012 with a transition date of April 1, 2011. These standards were applied retroactively by management in these financial statements except for the accounting standards for financial instruments which were applied prospectively on April 1, 2012.

[Date]  
Winnipeg, Manitoba

Carol Bellringer, FCA, MBA  
Auditor General

DRAFT

# FINANCIAL STATEMENTS

**UNIVERSITY OF MANITOBA**  
**STATEMENT OF FINANCIAL POSITION**  
**AS AT MARCH 31, 2013, MARCH 31, 2012 AND APRIL 1, 2011**  
(in thousands of dollars)

	March 31, 2013	March 31, 2012	(Note 3) April 1, 2011
<b>Assets</b>			
<i>Current Assets</i>			
Cash and Cash Equivalents	\$ 117,603	\$ 121,368	\$ 109,444
Accounts Receivable (Note 4)	61,800	74,081	75,230
Inventories	3,421	3,348	3,411
Prepaid Expenses	1,329	1,097	551
	<b>184,153</b>	<b>199,894</b>	<b>188,636</b>
<i>Long Term Assets</i>			
Loan Receivable (Note 5)	170,538	130,878	24,286
Investments (Note 6)	636,874	553,309	537,587
Capital Assets, Net of Accumulated Amortization (Note 8)	960,754	917,277	843,385
	1,768,166	1,601,464	1,405,258
	<b>\$ 1,952,319</b>	<b>\$ 1,801,358</b>	<b>\$ 1,593,894</b>
<b>Liabilities</b>			
<i>Current Liabilities</i>			
Accounts Payable	\$ 53,660	\$ 49,813	\$ 55,119
Unearned Revenue	6,888	6,521	5,278
Vacation and Sick Leave Liability	13,356	12,501	11,709
Loan (Note 20)	5,000		
Current Portion of Capital Lease Obligations (Note 9)	124	234	347
Current Portion of Long Term Debt (Note 10)	17,285	19,471	12,451
	<b>96,313</b>	<b>88,540</b>	<b>84,904</b>
<i>Long Term Liabilities</i>			
Other Long Term Liabilities (Note 11)	5,964	5,856	2,714
Capital Lease Obligations (Note 9)	76	200	307
Long Term Debt (Note 10)	342,775	305,258	211,965
Employee Future Benefits (Note 12)	63,072	59,806	59,413
Pension Obligation (Note 16)	33,847	33,431	38,936
	<b>445,734</b>	<b>404,551</b>	<b>313,335</b>
<b>Fund Balances</b>			
Unrestricted	(75,421)	(74,482)	(66,641)
Restricted	334,958	323,159	304,128
Invested in Capital Assets	864,732	815,259	725,480
Endowed	286,003	244,331	232,688
	1,410,272	1,308,267	1,195,655
	<b>\$ 1,952,319</b>	<b>\$ 1,801,358</b>	<b>\$ 1,593,894</b>

Contractual Obligations and Contingencies (Note 20)

Janice Lederman – Chair

Patricia Bovey – Vice-Chair

(The accompanying Notes form an integral part of the Financial Statements)

# FINANCIAL STATEMENTS

## STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES FOR THE YEARS ENDED MARCH 31 (in thousands of dollars)

	General Funds (Note 2D)	Restricted Funds (Note 2E)	Endowment Fund (Note 2F)	2013 Total Funds	2012 Total Funds
<b>Revenue:</b>					
Tuition and Related Fees	\$ 133,012	\$	\$	\$ 133,012	\$ 123,191
Contributions, Donations, Non-Government Grants	2,502	60,311	10,531	73,344	81,078
Investment Income (Note 17)	3,964	21,504		25,468	27,034
Miscellaneous Income	1,861	3,497		5,358	20,696
Government Grants:					
Council on Post-Secondary Education	319,955	7,345		327,300	310,964
Other Province of Manitoba	17,546	67,512		85,058	68,724
Government of Canada	10,563	64,753		75,316	93,611
Sales of Goods and Services	32,822	842		33,664	31,731
Ancillary Services	37,189			37,189	37,025
	559,414	225,764	10,531	795,709	794,054
<b>Expense:</b>					
Academic	307,404	99,717		407,121	396,804
Libraries	16,984	15		16,999	16,881
Student Affairs	18,782	10		18,792	16,816
Administration	40,057	2,363		42,420	37,642
Plant Maintenance	34,331			34,331	32,858
Other Academic Support	23,289	28		23,317	21,140
General	25,538	27,345		52,883	29,103
Student Awards	10,225	38,368		48,593	46,541
Interest		17,572		17,572	16,863
Amortization of Capital Assets		51,619		51,619	49,654
Ancillary Services	29,035			29,035	28,926
Actuarially Determined Employee Future Benefits	3,266			3,266	393
Change in Pension Obligation (Note 16)	416			416	(5,505)
Staff Benefits Contra	(6,414)			(6,414)	(6,674)
	502,913	237,037		739,950	681,442
<b>Net Revenue (Expense) from Operating Activities</b>	56,501	(11,273)	10,531	55,759	112,612
Inter-Fund Transfers (Note 14)	(57,752)	54,227	3,525		
Net Increase to Fund Balances from Operating Activities	(1,251)	42,954	14,056	55,759	112,612
Fund Balances from Operating Activities Beginning of the Year	8,488	1,055,448	244,331	1,308,267	1,195,655
Fund Balances from Operating Activities End of the Year	7,237	1,098,402	258,387	1,364,026	1,308,267
Accumulated Remeasurements Gains (Losses) End of Year	39	18,591	27,616	46,246	
<b>Fund Balances End of Year</b>	\$ 7,276	\$ 1,116,993	\$ 286,003	\$ 1,410,272	\$ 1,308,267
Unrestricted Funds	\$ (75,421)	\$	\$	\$ (75,421)	\$ (74,482)
Internally Restricted Funds	82,697	42,692		125,389	121,986
Externally Restricted Funds		209,569	286,003	495,572	445,504
Invested in Capital Assets		864,732		864,732	815,259
	\$ 7,276	\$ 1,116,993	\$ 286,003	\$ 1,410,272	\$ 1,308,267
<i>Supplemental Information:</i>					
<i>Net Increase (Decrease) from:</i>					
<i>Operating Activities</i>	\$ (1,251)	\$ 42,954	\$ 14,056	\$ 55,759	\$ 112,612
<i>Accumulated Remeasurement Gains and (Losses)</i>	39	18,591	27,616	46,246	
<b>Total Increase (Decrease) in Fund Balances</b>	\$ (1,212)	\$ 61,545	\$ 41,672	\$ 102,005	\$ 112,612

(The accompanying Notes form an integral part of the Financial Statements) Page 116/300

# FINANCIAL STATEMENTS

## STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES FOR THE YEAR ENDED MARCH 31, 2012

(in thousands of dollars)

	General Funds (Note 2D)	Restricted Funds (Note 2E)	Endowment Fund (Note 2F)	2012 Total Funds
<b>Revenue:</b>				
Tuition and Related Fees	\$ 123,191	\$	\$	\$ 123,191
Contributions, Donations, Non-Government Grants	2,653	65,169	13,256	81,078
Investment Income (Note 17)	5,426	24,686	(3,078)	27,034
Miscellaneous Income	17,070	3,626		20,696
Government Grants:				
Council on Post-Secondary Education	304,147	6,817		310,964
Other Province of Manitoba	15,799	52,925		68,724
Government of Canada	10,760	82,851		93,611
Sales of Goods and Services	31,010	721		31,731
Ancillary Services	37,025			37,025
	547,081	236,795	10,178	794,054
<b>Expense:</b>				
Academic	291,347	105,457		396,804
Libraries	16,872	9		16,881
Student Affairs	16,786	30		16,816
Administration	35,051	2,591		37,642
Plant Maintenance	32,858			32,858
Other Academic Support	21,124	16		21,140
General	23,213	5,890		29,103
Student Awards	7,850	38,691		46,541
Interest		16,863		16,863
Amortization of Capital Assets		49,654		49,654
Ancillary Services	28,926			28,926
Actuarially Determined Employee Future Benefits	393			393
Change in Pension Obligation (Note 16)	(5,505)			(5,505)
Staff Benefits Contra	(6,674)			(6,674)
	462,241	219,201		681,442
<b>Net Revenue (Expense)</b>	84,840	17,594	10,178	112,612
Inter-Fund Transfers (Note 14)	(77,782)	76,317	1,465	
Net Increase to Fund Balances from Operating Activities	7,058	93,911	11,643	112,612
Fund Balances from Operating Activities Beginning of the Year	1,430	961,537	232,688	1,195,655
<b>Fund Balances from Operating Activities End of the Year</b>	\$ 8,488	\$1,055,448	\$ 244,331	\$ 1,308,267
Unrestricted Funds	\$ (74,482)	\$	\$	\$ (74,482)
Internally Restricted Funds	82,970	39,016		121,986
Externally Restricted Funds		201,173	244,331	445,504
Invested in Capital Assets		815,259		815,259
	\$ 8,488	\$1,055,448	\$ 244,331	\$ 1,308,267

(The accompanying Notes form an integral part of the Financial Statements)

# FINANCIAL STATEMENTS

**STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES  
FOR THE GENERAL FUNDS  
FOR THE YEARS ENDED MARCH 31**  
(in thousands of dollars)

	General Operating Fund (Note 2D)	Specific Provisions Fund (Note 2D)	Expenses Funded From Future Revenues (Note 2D)	2013 Total General Funds	2012 Total General Funds
<b>Revenue:</b>					
Tuition and Related Fees	\$ 133,012	\$	\$	\$ 133,012	\$ 123,191
Contributions, Donations, Non-Government Grants	2,502			2,502	2,653
Investment Income (Note 17)	3,964			3,964	5,426
Miscellaneous Income	1,861			1,861	17,070
Government Grants:					
Council on Post-Secondary Education	319,955			319,955	304,147
Other Province of Manitoba	17,546			17,546	15,799
Government of Canada	10,563			10,563	10,760
Sales of Goods and Services	32,822			32,822	31,010
Ancillary Services	37,189			37,189	37,025
	559,414			559,414	547,081
<b>Expense:</b>					
Academic	307,404			307,404	291,347
Libraries	16,984			16,984	16,872
Student Affairs	18,782			18,782	16,786
Administration	40,057			40,057	35,051
Plant Maintenance	34,331			34,331	32,858
Other Academic Support	23,289			23,289	21,124
General	25,538			25,538	23,213
Student Awards	10,225			10,225	7,850
Ancillary Services	29,035			29,035	28,926
Actuarially Determined Employee Future Benefits	3,266			3,266	393
Change in Pension Obligation (Note 16)	416			416	(5,505)
Staff Benefits Contra	(6,414)			(6,414)	(6,674)
	502,913			502,913	462,241
<b>Net Revenue from Operating Activities</b>	56,501			56,501	84,840
Inter-Fund Transfers (Note 14)	(56,538)	(273)	(941)	(57,752)	(77,782)
Net Increase (Decrease) to Fund Balances from Operating Activities	(37)	(273)	(941)	(1,251)	7,058
Fund Balances from Operating Activities Beginning of the Year	2,303	82,970	(76,785)	8,488	1,430
Fund Balances from Operating Activities End of the Year	2,266	82,697	(77,726)	7,237	8,488
Accumulated Remeasurements Gains (Losses) End of Year	39			39	
<b>Fund Balances End of the Year</b>	\$ 2,305	\$ 82,697	\$ (77,726)	\$ 7,276	\$ 8,488
Unrestricted Funds	\$ 2,305	\$	\$ (77,726)	\$ (75,421)	\$ (74,482)
Internally Restricted Funds		82,697		82,697	82,970
	\$ 2,305	\$ 82,697	\$ (77,726)	\$ 7,276	\$ 8,488
<b>Supplemental Information:</b>					
Net Increase (Decrease) from: Operating Activities	\$ (37)	\$ (273)	\$ (941)	\$ (1,251)	\$ 7,058
Accumulated Remeasurement Gains and (Losses)	39			39	
<b>Total Increase (Decrease) in Fund Balances</b>	\$ 2	\$ (273)	\$ (941)	\$ (1,212)	\$ 7,058

(The accompanying Notes form an integral part of the Financial Statements)

# FINANCIAL STATEMENTS

**STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES  
FOR THE GENERAL FUNDS  
FOR THE YEAR ENDED MARCH 31, 2012**  
(in thousands of dollars)

	General Operating Fund (Note 2D)	Specific Provisions Fund (Note 2D)	Expenses Funded From Future Revenues (Note 2D)	2012 Total General Funds
<b>Revenue:</b>				
Tuition and Related Fees	\$ 123,191	\$	\$	\$ 123,191
Contributions, Donations, Non-Government Grants	2,653			2,653
Investment Income (Note 17)	5,426			5,426
Miscellaneous Income	17,070			17,070
Government Grants:				
Council on Post-Secondary Education	304,147			304,147
Other Province of Manitoba	15,799			15,799
Government of Canada	10,760			10,760
Sales of Goods and Services	31,010			31,010
Ancillary Services	37,025			37,025
	547,081			547,081
<b>Expense:</b>				
Academic	291,347			291,347
Libraries	16,872			16,872
Student Affairs	16,786			16,786
Administration	35,051			35,051
Plant Maintenance	32,858			32,858
Other Academic Support	21,124			21,124
General	23,213			23,213
Student Awards	7,850			7,850
Ancillary Services	28,926			28,926
Actuarially Determined Employee Future Benefits	393			393
Change in Pension Obligation (Note 16)	(5,505)			(5,505)
Staff Benefits Contra	(6,674)			(6,674)
	462,241			462,241
<b>Net Revenue</b>	84,840			84,840
Inter-Fund Transfers (Note 14)	(84,826)	1,971	5,073	(77,782)
Net Increase (Decrease) to Fund Balances from Operating Activities	14	1,971	5,073	7,058
Fund Balances from Operating Activities Beginning of the Year	2,289	80,999	(81,858)	1,430
<b>Fund Balances from Operating Activities End of the Year</b>	\$ 2,303	\$ 82,970	\$ (76,785)	\$ 8,488
Unrestricted Funds	\$ 2,303	\$	\$ (76,785)	\$ (74,482)
Internally Restricted Funds		82,970		82,970
	\$ 2,303	\$ 82,970	\$ (76,785)	\$ 8,488

(The accompanying Notes form an integral part of the Financial Statements)

# FINANCIAL STATEMENTS

## STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES FOR THE RESTRICTED FUNDS FOR THE YEARS ENDED MARCH 31 (in thousands of dollars)

	Capital Asset Fund (Note 2E)	Research and Special Fund (Note 2E)	Staff Benefits Fund (Note 2E)	Trust Fund (Note 2E)	2013 Total Restricted Funds	2012 Total Restricted Funds
<b>Revenue:</b>						
Contributions, Donations,						
Non-Government Grants	\$ 14,359	\$ 36,507	\$ 3,458	\$ 5,987	\$ 60,311	\$ 65,169
Investment Income (Note 17)	7,691		1,155	12,658	21,504	24,686
Miscellaneous Income	3,079	164	252	2	3,497	3,626
Government Grants:						
Council on Post-Secondary Education	7,345				7,345	6,817
Other Province of Manitoba	18,856	48,656			67,512	52,925
Government of Canada	4,248	60,505			64,753	82,851
Sales of Goods and Services		842			842	721
	55,578	146,674	4,865	18,647	225,764	236,795
<b>Expense:</b>						
Academic		99,717			99,717	105,457
Libraries		15			15	9
Student Affairs		10			10	30
Administration		2,363			2,363	2,591
Plant Maintenance						
Other Academic Support		28			28	16
General		20,730	3,935	2,680	27,345	5,890
Student Awards		23,597		14,771	38,368	38,691
Interest	17,572				17,572	16,863
Amortization of Capital Assets	51,619				51,619	49,654
	69,191	146,460	3,935	17,451	237,037	219,201
<b>Net Revenue from Operating Activities</b>	(13,613)	214	930	1,196	(11,273)	17,594
Inter-Fund Transfers (Note 14)	63,194	(4,297)	(1,983)	(2,687)	54,227	76,317
Net Increase (Decrease) to Fund Balances from Operating Activities	49,581	(4,083)	(1,053)	(1,491)	42,954	93,911
Fund Balances from Operating Activities Beginning of the Year	815,259	94,660	492	145,037	1,055,448	961,537
Fund Balances from Operating Activities End of the Year	864,840	90,577	(561)	143,546	1,098,402	1,055,448
Accumulated Remeasurements Gains (Losses) End of Year	(108)		1,352	17,347	18,591	
<b>Fund Balances End of the Year</b>	\$ 864,732	\$ 90,577	\$ 791	\$ 160,893	\$ 1,116,993	\$ 1,055,448
Internally Restricted Funds	\$	\$	\$ 945	\$ 41,747	\$ 42,692	\$ 39,016
Externally Restricted Funds		90,577	(154)	119,146	209,569	201,173
Invested in Capital Assets	864,732				864,732	815,259
	\$ 864,732	\$ 90,577	\$ 791	\$ 160,893	\$ 1,116,993	\$ 1,055,448
<i>Supplemental Information:</i>						
<i>Net Increase (Decrease) from:</i>						
<i>Operating Activities</i>	\$ 49,581	\$ (4,083)	\$ (1,053)	\$ (1,491)	\$ 42,954	\$ 93,911
<i>Accumulated Remeasurement Gains and (Losses)</i>	(108)		1,352	17,347	18,591	
<b>Total Increase (Decrease) in Fund Balances</b>	\$ 49,473	\$ (4,083)	\$ 299	\$ 15,856	\$ 61,545	\$ 93,911

(The accompanying Notes form an integral part of the Financial Statements)

# FINANCIAL STATEMENTS

**STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES  
FOR THE RESTRICTED FUNDS  
FOR THE YEAR ENDED MARCH 31, 2012**  
(in thousands of dollars)

	Capital Asset Fund (Note 2E)	Research and Special Fund (Note 2E)	Staff Benefits Fund (Note 2E)	Trust Fund (Note 2E)	2012 Total Restricted Funds
<b>Revenue:</b>					
Contributions, Donations,					
Non-Government Grants	\$ 6,304	\$ 48,923	\$ 3,323	\$ 6,619	\$ 65,169
Investment Income (Note 17)	3,460		999	20,227	24,686
Miscellaneous Income	2,905	550	171		3,626
Government Grants:					
Council on Post-Secondary Education	6,817				6,817
Other Province of Manitoba	24,813	28,112			52,925
Government of Canada	21,675	61,176			82,851
Sales of Goods and Services		721			721
	65,974	139,482	4,493	26,846	236,795
<b>Expense:</b>					
Academic		105,457			105,457
Libraries		9			9
Student Affairs		30			30
Administration		2,591			2,591
Plant Maintenance					
Other Academic Support		16			16
General			3,485	2,405	5,890
Student Awards		24,089		14,602	38,691
Interest	16,863				16,863
Amortization of Capital Assets	49,654				49,654
	66,517	132,192	3,485	17,007	219,201
<b>Net Revenue</b>	(543)	7,290	1,008	9,839	17,594
Inter-Fund Transfers (Note 14)	90,322	(16,995)	1,525	1,465	76,317
Net Increase (Decrease) to Fund Balances from Operating Activities	89,779	(9,705)	2,533	11,304	93,911
Fund Balances from Operating Activities Beginning of the Year	725,480	104,365	(2,041)	133,733	961,537
<b>Fund Balances from Operating Activities End     of the Year</b>	\$ 815,259	\$ 94,660	\$ 492	\$ 145,037	\$1,055,448
Internally Restricted Funds	\$	\$	\$ 762	\$ 38,254	\$ 39,016
Externally Restricted Funds		94,660	(270)	106,783	201,173
Invested in Capital Assets	815,259				815,259
	\$ 815,259	\$ 94,660	\$ 492	\$ 145,037	\$1,055,448

(The accompanying Notes form an integral part of the Financial Statements)

# FINANCIAL STATEMENTS

## STATEMENT OF REMEASUREMENT GAINS AND LOSSES FOR THE YEAR ENDED MARCH 31, 2013

(in thousands of dollars)

	General Operating Fund	Capital Asset Fund	Staff Benefits Fund	Trust Fund	Endowment Fund	2013 Total Funds
<b>Accumulated remeasurement gains (losses) beginning of year</b>	\$	\$	\$	\$	\$	\$
Unrealized gains (losses) attributed to:						
Derivatives		(108)				(108)
Foreign Exchange	39					39
Portfolio Investments			1,352	17,347	27,616	46,315
Amounts reclassified to the statement of Operations						
Derivatives						
Foreign Exchange						
Portfolio Investments						
Net remeasurement gains (losses) for the year	39	(108)	1,352	17,347	27,616	46,246
<b>Accumulated remeasurement gains (losses) end of year</b>	\$ 39	\$ (108)	\$ 1,352	\$ 17,347	\$ 27,616	\$ 46,246

(The accompanying Notes form an integral part of the Financial Statements)

# FINANCIAL STATEMENTS

## STATEMENT OF CASH FLOWS FOR THE YEARS ENDED MARCH 31 (in thousands of dollars)

	General Funds	Restricted Funds	Endowment Fund	2013 Total Funds	2012 Total Funds
<b>Operating Activities:</b>					
Net Revenue (Expense)	\$ 56,501	\$ (11,273)	\$ 10,531	\$ 55,759	\$ 112,612
Amortization of Capital Assets		51,619		51,619	49,654
	56,501	40,346	10,531	107,378	162,266
Net Change in Non-Cash Working Capital Items	8,378	13,667		22,045	4,253
Net Change in Other Long Term Liabilities		108		108	3,142
Net Change in Pension Obligation	416			416	(5,505)
Net Change in Employee Future Benefits	(425)	3,691		3,266	393
<i>Net Cash Generated through Operating Activities</i>	64,870	57,812	10,531	133,213	164,549
<b>Investing Activities:</b>					
Increase in Loan Receivable		(39,660)		(39,660)	(106,592)
Increase in Accumulated Remeasurement Gains (Losses)	39	18,591	27,616	46,246	
Increase in Long Term Investments	1,149	(43,042)	(41,672)	(83,565)	(15,722)
<i>Net Cash Generated through (used in) Investing Activities</i>	1,188	(64,111)	(14,056)	(76,979)	(122,314)
<b>Capital Activities:</b>					
Purchase of Capital Assets		(95,096)		(95,096)	(123,546)
<i>Net Cash (used in) Capital Activities</i>		(95,096)		(95,096)	(123,546)
<b>Financing Activities:</b>					
Proceeds from Capital Lease Obligations					168
Proceeds from Long Term Debt		32,433		32,433	103,591
Contractual Interest Added to Loan Principal		7,227		7,227	3,002
Principal Repayment on Capital Lease Obligations		(234)		(234)	(388)
Refinancing of Long Term Debt					(7,075)
Principal Repayment on Long Term Debt		(4,329)		(4,329)	(6,063)
<i>Net Cash Generated through Financing Activities</i>		35,097		35,097	93,235
<b>Net Increase (Decrease) in Cash</b>	66,058	(66,298)	(3,525)	(3,765)	11,924
<i>Inter-Fund Adjustments</i>	(57,752)	54,227	3,525		
<b>Cash Beginning of Year</b>	26,896	94,472		121,368	109,444
<b>Cash End of Year</b>	\$ 35,202	\$ 82,401		\$ 117,603	\$ 121,368
<i>Cash is defined as:</i>					
Cash and Cash Equivalents	\$ 35,202	\$ 82,401	\$	\$ 117,603	\$ 121,368
<b>Supplemental cash flow information:</b>					
Interest Received	\$ 4,691	\$ 10,408	\$	\$ 15,099	\$ 10,632
Interest Paid	\$	\$ 10,345	\$	\$ 10,345	\$ 10,617

(The accompanying Notes form an integral part of the Financial Statements)

# FINANCIAL STATEMENTS

## STATEMENT OF CASH FLOWS FOR THE YEAR ENDED MARCH 31, 2012 (in thousands of dollars)

	General Funds	Restricted Funds	Endowment Fund	2012 Total Funds
<b>Operating Activities:</b>				
Net Revenue	\$ 84,840	\$ 17,594	\$ 10,178	\$ 112,612
Amortization of Capital Assets		49,654		49,654
	84,840	67,248	10,178	162,266
Net Change in Non-Cash Working Capital Items	53,626	(49,373)		4,253
Net Change in Other Long Term Liabilities	346	2,796		3,142
Net Change in Pension Obligation	(5,505)			(5,505)
Net Change in Employee Future Benefits	(277)	670		393
<i>Net Cash Generated through Operating Activities</i>	133,030	21,341	10,178	164,549
<b>Investing Activities:</b>				
Increase in Loan Receivable		(106,592)		(106,592)
Increase in Long Term Investments	(50,150)	46,071	(11,643)	(15,722)
<i>Net Cash (used in) Investing Activities</i>	(50,150)	(60,521)	(11,643)	(122,314)
<b>Capital Activities:</b>				
Purchase of Capital Assets		(123,546)		(123,546)
<i>Net Cash (used in) Capital Activities</i>		(123,546)		(123,546)
<b>Financing Activities:</b>				
Proceeds from Capital Lease Obligations		168		168
Proceeds from Long Term Debt		103,591		103,591
Contractual Interest Added to Loan Principal		3,002		3,002
Principal Repayment on Capital Lease Obligations		(388)		(388)
Refinancing of Long Term Debt		(7,075)		(7,075)
Principal Repayment on Long Term Debt		(6,063)		(6,063)
<i>Net Cash Generated through Financing Activities</i>		93,235		93,235
<b>Net Increase (Decrease) in Cash</b>	82,880	(69,491)	(1,465)	11,924
<i>Inter-Fund Adjustments</i>	(77,782)	76,317	1,465	
<b>Cash Beginning of Year</b>	21,798	87,646		109,444
<b>Cash End of Year</b>	\$ 26,896	\$ 94,472	\$	\$ 121,368
<i>Cash is defined as:</i>				
Cash and Cash Equivalents	\$ 26,896	\$ 94,472	\$	\$ 121,368
<b>Supplemental cash flow information:</b>				
Interest Received	\$ 4,387	\$ 6,245	\$	\$ 10,632
Interest Paid	\$	\$ 10,617	\$	\$ 10,617

(The accompanying Notes form an integral part of the Financial Statements)

## NOTES TO THE FINANCIAL STATEMENTS FOR THE YEARS ENDED MARCH 31

(in thousands of dollars)

### I. AUTHORITY AND PURPOSE

The University of Manitoba was established in 1877. It is governed by a Board of Governors acting under the authority of The University of Manitoba Act, R.S.M. 1987, c. U60. The University of Manitoba is a registered charity and is exempt from income taxes under Section 149 of the Income Tax Act.

The University of Manitoba, as the largest and most comprehensive institution of higher learning in Manitoba, plays a distinctive role within the Province. In addition to offering an undergraduate liberal education in arts, science and education, the University of Manitoba provides programs in a broad range of professional studies, applied sciences and the fine and performing arts and is responsible for the vast majority of graduate education and research in Manitoba. The University of Manitoba reaches out to a variety of constituencies in order to enhance the health, cultural, social and economic life of Manitobans and to provide lifelong learning opportunities for them. Through community service the University makes its expertise available to all Manitobans.

### 2. SIGNIFICANT ACCOUNTING POLICIES

#### A. GENERAL

These financial statements have been prepared in accordance with Canadian public sector accounting standards established by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants, including the standards for government not-for-profit organizations. The University has adopted the restricted fund method of accounting for contributions.

Commencing with the 2012/13 fiscal year, the University of Manitoba has adopted Canadian public sector accounting standards. These financial statements are the first financial statements in which the University has applied Canadian public sector accounting standards.

The impacts on the opening balances as at April 1, 2011 and the balances for the year ended March 31, 2012 as previously reported, as a result of the conversion to Canadian public sector accounting standards, are described in Note 3.

#### B. FUND ACCOUNTING

The University classifies resources used for various purposes into separate Funds which correspond to its major activities and objectives. The Statement of Financial Position combines the assets and liabilities of all Funds.

The University maintains its Funds under three fund categories, General, Restricted and Endowment Funds. The General Funds include the Funds for General Operating, Specific Provisions and Expenses Funded from Future Revenues. The Restricted Funds include the Capital Asset, Research and Special, Staff Benefits and Trust Funds. The Endowment Fund includes endowed funds of the University.

#### C. ACCOUNTING ESTIMATES

Accounting estimates are included in financial statements to approximate the effect of past revenue or expense transactions or events, or to approximate the present status of an asset or liability. Examples include accruals for salaries and benefits, the estimated useful life of an asset and certain actuarial assumptions used in determining employee future benefits. It is possible that changes in future conditions could require changes in the recognized amounts for accounting estimates.

# FINANCIAL STATEMENTS

## D. GENERAL FUNDS

### **General Operating Fund:**

The General Operating Fund includes the academic, administrative, operational and ancillary costs that are funded by tuition and related fees, government grants, investment income and miscellaneous income, sales of goods and services to external parties and ancillary income. As such, this Fund reports unrestricted resources and restricted resources earmarked for general operating purposes.

All funds received or accrued by the University for general operating purposes and for equipment and renovation expenses not meeting the University's capitalization criteria are included in the General Operating Fund. The net cost of operating units is determined by including internal cost allocations for certain centrally administered services such as the telephone system in the units' expenses and by deducting these expenses as internal cost recoveries from the total expenses incurred by the unit administering these services.

The University BookStore, Parking, Student Residences, Pharmacy/Post Office, and Smartpark are classified as Ancillary Services and are budgeted on a break even basis. Any surpluses or deficits are transferred to/from the Specific Provisions Fund. Overhead costs have been allocated to all ancillary operations. Amortization of ancillary capital assets and interest expense is recorded in the Capital Asset Fund.

### **Specific Provisions Fund:**

The Specific Provisions Fund records appropriations made from (to) the General Operating, Capital Asset and Research and Special Funds.

These appropriations are made to provide future funding for the replacement, improvement or emergency maintenance of capital assets, unit carryover, a fiscal stabilization provision to offset potential spending in excess of future budgets and other matters. Such appropriations are shown as inter-fund transfers on the Statement of Operations and Changes in Fund Balances.

### **Expenses Funded From Future Revenues:**

Expenses Funded from Future Revenues records the amount of non vesting sick leave benefits and unpaid vacation pay for staff which will be funded from future revenues. It also records the actuarially determined expense for employee future benefits and change in pension obligations.

## E. RESTRICTED FUNDS

### **Capital Asset Fund:**

The Capital Asset Fund consists of restricted contributions resulting from capital asset co-funding arrangements with external parties, contributed capital assets and government grants, restricted for the purpose of acquiring capital assets and retiring capital advances. Funding agreements, using promissory notes as a vehicle, entered into with the Provincial Government, for the construction or acquisition of capital assets, which will be repaid from future funding provided by the Provincial Government through the Council on Post-Secondary Education (COPSE) are recorded as capital grants. These capital grants, under the restricted fund method of accounting, are reflected as revenue in the Statement of Operations and Changes in Fund Balances. The interest expense and the related future funding from COPSE over the terms of the promissory notes, to offset the interest expense and principal payments, are both excluded from the Statement of Operations and Changes in Fund Balances. Expenses include interest on debt relating to the acquisition or construction of capital assets, amortization and gains or losses on disposal of capital assets, including write-downs resulting from obsolescence.

### **Research and Special Fund:**

The Research and Special Fund consists of contributions specifically restricted for research or other special activities. Contributions are provided from both federal and provincial granting agencies and other public and private sources. These funds are spent in accordance with the conditions stipulated in the governing contracts and agreements.

## **Staff Benefits Fund:**

The Staff Benefits Fund is divided into Fund Accounts for Pension Reserve and Self Insured Plans, the revenues of which are restricted for the purposes noted.

(i) Pension Reserve:

This Fund Account is restricted for special payments towards any unfunded liability of the University of Manitoba Pension Plan (1993) and other pension obligations.

(ii) Self-Insured Plans:

This Fund Account records the assets and liabilities for two self-insured benefit plans, the Long Term Disability Income Plan and the Dental Plan. The Long Term Disability Income Plan is used for long term disability payments for eligible staff. The Plan contains two funds, one for the payment of Basic Benefits and another for the payment of Cost-of-Living Benefits. The Dental Plan is administered by a contracted third party. Surplus funds are held for the purpose of covering deficits which may occur in this self-insured plan.

## **Trust Fund:**

The Trust Fund records gifts and bequests received which may be used in their entirety along with net investment income earned on these funds, according to donor restrictions. The majority of these funds are used for scholarships, bursaries, awards, loans, and other scholarly activities.

## **F. ENDOWMENT FUND**

The Endowment Fund records gifts and bequests received with the stipulation that these funds be invested in perpetuity and investment income earned be utilized for designated purposes. The Fund balance also reflects the change in fair value of Endowment Fund investments, which is recorded in the statement of remeasurement gains and losses.

## **G. REVENUE RECOGNITION**

Restricted contributions are recognized as revenue of the appropriate Fund when received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured.

Unrestricted contributions, including sales of goods and services and ancillary revenues, are recognized as revenue of the General Operating Fund in the year received or receivable, if the amount to be received can be reasonably estimated and collection is reasonably assured.

Contributions for endowment purposes are recognized as revenue in the Endowment Fund in the year received. Investment income earned on endowments is recorded in the appropriate Trust Fund depending on the restrictions imposed by the original donor.

Investment income, including realized gains (losses), is recorded in the Statement of Operations and Changes in Fund Balances. Investment income earned on temporary surplus funds is recorded in the appropriate Fund depending on the restrictions imposed. Investment income on unrestricted surplus funds is recorded as unrestricted income in the General Operating Fund.

The change in fair value (unrealized gains or losses) of investments is recorded in the statement of remeasurement gains and losses until the investments are sold.

## **H. CONTRIBUTED MATERIALS AND SERVICES**

Gifts-in-kind are recorded in the financial statements to the extent that they are eligible for an official donation receipt, since this results in the capture of the information in the University's financial records.

Because of the difficulty involved in tracking and recording contributed services, the market value of these services is not recognized in the financial statements. Contributed services include activities such as membership on the University's Board of Governors and its various committees, lecturing services and volunteer services at fund raising or sporting events, all of which are performed by staff, students and the community at no charge to the University. These services, although not recognized in the financial statements, are critical to the successful functioning of the University.

# FINANCIAL STATEMENTS

## I. INVESTMENTS

The University invests in equity and fixed income financial instruments and a pooled real estate fund. Investments held in restricted funds are carried at fair value except for those held in research and special funds which are carried at modified equity. Fair value of investments is determined based on year end quoted market prices.

## J. PLEDGES RECEIVABLE

The University does not record pledges receivable in its financial statements. Revenue from gifts, bequests and donations is recognized on a cash basis because of the uncertainty surrounding collection and in some instances because of the difficulty in determining the valuation of pledges receivable. The University recognizes gifts and donations to be received through the University of Manitoba Foundation U.S.A. Inc. only when the Board of Directors of the Foundation have formalized the transfer with a resolution, collectability is reasonably assured and the valuation of these gifts and donations can be reasonably determined.

## K. INVENTORIES

Inventories have been valued at the lower of cost and net realizable value.

## L. CAPITAL ASSETS

Purchased capital assets are recorded at cost. Capital assets which are constructed by the University are recorded as Construction in Progress until the capital asset is put into use. Contributed capital assets are recorded at market value at the date of contribution. Intangibles such as patents and copyrights are recorded at a nominal amount of one dollar in the year the patent or copyright is obtained.

Amortization is provided on a straight-line basis over the assets' estimated useful lives as follows:

Buildings and Major Renovations	15-50 years
Computer Hardware and Electronics	5-10 years
Furniture and Equipment	10 years
Library Books	10 years
Parking Lots	20 years
Vehicles	5 years

Equipment acquired under a capital lease is amortized over the useful life of the asset. Works of art, treasures, rare books and manuscripts are not amortized.

## M. COLLECTIONS

The University holds a number of collections which have been donated to its libraries, faculties and schools over the years. The library, faculty or school receiving the donation assumes responsibility for safeguarding and preserving the collection. The University seldom, if ever, disposes of its collections or of individual pieces in its collections. The University policy is to use proceeds generated from deaccessioned works of art to augment the University art collection.

The University's policy with regard to its collections is to fund maintenance expenses from the General Operating Fund, if monies are not available for such purposes in a Restricted Fund. The cost of maintenance is not tracked and is therefore not determinable.

## N. PENSION COSTS

The University sponsors three pension plans for its employees and retirees:

The University of Manitoba Pension Plan (1970), The University of Manitoba Pension Plan (1993) and The University of Manitoba GFT Pension Plan (1986). The 1970 Plan and 1986 Plan are defined contribution plans and as a result the pension costs are based on contributions required by those plans.

The Pension Costs for the 1993 Plan are determined actuarially using the projected unit credit actuarial cost method, pro-rated on service and management's best estimate expectations of the discount rate for liabilities, the expected return on assets, salary escalation, retirement ages of employees and member mortality. Actuarial gains and losses are amortized on a straight line basis over the expected average remaining service life of the active employees, commencing in the year following the year the respective annual actuarial gains or losses arise.

The funded position of the 1993 plan is disclosed in Note 16.

## **O. FINANCIAL INSTRUMENTS**

The financial instruments of the University consist of cash and cash equivalents, accounts receivable, loan receivable, investments, accounts payable, vacation and sick leave liability, loans, other long term liabilities, and long term debt.

All financial instruments are recognized at: cost or amortized cost, or fair value. Financial instruments recognized at fair value include derivatives, portfolio investments in equity instruments that are quoted in an active market, and financial instruments designated to the fair value category.

Cash and cash equivalents are recognized at cost. Accounts receivable, loan receivable, fixed income investments held in the general funds, accounts payable, loans, vacation and sick leave liability, other long term liabilities (excluding derivative financial instruments), and long term debt are recognized at amortized cost.

The University's investments include portfolio investments in equity instruments that are quoted in an active market and are recognized at fair value. The University has designated all other investments except for those held in the general funds and research and special funds to the fair value category based on the evaluation and management of the portfolio. Derivative financial liabilities are also recognized at fair value. Unrealized gains and losses from the change in fair value of these financial instruments are reflected in the statement of remeasurement gains and losses until disposition.

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the Statement of Operations and Changes in Fund Balances. A write-down of a portfolio investment to reflect a loss in value is not reversed for a subsequent increase in value.

For financial instruments measured using amortized cost, the effective interest rate method is used to determine interest revenue or expense. Transaction costs are a component of cost for financial instruments measured at cost or amortized cost. Transaction costs are expensed for financial instruments measured at fair value.

## **P. OTHER EMPLOYEE FUTURE BENEFITS**

The University accrues its obligations for other employee future benefit plans relating to health, dental, sick leave, long term disability, and group life insurance. The cost of non-vesting sick leave benefits has been determined using management's best estimates. The cost of the long term disability plan for employees and the cost of non pension and post retirement benefits for retired employees are actuarially determined using the projected benefit method pro rated on service, management's best estimates for the discount rate for liabilities, the expected rate of return on assets, retirement ages and expected future cost trends. For current active employees, the cost of other employee future benefit plans relating to health, dental, and group life insurance is the premiums charged under the plans to the University.

The University also accrues its obligations relating to post retirement adjustments to pensions for specifically entitled employees who retired prior to 1993. The cost of such post retirement pension adjustments is actuarially determined using the accrued benefit method and management's best estimate for the discount rate for liabilities and the expected rate of return on assets. Any increase in such adjustments is recognized in the year that it occurs.

Actuarial gains and losses on post retirement adjustments are amortized on a straight line basis over the life expectancy of the group, commencing in the year following the year the respective annual actuarial gains or losses arise.

Actuarial gains and losses of other benefit plans are amortized on a straight line basis over the expected average remaining service life of the active employees, commencing in the year following the year the respective annual actuarial gains or losses arise.

# FINANCIAL STATEMENTS

## Q. FOREIGN CURRENCY TRANSLATION

Monetary assets and liabilities and investments at fair value, denominated in foreign currencies, are translated at the year-end exchange rate. The unrealized foreign currency translation gains or losses of these financial instruments are reflected in the statement of remeasurement gains and losses. Revenues and expenses are translated at exchange rates on the transaction dates. Realized gains or losses arising from these translations are included in the Statement of Operations and Changes in Fund Balances.

## R. DERIVATIVE FINANCIAL INSTRUMENTS

From time to time, the University uses derivative financial instruments, including interest rate swap agreements, in its management of exposures to fluctuations in interest rates. An interest rate swap is a derivative financial contract between two parties who agree to exchange fixed rate interest payments for floating rate payments on a predetermined notional amount and term. Derivatives are recorded at fair value and in determining the fair value, the credit risk of both counterparties is considered.

## 3. FIRST TIME ADOPTION OF PUBLIC SECTOR ACCOUNTING STANDARDS

These financial statements have been prepared in accordance with Canadian public sector accounting standards established by the Public Sector Accounting Board of the Canadian Institute of Chartered Accountants, including the standards for government not-for-profit organizations.

These new standards are required to be applied retroactively to the transition date of April 1, 2011; however the University of Manitoba is electing to adopt certain exemptions available under PS 2125 as follows:

- PS 3250.061 requires actuarial gains and losses for employee future benefit plans (including the 1993 Pension Plan) to be amortized over a reasonable future period. The University is electing to adopt PS 2125.10 and recognize all unamortized actuarial gains and losses as the date of transition directly in the fund balances.

The adoption of these standards resulted in changes to the University's financial position as at April 1, 2011 and Statements of Financial Position and Operations and Changes in Fund Balances previously reported for the year ended March 31, 2012. The impacts of these changes are as follows:

# FINANCIAL STATEMENTS

## SCHEDULE OF TRANSITION TO PUBLIC SECTOR ACCOUNTING STANDARDS STATEMENT OF FINANCIAL POSITION

	Previously Reported April 1, 2011	Adjustments	Restated April 1, 2011
<b>Assets</b>			
<i>Current Assets</i>			
Cash and Cash Equivalents	\$ 109,444	\$	\$ 109,444
Accounts Receivable	75,230		75,230
Inventories	3,411		3,411
Prepaid Expenses	551		551
	188,636		188,636
<i>Long Term Assets</i>			
Loan Receivable	24,286		24,286
Investments	537,587		537,587
Capital Assets, Net of Accumulated Amortization	843,385		843,385
	1,405,258		1,405,258
	\$ 1,593,894	\$	\$ 1,593,894
<b>Liabilities</b>			
<i>Current Liabilities</i>			
Accounts Payable	\$ 55,119	\$	\$ 55,119
Unearned Revenue	5,278		5,278
Vacation and Sick Leave Liability	10,809	900	11,709
Current Portion of Capital Lease Obligations	347		347
Current Portion of Long Term Debt	12,451		12,451
	84,004	900	84,904
<i>Long Term Liabilities</i>			
Other Long Term Liabilities	2,714		2,714
Capital Lease Obligations	307		307
Long Term Debt	211,965		211,965
Employee Future Benefits (Note 3a)	65,552	(6,139)	59,413
Pension Obligation (Note 3b)	23,124	15,812	38,936
	303,662	9,673	313,335
<b>Fund Balances</b>			
Unrestricted	(65,741)	(900)	(66,641)
Restricted	313,801	(9,673)	304,128
Invested in Capital Assets	725,480		725,480
Endowed	232,688		232,688
	1,206,228	(10,573)	1,195,655
	\$ 1,593,894	\$	\$ 1,593,894

# FINANCIAL STATEMENTS

## SCHEDULE OF TRANSITION TO PUBLIC SECTOR ACCOUNTING STANDARDS STATEMENT OF FINANCIAL POSITION

	Previously Reported March 31, 2012	Adjustments	Restated March 31, 2012
<b>Assets</b>			
<i>Current Assets</i>			
Cash and Cash Equivalents	\$ 121,368	\$	\$ 121,368
Accounts Receivable	74,081		74,081
Inventories	3,348		3,348
Prepaid Expenses	1,097		1,097
	199,894		199,894
<i>Long Term Assets</i>			
Loan Receivable	130,878		130,878
Investments	553,309		553,309
Capital Assets, Net of Accumulated Amortization	917,277		917,277
	1,601,464		1,601,464
	\$ 1,801,358	\$	\$ 1,801,358
<b>Liabilities</b>			
<i>Current Liabilities</i>			
Accounts Payable	\$ 49,813	\$	\$ 49,813
Unearned revenue	6,521		6,521
Vacation and Sick Leave Liability	11,412	1,089	12,501
Current Portion of Capital Lease Obligations	234		234
Current Portion of Long Term Debt	19,471		19,471
	87,451	1,089	88,540
<i>Long Term Liabilities</i>			
Other Long Term Liabilities	5,856		5,856
Capital Lease Obligations	200		200
Long Term Debt	305,258		305,258
Employee Future Benefits (Note 3a)	67,924	(8,118)	59,806
Pension Obligation (Note 3b)	24,074	9,357	33,431
	403,312	1,239	404,551
<b>Fund Balances</b>			
Unrestricted	(67,264)	(7,218)	(74,482)
Restricted	318,269	4,890	323,159
Invested in Capital Assets	815,259		815,259
Endowed	244,331		244,331
	1,310,595	(2,328)	1,308,267
	\$ 1,801,358	\$	\$ 1,801,358

## SCHEDULE OF TRANSITION TO PUBLIC SECTOR ACCOUNTING STANDARDS STATEMENT OF OPERATIONS AND CHANGES IN FUND BALANCES

	Previously Reported March 31, 2012 Total Funds	Adjustments	Restated March 31, 2012 Total Funds
<b>Revenue:</b>			
Tuition and Related Fees	\$ 123,191	\$	\$ 123,191
Contributions, Donations, Non-Government Grants	81,078		81,078
Investment Income	27,034		27,034
Miscellaneous Income	20,696		20,696
Government Grants:			
Council on Post-Secondary Education	310,964		310,964
Other Province of Manitoba	68,724		68,724
Government of Canada	93,611		93,611
Sales of Goods and Services	31,731		31,731
Ancillary Services	37,025		37,025
	794,054		794,054
<b>Expense:</b>			
Academic	396,804		396,804
Libraries	16,881		16,881
Student Affairs	16,816		16,816
Administration	37,642		37,642
Plant Maintenance	32,858		32,858
Other Academic Support	21,140		21,140
General	28,914	189	29,103
Student Awards	46,541		46,541
Interest	16,863		16,863
Amortization of Capital Assets	49,654		49,654
Ancillary Services	28,926		28,926
Actuarially Determined Employee Future Benefits ( <i>Note 3a</i> )	2,372	(1,979)	393
Change in Pension Obligation, ( <i>Note 3b</i> )	950	(6,455)	(5,505)
Staff Benefits Contra	(6,674)		(6,674)
	689,687	(8,245)	681,442
<b>Net Revenue</b>	104,367	8,245	112,612
Fund Balances from Operating Activities Beginning of the Year	1,206,228	(10,573)	1,195,655
<b>Fund Balances from Operating Activities End of the Year</b>	\$ 1,310,595	\$ (2,328)	\$ 1,308,267
Unrestricted Funds	\$ (67,264)	\$ (7,218)	\$ (74,482)
Externally Restricted Funds	318,269	4,890	323,159
Invested in Capital Assets	815,259		815,259
Endowed	244,331		244,331
	\$ 1,310,595	\$ (2,328)	\$ 1,308,267

# FINANCIAL STATEMENTS

## **A. RESTATEMENT OF THE EMPLOYEE FUTURE BENEFITS LIABILITY**

The employee future benefits liability was restated as at the date of transition, April 1, 2011, to \$59,413 from \$65,552, a decrease of \$6,139 to reflect the change in the discount rate from 5.0 % to 6.0%, based on the expected rate of return on plan assets.

The University adopted PS 3250.061 and actuarial gains and losses for employee future benefits are now amortized over future periods where previously they were recognized in the year the actuarial gains or losses occurred. The University also applied the exemption available under PS 2125.10 and did not restate unamortized actuarial gains or losses as at the date of transition, April 1, 2011.

The net effect of the change in discount rate and amortization of actuarial gains and losses is a decrease of \$1,979 in the Actuarially Determined Employee Future Benefits expense for the year ended March 31, 2012.

The employee future benefits liability as at March 31, 2012 was also restated to \$59,806 (including the restatement of \$6,139 as at April 1, 2011) from \$67,924, a decrease of \$8,118, as a result of the above changes and also incorporates the change in the discount rate from 4.3 % to 6.0%.

## **B. RESTATEMENT OF THE PENSION LIABILITY**

Pension obligations were restated as at December 31, 2010 (April 1, 2011) to \$980,599 from \$1,017,033, a decrease of \$36,434 to reflect the change in the discount rate from 5.0% to 6.0% based on the expected rate of return on plan assets, and the impact of the plan amendment, effective December 31, 2010, to increase in future contribution rates. Using the exemption available under PS 2125.10, the previously reported unamortized actuarial losses as at December 31, 2010 of \$52,246 were charged to the fund balances as at April 1, 2011 and no actuarial gains or losses resulting from the restatement due to the change in the discount rate as at December 31, 2010 (April, 1, 2011) were recorded. The net impact of the above increased the pension liability by \$15,812 to \$38,936 from \$23,124 as at April 1, 2011.

Pension expense for the year ended March 31, 2012 decreased by \$6,455 resulting from the elimination of the amortization of the actuarial losses of \$4,122 and the reduction of current service and interest costs of \$2,333. Pension obligations as at December 31, 2011 were restated to \$966,917 from \$1,013,513 (including the restatement of \$36,434 as at April 1, 2011) and the 2011 (2012 fiscal year) increase in unamortized actuarial losses was restated to \$44,536 from \$48,243 based on the change in the discount rate from 4.3% to 6.0%. The pension liability, as at March 31, 2012, increased by \$9,357 to \$33,431 from \$24,074.

## **C. IMPACTS OF THE TRANSITIONAL PROVISIONS OF PS 3450, FINANCIAL INSTRUMENTS**

In accordance with the transitional provisions of PS 3450, Financial Instruments, these accounting standards are not applied retroactively. Under the transitional provisions, any unrealized gains and losses on financial instruments carried at fair value as at March 31, 2012 are deemed realized. As a result, there are no accumulated remeasurement gains or losses recorded as at April 1, 2012. The change in the fair value of investments which was reported in net investment income in the 2012 fiscal year is now reported in the Statement of Remeasurement Gains and Losses. The 2012 comparative figures are not reclassified under the transitional provisions.

The University has changed its accounting policy for its investments held in the General Funds from fair value to amortized cost. Under the transitional provisions, the fair value of these investments as at March 31, 2012 becomes their amortized cost as at April 1, 2012.

## **D. RESTATEMENT FOR THE RECOGNITION OF THE LIABILITY FOR SICK LEAVE OBLIGATIONS**

The liability for sick leave obligations of \$900 was recognized at the date of transition, April 1, 2011. The April 1, 2011 balances have been restated to reflect the increase to the liability for vacation and sick leave obligations offset by a corresponding decrease to fund balances. The change in the liability for sick leave obligations of \$189 for the 2012 fiscal year is reflected as an increase to general expenses, a decrease to fund balances, and an increase in the liability for vacation and sick leave obligations.

## 4. ACCOUNTS RECEIVABLE

	2013	2012
Business, Industry and Foundations	\$ 18,628	\$ 20,490
Federal Government	10,928	20,345
Other	4,416	13,399
Provincial Government	23,142	15,123
Students	4,686	4,724
	\$ 61,800	\$ 74,081

## 5. LOAN RECEIVABLE

The University has a loan agreement with BBB Stadium Inc. (BBB) related to the construction of a stadium at the Fort Garry campus. The loan agreement is divided into a first phase and a second phase for a combined amount not to exceed \$160 million. The first phase is not to exceed \$75 million while the second phase is not to exceed \$85 million. The interest rate on the first phase of the loan is 4.65% and the first phase of the loan receivable is due and payable in full on June 1, 2038. The interest rate on the second phase is 4.65% until June 1, 2053 and is due and payable in full on November 24, 2058.

Any amounts received by BBB in the form of insurance proceeds, entitled to be retained by BBB by reason of the destruction of all or part of the stadium, where such insurance proceeds are not being applied to restore, reconstruct and repair the stadium in accordance with the ground lease, shall be paid to the University and be applied to the repayment of the loan, firstly to the accrued interest and secondly to principal outstanding, for both phases of the loan, on a pro-rata basis.

Payment terms of the first phase and second phase of the loan receivable are as follows:

### First Phase:

BBB is required to make payments to the University equivalent to the aggregate of:

- Any amounts received by BBB in respect of the stadium development from the City of Winnipeg pursuant to The Community Revitalization Tax Increment Financing Act.
- Any amounts received by BBB from any party which were designated by the party for application to the loan.

Payments are applied firstly to accrued interest and secondly to the principal outstanding. Unpaid interest is added to the principal of the first phase of the loan and compounded annually.

### Second Phase:

Interest will be calculated annually and unpaid interest until July 15, 2017 shall be added to the first phase of the loan. Any unpaid interest after July 15, 2017 shall be added to the second phase of the loan and compounded annually. Payments in respect of principal shall be made in amounts determined by BBB, on or before each of:

- (i) July 15, 2013;
- (ii) July 15, 2014;
- (iii) July 15, 2015; and
- (iv) July 15, 2016.

Annual payments of principal and interest over the remainder of the second phase loan term are to be paid on or before July 15 of each calendar year commencing on July 15, 2017 based on the amortization of the loan following the July 15, 2016 payment.

	2013	2012
First Phase interest and principal outstanding	\$ 85,538	\$ 78,311
Second Phase principal outstanding	85,000	52,567
	\$ 170,538	\$ 130,878

The University has an equal long term debt loan payable to the Province of Manitoba (Note 10).

# FINANCIAL STATEMENTS

## 6. INVESTMENTS

	2013	2012
<b>General Funds at Amortized Cost (2013), at Fair Value (2012)</b>		
Bonds and Other Fixed Income Securities:		
Corporate	\$ 130,000	\$ 130,727
<b>Trust &amp; Endowment at Fair Value</b>		
Bankers Acceptances, Guaranteed Investment Certificates and Cash	26,748	15,593
Bonds and Other Fixed Income Securities:		
Government of Canada	25,470	23,686
Province of Manitoba	3,214	3,227
Other Provincial	20,025	18,566
Corporate	896	1,004
Other	61	69
Municipal	4,771	4,599
	54,437	51,151
Equities:		
Canadian Equities	145,618	133,029
US Equities	81,596	69,677
International Equities	67,353	45,595
	294,567	248,301
Pooled Real Estate Fund	61,320	56,488
	437,072	371,533
<b>Capital at Fair Value</b>		
Bankers Acceptances, Guaranteed Investment Certificates and Cash	34,812	20,129
<b>Staff Benefits at Fair Value</b>		
Money Market Funds and Cash	695	792
Bonds	11,669	10,446
Equities:		
Canadian Equities	8,398	7,391
US Equities	5,345	4,462
International Equities	5,032	4,419
	18,775	16,272
Mortgage Fund at Fair Value	3,348	2,988
	34,487	30,498
<b>Research &amp; Special at Modified Equity</b>		
Other Investments	503	422
<b>Total Investments</b>	<b>\$ 636,874</b>	<b>\$ 553,309</b>

The University's investment in real estate consists of units of a pooled real estate investment in the Great West Life Assurance Company – Canadian Real Estate Investment Fund No. 1.

## 7. RISK EXPOSURE AND MANAGEMENT

The University uses a disciplined, fundamental approach in its investment selection and management, which consists of an intensive and ongoing research process of investment opportunities across a broad range of investment vehicles in various types of issuers (government, corporate or financial). As a result, the University is exposed to various types of risks that are associated with its investment strategies, financial instruments and markets in which it invests. The University, through the work of its investment committees and treasury office, has formal policies and procedures in place governing asset mix, permitted investments, diversification, and minimum credit quality. The most important risks relate to market risk: other price risk, interest rate risk, and foreign currency risk as well as credit risk, and liquidity risk. These risks and the related risk management practices employed by the University are detailed below:

### OTHER PRICE RISK

Other price risk represents the potential loss that can be caused by a change in the fair value of the financial instrument. The University's investments are subject to normal market fluctuations and the risks inherent in investment in the capital markets. Investments held to meet short term obligations focus on credit quality and liquidity to minimize the effect of other price risk on fair value, however the majority of investments are held for the long term to support the endowment fund. These investments are primarily equities, bonds, and pooled funds, and are subject to other price risk given their nature and the long term holding periods. Other price risk is managed through diversification provided by the endowment's asset allocation strategy, which emphasizes the important of managing other price risk by maintaining appropriate levels of risk required to achieve consistent long term investment returns that meet the objectives of the endowment fund.

### INTEREST RATE RISK

Interest rate risk arises from the possibility that changes in interest rates will affect future cash flows or fair values of financial instruments, The University is subjected to this risk when it invests in interest-bearing financial instruments, or when it borrows funds using derivative financial instruments. Both investments and financial derivatives are exposed to the risk that their fair value will fluctuate due to changes in the prevailing levels of market interest rates.

The tables below summarize the University's exposure to interest rate risk related to the financial instruments recorded at fair value, categorized by maturity dates.

<b>Interest rate exposure As at March 31, 2013</b>	<b>Less than 90 days</b>	<b>90 days to 1 year</b>	<b>1 year to 5 years</b>	<b>5 years to 10 years</b>	<b>Greater than 10 years</b>	<b>Total</b>
Investments	7.1%	6.1%	67.9%	15.5%	3.4%	100%
Financial Derivatives		58.1%		41.9%		100%

<b>Interest rate exposure As at March 31, 2012</b>	<b>Less than 90 days</b>	<b>90 days to 1 year</b>	<b>1 year to 5 years</b>	<b>5 years to 10 years</b>	<b>Greater than 10 years</b>	<b>Total</b>
Investments	1.7%	28.7%	53.9%	11.1%	4.6%	100.0%
Financial Derivatives		40.2%	59.8%			100.0%

	<b>March 31, 2013</b>		<b>March 31, 2012</b>	
	<b>Interest bearing instruments</b>	<b>Non-interest bearing instruments</b>	<b>Interest bearing instruments</b>	<b>Non-interest bearing instruments</b>
Investments	\$ 131,649	\$ 374,662	\$ 231,757	\$ 321,061
Financial Derivatives	\$ 5,619	\$	\$ 5,510	\$

# FINANCIAL STATEMENTS

As at March 31, 2013, a 0.50% fluctuation in interest rates, with all other variables held constant, would have an estimated impact on the fair value of fixed income instruments of \$3,875 (2012, \$3,537) and the interest rate swaps of \$1,434, (2012, \$1,509).

## FOREIGN CURRENCY RISK

The University has receivables and payables denominated in foreign currencies and holds investments in foreign currency equity markets in both the trust and endowment funds, and the staff benefits fund. The income from these investments is used to meet financial liabilities denominated in Canadian dollars. The University does not actively manage foreign exchange risk.

## CREDIT RISK

Credit risk represents the potential loss that the University would incur if its counterparties failed to perform in accordance with the terms of their obligations. The University invests in financial assets that have an investment grade as rated primarily by DBRS. Should DBRS not rate an issuer, the University may use Standards & Poor's, followed by the Moody's equivalent. Ratings for securities which subject the University to credit risk are noted below:

Investment Rating	% of Total Interest Bearing Investments	
	March 31, 2013	March 31, 2012
R-1High	6.9%	14.3%
R-1Mid	3.7%	0.8%
R-1Low	2.2%	0.0%
AAA	15.2%	14.6%
AA	63.6%	63.8%
A	7.6%	5.5%
BBB	0.8%	1.0%
Total	100.0%	100.0%

The University manages credit risk related to fixed income investments by focusing on high credit quality. General Fund investments are held by counterparties with a minimum rating of R-1High (cash equivalents) and AA (bonds). Cash is held in Canadian Chartered banks. Trust and Endowment and Capital Fund investments are held in diverse portfolios of investments with counterparties considered to be of high quality.

The University also has credit risk related to accounts receivable and loan receivable. A significant portion of the University's accounts receivable is related to Restricted Funds and is from the federal and provincial governments, not-for-profit organizations, corporations, the US government, and other universities. The University also has accounts receivable from students and staff. The credit risk on these receivables is minimal. The remaining accounts receivable are due from a diverse group of customers and are subject to normal credit risks. The credit risk related to the loan receivable is offset by a loan payable to the Province of Manitoba with matching terms of repayment.

## LIQUIDITY RISK

The University aims to retain sufficient cash and cash equivalents to maintain liquidity and meet short term obligations. Most of the University's investments are considered readily realizable and liquid, thus liquidity risk is considered minimal. Investments that are not as liquid, such as the investment in the real estate pooled fund, are considered to be held for long term periods in conjunction with the investment objectives and time horizon of the endowment fund.

## 8. CAPITAL ASSETS, NET OF ACCUMULATED AMORTIZATION

	2013		2012	
	Cost	Accumulated Amortization	Cost	Accumulated Amortization
Assets Under Capital Lease	\$ 3,539	\$ 3,406	\$ 3,632	\$ 3,191
Buildings and Major Renovations	959,119	220,184	886,708	200,550
Computer Hardware and Electronics	99,348	85,631	100,815	83,695
Construction in Progress	33,241		41,377	
Furniture and Equipment	239,762	160,169	227,344	147,313
Land	30,213		28,681	
Library Books	184,346	134,558	176,115	127,923
Parking Lots	8,667	3,034	8,481	2,605
Rare Books and Manuscripts	5,859		5,734	
Vehicles	8,036	6,988	7,745	6,618
Works of Art	2,594		2,540	
	1,574,724	613,970	1,489,172	571,895
Less Accumulated Amortization	613,970		571,895	
Net Book Value	\$ 960,754		\$ 917,277	

## 9. CAPITAL LEASE OBLIGATIONS

Minimum lease payments which include principal and interest under the capital lease obligations are as follows:

2014	\$ 130
2015	72
2016	6
Total Minimum Lease Payments	208
Less: Interest at 2.22%	(8)
	200
Less: Current Portion	(124)
	\$ 76

## 10. LONG TERM DEBT

	2013	2012
Province of Manitoba:		
Promissory Note, 5.23% due March 1, 2035	\$ 64,734	\$ 66,264
Promissory Note, 5.55% due April 1, 2036	66,795	68,184
Promissory Note, 5.35% due February 1, 2040	29,600	30,079
Loan, First Phase, 4.65% due June 1, 2038	85,538	78,311
Loan, Second Phase, 4.65% until June 1, 2053, due November 24, 2058	85,000	52,567
	331,667	295,405

# FINANCIAL STATEMENTS

Term loans (with floating interest rates based on Bankers' Acceptance rates plus stamping fees):

Multi Tenant Facility, due November 30, 2012		8,514
Multi Tenant Facility, due November 30, 2012		7,056
Multi Tenant Facility, due November 30, 2022	8,321	
Multi Tenant Facility, due February 28, 2019	6,821	
Arthur V. Mauro Student Residence, due September 30, 2013	13,251	13,754
	28,393	29,324
	360,060	324,729
Less Current Portion:		
Province of Manitoba	(3,586)	(3,398)
Term Loans	(13,699)	(16,073)
	(17,285)	(19,471)
	\$ 342,775	\$ 305,258

The effective interest rate on each of the term loans is the fixed interest rate based on an interest rate swap agreement plus a stamping fee (Note 11).

Interest expense on long term debt was \$17,505 (2012, 16,771).

The University has entered into a loan agreement with the Province of Manitoba related to the construction of a new stadium at the Fort Garry campus. The loan agreement is divided into a first phase and a second phase for a combined amount not to exceed \$160 million. The first phase is not to exceed \$75 million while the second phase is not to exceed \$85 million. The interest rate on the first phase of the loan is 4.65% and the first phase of the loan is due and payable in full on June 1, 2038. The second phase of the loan bears interest at 4.65% until June 1, 2053 and is due and payable in full on November 24, 2058.

Any amounts received by the University in the form of insurance proceeds received and entitled to be retained by the University by reason of the destruction of all or part of the stadium, where such insurance proceeds are not being applied to restore, reconstruct and repair the stadium in accordance with the ground lease are also to be applied to the repayment of the loan, firstly to the accrued interest and second to the principal outstanding, for both phases of the loan, on a pro-rata basis.

Additional terms of repayment of the loan are as follows:

#### **Loan, First Phase:**

The amount of the annual payment of principal and interest on the loan is equivalent to the aggregate of:

- any amounts paid by BBB Stadium Inc. (BBB) to the University in respect of the BBB loan receivable;
- any amounts received by the University in respect of the stadium development from The City of Winnipeg pursuant to The Community Revitalization Tax Increment Financing Act; and
- any amounts received by the University from any party which were designated by the party for application to the loan.

Payments are applied firstly to accrued interest and secondly to the principal outstanding. Unpaid interest is added to the principal of the First Phase of the loan and compounded annually. Any accrued interest and principal outstanding on the First Phase of the loan as at June 1, 2038 is due and payable in full, subject to receipt of the accrued interest and principal outstanding from BBB, unless the parties agree otherwise in writing.

#### **Loan, Second Phase:**

Interest will be calculated annually and unpaid interest until July 31, 2017 shall be added to the first phase of the loan. Any unpaid interest after July 31, 2017 shall be added to the second phase of the loan and compounded annually. Payments in respect of principal shall be made in amounts as received from BBB, on or before each of:

- July 31, 2013;
- July 31, 2014;

(iii) July 31, 2015; and

(iv) July 31, 2016.

Annual payments of principal and interest over the remainder of the second phase loan term are to be paid on or before July 31 of each calendar year commencing on July 31, 2017 based on the amortization of the loan following the July 31, 2016 payment. Payments are applied firstly to accrued interest after July 31, 2017 and secondly to principal outstanding.

Any accrued interest and principal outstanding on the second phase of the loan as at November 24, 2015 is due and payable in full, subject to receipt of accrued interest and principal outstanding from BBB, unless the parties agree otherwise in writing.

Principal and interest outstanding at March 31 are:

	2013	2012
Loan, First Phase	\$ 75,000	\$ 75,000
Loan, First Phase Accrued Interest	6,942	2,869
Loan, Second Phase Accrued Interest	3,596	442
	85,538	78,311
Loan, Second Phase	85,000	52,567
	\$ 170,358	\$ 130,878

Principal repayments on long term debt payable over the next five years are as follows:

	Province of Manitoba	Term Loans	Total
2014	\$ 3,586	\$ 13,699	\$ 17,285
2015	3,783	468	4,251
2016	3,992	491	4,483
2017	4,212	513	4,725
2018	4,444	538	4,982
Thereafter	311,650	12,684	324,334
	\$ 331,667	\$ 28,393	\$ 360,060

## II. OTHER LONG TERM LIABILITIES

Amounts included in other long term liabilities are as follows:

	2013	2012
Refundable deposit	\$ 346	\$ 346
Fair Value of Financial Derivatives	5,618	5,510
	\$ 5,964	\$ 5,856

### DERIVATIVE FINANCIAL LIABILITIES

The University has entered into separate interest rate swap agreements for three term loans. Each loan has a stamping fee and a floating interest rate based on Bankers' Acceptance rates. The floating interest rate has been swapped to a fixed rate as follows:

The interest rate swap agreement for the loan for the Arthur V. Mauro Student Residence has a fixed interest rate of 5.62% that is committed until September 1, 2028. The notional principal underlying this swap agreement was \$13,251 as at March 31, 2013 (2012, \$13,754).

The interest rate swap agreement for the loan for the development of the multi-tenant facility at 150 Innovation Drive has a fixed interest rate of 4.07% that is committed until February 13, 2032. The notional principal underlying this swap agreement as at March 31, 2013 was \$6,821 as at March 31, 2013 (2012, \$7,056).

# FINANCIAL STATEMENTS

The interest rate swap agreement for the loan for the addition to the multi-tenant facility at 900 - One Research Road has a fixed interest rate of 4.4%, that is committed until August 5, 2035. The notional principal underlying this swap agreement was \$8,321 as at March 31, 2013 (2012, \$8,514).

Under the terms of the agreements, the respective monthly interest and principal repayments are required similar to a conventional amortizing loan over a 25 year period.

## 12. EMPLOYEE FUTURE BENEFITS

The University of Manitoba provides certain health, dental and group life benefits for its retired employees who have met the eligibility criteria and long term disability benefits for current employees. Post retirement pension benefits are also provided for specifically entitled retirees.

Health, dental and group life benefits are provided to employees who retired prior to July 1, 2004 on a non contributory basis. The group life benefits are indexed post retirement. For eligible employees retiring on or after July 1, 2004, no group life benefit is available, and retired employees share in the cost of the health and dental benefits.

The long term disability income benefit is provided on a contributory basis.

Post retirement pension benefits are provided to specifically entitled employees who retired prior to 1993. The adjustments for a year are determined as the lesser of the amounts that can be provided by a weighted average percentage salary increase at the University, or the excess interest approach provided under the University of Manitoba Pension Plan (1993). One hundred percent of the adjustments are paid by the University.

The University measures the fair value of assets and the accrued benefit obligations for the non pension and post retirement pension adjustments as of March 31. The most recent actuarial valuations of the non pension benefit plans were as of March 31, 2013. The actuarial valuation of the post retirement pension adjustments was as of March 31, 2013. The actuarial gains and losses are amortized over 9 years commencing in the year following the year the respective annual actuarial gains or losses arise.

The Accrued Benefit Obligations for the non pension benefit plans and the post retirement adjustments are reported in the University's statement of financial position under long term liabilities.

Information about the University's non-pension benefit plans and post-retirement adjustments as at March 31 is as follows:

	Non-Pension Benefit Plans		Post-Retirement Adjustments		Total	Total
	2013	2012	2013	2012	2013	2012
Accrued Benefit Obligations	\$ 62,226	\$ 56,885	\$ 3,223	\$ 3,548	\$ 65,449	\$ 60,433
Unamortized Actuarial (Losses) Gains	(2,397)	(649)	20	22	(2,377)	(627)
Employee Future Benefits Liability	\$ 59,829	\$ 56,236	\$ 3,243	\$ 3,570	\$ 63,072	\$ 59,806
Benefit Cost	\$ 5,419	\$ 3,171	\$ 117	\$ 130	\$ 5,536	\$ 3,301
Plan Assets	31,120	27,372	1,248	1,418	32,368	28,790
Employer Contribution	5,574	5,509			5,574	5,509
Employees' Contributions	3,458	3,322			3,458	3,322
Benefits Paid	7,536	6,584	548	590	8,084	7,174

# FINANCIAL STATEMENTS

Plan assets consist of:	Non-Pension Benefit Plans		Post-Retirement Adjustments	
	2013	2012	2013	2012
Equities	54%	54%	56%	55%
Fixed Income	34%	34%	34%	35%
Other	12%	12%	10%	10%
Total	100%	100%	100%	100%

Key Assumptions are:

	Non-Pension Benefit Plans		Post-Retirement Adjustments	
	2013	2012	2013	2012
Accrued benefit obligation at March 31:				
Discount rate	5.75%	6.00%	5.75%	6.00%
Benefit Cost for year ended March 31:				
Discount rate	6.00%	6.00%	6.00%	6.00%
Expected rate of return on assets	6.00%	6.00%	6.00%	6.00%
Health Care Cost Trend Rates at March 31:				
Initial rate	8.00%	8.00%		
Ultimate rate	6.00%	6.00%		
Year ultimate rate reached	2020	2020		
Dental Care Cost Trend Rates at March 31:	4.00%	4.00%		

## 13. INTER-FUND ADVANCES AND LOANS

Inter-Fund advances and loans at March 31 are as follows:

	2013	2012
General Operating Fund:		
Due to Capital	\$ (63,354)	\$ (57,853)
Due to Trust	(3,917)	(3,529)
	\$ (67,271)	\$ (61,382)
Capital Asset Fund:		
Due from Operating	\$ 63,354	\$ 57,853
Trust Fund:		
Due from Operating	\$ 3,917	\$ 3,529

# FINANCIAL STATEMENTS

## 14. INTER-FUND TRANSFERS

Inter-Fund transfers for the years ended March 31 are as follows:

2013	General Operating	Specific Provisions	Expenses Funded From Future Revenues	Capital Asset	Research and Special	Staff Benefits	Trust Fund	Endowment Fund
Employee Future Benefits	\$ 3,266	\$	\$ 424	\$	\$	\$ (3,690)	\$	\$
Net Change in Vacation Pay & Pension Liability	1,365		(1,365)					
Benefit Premiums Net of Employer Contributions for Staff Benefits	(1,707)					1,707		
Appropriations for Specific Provisions:								
Capital Asset Replacements & Improvements	(4,006)	4,006						
Unit Carryovers, Special Projects & Initiatives	(63,148)	63,148						
Funding of Capital Asset Additions	(40,292)	(5,908)		50,486	(3,982)		(304)	
Long Term Debt Repayments	(5,786)			5,787	(1)			
Student Contributions to University Development Funds	(867)						185	682
Student Contributions for Technology	(3,838)			3,838				
Scholarships, Bursaries & Prizes	(8,877)	(100)			(170)		8,908	239
Other Net Transfers				(959)	(325)		(1,320)	2,604
Overhead Recoveries	2,954				(2,954)			
Funding of General Operating Expenses	72,120	(61,419)		(640)	(997)		(9,064)	
Unit Capital Development Assessment	(4,706)			4,706				
Funding of Research Projects	(3,016)			(24)	4,132		(1,092)	
March 31, 2013	\$(56,538)	\$ (273)	\$ (941)	\$63,194	\$ (4,297)	\$ (1,983)	\$(2,687)	\$ 3,525

# FINANCIAL STATEMENTS

2012	General Operating	Specific Provisions	Expenses Funded From Future Revenues	Capital Asset	Research and Special	Staff Benefits	Trust Fund	Endowment Fund
Employee Future Benefits	\$ 393	\$	\$ 277	\$	\$	\$ (670)	\$	\$
Net Change in Vacation Pay & Pension Liability	(4,796)		4,796					
Benefit Premiums Net of Employer Contributions for Staff Benefits	(2,195)					2,195		
Appropriations for Specific Provisions:								
Capital Asset Replacements & Improvements	(5,310)	5,310						
Unit Carryovers, Special Projects & Initiatives	(68,508)	68,508						
Funding of Capital Asset Additions	(63,105)	(2,343)		76,652	(11,047)		(157)	
Long Term Debt Repayments	(5,486)			5,489	(3)			
Student Contributions to University Development Funds	(738)							738
Student Contributions for Technology	(3,703)			3,703				
Scholarships, Bursaries & Prizes	(7,620)	(100)			(3,091)		10,811	
Other Net Transfers					(21)		(706)	727
Overhead Recoveries	3,348				(3,348)			
Funding of General Operating Expenses	77,523	(69,404)			(502)		(7,617)	
Unit Capital Development Assessment	(4,478)			4,478				
Funding of Research Projects	(151)				1,017		(866)	
March 31, 2012	\$(84,826)	\$ 1,971	\$ 5,073	\$90,322	\$ (16,995)	\$ 1,525	\$ 1,465	\$ 1,465

# FINANCIAL STATEMENTS

## 15. CONTRIBUTED CAPITAL ASSETS

Contributions recognized in the Capital Asset Fund include contributed building, capital equipment, library books and artwork of \$389 (2012, \$822).

## 16. PENSION PLANS

The University is the sponsor of three pension plans, The University of Manitoba Pension Plan (1970), The University of Manitoba GFT Pension Plan (1986), and The University of Manitoba Pension Plan (1993).

The University has separate Pension Committees to act as Plan Administrator for each of the 1993 and 1986 Plans. The University is the Plan Administrator for the 1970 Plan.

Each of the 1993 Pension Committee and 1986 Pension Committee has the following responsibilities for their respective plans:

- monitor the operation of the plan;
- take responsibility for the plan's administration;
- ensure that the plan is in compliance with all applicable legislation; and
- act in an advisory capacity to the University Board of Governors, making recommendations as required.

All three pension plans issue their own financial statements, none of which form part of the University's financial statements.

The University's pension liability for the 1993 Plan is the net of pension obligations less plan assets and adjusted for any unamortized actuarial gains or losses. For the 1986 Plan, the University has no pension liability as pension obligations equal plan assets. The University has no pension liability for the 1970 Plan.

### 1993 PLAN

The University of Manitoba Pension Plan (1993) is a money purchase plan with a defined benefit minimum. In years prior to calendar 2010, the surplus from the Plan was adequate to fund any amounts required in excess of matching contributions of active members and the University.

The actuarial method used to value the liabilities is the projected unit credit method, prorated on services. An actuarial valuation for accounting purposes was prepared by a firm of consulting actuaries as at December 31, 2012.

The University uses a December 31 measurement date for reporting plan assets and obligations.

<b>Accrued Benefit Obligations</b>	<b>2012</b>	<b>2011</b>
Actuarial present value of accrued pension benefits, at the beginning of year	\$ 966,917	\$ 980,599
Interest accrued on defined benefits	24,022	22,513
Interest accrued (decreased) on member accounts	40,942	(15,561)
Benefits accrued	44,106	39,069
Benefits paid	(73,963)	(74,922)
Actuarial losses (gains)	(6,746)	15,219
Change in actuarial assumptions	50,211	
Actuarial present value of accrued pension benefits, at end of year	\$ 1,045,489	\$ 966,917

# FINANCIAL STATEMENTS

## Plan Assets

Fair value, at beginning of year	\$ 884,419	\$ 939,571
Actual return on plan assets	65,149	(24,506)
Employer contributions calendar year	27,281	26,268
Employee contributions	19,875	17,803
Transfer from other plans	202	205
Benefits paid	(73,963)	(74,922)
Fair value, at end of year	\$ 922,963	\$ 884,419

## Reconciliation of Pension Liability

Accrued benefit obligation	\$ 1,045,489	\$ 966,917
Plan assets	(922,963)	(884,419)
Plan deficit	122,526	82,498
Contributions during fiscal year in excess of calendar year	(10,494)	(4,531)
Adjusted plan deficit	112,032	77,967
Unamortized net actuarial losses	(78,185)	(44,536)
Pension liability	\$ 33,847	\$ 33,431

## Net Benefit Plan Expense

Current service cost, net of employee contributions	\$ 24,029	\$ 21,061
Interest costs at discount rate	56,950	57,596
Expected return on plan assets	(52,267)	(55,455)
Amortization of net actuarial (gains) losses	4,948	
Net benefit plan expense	\$ 33,660	\$ 23,202

## Significant Long-term Actuarial Assumptions

Discount rate	5.75%	6.0%
Expected rate of return on assets	5.75%	6.0%
Rate of general salary increase	3.5%	4.0%
Interest assumption for converting member accumulations to annuities	3.5%	4.75%
Mortality based on an adjustment to the Uninsured Pensioner 1994 Mortality table Projected to 2020.	the adjustment varies by age (average 67%)	the adjustment varies by age (average 67%)

In 2009, the Manitoba Pension Commission advised that the University was required to begin to make additional payments with respect to current service costs in excess of matching contributions of active members and the University. The additional annual current service cost payments required are based on a percentage (changes annually) of employee contributions. This total payment for fiscal 2013 was \$4.2 million (2012, \$4.1 million).

The unamortized net actuarial losses shown above, which were determined on the basis of this valuation and the restatement of prior extrapolations for accounting purposes, are being amortized over a period of nine years (expected average remaining service life) starting in the year following the year the respective annual actuarial gains or losses arise. However, cash funding for the pension plan is based on the going-concern funding valuation as described below.

The going concern deficit that results from these and other sources of loss, as they apply to the valuation for funding purposes filed with the pension regulators, is being funded under the Pension Benefits Act over the maximum of 15 years. The payments are \$12.4 million annually until the going concern deficit is eliminated based on the December 2012 funding valuation. This total payment for fiscal 2013 was \$6.1 million (2012, \$4.0 million).

# FINANCIAL STATEMENTS

In 2009, as permitted under the University Pension Plans Exemption Regulation, the University filed an election for an exemption to the solvency deficiency funding requirements under the Pension Benefits Act for the 1993 Plan. However, the Plan will continue to be subject to the going-concern funding provisions of the Act and the funding deficit payments are being paid by the University over the maximum of 15 years as indicated above.

This plan was amended effective December 31, 2010 to provide for increases in member and University required contribution rates of 0.5% of salary effective January 1, 2011, a further increase of 0.5% effective January 1, 2012 and further increases of 1.0% effective January 1, 2013. Changes to the Pensions Benefit Act in 2010 can result in higher retirement benefits for some members who retire after age 65.

## 1986 PLAN

For the 1986 Plans, which is a money purchase plan for active members, the University recorded contributions of \$1,828 (2012, \$2,001) and this is included in the Statement of Operations and Changes in Fund Balances as an expense.

## 1970 PLAN

There were no university employees earning pension entitlements in 2012 in the 1970 Plan. As a result, the University made no contributions to the Plan during the year.

## 17. NET INVESTMENT INCOME (LOSS)

The change in the fair value of investments which was reported in net investment income in the 2012 fiscal year is now reported in the Statement of Remeasurement Gains and Losses. The 2012 comparative figures are not reclassified under the transitional provisions of PS3450. The effect of this change is net investment income is not comparable from 2012 to 2013. The table below illustrates the impact of this change.

2013	General Operating Fund	Staff Benefits Fund	Capital Fund	Trust Fund	Endowment Fund	Total Fund
Net Investment Income:						
Interest	\$ 4,691	\$ 568	\$ 7,691	\$ 2,149	\$	\$ 15,099
Dividends				7,468		7,468
Gains (losses) on sale of investments	(727)	587		3,041		2,901
	3,964	1,155	7,691	12,658		25,468
Change in fair value of investments as reported on the Statement of Remeasurement Gains and Losses		1,352		17,347	27,616	46,315
Total	\$ 3,964	\$ 2,507	\$ 7,691	\$ 30,005	\$ 27,616	\$ 71,783

2012	General Operating Fund	Staff Benefits Fund	Capital Fund	Trust Fund	Endowment Fund	Total Fund
Net Investment Income:						
Interest	\$ 4,387	\$ 546	\$ 3,460	\$ 2,239	\$	\$ 10,632
Dividends				7,134		7,134
Gains (losses) on sale of investments	(258)	648		12,209		12,599
	4,129	1,194	3,460	21,582		30,365
Change in fair value of investments	1,297	(195)		(1,355)	(3,078)	(3,331)
Total	\$ 5,426	\$ 999	\$ 3,460	\$ 20,227	\$ (3,078)	\$ 27,034

## 18. INTEREST IN RELATED ENTITIES

The University of Manitoba Foundation U.S.A. Inc.

The University has an economic interest in the University of Manitoba Foundation U.S.A. Inc. (“the Foundation”) which is an Illinois Not-For-Profit Corporation incorporated in December 1989. The Foundation’s purpose is exclusively charitable, literary, scientific and educational and its activities include the promotion, encouragement, aid and advancement of higher education, research and training in the Province of Manitoba, in Canada and elsewhere. The Foundation is exempt from U.S.A. Federal Income Tax under Section 501(c)(3) of the Internal Revenue Code.

The Board of Directors of the Foundation is an independent board whose members direct and guide the Foundation’s actions. Members of the Board include, among others, certain senior staff of the University of Manitoba. The University of Manitoba, however, is one of many entities eligible to receive aid from the Foundation. The University must make application to the Foundation’s Board of Directors to request funds, which may or may not be granted. The University’s economic interest therefore is beneficial, as gifts and donations which are solicited by the Foundation may be transferred to the University of Manitoba from time to time.

### TRIUMF

The University has a 9.09% interest in TRIUMF, a joint venture which operates a national laboratory for particle and nuclear physics. The University uses the modified equity method of accounting to record its interest in TRIUMF.

## 19. OTHER RELATED PARTY TRANSACTIONS

The University has significant influence in BBB Stadium Inc. (BBB). BBB is a not-for-profit corporation established to develop, own and operate a stadium as a venue for professional and university football and community athletics. The sole members of BBB are the City of Winnipeg, the University of Manitoba and the Winnipeg Football Club. Activities of BBB are managed by the directors comprised of the University, City of Winnipeg, Province of Manitoba and the Winnipeg Football Club. The University has an economic interest in BBB related to the use of the stadium for university football games and events at nil charge.

The Province of Manitoba has committed up to \$160 million as a loan to the University (Note 10), and the University has committed to loan an equal amount to BBB (Note 5). As at March 31, 2013 and for year then ended the related party transactions with BBB and the corresponding transactions with the Province of Manitoba are as follows:

Amounts borrowed from the Province of Manitoba and advanced to BBB under the loan agreements

	2013	2012
Loan Receivable, including accrued interest	\$ 170,538	\$ 130,878
Interest Income on loan	\$ 7,227	\$ 3,002
Loan Payable, including accrued interest	\$ 170,538	\$ 130,878
Interest Expense on loan	\$ 7,227	\$ 3,002

The Province of Manitoba has also provided \$20.7 million to the University to provide capital funding to BBB. These amounts have been included in Research and Special Fund revenue and expenses.

All transactions with BBB and the Province of Manitoba are recorded at exchange amounts.

# FINANCIAL STATEMENTS

## 20. CONTRACTUAL OBLIGATIONS AND CONTINGENCIES

The University of Manitoba is a member of the Canadian Universities Reciprocal Insurance Exchange (CURIE). CURIE pools the property damage and public liability insurance risks of its members. All members pay annual deposit premiums, which are actuarially determined and are subject to further assessment in the event members' premiums and reserves are insufficient to cover losses and expenses. No additional assessment was necessary for the current year.

Contractual obligations relating to Construction in Progress amount to \$49,591 (2012, \$26,495).

The University has entered into a \$25,000 loan agreement with the Province of Manitoba related to the construction of the new Active Living Centre. The University has forward fixed the loan, with principal and interest repayments commencing September 30, 2014. The term of the loan is 25 years with a fixed rate of 3.75% for the full 25 year amortization period.

A \$25,000 interim loan facility at a floating interest rate, has been made available from the Province in order to finance construction costs. This interim loan facility will become due September 30, 2014, and will be reclassified to long term when the forward fix loan commences. The University is committed to draw the full \$25,000 available in the interim loan facility before the end of March 31, 2014. \$5,000 of this interim loan facility has been advanced to March 31, 2013.

The University of Manitoba is named as a defendant in litigations where action has commenced or is anticipated. While the ultimate outcome of these proceedings cannot be predicted at this time, management and its legal counsel are of the opinion that the outcome will not have a material effect on the financial position of the University. No provision has been made in the financial statements in respect of these claims as of March 31, 2013.

The members of the TRIUMF joint venture and the Canadian Nuclear Safety Commission (CNSC) approved a decommissioning plan which requires all members to be severally responsible for their share of the decommissioning costs, which were estimated at \$44.2 million as of November 2011, as well as provide financial covenants to the CNSC for the amount of these costs. While there are no current intentions to decommission the facilities, and the facilities are estimated to have an indefinite useful life, the University's share of the unfunded decommissioning costs, as at March 31, 2012, is estimated at \$3.1 million. The March 31, 2013 figures are not available. TRIUMF has put in place a plan for funding the cost of decommissioning which does not require any payments from the joint venture partners.

## 21. FAIR VALUE DISCLOSURES

The fair value of a financial instrument is the amount at which the instrument could be exchanged in a current transaction between willing parties, dealing at arm's length and motivated by normal business considerations. Financial instruments are classified using a fair value hierarchy that reflects the significance of inputs to valuation techniques used to measure fair value. The fair value hierarchy used has the following levels:

**Level 1** – Inputs that reflect unadjusted publicly quoted prices in active markets for identical assets or liabilities that the University has the ability to access at the measurement date.

**Level 2** – Inputs other than publicly quoted prices that are either directly or indirectly observable for the asset or liability.

**Level 3** – Inputs that are unobservable. There is little if any market activity. Inputs into the determination of fair value require significant management judgment or estimation.

# FINANCIAL STATEMENTS

The following fair value hierarchy table presents information about the University's financial instruments measured at fair value at March 31:

Financial Assets at fair value as at March 31, 2013

	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Total</b>
Investments 2013	\$ 227,214	\$ 279,097	\$	\$ 506,311
Investments 2012	\$ 202,706	\$ 350,112	\$	\$ 552,818

Financial Liabilities at fair value as at March 31, 2013

	<b>Level 1</b>	<b>Level 2</b>	<b>Level 3</b>	<b>Total</b>
Financial Derivatives 2013	\$	\$	\$ 5,618	\$ 5,618
Financial Derivatives 2012	\$	\$	\$ 5,510	\$ 5,510

As of March 31, 2013 and March 31, 2012 there were no transfers of investments between levels 1, 2 or 3.

## 22. COMPARATIVE FIGURES

Comparative figures for the year ended March 31, 2012 have been reclassified, where appropriate, to conform with the presentation adopted for the year ended March 31, 2013.







UNIVERSITY  
OF MANITOBA



**AGENDA ITEM:** Public Sector Compensation Disclosure Report 2012

**RECOMMENDED RESOLUTION:**

That the Board of Governors approve the Public Sector Compensation Disclosure Report of The University of Manitoba for the year ended December 31, 2012.

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

The Public Sector Compensation Disclosure Act requires that:

Within six months after the end of each fiscal year or calendar year, a public sector body shall disclose to the public in accordance with the Act the amount of compensation it pays or provides in the fiscal year or in the calendar year, directly or indirectly,

- (a) to, or for the benefit of, the chairperson of its board of directors or equivalent governing body, if any, if the chairperson's compensation is \$50,000 or more;
- (b) in the aggregate, to, or for the benefit of, its board members, if any;
- (c) individually, to, or for the benefit of, each of its officers and employees whose compensation is \$50,000 or more.

The Act stipulates that a public sector body shall disclose the information required in one of the following ways:

- (a) in its audited financial statements for the fiscal year;
- (b) in a statement prepared for the purpose and certified by its auditor to be correct;
- (c) in any other manner that is authorized in the regulations.

The University has adopted option b.

The OAG has indicated that it is prepared to issue an unqualified opinion on the report subsequent to Board of Governors approval.

**RESOURCE REQUIREMENTS:**

Approval of the Public Sector Compensation Disclosure Report does not impact resource requirements.

**CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

Issuing Public Sector Compensation Disclosure Report supports our values of accountability and responsibility to society.

**IMPLICATIONS:**

The Public Sector Compensation Disclosure Act requires that we issue the report by June 30th.

**ALTERNATIVES:**

The University could include the compensation disclosure report in the audited financial statements as opposed to issuing a separate report. Management recommends to keep the report separate as the audited financial statements are based on a fiscal year not calendar year and focus on the results of the University, not individual compensation.



UNIVERSITY  
OF MANITOBA

**Board of Governors Submission**

**Routing to the Board of Governors:**

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Tom Henry</u>	<u>May 15, 2013</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>P. A. Koch</u>	<u>May 15, 2013</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>[Signature]</u>	<u>May 17, 2013</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	ARMC	<u>June 11, 2013</u>
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____

Gord Pasieka, Associate Comptroller

**Submission prepared by:**

**Submission approved by:** Paul Kochan, VP (Administration)

**Attachments**

- Annual Public Sector Compensation Disclosure Report

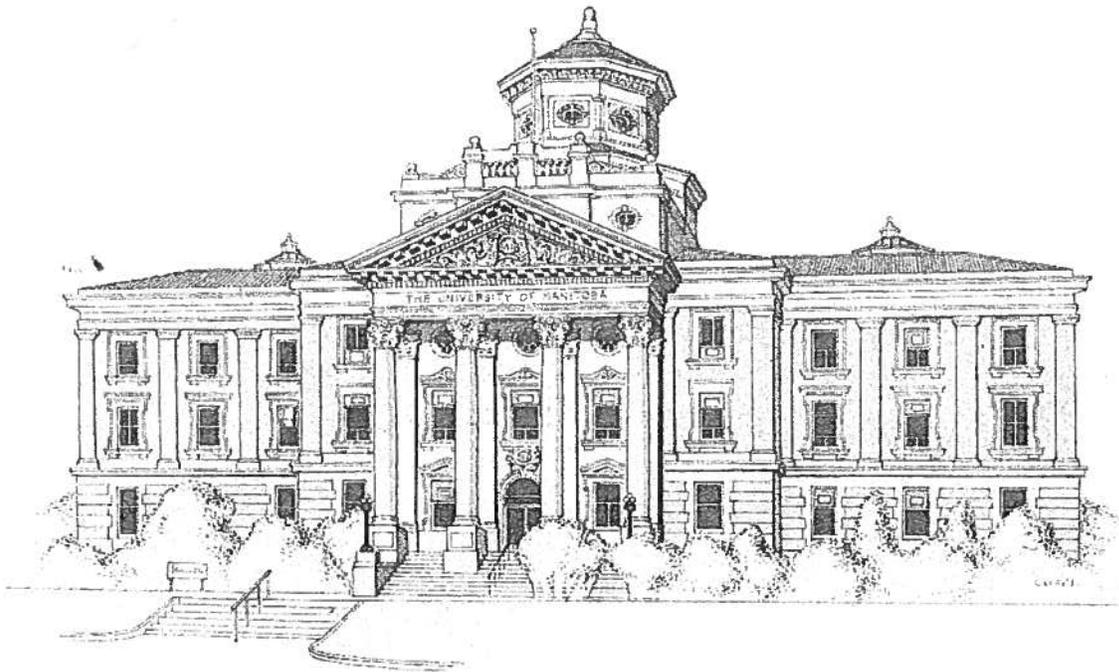


UNIVERSITY  
OF MANITOBA

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2012 Report  
The Public Sector Compensation Disclosure Act

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## **2012 REPORT: THE PUBLIC SECTOR COMPENSATION DISCLOSURE ACT**

This report was prepared by the University of Manitoba to meet the requirements of the Public Sector Compensation Disclosure Act of 1996.

### **THE ACT**

The Act requires public sector bodies to publish annually a list of all employees who received compensation of \$50,000 or more in the previous calendar year. The public sector includes municipalities, crown corporations, public schools, hospitals, universities, and colleges.

Compensation includes salaries, overtime, retiring allowances, and taxable benefits. The information is to be made available for inspection on request by any person, during normal office hours. Copies of the report may also be purchased on payment of an administrative fee.

### **THE REPORT**

In 2011-2012 the university employed a total of 8820 individuals supported by operating and research funds, of which there were:

- 2020 full-time academic staff
- 2076 part-time academic staff
- 2535 full-time support staff
- 525 part-time support staff
- 1664 casual positions (including casual student positions)

This report lists in alphabetical order all employees who receive compensation of \$50,000 or more in the year ended December 31, 2012, and their position title.

Compensation is reported from two sources:

- University-earned compensation, which is compensation paid from the university's operating budget and from research funds received from external sources.
- Paid on behalf of other organizations. This is compensation related generally to the clinical academic staff in the Faculty of Medicine who have joint responsibilities at the University of Manitoba and the teaching hospitals. These staff are paid by the university, and the hospitals reimburse the university for their share of these payments.

### **REPORT AVAILABILITY**

Copies of this report are available for inspection in the administration offices of the Elizabeth Dafoe Library on the Fort Garry Campus and the Neil John Maclean Library in Brodie Centre at the Bannatyne Campus (727 McDermot Avenue). Office hours are 8:30 a.m. to 4:30 p.m. Copies of the report may also be purchased at a cost of \$15 at each of these locations. The government publication section of the Legislative Library at 200 Vaughn Street, Winnipeg, also has a copy of this report.

June 2013



**AGENDA ITEM:** Strategic Enrolment Management Planning Framework 2013 - 2018

**RECOMMENDED RESOLUTION:**

**THAT, pending Senate approval, the Board of Governors approve the Strategic Enrolment Management Planning Framework 2013 - 2014.**

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

The Strategic Enrolment Management Planning Committee was established by the Vice-President (Academic) and Provost in 2010, as an outcome of the Optimizing Academic Resources (OARs) project.

The SEMP Committee is proposing to establish a Strategic Enrolment Management (SEM) Planning Framework 2013 – 2018. The purpose of Framework is, "... to outline a proposed set of broad enrolment goals for the University of Manitoba over the next five to ten years," as set out in the Executive Summary (pages iii and iv) and described further in the document. Targets are proposed for enrolment of various groups of students including: graduate students, Indigenous students (undergraduate and graduate), and international students (undergraduate and graduate); and for student outcomes, including undergraduate persistence and graduation rates and graduate student time-to-completion. The SEM Planning Framework would be reviewed annually in order to adjust particular targets or to set different targets, in order to respond to the multitude of factors that affect enrolment.

The University has not previously undertaken broad enrolment planning. The proposal to establish a SEM Planning Framework at this point in time responds to a number of circumstances, including: (i) incremental annual enrolment growth of 1 to 3 percent over the last five years, which has occurred in an unplanned way; (ii) projected demographic changes, including fewer students entering postsecondary from high school and a more diverse student population; and (iii) the need to be more strategic about enrolment planning in the context of increasing resource constraints, including financial resources but also space and human resources, in order to maintain program quality.

The Strategic Enrolment Management Committee acknowledges that some of the goals are aspirational, including, the targets for increased graduate and Indigenous student enrolment. For this reason, the Committee has set ten-year targets for graduate enrolment and both five- and ten-year targets for Indigenous student enrolment.

**RESOURCE REQUIREMENTS:**

Resources, including capital, human resources, and physical resources, including improved teaching, learning, and social spaces, would be required to meet a number of the targets for enrolment and student outcomes. It would be necessary to optimize the use of existing resources, perhaps through strategic reallocation of some resources, and to continue seek additional funds from government and other external sources, including fundraising and granting

agencies. It would also be necessary to work more collaboratively across academic and administrative units at the University and with other postsecondary institutions in the province.

#### **CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

The broad goals outlined in the proposed SEM Planning Framework have been developed by the SEM Planning Committee in consultation with various faculty councils, with the Senate Planning and Priorities Committee, and Senate (January 9, 2013) and are consistent with a number of institutional goals. Targets to increase graduate student enrolment and to increase the ratio of doctoral to (research-based) masters students reflect that the University is Manitoba's only research-intensive University with a unique and important role to train highly qualified personnel, create knowledge, and drive innovation through a broad range of graduate and research programs. Aboriginal student enrolment targets and targets for improved student outcomes are consistent with the University's priorities for Indigenous achievement and an exceptional student experience, respectively.

The SEM Planning Framework would be the basis for a comprehensive SEM Plan that would detail specific strategies and tactics, timelines, and resource requirements for meeting specific targets. The SEM Planning Committee would monitor enrolment goals, report annually to Senate and to the Board of Governors on the implementation of the SEM Plan, and would recommend adjustments as appropriate.

#### **IMPLICATIONS:**

The SEM Planning Framework would establish a process that would make it possible to intentionally plan the size and composition of the student body, enhance the student experience, and support student success. It would also provide an opportunity for the University community to contemplate enrolment targets that signal the type of institution the University of Manitoba wants to be, and to develop strategies to meet those goals.

#### **ALTERNATIVES:**

N/A

#### **CONSULTATION:**

The proposed Strategic Enrolment Management Planning Framework has been endorsed by the Senate Planning and Priorities Committee and Senate Executive. The proposal is to be considered by Senate, for approval, at its meeting on June 19, 2013. Due to the timing of the Senate and Board meetings, it was included on the Board agenda. If not approved by Senate on June 19, it will be removed from the Board agenda.



### Board of Governors Submission

**Routing to the Board of Governors:**

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Planning and Priorities Committee	April 29, 2013
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Executive	June 5, 2013
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate ( <i>pending</i> )	June 19, 2013
<input type="checkbox"/>	<input type="checkbox"/>	_____	_____

**Submission prepared by:** Senate

**Submission approved by:** University Secretary

**Attachments**

- Strategic Enrolment Management Planning Framework 2013 – 2018
- Report of the Senate Planning and Priorities Committee RE: Strategic Enrolment Management Planning Framework 2013 -2018

## **Report of the Senate Planning and Priorities Committee RE: Strategic Enrolment Management Planning Framework 2013 - 2018**

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### **Preamble:**

1. The terms of reference of the Senate Planning and Priorities Committee (SPPC) are found at [http://umanitoba.ca/admin/governance/governing\\_documents/governance/sen\\_committees/510.html](http://umanitoba.ca/admin/governance/governing_documents/governance/sen_committees/510.html) wherein SPPC is charged with making recommendations to Senate regarding any such studies, proposals or reports that it may initiate within itself, have referred to it by Senate, other Councils, Committees or Bodies, formal or otherwise.
2. At its meetings on March 25 and April 29, 2013, the SPPC considered a proposal from the Strategic Enrolment Planning Committee to establish a Strategic Enrolment Management Planning Framework 2013 – 2018. The Committee had previously received presentations on Strategic Enrolment Management (SEM) Planning at its meeting of April 30, 2012 and January 28, 2013.

### **Observations:**

1. The purpose of the Strategic Enrolment Management Planning Framework 2013-2018 is, "... to outline a proposed set of broad enrolment goals for the University of Manitoba over the next five to ten years," as set out in the Executive Summary (pages iii and iv) and described further in the document. Targets are proposed for enrolment of various groups of students including: graduate students, Indigenous students (undergraduate and graduate), and international students (undergraduate and graduate); and for student outcomes, including undergraduate persistence and graduation rates and graduate student time-to-completion. The SEM Planning Framework would be reviewed annually in order to adjust particular targets or to set different targets, in order to respond to the multitude of factors that affect enrolment.
2. The University has not previously undertaken broad enrolment planning. The proposal to establish a SEM Planning Framework at this point in time responds to a number of circumstances, including: (i) incremental annual enrolment growth of 1 to 3 percent over the last five years, which has occurred in an unplanned way; (ii) projected demographic changes, including fewer students entering postsecondary from high school and a more diverse student population; and (iii) the need to be more strategic about enrolment planning in the context of increasing resource constraints, including financial resources but also space and human resources, in order to maintain program quality.
3. The SEM Planning Framework would establish a process that would make it possible to intentionally plan the size and composition of the student body, enhance the student experience, and support student success. It would also provide an opportunity for the University community to contemplate enrolment targets that signal the type of institution the University of Manitoba wants to be, and to develop strategies to meet those goals.
4. The broad goals outlined in the proposed SEM Planning Framework have been developed by the SEM Planning Committee in consultation with various faculty councils, with the SPPC, on the occasions noted above, and Senate (January 9, 2013) and are

consistent with a number of institutional goals. Targets to increase graduate student enrolment and to increase the ratio of doctoral to (research-based) masters students reflect that the University is Manitoba's only research-intensive University with a unique and important role to train highly qualified personnel, create knowledge, and drive innovation through a broad range of graduate and research programs. Aboriginal student enrolment targets and targets for improved student outcomes are consistent with the University's priorities for Indigenous achievement and an exceptional student experience, respectively.

5. The SPPC observed that the SEM Planning Framework would be important not only for planning but because it clearly communicates (i) the University's mission and mandate, (ii) how these would be operationalized with respect to enrolment targets, and (iii) the resource implications of initiatives that must be undertaken to achieve those targets, including, for example, additional resources for graduate and Indigenous student support.
6. The SPPC observed that some of the initiatives and activities that would be necessary to achieve a number of the targets for enrolment and student outcomes would have significant resource implications. For example, improving graduation rates might require resources for additional teaching assistants, laboratory supervisors, and other student supports.
7. The SPPC observed, in particular, that the goal to increase graduate student enrolment to 20 percent of the total enrolment would require additional resources for graduate student support and for grants for faculty researchers, who will lead the research projects. The Committee underscored the importance of continuing to lobby the provincial government for funds in support of graduate research and education. It was noted that fundraising for graduate student support might also be identified as a priority in the next capital campaign.
8. The SEM Planning Committee acknowledges that some of the goals are aspirational, including, the targets for increased graduate and Indigenous student enrolment. For this reason, the Committee has set ten-year targets for graduate enrolment and both five- and ten-year targets for Indigenous student enrolment.

### **Recommendation:**

The Senate Planning and Priorities Committee recommends:

**THAT Senate approve and recommend to the Board of Governors that it approve the Strategic Enrolment Management Planning Framework 2013-2018, with the *proviso* that the Vice-Provost (Students) report to the Senate and the Board on an annual basis regarding the implementation of the framework and related resource implications.**

Respectfully submitted,

Ada Ducas, Chair  
Senate Planning and Priorities Committee

# Strategic Enrolment Management: Planning Framework 2013-2018

Prepared by the Strategic Enrolment  
Management Planning Committee

10 June 2013



UNIVERSITY  
OF MANITOBA

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## **Executive Summary**

The University of Manitoba operates in an environment characterized by considerable change. With limited resources, we will need to be more strategic to realize our objectives of providing both high quality programs and an exceptional student experience. Strategic enrolment management (SEM) provides an opportunity to reflect on who we are; it enables us to intentionally plan the size and composition of our student body, enhance the student experience, and support student success. With these objectives in mind--and taking into account the University's distinct mission as a U15 research-intensive university that supports the province's goals to enhance growth, productivity, global competitiveness and innovation--the SEM Planning Committee recommends that:

### Graduate Student Enrolment

- By 2023 the proportion of graduate student enrolment to total student enrolment should rise to 20%; and
- By 2023 the ratio of doctoral to (research-based) masters students should increase to 1 to 1.

### Aboriginal Student Enrolment

- By 2018 Aboriginal student enrolment should increase to 10% of undergraduate enrolment and 5% of graduate enrolment; and
- By 2023 Aboriginal student enrolment should increase to 15% of undergraduate enrolment and 8% of graduate enrolment.

### International Student Enrolment

- By 2018 international student enrolment should increase to 10% of undergraduate enrolment; and
- By 2018 international student enrolment should account for 20% of graduate enrolment.

### Student Outcomes

- By 2018 the persistence rate of first entry, full-time students from first to second year should increase to 90%;
- By 2018 the graduation rate of undergraduate students should increase to 60%;
- By 2018 80% of research-based masters students should have completed their degree within a 5 year period;
- By 2018 the average time-to-completion for research-based masters students should be 7 terms (28 months);
- By 2018 75% of doctoral students should have completed their degrees within 9 years; and

- By 2018 the average time-to-completion for doctoral students should be 15 terms (60 months).

Pursuing these goals will benefit our students (ensuring they receive a quality education and gain their degree credentials in a timely manner), the University (through intentional planning and resource allocation), and the province (by providing a productive, educated workforce that contributes to economic growth and productivity and social well-being).

The SEM Planning Framework proposes to change the balance of our graduate and undergraduate student enrolments as well as the composition of the student body (*i.e.*, the proportion of Aboriginal and international students). It sets the context for ongoing monitoring and discussion of our goals and provides a foundation for the development of a more fulsome SEM Plan that will form part of the University's integrated planning initiative. The implications for space planning, academic program development, housing accommodation and student service support — as well as resource allocation — are noted in the Framework and will need to be more fully examined and articulated in a comprehensive SEM Plan that is developed with input from academic and administrative units across the University.

## **PREAMBLE**

With demographic changes projected for Canada over the next decade, the University of Manitoba is expecting — and is already witnessing — a changing and increasingly diverse student population. The University has been experiencing incremental growth of 1 to 3 percent annually over the past five years, despite the absence of any clearly articulated growth strategy. At the same time, our costs have been increasing faster than revenues and we are faced with continuing resource constraints. Given these dynamics, it is timely that we address questions about what we do, who we serve, and how we can enhance the delivery of a quality educational experience to our students in a more proactive and strategic manner.

## **1. STRATEGIC ENROLMENT MANAGEMENT (SEM)**

The heart of a University is its students. They are attracted to study in our undergraduate and graduate programs with hopes of embarking on fulfilling careers after graduation and making a meaningful difference in their personal and professional communities. They are also attracted by research and learning opportunities with outstanding academics, opportunities to grow and develop in activities outside the classroom, and hopes of building new friendships and networks that will last a lifetime. Over the years the University, through its academic programs and support services, has responded to student interests and needs, labour market demands, and government pressures and incentives, and it has continued to grow. However, this growth has not been by design and has raised questions about the effects of unmanaged growth on the quality of program delivery, the student experience, and administrative infrastructure.

The University of Manitoba's Strategic Planning Framework has identified four overarching objectives for the University, including the aim of "providing an exceptional student experience". The Planning Framework notes that one of our efforts to ensure we achieve this objective is the development of an enrolment management plan.

Strategic enrolment management (SEM) provides an opportunity for us to reflect on who we are, where we have been, and where we want to go. It is a process that enables us to intentionally plan the size and composition of our student body, enhance the student experience, and support student success. More importantly it permits us to be thoughtful about the type of institution we want to be, and establish goals and strategies to help us get there; in short, SEM is a component of good governance.

*Strategic enrollment[sic] management (SEM) is a concept and a process that enables the fulfillment of institutional mission and students' educational goals.*

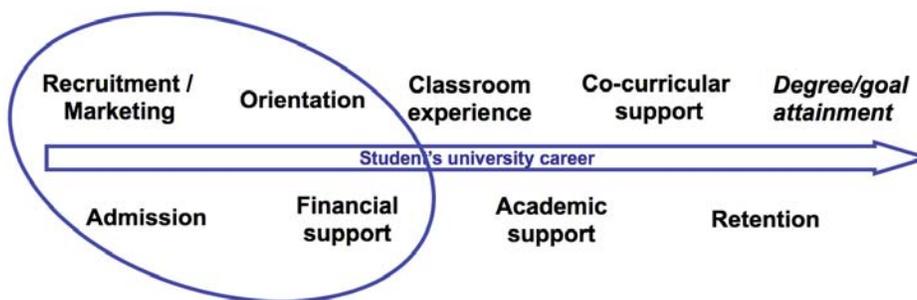
- Bob Bontrager (2004)<sup>1</sup>

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<sup>1</sup> Bontrager, Bob. "Enrollment Management: An Introduction to Concepts and Structures", *College and University Journal*, Vol. 79, No. 3, Winter 2004, p. 12.

Many institutions across North America have nominally adopted “enrolment management”. In many cases this has been limited to the renaming of admissions and recruitment units, and the tactics adapted have mainly been those of marketing and branding (see Figure 1(a)). SEM advances a more comprehensive view. It emphasizes the importance of the inter-relationships between recruitment/marketing activities, in-class curriculum and pedagogy, academic support programs and student services, and the total campus student experience (see Figure 1(b)). SEM is a planning process that involves all sectors of the institution. It touches on the work of all academic and administrative units of the institution and is designed to align the institutional mission, enrolment, fiscal health, and the changing environment in which we work.

(a) Traditional Enrolment Perspective



(b) SEM Perspective

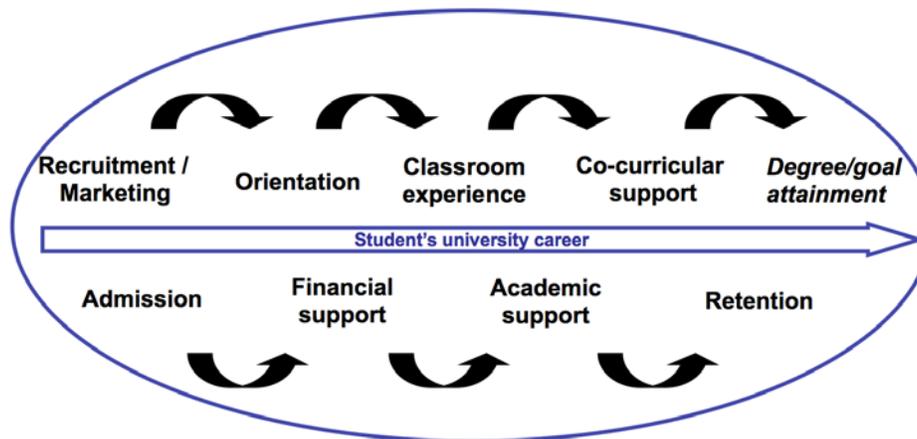


Figure 1. Enrolment perspective models.

*SEM is a comprehensive approach to integrating all of a college or university's programs, practices, policies and planning related to achieving the optimal recruitment, retention and graduation of students... Enrollment [sic] management becomes strategic enrollment [sic] management when it actively integrates planning and strategies with an institution's strategic planning, academic vision and fundamental mission.*

- David Kalsbeek, 2009

Not all post-secondary institutions are the same; a university's identity and niche are shaped over time by its mission, size, location, program mix, and composition of the student body. As we look forward in our planning process at the University of Manitoba, we must acknowledge that we cannot be all things to all people. Given limited resources, SEM is about *making choices*.

SEM planning needs to be viewed as a *dynamic process*. Goals and strategies will inevitably change as the institution responds to changes in the internal and external environments, and programs and services are assessed. Although we may agree to the goals set out in the current Framework document, these goals will need to be re-assessed on an annual basis to ensure that they remain consistent with institutional and strategic priorities.

Setting enrolment goals may be perceived by some as inconsistent with our historical commitment to accessibility and as limiting opportunities for students to pursue their post-secondary goals. However, given the dramatic demographic changes we will be experiencing over the next few years, we believe that we can continue these commitments and enhance opportunities for previously under-served and under-represented student populations.

## **2. SEM PLANNING AT THE UNIVERSITY OF MANITOBA**

In late 2010, the Provost established a Strategic Enrolment Management Planning (SEMP) Committee (see Appendix A) as an offshoot of the Optimizing Academic Resources (OARs) project. The purposes of the SEMP Committee are to:

- recommend annual and long-term enrolment goals (for new and returning undergraduate and graduate students, transfer students, program mix, domestic and international markets, and Aboriginal and other underserved populations);
- promote policies, procedures and practices that facilitate learning opportunities and enhance the student experience;
- monitor student access, transition, persistence and graduation rates;
- review strategies designed to achieve enrolment objectives and identify the resources required to support their achievement; and
- facilitate input from the University's internal and external communities on enrolment goals, strategies, and assessment measures.

The SEMP Committee has undertaken its work within the context of the University's Strategic Planning Framework, and has preserved at its core the University's mission.

### **2.1. Our Mission**

The mission of the University of Manitoba is “to create, preserve and communicate knowledge, and thereby, contribute to the cultural, social and economic well-being of the people of Manitoba, Canada and the world”. The University of Manitoba is part of the broader post-secondary system within the province, but is differentiated by its size,

research intensity, graduate and professional programs, and range and depth of undergraduate programs. The University serves as a catalyst for the provincial economy — creating jobs, driving innovation and cutting-edge research and technology, and attracting new residents and visitors.

## **2.2. Enrolment Planning**

Enrolment models vary depending on what assumptions are included about changes to first-year enrolment, student retention, and the transfer of students into and between programs. A variation of any one of these elements will have an impact on student enrolment. For example, if we retain our students, we will automatically grow. While first-to-second-year retention is important, upper-year student persistence must also be monitored as it indicates a commitment to staying at the University rather than leaving studies or transferring to another institution.

Attributes of students coming into the institution can also affect enrolment models (*e.g.*, selectivity on intake can affect graduation rates; students who come directly from high school are more likely to proceed in a lock-step fashion through programs than “adult learners”, which can affect retention assumptions; transfer students are less predictable in their course-taking patterns).

Program changes can also influence enrolment. For example, moving to a direct entry model, increasing capacity in professional programs, or increasing distance delivery options will all have an impact on enrolments in academic units as well as overall enrolment.

Although the factors that contribute to total enrolment are multiple and complex, it is important that the University set global targets for planning purposes. It is because of shifting environmental factors that any enrolment plan must be reviewed annually and adjusted.

## **2.3. The SEM Framework**

The current document does not provide a detailed SEM Plan, but rather a framework on which to base a detailed plan. Its purpose is to articulate a proposed set of broad enrolment goals for the institution over the next 5-10 years. Following discussion, feedback, and affirmation of this Framework by Senate and the Board of Governors, strategies and tactics as well as anticipated timelines and resource implications will be identified as part of a comprehensive Strategic Enrolment Management Plan.

The SEM Framework sets out “big picture” enrolment goals for the University of Manitoba. How big should we be? What is the appropriate mix of undergraduate and graduate students? What are our obligations to the First Nations, Metis and Inuit students in our province and beyond? What proportion of international students are required to meet our internationalization and globalization goals? What are our goals regarding student success?

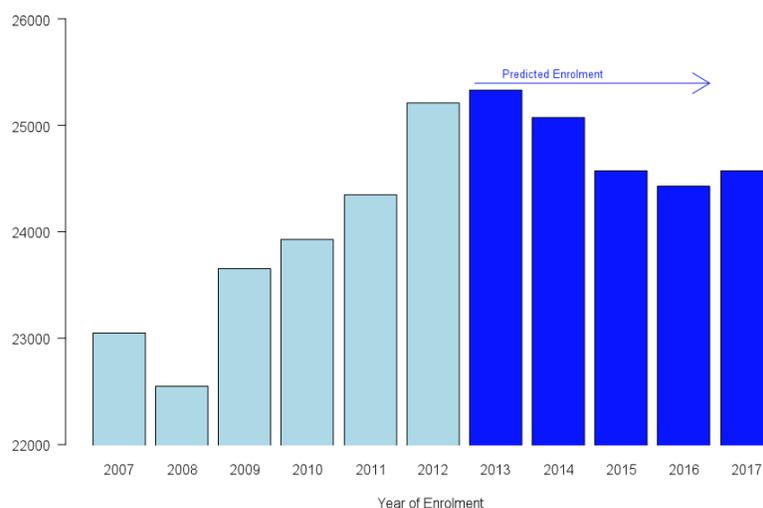
### 3. ENVIRONMENTAL SCAN

Many factors impact enrolment planning: economic, demographic and geographic shifts in the population; competition (provincially, nationally, and internationally); changing student behaviours; issues of access and affordability; government funding; and physical capacity and resources. As already noted, inevitable changes in the internal and external environments mean that a strategic enrolment management plan must be dynamic, and needs to be monitored and adjusted on an annual basis.

Before examining specific institutional goals, the SEMP Committee undertook an environmental scan and SWOT analysis. The scan provided an overview of the current Canadian post-secondary enrolment landscape, institutional demographic trends, and other factors that might be useful in enrolment planning.<sup>2</sup>

#### 3.1. Enrolment Overview

Undergraduate enrolment at the University of Manitoba has grown by more than 8.5% over the past six years, from 23,044 to 24,996 (Figure 2). We are the largest university in the province<sup>3</sup> with a population of 29,181 students (24,996 undergraduate, 3,580 graduate students, and 605 post-graduate medical education students); these latter two groups of graduate students represent 14% of total enrolment.



**Figure 2.** Undergraduate enrolment at the University of Manitoba from 2007 to 2012 (actual) and that predicted for 2013 to 2017.

<sup>2</sup> The institutional data in this report has been provided by the Office of Institutional Analysis. Comparative data has been provided by the Council on Post-Secondary Education (COPSE) and the U15 Data Exchange. The University of Manitoba became a member of the U15, a group of Canadian research-intensive universities, in 2010/11.

<sup>3</sup> The University of Manitoba is home to 68% of all students enrolled in universities in the province of Manitoba, including 65% of undergraduate and 89% of graduate students. According to AUCC data there were approximately 870 graduate students enrolled at Brandon University, St. Boniface University, the University of Winnipeg, and the Canadian Mennonite University combined, with more than half of these students (*i.e.*, 470) enrolled at The University of Winnipeg.

International student enrolment has risen by about 10% over the last five years, and now comprises almost 11% of the total student population (9.6% of undergraduate and 22.6% of graduate students). Over the same period we have also experienced slow but steady increases in Aboriginal enrolment.<sup>4,5</sup> Aboriginal students now represent 7.2% (2,087) of our total enrolment and comprise 7.7% (1,933) of our undergraduate and 4.1% (147) of our graduate students. These students are largely clustered in University 1, Arts, Social Work, Extended Education, Graduate Studies, Science, and Nursing, and remain under-represented on a per population basis.

Females comprise 55% of the student body at the University of Manitoba, making us the most gender balanced university in the province. Notwithstanding this representation, gender balance is not evident in all of our programs; for example, males continue to be concentrated in engineering programs, and females in those of the health sciences.

For the majority of our students we remain a commuter campus, with approximately 4% of the student population living on campus in University residences. This is a challenge for enhancing student life and engagement and — some would argue — a factor in attracting and retaining students from rural, out-of-province and international communities.

### **3.2. Changing Demographics and Enrolment Projections**

High school graduates make up the majority of our intake and account for (on average) 73% of new direct-entry admissions. Trends in high school enrolments and graduations, and changes in the youth population, are therefore closely monitored. Provincial estimates, modeled forward using a three-year average, suggest that Grade 12 graduates peaked in 2012 and will begin to decline over the next three years. Statistics Canada population projections further predict that Manitoba should expect the youth population (18-24 years) to begin to decline from 2014 until 2020/25.

Although these trends raise concerns about sustaining current enrolment levels, they are balanced by increased immigration into Manitoba since 2002. From 2008 to 2010, immigration rose almost 41%, from 11,213 to 15,809 individuals. Of this group, 14.1% were in the 15-24 year age category, which has increased high school numbers in the province and will mitigate the previously forecasted decline in high school students.<sup>6</sup>

The University's credit hour projection models have also supported the above noted trends and foreshadowed an increase in undergraduate enrolment of approximately 2.5% in Fall 2012, followed by falling enrolments over the next three years (at 1.5%, -1.0% and -2.0%). The spike in 2012 was predicted for a number of reasons, including the

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<sup>4</sup> The term "Aboriginal" is used in the SEM Planning Framework to refer to the Canadian First Nations, Metis and Inuit populations.

<sup>5</sup> Students at the University of Manitoba are asked to self-identify as Aboriginal upon application and admission to the University. It is generally believed that there are more Aboriginal students attending the University of Manitoba than those who choose to self-identify.

<sup>6</sup> The most recent provincial immigration statistics, released in March 2013, are not quite as rosy. For the first time in 15 years Manitoba's immigration rate fell in 2012 compared to 2011 (by 16% to 13,391 immigrants).

introduction of direct entry enrolment to several University of Manitoba faculties, which has generated considerable interest from prospective students. As well, the current weak economy is contributing to a greater proportion of high school students enrolling in post-secondary education, rather than entering the workforce.

Despite a projected decline in the overall high school population over the next decade, opportunities remain to increase university enrolments. For example, we might attract more students directly from the secondary education system if the high school dropout rate were to decrease and/or proportional participation in postsecondary education increases; if we could attract more Manitoban students to study in-province; and if we could improve access for students who traditionally have not pursued postsecondary education (e.g., rural students, Aboriginal students, and first-generation students). In addition, we might choose to increase our focus on students transferring from other postsecondary institutions or jurisdictions, as well as providing more opportunities for mature learners.

In addition to showing actual enrolments, Figure 2 also models undergraduate enrolment from 2013 to 2017 under the conditions outlined above, and demonstrates a downward trend until 2016. Despite the predicted decline, enrolment levels are anticipated to remain above that achieved in 2011.

### **3.3. Changing Student Behaviour**

Fewer undergraduate students are taking the traditional (four-year) path to graduation. Instead, they are moving between programs and institutions (“swirling”) and working while they are studying. Many students enrol in, or drop down to, part-time studies. This has resulted in increased times-to-completion and lower graduation rates. Perhaps because of these factors — combined with a dizzying pace of technological innovation and change — there are increasing demands for more flexibility in the delivery of postsecondary education. This includes pressures for more on-line delivery of instruction and more adaptable and innovative course scheduling.

It should be noted that increased student mobility presents a challenge to monitoring student persistence, retention, and graduation rates. By its very nature mobility makes it impossible to track and “count” students without a provincial (or even, preferably, federal) student number.

### **3.4. Competition and Innovation**

The University of Manitoba is operating within an increasingly competitive environment. As the traditional pipeline of prospective students shrinks and provincial funding tightens, Canadian postsecondary institutions have looked outside of their traditional geographic markets for students, honed their marketing tools, and explored opportunities to offer new programs and new credentials (on existing and satellite campuses and through on-line delivery). Some provinces have conferred degree-granting authority on community colleges and in a number of jurisdictions new universities have been created. Locally, the University of Winnipeg has grown substantially, invested in new

infrastructure, expanded undergraduate programs, and launched a number of its own graduate programs.

The importance of post-secondary education for employability in a knowledge-based economy and as fuel for economic growth and productivity also provides opportunity for innovation in the delivery of education. Last year, Manitoba's public universities and colleges signed a Memorandum of Understanding to improve student mobility. This provides us with the opportunity to think innovatively within the University and collaborate with other institutions within the Manitoba post-secondary system. For example, more comprehensive and coordinated systems of credit transfer and joint programs with other institutions may provide access to the University of Manitoba for groups of students (such as students from northern and rural Manitoba) who have traditionally been under-served and under-represented in some of our programs. In enhancing student mobility, however, we must be mindful of the need to re-examine academic and student support services that will enhance the experience of transfer students and ensure their subsequent success.

#### **4. INSTITUTIONAL GOALS**

The University of Manitoba has a unique role within our province. We are Manitoba's largest post-secondary institution and the major provider of professional graduates (for example, physicians, dentists, lawyers, and engineers). As Manitoba's only research-intensive university and as a member of the U15, Canada's group of research-intensive universities, the University has a special role in training highly qualified personnel, creating knowledge, and driving innovation through its broad suite of graduate and research programs. The University of Manitoba houses the province's only doctoral programs.

In addition to our unique provincial role and responsibilities, the University has set, through its planning activities, a number of institutional priorities. These include: building research strength and excellence; advancing Indigenous knowledge and education; building global understanding; and enhancing student success.

It is imperative that the SEM enrolment goals align with, and support, both the University's unique provincial mandate as well as its stated priorities.

##### **4.1. Graduate Enrolment**

Enrolment in graduate education in Canada has increased significantly over the last decade, driven by the linkages between graduate education, research, the creation of knowledge and innovation, which are key elements in a global knowledge economy<sup>7</sup>. In the fall of 2011, 16.3% of Canada's university population were graduate students (with just over 1,000,000 undergraduate students and just under 194,000 graduate students)<sup>8</sup>.

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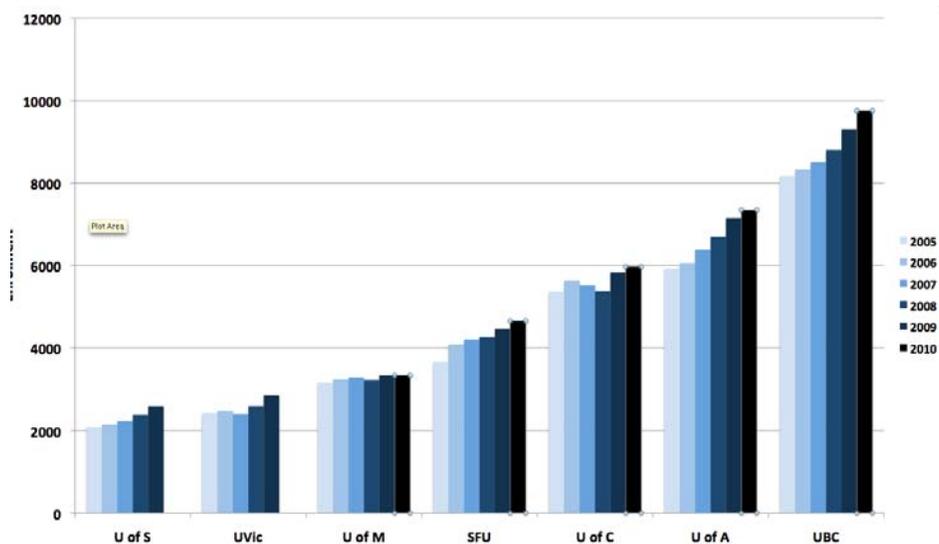
<sup>7</sup> Government of Canada, 2002. Knowledge Matters. Skills and Learning for Canadians. Canada's Innovation Strategy. SP-482-02-02

<sup>8</sup> AUCC 2011, <http://www.aucc.ca/canadian-universities/facts-and-stats/enrolment-by-university/>

Although Canada ranks 15<sup>th</sup> amongst OECD nations in university participation, we rank 17<sup>th</sup> in the number of doctoral graduates per 100,000 population.<sup>9</sup> As a comparison, Canada produces about two-thirds the number of doctoral graduates as the United States and less than half that of Germany or the United Kingdom. Yet a Statistics Canada, Labour Force Survey has shown that the demand for graduate degrees rose 33% between 2004 and 2010, more than the demand for bachelor’s degrees (28%), college (17%), trade (5%), or high school (4%) graduates. Recognizing the need to further support the growth and profile of graduate education in Canada, the Federal Government introduced the Canada Graduate Student (CGS) scholarships and more recently the Vanier Scholarships, which target and support doctoral education. To meet the labour market demand for people with graduate degrees, Canada has turned to the international market; Citizenship and Immigration Canada data from Statistics Canada shows that about 25,000 masters and 5,000 doctoral degree holders are attracted to Canada annually.

A number of provinces have also recognized the link between research and advanced education and economic growth, productivity, global competitiveness and innovation, and have targeted extra funding towards graduate education. In response, many Canadian universities are setting targets for further expansion of both masters and doctoral programs.

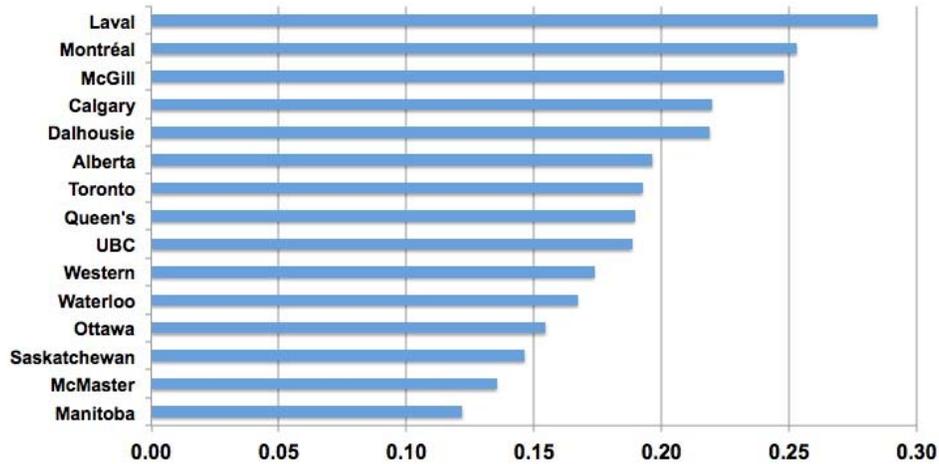
Figure 3 shows the enrolment at Western Canadian universities between 2005 and 2010. While the University of Calgary, University of Alberta, and UBC observed growths of 11.4%, 24%, and 19.4% respectively between 2005 and 2010, enrolment at the University of Manitoba grew by only 5.4% for the same period.



**Figure 3.** Graduate enrolment at Western Canadian Universities from 2005 to 2010, inclusive.

<sup>9</sup> The Conference Board of Canada, <http://www.conferenceboard.ca/hcp/details/education/phd-graduates.aspx>

Figure 4 shows the fraction of the total student body at U15 institutions that is made up of graduate students<sup>10</sup>. The University of Manitoba’s graduate to total student enrolment ratio (0.12) is the lowest amongst U15 institutions. The median ratio of graduate students to the total student population for U15 institutions is 0.19. As noted above, it is important to remember that a number of U15 institutions have plans to further increase their proportion of graduate students, which is going to further increase the median ratio of graduate students at U15 institutions.



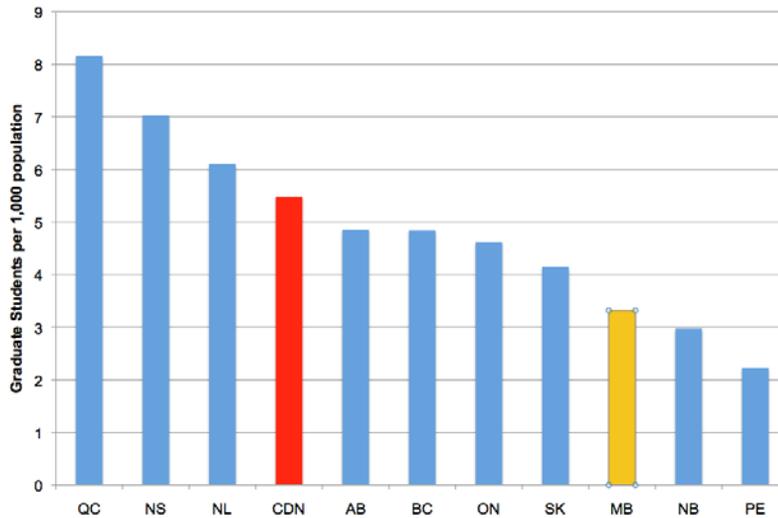
**Figure 4.** Ratio of graduate enrolment to total enrolment (undergraduate and graduate) for U15 universities. Based on 2011 AUCC data.

As shown in Figure 2, the present University of Manitoba undergraduate population is approximately 25,000. If the University of Manitoba were to set the U15 median ratio of 0.19 as a target, this would require a graduate student population of approximately 5,900—an increase of 2,400 over the current graduate student population of 3,500.

Figure 5 provides Statistics Canada (2010 population data) and AUCC (2010 university enrolment data) data on the number of graduate students per 1,000 population, by province, for Canada. Manitoba (at 3.32 graduate students per 1,000 population) has about one-half as many graduate students as the Canadian average (5.48 graduate students per 1,000 population). As mentioned earlier, the University of Manitoba houses 89% of Manitoba’s graduate students. If we increased our graduate student population from 3,500 to approximately 5,900 students, we would be in line with the Canadian average.

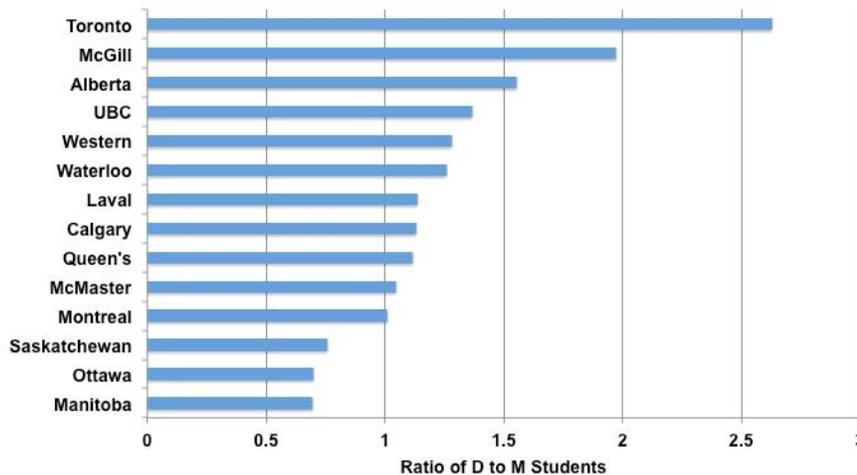
To increase the graduate student population by 2,400 over a five-year period will require a growth of 11.1% per year in graduate student enrolment; an increase of 2,400 over a period of ten years requires an annual growth of 5.4%.

<sup>10</sup> AUCC 2011, <http://www.aucc.ca/canadian-universities/facts-and-stats/enrolment-by-university/>



**Figure 5.** Graduate students per thousand population by province and for Canada as a whole.

It is instructive to look at the composition of a university’s graduate student body in terms of the balance between doctoral and research-based masters students as this balance is related to research productivity. Figure 6 shows the ratio of doctoral to (research-based) masters students for U15 universities based on 2010-11 U15 data.



**Figure 6.** Ratio of doctoral to masters students for U15 universities.

The median ratio for U15 universities is approximately 1.1:1 (doctoral to masters students); approximately 1 doctoral student per masters student. The variability across the U15 is quite significant, ranging from a high of 2.6 at the University of Toronto to a low of 0.7 at the University of Manitoba. This ratio is important when we consider that graduate students are the primary component of a university’s research “workforce”. The research undertaken for a doctoral thesis is typically more complex and extensive than that for a masters thesis and consequently leads to more publications and research output.

A university's ratio of doctoral to masters students, therefore, directly impacts the creation of knowledge, research productivity, and economic growth.

Figures 3 to 6 clearly indicate that, in order to fulfill our unique responsibilities with respect to research and innovation, and research training, we need to increase the proportion of graduate students that make up our total student body as well as to change the composition of our graduate student body (that is, the ratio of doctoral to masters students). Building the University's research strength and excellence – an institutional priority – requires an increase in its research “workforce”, namely, its graduate students. As the Province's sole producer of doctoral graduates, the University has a unique role with respect to the training of doctoral students, and the associated creation of knowledge and advancement of innovation, which drives economic growth.

*To better fulfill this mandate the SEM Planning Committee recommends that:*

- *By 2023 the proportion of graduate student enrolment to total student enrolment should increase to 20%, the median of U15 universities; and*
- *By 2023 the ratio of doctoral to (research-based) masters students should increase to approximately 1 to 1, the median of U15 universities.*

## **4.2 Aboriginal Student Enrolment**

Although the Aboriginal population in Canada is not homogeneous, First Nations, Metis and Inuit students as a whole are under-represented in the Canadian post-secondary sector and have lower persistence and graduation rates. The University's Strategic Planning Framework has identified “Indigenous Achievement” as one of the University's key priority areas and the University has made a commitment to work with a variety of partners to make Manitoba the national centre of excellence for Indigenous education and research. First Nations, Metis and Inuit students should be prepared for, and achieve, educational success in the full range of programs we offer.

As noted earlier, Aboriginal students represent 7.2% (2,087) of the University's total enrolment; 7.7% (1,933) of our undergraduate and 4.1% (147) of our graduate student numbers. In line with our Strategic Planning Framework commitment, the SEM Planning Committee believes that the proportion of Aboriginal students enrolled at the University of Manitoba should mirror that of the Aboriginal population of the province of Manitoba. We are not yet close to achieving this objective.

According to the 2006 Census, 15% of Manitoba's population and 10% of Winnipeg's population self-identified as Aboriginal (First Nations, Métis, and Inuit). This population group is younger and growing at a faster rate than the non-Aboriginal Canadian population.<sup>11</sup> Statistics Canada projects that by 2026 the Aboriginal community will constitute 18.9% of the Manitoba population—a 51% increase over the 2006 Census figures.

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<sup>11</sup> Manitoba and Winnipeg have the greatest concentration of Aboriginal people in Canada. The 2006 Canadian Census reported that Aboriginal children (age 0-14) represented 26% of the children in the province of Manitoba. By 2017 this proportion is expected to increase to 31%.

Given the robust Aboriginal demographic – provincially and nationally – there are enormous opportunities and potential to help prepare present and future generations of First Nations, Metis and Inuit leaders and skilled workers. Achieving this goal will take longer than this Framework’s planning horizon, but we must start building towards this target now. We need to collaborate with other provincial post-secondary institutions, secondary schools, and the Aboriginal communities to develop strategies to ensure academic preparedness, and enhance access to our campuses and our programs. By supporting existing Aboriginal students as well as establishing effective recruitment and outreach strategies to future students, the University of Manitoba can meet its goals.

*The SEM Planning Committee recommends that the University commit itself to two sets of goals:*

- *By 2018 Aboriginal enrolment should increase to 10% of undergraduate enrolment and 5% of graduate enrolment; and*
- *By 2023 Aboriginal enrolment should increase to 15% of undergraduate enrolment and 8% of graduate enrolment.*

The Aboriginal student graduate enrolment goal appears to be quite modest. However since we also plan to grow our overall graduate enrolment, setting goals of Aboriginal graduate student representation of 5% in 2018 and 8% in 2023 will represent a large numerical increase of Aboriginal students in our masters and doctoral programs.

**Table 1** - Self declared Aboriginal student\* outcomes after 7 years (2004-05 cohort and ranges for the last five cohorts).

Cohort	All students				Aboriginal Students			
	N	Attrition	Continuing	Graduated	N	Attrition	Continuing	Graduated
<b>First time in post-sec</b>								
Most recent cohort	3694	39%	7%	54%	223	57%	8%	36%
Range over 5 cohorts	17204	34-39%	6-7%	54-59%	955	46-57%	8-9%	36-45%
<b>Transfers (Arts + Sci)</b>								
Most recent cohort	316	31%	2%	67%	19	58%	5%	37%
Range over 5 cohorts	1438	31-36%	2-4%	61-67%	82	35-60%	0-14%	37-71%
<b>Second entry</b>								
Most recent cohort	1895	9%	1%	90%	47	43%	9%	49%
Range over 5 cohorts	9247	8-10%	0-1%	89-92%	180	33-45%	0-9%	49-66%
<b>All Cohorts</b>								
Most recent cohort	5905	29%	5%	66%	289	54%	8%	38%
Range over 5 cohorts	27889	26-29%	4-5%	66-70%	1217	43-54%	7-8%	38-50%

\* Data on self declaration began in 2000. The results are based on a small population, resulting in a large variations in the percentage outcomes. Results should be interpreted with caution.

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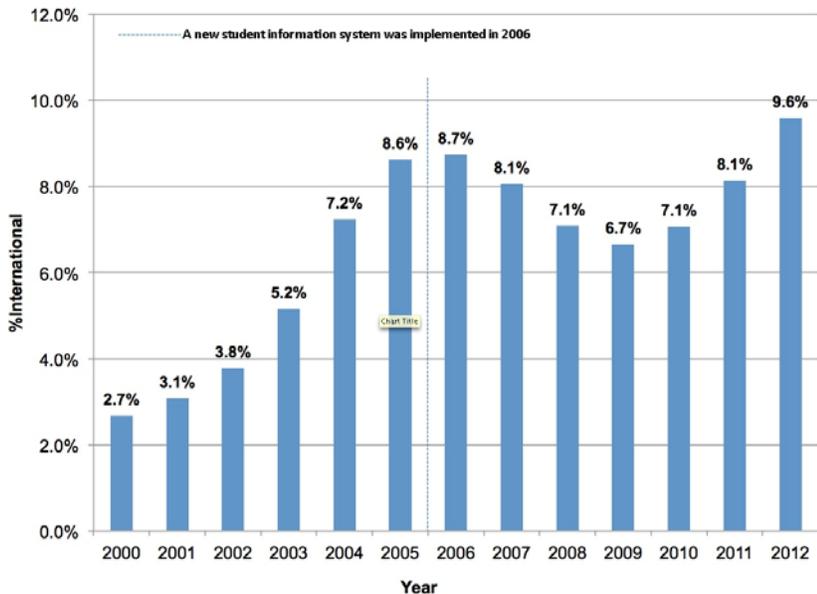
It should be noted that the graduation rates of our undergraduate Aboriginal self-declared students are considerably below that of the ‘all students’ cohort (Table 1). First Nations, Metis and Inuit students may require additional or targeted support services to ensure that they are academically successful (*e.g.*, scholarships and financial support, orientation and

transition programs, cultural support, housing and accommodation, personal counseling and health services, and child care). Achieving the goals for both undergraduate and graduate Aboriginal student enrolment will therefore require focussed attention on these needs.

### 4.3 International Student Enrolment<sup>12</sup>

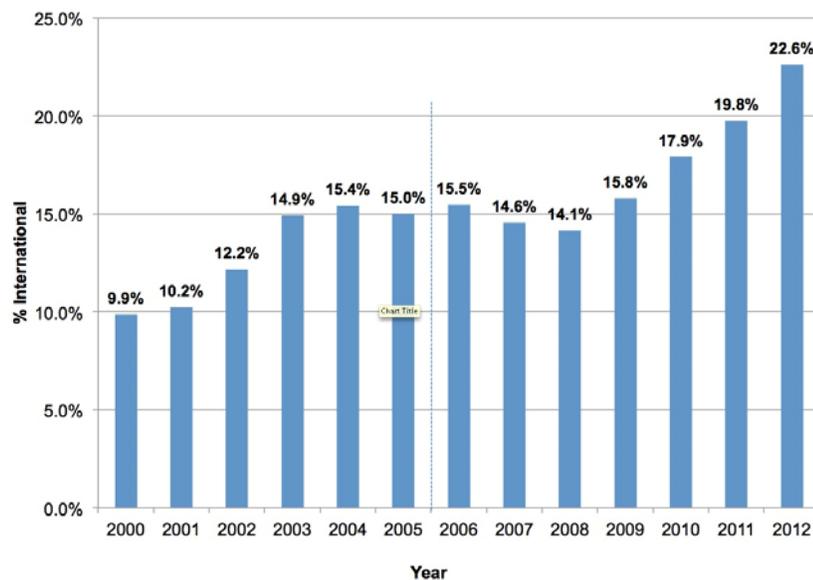
The international student population at the University of Manitoba has been growing for the past three years at both the undergraduate and graduate levels (Figures 7a and 7b), following a decline for the two prior years. This recent growth may be attributed to enhanced international recruitment efforts and the expansion of enrolment from feeder programs and institutions at the undergraduate level (English Language Centre, local school boards and colleges, International College of Manitoba) and increased funding and international partnerships at the graduate level.

With a Fall 2012 undergraduate enrolment of 2,398 and a graduate enrolment of 810, international students comprise 11.2% (9.6% undergraduate and 22.6% graduate) of the total enrolment at the University and are enrolled in every faculty on campus (with a concentration in Business, Agricultural and Food Sciences, and Engineering where program demand is high). By far, the majority of undergraduate students come from China, followed by Nigeria, Korea, Hong Kong, India, and Zambia.



**Figure 7a.** Undergraduate international student enrolment from 2000 to 2012.

<sup>12</sup> The SEM Planning Committee acknowledges the impact of the growing immigrant population in Manitoba. As many are Canadian citizens or Permanent Residents, it is difficult to establish specific enrolment goals for this group of the Manitoba population. It should be noted that a considerable number of international students choose to study in Canada and then apply for citizenship or permanent status while still enrolled in their studies.



**Figure 7b.** Graduate international student enrolment from 2000 to 2012.

A number of Canadian institutions have set aggressive targets for international student enrolment, encouraged in part by provincial and federal government initiatives and in part to meet revenue goals. In August 2012 the Advisory Panel on Canada's International Education Strategy, led by Western University's President Dr. Amit Chakma, recommended that the number of international students studying in Canada double by 2022. The Advisory Council's recommendations underscore that it is critical for postsecondary institutions to prepare students for participation and leadership in a global economy. Ensuring a diverse campus by attracting students from around the world helps to lay the foundation for our students' future success.

Given our University's early foray into the international market and our success in this area over the past few years, the SEM Planning Committee recommends that the University of Manitoba take a measured approach to continuing to grow our international enrolment at this time. It should also be noted that the federal government has recently initiated plans to tighten rules surrounding international student visas and international student work permits. In addition, a number of our international market source countries (such as China and India) are planning to increase their own capacities for post-secondary enrolment. It is at this point unclear what the long-term impact of these changes will be.

*The SEM Planning Committee recommends that:*

- *By 2018 international student enrolment should increase to 10% of undergraduate enrolment; and*
- *By 2018 international student enrolment should account for 20% of graduate enrolment.*

While the international enrolment targets have, in essence, already been achieved, the University should continue to monitor enrolments and evaluate whether the upcoming changes to student visa and immigration regulations will negatively impact the international student “pipeline”. It will also be appropriate to re-evaluate our international enrolment goals once we have developed our institutional Internationalization Strategy (the report and recommendations are expected before the end of 2013).

It is important to note that international students require targeted support services to successfully integrate themselves into the University and ensure that they are academically successful (e.g., scholarships and financial support, visa application support, support for off-campus work permit applications and job searches, orientation and cultural activities, personal counselling and health services, student advocacy, and help to address differing academic expectations). Once admitted, however, international students perform better than the ‘all students’ cohort (Table 2).

**Table 2** - International student\* outcomes after 7 years (2004-05 cohort and ranges for the last six cohorts).

Cohort	All students				International Students			
	N	Attrition	Continuing	Graduated	N	Attrition	Continuing	Graduated
<b>First time in post-sec</b>								
Most recent cohort	3694	39%	7%	54%	246	29%	2%	69%
Range over 5 cohorts	17204	34-39%	6-7%	54-59%	778	23-35%	1-5%	61-75%
<b>Transfers (Arts + Sci)</b>								
Most recent cohort	316	31%	2%	67%	63	21%	3%	76%
Range over 5 cohorts	1438	31-36%	2-4%	61-67%	225	21-41%	0-6%	59-81%
<b>Second entry</b>								
Most recent cohort	1895	9%	1%	90%	118	9%	0%	91%
Range over 5 cohorts	9247	8-10%	0-1%	89-92%	360	7-10%	0-0%	90-93%
<b>All Cohorts</b>								
Most recent cohort	5905	29%	5%	66%	427	22%	2%	76%
Range over 5 cohorts	27889	26-29%	4-5%	66-70%	1363	20-24%	1-3%	73-77%

\*International enrolment was relatively small in the earlier cohorts, which results in larger variations in the ranges.

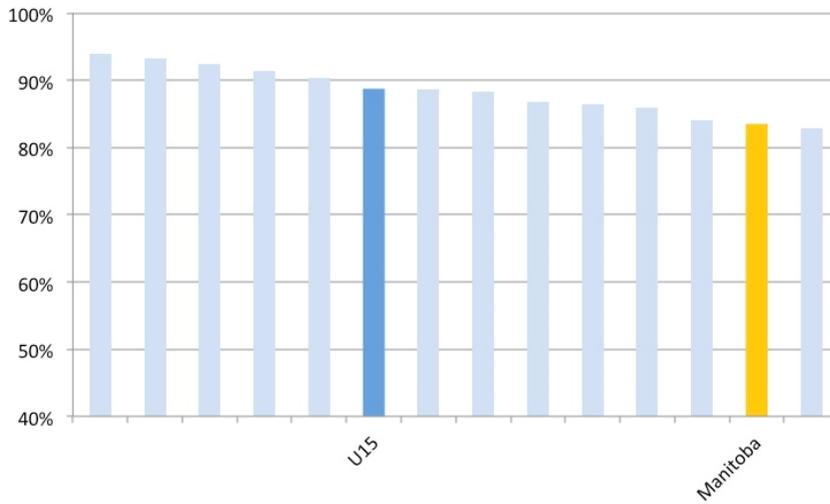
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#### 4.4 Undergraduate Persistence and Graduation

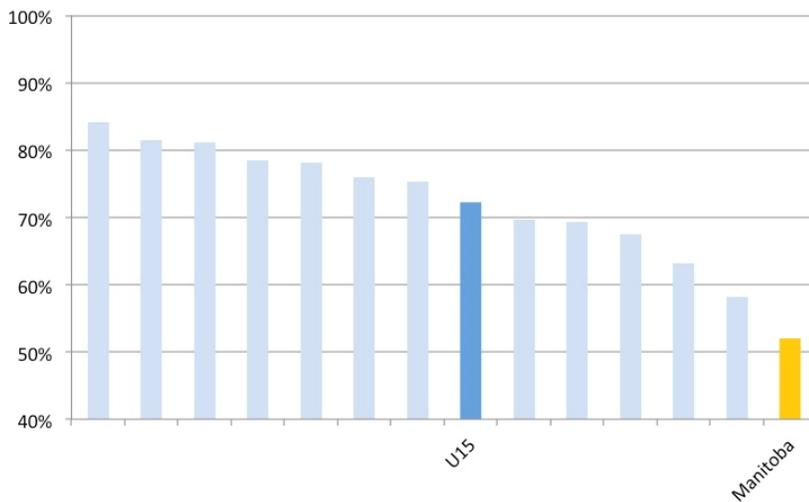
As indicated earlier, enrolment is made up of more than just the students who are admitted to first year programs. Total enrolment is a function of a number of elements, some within the institution’s control and others that are a combination of student choice and external pressures in students’ lives. Many of the students who come to study at the University of Manitoba, for example, do not complete their programs here.

As seen in Figure 8a, the University of Manitoba’s persistence rate (of first entry, full-time students) from first to second year is 84%, slightly below the U15 median rate of 89%. When considering graduation rates after six years, however, the University of

Manitoba’s graduation rate of 52% (see Figure 8b) is the lowest amongst the U15 universities and well below the U15 median of 72%.<sup>13, 14</sup>



**Figure 8a.** University of Manitoba’s persistence rate of full-time undergraduate students from first to second year in comparison to U15 data (2010 cohort).



**Figure 8b.** University of Manitoba’s graduation rate of full-time undergraduate students in comparison to U15 data (2005 cohort).

<sup>13</sup> A complicating issue in discussions about student outcomes is the definition of full-time (and conversely part-time) enrolment. The University of Manitoba has used enrolment in a 60% course load to define a full-time student, which is consistent with the provincial definition used for reporting to the Minister of Education and for financial aid funding purposes. For the U15 comparisons an 80% definition of full-time enrolment was used.

<sup>14</sup> Part-time students and transfer students are not captured in these outcomes data and take even longer to achieve their credentials.

Comparisons between universities in this regard need to be viewed with caution due to differences between post-secondary institutions. For example, the University of Manitoba is the only member of the U15 with a University 1 program; this program can impact the transition of our students to faculty programs. The demographics of our student body also differs, and this may partially explain our persistence and graduation rates—our students are older than other U15 institution students, are more apt to have children, more of them are working, and most need to commute to campus. It is not surprising that students who are balancing multiple commitments (e.g., work and/or family obligations) have less time to devote to their studies; these students often enrol part-time or drop down to part-time study.<sup>15</sup>

Finally, an Early Leavers Study conducted by the province in 2010 surveyed all students who had either not finished their year or who did not come back to continue their studies. The study found that eighteen months after leaving the University of Manitoba, 43% of our early leavers had subsequently enrolled at another post-secondary institution (the majority in a college-level program).

More work is needed to understand the complexities of student attrition and to facilitate higher student persistence and more timely graduation rates. We know that these rates vary by academic program and for different populations of students. For example, once admitted to professional programs our students achieve high success rates (90% or better) after 6 years. As the data previously discussed in Tables 1 and 2 demonstrates, international undergraduate students appear to do better than non-visa undergraduate students and self-declared Aboriginal undergraduate students appear to have poorer outcomes than the undergraduate “all students” cohort.

Quantifying outcome goals should, therefore, be considered a “work-in-progress” as we seek to better understand the dynamics of student persistence and success. Nevertheless,

*the SEM Planning Committee recommends that:*

- *By 2018 the persistence rate of first entry, full-time students from first to second year should increase to 90%; and*
- *By 2018 the graduation rate of undergraduate students should increase to 60%.*

We also need to look more closely at the factors (such as student background, academic preparedness, program choice, and program quality) that impact persistence and graduation. Although some factors (such as parental level of education) may be beyond the control of the institution, we can facilitate student success and satisfaction through faculty and staff interaction with students, innovative pedagogy and curriculum, and academic and student support programs. We need to engage with faculty and staff on these issues, and the efforts of University Teaching Services (UTS) and the Academic Learning Centre can play a significant role in this regard.

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<sup>15</sup> It should be noted that there are financial aid funding implications for dropping to part-time. For example, students receive loan funding for a maximum of five years if they are enrolled in a four-year undergraduate program. This may impact attrition as many students are unaware of this regulation.

Other initiatives that may support our persistence and graduation rate goals have been proposed or are currently underway. We are exploring the expansion of programs and practices that support experiential education (co-op and internships, service learning, student exchanges). We are piloting supplemental instruction sessions in some courses with high (greater than 30 percent) D, F, and VW rates. A review of academic policies that are supportive of (or inconsistent with) the attainment of improved outcomes, such as those on timely assignment feedback, is also underway. As well, new technological tools to support teaching and learning, and academic advising are being explored. In addition, we will need to examine the impact of both University 1 and direct entry programs in providing the foundations for student success.

#### **4.5 Graduate Student Time-to-Completion**

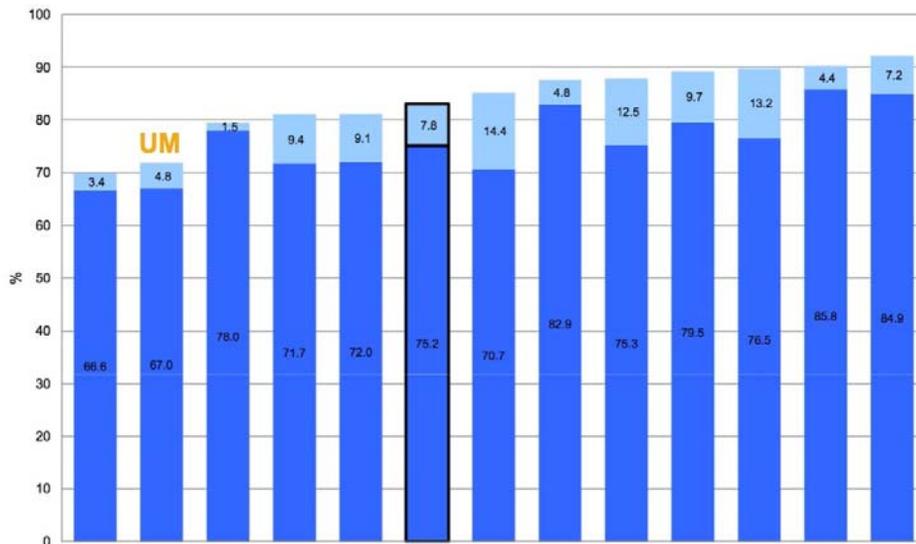
In August 2010, the University of Manitoba Task Force on Time-to-Completion submitted its report to the Provost. This report noted that graduate students, especially those at the masters level, take longer to complete their degree programs than similar students at other Canadian universities. Additionally, many leave the University without completing their programs. The Task Force report notes that time-to-completion is a complex issue that is discipline-specific. The factors that influence time-to-completion include, but are not necessarily limited to: a student's aptitude for research, background, and commitment to their studies; coursework and comprehensive exam requirements; the student's relationship with their advisor and advisory committee; supports (including research infrastructure, reference material, financial); family circumstances; and discipline-specific culture and norms.

The Time-to-Completion Task Force made 16 recommendations categorized into four themes: Raising Education and Awareness, Structural Changes, Improved Monitoring and Remediation, and The Graduate Enterprise. The majority of the Task Force's recommendations have been, or are in the process of being implemented (for example, workshops for students, faculty and support staff; reference documents and websites; modifications to the academic guide; advisor-student guidelines; and an exit survey). Larger issues arising from our graduate student fee structure, teaching loads, and resource allocation continue to be examined.

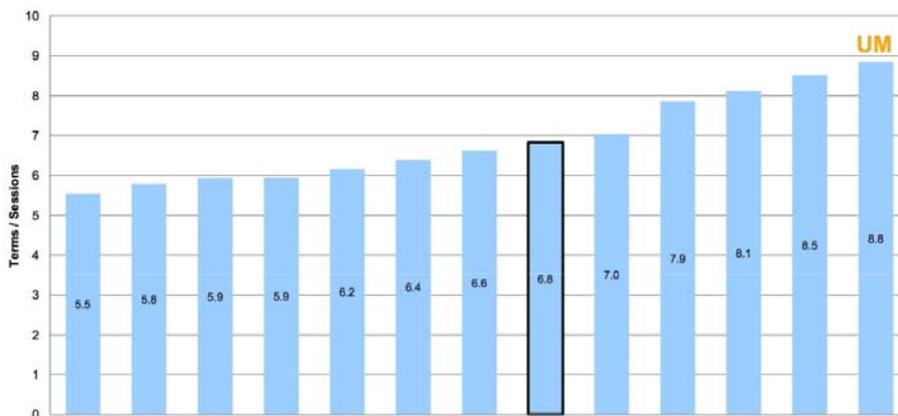
There are two metrics of particular interest in terms of time-to-completion: the percentage of students who complete a (masters or doctoral) degree after a specified period of time; and the average length of time it takes students to complete their degree.<sup>16</sup> As seen in Figure 9a, the completion rates for University of Manitoba research-based masters programs are next to the lowest of the U15 institutions; 72% of the University's students complete their program after 5 years. By comparison, on average 83% of U15 masters students complete after 5 years. University of Manitoba students take an average of 8.8 terms to complete their masters degree in comparison to the U15 average of 6.8 terms (Figure 9b).

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<sup>16</sup> Completion times are measured in terms. There are three terms to a graduate school year. A term is four months in length.

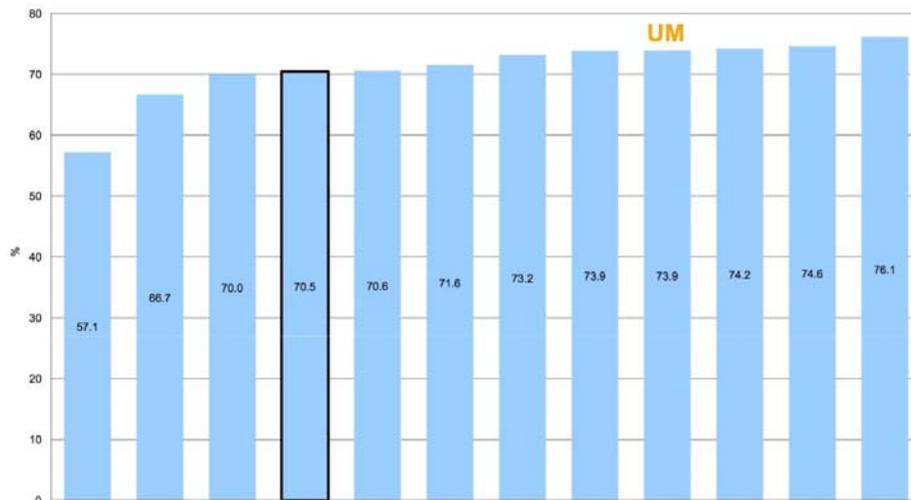


**Figure 9a.** Degree completion after five (5) years by University – 2005 master’s cohort. The dark blue denotes students who completed a master’s degree. The light blue indicates master’s students who were promoted to a doctoral program without completing a master’s degree. The black border denotes the average among the U15 universities.



**Figure 9b.** Average time to completion by University – 2005 masters cohort.

The picture is quite different with respect to doctoral students. As seen in Figures 9c and 9d, both the completion rate and the average time-to-completion rate of our doctoral students are comparable to our U15 colleagues. After 9 years, 73.9% of University of Manitoba doctoral students have completed their degree compared to the U15 average of 70.5% (figure 9c). The average time-to-completion of a doctorate at the University of Manitoba is 16 terms (figure 9d), which corresponds to the U15 average of 15.7 terms.



**Figure 9c.** Degree completion after nine (9) years by University – 2001 doctoral cohort.



**Figure 9d.** Average time to completion by University – 2001 doctoral cohort.

As shown above (Figures 9b and 9d), our graduate students are also taking longer than the U15 average to complete their degrees. This fact has been highlighted by many graduate program reviews that have noted that the median time to completion of both the M.Sc. and Ph.D. degrees is too long. The University of Manitoba’s desire to improve our average times-to-completion is not only about addressing the concerns of external graduate program reviewers, but also about using our resources more efficiently. A graduate student who takes longer than expected to complete a graduate degree “displaces” another student, which impacts the University’s training of highly qualified personnel and our contribution to the knowledge economy. Put simply, this is not an optimal use of University resources nor our students’ time.

It should be noted that encouraging and facilitating the timely completion of graduate students is also a national and international issue. Time-to-completion has been, and continues to be, a topic of interest to CAGS (Canadian Association for Graduate Studies) and our U.S. counterpart, CGS (Council of Graduate Schools). It is an ongoing topic of

considerable interest at CAGS' conferences and a subject of annual publications at CGS. In general, the time to complete masters and doctoral degrees continues to increase.

In light of the above, *the SEM Planning Committee recommends that by 2023 our completion rate and time-to-completion for both masters and doctoral students should be comparable to the median of the U15:*

- *By 2018 85% of research-based masters students should have completed their degree within a 5 year period;*
- *By 2018 the average time-to-completion for research-based masters students should be 6.5 terms (27 months);*
- *By 2018 75% of doctoral students should have completed their degrees within 9 years; and*
- *By 2018 the average time-to-completion for doctoral students should be 15 terms (60 months).*

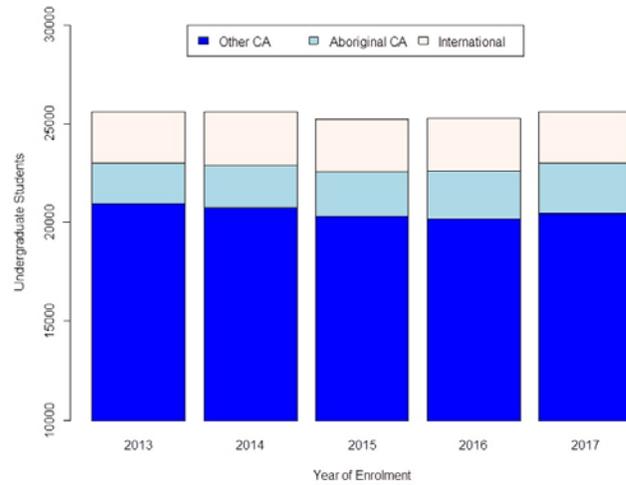
#### **4.6 Setting Additional Goals**

The SEM Planning Committee recognizes that the proposed set of goals may need to be expanded. For example, issues of gender representation, academic quality of incoming students, low-income and first generation students, transfer students, on-line enrolment, and rural and out-of-province domestic enrolment may also be considered as the University moves forward with the development of a full Strategic Enrolment Management Plan.

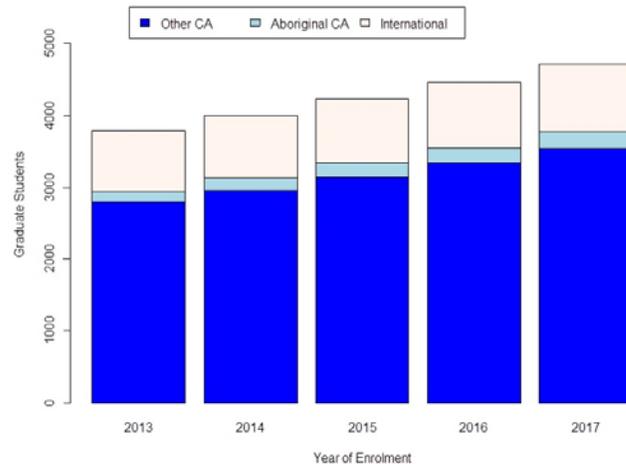
#### **4.7 Total Enrolment: How Big Will We Be?**

The question of how big we want to be is something that we need to consider. While increased enrolment may be desirable, *uncontrolled growth* is not possible if we are to address pressing infrastructure needs and enhance the quality of the student experience, meet teaching and research commitments, and engage in projects that support the social and economic development of Manitoba.

The enrolment model that we have used points to an overall enrolment of about 30,300 students by 2017, consisting of 25,600 undergraduates and 4,700 graduate students (Figures 10a and 10b, respectively). This overall enrolment is based on demographic trends (that is, a decrease in the undergraduate recruitment pipeline from high school despite an increase in the immigrant population and Aboriginal population growth), a consistent increase in graduate enrolment, and an assumption that we will begin to improve student persistence, graduation rates and time-to-completion. The SEM Planning Committee believes that this overall growth target will permit us to meet our strategic objectives without compromising the quality of education.



**Figure 10a.** Target composition of the undergraduate student body.



**Figure 10b.** Target composition of the graduate student body.

Figure 10a shows the components (*i.e.*, other Canadian (CA), Aboriginal Canadian, and international) of the undergraduate student body over the next five years taking into account the expected demographic trends shown in Figure 2 and the proposed enrolment goals. The model projects a target of approximately 25,600 undergraduate students by 2017, consisting of 80% other Canadian (20,480), 10% Aboriginal (2,560), and 10% international students (2,560). Similarly, Figure 10b shows the components of the graduate student body over the next five years. However, it should be remembered that the graduate targets are spread out over a ten year period. By 2017, the graduate study population should be approximately 4,700, consisting of 75% other Canadian (3,525), 20% international (940), and 5% Aboriginal (235).

## **5. ACHIEVING OUR GOALS: CHALLENGES, IMPLICATIONS, AND CONSIDERATIONS**

Setting and, more importantly, achieving the proposed enrolment goals will present a number of challenges and issues and require a series of actions, all of which will need to be considered and/or identified in the development of a comprehensive SEM plan. There will, for example, be implications for curriculum planning and program delivery, the provision of academic and student support services, including financial support, and for infrastructure development, each with their own resource implications.

Achieving these goals and, in turn, providing an outstanding student experiences will require a number of things, including: improved classroom, laboratory, study and social spaces; additional funding to attract and retain both graduate and undergraduate students; robust academic and student support services to help ensure that our students are successful (e.g., teaching assistantships and peer tutors; orientation and transition programs; enhanced academic and career advising; appropriate cultural supports; health services); and additional student residences and daycare facilities. Addressing these needs will require us to both optimize the use of existing resources and continue efforts to enhance our resource base through additional government funding and other external sources (e.g., research funding, private fundraising). It will also require us to work more collaboratively across our institution (between and amongst academic and support units) as well as with other institutional partners in Manitoba's postsecondary education sector.

In arriving at a comprehensive SEM Plan, many things will need to be considered or addressed, including but not limited to:

- the establishment of undergraduate, graduate, Aboriginal, and international enrolment targets for each faculty/school and/or program, in consultation with faculties/schools;
- the establishment of enrolment targets for University 1, Arts, and Science, which currently have “open access” enrolment with no enrolment caps;
- assessing the impact of the proposed goals with respect to undergraduate persistence and graduation rates on access to our undergraduate programs;
- further evaluating, at the program level, our capacity to increase graduate student enrolment;
- exploring the role of “on-line” course delivery at both undergraduate and graduate levels in meeting our proposed enrolment goals;
- continuing to examine the factors leading to student attrition in undergraduate and graduate programs;
- examining the impact of academic and administrative policies on student persistence and success;
- expanding outreach programs to inner-city and rural schools and communities;
- exploring opportunities to work with the primary and secondary school systems to enhance the academic preparation of students for post-secondary education;

- pursuing collaborative opportunities to work with other post-secondary institutions in Manitoba to enhance the access and retention of under-served populations (with particular attention to Aboriginal students); and
- continuing efforts to enhance the level of government (provincial, federal) and other funding in order to ensure that the University can meet its unique mandate and obligations as Manitoba’s research university.

## **6. ON-GOING INITIATIVES IN SUPPORT OF SEM PLANNING**

It should be noted that while the SEM Planning Committee has been examining broad enrolment goals, a number of initiatives in support of SEM have been underway. For example:

- Rules, Regulations and Red Tape (3Rs): a review of academic policies and procedures has begun;
- Establishment of “Pathways to Indigenous Achievement” Planning Framework;
- Establishment of Blended and E-Learning Task Force;
- Establishment of International Student Recruitment Advisory Committee;
- Student success and retention initiatives (supplemental instruction pilot project, early alert program, creating more and better student space);
- Review of DFW rates in first and second year undergraduate courses;
- Establishment of Office of Student Life (campus-wide transition and orientation activities, co-curricular record, service learning programs, student leadership);
- Academic advising review;
- Drafting of Graduate Advisor-Student Guidelines;
- Establishment of a Student Services at Bannatyne Campus Office;
- Enhanced communication with prospective and current undergraduate and graduate students through the implementation of Hobson’s ‘Connect’; and
- Investing in support for the periodic review of undergraduate programs.

## **7. NEXT STEPS**

As stated at the outset, the purpose of this document is to outline a proposed set of broad enrolment goals for the University of Manitoba over the next five to ten years. The goals that are outlined in this document have been the subject of discussion and debate in a number of venues, including meetings of various faculty councils, Senate and its committees (SPPC, Senate Executive), Provost’s Council, the Board of Governors and, of course, the SEM Planning Committee, which has considered the feedback it has received in the refinement of the enrolment goals. The next step is to seek approval in principle for the SEM Planning Framework by Senate and the Board of Governors. Once approved, the Framework will form the basis of the development of a comprehensive SEM Plan that will include, among other things, strategies and tactics, timelines and resource implications. This plan will form a key part of the University’s integrated

planning activities, which are designed to ensure overall alignment between the University's academic priorities and its resources.

The SEM Planning Committee is committed to monitoring the enrolment goals, reporting annually to Senate and the Board of Governors on the implementation of a SEM plan, and recommending adjustments as appropriate.

## Appendix A

### Strategic Enrolment Management Planning Committee University of Manitoba

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**Date:** December 2012

**Terms of Reference:** The SEM Planning Committee is an administrative body that reports to Provost's Council and serves as an advisory body to the President's Executive Team. As appropriate, reports and recommendations will be forwarded to the University Senate and/or Board of Governors. The Committee is responsible for:

- Recommending annual and long-term enrolment goals (for new and returning undergraduate and graduate students; transfer students; program mix; domestic and international markets; and Aboriginal and other underserved populations);
- Promoting policies, procedures and practices that facilitate learning opportunities and enhance the student experience;
- Monitoring student access, transition, persistence and graduation rates;
- Receiving reports from its sub-committees;
- Reviewing new strategies designed to achieve enrolment objectives and identifying the resources required to support their achievement; and
- Ensuring input from the University's internal and external communities on enrolment goals, strategies, and assessment measures.

**Membership:** Vice-Provost (Students), Co-Chair  
Vice-Provost (Graduate Education) and Dean, Co-Chair  
Vice-Provost (Programs and Planning)  
Vice-Provost (Academic Affairs)  
Vice-President Administration  
Representatives (up to 6) from Provost's Council (appointed by the VP Academic) and Provost  
Executive Director, Office of Institutional Analysis  
Executive Director, Enrolment Services  
Executive Director, Student Services  
Director, University 1  
Director, Marketing Communications Office  
Chair, Senate Planning and Priorities Committee  
UMSU representative  
GSA representative

The Committee will establish sub-committees to address particular issues (such as, International recruitment, student success, graduate enrolment). Sub-committees will include membership from additional University representatives as appropriate.

**Report of the Senate Planning and Priorities Committee RE: Strategic Enrolment Management Planning Framework 2013 - 2018**

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**Preamble:**

1. The terms of reference of the Senate Planning and Priorities Committee (SPPC) are found at [http://umanitoba.ca/admin/governance/governing\\_documents/governance/sen\\_committees/510.html](http://umanitoba.ca/admin/governance/governing_documents/governance/sen_committees/510.html) wherein SPPC is charged with making recommendations to Senate regarding any such studies, proposals or reports that it may initiate within itself, have referred to it by Senate, other Councils, Committees or Bodies, formal or otherwise.
2. At its meetings on March 25 and April 29, 2013, the SPPC considered a proposal from the Strategic Enrolment Planning Committee to establish a Strategic Enrolment Management Planning Framework 2013 – 2018. The Committee had previously received presentations on Strategic Enrolment Management (SEM) Planning at its meeting of April 30, 2012 and January 28, 2013.

**Observations:**

1. The purpose of the Strategic Enrolment Management Planning Framework 2013-2018 is, "... to outline a proposed set of broad enrolment goals for the University of Manitoba over the next five to ten years," as set out in the Executive Summary (pages iii and iv) and described further in the document. Targets are proposed for enrolment of various groups of students including: graduate students, Indigenous students (undergraduate and graduate), and international students (undergraduate and graduate); and for student outcomes, including undergraduate persistence and graduation rates and graduate student time-to-completion. The SEM Planning Framework would be reviewed annually in order to adjust particular targets or to set different targets, in order to respond to the multitude of factors that affect enrolment.
2. The University has not previously undertaken broad enrolment planning. The proposal to establish a SEM Planning Framework at this point in time responds to a number of circumstances, including: (i) incremental annual enrolment growth of 1 to 3 percent over the last five years, which has occurred in an unplanned way; (ii) projected demographic changes, including fewer students entering postsecondary from high school and a more diverse student population; and (iii) the need to be more strategic about enrolment planning in the context of increasing resource constraints, including financial resources but also space and human resources, in order to maintain program quality.
3. The SEM Planning Framework would establish a process that would make it possible to intentionally plan the size and composition of the student body, enhance the student experience, and support student success. It would also provide an opportunity for the University community to contemplate enrolment targets that signal the type of institution the University of Manitoba wants to be, and to develop strategies to meet those goals.
4. The broad goals outlined in the proposed SEM Planning Framework have been developed by the SEM Planning Committee in consultation with various faculty councils, with the SPPC, on the occasions noted above, and Senate (January 9, 2013) and are

consistent with a number of institutional goals. Targets to increase graduate student enrolment and to increase the ratio of doctoral to (research-based) masters students reflect that the University is Manitoba's only research-intensive University with a unique and important role to train highly qualified personnel, create knowledge, and drive innovation through a broad range of graduate and research programs. Aboriginal student enrolment targets and targets for improved student outcomes are consistent with the University's priorities for Indigenous achievement and an exceptional student experience, respectively.

5. The SPPC observed that the SEM Planning Framework would be important not only for planning but because it clearly communicates (i) the University's mission and mandate, (ii) how these would be operationalized with respect to enrolment targets, and (iii) the resource implications of initiatives that must be undertaken to achieve those targets, including, for example, additional resources for graduate and Indigenous student support.
6. The SPPC observed that some of the initiatives and activities that would be necessary to achieve a number of the targets for enrolment and student outcomes would have significant resource implications. For example, improving graduation rates might require resources for additional teaching assistants, laboratory supervisors, and other student supports.
7. The SPPC observed, in particular, that the goal to increase graduate student enrolment to 20 percent of the total enrolment would require additional resources for graduate student support and for grants for faculty researchers, who will lead the research projects. The Committee underscored the importance of continuing to lobby the provincial government for funds in support of graduate research and education. It was noted that fundraising for graduate student support might also be identified as a priority in the next capital campaign.
8. The SEM Planning Committee acknowledges that some of the goals are aspirational, including, the targets for increased graduate and Indigenous student enrolment. For this reason, the Committee has set ten-year targets for graduate enrolment and both five- and ten-year targets for Indigenous student enrolment.

### **Recommendation:**

The Senate Planning and Priorities Committee recommends:

**THAT Senate approve and recommend to the Board of Governors that it approve the Strategic Enrolment Management Planning Framework 2013-2018, with the *proviso* that the Vice-Provost (Students) report to the Senate and the Board on an annual basis regarding the implementation of the framework and related resource implications.**

Respectfully submitted,

Ada Ducas, Chair  
Senate Planning and Priorities Committee



**AGENDA ITEM:** Proposal for a Community Recreation and Active Living Diploma

**RECOMMENDED RESOLUTION:**

**THAT the Board of Governors approve a proposal for a Community Recreation and Active Living Diploma [as recommended by Senate, June 19, 2013]..**

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

The purpose of the proposed, Community Recreation and Active Living (CRAL) Diploma would be to, "...introduce students to the theory and practice of developing, delivering, promoting, and managing recreation and active living programs."

**RESOURCE REQUIREMENTS:**

The total cost of delivering the diploma program would be \$298,580. Resources would be required for:

- salaries and benefits for one (1.0) FTE faculty position, one full-time (1.0) Community Engagement / Student Support Coordinator, and one part time (0.5) administrative assistant;
- salaries for two sessional instructors;
- stipends for Aboriginal Elders, cultural advisors and tutors.

Resources would be derived or sought from the following sources:

- a request to COPSE for \$119,911 of new resources;
- 85 percent of the tuition fees from the program, which will generate \$81,000 revenue, assuming an annual enrolment of forty students;
- Faculty in kind (\$42,000) in the form of academic and administrative salaries and capital.

The Faculty has adequate library resources, computer facilities, and classroom space to support the program.

**CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

The proposed Community Recreation and Active Living Diploma would directly address the priority for Aboriginal Achievement identified in the University's Strategic Planning Framework. It is also consistent with the four Pathways to Indigenous Achievement identified by the Executive Lead for Indigenous Achievement: building partnerships and supporting communities; celebrating First Nations, Métis, and Inuit successes; sharing Indigenous knowledge and research; and supporting students.

**IMPLICATIONS:**

The program would provide access to post-secondary education by providing a community-based program at the William Norrie Centre and a curriculum that incorporates cultural and community perspectives relevant to members of Aboriginal and inner-city communities, including newcomers and mature and first generation students. The program would also provide access to post-secondary education more broadly, by offering various access points (courses, diploma, degree) to further post-secondary study. Courses completed in the program would be eligible for transfer credit upon admission to degree programs at the University of Manitoba, including degrees in Kinesiology, Physical Education, Recreation Management and Community Development, and Social Work.

The proposed program would meet a demonstrated need for individuals with the skills and knowledge required to develop and deliver sport, recreation, and physical activity programs, which are important to improving health outcomes of communities in Winnipeg's inner-city and in northern and rural Manitoba.

Programs that include overlapping academic content in the areas of sport, physical activity, community recreation, active living, and/or health and wellness, in either one or several courses, are offered at a number of institutions, as described in section I (7) of the attached program proposal. In each case, however, the program focus and curriculum of the proposed Community Recreation and Active Living diploma would complement but would not duplicate that of other programs. The program would be unique due to its broader content in the areas noted above; the extent to which it incorporates content relevant to Aboriginal and inner-city communities; its community-based approach; the objective to provide access to under-represented groups in post-secondary education including not only Aboriginal students, but newcomer, mature, and first-generation students.

**ALTERNATIVES:**

N/A

**CONSULTATION:**

This proposal is forwarded to the Board of Governors by Senate following consultation with the Senate Committee on Curriculum and Course Changes, the Senate Planning and Priorities Committee, and the Senate Executive.



## Board of Governors Submission

### Routing to the Board of Governors:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Committee on Curriculum and Course Changes	April 24, 2013
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Planning and Priorities Committee	April 29, 2013
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Executive	June 5, 2013
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate	June 19, 2013

**Submission prepared by:** Senate

**Submission approved by:** University Secretary

### Attachments

- Proposal from the Faculty of Kinesiology and Recreation Management RE: Community Recreation and Active Living Diploma
- Report of the Senate Committee on Curriculum and Course Changes RE: Proposal for a Community Recreation and Active Living Diploma
- Report of the Senate Planning and Priorities Committee on a Proposal to Establish the Community Recreation and Active Living Diploma

# Proposed Community Recreation and Active Living Diploma OVERVIEW

Faculty of Kinesiology and Recreation Management, University of Manitoba

**Goal:** To tap into the enormous potential of Aboriginal and inner city Winnipeg communities, by providing access to meaningful and relevant university courses related to physical activity, sport, recreation, fitness, health and wellness that are enhanced with Aboriginal perspectives, and adapted for delivery in the community.

- 10 courses over 2 years
- Includes theory and practice
- Emphasizes experiential learning
- Transfers to university degrees

## Energized by University - Community Relationships (examples):

- Ndinawe
- The North End Community Renewal Corporation
- The Families and Communities Together Coalition
- The City of Winnipeg
- The Winnipeg Regional Health Authority
- Children of the Earth High School
- Neechi Commons

## Transferable to Degree Programs:

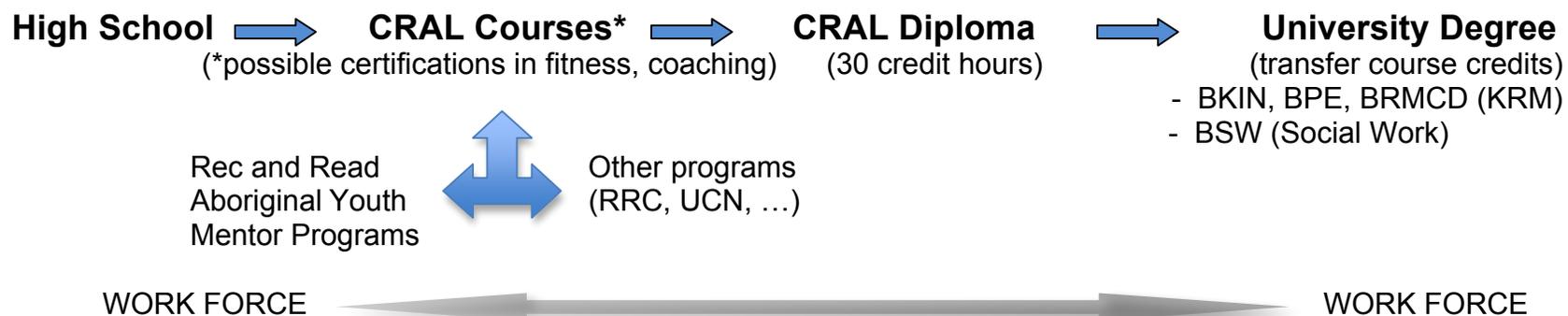
All CRAL courses are transferable toward degree programs in Kinesiology & Recreation Management or Social Work

- Bachelor of Physical Education
- Bachelor of Recreation Mng'ment & Community Dev'ment
- Bachelor of Kinesiology
- Bachelor of Social Work

## Preparation for Employment (examples):

- Chronic disease prevention
- Physical activity/fitness leader
- Recreation leader
- Event management
- Children and youth programs
- Sport programs

## Multiple Opportunities for Success



**SENATE PLANNING AND PRIORITY COMMITTEE  
NEW PROGRAM APPROVAL PROCESS**

FACULTY  Kinesiology & Recreation Management

PROGRAM  **Community Recreation and Active Living (CRAL)**

	Funding Request	Funding Request	Funding Request	Total
<b>PROGRAM COSTS:</b>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	
<b>Direct Program Costs</b>				
Number of new academic positions (FTE)	1			1
Number of new administrative positions (FTE)	2			2
Academic Salaries (incl bpl)	102400			102400
Administrative (incl bpl)	83700			83700
Capital / One Time Expenses	15700			15700
<b>Subtotal Direct Program Costs</b>	201800	0	0	201800

<b>Indirect Program Costs</b>				
Operating (Appendix A)	13200	3200	3200	19600
Graduate/Undergraduate Support (Appendix B)	5000	5000	5000	15000
Admin Overhead (10% of Total Direct Program Cost)	20180	0	0	20180
<b>Subtotal Indirect Program Costs</b>	38380	8200	8200	54780

<b>Total Program Costs</b> (Direct & Indirect)	<b>240180</b>	<b>8200</b>	<b>8200</b>	<b>256580</b>
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<b>CURRENT RESOURCES:</b>				
<b>Program Revenue</b>				
Incremental Enrollment (headcount)	15	15	10	40
Tuition Fees - University % Dollars in	4556	9113	3038	

**SENATE PLANNING AND PRIORITY COMMITTEE  
NEW PROGRAM APPROVAL PROCESS**

Tuition Fees - Faculty % Dollars	in	25819	51638	17213	94669
Other Revenue		0	0	0	0
<b>Subtotal Direct Program Revenue</b>		25819	51638	17213	94669

**Faculty In Kind**

Academic Salaries		24000			24000
Administrative Salaries		12000			12000
Capital		6000			6000
Indirect Costs					0
<b>Subtotal Faculty In Kind Funding</b>		42000	0	0	42000

<b>Total Current Resources</b> (Program Revenue & Faculty In Kind)		<b>67819</b>	<b>51638</b>	<b>17213</b>	<b>136669</b>
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**New Program Funding Request:**

Funding Request (Total Program Costs -Total Current Resources)		<b>172361</b>	<b>-43438</b>	<b>-9013</b>	<b>119911</b>
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**SENATE PLANNING AND PRIORITY COMMITTEE  
NEW PROGRAM APPROVAL PROCESS**

**NOTES:**

- The source for all program funds requested on this form must be shown clearly in the program proposal document including the requirements to confirm funding prior to program approval.
  
- Where implementation of an approved program exceeds three years add additional pages to show subsequent annual funding changes until the steady-state funding year. Indicate that annual steady-state value as the final year.
  
- Funding request represents additional funding required for each year of the program implementation. Funding requests are incremental (show only the change in funding and full- time equivalent staff on an annual basis) and total annual (continuing).
  
- Please leave any areas in the budget sheet not applicable to your new program funding request blank. Fields with formulas are locked and cannot be altered.

**Program Costs:**

- Direct program costs (instructional and research) include salaries and fringe benefits of faculty, instructional support staff (e.g. laboratory assistants/technicians, etc.), administrative support staff and capital equipment. One time expenses should be accounted for in year 1.
  
- Indirect program costs include the operating expenses (complete Appendix A), Graduate and undergraduate support costs (Appendix B) will be calculated by the appropriate office to take into account the required funds to maintain the per capita support for awards and scholarships that exists prior to the implementation of the program. Administrative Overhead will automatically be calculated base on Direct Program Costs. See Appendix A tab for examples of indirect operating costs.

**Current Resources:**

- Program Revenue is determined based on the faculties tuition %. Please contact the University Budget Officer @ 474-8189 to determine the appropriate % for your faculty. The University tuition % is not included in the total direct program revenue.
  
- Not all new programs will result in additional tuition revenue. Tuition revenue should ONLY be included when the departmen/faculty is reasonably assured that there will be new students.
  
- Current faculty program funding is to be identified in Faculty in Kind. If the faculty does not require the 10% overhead automatically calculated in program costs enter the same amount in this section to zero it out.

APPENDIX A

SENATE PLANNING AND PRIORITY COMMITTEE  
NEW PROGRAM APPROVAL PROCESS

Indirect Program Costs

<u>Operating Expense Type</u>		<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
7001	Travel Academic			
7002	Travel Administration	1000		
7003	Relocation			
7004	Staff Recruitment			
7040	Printing	1000	500	500
7041	Copying	1000	500	500
7060	Office Supplies			
7061	Lab Supplies			
7062	Audio Visual Supplies			
7066	Books and Subscriptions			
7067	Other Supplies			
7068	Computing Supplies	500		
7082	Physical Plant Postage			
7085	Departmental Communications			
7100	Affiliated Personnel Costs			
7101	Professional Development	1200	1200	1200
7102	Professional Memberships			
7104	Other Services			
7107	Advertising and Promotion	2000	1000	1000
7109	Software Maintenance			
7180	Professional Fees			
7261	Computer/Electronic Equipment	3500		
7263	Capital Leases			
7264	Other Equipment and Furnishings	3000		
7400	Equipment Repairs & Maintenance			
7401	Building Repairs & Maintenance			
7402	Equipment Rental			
Other (Please Specify)				
<b>Subtotal Operating</b>		<b>13200</b>	<b>3200</b>	<b>3200</b>

For more information on expense types:

[http://www.umanitoba.ca/computing/renewal/fm/media/Account\\_Definitions.htm](http://www.umanitoba.ca/computing/renewal/fm/media/Account_Definitions.htm)

APPENDIX B

SENATE PLANNING AND PRIORITY COMMITTEE  
NEW PROGRAM APPROVAL PROCESS

Indirect Program Costs

<u>Graduate / Undergraduate Support Expense</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
7700 Scholarships			
7710 Bursaries	5000	5000	5000
7720 Awards			
<b>Subtotal Operating</b>	<b>5000</b>	<b>5000</b>	<b>5000</b>

For more information on expense types:

[http://www.umanitoba.ca/computing/renewal/fm/media/Account\\_Definitions.htm](http://www.umanitoba.ca/computing/renewal/fm/media/Account_Definitions.htm)

## **Report of the Senate Committee on Curriculum and Course Changes RE: Proposal for a Community Recreation and Active Living Diploma**

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### **Preamble**

1. The terms of reference for the Senate Committee on Curriculum and Course Changes (SCCCC) are found on the website at:  
[http://www.umanitoba.ca/admin/governance/governing\\_documents/governance/sen\\_committees/497.htm](http://www.umanitoba.ca/admin/governance/governing_documents/governance/sen_committees/497.htm).
2. At its meetings on March 14 and April 24, 2013, the SCCC considered a proposal from the Faculty of Kinesiology and Recreation Management to establish a Community Recreation and Active Living Diploma.

### **Observations**

1. The purpose of the proposed Community Recreation and Active Living diploma would be to, "...introduce students to the theory and practice of developing, delivering, promoting, and managing recreation and active living programs."  
  
Additionally, the program would provide access to post-secondary education by providing a community-based program at the William Norrie Centre and a curriculum that incorporates cultural and community perspectives relevant to members of Aboriginal and inner-city communities, including newcomers and mature and first generation students. The program would also provide access to post-secondary education more broadly, by offering various access points (courses, diploma, degree) to further post-secondary study.
2. Programs that include overlapping academic content in the areas of sport, physical activity, community recreation, active living, and/or health and wellness, in either one or several courses, are offered at a number of institutions, as described in section I (7) of the attached program proposal. The proposed Community Recreation and Active Living diploma would complement these programs, but would be unique in terms of: its broader content in the areas noted above; the extent to which it incorporates content relevant to Aboriginal and inner-city communities; its community-based approach; the objective to provide access to under-represented groups in post-secondary education including not only Aboriginal students, but newcomer, mature, and first-generation students.
3. In order to graduate from the two-year diploma program, students would be required to complete ten courses (30 credit hours), including six core courses and four elective courses, as set out in the proposal. The curriculum would include both theory and experiential learning courses. The program would utilize existing courses in the Faculty of Kinesiology and Recreation Management and the Inner City Social Work program that incorporate Indigenous and/or community perspectives, to ensure the content is meaningful and relevant to the students and the community.
4. Courses completed in the program would be eligible for transfer credit upon admission to degree programs at the University of Manitoba, including degrees in Kinesiology,

Physical Education, Recreation Management and Community Development, and Social Work.

5. Projected enrolment in the program is 35 - 40 students, with an intake of 15 – 20 students each year.
6. It is expected that a significant portion of the students would complete the program on a part-time basis over a period of three or four years. Community consultations revealed that flexibility to study part-time would be a key to access and student success in the program. Appropriate student supports, some of which would be facilitated by the appointment of a Community Engagement / Student Support Coordinator, would also be required to ensure that students continue in, and successfully complete the program within this timeframe.

### **Recommendation**

The Senate Committee on Curriculum and Course Changes recommends:

**THAT Senate approve and recommend to the Board of Governors that it approve the establishment of a Community Recreation and Active Living Diploma in the Faculty of Kinesiology and Recreation Management.**

Respectfully submitted,

Professor H. Frankel, Chair  
Senate Committee on Curriculum and Course Changes

## **Report of the Senate Planning and Priorities Committee on a Proposal to Establish the Community Recreation and Active Living Diploma**

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### **Preamble:**

1. The terms of reference of the Senate Planning and Priorities Committee (SPPC) are found on the website at [http://umanitoba.ca/admin/governance/governing\\_documents/governance/sen\\_committees/510.html](http://umanitoba.ca/admin/governance/governing_documents/governance/sen_committees/510.html) wherein SPPC is charged with making recommendations to Senate regarding proposed academic programs.
2. The Faculty Council of the Faculty of Kinesiology and Recreation Management has approved, and recommends that Senate approve a proposal to establish the Community Recreation and Active Living Diploma.

### **Observations:**

1. The purpose of the proposed Community Recreation and Active Living diploma would be to, "...introduce students to the theory and practice of developing, delivering, promoting, and managing recreation and active living programs."

Additionally, the program would provide access to post-secondary education by providing a community-based program at the William Norrie Centre and a curriculum that incorporates cultural and community perspectives relevant to members of Aboriginal and inner-city communities, including newcomers and mature and first generation students. The program would also provide access to post-secondary education more broadly, by offering various access points (courses, diploma, degree) to further post-secondary study. Courses completed in the program would be eligible for transfer credit upon admission to degree programs at the University of Manitoba, including degrees in Kinesiology, Physical Education, Recreation Management and Community Development, and Social Work.

2. Programs that include overlapping academic content in the areas of sport, physical activity, community recreation, active living, and/or health and wellness, in either one or several courses, are offered at a number of institutions, as described in section I (7) of the attached program proposal. In each case, however, the program focus and curriculum of the proposed Community Recreation and Active Living diploma would complement but would not duplicate that of other programs. The program would be unique due to its broader content in the areas noted above; the extent to which it incorporates content relevant to Aboriginal and inner-city communities; its community-based approach; the objective to provide access to under-represented groups in post-secondary education including not only Aboriginal students, but newcomer, mature, and first-generation students.
3. The proposed program would meet a demonstrated need for individuals with the skills and knowledge required to develop and deliver sport, recreation, and physical activity programs, which are important to improving health outcomes of communities in Winnipeg's inner-city and in northern and rural Manitoba.

4. The two-year diploma program would require that students complete ten courses (30 credit hours), including six core courses and four elective courses, as set out in the proposal. The curriculum would include both theory and experiential learning courses. The program would make use of existing courses in the Faculty of Kinesiology and Recreation Management and the Inner City Social Work program, but would incorporate Indigenous and/or community perspectives, to ensure the content is meaningful and relevant to the students and the community. The courses, with enhanced content, would be offered separately at the William Norrie Centre.
5. Projected enrolment in the program is 35 - 40 students, with an intake of 15 – 20 students each year. The enrolment projection does not take into account that some students would complete the diploma program over more than two years on a part-time basis. The enrolment projection is based on the success both of courses piloted at the William Norrie Centre between 2009 and 2011 and the University's Rec and Read high school mentor program. The Faculty would recruit students through the latter program and through the relationships it has developed with various community partners.
6. The total cost of delivering the program would be \$298,580. Resources would be derived or sought from the following sources:
  - a request to COPSE for \$119,911 in new resources;
  - 85 percent of the tuition fees from the program, which will generate \$81,000 revenue, assuming an annual enrolment of 40 students;
  - Faculty in kind (\$42,000), in the form of academic and administrative salaries and capital.
7. Resources would be required for salaries and benefits for one (1.0) FTE faculty position, one (1.0) full-time Community Engagement/Student Support Coordinator and one part-time (0.5) administrative assistant; salaries for two sessional instructors; and stipends for Aboriginal Elders, cultural advisors, and tutors.
8. The Faculty has adequate library resources, computer facilities, and classroom space to support the program.
9. On the basis of the SPPC's criteria for assigning priority to new programs / initiatives,<sup>1</sup> the Committee recommends that a high priority level be assigned to the proposal for the Community Recreation and Active Living Diploma. The proposed program directly addresses the priority for Aboriginal Achievement identified in the University's Strategic Planning Framework. It is also consistent with the four Pathways to Indigenous Achievement identified by the Executive Lead for Indigenous Achievement: building partnerships and supporting communities; celebrating First Nations, Métis, and Inuit successes; sharing Indigenous knowledge and research; and supporting students. Furthermore, the program is critical to Aboriginal communities and communities in Winnipeg's inner city.

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<sup>1</sup> [http://umanitoba.ca/admin/governance/media/SPPC\\_Assigning\\_Priorities\\_to\\_New\\_Programs-Initiatives.pdf](http://umanitoba.ca/admin/governance/media/SPPC_Assigning_Priorities_to_New_Programs-Initiatives.pdf)

**Recommendation**

The Senate Planning and Priorities Committee recommends THAT:

**Senate approve and recommend to the Board of Governors that it approve the proposal to establish the Community Recreation and Active Living Diploma in the Faculty of Kinesiology and Recreation Management. The Senate Committee on Planning and Priorities recommends that the Vice-President (Academic) not implement the program until satisfied that there would be sufficient funding from the sources stipulated in the proposal to support the ongoing operation of the program.**

Respectfully submitted,

Ada Ducas, Chair  
Senate Planning and Priorities Committee



**AGENDA ITEM:** Proposal to Revise the Name of the Department of Mechanical and Manufacturing Engineering

**RECOMMENDED RESOLUTION:**

**THAT the Board of Governors approve a proposal to change the name of the Department of Mechanical and Manufacturing Engineering to “Department of Mechanical Engineering,” [as recommended by Senate on June 19, 2013].**

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

The proposed change to the name of the Department of Mechanical and Manufacturing Engineering follows from restructuring of the Department's undergraduate programs in 2008. As part of that restructuring, the Bachelor of Science in Engineering (Manufacturing) degree was converted to an option under the Bachelor of Science in Engineering (Mechanical) degree program. The proposal to change the name of the Department is being brought forward at this point, as the final student who was registered in the Bachelor of Science in Engineering (Manufacturing) degree graduated from the program in May 2013.

**RESOURCE REQUIREMENTS:**

N/A

**IMPLICATIONS:**

It is proposed that the name of the Department be changed to “Department of Mechanical Engineering” to reflect the nature of the degrees offered by the Department.

**CONSULTATION:**

A proposal to change the name of the Department of Mechanical and Manufacturing Engineering to the “Department of Mechanical Engineering,” has been endorsed by: the Department Council on March 21, 2012; the Academic Regulations and Curriculum Committee of the Faculty of Engineering on May 9, 2013; the Faculty Council of Engineering on May 10, 2013; and Senate Executive on June 5, 2013. The proposal was considered and endorsed by Senate on June 19, 2013.





UNIVERSITY  
OF MANITOBA

Faculty of Engineering  
*Office of the Dean*



E2-290 Engineering Building  
Winnipeg, Manitoba  
Canada R3T 5V6  
Telephone (204) 474-9809  
Fax (204) 275-3773

27 May 2013



Mr. Jeff LeClerc  
University Secretary  
Office of the University Secretary  
Room 312 Administration Building

Dear Mr. LeClerc:

Please be advised that Engineering Faculty Council approved a department name change and a change to the regulation governing special and supplemental examinations at its meeting on Friday, 10 May 2013. All documentation is enclosed.

Please contact me if you have any questions.

Sincerely,

Jonathan Beddoes, Ph.D., P.Eng.  
Professor and Dean

JB/jt

Attachs. (2)

Copy: Dr. D. McNeill, Chair, ARCC



UNIVERSITY  
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Faculty of Engineering  
Department of Electrical and Computer Engineering

E2-390 EITC Building  
Telephone +1-204-474-8963  
Facsimile +1-204-261-4639  
Dean.McNeill@umanitoba.ca

# Memo

14 May 2013

**To:** Jonathan Beddoes, Dean  
Faculty of Engineering

**From:** Dean McNeill, Chair  
Academic Regulations and Curriculum Committee (ARCC)

**Subject:** Department Name Change — Mechanical Engineering

On 8 May 2013, the *Department of Mechanical and Manufacturing Engineering* submitted a proposal to change its name to the *Department of Mechanical Engineering*. This change has come about as a result of the department's 2008 restructuring of its undergraduate programs, which saw the Manufacturing Engineering degree program become an option within the Mechanical Engineering degree program. This May, the last student in the old Manufacturing Engineering program will convocate. To properly reflect the nature of the degrees offered by the department, the name change has been requested.

This proposal was considered by ARCC and approved on 9 May 2013. The matter was referred to Engineering Faculty Council for consideration on 10 May 2013 and subsequently approved at that time.





UNIVERSITY  
OF MANITOBA

Faculty of Engineering  
Department of Mechanical & Manufacturing Engineering

DATE: 21 March 2012

**To:** Dean McNeil, Chair, ARCC

**From:** David Kuhn, Head, Mechanical & Manufacturing Engineering

**RE: Department Name Change**

This is to inform the Academic and Regulations Curriculum Committee (ARCC) that our Department Council approved a motion at our meeting today, March 21, 2012:

"To change the department's name to Department of Mechanical Engineering".

Please report this motion to Faculty Council so that it may move forward to Senate.

Thank you.

A handwritten signature in black ink, appearing to read 'D. Kuhn'.



**AGENDA ITEM:** Proposal to establish an Endowed Professorship in Pharmacy Research

**RECOMMENDED RESOLUTION:**

**THAT the Board of Governors approve the establishment of an Endowed Professorship in Pharmacy Research [as recommended by Senate, June 19, 2013].**

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

The establishment of Professorships at the University is governed by the Policy on Chairs and Professorships. The policy states that:

- Chairs and Professorships are established to advance the University's academic goals and objectives. (Section 2.3.1)
- A Professorship normally must, at its establishment, be partially funded from sources outside of the University's operating budget. The funding for a Professorship normally must be sufficient to cover at least 20 percent of the salary and benefits of the incumbent and an appropriate level of unrestricted research/scholarly support. (Section 2.3.2.2)
- For Chairs and Professorships, funds may be provided by way of an endowment or through a schedule of annual expendable gifts for a defined period of not less than five years, or by an appropriate combination of endowment and annual expendable gifts. (Section 2.3.3)
- Individuals appointed to Chairs and Professorships normally shall have academic qualifications commensurate with an appointment at the rank of Professor. (Section 2.3.6)

The Faculty of Pharmacy is proposing to establish an endowed Professorship in Pharmacy Research. The full-time appointment would be at the level of Associate or Full Professor and would be for a period of five years, with an option for renewal subject to satisfactory performance within the context of the Faculty of Pharmacy's research strategy.

**RESOURCE REQUIREMENTS:**

Resources are required to support a full-time faculty appointment at the rank of Associate or Full Professor, including salary and benefits, and research/scholarly support. The revenue generated by an existing endowment fund of \$1,007,330.58, which has been established with a philanthropic gift, will be used to supplement research and operating costs associated with the Professorship. The Dean, Faculty of Pharmacy, has committed to fully fund the salary from operating funds until such time as the endowment fund attains the level required to support an endowed Chair.

**IMPLICATIONS:**

The purpose of the Endowed Professorship in Pharmacy Research is to provide leadership, scholarship, and mentorship in pharmacy. Establishment of the Professorship would allow the Faculty of Pharmacy to:

- recruit and retain a leader with demonstrated expertise in pharmacy research;
- contribute further to scholarship in pharmacy outreach, training, and public service in the dissemination of drug knowledge;
- enhance its competitiveness in national and international peer-reviewed funding competitions;
- establish and sustain intramural and extramural research collaborations, to promote pharmacy research at the University;
- provide mentorship opportunities for new researchers who will pursue careers in pharmacy outreach or pharmacy research;
- pursue research topics that will lead to improved health and health services for Manitobans.

**CONSULTATION:**

In accordance with the University's policy on Chairs and Professorships, this proposal has been endorsed by the Vice-President (Academic) and Provost and the Senate Committee on University Research. The proposal was considered and endorsed by Senate on June 19, 2013.



### Board of Governors Submission

**Routing to the Board of Governors:**

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Vice-President (Academic) & Provost	April 13, 2013
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Committee on University Research	May 13, 2013
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Executive	June 5, 2013
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate	June 19, 2013
<input type="checkbox"/>	<input type="checkbox"/>		

**Submission prepared by:** Senate

**Submission approved by:** University Secretary

**Attachments**

- Proposal for an Endowed Professorship in Pharmacy Research



UNIVERSITY  
OF MANITOBA

OFFICE OF THE  
VICE-PRESIDENT (RESEARCH  
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MEMORANDUM

TO: Mr. Jeff Leclerc, University Secretary

FROM: Digvir Jayas, Vice-President (Research and International)  
and Chair, Senate Committee on University Research

DATE: May 13, 2013

SUBJECT: Proposal to establish an Endowed Professorship in Pharmacy Research

The Vice-President (Academic) and Provost, and the Senate Committee on University Research (SCUR), recommends the establishment of an Endowed Professorship in Pharmacy Research, in accordance with the University's policy on *Chairs and Professorships*.

Please include this report and recommendation on the next Senate agenda. Please feel free to contact me should you require any further information.

Thank you.

DSJ/nis  
Encl.

Cc: Neal Davies, Dean, Faculty of Pharmacy



UNIVERSITY  
OF MANITOBA

UNIVERSITY OF MANITOBA

APR 17 2013

OFFICE OF THE VICE-PRESIDENT  
(RESEARCH AND INTERNATIONAL)

Office of the  
Vice-President (Academic) & Provost

208 Administration Building  
Winnipeg, Manitoba  
Canada R3T 2N2  
Telephone (204) 480-1408  
Fax (204) 275-1160

April 13, 2013

**To:** Digvir Jayas, Vice-President (Research and International)  
**From:** Joanne C. Keselman, Vice-President (Academic) and Provost  
**Re:** Endowed Professorship in Pharmacy

Dr. Neal Davies, Dean, Faculty of Pharmacy, has provided a letter of support for the proposal to establish an endowed professorship in Pharmacy Research. This professorship aligns with strengths in the Faculty in pharmacy research.

The policy on Chairs and Professorships specifies that:

- (1) the professorship be established consistent with the academic goals and objectives of the University;
- (2) the professorship be partially funded from external sources outside of the University operating funds, and that the funds normally must be sufficient to cover 20% of the salary and benefits of the incumbent and provide for an appropriate level of unrestricted research/scholarly support;
- (3) the funds for the professorship be provided by way of an endowment or through a schedule of annual expendable gifts for a defined period of not less than five years, or by an appropriate combination of endowment and annual expendable gifts;
- (4) the professorship shall be attached to a department, faculty, school, college, centre or institute of the University, and have goals consistent with the unit to which it is attached;
- (5) the establishment of the professorship is not tied to the appointment of a particular individual;
- (6) individuals appointed to the professorship normally shall have the academic qualifications commensurate with an appointment at the rank of Professor; and
- (7) the initial term of the appointment of the professorship shall be 3-5 years, and if renewal is permitted, such renewal shall be subject to a successful performance review and the availability of funds.

The proposed professorship in Pharmacy Research satisfies all of the above requirements but two. The proposal provides for the possibility of the appointment of an individual at the rank of Associate Professor or Professor. The Dean of the Faculty is committed to fully fund the salary until such time as the fund reaches the level required for an endowed Chair. The funding for the professorship shall be derived from interest accrued from the existing endowment fund of \$1,007,330.58.

I am in support of the proposal from the Faculty of Pharmacy and request that you present it to the Senate Committee on University Research for consideration and recommendation to Senate and then to the Board of Governors.

If you have any questions or concerns, I would be pleased to meet with you.

/encl.

c. Dr. Neal Davies, Dean, Faculty of Pharmacy

# Faculty of Pharmacy



UNIVERSITY  
OF MANITOBA

Apotex Centre  
750 McDermot Avenue  
Winnipeg, Manitoba  
Canada R3E 0T5  
Telephone (204) 474-  
9306

April 5, 2013

Dr. Joanne Keselman  
Vice-President (Academic) & Provost  
208 Administration Building  
Fort Garry Campus  
Winnipeg, Manitoba

Dear Dr. Keselman:

**RE: Application for the Establishment of an endowed professorship in Pharmacy**

The Faculty of Pharmacy has been given the opportunity to establish an endowed professorship. An endowment fund that was established years ago has now reached a level of funding that allows the Faculty to start the Professorship.

Starting this Professorship in Pharmacy will be a watershed moment for the Faculty of Pharmacy and comes at an auspicious time as the Manitoba Pharmaceutical Act regulations come into place and we embark on the development and recruitment of Faculty to begin in earnest an entry to practice Pharm.D. program at the University of Manitoba. It will become the first ever philanthropically established endowed faculty Professorship in Pharmacy at the University of Manitoba. I fully expect that the recipient of this Professorship will provide leadership, excellent research and community outreach, and will play an important role in the ongoing success of the Faculty of Pharmacy. I am therefore delighted to support this endeavour.

Sincerely,

Neal M. Davies BSc.(Pharm), Ph.D. R.Ph.  
Dean and Professor

enclosures

**PROPOSAL TO ESTABLISH AN ENDOWED PROFESSORSHIP  
AT THE UNIVERSITY OF MANITOBA**

**EXECUTIVE SUMMARY:**

In accordance with the procedures and mechanisms for establishing Chairs and Professorships at the University of Manitoba the following is presented:

**TYPE OF APPOINTMENT:** Endowed Professorship

**TYPE/AREA/NAME OF PROFESSORSHIP:** Endowed Professorship in Pharmacy Research

**PURPOSE AND OBJECTIVES OF THE PROFESSORSHIP:**

Objectives:

The purpose and objective of the Professorship shall be to provide research leadership, scholarship and mentorship in pharmacy. Specific objectives include:

- To contribute significantly to the body of scholarship in, but not limited to, pharmacy outreach, training and public service in the area of dissemination of drug knowledge;
- To promote a program in pharmacy research;
- To create the opportunity to recruit/retain an experienced leader with demonstrated expertise in pharmacy research and a proven track record in related research. The support of an endowed professorship would afford such an individual with the time and necessary support to fully devote his/her efforts to achieve the proscribed objectives;
- To enhance the competitiveness of the University of Manitoba Faculty of Pharmacy at national and international peer reviewed funding agencies;
- The establishment and sustenance of critical intramural and extramural links and collaborations that serve to promote research at the University of Manitoba;
- The provision of mentorship and opportunities for young investigators embarking on careers focused on pharmacy outreach or pharmacy research;
- The pursuit of research topics that will lead to improved health and services that ensure high quality, timely care is available for Manitobans.

**RELATIONSHIP TO THE PROPOSING UNIT**

The Faculty of Pharmacy will foster an environment of exceptional research and scholarship, and facilitate the application, communication, and dissemination of the results of university research for the benefit of the profession: locally, nationally and internationally.

The Faculty of Pharmacy will achieve the highest possible standards in research, clinical and professional service, by applying quality improvement strategies to practice and employing evidence-based practice, providing high quality, patient-centered drug treatment, thereby promoting understanding, interaction and involvement among academic disciplines, other health-care professions, and the public.

The Professorship will support an individual faculty member by providing operating funds to pursue independent research in outreach, training and public service in the area of dissemination of drug knowledge. This support will allow the recipient to maximize his/her research activity and effectiveness, as well as lead research activity in the Faculty in this strategically important area. Excellence of the candidate will be the first priority.

### **THE METHOD BY WHICH THE PROFESSORSHIP WILL BE FUNDED**

- 1) Interest accrued from the existing endowment fund of \$1,007,330.58.
- 2) There is a commitment from the donor of a bequest, which when realized, may allow the Professorship to become a fully funded Chair.
- 3) The Dean of the Faculty has committed to fund the salary of the Professorship fully from the university operating budget until such time as the fund reaches the level required for a fully funded endowed Chair. The disbursement from the endowment will supplement the Professorship's research and other operating costs.

### **GENERAL AND SPECIFIC REQUIREMENTS FOR THE PROFESSORSHIP**

In accordance with the University's policy on academic hiring (Article 18 of the UMFA Collective will be followed), individuals appointed to the Professorship shall have the following qualifications:

- Holding a current academic appointment at the rank of tenured Associate or Full Professor;
- Possess a history of excellence in research as evidenced by a strong publication record in high impact journals and acquisition of national or international peer reviewed grants or contracts;
- History of mentoring junior colleagues and investigators;
- History of effective and productive collaboration with intramural and extramural investigators and institutions.

## **TERM OF APPOINTMENT:**

The intent of the Professorship is to be flexible for use in both recruitment of new faculty or retention of existing faculty according to the needs of the Faculty of Pharmacy and will follow the UMFA Collective Agreement provisions under Article 18. Hiring of Members.

- 1) Professorship Appointments shall be for five years with possibility of renewal. Applications shall be solicited through a search process in accordance with the University's policy on academic hiring (Article 18 of the UMFA Collective will be followed).
- 2) The incumbent will provide a brief annual progress report. At year three, there will be a performance review by the Faculty Executive Committee

A successful performance review will provide evidence of the following:

- Personal research productivity in form of grants, contracts, presentations, and peer-reviewed publications.
- Evidence of mentoring including having one or more full-time research trainees or supervision of clinical experiential students.
- Evidence of peer-reviewed publications
- Evidence of linkages, collaboration and multi-disciplinary research within the University and between the University and other research institutions.
- Demonstrated efforts and corresponding results in the area of the dissemination of drug knowledge.

- 3) The renewal of another five year term appointment will not be automatic and will be subject to a successful review of the incumbent's performance with the context of the Faculty of Pharmacy's research strategy; such a review to be carried out during the fourth year of the term. The review will be performed by the Dean and Faculty Executive leadership, who will also evaluate the best use for the Professorship based on strategic needs and priorities of the Faculty, within the guidelines of the gift agreement.

## **PREAMBLE**

The Faculty of Pharmacy is characterized by its teaching expertise, research programs, and practice partnerships in the health sciences field. The provision of optimal pharmaceutical care requires that the pharmacist must have a thorough knowledge of the science of medicines to apply to their clinical use.

During the past ten years (including 2012), the average pass rate for our graduates on the two-part national PEBC Qualifying Examination has been greater than 98%. In addition

to academic excellence, many students appreciate the academic and personal experiences resulting from membership in a small faculty.

The Faculty has been recognized at the provincial, national and international levels through receipt of research grants and participation in academic, professional and scientific programs, boards, and committees. As described in various sections of our web site, this professional expertise is reflected in the teaching and research which is undertaken in the Faculty.

This Professorship will be the first of its kind within the Faculty of Pharmacy. The Professorship is a means to facilitate faculty excellence and is a commitment to the position and to the discipline of Pharmacy. This Professorship allows the Faculty to honour and recognize the distinction of a superior individual while providing financial support, for use in research, teaching or service activities. The Professorship may also be a recruitment tool to attract potential new faculty members.

**OTHER PROVISIONS:**

- 1) The duties and responsibilities of the individual appointed to the proposed Professorship will be in accordance with the University Policy and Procedures on Chairs and Professorships.
- 2) The Professorship holder will have a full-time appointment in the Faculty of Pharmacy.
- 3) The role of the Professorship will be to continue to pursue leading edge pharmacy research. Accordingly, the appointment of the Professorship will be made on the recommendation of the Dean of Pharmacy and shall be conducted in accordance with the University policy in Academic Appointments and the guidelines for the establishment of Chairs/Professorships.
- 4) The individual holding the Professorship will make an annual written report to the Dean of the Faculty of Pharmacy. The Dean will make this report available to the donor, as per the terms of the endowment agreement.



**AGENDA ITEM:** Proposal to establish an Endowed Professorship in Stem Cell Research

**RECOMMENDED RESOLUTION:**

**THAT the Board of Governors approve the establishment of an Endowed Professorship in Stem Cell Research [as recommended by Senate, June 19, 2013].**

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

The establishment of Professorships at the University is governed by the Policy on Chairs and Professorships. The policy states that:

- Chairs and Professorships are established to advance the University's academic goals and objectives. (Section 2.3.1)
- A Professorship normally must, at its establishment, be partially funded from sources outside of the University's operating budget. The funding for a Professorship normally must be sufficient to cover at least 20 percent of the salary and benefits of the incumbent and an appropriate level of unrestricted research/scholarly support. (Section 2.3.2.2)
- For Chairs and Professorships, funds may be provided by way of an endowment or through a schedule of annual expendable gifts for a defined period of not less than five years, or by an appropriate combination of endowment and annual expendable gifts. (Section 2.3.3)
- Individuals appointed to Chairs and Professorships normally shall have academic qualifications commensurate with an appointment at the rank of Professor. (Section 2.3.6)

The Faculty of Medicine is proposing to establish an endowed Professorship in Stem Cell Research. The appointment would be held in the Faculty of Medicine, Regenerative Medicine Program. Cross appointment to an appropriate basic science department may be considered. The full-time appointment would be at the level of Associate or Full Professor and would include teaching responsibilities in undergraduate, graduate, and post-graduate programs, where appropriate. The appointment would be for a period of five years, with an option for renewal subject to satisfactory performance within the context of the research strategy of the Regenerative Medicine Program.

**RESOURCE REQUIREMENTS:**

Resources required to support a full-time faculty appointment at the rank of Associate or Full Professor, including salary and benefits, and research/scholarly support will be derived from the investment revenue from an endowment fund of \$2.2 million, which has been established with a bequest to the University.

**IMPLICATIONS:**

The purpose of the Endowed Professorship in Stem Cell Research is to provide leadership, scholarship, and mentorship in the area of stem cell research. Establishment of the Professorship would allow the Faculty of Medicine to:

- recruit and retain a leader with demonstrated expertise in stem cell research;
- contribute further to scholarship in stem cell research and establish the University of Manitoba as a leader in this area;
- enhance the University's competitiveness in national and international peer-reviewed competitions for funding for stem cell research;
- establish and sustain intramural and extramural research collaborations, to promote stem cell research at the University;
- provide mentorship opportunities for new researchers who will pursue careers in stem cell research;
- pursue research that will lead to cures or improved health of individuals.

**CONSULTATION:**

In accordance with the University's policy on Chairs and Professorships, this proposal has been endorsed by the Vice-President (Academic) and Provost and the Senate Committee on University Research. The proposal was considered and endorsed by Senate on June 19, 2013.



### Board of Governors Submission

**Routing to the Board of Governors:**

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Vice-President (Academic) & Provost	May 1, 2013
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Committee on University Research	May 13, 2013
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Executive	June 5, 2013
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate	June 19, 2013
<input type="checkbox"/>	<input type="checkbox"/>		

**Submission prepared by:** Senate

**Submission approved by:** University Secretary

**Attachments**

- Proposal for an Endowed Professorship in Stem Cell Research



UNIVERSITY  
OF MANITOBA

OFFICE OF THE  
VICE-PRESIDENT (RESEARCH  
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MEMORANDUM

TO: Mr. Jeff Leclerc, University Secretary

FROM: Digvir Jayas, Vice-President (Research and International)  
and Chair, Senate Committee on University Research

DATE: May 13, 2013

SUBJECT: Proposal to establish an Endowed Professorship in Stem Cell Research

The Vice-President (Academic) and Provost, and the Senate Committee on University Research (SCUR), recommends the establishment of an Endowed Professorship in Stem Cell Research, in accordance with the University's policy on *Chairs and Professorships*.

Please include this report and recommendation on the next Senate agenda. Please feel free to contact me should you require any further information.

Thank you.

DSJ/nis  
Encl.

Cc: Brian Postl, Dean, Faculty of Medicine



UNIVERSITY  
OF MANITOBA

Office of the Vice-President  
(Academic) & Provost

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Winnipeg, Manitoba  
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Fax (204) 275-1160

May 1, 2013

**To:** Digvir Jayas, Vice-President (Research and International)  
**From:** Joanne C. Keselman, Vice-President (Academic) and Provost  
**Re:** Endowed Professorship in Stem Cell Research

Dr. Brian Postl, Dean of Faculty of Medicine, has provided a letter of support for the proposal to establish an endowed professorship in Stem Cell Research. This professorship aligns with strengths in the Faculty in the Regenerative Medicine Program.

The policy on Chairs and Professorships specifies that:

- (1) the professorship be established consistent with the academic goals and objectives of the University;
- (2) the professorship be partially funded from external sources outside of the University operating funds, and that the funds normally must be sufficient to cover 20% of the salary and benefits of the incumbent and provide for an appropriate level of unrestricted research/scholarly support;
- (3) the funds for the professorship be provided by way of an endowment or through a schedule of annual expendable gifts for a defined period of not less than five years, or by an appropriate combination of endowment and annual expendable gifts;
- (4) the professorship shall be attached to a department, faculty, school, college, centre or institute of the University, and have goals consistent with the unit to which it is attached;
- (5) the establishment of the professorship is not tied to the appointment of a particular individual;
- (6) individuals appointed to the professorship normally shall have the academic qualifications commensurate with an appointment at the rank of Professor; and
- (7) the initial term of the appointment of the professorship shall be 3-5 years, and if renewal is permitted, such renewal shall be subject to a successful performance review and the availability of funds.

The proposed professorship in Stem Cell Research satisfies all of the above requirements but one. The proposal provides for the possibility of the appointment of an individual at the rank of Associate Professor or Professor.

I am in support of the proposal from the Faculty of Medicine and request that you present it to the Senate Committee on University Research for consideration and recommendation to Senate and then to the Board of Governors.

If you have any questions or concerns, I would be pleased to meet with you.

/encl.

c. Dr. Brian Postl, Dean, Faculty of Medicine

UNIVERSITY OF MANITOBA

MAY 01 2013

OFFICE OF THE VICE-PRESIDENT  
(RESEARCH AND INTERNATIONAL)



UNIVERSITY  
OF MANITOBA

April 29, 2013

Sent via email - [Joanne.Keselman@ad.umanitoba.ca](mailto:Joanne.Keselman@ad.umanitoba.ca)

Dr. Joanne Keselman  
Vice-President (Academic) & Provost  
208 Administration Building  
Fort Garry Campus  
Winnipeg, Manitoba

Dear Dr Keselman:

**RE: Application for the Establishment of an Endowed Professorship in Stem Cell Research**

Dr. Peter Nickerson, Associate Dean (Research), Faculty of Medicine, has submitted an application for the establishment of a professorship in Stem Cell Research. This professorship has been funded through the interest earned on a bequest of \$2.2 million.

The Faculty of Medicine supports this endeavour. The establishment of an endowed professorship in Stem Cell Research, through the Regenerative Medicine Program will raise the research profile of the Faculty. The recipient of this professorship will contribute significantly to the body of scholarship in stem cell research.

Yours truly,

Brian Postl, MD  
Dean

cc: Dr. Peter Nickerson

enclosures: Proposal  
Letter from Dr. P. Nickerson



UNIVERSITY  
OF MANITOBA

Faculty of Medicine

Office of the Assoc. Dean (Research)  
Room A108 Chown Bldg.  
753 McDermot Avenue  
Winnipeg, Manitoba  
Canada R3E 0T6  
Telephone 204-789-3375  
Fax 204-789-3942

April 22, 2013

Dr. Brian Postl  
Dean, Faculty of Medicine  
University of Manitoba

Dear Dr. Postl:

**Application for the Establishment of a Professorship in Stem Cell Research**

Please accept this letter as application for the establishment of a Professorship in Stem Cell Research. This Professorship has been made possible through a bequest of \$2.2 million. The interest earned from the bequest will be used to fund the Professorship.

Yours truly,

Dr. Peter Nickerson  
Associate Dean (Research)

## **PROPOSAL TO ESTABLISH PROFESSORSHIP AT THE UNIVERSITY OF MANITOBA**

### **EXECUTIVE SUMMARY:**

In accordance with the procedures and mechanisms for establishing Chairs and Professorships at the University of Manitoba the following is presented:

**TYPE OF APPOINTMENT:** Professorship

**AREA OF PROFESSORSHIP:** Professorship in Stem Cell Research

### **PURPOSE AND OBJECTIVES OF PROFESSORSHIP:**

The purpose and objective of the Professorship shall be to provide leadership, scholarship and mentorship in stem cell research. Specific objectives include:

- To contribute significantly to the body of scholarship in stem cell research;
- To promote a program in stem cell research;
- To create the opportunity to recruit/retain an experienced leader with demonstrated expertise in stem cell research and a proven track record in related research. The support of an endowed professorship would afford such an individual with the time and necessary support to fully devote his/her efforts to achieve the proscribe objectives;
- To enhance the competitiveness of The University of Manitoba in stem cell research at national and international peer reviewed funding agencies;
- The establishment and sustenance of critical intramural and extramural links and collaborations that serve to promote search at The University of Manitoba;
- The provision of mentorship and opportunities for young investigators embarking on careers focused on stem cell research;
- The pursuit of topics in stem cell research that will lead to discoveries that will lead to cures or the improved health of individuals;
- The establishment of The University of Manitoba as a (world) leader in stem cell research.

### **RELATIONSHIP TO THE PROPOSING UNIT**

At the current time, the appropriate unit within which to place *The Professorship in Stem Cell Research* is within the Regenerative Medicine Program because presently the academic and research activity relating to stem cell research is located within this unit.

This positioning within the Regenerative Medicine Program may be reviewed from time to time by the Associate Dean (Research), Faculty of Medicine and the University Provost to ensure that the Departmental fit for the Professorship is always consistent with its donor-defined purpose which is to support stem cell research.

**THE METHOD BY WHICH THE PROFESSORSHIP WILL BE FUNDED:**

The interest earned from a bequest of \$2.2 million. The interest from the bequest will be sufficient to cover 20% of the salary and benefits of the incumbent and/or provide for an appropriate level of unrestricted research/scholarly support.

**GENERAL AND SPECIFIC REQUIREMENTS FOR THE PROFESSORSHIP**

In accordance with the Procedures and Mechanisms for establishing Chairs and Professorships at the University of Manitoba, individuals appointed to *The Professorship in Stem Cell Research* shall have the following qualifications:

Canadian Citizen or permanent resident;  
Ph.D. or M.D. (if M.D., Royal College certified);  
Holding a current academic appointment at the rank of Associate or Full Professor;  
History of excellence in research as evidenced by a strong publication record in high impact journals and acquisition of national or international peer reviewed grants or contracts;  
History of mentoring junior colleagues and investigators;  
History of effective and productive collaboration with intramural and extramural investigators and institutions.

**TERM OF APPOINTMENT:**

*Please include the term of appointment and if it is renewable*

- The initial term of the appointment will be for five years, and on the recommendation of the Associate Dean (Research) taking into consideration the Regenerative Medicine Program's research strategy.
- The incumbent will provide a brief annual progress report. At year two there will be a performance review by the Regenerative Medicine Program and the Faculty Development Review Committee.
- The renewal of the appointment for an additional term(s) will be subject to a successful review of the incumbent's performance within the context of the Regenerative Medicine Program's research strategy; such a review to be carried out during the fourth year of the term. The review will be performed by the Regenerative Medicine Program and Faculty Development Review Committee.

A successful performance review will provide evidence of the following:

- Personal research productivity in the form of external grants, presentations and peer-reviewed publications. Funding from one or more national agencies would be expected along with additional funding from local sources.
- Evidence of mentoring including having one or more full-time research trainees or supervision of clinical fellows in their research year.
- Evidence of publication in the range of 3-5 publications/year with one or more in a high impact journal.
- Evidence of linkages, collaboration and multi-disciplinary research within the university and between the university and other research institutions.

**OTHER PROVISIONS:**

- 1) The selection and appointment of an individual to the proposed Professorship shall be conducted in accordance with the University Policy and Procedures on Chairs and Professorships
- 2) The duties and responsibilities of the individual appointed to the proposed Professorship will be in accordance with the University Policy and Procedures on Chairs and Professorships.
- 3) Annual reporting requirements shall also be in accordance with the University Policy on Chairs and Professorships. In addition to the reporting requirements stipulated in this policy, the incumbent shall provide an annual report of activities to the President of the University. In turn, the President shall provide a copy of the said report to individuals that have specifically requested this information, or it may be used for reporting to donors in university communications.
- 4) The Professorship holder will have an appointment in the Regenerative Medicine Program, so long as this is the program that continues to house the university's critical mass of activity in stem cell research. Cross appointment to an appropriate basic science department may also be considered. The Professorship will be held in the Department that is most appropriate to the donor's stated purpose for the endowment. The incumbent will participate in an appropriate amount of teaching activity, including undergraduate and post-graduate medical trainees and graduate students, where appropriate.
- 5) It is understood that the Professorship would be structured with a five year maximum term with an option of renewal subject to satisfactory performance of the incumbent, but also with the understanding that the research focus could be changed to another Department or Unit at such intervals according to the changing needs of the Faculty of Medicine, subject to approval by the University of Manitoba.



**AGENDA ITEM:** Proposal to establish an Endowed Professorship in Government

**RECOMMENDED RESOLUTION:**

**THAT the Board of Governors approve the establishment of an Endowed Professorship in Government [as recommended by Senate, June 19, 2013].**

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

The establishment of Professorships at the University is governed by the Policy on Chairs and Professorships. The policy states that:

- Chairs and Professorships are established to advance the University's academic goals and objectives. (Section 2.3.1)
- A Professorship normally must, at its establishment, be partially funded from sources outside of the University's operating budget. The funding for a Professorship normally must be sufficient to cover at least 20 percent of the salary and benefits of the incumbent and an appropriate level of unrestricted research/scholarly support. (Section 2.3.2.2)
- For Chairs and Professorships, funds may be provided by way of an endowment or through a schedule of annual expendable gifts for a defined period of not less than five years, or by an appropriate combination of endowment and annual expendable gifts. (Section 2.3.3)

Terms of reference for the Professorship in Government were developed in the 1990s but, for reasons that are not clear, were not formally approved by Senate and the Board of Governors at that time. A number of individuals have, nonetheless, held the appointment in the intervening years. To redress the omission, the Faculty of Arts is proposing to formally establish the endowed Professorship in Government, in the Department of Political Studies. The full-time appointment would normally be at the level of Professor and would include research and undergraduate and graduate teaching responsibilities. The appointment would be for a three-year period, renewable for a further term of up to three years upon the recommendation of the Head, Department of Political Studies to the Dean, Faculty of Arts.

**RESOURCE REQUIREMENTS:**

The revenue from an endowment fund of \$500,000, which was established with a bequest to the University in 1996, will be used to provide teaching release, a stipend, a research grant, and related support to the individual holding the appointment.

**IMPLICATIONS:**

The purpose and objectives of the Professorship in Government are to enhance the study of Canadian Government and public affairs and to aid the educational development of younger scholars through the Duff Roblin Graduate Fellowship Program that is overseen by the Professor in Government.

**CONSULTATION:**

In accordance with the University's policy on Chairs and Professorships, this proposal has been endorsed by the Vice-President (Academic) and Provost and the Senate Committee on University Research. The proposal was considered and endorsed by Senate on June 19, 2013.



### Board of Governors Submission

**Routing to the Board of Governors:**

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Vice-President (Academic) & Provost	May 21, 2013
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Committee on University Research	May 31, 2013
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Executive	June 5, 2013
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate	June 19, 2013
<input type="checkbox"/>	<input type="checkbox"/>		

**Submission prepared by:** Senate

**Submission approved by:** University Secretary

**Attachments**

- Proposal for an Endowed Professorship in Government



UNIVERSITY  
OF MANITOBA

Office of the University Secretary

312 Administration Building  
Winnipeg, Manitoba  
Canada R3T 2N2  
Tel. (204) 474-9593  
Fax (204) 474-7511

Date: May 28, 2013  
To: Members of Senate and the Board of Governors  
From: Jeff M. Leclerc, University Secretary   
Re: Formal Approval of the Professorship in Government and the Professorship in Traumatology

Approximately a year ago, in seeking information regarding professorships for members of the University community, I examined files related professorships created in the 1990s. In this research, I discovered that two professorships developed during that time, a Professorship in Traumatology in the Faculty of Medicine and a Professorship in Government in the Faculty of Arts were never formally approved by Senate or the Board of Governors as provided for under the policy on Chairs and Professorships. Notwithstanding this, multiple appointments have been made to each professorship over the subsequent years. Both professorships are currently vacant.

I have spoken with individuals involved at the time, but remain unsure of why these professorships were not formally approved then. While the appointment of successive incumbents to each professorship by the Board of Governors confers a *de facto* approval of the existence of the professorships, I feel it is important to formally confirm the professorships by Senate and the Board. With the full agreement and support of the President and Legal Counsel, I asked the Deans of Arts and Medicine to submit formal terms for the Professorship in Traumatology and the Professorship in Government for confirmation by Senate and the Board of Governors. The Dean of Arts has submitted proposed terms of reference for the Professorship in Government that have been reviewed by the Provost and the Vice-President (Research) and are submitted for formal approval. The Faculty of Medicine is currently reviewing its options and will submit a proposal at a later time.

Thank you for your consideration of this proposal.



UNIVERSITY  
OF MANITOBA

OFFICE OF THE  
VICE-PRESIDENT (RESEARCH  
AND INTERNATIONAL)

207 Administration Building  
Winnipeg, MB R3T 2N2  
Telephone: (204) 474-6915  
Fax: (204) 474-7568  
[www.umanitoba.ca/research](http://www.umanitoba.ca/research)

MEMORANDUM

TO: Mr. Jeff Leclerc, University Secretary

FROM: Digvir Jayas, Vice-President (Research and International)  
and Chair, Senate Committee on University Research

DATE: May 31, 2013

SUBJECT: Proposal to establish a Professorship in Government

The Vice-President (Academic) and Provost, and the Senate Committee on University Research (SCUR), recommends the establishment of a Professorship in Government, in accordance with the University's policy on *Chairs and Professorships*.

Please include this report and recommendation on the next Senate agenda. Please feel free to contact me should you require any further information.

Thank you.

DSJ/nis  
Encl.

Cc: Jeffery Taylor, Dean, Faculty of Arts



UNIVERSITY  
OF MANITOBA

Office of the Vice-President  
(Academic) & Provost

208 Administration Building  
Winnipeg, Manitoba  
Canada R3T 2N2  
Telephone (204) 480-1408  
Fax (204) 275-1160

May 21, 2013

**To:** Digvir Jayas, Vice-President (Research and International)  
**From:** Joanne C. Keselman, Vice-President (Academic) and Provost  
**Re:** Professorship in Government

Dr. Jeffery Taylor, Dean of Faculty of Arts, has provided a letter of support for the proposal to establish the Professorship in Government. This professorship aligns with strengths in the Department of Political Studies.

The policy on Chairs and Professorships specifies that:

- (1) the professorship be established consistent with the academic goals and objectives of the University;
- (2) the professorship be partially funded from external sources outside of the University operating funds, and that the funds normally must be sufficient to cover 20% of the salary and benefits of the incumbent and provide for an appropriate level of unrestricted research/scholarly support;
- (3) the funds for the professorship be provided by way of an endowment or through a schedule of annual expendable gifts for a defined period of not less than five years, or by an appropriate combination of endowment and annual expendable gifts;
- (4) the professorship shall be attached to a department, faculty, school, college, centre or institute of the University, and have goals consistent with the unit to which it is attached;
- (5) the establishment of the professorship is not tied to the appointment of a particular individual;
- (6) individuals appointed to the professorship normally shall have the academic qualifications commensurate with an appointment at the rank of Professor; and
- (7) the initial term of the appointment of the professorship shall be 3-5 years, and if renewal is permitted, such renewal shall be subject to a successful performance review and the availability of funds.

The proposed Professorship in Government satisfies all of the above requirements but one. The interest from the bequest will not fund 20% of the salary but will provide a teaching release, a stipend, a research grant, and other related support for the holder of the Professorship.

I am in support of the proposal from the Faculty of Arts and request that you present it to the Senate Committee on University Research for consideration and recommendation to Senate and then to the Board of Governors.

If you have any questions or concerns, I would be pleased to meet with you.

/encl.

c. Dr. Jeffery Taylor, Dean, Faculty of Arts

UNIVERSITY OF MANITOBA

MAY 21 2013

OFFICE OF THE VICE-PRESIDENT  
(RESEARCH AND INTERNATIONAL)



UNIVERSITY  
OF MANITOBA | Faculty of Arts

Dean of Arts  
310 Fletcher Argue Building  
University of Manitoba  
Winnipeg, Manitoba  
Canada R3T 5V5  
Telephone (204) 474-9271  
Facsimile (204) 474-7590  
Email [jeff\\_taylor@umanitoba.ca](mailto:jeff_taylor@umanitoba.ca)

8 May 2013

Dr. Joanne Keselman  
Vice-President (Academic) and Provost  
University of Manitoba  
210 Administration Building

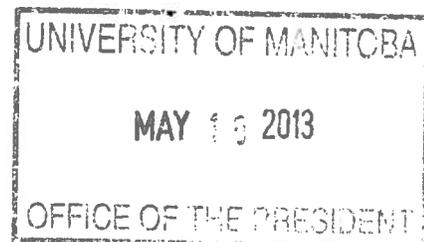
Dear Dr. Keselman,

Attached please find a proposal, which I endorse, to establish the Duff Roblin Professorship in Government. The Department of Political Studies Council recommended the establishment of the Professorship to Faculty of Arts Council, which, in turn, has recommended its establishment.

This proposed Professorship is the result of a \$500,000 bequest that was made to the University of Manitoba in 1996 by the Honourable Duff Roblin, PC, CC, OM, and the fourteenth Premier of Manitoba. The endowment that was established with this bequest provides funds that allow us to provide teaching release, a stipend, a research grant, and related support to the holder of the Professorship. The method of selection is consistent with the Chairs and Professorships Procedures and is specified in the donor agreement. The appointment, according to the donor agreement, shall be made by the Board of Governors on the advice of a committee consisting of the President or designate, the Chancellor of the University, the Dean of the Faculty of Arts, and two other persons appointed by the President.

Yours sincerely,

Jeffery Taylor  
Dean of Arts



A) type of appointment	Professorship
b) proposed name of professorship	The Duff Roblin Professorship in Government
c) the purpose and objectives of the Professorship	The purpose and objectives of the Professorship are to enhance the study of Canadian Government and public affairs, and to aid the educational development of younger scholars through the Duff Roblin Graduate Fellowship Program, which is overseen by the proposed Professor.
d) the relationship of the goals of the Professorship to those of the proposing unit	The Department of Political Studies is committed to understanding the dynamics of human interaction in which individuals and groups compete and cooperate to achieve their goals. Political scientists study these dynamics in many contexts, which are linked to five major sub-fields in the Department. The two sub-fields most directly related to the goals of the Professorship are Canadian Politics and Public Administration.
e) the method by which the Professorship will be funded	A private endowment from the Honourable Duff Roblin, PC, CC, OM, the 14 <sup>th</sup> Premier of Manitoba. Funds in the endowment are sufficient to provide a stipend, research and related funds, and teaching release for the Professor.
f) the general and specific required academic qualifications of the candidates or nominees	Tenured University of Manitoba faculty members, normally at the rank of Professor, appointed upon the recommendation of a Search Committee following an internal call for nominations or applications. The successful candidate for the Professorship shall have made, or be deemed to have the capacity to make, a significant contribution to the study and understanding of Canadian politics, government and public policy.
g) the term of the appointment including, where applicable, provisions for re-appointment	The initial appointment shall be for a three-year term, and shall be renewable for a further term of up to three years upon the recommendation of the Head of

	the Department of Political Studies to the Dean of Arts.
h) any other provisions unique to the Professorship	<p>i. The <i>curricula vitae</i> of the short-listed candidates shall be publicly available, there shall be public presentations by the short-listed candidates, and there shall be a mechanism for public input to the Search Committee.</p> <p>ii. The Professor shall deliver at least one annual public lecture</p> <p>iii. The Professor shall normally teach a six credit-hour course, or two three credit-hour courses, in the Department of Political Studies</p> <p>iv. The Professor shall undertake research</p> <p>v. The Professor shall supervise graduate research, normally including that of the holders of the Roblin Fellowships, for which program s/he will have general administrative responsibility</p> <p>vi. The Professor shall at least once during his/her term organize a colloquium on an appropriate subject or subjects, which might include over time, a series of colloquia on Manitoba premiers and their governments in the modern period.</p>



**AGENDA ITEM:** Report of the Senate Committee on Awards – Part A [dated April 9, 2013]

**RECOMMENDED RESOLUTION:**

**THAT the Board of Governors approve the Report of the Senate Committee on Awards – Part A [dated April 9, 2013].**

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

At its meeting on April 9, 2013, the Senate Committee on Awards approved ten new offers, six 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 April 9, 2013].

**RESOURCE REQUIREMENTS:**

The award will be funded from the sources identified in the Report.

**IMPLICATIONS:**

N/A

**ALTERNATIVES:**

N/A

**CONSULTATION:**

All of these award decisions meet the published guidelines for awards as approved by Senate and were reported to Senate for information on May 15, 2013.



## **REPORT OF THE SENATE COMMITTEE ON AWARDS – PART A**

### **Preamble**

Terms of reference for the Senate Committee on Awards include the following responsibility:

On behalf of Senate, to approve and inform Senate of all new offers and amended offers of awards that meet the published guidelines presented to Senate on November 3, 1999, and as thereafter amended by Senate. Where, in the opinion of the Committee, acceptance is recommended for new offers and amended offers which do not meet the published guidelines or which otherwise appear to be discriminatory under the policy on the *Non-Acceptance of Discriminatory Awards*, such offers shall be submitted to Senate for approval. (Senate, October 7, 2009)

### **Observations**

At its meeting of April 9, 2013 the Senate Committee on Awards approved ten new offers and six amended offers, and the withdrawal of three awards, as set out in Appendix A of the *Report of the Senate Committee on Awards – Part A* (dated April 9, 2013).

### **Recommendations**

On behalf of Senate, the Senate Committee on Awards recommends that the Board of Governors approve ten new offers and six amended offers, and the withdrawal of three awards, as set out in Appendix A of the *Report of the Senate Committee on Awards – Part A* (dated April 9, 2013). These award decisions comply with the published guidelines of November 3, 1999, and are reported to Senate for information.

Respectfully submitted,

Dr. Phil Hultin  
Chair, Senate Committee on Awards

## SENATE COMMITTEE ON AWARDS

### Appendix A April 9, 2013

#### 1. NEW OFFERS

##### **Ames Tile & Stone Bursary**

Ames Tile & Stone Limited provides an annual contribution to the University of Manitoba to offer a bursary for students in the Faculty of Architecture. The purpose of the award is to support students in the Interior Design Department. Each year, one bursary, valued at \$1,000 will be offered to a student who:

- (1) is enrolled full-time in any year of study in the Faculty of Graduate Studies pursuing a Master's degree in Interior Design administered by the Faculty of Architecture;
- (2) has achieved a minimum degree grade point average of 3.0;
- (3) has demonstrated financial need on the standard University of Manitoba bursary application.

The Ames Tile & Stone Bursary continues as long as the donor provides funds. If the donor wishes to discontinue this award, the donor must notify the Financial Aid and Awards Office in writing, by March 31 in any given award year.

The selection committee shall be named by the Dean of the Faculty of Architecture.

##### **Corinne Nemy Bursary in Natural Sciences**

Enid Nemy has established an endowment fund in 2012 with an initial gift of \$10,000 in honour of her sister, Corinne Nemy. The Manitoba Scholarship and Bursary fund has made a contribution to this fund. In honour of Corinne's passion for natural science, this fund will provide financial assistance to students pursuing studies in any one of the following: Astronomy or Biological Sciences in the Faculty of Science; Anthropology in the Faculty of Arts; or Geological Sciences or Physical Geography offered in the Clayton H. Riddell Faculty of Environment, Earth, and Resources at the University of Manitoba. Beginning in the 2014-2015 academic year, the annual income from the fund will be used to offer one bursary to an undergraduate student who:

- (1) is a Canadian citizen who has graduated from a Manitoba high school;
- (2) is registered full-time as an undergraduate student at the University of Manitoba;
- (3) has completed a minimum of 30 credit hours of undergraduate study at the University of Manitoba;
- (4) has a minimum degree grade point average of 2.0;
- (5) has declared an Honours or Major in one of the following: Astronomy, Biological Sciences, Anthropology, Geological Sciences or Physical Geography;
- (6) demonstrates financial need on the standard University of Manitoba bursary application form.

The Director of Financial Aid and Awards (or designate) will name the selection committee for this award.

The Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing the award.

##### **Hew Graduate Bursary**

In honour of his brother, who helped finance his M.A. education at the University of Manitoba, Choy-Len Hew (M.A./65, Cert.Ed/68, B.Ed./71) has established a trust fund at the University of Manitoba to offer

an annual bursary to support graduate students studying history at the University of Manitoba. The bursary will be offered for a ten year term beginning in 2013-2014 and ending in the 2022-2023 academic year. Each year, one bursary valued at \$500, will be offered to a graduate student who:

- (1) is enrolled full-time in the Faculty of Graduate Studies in a Master's or Doctoral program in the Department of History at the University of Manitoba;
- (2) has achieved a minimum degree grade point average of 3.0;
- (3) has demonstrated financial need on the standard University of Manitoba bursary application form.

In the event that there are monies available in the trust fund at the end of the 10-year period, these monies will be used in the following 2023-2024 academic year to offer a final eleventh year bursary. In the eleventh year (2023-2024), the number and value of the bursary(ies) awarded arising from the remaining interest will be at the discretion of the selection committee.

The Head of the Department of History (or designate) will convene the Graduate Executive Committee for the adjudication of this award.

The Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing the award.

### **MCGA Scholarship**

The Manitoba Classroom Guitar Association (MCGA) is a non-profit organization that advocates on behalf of music educators and classroom guitar education in Manitoba. Beginning in the 2013-2014 academic year, MCGA will provide an annual contribution of \$300 for a five year term ending in the 2017-2018 academic year. The purpose of the award is to support a student in the Bachelor of Music/Bachelor of Education Integrated Program. Each year, one scholarship valued at \$300 will be offered to an undergraduate student who:

- (1) is enrolled as a full-time student in the Bachelor of Music program offered by the Marcel A. Desautels Faculty of Music at the University of Manitoba;
- (2) has declared a guitar major;
- (3) has been accepted into the Bachelor of Music/Bachelor of Education (Integrated Program);
- (4) has achieved a minimum degree grade point average of 3.0.

If there are no new guitar majors entering the Bachelor of Music/Bachelor of Education (Integrated Program) in a given year, the scholarship will not be awarded.

The selection committee will be named by the Dean of the Marcel A. Desautels Faculty of Music (or designate).

### **MMCF – Carl Duerksen Memorial Scholarship**

Through gifts received from family, friends, and colleagues of Dr. Carlos Norberto Duerksen (M.D./94), the Manitoba Medical College Foundation (MMCF) has established the MMCF – Carl Duerksen Memorial Scholarship at The Winnipeg Foundation to honour his memory. The fund will be used to provide scholarships for students in the Postgraduate Medical Education program at the University of Manitoba. The objective of the scholarship is to encourage and facilitate the personal growth of a resident through participation in a humanitarian project located outside of Winnipeg. Each year, The Winnipeg Foundation will report the available earnings from the fund to Financial Aid and Awards at the University of Manitoba. The available earnings from the fund will be used to offer one or more scholarships per year to students who:

- (1) are enrolled in the Postgraduate Medical Education (PGME) program at the University of Manitoba, as a resident and are in good standing;

- (2) will participate in a humanitarian project located outside of the City of Winnipeg.

The selection committee will have the discretion to determine the number and value of awards each year.

Applications must include a description of the project by an appropriate Project Officer as well as the applicant's statement, which will outline the proposed involvement in the project in a one or two page summary. A letter of reference from the applicant's Program Director must be included in the application. The candidates who receive this scholarship will be eligible for reimbursement of approved expenses but no income support will be provided. No administrative expenses or institutional overhead charges will be considered. There are no restrictions on the specific nature of the project.

The selection committee will be named by the Dean of the Faculty of Medicine (or designate) in consultation with the Associate Dean (Postgraduate Medical Education). The selection committee will include the Head, Department of Anesthesia (or delegate) as Chair; the Anesthesia Residency Program Director; a second Residency Program Director appointed by the Postgraduate Associate Dean; the Anesthesia Chief Resident; a second Resident appointed by the Professional Association of Residents and Interns of Manitoba (PARIM). A representative of the Duerksen family will also be invited to join the committee.

#### **MMCF – Dr. Jack Sheps Memorial Prize**

The Manitoba Medical College Foundation (MMCF) has established the MMCF – Dr. Jack Sheps Memorial Prize at The Winnipeg Foundation. The fund will be used to advance education in psychiatry and related fields. Each year, The Winnipeg Foundation will report the available earnings from the fund to Financial Aid and Awards at the University of Manitoba. The available earnings from the fund will be used to offer one prize to a student for either:

- (1) submitting the best paper and presentation at the annual Department of Psychiatry Resident Research Day, or;
- (2) the Department of Psychiatry Resident Educator of the Year, presented on the occasion of the Research Day.

The selection committee for this award will be named by the Dean of the Faculty of Medicine (or designate) and shall include the Head of the Department of Psychiatry (or designate).

#### **MMCF – Dr. Sam McMorris Memorial Prize**

Through gifts received from family, friends, and colleagues of Dr. Lawrence Samuel (Sam) McMorris, the Manitoba Medical College Foundation (MMCF) has established the MMCF – Dr. Sam McMorris Memorial Prize at The Winnipeg Foundation. The fund will be used to provide a prize to the resident in the University of Manitoba Pathology Residency Program who is judged to have completed the best research or clinical study in a given year as determined by the selection committee. Each year, The Winnipeg Foundation will report the available earnings from the fund to Financial Aid and Awards at the University of Manitoba. The available earnings from the fund will be used to offer one prize to a student who:

- (1) is enrolled in the Postgraduate Medical Education program as a resident in the Department of Pathology in the Faculty of Medicine at the University of Manitoba;
- (2) has completed the best research or clinical study in the academic year for which the award is offered.

Candidates will be required to submit the following application materials:

- (1) (a) abstract presented in (year) at a national or international meeting (including a summary file of the poster or presentation, e.g. in a PowerPoint file); or
- (b) manuscript submitted in (year) to a peer-reviewed journal (including a copy of the letter from

- the editor acknowledging receipt); or
- (c) copy of manuscript published in (year) in a peer-reviewed journal;
  - (2) brief cover letter (250 words maximum) summarizing the contribution by the trainee to the work;
  - (3) letter of recommendation from the senior author (if there is one)\*.

\*Note: In circumstances where a senior author has participated in work submitted by more than one applicant, they will be asked to provide input concerning the relative merits of the works.

All application materials are to be electronically submitted to the Residency Program Director on or before the deadline date as determined by the department.

No resident shall be eligible to receive the prize more than once. In the absence of a suitable candidate, the prize will not be awarded and the unused revenue will be recapitalized.

The selection committee for this award will be named by the Dean of the Faculty of Medicine (or designate).

### **MMCF – Dr. S. Kay Travel Award**

The Manitoba Medical College Foundation (MMCF) has established the MMCF – Dr. S. Kay Travel Award at The Winnipeg Foundation. The purpose of the fund is to cover travel expenditures and /or fellowships of registered members of the Faculty of Medicine Postgraduate Surgical Program. Each year, The Winnipeg Foundation will report the available earnings from the fund to Financial Aid and Awards at the University of Manitoba. The available earnings from the fund will be used to offer one award to a student who:

- (1) is enrolled in the Postgraduate Surgical Program at the University of Manitoba and is in good standing;
- (2) will attend a professional meeting or conference to present the results of his/her research (poster or oral presentation), or;
- (3) will need to travel for the purposes of completing a fellowship.

Candidates will be required to complete the application process for travel grants associated with research.

The selection committee for this award will be named by the Dean of the Faculty of Medicine (or designate) and shall include the Head of the Department of Surgery (or designate).

### **MMCF – Henry Melmed Memorial Prize**

Through gifts received from family and friends of Henry Melmed the Manitoba Medical College Foundation (MMCF) has established the MMCF – Henry Melmed Memorial Prize at The Winnipeg Foundation. The fund will be used to provide an annual prize for a student in the Neurology Residency program in the Faculty of Medicine, University of Manitoba, who has completed the best hypothesis-based research study. Each year, The Winnipeg Foundation will report the available earnings from the fund to Financial Aid and Awards at the University of Manitoba. The available earnings from the fund will be used to offer one or more prizes to students who:

- (1) have completed at least one year of study in the Neurology Residency program, in the Postgraduate Medical Education program, Faculty of Medicine at the University of Manitoba;
- (2) have completed the best hypothesis-based research study in the academic session for which the award is offered.

Candidates are required to submit an application which includes:

- (1) a *curriculum vitae*;
- (2) an abstract of their research study;

(3) two letters of recommendation that describe the contribution(s) made by the research study.

A recipient may only receive the MMCF – Henry Melmed Memorial Prize once.

In any given year that there are no suitable candidates, the prize will not be offered.

The selection committee for this award will be named by the Dean of the Faculty of Medicine (or designate) and shall include the Head of the Section of Neurology (or designate).

### **MMCF – Jack Wilt Travel Award**

Through gifts received from friends and family of Dr. John Charles (Jack) Wilt, as well as from medical institutions and medical conferences, the Manitoba Medical College Foundation (MMCF) has established the MMCF – Jack Wilt Travel Award at The Winnipeg Foundation. Dr. John Charles (Jack) Wilt was born in 1920 and passed away in 1989. He graduated from the University of Manitoba in 1954 with an MD. The purpose of the fund is to provide travel awards for postgraduate students in Medical Microbiology at the University of Manitoba. Each year, The Winnipeg Foundation will report the available earnings from the fund to Financial Aid and Awards at the University of Manitoba. The available earnings from the fund will be used to offer one travel scholarship to a student who:

- (1) is enrolled in the Postgraduate Medical Education program in the Department of Medical Microbiology in the Faculty of Medicine and is in good standing;
- (2) will attend a professional meeting or conference in order to present the results of his/her research (poster or oral presentation).

Evidence documenting the acceptance of a paper or poster presentation should be included with the request for funding. The intention of this award is to reimburse travel expenses for conference travel up to the available annual income generated by this fund.

The selection committee will be named by the Dean of the Faculty of Medicine (or designate). The selection committee shall also include the Head of the Department of Medical Microbiology (or designate).

## **2. AMENDMENTS**

### **J. Edgar Rea Prize in History**

The following amendments have been made to the terms of reference for the J. Edgar Rea Prize in History:

- The course name and number have been updated in the first sentence in the preamble.
- The preamble concludes with the standard wording: “Each year, a prize, valued at \$100, will be offered to an undergraduate student who:”
- The second paragraph containing the biographical information has been removed from the terms of reference.
- The criteria have been amended and now read:
  - (1) was enrolled full-time in any faculty or school at the University of Manitoba in the year in which the prize is tenable;
  - (2) has achieved the highest grade in the course History of Winnipeg from 1870 to 2000 (currently HIST 3800).
- The sentence following the eligibility criteria has been amended to now read: “In any year the History of Winnipeg from 1870 to 2000 course is not offered, the prize will be offered to the student with the highest grade in the course Modern Canada (currently HIST 2286).”

- The words “(or designate)” have been added to the selection committee following Head of the Department of History.

### **John Glanville Memorial Scholarship**

The following amendments have been made to the terms of reference for the John Glanville Memorial Scholarship:

- A second paragraph has been added following the preamble. It reads:  
“For the 2012-2013 academic year, the unspent allocation and the available annual interest from the fund will be used to offer 2 scholarships, valued at \$2,200 each. Beginning with the 2013-2014 academic year, the available annual income from the fund will be used to offer one or more scholarships, with a minimum value of \$1,500 each, to graduate students who:”
- In criterion (1), the first word “is” has been replaced with “are”; the word “full-time” has been added after the word “enrolled” and the word “specifically” has been removed.
- In criterion (2), the first word “has” has been replaced with “have”; the word “cumulative” has been replaced by the word “degree” and the words “two years of full time study” have been replaced with “60 credit hours of study (or equivalent)”.
- In criterion (3), the first word “is” has been replaced by “are”.
- The following new sections now follow the first set of eligibility criteria: wording for a new undergraduate scholarship including eligibility criteria; wording for years when there is insufficient income generated to award both the graduate and undergraduate scholarships; a sentence regarding unspent revenue. The new wording that has been added reads as follows:  
Beginning in 2013-2014, one scholarship, valued at \$500, will be offered to an undergraduate student who:
  - (1) is enrolled full-time (minimum 80% course load) in the Department of Civil Engineering;
  - (2) has achieved a minimum degree grade point average of 3.5;
  - (3) has taken or is registered in the Masonry Design and Construction (CIVL 4020) course.

In the event that there is insufficient income generated in any year to offer both a minimum of one graduate scholarship and the undergraduate scholarship, the graduate scholarship will take precedence.

The selection committee may request unspent revenue be used to supplement the graduate scholarship(s) in years when these funds are available.

- The description of the selection committee has been changed to read: “The Dean of the Faculty of Graduate Studies (or designate) will ask the Chair of the Scholarships, Bursaries, and Awards Committee of the Faculty of Engineering to convene the selection committee for the graduate student scholarships. The selection committee for the undergraduate scholarship will be the Scholarships, Bursaries, and Awards Committee of the Faculty of Engineering.”
- The standard Board of Governors paragraph has been added.

### **Lukasz Czarnecki Prize**

The following amendments have been made to the terms of reference for the Lukasz Czarnecki Prize:

- The name of this award has been changed to the *Lukasz Czarnecki Award*.

### **Mr. Justice Gerald W.J. Mercier Prize for Highest Standing in Advanced Family Law**

The following amendments have been made to the terms of reference for the Mr. Justice Gerald W.J. Mercier Prize for Highest Standing in Advanced Family Law:

- Criterion (2) now reads: “has achieved the highest standing in any advanced course in Family Law.

### **Housing and Student Life Residence Bursary**

The following amendments have been made to the terms of reference for the Housing and Student Life Residence Bursary:

- The name of this award has been changed to the *Student Residences Bursary*.
- In the preamble, two references to “Housing and Student Life” have been replaced with “Student Residences” and once reference to “Student Affairs” has been replaced with “Ancillary Services at the University of Manitoba”.

### **Takao Tanabe Scholarship in Painting**

The following amendments have been made to the terms of reference for the Takao Tanabe Scholarship in Painting:

- The award value has been revised from \$2,500 to \$2,400.

## **3. WITHDRAWALS**

### **Bereskin & Parr Prize for Trademarks and Patents**

This award is being withdrawn and replaced by two new awards, both of which will be supported annual contributions by the donor.

### **Hebrew Fraternal Lodge Scholarship**

The Hebrew Fraternal Lodge no longer exists and the fund is now at a zero balance. The donor does not wish to offer this award any longer.

### **Winifred Gamble Bursary**

This bursary is no longer available to students from the University of Manitoba. This has been confirmed by the University of Winnipeg who now administers this award.



**AGENDA ITEM:** Report of the Senate Committee on Awards – Part B [dated April 9, 2013]

**RECOMMENDED RESOLUTION:**

**THAT the Board of Governors approve the Report of the Senate Committee on Awards – Part B [dated April 9, 2013].**

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

At its meeting on April 9, 2013, the Senate Committee on Awards approved four new offers that appear to be discriminatory according to the policy on the Non-Acceptance of Discriminatory Awards, as set out in Appendix A of the Report of the Senate Committee on Awards – Part B [dated April 9, 2013].

The Joe Morsette Memorial Bursary will provide bursary support for Indigenous undergraduate students in any faculty or school. The Pauline and Roger Presland Bursaries in Aboriginal Business Education, the Pauline and Roger Presland Scholarship in Aboriginal Business Education, and the Roger Blanchette Bursary, will provide award support for Indigenous undergraduate students in the I.H. Asper School of Business.

Letters of support from Mr. Adams, Executive Director, Enrolment Services, Dean Benarroch, I.H. Asper School of Business, and Ms. Storm, Director, Aboriginal Student Centre are included with the Report.

**RESOURCE REQUIREMENTS:**

The awards will be funded from the sources identified in the Report.

**IMPLICATIONS:**

The awards will aid in the recruitment and retention of Indigenous students to the University of Manitoba.

**ALTERNATIVES:**

N/A

**CONSULTATION:**

These award offers were approved by Senate on May 15, 2013.



## **REPORT OF THE SENATE COMMITTEE ON AWARDS – PART B**

Terms of reference for the Senate Committee on Awards include the following responsibility:

On behalf of Senate, to approve and inform Senate of all new offers and amended offers of awards that meet the published guidelines presented to Senate on November 3, 1999, and as thereafter amended by Senate. Where, in the opinion of the Committee, acceptance is recommended for new offers and amended offers which do not meet the published guidelines or which otherwise appear to be discriminatory under the policy on the *Non-Acceptance of Discriminatory Awards*, such offers shall be submitted to Senate for approval. (Senate, October 7, 2009)

### **Observation**

At its meeting of April 9, 2013, the Senate Committee on Awards reviewed four new offers that appear to be discriminatory according to the policy on the *Non-Acceptance of Discriminatory Awards*, as set out in Appendix A of the *Report of the Senate Committee on Awards - Part B* (dated April 9, 2013).

### **Recommendation**

The Senate Committee on Awards recommends that Senate and 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 April 9, 2013).

Respectfully submitted,

Dr. Phil Hultin  
Chair, Senate Committee on Awards

## MEETING OF THE SENATE COMMITTEE ON AWARDS

### Appendix A

April 9, 2013

#### 1. NEW OFFERS

##### **Joe Morsette Memorial Bursary**

In memory of Joe Morsette, his daughter Shelley and her family have established an annual bursary in his name. The purpose of this fund is to provide financial assistance to Aboriginal students enrolled in undergraduate programs at the University of Manitoba. Each year, one bursary valued at \$500, will be offered to an undergraduate student who:

- (1) is Aboriginal (Status, non-Status, Métis, Inuit);
- (2) is enrolled full-time in any year of study, in any faculty or school, at the University of Manitoba;
- (3) has demonstrated financial need on the standard University of Manitoba bursary application form.

The selection committee shall be named by the Director, Financial Aid and Awards.

(Attachments I and II)

##### **Pauline and Roger Presland Bursaries in Aboriginal Business Education**

Pauline and Roger Presland will offer an annual gift totaling \$10,000 to offer two bursaries a year beginning in the 2013-2014 academic year. The aim of the bursaries is to provide support to students enrolled in the Aboriginal Business Education Partners (ABEP) program in the I.H. Asper School of Business at the University of Manitoba. Each year, two bursaries, valued at \$5,000 each, will be offered to undergraduate students who:

- (1) are members of the Aboriginal Business Education Partners (ABEP) program in the I.H. Asper School of Business at the University of Manitoba;
- (2) have a record of satisfactory academic achievement which is defined as:
  - (a) for first year students, meet the minimum admission requirements for the I.H. Asper School of Business Direct Entry Program Option at the University of Manitoba;
  - (b) for continuing students, a minimum degree grade point average of 2.0;
- (3) are enrolled full-time (minimum 60% course load) in the I.H. Asper School of Business in the year in which the bursary is tenable;
- (4) have demonstrated financial need on the ABEP bursary application form as approved by the Financial Aid and Awards office at the University of Manitoba.

The bursaries are renewable provided that the recipients:

- (1) continue to be members of the Aboriginal Business Education Partners (ABEP) program;
- (2) are enrolled full-time (minimum 60% course load) in the I.H. Asper School of Business;
- (3) have achieved a minimum degree grade point average of 2.0;
- (4) continue to demonstrate financial need on the ABEP bursary application form as approved by the Financial Aid and Awards office.

Only two recipients may hold the bursaries at any one time. In the event that a recipient does not qualify for the renewal, a new recipient will be selected based on the first set of eligibility criteria.

The funds for each bursary will first be applied to the recipients' tuition fees. In the event that there are funds remaining once those expenses have been paid, the recipient will receive a cheque from the Financial Aid and Awards office intended to offset the costs of books and course supplies.

The donors will notify the Financial Aid and Awards office at the University of Manitoba by no later than March 31 in any year they wish to discontinue this award.

The selection committee shall be named by the Director of the Aboriginal Business Education Partners (ABEP) program (or designate) and may include the Director of Financial Aid and Awards (or designate).

(Attachments III and IV)

### **Pauline and Roger Presland Scholarship in Aboriginal Business Education**

Pauline and Roger Presland will offer an annual gift of \$15,000 to offer one scholarship beginning in the 2013-2014 academic year. The aim of the scholarship is to provide support to a student enrolled in the Aboriginal Business Education Partners (ABEP) program in the I.H. Asper School of Business at the University of Manitoba. Each year one scholarship, valued at \$15,000, will be offered to an undergraduate student who:

- (1) is a member of the Aboriginal Business Education Partners (ABEP) program in the I.H. Asper School of Business at the University of Manitoba;
- (2) has a high record of academic achievement which is defined as:
  - (a) for first year students, meet the minimum admission requirements for the I.H. Asper School of Business Direct Entry Program Option at the University of Manitoba;
  - (b) for continuing students, a minimum degree grade point average of 3.0;
- (3) is enrolled full-time (minimum 60% course load) in the I.H. Asper School of Business in the year in which the scholarship is tenable.

Candidates will be required to participate in an interview process conducted by faculty and staff members involved with the Aboriginal Business Education Partners (ABEP) program. Candidates will be selected based on the interview and the above eligibility criteria.

The scholarship is intended to support most of the academic and room and board expenses incurred during the regular academic session. The funds will first be applied to the recipient's tuition fees, residence fees and a meal plan for the academic year in which the scholarship is tenable. In the event that there are funds remaining once those expenses have been paid, the recipient will receive a cheque from the Financial Aid and Awards office intended to offset the costs of books and course supplies.

In years when on-campus residence cannot be obtained by the recipient due to high demand, funds allocated to academic and room and board expenses will be disbursed in monthly installments by the Financial Aid and Awards office to be used for off-campus housing and meals.

The scholarship is renewable provided that the recipient:

- (1) continues to be a member of the Aboriginal Business Education Partners (ABEP) program;
- (2) is enrolled full-time (minimum 60% course load) in the I.H. Asper School of Business;
- (3) has achieved a minimum degree grade point average of 3.0.

Only one recipient may hold the scholarship at any one time.

The donors will notify the Financial Aid and Awards office at the University of Manitoba by no later than March 31 in any year they wish to discontinue this award.

The selection committee shall be named by the Director of the Aboriginal Business Education Partners (ABEP) program (or designate) and may include the Director of Financial Aid and Awards (or designate).

(Attachments IV and V)

### **Roger Blanchette Bursary**

In honour of Roger Blanchette, on the occasion of his retirement from his position as Vice-President of Financial Reporting, Investors Group Inc., his colleagues have made a one-time contribution of \$1,350 to offer the Roger Blanchette Bursary at the University of Manitoba. In the 2013/2014 academic year only, one bursary valued at \$1,350 will be offered to an undergraduate student who:

- (1) is a member of the Aboriginal Business Education Partners (ABEP) program in the I.H. Asper School of Business at the University of Manitoba;
- (2) has completed at least one year of full-time study (minimum 24 credit hours) at the University;
- (3) is enrolled full-time (minimum 24 credit hours) in the I.H. Asper School of Business with a major in accounting in the year in which the bursary is tenable;
- (4) has achieved a minimum degree grade point average of 2.5;
- (5) has demonstrated financial need on the ABEP bursary application form as approved by the Financial Aid and Awards office at the University of Manitoba.

The selection committee will be named by the Director, Aboriginal Business Education Partners (ABEP) program (or designate).

(Attachments IV and VI)



UNIVERSITY  
OF MANITOBA

## Enrolment Services

421 University Centre  
Winnipeg, Manitoba  
Canada R3T 2N2  
telephone (204) 474-8820  
facsimile (204) 474-7554

January 29, 2013

Dr. Philip Hultin  
Chair, Senate Committee on Awards  
c/o Heather Long,  
Awards Establishment Coordinator  
417 University Centre

Dear Dr. Hultin,

Enrolment Services is happy to support the establishment of the Joseph Morsette Memorial Bursary. When comparing the numbers in the table below to the number of self-declared Aboriginal people in the general Manitoba population (15%), it becomes clear that Aboriginal students are under-represented at the University of Manitoba.

Year (Fall)	Number of Aboriginal students (undergraduate)	% Aboriginal
2012	1933	7.7%
2011	1876	7.7%
2010	1771	7.4%
2009	1748	7.4%
2008	1638	7.3%

As an institution, I know that we're all committed to increasing the number of Aboriginal students on our campuses. Awards such as this will provide support to Aboriginal students which will contribute to meeting our goals and more importantly will contribute to the success of individual Aboriginal students.

Sincerely,

Jeff Adams  
Executive Director  
Enrolment Services

# ABORIGINAL STUDENT CENTRE

February 6, 2013

Dr. David Kuhn  
Chair of the Senate Committee on Awards  
c/o Ms. Heather Long  
Awards Establishment Coordinator  
422 University Centre

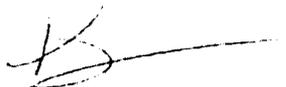
Dear Dr. Kuhn & Senate Committee:

Please accept this letter as formal support for the proposed Joe Morsette Memorial Bursary designated for Aboriginal students pursuing a degree at the University of Manitoba.

The number of Aboriginal students attending the University of Manitoba continues to increase and I believe it is partially due to the financial assistance made available through initiatives such as this. The Joe Morsette Memorial Bursary is an example of how individuals can support the University of Manitoba and the Aboriginal community, by contributing to areas they feel are important and/or show significant underrepresentation. Aboriginal students represent 7.7% of the undergraduate population at the University of Manitoba and this is a clear underrepresentation of our community.

I trust that the Senate committee will approve this award and others like it, in the hopes of increasing the recruitment and retention of Aboriginal students pursuing their degree at the University of Manitoba.

In education, miigwetch!



Kali Storm, Director  
Aboriginal Student Centre



Aboriginal Student Centre  
45 Curry Place  
University of Manitoba  
Winnipeg, MB R3T 2N2

Phone: 204-474-8850  
Fax: 204-275-3142  
Email: asc@umanitoba.ca

**STUDENT  
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Creating opportunities for student success





UNIVERSITY  
OF MANITOBA

Asper School of Business

Michael Benarroch, PhD  
Dean and CA Manitoba Chair in Business Leadership  
314 Drake Centre  
181 Freedman Crescent  
Winnipeg, Manitoba  
Canada R3T 5V4  
Telephone 204-474-9712  
Fax 204-474-7928  
Email: Dean\_Asperschool@UManitoba.ca

February 4, 2013

Dr. David Kuhn  
Chair, Senate Committee on Awards  
c/o Candace Préjet  
Awards Establishment Officer  
417 University Centre

**RE: Pauline and Roger Presland Bursary in Aboriginal Business Education**

Dear Dr. Kuhn:

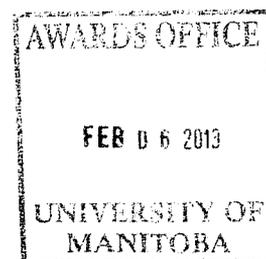
The I.H. Asper School of Business strongly supports the establishment of the Pauline and Roger Presland Bursary in Aboriginal Business Education. In the Fall Term 2012, our School's self-declared Aboriginal student population was 3.4% of total enrollment, compared to the University of Manitoba average of 7.7%. Thus, we are clearly under-represented compared to the University average and the general Manitoba population.

To provide further context, please see enrollment data for the 2007-2012 period:

Asper School of Business  
Registered in B.Comm.(Honours) Program:

Year	Number of Aboriginal Students	Total Student Population	% Aboriginal
2012	59	1742	3.4%
2011	62	1698	3.7%
2010	62	1604	3.9%
2009	59	1637	3.6%
2008	51	1601	3.2%
2007	39	1530	2.5%

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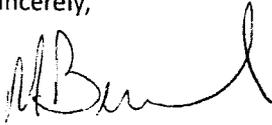


Letter to Dr. David Kuhn  
Chair, Senate Committee on Awards  
February 4, 2013  
Page Two

The Asper School is committed to increasing the number of Aboriginal students in our school. To this end, we have put in place a number of measures to raise the proportion of Aboriginal students in our faculty. Increasing the number of bursaries, scholarships, and awards directed at Aboriginal students is a critical part of this strategy. These bursaries will provide our school with the opportunity to recruit and retain Aboriginal students at the University of Manitoba. As such, it will continue to help us meet our goal of raising the proportion of Aboriginal students in our faculty.

We are confident that these bursaries will provide an incentive to attract and retain Aboriginal students at the Asper School of Business. We therefore believe that the nature of this award is justifiable.

Sincerely,

A handwritten signature in black ink, appearing to read "M Benarroch". The signature is fluid and cursive, with a large initial "M" and a long, sweeping tail.

Michael Benarroch



## ABORIGINAL STUDENT CENTRE

March 26, 2013

Dr. David Kuhn  
 Chair of the Senate Committee on Awards  
 c/o Ms. Candace Prejet  
 Awards Establishment Coordinator  
 422 University Centre

Dear Dr. Kuhn & Senate Committee:

Please accept this letter as formal support for the proposed bursaries and scholarship designated for Aboriginal students pursuing their degree in the Asper School of Business. There is the Pauline and Roger Presland Scholarship in Aboriginal Business Education, the Pauline and Roger Presland Bursaries in Aboriginal Business Education, the Roger Blanchette Bursary, and the Tribal Councils Investment Group Bursary. All these proposed bursaries and scholarships are valuable and have the support of the Aboriginal Student Centre.

The number of Aboriginal students attending the University of Manitoba continues to increase and I believe it is partially due to the financial assistance made available through initiatives such as this. The Pauline and Roger Presland Scholarship and Bursaries, the Roger Blanchette Bursary and the Tribal Councils Investment Group Bursary are all examples of how individuals and organizations can support the University of Manitoba, and the Aboriginal community, by contributing to areas they feel are important and/or show significant underrepresentation. The number of Aboriginal students pursuing a degree in the area of Business at the University of Manitoba is substantially smaller at 3.4% than the overall Aboriginal student population of 7.2%. Given the overall percentage of Aboriginal students is much smaller than our representation in the community (locally, provincially and nationally) I strongly support the need to offer the above proposed scholarship and bursaries to assist with the noted underrepresentation.

I trust that the Senate committee will approve this award and others like it, in the hopes of increasing the recruitment and retention of Aboriginal students pursuing a degree through the Asper School of Business.

In education, miigwetch!

Kali Storm, Director  
 Aboriginal Student Centre

Aboriginal Student Centre  
 45 Curry Place  
 University of Manitoba  
 Winnipeg, MB R3T 2N2

Phone: 204-474-8850  
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### STUDENT AFFAIRS

creating opportunities for student success



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UNIVERSITY  
OF MANITOBA

Asper School of Business

Michael Benarroch, PhD  
Dean and CA Manitoba Chair in Business Leadership  
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181 Freedman Crescent  
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Telephone 204-474-9712  
Fax 204-474-7928  
Email: Dean\_Asperschool@UManitoba.ca

February 4, 2013

Dr. David Kuhn  
Chair, Senate Committee on Awards  
c/o Candace Préjet  
Awards Establishment Officer  
417 University Centre

**RE: Pauline and Roger Presland Scholarship in Aboriginal Business Education**

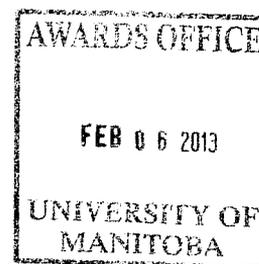
Dear Dr. Kuhn:

The I.H. Asper School of Business strongly supports the establishment of the Pauline and Roger Presland Scholarship in Aboriginal Business Education. In the Fall Term 2012, our School's self-declared Aboriginal student population was 3.4% of total enrollment, compared to the University of Manitoba average of 7.7%. Thus, we are clearly under-represented compared to the University average and the general Manitoba population.

To provide further context, please see enrollment data for the 2007-2012 period:

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Registered in B.Comm.(Honours) Program:

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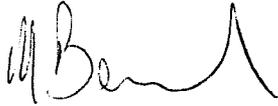


Letter to Dr. David Kuhn  
Chair, Senate Committee on Awards  
February 4, 2013  
Page Two

The Asper School is committed to increasing the number of Aboriginal students in our school. To this end, we have put in place a number of measures to raise the proportion of Aboriginal students in our faculty. Increasing the number of bursaries, scholarships, and awards directed at Aboriginal students is a critical part of this strategy. This scholarship will provide our school with the opportunity to recruit and retain Aboriginal students at the University of Manitoba. As such, it will continue to help us meet our goal of raising the proportion of Aboriginal students in our faculty.

We are confident that this scholarship will provide an incentive to attract and retain Aboriginal students at the Asper School of Business. We therefore believe that the nature of this award is justifiable.

Sincerely,

A handwritten signature in black ink, appearing to read "M. Benarroch". The signature is fluid and cursive, with a prominent initial "M" and a long, sweeping tail.

Michael Benarroch



## ABORIGINAL STUDENT CENTRE

March 26, 2013

Dr. David Kuhn  
 Chair of the Senate Committee on Awards  
 c/o Ms. Candace Prejet  
 Awards Establishment Coordinator  
 422 University Centre

Dear Dr. Kuhn & Senate Committee:

Please accept this letter as formal support for the proposed bursaries and scholarship designated for Aboriginal students pursuing their degree in the Asper School of Business. There is the Pauline and Roger Presland Scholarship in Aboriginal Business Education, the Pauline and Roger Presland Bursaries in Aboriginal Business Education, the Roger Blanchette Bursary, and the Tribal Councils Investment Group Bursary. All these proposed bursaries and scholarships are valuable and have the support of the Aboriginal Student Centre.

The number of Aboriginal students attending the University of Manitoba continues to increase and I believe it is partially due to the financial assistance made available through initiatives such as this. The Pauline and Roger Presland Scholarship and Bursaries, the Roger Blanchette Bursary and the Tribal Councils Investment Group Bursary are all examples of how individuals and organizations can support the University of Manitoba, and the Aboriginal community, by contributing to areas they feel are important and/or show significant underrepresentation. The number of Aboriginal students pursuing a degree in the area of Business at the University of Manitoba is substantially smaller at 3.4% than the overall Aboriginal student population of 7.2%. Given the overall percentage of Aboriginal students is much smaller than our representation in the community (locally, provincially and nationally) I strongly support the need to offer the above proposed scholarship and bursaries to assist with the noted underrepresentation.

I trust that the Senate committee will approve this award and others like it, in the hopes of increasing the recruitment and retention of Aboriginal students pursuing a degree through the Asper School of Business.

In education, miigwetch!

Kali Storm, Director  
 Aboriginal Student Centre

Aboriginal Student Centre  
 45 Curry Place  
 University of Manitoba  
 Winnipeg, MB R3T 2N2

Phone: 204-474-8850

Fax: 204-275-3142

E-mail: asc@umanitoba.ca

### STUDENT AFFAIRS

creating opportunities for student success



UNIVERSITY  
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OF MANITOBA

Asper School of Business

Michael Benarroch, PhD  
Dean and CA Manitoba Chair in Business Leadership  
314 Drake Centre  
181 Freedman Crescent  
Winnipeg, Manitoba  
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Telephone 204-474-9712  
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February 4, 2013

Dr. David Kuhn  
Chair, Senate Committee on Awards  
c/o Candace Préjet  
Awards Establishment Officer  
417 University Centre

**RE: Roger Blanchette Bursary**

Dear Dr. Kuhn:

The I.H. Asper School of Business strongly supports the establishment of the Roger Blanchette Bursary. In the Fall Term 2012, our School's self-declared Aboriginal student population was 3.4% of total enrollment, compared to the University of Manitoba average of 7.7%. Thus, we are clearly under-represented compared to the University average and the general Manitoba population.

To provide further context, please see enrollment data for the 2007-2012 period:

Asper School of Business  
Registered in B.Comm.(Honours) Program:

Year	Number of Aboriginal Students	Total Student Population	% Aboriginal
2012	59	1742	3.4%
2011	62	1698	3.7%
2010	62	1604	3.9%
2009	59	1637	3.6%
2008	51	1601	3.2%
2007	39	1530	2.5%

/continued



Letter to Dr. David Kuhn  
Chair, Senate Committee on Awards  
February 4, 2013  
Page Two

The Asper School is committed to increasing the number of Aboriginal students in our school. To this end, we have put in place a number of measures to raise the proportion of Aboriginal students in our faculty. Increasing the number of bursaries, scholarships, and awards directed at Aboriginal students is a critical part of this strategy. This bursary will provide our school with the opportunity to recruit and retain Aboriginal students at the University of Manitoba. As such, it will continue to help us meet our goal of raising the proportion of Aboriginal students in our faculty.

We are confident that this bursary will provide an incentive to attract and retain Aboriginal students at the Asper School of Business. We therefore believe that the nature of this award is justifiable.

Sincerely,

A handwritten signature in black ink, appearing to read "M Benarroch". The signature is fluid and cursive, with the first letter "M" being particularly large and stylized.

Michael Benarroch



## ABORIGINAL STUDENT CENTRE

March 26, 2013

Dr. David Kuhn  
 Chair of the Senate Committee on Awards  
 c/o Ms. Candace Prejet  
 Awards Establishment Coordinator  
 422 University Centre

Dear Dr. Kuhn & Senate Committee:

Please accept this letter as formal support for the proposed bursaries and scholarship designated for Aboriginal students pursuing their degree in the Asper School of Business. There is the Pauline and Roger Presland Scholarship in Aboriginal Business Education, the Pauline and Roger Presland Bursaries in Aboriginal Business Education, the Roger Blanchette Bursary, and the Tribal Councils Investment Group Bursary. All these proposed bursaries and scholarships are valuable and have the support of the Aboriginal Student Centre.

The number of Aboriginal students attending the University of Manitoba continues to increase and I believe it is partially due to the financial assistance made available through initiatives such as this. The Pauline and Roger Presland Scholarship and Bursaries, the Roger Blanchette Bursary and the Tribal Councils Investment Group Bursary are all examples of how individuals and organizations can support the University of Manitoba, and the Aboriginal community, by contributing to areas they feel are important and/or show significant underrepresentation. The number of Aboriginal students pursuing a degree in the area of Business at the University of Manitoba is substantially smaller at 3.4% than the overall Aboriginal student population of 7.2%. Given the overall percentage of Aboriginal students is much smaller than our representation in the community (locally, provincially and nationally) I strongly support the need to offer the above proposed scholarship and bursaries to assist with the noted underrepresentation.

I trust that the Senate committee will approve this award and others like it, in the hopes of increasing the recruitment and retention of Aboriginal students pursuing a degree through the Asper School of Business.

In education, miigwetch!

Kali Storm, Director  
 Aboriginal Student Centre

Aboriginal Student Centre  
 45 Curry Place  
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### STUDENT AFFAIRS

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UNIVERSITY  
 OF MANITOBA



**AGENDA ITEM:** Report of the Senate Committee on Awards – Part A [dated May 14, 2013]

**RECOMMENDED RESOLUTION:**

THAT the Board of Governors approve nine new offers, nine amended offers, and the withdrawal of two offers, as set out in Appendix A of the Report of the Senate Committee on Awards – Part A [dated May 14, 2013].

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

At its meeting on May 14, 2013, the Senate Committee on Awards approved nine new offers, nine amended offers, and the withdrawal of two offers, as set out in Appendix A of the Report of the Senate Committee on Awards – Part A [dated May 14, 2013].

**RESOURCE REQUIREMENTS:**

The award will be funded from the sources identified in the Report.

**IMPLICATIONS:**

N/A

**ALTERNATIVES:**

N/A

**CONSULTATION:**

All of these award decisions meet the published guidelines for awards as approved by Senate and are to be reported to Senate for information on June 19, 2013.



## **REPORT OF THE SENATE COMMITTEE ON AWARDS – PART A**

### **Preamble**

Terms of reference for the Senate Committee on Awards include the following responsibility:

On behalf of Senate, to approve and inform Senate of all new offers and amended offers of awards that meet the published guidelines presented to Senate on November 3, 1999, and as thereafter amended by Senate. Where, in the opinion of the Committee, acceptance is recommended for new offers and amended offers which do not meet the published guidelines or which otherwise appear to be discriminatory under the policy on the *Non-Acceptance of Discriminatory Awards*, such offers shall be submitted to Senate for approval. (Senate, October 7, 2009)

### **Observations**

At its meeting of May 14, 2013 the Senate Committee on Awards approved nine new offers and nine amended offers, and the withdrawal of two awards, as set out in Appendix A of the *Report of the Senate Committee on Awards – Part A* (dated May 14, 2013).

### **Recommendations**

On behalf of Senate, the Senate Committee on Awards recommends that the Board of Governors approve nine new offers and nine amended offers, and the withdrawal of two awards, as set out in Appendix A of the *Report of the Senate Committee on Awards – Part A* (dated May 14, 2013). These award decisions comply with the published guidelines of November 3, 1999, and are reported to Senate for information.

Respectfully submitted,

Dr. Phil Hultin  
Chair, Senate Committee on Awards

**SENATE COMMITTEE ON AWARDS**

**Appendix A  
May 14, 2013**

**1. NEW OFFERS**

**Archie Orlikow Memorial Bursary**

In memory of Archie Orlikow (B.Sc. Pharm./48), family and friends have established an endowment fund at the University of Manitoba, with an initial gift of \$20,000 in 2013. The Manitoba Scholarship and Bursary Initiative has made a contribution to the fund. The fund will be used to provide bursary support for Pharmacy students. The available annual interest from the fund will be used to offer one bursary to an undergraduate student who:

- (1) is enrolled full-time in their first or second year in the Faculty of Pharmacy;
- (2) (a) if in his/her first year in the Faculty of Pharmacy, has met the minimum admission requirements; or  
(b) if in his/her second year of study, has achieved a minimum degree grade point average of 2.5;
- (3) has demonstrated financial need on the standard University of Manitoba bursary application form.

Applicants will be required to submit a letter (maximum 500 words) outlining how they envision the profession of pharmacy and their potential role within it imparting and benefitting the health care of those in the communities they serve.

The selection committee will be the Faculty of Pharmacy Awards Committee.

The Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing this award.

**Bereskin & Parr Prize for Copyright Law**

Bereskin & Parr offers an annual prize of \$250 to the student who achieves highest standing in Copyright Law (LAW 3028) in the Faculty of Law at the University of Manitoba.

In the event of a tie, the prize shall be awarded to the student with the highest standing calculated on the compulsory and elective subjects the tied students have in common.

The selection committee will be named by the Dean of the Faculty of Law (or designate).

**Bereskin & Parr Prize for Trademarks and Patents**

Bereskin & Parr offers an annual prize of \$250 to the student who achieves highest standing in Trademarks and Patents (LAW 3026) in the Faculty of Law at the University of Manitoba.

In the event of a tie, the prize shall be awarded to the student with the highest standing calculated on the compulsory and elective subjects the tied students have in common.

The selection committee will be named by the Dean of the Faculty of Law (or designate).

**Joanne Greene Memorial Scholarship**

Through a bequest of \$50,000 made to the University Women's Club of Winnipeg in memory of Joanne Greene (RN/47; CPHN/52), an annual scholarship valued at \$1,500 will be offered to support graduate students pursuing their Ph.D. in Nursing. Each year, one scholarship valued at \$1,500 will be offered to a graduate student who:

- (1) is enrolled full-time in the Faculty of Graduate Studies in the Ph.D. in Nursing program offered by the Faculty of Nursing at the University of Manitoba;

- (2) has completed the first year and four courses for credit in the Ph.D. in Nursing program: NURS 8000, NURS 8010, NURS 8020, and another course;
- (3) has achieved the highest grade point average on the four required courses, with a minimum grade point average of 3.5 on those courses.

Preference will be given to a student whose focus area is public health. If there are no applicants meeting this preference, the scholarship will be awarded to a student who meets the eligibility requirements as set out above.

Eligible students will apply for this scholarship on or before the designated deadline date. Applicants will be required to submit a letter of application (maximum 500 words) and one letter of reference from a member of the Faculty of Nursing.

A student may hold the Joanne Greene Memorial Scholarship only once in his or her lifetime.

The Dean of the Faculty of Graduate Studies (or designate) will ask the Chair of the Graduate Studies Committee in the Faculty of Nursing to convene the selection committee for this award.

#### **John (Jack) MacDonald Lederman and John MacDonell Bursary**

Through a testamentary gift, Mr. John McIntyre Stoddart made a gift of \$144,611 to the University of Manitoba to establish the John (Jack) MacDonald Lederman and John MacDonell Bursary. The purpose of the bursary is to provide financial support to graduate students in the Department of Community Health Sciences at the University of Manitoba. Each year the available annual income will be used to offer one bursary to a graduate student who:

- (1) is enrolled full-time in the Faculty of Graduate Studies in a Master's or Doctoral program in the Department of Community Health Sciences in the Faculty of Medicine at the University of Manitoba;
- (2) has health economics as his/her main research focus;
- (3) has achieved a minimum degree grade point average of 3.0.

The selection committee will be named by the Head of the Department of Community Health Sciences (or designate).

#### **Ken Tacium Memorial Scholarship**

The family and friends of Ken Tacium (LL.B./85) have established an endowment fund at the University of Manitoba with an initial gift of \$35,000 in 2013. The fund will be used to provide an entrance scholarship for students entering the Faculty of Law who have overcome significant obstacles in the pursuit of their studies. Beginning in the 2014-2015 academic year, the available annual interest from the fund will be used to offer one scholarship with a maximum value of \$5,000 to a student who:

- (1) has applied for admission to the Faculty of Law and has met the required standards for admission;
- (2) has demonstrated high academic achievement as determined by the standards for admission;
- (3) has demonstrated courage and perseverance in overcoming significant obstacles (especially, but not necessarily, physical obstacles) in the continuation of his/her academic studies.

In order to be considered for the Ken Tacium Memorial Scholarship, students must have accepted an offer of admission to the Faculty of Law at the University of Manitoba by June 30<sup>th</sup>.

Applicants are required to submit a letter (maximum 300 words) that outlines the challenges they have overcome in the pursuit of their university studies and two reference letters by the application deadline set by the faculty.

In years when the revenue generated exceeds the maximum award value, the difference will be re-capitalized, as per the donor's wishes.

The selection committee will be named by the Dean of the Faculty of Law (or designate).

The Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing the award.

#### **Kleysen Bursary**

Mr. & Mrs. Hubert Kleysen have established an endowment fund at the University of Manitoba, with an initial gift of \$20,000 in 2012. The Manitoba Scholarship and Bursary Initiative has made a contribution to the fund. The purpose of the fund is to provide bursaries to students in the I.H. Asper School of Business who are enrolled in the Logistics and Supply Chain Management discipline. Each year, the available annual interest from the fund will be used to offer one bursary to an undergraduate student who:

- (1) is enrolled as a full-time student in the third or fourth year of the Bachelor of Commerce (Honours) degree program in the I. H Asper School of Business at the University of Manitoba;
- (2) has achieved a minimum degree grade point average of 2.0;
- (3) has declared a major in Logistics and Supply Chain Management;
- (4) has demonstrated financial need on the standard University of Manitoba bursary application form.

The selection committee will be named by the Dean of the I.H. Asper School of Business (or designate).

The Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing the award.

#### **Martin and Ada Berney Scholarship**

Martin and Ada Berney have established an endowment fund at the University of Manitoba with a testamentary gift of \$80,000 in 2012. Beginning in the 2013-2014 academic year the annual income from the fund will be used to offer one scholarship to an undergraduate student who:

- (1) is enrolled full-time or part-time in any year of study in any school or faculty at the University of Manitoba;
- (2) has a minimum degree grade point average of 3.5.

The Director of Financial Aid and Awards (or designate) will name the selection committee for this award.

#### **Terry Hogan International Exchange Scholarship**

In memory of Dr. Terrance Hogan, former Executive Associate Dean and Director of International Student Exchanges at the Asper School of Business, family, friends and co-workers have established an endowment fund at the University of Manitoba. The purpose of the fund is to recognize students who have achieved academic excellence in the Asper School of Business, and have been accepted to the International Student Exchange program. Each year, the available annual interest from the fund will be used to offer one scholarship to a student who:

- (1) is enrolled full-time in the third year of the Bachelor of Commerce degree program, in the I.H. Asper School of Business;
- (2) has been accepted to the I.H. Asper School of Business International Student Exchange Program;
- (3) has ranked at the top of the group accepted to the Student Exchange program, based on the criteria outlined below.

Students accepted into the Student Exchange program will be ranked using the following criteria:

- (1) completed at least the second year of the Bachelor of Commerce degree;

- (2) achieved a minimum degree grade point average of 3.0;
- (3) submitted a written statement of intent to pursue the Student Exchange program;
- (4) performed well on a pre-acceptance interview;
- (5) submitted references from two University of Manitoba academic staff and one professional/personal reference.

The selection committee shall be named by the Director of the I.H. Asper School of Business International Student Exchange Program (or designate), and will include the Coordinator of the International Student Exchange Program (or designate).

The Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing the award.

## 2. AMENDMENTS

### **Aitkins, MacAulay & Thorvaldson Honourable Marshall Rothstein Prize**

The following amendments have been made to the terms of reference for the Aitkins, MacAulay & Thorvaldson Honourable Marshall Rothstein Prize:

- The second sentence of the preamble outlines the donor's choice to renew this prize for a second five-year term beginning in the 2012-2013 academic year. This sentence now reads: "The donor has agreed to renew their funding commitment for the prize for a second term of five years, beginning in 2012-2013, with the right to renew the commitment for successive five year terms exercisable during the fourth year of any five year term."
- The word "cumulative" was replaced with the word "degree" in criterion (2).
- New wording describing the tie-breaking mechanism has been added immediately following the eligibility criteria. It reads: "In the event of a tie, the prize shall be awarded to the student with the highest standing calculated on the compulsory and elective subjects the tied students have in common."
- A new sentence describing the selection committee has been added. It reads: "The selection committee will be named by the Dean of the Faculty of Law (or designate)."

### **Dante Alighieri Cultural Society Scholarship**

The following amendments have been made to the terms of reference for the Dante Alighieri Cultural Society Scholarship:

- The first sentence now clarifies that two annual scholarships each valued at \$225 will be offered to undergraduate students.
- In criterion (1), the words 'landed immigrants' have been replaced with 'permanent residents'.
- The former criterion (3) is now criterion (4).
- The new criterion (3) reads: "are currently enrolled as full-time students in two or more Italian courses at the 2000 or 3000 level (can include Italian language, Italian literature, and/or Italian cultural studies);".
- In criterion (4), the word 'cumulative' has been removed and the grade point average was changed from 3.0 to 3.5.
- The paragraph immediately following the eligibility criteria has been removed.

- The second sentence of the second last paragraph now reads: “If there are no eligible candidates, the scholarship will not be awarded.”
- The words “(or designate)” have been added after the ‘Head of the Department of French, Spanish and Italian’ in the last paragraph.
- Some editorial changes have been made.

### **ICH Wealth and Succession Prize**

The following amendments have been made to the terms of reference for the ICH Wealth and Succession Prize:

- The name of this award has been changed to *Tradition Law LLP Wealth and Succession Prize*.
- The reference to ‘Inkster Christie Hughes’ in the first sentence has been replaced with ‘Tradition Law’.
- New wording describing the tie-breaking mechanism has been added immediately following the eligibility criteria. It reads: “In the event of a tie, the prize shall be awarded to the student with the highest standing calculated on the compulsory and elective subjects the tied students have in common.”
- A new sentence describing the selection committee has been added. It reads: “The selection committee will be named by the Dean of the Faculty of Law (or designate).”

### **MMCF – Paul Nehra Convocation Prize in Family Medicine**

The following amendments have been made to the terms of reference for the MMCF – Paul Nehra Convocation Prize in Family Medicine:

- The wording of criterion (1) has been changed and now reads: “has completed the requirements of the Doctor of Medicine (M.D.) degree, in the Faculty of Medicine at the University of Manitoba;”. This is congruent with standard wording for a convocation prize in the Faculty of Medicine.

### **MMCF – Robin Krause Human Values Convocation Prize**

The following amendments have been made to the terms of reference for the MMCF – Robin Krause Human Values Convocation Prize:

- The wording of criterion (1) has been changed and now reads: “has completed the requirements of the Doctor of Medicine (M.D.) degree, in the Faculty of Medicine at the University of Manitoba;”. This is congruent with standard wording for a convocation prize in the Faculty of Medicine.

### **President’s Scholarship**

The following amendments have been made to the terms of reference for the President’s Scholarship:

- The word ‘final’ has been added in the first sentence after 95% to indicate the minimum high school average required to be considered for the President’s Scholarship.
- The first sentence of the second paragraph now clarifies that eligible recipients will receive \$1,000 in each of their second, third, and fourth years of study providing they meet the renewal criteria. The following words were removed to clarify this language:
  - The word ‘total’ was removed before ‘scholarship funding’;
  - The words ‘at least’ were removed before ‘\$1,000’;
  - The words ‘leading towards the completion of their first full degree’ were removed before ‘provided they meet the renewal criteria.’

- A new third paragraph outlining the benefits for which President’s Scholars will be eligible was added. It reads:  
“President’s Scholars will be eligible for a number of benefits, such as: priority registration, notation on the university transcript, access to the President’s Scholars Study Lounge, and other events sponsored by the Office of the President, and University of Manitoba faculties.
- The words ‘up to’ were removed from the sentence immediately preceding the eligibility criteria.
- The words ‘with a’ were added immediately before ‘minimum 80% course load’, which is no longer in parentheses, in criterion (1).
- The word ‘final’ was added immediately after 95% in criterion (2).
- The word ‘sessional’ was added immediately before ‘grade point average’ in criterion (3).
- Criterion (4) was removed in entirety.
- The words ‘with a’ were added immediately before ‘minimum 80% course load’, which is no longer in parentheses, in criterion (5).
- The paragraph immediately following the edibility criteria was removed.
- The word ‘sessional’ was added immediately before ‘grade point average’ in the sentence preceding the selection committee paragraph.
- The selection committee paragraph now reads: “The selection committee for these scholarships will be named by the Director of Financial Aid and Awards (or designate).
- The entire “Note” paragraph following the selection committee paragraph was removed.
- Several editorial changes have been made.

### **The University 1 Student Council Scholarship**

The following amendments have been made to the terms of reference for the The University 1 Student Council Scholarship:

- The first sentence of the terms of reference was revised to make it active. It is now written using the present tense. The first sentence now reads: “The University 1 Student Council offers a scholarship at the University of Manitoba to recognize exceptional Manitoba high school graduates who combine outstanding extra-curricular involvement with good academic standing.
- The second sentence of the preamble has been revised so that the funding arrangement is now more formalized rather than the scholarships being offered from time to time when funds permit. The second sentence now reads: “Each year, the Council will offer \$5,000 to provide five \$1,000 scholarships to entering University 1 students.”
- The last sentence of the preamble has been removed.
- References to ‘any “direct entry” faculty or school at the University of Manitoba’ have been removed in criterion (1). It now reads: “are entering University 1 directly from a Manitoba high school;”
- The language pertaining to entrance scholarships has been standardized in criterion (2). It now reads:” have achieved a high school average of at least 85 percent on those courses considered for admission to the University of Manitoba;”
- The words “as well as” have been replaced with “and/or” in criterion (3).
- The paragraph immediately following the eligibility criteria outlining the application process has been heavily revised. It now reads:  
“Applicants must submit an application, to the University 1 Student Council Scholarship Committee, that will include: (a) a description of their extra-curricular and community involvement (maximum 500 words); (b) an official copy of their high school transcript (including Grade 12 marks); (c) one letter of reference from someone other than a relative who can speak to extra-curricular involvement and contributions made to the school and/or wider community.”

- The following three paragraphs have been deleted. The first of the three deleted paragraphs contained information about the candidate pool and the short list of applicants and how they would be identified.
- The second deleted paragraph described how the short listed candidates would be reviewed by a committee. It also provided a description of the Committee.
- The third deleted paragraph stated that the University 1 Student Council Scholarship could now be held concurrently with the Leader of Tomorrow Scholarship.
- A new penultimate paragraph was added that states that the University 1 Student Council is to notify both the Financial Aid and Awards office and the Director of University 1 by March 31 in any year the scholarship will not be offered.
- The wording of the selection committee paragraph has been revised and standardized. It now reads: “The selection committee will be named by the Director of University 1 (or designate) and will include the President of the University 1 Student Council (or designate).

### **The University of Manitoba Entrance Scholarships**

The following amendments have been made to the terms of reference for the The University of Manitoba Entrance Scholarships:

- The second sentence in the preamble now reads: “The thresholds and their accompanying award values are currently:”
- The number of entrance scholarship tiers was reduced from five to three.
- The value of each tier has been increased from its previous value. The value of each Tier 1 scholarship was \$2,000; it is now \$3,000. The value of each Tier 2 scholarship was \$1,700; it is now \$2,000. The value of each Tier 3 scholarship was \$1,400; it is now \$1,000.
- The wording defining both the parameters and the values of each tier now reads as follows:

Average greater than or equal to 95%	\$3,000 – University of Manitoba Queen Elizabeth II Entrance Scholarship
Average greater than or equal to 90%	\$2,000 – Guertin Centennial Entrance Scholarship
Average greater than or equal to 85%	\$1,000 – Hogg Centennial Entrance Scholarship

- The sentence immediately following the tiers has been removed.
- The original wording of criterion (4) has been removed. It was replaced with the following wording: “Provisional entrance scholarship and admission offers will be made to students in a coordinated manner and will be based on self-reported grades which are submitted as part of the admissions application process.”
- The words “The first round of” in the first sentence of criterion (5) have been replaced with “Final Entrance Scholarship”.
- Several editorial changes have been made.

### **University of Manitoba Tri-Council Top-Up Award**

The following amendments have been made to the terms of reference for the University of Manitoba Tri-Council Top-Up Award:

- The first sentence of the terms of reference has been revised and now reads: “The Faculty of Graduate Studies at the University of Manitoba offers to top-up the value of graduate scholarships

and fellowships awarded through select Tri-Council funding programs.” Academic departments are no longer involved in providing funding support for these awards through a cost shared program.

- The second sentence of the terms of reference has been revised and now reads: “The University of Manitoba Tri-Council Award is subject to the availability of funds from the Faculty of Graduate Studies.” References to funding coming from the student’s home department, faculty or advisor have been removed.
- The remainder of the preamble has been revised and now reads: “The Faculty of Graduate Studies will offer top-up awards in the amount to be determined by the Faculty of Graduate Studies each year. The University of Manitoba Tri-Council Top-Up Award will be offered to graduate students who:” The reference to the Faculty of Graduate Studies matching the contribution from the home department, faculty or advisor has been removed.

### **3. WITHDRAWALS**

#### **Advanced Early Admission Scholarships**

As a result of forthcoming changes to the admission process at the University of Manitoba effective for the 2014-2015 intake, the Advanced Early Admission Scholarships will no longer be offered. The changes to the admission process and to the entrance scholarships offered by the University of Manitoba were reflected in the amendments made to the University of Manitoba Entrance Scholarships (see above).

#### **Bereskin & Parr Prize for Intellectual Property**

This prize is being withdrawn and replaced with two new awards (please see above).



**AGENDA ITEM:** Report of the Senate Committee on Awards – Part B [dated May 14, 2013]

**RECOMMENDED RESOLUTION:**

**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 May 14, 2013].**

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

At its meeting on May 14, 2013, the Senate Committee on Awards approved one new offer that appears to be discriminatory according to the policy on the Non-Acceptance of Discriminatory Awards, as set out in Appendix A of the Report of the Senate Committee on Awards – Part B [dated May 14, 2013].

The Tribal Councils Investment Group Bursary will provide bursary support for students who are members of the Aboriginal Business Education Partners in the I.H. Asper School of Business.

Letters of support from Dean Benarroch, I.H. Asper School of Business, and Ms. Storm, Director, Aboriginal Student Centre are included with the Report.

**RESOURCE REQUIREMENTS:**

The awards will be funded from the source identified in the Report.

**IMPLICATIONS:**

The award will aid in the recruitment and retention of Indigenous students to the University of Manitoba.

**ALTERNATIVES:**

N/A

**CONSULTATION:**

This award offer was approved by Senate on June 19, 2013.



## **REPORT OF THE SENATE COMMITTEE ON AWARDS – PART B**

Terms of reference for the Senate Committee on Awards include the following responsibility:

On behalf of Senate, to approve and inform Senate of all new offers and amended offers of awards that meet the published guidelines presented to Senate on November 3, 1999, and as thereafter amended by Senate. Where, in the opinion of the Committee, acceptance is recommended for new offers and amended offers which do not meet the published guidelines or which otherwise appear to be discriminatory under the policy on the *Non-Acceptance of Discriminatory Awards*, such offers shall be submitted to Senate for approval. (Senate, October 7, 2009)

### **Observation**

At its meeting of May 14, 2013, the Senate Committee on Awards reviewed one new offer that appears to be discriminatory according to the policy on the *Non-Acceptance of Discriminatory Awards*, as set out in Appendix A of the *Report of the Senate Committee on Awards - Part B* (dated May 14, 2013).

### **Recommendation**

The Senate Committee on Awards recommends that Senate and 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 May 14, 2013).

Respectfully submitted,

Dr. Phil Hultin  
Chair, Senate Committee on Awards

**MEETING OF THE SENATE COMMITTEE ON AWARDS**

**Appendix A  
May 14, 2013**

**1. NEW OFFERS**

**Tribal Councils Investment Group Bursary**

The TCIG Charitable Foundation Inc. has established an endowment fund at the University of Manitoba with an initial gift of \$20,000 in 2013. The Manitoba Scholarship and Bursary Initiative has made a contribution to the fund. The fund will be used to offer bursaries to students in the Aboriginal Business Education Partners (ABEP) in the I.H. Asper School of Business. Beginning in the 2014-2015 academic year, the available annual interest from the fund will be used to offer one or more bursaries to undergraduate students who:

- (1) are members of the Aboriginal Business Education Partners in the I.H. Asper School of Business at the University of Manitoba;
- (2) have completed at least one year of full-time study (minimum 24 credit hours) at the University;
- (3) are enrolled full-time (minimum 18 credit hours) in the I.H. Asper School of Business in the year in which the bursary is tenable;
- (4) have achieved a minimum degree grade point average of 2.0;
- (5) have demonstrated financial need on the ABEP bursary application form as approved by the Financial Aid and Awards office at the University of Manitoba.

The selection committee will have the discretion to determine the number and value of awards offered each year based on the available revenue.

The selection committee will be named by the Director, Aboriginal Business Education Partners (or designate).

(Attachments I and II)



UNIVERSITY  
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Asper School of Business

Michael Benarroch, PhD  
Dean and CA Manitoba Chair in Business Leadership  
314 Drake Centre  
181 Freedman Crescent  
Winnipeg, Manitoba  
Canada R3T 5V4  
Telephone 204-474-9712  
Fax 204-474-7928  
Email: Dean\_Asperschool@UManitoba.ca

April 3, 2013

Dr. David Kuhn  
Chair, Senate Committee on Awards  
c/o Candace Préjet  
Awards Establishment Officer  
417 University Centre



**RE: Tribal Councils Investment Group Bursary**

Dear Dr. Kuhn:

The I.H. Asper School of Business strongly supports the establishment of the Tribal Councils Investment Group Bursary. In the Fall Term 2012, our School's self-declared Aboriginal student population was 3.4% of total enrollment, compared to the University of Manitoba average of 7.7%. Thus, we are clearly under-represented compared to the University average and the general Manitoba population.

To provide further context, please see enrollment data for the 2007-2012 period:

Asper School of Business  
Registered in B.Comm.(Honours) Program:

Year	Number of Aboriginal Students	Total Student Population	% Aboriginal
2012	59	1742	3.4%
2011	62	1698	3.7%
2010	62	1604	3.9%
2009	59	1637	3.6%
2008	51	1601	3.2%
2007	39	1530	2.5%

/continued



April 3, 2013  
Dr. David Kuhn  
Chair, Senate Committee on Awards  
Page Two

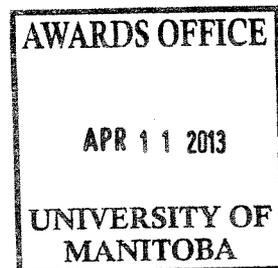
The Asper School is committed to increasing the number of Aboriginal students in our school. To this end, we have put in place a number of measures to raise the proportion of Aboriginal students in our faculty. Increasing the number of bursaries, scholarships, and awards directed at Aboriginal students is a critical part of this strategy. This bursary will provide our school with the opportunity to recruit and retain Aboriginal students at the University of Manitoba. As such, it will continue to help us meet our goal of raising the proportion of Aboriginal students in our faculty.

We are confident that this bursary will provide an incentive to attract and retain Aboriginal students at the Asper School of Business. We therefore believe that the nature of this award is justifiable.

Sincerely,



Michael Benarroch





## ABORIGINAL STUDENT CENTRE

March 26, 2013

Dr. David Kuhn  
 Chair of the Senate Committee on Awards  
 c/o Ms. Candace Prejet  
 Awards Establishment Coordinator  
 422 University Centre

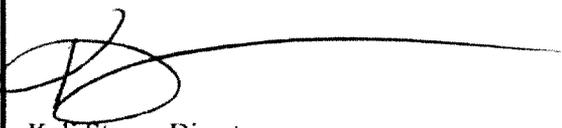
Dear Dr. Kuhn & Senate Committee:

Please accept this letter as formal support for the proposed bursaries and scholarship designated for Aboriginal students pursuing their degree in the Asper School of Business. There is the Pauline and Roger Presland Scholarship in Aboriginal Business Education, the Pauline and Roger Presland Bursaries in Aboriginal Business Education, the Roger Blanchette Bursary, and the Tribal Councils Investment Group Bursary. All these proposed bursaries and scholarships are valuable and have the support of the Aboriginal Student Centre.

The number of Aboriginal students attending the University of Manitoba continues to increase and I believe it is partially due to the financial assistance made available through initiatives such as this. The Pauline and Roger Presland Scholarship and Bursaries, the Roger Blanchette Bursary and the Tribal Councils Investment Group Bursary are all examples of how individuals and organizations can support the University of Manitoba, and the Aboriginal community, by contributing to areas they feel are important and/or show significant underrepresentation. The number of Aboriginal students pursuing a degree in the area of Business at the University of Manitoba is substantially smaller at 3.4% than the overall Aboriginal student population of 7.2%. Given the overall percentage of Aboriginal students is much smaller than our representation in the community (locally, provincially and nationally) I strongly support the need to offer the above proposed scholarship and bursaries to assist with the noted underrepresentation.

I trust that the Senate committee will approve this award and others like it, in the hopes of increasing the recruitment and retention of Aboriginal students pursuing a degree through the Asper School of Business.

In education, miigwetch!

  
 Kali Storm, Director  
 Aboriginal Student Centre

Aboriginal Student Centre  
 45 Curry Place  
 University of Manitoba  
 Winnipeg, MB R3T 2N2

Phone: 204-474-8850  
 Fax: 204-275-3142  
 E-mail: asc@umanitoba.ca

**STUDENT  
 AFFAIRS**

*creating opportunities for student success*



**UNIVERSITY  
 OF MANITOBA**



**AGENDA ITEM:** Report of the Senate Committee on Awards [dated May 21, 2013]

**RECOMMENDED RESOLUTION:**

THAT the Board of Governors approve three new offers and one amended offer, as set out in Appendix A of the Report of the Senate Committee on Awards [dated May 21, 2013].

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

In an electronic poll conducted between May 16 - 21, 2013 the Senate Committee on Awards approved three new offers and one amended offer, as set out in Appendix A of the *Report of the Senate Committee on Awards* [dated May 21, 2013].

**RESOURCE REQUIREMENTS:**

Awards will be funded from the various sources of funding identified within the Report.

**CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

N/A

**IMPLICATIONS:**

N/A

**ALTERNATIVES:**

N/A

**CONSULTATION:**

All of these award decisions meet the published guidelines for awards as approved by Senate and are to be reported to Senate for information on June 19, 2013.



### Board of Governors Submission

**Routing to the Board of Governors:**

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Committee on Awards	May 21, 2013
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate Executive	June 5, 2013
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	Senate	June 19, 2013
<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>		

**Submission prepared by:** Senate

**Submission approved by:** University Secretary

**Attachments**

- Report of the Senate Committee on Awards [dated May 21, 2013]

## **REPORT OF THE SENATE COMMITTEE ON AWARDS**

### **Preamble**

Terms of reference for the Senate Committee on Awards include the following responsibility:

On behalf of Senate, to approve and inform Senate of all new offers and amended offers of awards that meet the published guidelines presented to Senate on November 3, 1999, and as thereafter amended by Senate. Where, in the opinion of the Committee, acceptance is recommended for new offers and amended offers which do not meet the published guidelines or which otherwise appear to be discriminatory under the policy on the *Non-Acceptance of Discriminatory Scholarships, Bursaries or Fellowships*, such offers shall be submitted to Senate for approval. (Senate, April 5, 2000)

### **Observation**

In an electronic poll conducted between May 16 – 21, 2013, the Senate Committee on Awards approved three new offers and one amended offer as set out in Appendix A of the *Report of the Senate Committee on Awards* (dated May 21, 2013).

### **Recommendation**

The Senate Committee on Awards recommends that the Board of Governors approve three new offers and one amended offer as set out in Appendix A of the *Report of the Senate Committee on Awards* (dated May 21, 2013). This award decision complies with the published guidelines of November 3, 1999, and is reported to Senate for information.

Respectfully submitted,

Dr. Phil Hultin  
Chair, Senate Committee on Awards

## MEETING OF THE SENATE COMMITTEE ON AWARDS

Appendix A  
May 21, 2013

### 1. NEW OFFERS

#### **H.D. Gesser Undergraduate Summer Research Prize in Chemistry**

In 2012, Leonard Kruczynski and Doreen Smith established a trust fund with an initial gift of \$10,000. The donors have also committed to provide a gift of \$10,000 annually to ensure there are sufficient funds to offer this prize every year. The purpose of the fund is to encourage undergraduate students to participate in university affiliated research. Additional contributions may be made each year by a supervising faculty advisor. Each year, the capital of the fund will be used to supplement the available annual interest generated by the fund to offer one or more prizes, valued at a minimum \$4,500 each, to undergraduate students who:

- (1) are enrolled full-time in either their second, third or fourth year of a Bachelors of Science, Chemistry program leading to an honours or major degree;
- (2) have achieved a minimum degree grade point average of 3.5;
- (3) have completed the Faculty of Science Application for Undergraduate Student Research Awards form and have been accepted by a faculty advisor who is currently receiving research funding.

The selection committee will determine the number and value of individual awards offered annually.

The selection committee will be named by the Dean of the Faculty of Science (or designate) and shall include a minimum of one representative from the Department of Chemistry.

The Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing the award.

#### **Jack Prior Memorial Undergraduate Summer Research Prize**

In memory of John (Jack) L. Prior (B.Sc. '64), his family has established an endowment fund at the University of Manitoba, with a gift of \$250,000 in 2013. The fund will be used to support undergraduate students involved in summer research projects. Prizes will be valued at a minimum of \$4,500 each. Additional contributions may be made each year by the supervising faculty advisor. In the 2012-2013 academic year, a one-time contribution of \$4,500 will be made by Susan Prior to fund the first prize. In addition, the Dean of the Faculty of Science will provide a one-time contribution of \$4,500 to offer a second prize in the 2012-2013 academic year. Thereafter, the available annual interest as well as any unspent revenue will be used to create one or more prizes to students who:

- (1) are enrolled full-time (min 80% course load) in either second, third or fourth year of any Bachelor of Science program leading to an honours or a major degree;
- (2) have achieved a minimum degree grade point average of 3.5;
- (3) have completed the "Faculty of Science, Application for Undergraduate Student Research Awards" form, and have been accepted by a faculty advisor who is currently receiving research funding;
- (4) have demonstrated community involvement and /or leadership as described in the supplemental "Community Involvement / Leadership" section of the application.

The selection committee will determine the number and value of prizes offered annually.

The selection committee will be named by the Dean of the Faculty of Science (or designate) and will include one member of the Prior family.

The Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Such modification shall conform as closely as possible to the expressed intention of the donor in establishing the award.

### **Military Personnel Bursary**

A retired member of the Canadian military offers an annual bursary valued at \$400. The purpose of the bursary will be to provide financial support to students enrolled at the University of Manitoba who are members of the Regular Forces or Primary Reserve members in the Canadian Armed Forces. Beginning in the 2013-2014 academic year, one bursary valued at \$400 will be offered to an undergraduate student who:

- (1) is enrolled part-time or full-time in any year of study in any school or faculty at the University of Manitoba;
- (2) is a member of the Regular Forces;
- (3) has achieved a minimum degree grade point average of 2.0;
- (4) demonstrates financial need on the standard University of Manitoba bursary application form and completes the Military Personnel Bursary supplemental application form available through Financial Aid and Awards.

In any given year, should no member of the Regular Forces be eligible for this award, the bursary shall be made available to Primary Reserve members, with preference given in the following order:

- (1) members of the Primary Reserve on Class C service;
- (2) members of the Primary Reserve on Class B service, with preference then given to members with the highest number of service days per month, averaged over the past 12 calendar months.

All applicants for this bursary will be required to submit a letter from their commanding officer stating their employment status. Primary Reserve members will also be required to have the number of service days worked per month, averaged over the last 12 months, included in their letter.

The selection committee for this award will be named by the Director of Financial Aid and Awards (or designate).

## **2. AMENDMENTS**

### **TBD – FGS Fellowships**

The following amendments have been made to the terms of reference for the TBD – FGS Fellowships:

- The name of the award has been changed to *Sir Gordon Wu Graduate Student Scholarships*.
- The reference to the ‘anonymous donor’ in the first sentence of the terms of reference has been replaced with the donor’s name, Sir Gordon Wu.
- All references to ‘fellowship’ have been changed to ‘scholarship’ save for the one reference to the University of Manitoba Graduate Fellowship.



**AGENDA ITEM:** Implementation of Bachelor of Arts (Honours) in Anthropology

**RECOMMENDED RESOLUTION:**

For information only.

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

The Bachelor of Arts (Honours) in Anthropology was approved by the Board of Governors at its meeting of January 29, 2013 and subsequently by the Council on Post-Secondary Education (COPSE) on April 12, 2013. The Vice-President (Academic) and Provost has authorized the implementation of the program effective September 2013.

**RESOURCE REQUIREMENTS:**

The new program will utilize existing resources and will not require additional financial support.

**CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

**IMPLICATIONS:**

**ALTERNATIVES:**

N/A

**CONSULTATION:**

N/A



### Board of Governors Submission

**Routing to the Board of Governors:**

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Senate Executive	June 5, 2013
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Senate	June 19, 2013
<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>		

**Submission prepared by:** Senate

**Submission approved by:** University Secretary

**Attachments**

- Correspondence from Vice-President (Academic) and Provost



UNIVERSITY  
OF MANITOBA

Office of the Vice-President  
(Academic) & Provost

208 Administration Building  
Winnipeg, Manitoba  
Canada R3T 2N2  
Telephone (204) 480-1408  
Fax (204) 275-1160

**Date:** May 7, 2013  
**To:** Jeffery Taylor, Dean, Faculty of Arts  
**From:** Joanne C. Keselman, Vice-President (Academic) and Provost  
**Subject:** Program Approval - Anthropology

---

At its meeting of April 12, 2013, the Council on Post-Secondary Education (COPSE) approved the proposal by the Faculty of Arts to offer a 120 credit hour Bachelor of Arts (Honours) in Anthropology beginning in 2013/14 and future years. Note that the Council approved implementation of this program without funding.

I hereby approve the implementation of the Bachelor of Arts (Honours) in Anthropology with effect from September 2013. As this new program utilizes existing resources, no additional financial support will be allocated in support of this implementation.

Note that the University is tasked with preparing an annual report to COPSE on progress achieved on the development and/or implementation of programs approved and/or funded under the College Expansion Initiative, the Strategic Program Envelope, the Systems Restructuring Envelope, and other Council Approved/Funded Program Support for a three year period following implementation. As such, I will be requesting an update on this program annually (July-August) for inclusion in this report.

On behalf of the University of Manitoba, I extend my congratulations to all those who have worked so hard to design this program. I look forward to the implementation of this new and exciting program.

Cc. Jeff Adams, Executive Director, Enrolment Services  
Jeff Leclerc, University Secretary  
Thelma Lussier, Executive Director, Institutional Analysis  
Neil Marnoch, Registrar  
Greg Smith, Associate Dean, Faculty of Arts



**AGENDA ITEM:** Implementation of Bachelor of Arts (Honours) in Criminology

**RECOMMENDED RESOLUTION:**

For information only.

**Action Requested:**  Approval  Discussion/Advice  Information

**CONTEXT AND BACKGROUND:**

The Bachelor of Arts (Honours) in Criminology was approved by the Board of Governors at its meeting of January 29, 2013 and subsequently by the Council on Post-Secondary Education (COPSE) on March 8, 2013. The Vice-President (Academic) and Provost has authorized the implementation of the program effective September 2013.

**RESOURCE REQUIREMENTS:**

The new program will utilize existing resources and will not require additional financial support.

**CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:**

**IMPLICATIONS:**

**ALTERNATIVES:**

N/A

**CONSULTATION:**

N/A



### Board of Governors Submission

**Routing to the Board of Governors:**

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Senate Executive	June 5, 2013
<input checked="" type="checkbox"/>	<input type="checkbox"/>	Senate	June 19, 2013
<input type="checkbox"/>	<input type="checkbox"/>		
<input type="checkbox"/>	<input type="checkbox"/>		

**Submission prepared by:** Senate

**Submission approved by:** University Secretary

**Attachments**

- Correspondence from Vice-President (Academic) and Provost



UNIVERSITY  
OF MANITOBA

Office of the Vice-President  
(Academic) & Provost

208 Administration Building  
Winnipeg, Manitoba  
Canada R3T 2N2  
Telephone (204) 480-1408  
Fax (204) 275-1160

**Date:** May 7, 2013  
**To:** Dr. Jeffery Taylor, Dean, Faculty of Arts  
**From:** Dr. Joanne C. Keselman, Vice-President (Academic) and Provost  
**Subject:** Program Approval - Criminology

At its meeting of March 8, 2013, the Council on Post-Secondary Education (COPSE) approved the proposal by the Faculty of Arts to offer a 120 credit hour Bachelor of Arts (Honours) in Criminology beginning in 2013/14 and future years. Note that the Council approved implementation of this program without funding.

I hereby approve the implementation of the Bachelor of Arts (Honours) in Criminology with effect from September 2013. As this new program utilizes existing resources, no additional financial support will be allocated in support of this implementation.

Note that the University is tasked with preparing an annual report to COPSE on progress achieved on the development and/or implementation of programs approved and/or funded under the College Expansion Initiative, the Strategic Program Envelope, the Systems Restructuring Envelope, and other Council Approved/Funded Program Support for a three-year period following implementation. As such, I will be requesting an update on this program annually (July-August) for inclusion in this report.

On behalf of the University of Manitoba, I extend my congratulations to all those who have worked so hard to design this program. I look forward to the implementation of this new and exciting program.

cc. Jeff Adams, Executive Director, Enrolment Services  
Jeff Leclerc, University Secretary  
Thelma Lussier, Executive Director, Institutional Analysis  
Neil Marnoch, Registrar  
Greg Smith, Associate Dean, Faculty of Arts