

BOARD OF GOVERNORS

Tuesday, June 28, 2022

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

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

OPEN SESSION

Please email regrets to melissa.watson@umanitoba.ca no later than 9:00 a.m. the day of the meeting.

OFFICE OF THE UNIVERSITY SECRETARY



**University
of Manitoba**



Acknowledgement

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

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

Mission

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

Vision

To take our place among leading universities through a commitment to transformative research and scholarship and innovative teaching and learning, uniquely strengthened by Indigenous knowledge and perspectives.

Values

To achieve our vision, we require a commitment to a common set of ideals.

The University of Manitoba values:

Academic Freedom – Accountability - Collegiality - Equity and Inclusion – Excellence
Innovation – Integrity – Respect - Sustainability

Strategic Priorities

- Support and sustain a post-COVID teaching, learning, research, and work environment.
This includes our commitment, as one of Canada's top 15 research universities, to remain a leader in research excellence.
 - Develop and publicize a university-wide anti-racism strategy.
- Enhance and expand opportunities for learning, including research opportunities for students.
 - Deliver on our commitment to Indigenous achievement and engagement.
 - Create a more accessible, equitable, diverse, and inclusive university.

BOARD OF GOVERNORS OPEN SESSION

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AGENDA		<u>Presenter</u>	<u>Page</u>	<u>Est. Time</u>
Call to Order		Chair	-	4:00 p.m.
ANNOUNCEMENTS		Chair	-	4:00 p.m.
<u>FOR ACTION</u>				
1.	APPROVAL OF THE AGENDA (Open Session)	Chair	3	4:15 p.m.
2.	MINUTES (Open Session)			
2.1	Approval of the Minutes of the May 24, 2022 Open Session, as circulated or amended	Chair	5	4:15 p.m.
2.2	Business Arising - none	Chair	-	4:15 p.m.
<u>FOR APPROVAL</u>				
3.	UNANIMOUS CONSENT AGENDA	Chair		4:20 p.m.
<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 at the end of the agenda.</i>				
4.	REPORT OF THE AUDIT AND RISK MANAGEMENT COMMITTEE	K. Osiowy	18	4:20 p.m.
4.1	Annual Financial Report 2022	K. Osiowy	20	4:25 p.m.
4.2	Office of the Auditor General Annual Audit Results Report	K. Osiowy	77	4:30 p.m.
4.3	Fraud and Financial Irregularity Reporting Policy	K. Osiowy	123	4:35 p.m.
<u>FOR CONSULTATION</u>				
5.	FROM SENATE			
5.1	Request for Admission Target Increase, Bachelor of Respiratory Therapy, College of Rehabilitation Sciences	President	143	4:40 p.m.
5.2	Request for Admission Target Increase, Bachelor of Midwifery, College of Nursing	President	143	4:45 p.m.

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FOR INFORMATION

6.	President's Report	President	191	4:45 p.m.
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UNANIMOUS CONSENT AGENDA ITEMS

3.1 From Senate for Approval

3.1.1.	Report from Senate (dated June 22, 2022)	President	201	(consent)
a)	Reports of the Senate Committee on Awards (dated May 12, 2022 and June 9, 2022)	President	210	(consent)
b)	Proposal for a Chair in Technology Assisted Living, College of Rehabilitation Sciences	President	233	(consent)
c)	Proposal for a Chair in Natural Systems Agriculture for Climate Solutions, Faculty of Agriculture and Food Sciences	President	238	(consent)
d)	Proposal for a Professorship in Global infectious Diseases Research, Max Rady College of Medicine	President	245	(consent)

From Senate for Information

3.1.2				
e)	Increase to Admission Target, Bachelor of Nursing, College of Nursing, President's Approval	President	208	(consent)
f)	One-Time Increase to Admission Target, Bachelor of Midwifery, College of Nursing, President's Approval	President	208	(consent)

3.2 From Audit and Risk Management for Approval

3.2.1	Public Sector Compensation Disclosure Report 2021	N. Andrew	250	(consent)
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3.3 From Finance, Administration and Human Resources for Approval

3.3.1	International Student Health Insurance	N. Andrew	303	(consent)
3.3.2	UMSU Legal Protection Program Fee	UMSU	306	(consent)

MOTION TO MOVE TO CLOSED & CONFIDENTIAL SESSION

Chair	-	4:50 p.m.
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**Minutes of the OPEN Session of the
Board of Governors
May 24, 2022, at 4:00 p.m.**

Present: L. Hyde, Chair
J. Leclerc, Secretary

J. Anderson	M. Benarroch	D. Brothers	K. Lee	J. Lieberman
L. Magnus	A. Mahon	S. Prentice	L. Reimer	V. Romero
J. Rykiss	J. Taylor			

Attending via Teleconference

A. Raizman

Regrets:

A. Drummond	J. DeSouza-Huletey	N. Mogan	T. Matthews	N. Murdock
K. Osiowy	S. Sekander			

Absent:

N. Brigg

Assessors:

M. Shaw	S. Woloschuk
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Officials:

N. Andrew	C. Cook	D. Jayas	V. Koldingnes
D. Hiebert-Murphy	M. Watson		

Presenters:

C. Davidson	R. Dhaliwal	M. Emslie	S. Hopkins
K. Koczanski	B. Mark	K. Meelker	T. Schultz

The Chair welcomed everyone to the meeting and asked for a motion to move to *in camera* session with the President.

It was moved by Dr. Prentice and seconded by Dr. Reimer:

THAT the meeting move to in camera session with the President.

CARRIED

It was moved by Ms. Lee and seconded by Chancellor Mahon:

THAT the meeting move to OPEN Session.

CARRIED

ANNOUNCEMENTS

The Chair began the meeting by acknowledging that the University of Manitoba is located on the original lands of the Anishinaabeg, Cree, Oji-Cree, Dakota, and Dene peoples and on the homeland of the Métis Nation.

The Chair expressed her hope that the Board will continue to work together in a spirit of trust and collaboration to fulfill its fiduciary duties in the best interest of the University as a whole, always demonstrating the highest respect for each other, for students, faculty, and staff and the community the University serves.

The Chair noted that this is the first meeting for Ms. Romero, UMSU (University of Manitoba Students Union) Vice-President Advocacy as well as Mr. Rykiss, UMSU President, and congratulated Dr. Prentice on being re-elected to the Board by Senate for an additional three-year term. She also explained that while some Board members' terms expire at the end of May, we have yet to hear from the government on those appointments and reminded those members whose terms end on May 31 that they will remain on the Board until their successor is named.

The Chair reminded the Board that today is the last meeting for Mr. Jeff Lieberman, who has served with distinction for the last six years, including four eventful years as Board Chair. She thanked him for his contributions and dedication to the Board of Governors and presented him with a gift. Mr. Lieberman commented that it has been an honor for him to serve on the Board and that he has enjoyed his time working alongside the many volunteers and University staff and faculty, including the past and current President, Chancellor and Board Chair, as well as Mr. Leclerc and members of the Office of the University Secretary.

FOR ACTION

1. APPROVAL OF THE AGENDA

It was moved by Ms. Lee and seconded by Mr. Lieberman:

THAT the agenda for the May 24, 2022 meeting be approved as circulated.

CARRIED

2. MINUTES (Open) Session

2.1 Approval of the Minutes of the March 22, 2022 Open Session as circulated or amended

It was moved by Chancellor Mahon and seconded by Dr. Anderson:

THAT the minutes of the March 22, 2022 Open session be approved as circulated.

CARRIED

2.2 Business Arising

There was no business arising from the minutes.

FOR INFORMATION

3. UNANIMOUS CONSENT AGENDA

It was moved by Mr. Lieberman and seconded by Ms. Lee:

THAT the Board of Governors approve and/or receive for information the following:

THAT the Board of Governors approve, as recommended by Senate:

- A. Report of the Senate Committee on Awards (dated April 7, 2022)**
- B. Closure of the Bachelor of Commerce (Honours) in Operational Research / Operations Management, I.H. Asper School of Business**
- C. Proposal for a Professorship in Anesthesiology, Max Rady College of Medicine**
- D. Proposal for the Manitoba Strategic Research Chair in Sustainable Protein, Faculty of Agricultural and Food Sciences**

THAT the Board of Governors approve:

- A) Residence room rates (per term) for 2022-23 of:**
 - Pembina Hall Residence- \$4,181
 - Arthur V. Mauro Residence- \$4,516
 - Mary Speechly Hall- \$2,040 (double); \$3,193 (single); \$3,991 (super single)
 - University College Residence- \$2,078 (double); \$3,253 (single); \$4,066 (super single)
- B) Meal plan rates (per term) for 2022-23 of:**
 - 10 Meals per Week - \$2,650
 - 15 Meals per Week - \$2,865
 - 7- Day Unlimited - \$3,120
 - University College FoodBucks Plan - \$1,890
 - University College Flex Plan - \$2,373
- C) Extended stay fee (holiday break) for 2022-23 of: \$310**

THAT the Board of Governors approves the following contributions be assessed against students beginning in the fall of 2022:

Unit	Contribution	Length	Requested by:
Architecture	\$25 / term	3 years	Mira Locher, Dean
City Planning	\$50 / term	3 years	Mira Locher, Dean
Environmental Design	\$37.50 / term	3 years	Mira Locher, Dean
Landscape	\$40 / term	3 years	Mira Locher, Dean
Kinesiology and Recreation	\$4.75 / credit hour	3 years	Douglas Brown, Dean
Science	\$7.00 / credit hour	3 years	Brian Mark, Dean

The following items were received for information:

- *Increase to Admission Target, Bachelor of Science in Engineering Programs, Price Faculty of Engineering*
- *Temporary Increase to Admission Target, Doctor of Pharmacy (Pharm.D.), College of Pharmacy, Approval*
- *Reallocation of Admission Targets, Bachelor of Social Work, Faculty of Social Work, Approval*

CARRIED

FOR APPROVAL

4. REPORT OF THE FINANCE, ADMINISTRATION, AND HUMAN RESOURCES COMMITTEE

4.1 Report of the Finance, Administration, and Human Resources Committee

Ms. Lee explained that the report outlines the discussion items considered by the Committee at its May 2022 meeting, including the consent agenda items and the resource allocation submissions being discussed during today's meeting.

4.2 2022-2022 Proposed Tuition and Course Fee

4.3 2022-2023 Budget

Dr. Benarroch explained that in review of last years' budget process, several suggestions were made by the Budget Advisory Committee which, with the assistance of Mr. Emslie and Ms. Hopkins has resulted in significant improvements in how the 2022/2023 Budget is being presented to the University Community.

Dr. Benarroch explained that while 2021/2022 was a challenging year with budget uncertainty, 2022/2023 will provide greater budget certainties including wage settlements with the largest employee groups. He reported that the 2022/23 budget includes action plans to support the strategic initiatives of the University of Manitoba and increased support to students and the overall student experience, while ensuring a balanced budget.

Dr. Benarroch explained that wage increases are a significant factor within this 2022/2023 budget which is different in comparison to previous years. He also noted that expenditure growth is expected to be higher than revenue growth for this budget year, however the strong financial position of the University allows for contingencies which will address this.

Dr. Benarroch explained that the University has taken more of an aggressive approach in terms of revenue assumptions, particularly relating to student enrolment, with the expectation that surpluses experienced in previous years will be reduced in 2022/2023. He noted that the largest

unknown for the University is student enrolment numbers, with political and economic disruptions that could impact international enrolment as well as disruptions due to the pandemic. He did however explain that the assumption is that student enrolment for 2022/2023 will fall back in line with the enrolment numbers for 2021/2022 academic year, adding that strategies are in place to mitigate related budget impacts.

Dr. Benarroch explained that for 2022/2023, the provincial operating grant remains unchanged from 2021/2022, with an overall 3.75% tuition increase in 2022/2023 that is variable based on program. He added that increased financial supports for students with financial need have been implemented. Dr. Benarroch invited Dr. Hiebert-Murphy and Mr. Emslie to speak on both the tuition and university-wide fees and the consolidated budget for 2022/2023.

Dr. Hiebert-Murphy began by discussing the 2022/2023 proposed tuition and course fees, explaining that with the proposed overall 3.75% tuition increase, most of the ungraduated fees at the University of Manitoba remain among the lowest in Western Canada. She noted that the University continues to mitigate the gap between graduate and international student fees to ensure they are comparable to other institutions, and that the University will continue to use the methodology to ensure that fees remain the lowest, keeping in line with the government's mandate.

Dr. Hiebert-Murphy explained that with the flat provincial operating grant and the rise in expenditures, the revenue from tuition is increasingly important to ensure the University's ability to continue to offer high quality programming, adding that other institutions are facing the same situation with many tuition increases exceeding what is proposed for the University of Manitoba.

Dr. Hiebert-Murphy explained that in prior years, tuition was guided by legislation that set out tuition fee increases. This changed in May of 2021 and the Minister is now able to set increases to tuition fees. She noted that the funding letter from the province indicated a 3.75% maximum tuition increase, with an option for variable rate increase by program. Dr. Hiebert-Murphy explained that the variable rate considerations allow the University to review the cost of programming and compare that to similar programs at other institutions to ensure that tuition in the field of study would remain the lowest in Western Canada. She also explained that the weighted average of 2022/2023 tuition fee increases would not exceed 3.75% with no other tuition increases exceeding 5.5%. Dr. Hiebert-Murphy noted that the province did review these proposed rates and confirmed that these proposed tuition fees satisfy their criteria.

In speaking to undergraduate tuition fees, Dr. Hiebert-Murphy explained that the Pharmacy (Pharm. D) program will have no increase in 2022/2023 tuition due to this being a new program with competitive tuition relative to other pharmacy programs. She explained that most of the undergraduate programs will have a tuition fee increases that falls within the 3.75% to 4.25% range, with a 2% increase for a few other programs that would serve as an inflationary increase, and the Medicine program will have a 5% tuition fee increase. Even with this increase fees for Medicine remains 30 percent lower than comparable programs at other institutions. She noted

that tuition fees for graduate students would increase by 3.75% across the board, which also includes the continuing fee. She added that there are several master's programs within the I.H. Asper of Business that that would not require tuition increase, in that the tuition for these programs were set to be much more competitive and comparable to other institutions. Dr. Hiebert-Murphy noted that the University bases their decisions on tuition fee increases by comparing tuition rates across Canada, using data from Statistics Canada.

Dr. Hiebert-Murphy explained that given the uncertainty with international student enrolment, there is no proposed change to the international differential fees for both undergraduate and graduate students. She noted that although the University does not have the lowest international differential fees, the international fees are still between 5% and 25% lower than other institutions, depending on the program.

Dr. Hiebert-Murphy noted that the University is proposing that the University-wide student fees increase by 3.75%, with lab fees increasing by 2% for inflation and the program/course specific fees to increase by 2%.

Mr. Emslie reviewed highlights of the consolidated budget, and noted the following:

- The 2022/2023 consolidated budget is aligned with the Public Sector Accounting Standards and contains a balanced operating budget which is consistent with the University's historical approach.
- The general operating budget accounts for 71% of revenue with the remaining components within the consolidated budget relating to research, special funds and trust and endowment funds.
- The consolidated budget projects revenue of \$977 million dollars, \$52.9 million greater than the 2021/2022 board approved budget.
- The 2022/2023 provincial grant effectively remains the same as it was from last year, with an increase of \$3.2 million to fund the Nursing program seat expansion.
- The tuition fee revenue will increase by about \$21.4 million, with \$7.5 million dollars of that revenue coming from the proposed tuition fee increases.
- Student enrolment for 2022/2023 is projected to be aligned with the actual enrolment in 2021/2022 and reflects the change in ratio between domestic and international student enrolment over the last few years resulting in further adjustments to student enrolment revenue assumptions.
- The University anticipates increased activity on campus in 2022/23 which will result in increased revenue from Ancillary Services, sports and recreation as well as sales of goods and services.
- Non-government grants have increased by \$7.8 million, along with donation revenue budgeted to increase by \$7.6 million and a federal funding increase of 2.2 million, for research grants.
- While there are several contributing factors to the increase in expenditures, the most significant in the consolidated budget is compensation.

- The consolidated budget captures the cumulative wage estimates for UMFA based on the final arbitrated decision, in addition to the structural wage increases agreed upon between the parties.
- Non-compensation expenses have increased by 3.4% from last year, with an increase of \$8.8 million in scholarships and bursaries supported by donations and trust funds, an increase of \$2.3 million for repairs and maintenance and \$9.6 million for expenses supported by research and other revenues.
- The asset retirement obligations, a newly adopted accounting standard, require the University to account for and report the legal obligations related to the retirement of tangible capital assets (i.e., asbestos remediation), which has resulted in an increase in expenditures of \$12.9 million, with \$4.3 million for amortization expenses and \$8.6 million for other expenses.
- The budget also includes an allocation of \$10 million for deferred maintenance, with \$4.2 million of this funded from the province.

Mr. Emslie reviewed highlights on the general operating budget, explaining that Attachment 2a illustrates the 2022/2023 general operating budget through the lens of the budget model, showing a high-level overview of the revenue and expenses allocated to faculties and central units, with Attachment 2b providing a budget comparison of the year-over-year changes for academic and central cost pools. He noted the following:

- The 2022/2023 general operating budget for central units has increased to include investments in research, additional resources to support compliance in specific areas of research and to support internal matching for external grants, partially offsetting the province's cuts to Research Manitoba.
- An increase of \$500,000 to support three key positions to support communications and research under the portfolio of the Vice-President (Indigenous).
- An increase of \$350,000 to support information technology requirements.
- \$250,000 to support an Indigenous Human Resources Officer position, as well as Indigenous summer programming and an immigration assistant position.
- A budget increase of \$434,000 for Student Affairs to continue to provide positions supporting experiential learning, which was previously funded through strategic allocations.
- The permanent budget increase of \$600,000 to the Academic cost pool will assist with software licensing costs, which was previously supported through carryover funds.

In closing, Mr. Emslie explained that in addition to supporting wage increases, academic units are investing in advancing strategic priorities such as Equity, Diversity, and Inclusion and Indigenous engagement. Units are also increasing student mental health and advising supports and investing in positions to assist with students' return to campus and experiential learning. He noted that in support of the University's mission, work is being undertaken to ensure that annual revenues are spent in the current year to reduce operating surpluses and in support of this, reduced contingencies have been built into the budget along with the adjustment of the

international student enrolment assumptions. Mr. Emslie noted that these steps, combined with the increased costs and cost certainties from the collective agreement settlements will contribute to allowing the 2022/2023 general operating budget to align with actuals.

Mr. Emslie explained that these more realistic assumptions do introduce a level of risk, in that if student enrolment does not meet expectations or if the collective agreement settlements exceed expectations, it could drive the University into a deficit position. He noted that \$7 million dollars has been allocated within the general operating budget for contingencies for unexpected situations, with other contingencies built into the budget relating to salaries. Mr. Emslie explained that should these contingencies prove to be inadequate to contain an overall deficit, a \$25 million fiscal stabilization fund has been reserved.

Dr. Hiebert-Murphy reviewed the funding allocated to the University Fund noting:

- The University Fund is used to support UM strategic priorities, in supporting academic units through subvention along with targeted allocations to specific priorities.
- \$117 million has been allocated to the University Fund for 2022/2023, which is \$6 million more than 2021/22.
- The subvention to academic units is the largest allocation, with just over \$100 million allocated, with the remaining \$17 million allocated to strategic priorities. Strategic allocations include:
 - \$2 million for student support through scholarships, bursaries, and financial aid. This allocation is \$1 million more than what was included with the strategic allocation from last year, and is in addition to the \$15 million allocated to student support within the 2022/2023 budget.
 - \$2.75 million to enhance IT infrastructure, in particular relating to data protection and cyber security.
 - \$600,000 to support the second year of the Indigenous Scholars Program, with \$500,000 toward the renewal and enhancement of learning spaces
 - \$1 million to upgrade accessibility on campus and well as \$250,000 to support the second year of the EDI strategy.
 - \$170,000 has been allocated to support the climate action plan, with \$250,000 allocated to the development of an Anti-Racism Strategy.
 - With the continued support of Student Affairs, funds allocated to ensure student counselling and virtual advisory needs are met.
 - Funding to support the introduction of a Faculty Relations officer,
 - \$1.5 million to support the post-Covid recovery.
- This University Fund has a \$7 million contingency, with \$1 million earmarked to address priorities that may arise during the year and the remaining \$6 million available to mitigate any instances that arise from the budget plan.

In closing, Dr. Hiebert-Murphy explained that the University is making significant investments in advancing the University's academic mission, investing in research and providing financial and

other supports to students while ensuring that the University continues to enhance and support the principles of EDI.

It was moved by Dr. Anderson and seconded by Dr. Reimer:

THAT the Board of Governors approves increases for tuition fees and university-wide fees for 2022/23 Academic Year as follows:

- **Undergraduate domestic tuition rates increase using a variable tuition framework, with an average increase not exceeding 3.75% and with no increase beyond 5.5%.**
- **Graduate domestic tuition and continuing fee rates increase 3.75%, except for no increase for the MBA (Master of Business Administration) and Master of Finance programs.**
- **International tuition differential rates increase consistent with domestic rates.**
- **That university-wide fees increase 3.75%, except for lab fees as they are to increase by 2%.**

THAT the Board of Governors approve:

- **A consolidated budget for the year ending March 31, 2023 that includes:**
 - **total revenues of \$977,009,498**
 - **total expenses of \$987,833,187**
 - **a balanced general operating budget of \$698,521,588**
 - **a capital spending plan of \$78,796,000**

Dr. Prentice shared her appreciation for the funding allocated towards climate change and requested that Board members be informed of the work being done in that area. She noted that, although necessary, the need for tuition increases is unfortunate, however providing financial support to students is beneficial.

Dr. Benarroch noted that in the University of Manitoba's budget submission to the government, he clearly and strongly stated that the University cannot solely rely on tuition revenue increases to balance its budget and that there is an urgent need for a balance between increased government funding and moderate tuition increases.

In sharing his concerns about the increase in student tuition, Mr. Rykiss also expressed his appreciation for the funding allocated to support student mental health. He explained that the UMSU executive team are working towards the same goals in supporting mental health for students and would appreciate having conversation with those directly involved to ensure that UMSU can assist with implementing those initiatives.

In response a concern shared regarding the amount of funds allocated to climate change, Dr. Benarroch explained that the allocation of \$170,000 within 2022/2023 budget is only to complete the action plan, and that much more resources will be allocated over the next number of years to ensure that the University reduces its carbon footprint. He noted that the two largest sources of carbon emission on campus are the powerhouse and the ice rink, and work has

begun to ensure that each can be upgraded and will be funded through just over \$14 million of federal government funding along with \$21 million allocated by the University of Manitoba. Dr. Benarroch assured the Board that climate will be one of his top priorities. Ms. Andrew added that with the climate change plan being multi-faceted, these funds allocated within the 2022/2023 budget will help to support a position to ensure the roll out of the plan.

In response to a question, Dr. Hiebert-Murphy explained that the Director of Faculty Relations position will be used to focus on and identify issues relating to the relationship between faculty members and the University, and work to improve those relationships. She noted that in the past, there has only been one position handling staff relations between central administration and all unions. Ms. Andrew added that this new position would fall within the Office of the Provost.

Ms. Magnus thanked members of the Finance, Administration, and Human Resources Committee for their work in reviewing the detailed budget and reporting to the Board. In looking to the presentation of next year's budget, she recommends that a comparison of the general operating budget to the current year forecasted budget be provided and would welcome the ability to review future year budget plans when considering the overall budget.

CARRIED

FOR CONSULTATION

5. FROM SENATE

a) Request for Increase to Admission Target, Bachelor of Nursing

Dr. Benarroch noted this request is to accommodate 120 additional spaces that have been funded by the provincial government, adding that this expansion proposal was unanimously approved by the College Council. Dr. Benarroch added that he has noted the concerns shared by the Dr. Taylor, Dean of the Faculty of Arts, in that when enrolment increases in programs such as this are introduced, there may also be secondary impacts on other faculties, in particular Arts and Science in that they are the faculties that offer the general courses that are taken with this program. He added that this will be considered during the next budget review process.

In referring to section E-4 on page 119 of the meeting materials, Dr. Taylor noted that there is no mention of the impacts on the delivery of service teaching within the program and expressed his concern that this was not included within the submission.

b) Request for One-Time Admission Target Increase, Bachelor of Midwifery

Dr. Benarroch explained that this one-time admission target increase is from 6 to 8 spaces to make up from the lower student enrolment during the pandemic.

FOR INFORMATION

6. President's Report

Dr. Benarroch thanked Mr. Lieberman for his dedication and service to the University of Manitoba, adding that it has been a pleasure and honor to work with him and that the University of Manitoba's Board of Governors has been enriched by having Mr. Lieberman serve on the Board for the last six years.

Dr. Benarroch commented on the emergency fund, noting that the university has dispersed funds to 51 students with a vast majority from Ukraine, but also to students from other countries that are facing turmoil, adding that there are specific conditions that are to be met to receive emergency fund assistance. Dr. Benarroch added that the University is reviewing applications from scholars in Ukraine who have expressed interest in coming to the University of Manitoba for faculties such as Science, Engineering, Arts, Education, and Business.

Dr. Benarroch noted that the government has advised the University of Manitoba of their interest in engaging in discussions regarding establishing a Post-Secondary Accountability Framework, to discuss performance metrics, selection, and definition, as opposed to performance-based funding. Dr. Benarroch noted that this is the beginning of the process, and he will be report back to the Board of Governors. He also reminded Board members that the University is implementing full multi-factor authentication to better ensure IT security, as recommended by the Audit and Risk Management Committee.

Dr. Benarroch reported on his recent trip to India to visit the Institute of Global Public Health, who recently received a further \$87 million dollar grant from the Bill and Melinda Gates Foundation. He had the opportunity to meet with Dr. Blanchard in addition to other UM researchers and cross-appointed academics from India as well as the Gates Foundation, regional government officials, the Canadian Consulate as well as the Canadian Ambassador to India. Dr. Benarroch explained that he was able to visit a village birthing centre to see the work of the University of Manitoba. He noted that primary work of the University in India had focused on HIV and had recently expanded to maternal and early childhood care within the largest state of India. Dr. Benarroch explained that this program is providing a global impact with a significant decrease in both infant and mother mortality rates, and that this program is being replicated by government and agencies. Dr. Benarroch also acknowledged the work of Dr. Jayas in facilitating and encouraging this life-changing work.

MOTION TO MOVE TO CLOSED AND CONFIDENTIAL SESSION

It was moved by Ms. Lee and seconded by Dr. Reimer:

THAT the meeting move into Closed and Confidential Session.

CARRIED

Chair

University Secretary

DRAFT

The following Unanimous Consent Agenda items are for Approval/Information:

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.

FOR APPROVAL

THAT the Board of Governors approve, as recommended by Senate:

- A. Reports of the Senate Committee on Awards [dated May 12, 2022 and June 9, 2022]**
- B. Proposal for a Chair in Technology Assisted Living, College of Rehabilitation Sciences**
- C. Proposal for a Chair in Natural Systems Agriculture for Climate Solutions, Faculty of Agricultural and Food Sciences**
- D. Proposal for a Professorship in Global Infectious Diseases Research, Max Rady College of Medicine**

THAT the Board of Governors approve the Public Sector Compensation Disclosure Report of The University of Manitoba for the year ended December 31, 2021.

THAT the Board of Governors approve a 12 month renewal contract for International Student Healthcare Insurance with Manitoba Blue Cross and StudentCare for a total value of approximately \$7.45 million.

THAT the Board of Governors approve the assessment of a student organization fee of \$28 per year related to the UMSU Legal Protection Program, beginning in the 2022/23 academic year as follows:

- The fee is to be assessed on all Undergraduate students who meet the same criteria as the UMSU Health and Dental programs. That includes:
 - Undergraduate UMSU member registered in a minimum of 6 credit hours in Fall Term for coverage from September to August.
 - Undergraduate UMSU member who is newly admitted in Winter term and is registered in a minimum of 9 credit hours for coverage from January to August.
- Students may opt out of this fee.
- Graduate students are not included in this program.

FOR INFORMATION

- Increase to Admission Target, Bachelor of Nursing, College of Nursing President's Approval
- One-Time Increase to Admission Target, Bachelor of Midwifery, College of Nursing, President's Approval

Report of the Audit and Risk Management Committee to the Open Session of the Board of Governors

June 21, 2022

The Audit and Risk Management Committee met on June 21, 2022. The Committee reviewed and discussed in detail two items for information and two items for approval by the Board as part of the Open Session Agenda.

Annual Financial Report 2022

The Committee reviewed in detail the Financial Statements of the University of Manitoba for the year ended March 31, 2022. As part of *The Advanced Education Administration Act* requires that the Board of Governors provide the Minister of Advanced Education, Skills and Immigration with an annual report of the operations of the University, including the audited financial statements within six months of each fiscal year end. As part of its due diligence, the Committee reviewed in depth the financial statements of the University.

The Committee appreciated the on-going enhancement of the Management Discussion and Analysis report in the statements, noting that it promotes transparency and provides great information for the Board and all stakeholders.

The Committee recommends THAT the Board of Governors approves the Financial Statements of The University of Manitoba for the year ended March 31, 2022.

Office of the Auditor General Annual Audit Results Report (For information)

As part of its review of the financial statements the Committee received a presentation from the Office of the Auditor General on the results of the audit of the financial statements for the year ended March 31, 2022. The Office of the Auditor General presented the report to the Committee as part of the Committee's review of the financial statements prior to their approval of financial statements. Subject to the approval by the Board of the financial statements, the Office of the Auditor General is prepared to issue an unmodified audit opinion.

Fraud and Financial Irregularity Reporting Policy

The Committee reviewed the submission of a new governing document – the Fraud and Financial Irregularity Policy. This Policy has been developed by Audit Services to provide a clear framework for reporting fraud and financial irregularities and is an important step forward in advancing a culture of trust and sets an important tone from the Board and senior management on the responsibility of everyone to report any irregularities. Along with the Policy, a Procedure document will also be approved by the Vice-President (Administration) to operationalize the Policy. The proposed policy has been amended based on feedback from the Committee to provide for a regular five year review of the policy rather than the usual ten year period given the importance of this policy.

The Committee recommends THAT the Board of Governors approves the creation of the Fraud and Financial Irregularity Policy, effective July 1, 2022.

Public Sector Compensation Disclosure Report 2021 (Consent Agenda)

The Committee reviewed the annual Public Sector Compensation Disclosure Report. *The Public Sector Compensation Disclosure Act* requires that the University discloses to the public, within six months of the end of the fiscal year, the amount paid to each of its officers and employees whose compensation is \$75,000 in one of three ways and that the report must be published on the University's website. The \$75,000 threshold has been used since 2019 and it is expected to remain at this level until 2023. It is required by the Act that the report is issued by the University by June 30, 2022. The Report has also been audited by the Office of the Auditor General who is prepared to issue an unmodified audit opinion on the Report.

The Committee recommends THAT the Board of Governors approve the Public Sector Compensation Disclosure Report of the University of Manitoba for the year ended December 31, 2021 as part of the consent agenda.

Kimber Osiowy, Chair
Audit and Risk Management Committee

AGENDA ITEM:

Annual Financial Report 2022

RECOMMENDED RESOLUTION:

The Board of Governors approves the Financial Statements of The University of Manitoba for the year ended March 31, 2022.

CONTEXT AND BACKGROUND:

The Advanced Education Administration Act requires that the Board of Governors provide the Minister of Advanced Education, Skills and Immigration an annual report of the operations of the University, including the audited financial statements within six months of each fiscal year end. *The University of Manitoba Act* stipulates that The Auditor General (OAG) shall audit the accounts of the University.

The OAG will be presenting to the Audit and Risk Management Committee (ARMC) an Audit Results Memo including draft auditors' reports for the Financial Statements and Public Sector Compensation Disclosure report, draft transmittal letter, draft management letters and draft management representation letters.

The OAG has indicated that it is prepared to issue an unqualified opinion on the Financial Statements.

As discussed at the March 2022 meaning the 2021-22 statements reflect the following changes from prior years:

- As outlined in Note 2a of the statements, two entities the University had consolidated into our statements in previous years adopted governance changes which result in them no longer being consolidated into the University's statements. As a result, the University's Financial Statements are no longer "Consolidated Statements".
- The Financial Statements contain the restatement of the 2020-21 figures as a result of a change in the method in which the Long Term Disability liability is calculated.

Included with the submission is two supplemental reports. Appendix I is a comparison of the third quarter projection against the actual year end results. This shows that actual surplus was \$76M vs the projection of \$53M. The surplus from Operating Activities was \$70M, \$26.4M better than projected; while the surplus from Non-Operating activities was \$6M, \$3.5M less than projected. The third-quarter projection included the costing of the last proposal UMFA had tabled before moving to arbitration, while the year end results include accruals for the arbitrated settlement, the cost of which was lower. In addition, there was a \$5.2M reduction in the Employee Future Benefits liability that was not anticipated, and other spending was less than expected due to vacancies and reduced travel.

Appendix II contains a breakdown of the year end results between Operating and Non-Operating as compared to the Board approved budget. This is to provide additional information as the financial statements reflect all activities together. Non-Operating activities ended the year with expenses exceeding revenue by \$10.7M compared to the budget of \$7.2M. Revenue exceeded budget by \$20M and expenses

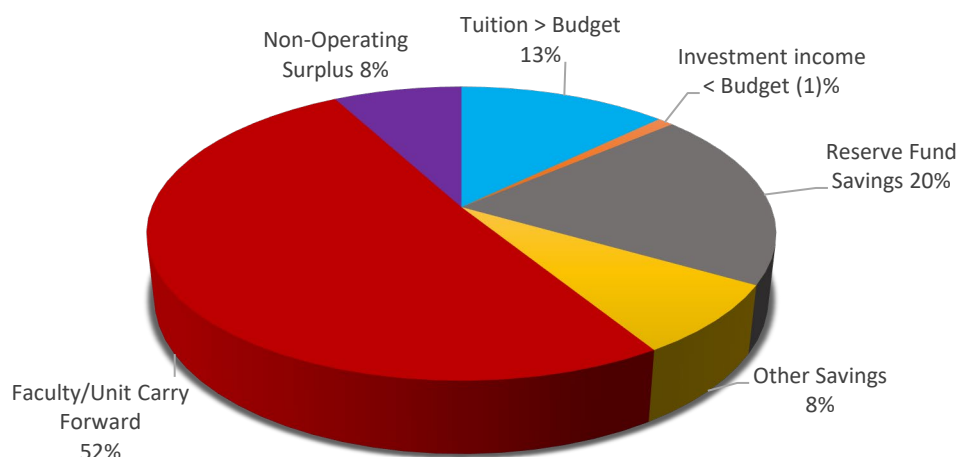
exceeded budget by \$23M which was mainly due to increased student support and expenses related to COVID19 immunization of northern communities.

Operating fund revenues exceeded expenses by \$86.7M versus the budget of \$14M. After \$16M of allocations to other funds, the Operating surplus for the year was \$70M which mainly resulted from the following:

- Tuition exceeded budget by \$12M mainly due to international enrolment exceeding budgeted expectations.
- Sales of Goods and Services exceeded budget by \$7.3M as Mini U and other Bison Camps were offered along with other increased level of activities and Covid-19 restrictions relaxed.
- Other income exceeded budget by \$5.9M as a result of insurance proceeds related to the University Centre fire.
- Ancillary Services was below budget by \$7.5M as staff and students continued to learn/work remotely and parking revenues and residence revenues were impacted.
- Expenses were \$47M below budget which was primarily the result of:
 - The \$16M contingency included in the 2021-22 budget was not required
 - There was minimal travel resulting in \$7.2M in savings
 - Staff vacancies which contributed \$18.8M to savings

To summarize, the source of the year end surplus was as follows:

2021-2022 Surplus by Source



The year end surplus of \$70M has been set aside for future years as follows:

- \$16M in faculty and unit carryover
- \$25M in faculty and unit transfers for future operating and capital needs
- \$13M for the redevelopment of Machray Hall
- \$8M in support of the 2022-23 budget
- \$3M to be added to the fiscal stabilization fund
- \$3M for increased student support related to the strike
- \$2M in Covid related supplies and other

As a result of these transfers, total funding available for multi year initiatives and capital projects is \$389M broken down as follows:

SUMMARY OF FUNDING FOR MULTI-YEAR INITIATIVES AND CAPITAL PROJECTS

(in thousands)

March 31, 2022

Faculty and Unit Operating Support (Carryover)	\$ 129,439
Fiscal Stabilization	25,073
Machray Hall Redevelopment	21,000
Matching Funding for Infrastructure Grants	20,350
Contingency Support for the Construction of the Churchill Marine Observatory	18,932
Infrastructure Renewal	17,184
Ancillary Services Operating and Capital Project Support	15,297
Information Technology System Renewals and Upgrades	14,042
Learning Space and Lab Renewals	11,216
Future Operating Budget Support	8,745
Graduate Student Awards	6,100
Desautels Concert Hall	6,000
Future Year Indirect Costs of Research	5,499
Hydro Reservicing Project	2,000
Various Other Centrally Funded Capital Projects	9,315
Various Other Centrally Funded Operating Initiatives	15,462
Various Other Faculty and Unit Capital Projects	27,232
Various Other Faculty and Unit Operating Initiatives	36,426
Funding for Multi-Year Initiatives and Capital Projects	\$ 389,312

The Management Discussion and Analysis document included with the Financial Statements includes additional information on assets, liabilities and accumulated surplus as well as revenue and expenses.

RESOURCE REQUIREMENTS:

Approval of the Financial Statements does not impact resource requirements.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

Issuing Financial Statements including appropriate notes supports the University's value of Accountability. Having audited statements that are expressed to be free of material misstatement also supports the University's value of Integrity.

Reporting of financial results and the inclusion of the Management Discussion and Analysis demonstrates the University as good stewards of public money and promotes the case for continued government support for post-secondary education.

IMPLICATIONS:


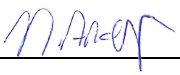
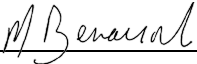
The Advanced Education Administration Act requires that we issue a report to the Province by September.

ALTERNATIVES:

N/A

CONSULTATION:

ROUTING TO THE BOARD OF GOVERNORS:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Title</u>	<u>Date</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u></u>	<u>Chief Financial Officer/Comptroller</u>	<u>May 27/22</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u></u>	<u>Vice-President (Administration)</u>	<u>June 3, 2022</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u></u>	<u>President & Vice Chancellor</u>	<u>June 10, 2022</u>
<input type="checkbox"/>	<input type="checkbox"/>	<u></u>	<u></u>	<u></u>
<input type="checkbox"/>	<input type="checkbox"/>	<u></u>	<u></u>	<u></u>

SUBMISSION PREPARED BY: Gord Pasieka, Associate Comptroller

ATTACHMENTS:

2021-22 Annual Financial Report

Appendix I - Comparison of third quarter projection against year end results

Appendix II - Breakdown of revenue and expenses between Operating and Non Operating activities compared to budget



**University
of Manitoba**

2022

ANNUAL
FINANCIAL
REPORT



MISSION:

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

VISION:

To take our place among leading universities through a commitment to transformative research and scholarship, and to innovative teaching and learning – uniquely strengthened by Indigenous knowledge and perspectives.

VALUES:

To achieve our vision, we require a commitment to a common set of ideals. The University of Manitoba values: Academic Freedom, Accountability, Collegiality, Equity and Inclusion, Excellence, Innovation, Integrity, Respect, and Sustainability.

REPORT OF THE BOARD OF GOVERNORS

To the Minister of Advanced Education, Skills and Immigration, Manitoba

In compliance with Section 9.4(1) of *The Advanced Education Administration Act*, the Annual Report on the financial affairs of the University of Manitoba for the year ended March 31, 2022 is herewith submitted to the Minister of Advanced Education, Skills and Immigration.

The following are included with this Report:

- Management Discussion and Analysis
- Disclosures Made Under *The Public Interest Disclosure (Whistleblower Protection) Act*
- Statement of Management Responsibility for Financial Reporting
- Independent Auditor's Report
- Financial Statements

REPORT OF THE BOARD OF GOVERNORS

MEMBERS OF THE BOARD OF GOVERNORS:

At March 31, 2022 the members of the Board of Governors were as follows:

Chair

Laurel Hyde, B.S.A.

Vice-Chair

Lynette Magnus, B. Comm. (Hons.), CPA, CA

Chancellor

Anne Mahon, B.H. Ecol.

President and Vice-Chancellor

Michael Benarroch, B.A. (Hons.), M.A., Ph.D.

Appointed by the Lieutenant-Governor-in-Council:

Nathan Brigg

Juanita DeSouza-Huletey, B.A. (Hons.), M.A., PMP, ALEP

Alex Drummond, B.A.

Laurel Hyde, B.S.A.

Kathryn Lee, B. Comm. (Hons.), CPA

Lynette Magnus, B. Comm. (Hons.), CPA, CA

Tracey Matthews, B.A., B.Ed., M.Ed.

Nevada Mogan

Kimber Osiowy, B.Sc. (C.E.), M.Sc.

Allison Raizman, B.Sc., B.Sc. (Dent), DMD

Laura Reimer, B.A., MPA, Ph.D.

Elected by Senate

John Anderson, B.Sc., M.Sc., Ph.D.

Susan Prentice, B.A., M.E.S., Ph.D.

Jeffery Taylor, B.A., M.A., Ph.D.

Elected by Graduates

Duane Brothers, B.A., B.Ed., Ph.D.

Jeff Lieberman, B.A., B.Comm. (Hons.)

Nora Murdock, B.A., Cert.Ed., M.Ed., Ph.D.

Appointed by the University of Manitoba Students Union

Emily Kalo

Brendan Scott, B.Sc.

Silvia Sekander, M.Sc.

University Secretary

Jeff M. Leclerc, B.Ed., M.Ed., C.Dir.

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

Laurel Hyde, Chair.

THE UNIVERSITY OF MANITOBA: THE ROAD TO RECOVERY

The University of Manitoba (University) is western Canada's first university, established in 1877, and is located on original lands of Anishinaabeg, Cree, Oji-Cree, Dakota, and Dene peoples, and on the homeland of the Métis Nation. The University is Manitoba's only research-intensive university, and one of the country's top research institutions. Since opening its doors 145 years ago, the University of Manitoba has thrived as a place where students come to learn and be inspired. The University continues to attract people from around the world who share its ideals and vision for positive change. The University believes in embracing challenges and taking action. Its students, faculty, researchers, staff, and alumni bring their unique voices to learning and discovery, shape new ways of doing things and contribute to important conversations on topics that matter most, from human rights to global health to climate change. The University of Manitoba is where imagination and action collide.

The fall term saw the enrolment of 31,037 students from over 100 countries. International student enrolment increased as a proportion of the total student population, and represented 21.9% of all students enrolled in 2021-22. Indigenous¹ students continued to be a strong component of the student population in the fall term and represented 8.4% of all students.

The University is pleased to have retained its status as one of Manitoba's Top 25 Employers for 2022. People drive the success of the University of Manitoba, as faculty and staff are dedicated to providing students with the exceptional education that they expect and deserve.

Thanks to generous benefactors, the University's endowment is one of the largest Canadian university endowments. In 2021-22, the market value of the University Investment Trust was \$878.7 million.

The 2020-21 fiscal year saw unprecedented challenges and widespread impacts caused by the COVID-19 global pandemic, and the University quickly adjusted its operations to preserve the health and safety of its community. As restrictions were gradually lifted through 2021-22, the University was able to re-open its campuses and resume many in-person activities. However, the continued health and safety of faculty, staff and students remained paramount and several enhanced safety measures were sustained to protect students, faculty, staff and the community. In addition to the continued impact of the COVID-19 pandemic on University operations, the University experienced a faculty labor disruption in fall 2021, and a decrease in operating support from the Province of Manitoba.

The University's Annual Surplus in 2021-22 was \$76.1 million before endowed donations, and reflected funding earmarked for future capital projects and research endeavors, and funding that has been set aside to support ongoing operations and future initiatives. The University also recorded net remeasurement gains of \$31.2 million, which represented an increase in the valuation of certain University investments held at March 31, 2022. The net financial impact of the Annual Surplus and Net Remeasurement Gains resulted in a Net Increase to Accumulated Surplus of \$129.2 million.

The following table summarizes the operating results of the University for the year ended March 31, 2022.

SUMMARY OF FINANCIAL RESULTS

(in thousands)

	2022	2021
Revenue	\$ 969,142	\$ 957,097
Expenses	893,058	854,111
Annual Surplus from Operating and Non-Operating Activities	76,084	102,986
Endowed Donations	22,016	13,538
Annual Surplus	98,100	116,524
Net Remeasurement Gains for the Year	31,119	122,598
Net Increase to Accumulated Surplus	\$ 129,219	\$ 239,122

¹ Indigenous identity is a voluntary self-declaration made on admission forms.

MANAGEMENT DISCUSSION AND ANALYSIS

OUR SHARED FUTURE

In spring 2020, the University presented its final report on *Taking Our Place: University of Manitoba Strategic Plan 2015-2020*. Since that time, the University has continued to achieve meaningful results across all five priorities described in that plan:

- *Inspiring Minds* through innovative and quality teaching
- *Driving Discovery and Insight* through excellence in research, scholarly work, and other creative activities
- *Creating Pathways to Indigenous Achievement*
- *Building Community* that creates an outstanding learning and working environment
- *Forging Connections* to foster high-impact community engagement

The University is continuing to advance its mission, vision and values and deliver on its commitment to reconciliation with Indigenous peoples. The COVID-19 pandemic presented the University community with immense challenges, but also with opportunities to learn and innovate. New problems led to progress as the University adapted to new ways of teaching, learning, researching, working, and engaging with each other. The pandemic also delayed the extensive community engagement that is fundamental to developing a new strategic plan. Nevertheless, in June 2021 every member of the University was invited to participate in an online questionnaire that built on the many discussions held across the University over the past year. Based on the rich feedback received from these discussions, and from close to 2,000 respondents (primarily faculty, staff and students), five priorities were confirmed that will drive efforts over the next 12-18 months. As outlined in *Our Shared Future: Building on our Strategic Plan*, the University will:

- Support and sustain a post-COVID teaching, learning, research and work environment. This includes a commitment, as one of Canada's top 15 research universities, to remain a leader in research excellence.
- Develop and publicize a University-wide anti-racism strategy.
- Enhance and expand opportunities for learning, including research opportunities for students.
- Deliver on commitments to Indigenous achievement and engagement.
- Create a more accessible, equitable, diverse, and inclusive University.

A comprehensive strategic planning exercise is anticipated to take place in 2022.

Consistent with past practice, the University's 2021-22 operating budget included the allocation of funding to support and advance strategic goals.

Strategic allocations in 2021-22 provided \$2.2 million to support the *Inspiring Minds through innovative and quality teaching* priority. This included support for enhanced teaching and learning through, among other things, the purchase of software and hardware used for remote teaching and learning, the creation of an experiential learning centre, and additional career counsellors (\$1.2 million). This support also strengthened the University's commitment to students by allocating \$1.0 million to both undergraduate and graduate students of the highest need, as well as for specific supports for international and Indigenous students.

Strategic allocations in 2021-22 provided \$1.0 million to support the *Driving Discovery and Insight through excellence in research, scholarly work and other creative activities* priority, to continue grant matching and providing research incentive programs.

Strategic allocations in 2021-22 also provided support for the *Creating Pathways to Indigenous Achievement* priority through the continued investment in the operations of the National Centre for Truth and Reconciliation (\$0.9 million), and for the recruitment of Indigenous faculty members (\$0.6 million). These allocations further supported the *Driving Discovery and Insight* and *Inspiring Minds* respectively.

The budget included continued investment of \$1.0 million in network switch replacement, and server renewal and enhancement as part of a multi-year commitment that supports the goal to provide information technology systems that support the needs of students, staff and faculty within the *Building Community* that creates an outstanding working environment priority. Also supporting this priority was an allocation of \$1.0 million to support the University's multi-year plan to relocate and redistribute electrical services for the Fort Garry campus; \$0.3 million for the implementation of an equity, diversity, and inclusion strategy; and \$0.2 million for additional accessibility coordinators to support students.

Additional details about the University's 2021-22 budget can be found at: <https://umanitoba.ca/finance/sites/finance/files/2022-01/2021-22-bog-submission-operating-budget.pdf>.

FINANCIAL OVERVIEW

A university is a complex organization that undertakes several activities in support of its mission and strategic objectives. In the attempt to fulfill its mission, vision and values, these activities include teaching, conducting research, community service, and providing ancillary services such as student residences, parking services and bookstore operations. In addition, a university maintains its own infrastructure including buildings, IT infrastructure, research equipment, office furnishings, roadways, and parking lots.

The financial statements of the University are prepared using Public Sector Accounting Standards (PSAS) and as a result, financial resources and impacts associated with all activities are combined together for reporting purposes. However, for the purpose of financial transparency, this report provides commentary on each type of activity. These activities have been categorized as follows:

Operating Activities

Operating activities include but are not exclusive to: the instruction and ongoing support of students; the operation and maintenance of facilities; the support of academic and research endeavors; the operation of libraries; the operation of bookstores, student residences, parking facilities and dining services; and the activities that support the relationship between the University and the community. These activities are supported by funding sources such as tuition fees, the operating grant from the Province of Manitoba, and revenue generated from ancillary services (e.g. student residences, parking services and bookstore operations). Costs associated with the University's operating activities include the salaries and benefits of faculty and staff, materials and supplies, utilities, plant maintenance, libraries, student services and other support services. Financial prudence and careful monitoring and management of operating finances to ensure that deficits aren't incurred is a crucial objective of the University.

Research Activities

Research activities include research projects undertaken by the University in order to produce specific research outcomes. Funding received in support of research activities is restricted for this purpose by external sponsors of research, and must be used in accordance with the associated contracts and agreements between the University and these sponsors. This funding cannot be used to support operating activities.

Capital Activities

Capital activities include but are not exclusive to: the purchase or building of new facilities or infrastructure; the renovation or replacement of existing facilities and infrastructure; and the purchase of major equipment, including scientific equipment, vehicles and information technology infrastructure. These items are acquired or built with the expectation that they will be used for a number of years to help deliver the University's mandate. These activities are funded by sources such as grants from the Province of Manitoba and the Government of Canada, donations from benefactors, and internal allocations. Funding received for capital activities is restricted for this purpose by external funders. At times, the University may also borrow funds to finance large capital projects. As such, costs associated with capital activities include debt repayment and interest costs associated with holding debt, as well as amortization costs.

MANAGEMENT DISCUSSION AND ANALYSIS

Special Purpose and Trust Activities

Special purpose and trust activities include but are not exclusive to: the undertaking of externally-assigned mandates, such as the provision of health care services in northern communities; the administration of employee staff benefit plans; and the administration of trust activities, which include the support of faculties and schools, students, professorships, chairs, research, libraries and athletic programs, to name a few. Funding for these activities comes from a variety of sources, including grants from the Province of Manitoba, Government of Canada, and other Canadian provinces; foreign governments; employee contributions to benefit plans; and donations from benefactors and investment income earned on those donations. Funding received for these activities is restricted by collective bargaining agreements, external funders and donors.

Endowment Activities

Endowment activities involve the receipt of resources that have been gifted or bequeathed to the University under the condition that they be held in perpetuity to support the future of the University. However, the income earned from investing these gifts and the spending of such is considered to be a trust activity, as it can be used only for specific purposes as previously outlined.

Financial Health

As a charitable not-for-profit organization, the University's financial goal is not to maximize profit. Rather, the University's finances are managed to maximize its ability to deliver on its teaching, research, and service mission while ensuring adequate reserves are in place for long-term financial sustainability.

Tracking the financial performance and measuring the financial health of the University as a whole can be a challenge, particularly when each facet of its diverse operations has its own unique characteristics and key indicators of whether it is meeting its financial or operational objectives.

The University's financial statements can be difficult to interpret due to the myriad of activities the University undertakes, the multiple funding sources, the externally imposed restrictions placed on some of that funding, and the complex accounting standards that must be followed. Further complicating matters is the requirement under PSAS to report the financial resources and impacts of all activities combined together, limiting insight into whether or not financial or operational objectives were achieved.

Several financial ratios were developed by Ron Salluzzo, et, All and published in *Strategic Financial Analysis for Higher Education* in 2010. These ratios provide insight into the degree to which a university's financial position allows it to weather unexpected financial challenges, settle its debt, and generate a positive cash flow. The University has chosen to present these ratios for the benefit of stakeholders, and they are to be considered in conjunction with the other data presented in this Annual Financial Report.

Primary Reserve Ratio

Does the University have sufficient financial flexibility?

The Primary Reserve Ratio measures whether a university has sufficient resources to continue operations in the event of a financial downturn or crisis.

The University relies heavily on provincial operating grants (49.6% of 2021-22 operating revenue) and tuition (32.4% of 2021-22 operating revenue) to fund its operating activities. Further, the majority of the University's expenses are salaries and benefits (77.0% of 2021-22 operating expenses). Because of its reliance on certain funding sources and its obligations to its employees, monitoring the University's ability to manage a financial crisis is an important aspect of sound financial stewardship.

A target score of 140 days is considered to be a threshold indicative of reasonable financial reserves.

Viability Ratio

Can the University settle its debt?

The Viability Ratio measures the availability of resources (unrestricted net assets) to cover a university's debt load should it need to do so, and whether its debt is being managed strategically to advance a university's mission.

A target score of 1.25 or better is considered to be indicative that a university has a reasonable level of resources available to settle its outstanding debt should it be required to do so.

Net Operating Revenue Ratio

Did the University generate a positive or negative cash flow?

The Net Operating Revenue Ratio indicates whether a university is living within its available resources, and if its aggregated activities resulted in a surplus or a deficit.

A positive score indicates that a university has generated a surplus, and a negative score indicates that a university has generated a deficit. A threshold demonstrating reasonable financial health for this ratio is 2.0%.

Return on Net Assets Ratio

Has the University's net assets increased or decreased?

The Return on Net Assets Ratio measures if a university is better off at the end of a fiscal period than at the beginning of a fiscal period. The threshold for reasonable financial health is 6.0%.

Composite Financial Index

How is the University's financial health?

Using Salluzzo's methodology, the scores of the above four ratios, applying weighting factors, can be combined into a single ratio called the Composite Financial Index (CFI). The CFI is intended to be used as a single measure of a university's financial health at a single point in time.

The strength factors and CFI score fall along a scale of -4 to +10. A CFI score of +3 is the threshold level showing reasonable financial health at a university. A score of less than +3 indicates a need for additional attention to a university's financial condition. A score of greater than +3 indicates an opportunity for the strategic use of unrestricted resources to achieve a university's objective. A score of +1 indicates little financial health, while a score of +10 is the high benchmark. A score of +3 or above is preferred.

The following are the University's financial ratio scores for the past two fiscal years.

FINANCIAL RATIO SCORES			
Ratio	Minimum Threshold	2022	2021
Primary Reserve Ratio	140 days	218 days	226 days
Viability Ratio	1.25	1.7	1.6
Net Operating Revenue Ratio	2.0%	12.2%	21.5%
Return on Net Assets Ratio	6.0%	5.0%	5.2%
Composite Financial Index	3.0	5.2	7.2

MANAGEMENT DISCUSSION AND ANALYSIS

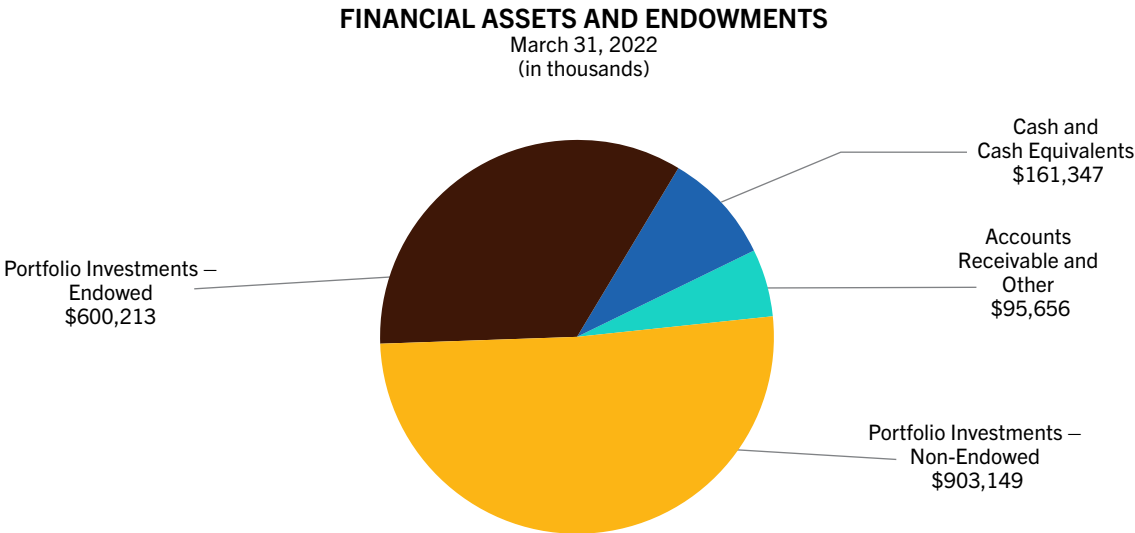
Financial Resources

Net Financial Assets

Net financial assets are comprised of the University's financial assets, liabilities and endowments. The University's net financial assets at March 31, 2022 were \$878.1 million, composed of financial assets of \$1.2 billion and endowments of \$600.2 million, offset by \$882.3 million of liabilities. The University's financial assets and liabilities are detailed below.

Financial Assets

Details of the University's financial assets, including endowed donations, are depicted below.



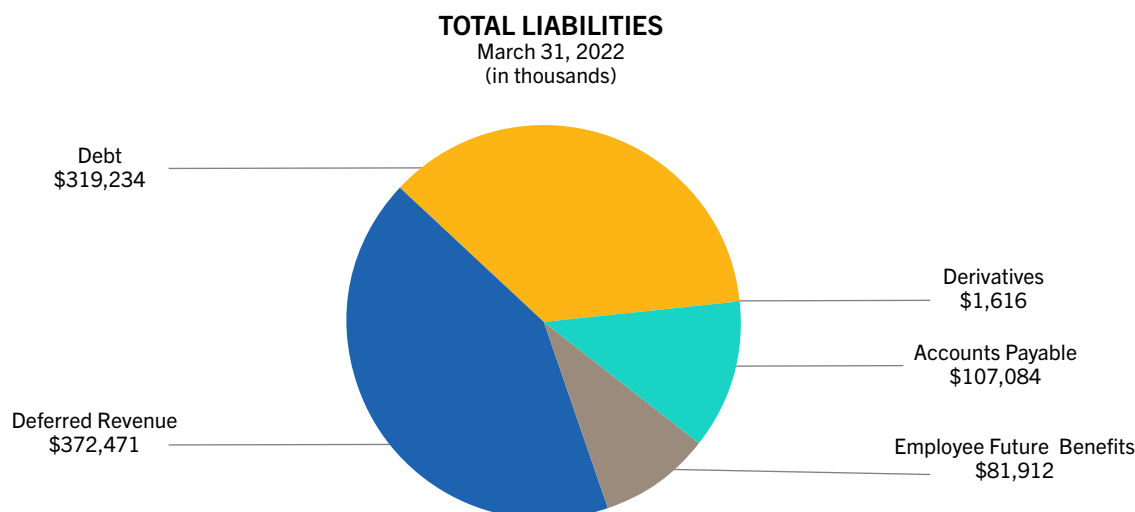
The majority of investments held were related to resources entrusted to the University by donors for specific activities and initiatives. Non-endowed portfolio investments (\$903.1 million) consisted of resources that were designated or held specifically for certain activities, whether by management decision or because it was required by external funders or donors. Endowed portfolio investments (\$600.2 million) consisted of donations that had been directed by benefactors to be held in perpetuity for the benefit of future generations, and as such cannot be used to support operating activities. Portfolio investments, both endowed and non-endowed, are discussed and further detailed in Note 6.

Cash and Cash Equivalents held by the University at any time are a result of timing differences between when revenue is received and expenditures are incurred. This is particularly true of research and capital activities, where often revenue is received in one year and the corresponding expenses are incurred as research or capital activities continue over multiple fiscal years. As the University constantly has multiple initiatives underway, it must manage its working capital appropriately to ensure that resources are available when they are needed. To enhance operational efficiency and reduce costs, cash is managed on a pooled basis, and depending on cash flow requirements may at times be invested in order to earn income. At March 31, 2022, the University had a Cash and Cash Equivalents balance of \$161.3 million, comprised solely of cash in bank.

Of the total combined balance of cash and investments of \$1.7 billion, \$965.6 million or 58.0% related to endowed and non-endowed donations and the investment income earned from them. A further \$273.3 million or 16.4% related to multi-year research projects, as well as staff benefit programs and other special purpose activities. The remaining balance of cash and investments held were designated for multi-year initiatives and capital projects, to support future operations, and to support future projects and other specific requirements. Maintaining liquid assets ensures that the faculties and unit have ready access to the resources they need to fund their operations, initiatives and projects within the next fiscal year.

Liabilities

The University's total liabilities at March 31, 2022 were \$882.3 million. Details of the University's liabilities at March 31, 2022 are depicted below.



Deferred revenue included revenue received through operating activities for services to be performed in the future (\$25.6 million), as well as funding received and entrusted to the University specifically for research, capital, special purpose and trust activities (\$346.9 million) that had not been spent as at March 31, 2022. Often projects and initiatives span multiple fiscal years, which results in the receipt of funding that cannot be recognized as revenue until it has been spent. Unspent donations and related investment income represented \$292.1 million of this total, while the remaining \$54.8 million is deferred research grant revenue from non-government sources. Unspent government grants and other sources of revenue are not deferred and are reflected in the accumulated surplus.

Debt included loans made to the University for such initiatives as the construction of the Active Living Centre, student residences and other buildings, and to fund infrastructure and deferred maintenance projects. Of the \$319.2 million of debt outstanding, \$161.4 million consisted of funding received from the Province of Manitoba for the construction and acquisition of tangible capital assets, for which the monthly principal and interest repayments of this debt are funded by grants provided by the Province of Manitoba.

Further details on the University's liabilities at March 31, 2022 are found in Notes 8, 9, 10, 11 and 12.

Non-Financial Assets

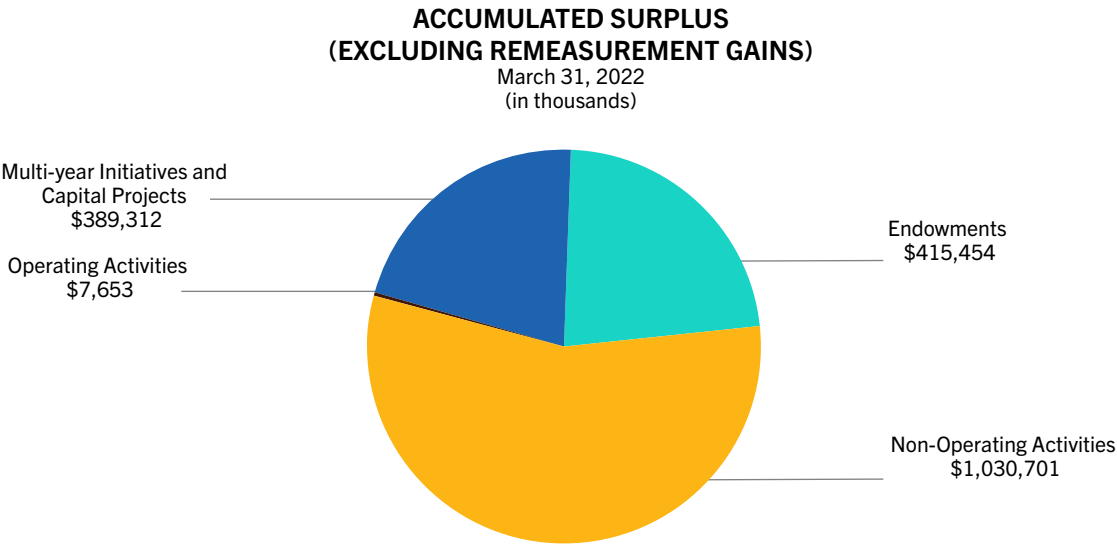
Non-financial assets were comprised of assets that are not readily convertible to cash to meet the University's obligations. The University's non-financial assets at March 31, 2022 were \$1.2 billion and consisted primarily of tangible capital assets. Tangible capital assets are acquired or built with the expectation that they will be used for several years to help deliver the University's mandate. The University's buildings, which number over one hundred and cover more than six million square feet, comprise the majority of its tangible capital assets and provide space for teaching, learning, administration and recreational activities.

Tangible capital assets are discussed later in this report and are further detailed in Note 13.

MANAGEMENT DISCUSSION AND ANALYSIS

Accumulated Surplus

Accumulated surplus is composed of net financial assets and non-financial assets. It does not necessarily represent expendable resources as a large part of the balance is comprised of tangible capital assets and endowed donations that cannot be readily converted to cash. The University’s accumulated surplus at March 31, 2022, excluding accumulated remeasurement gains, was \$1.8 billion. The composition of the accumulated surplus balance at March 31, 2022 is depicted below.



The most significant portion of the accumulated surplus excluding remeasurement gains at March 31, 2022 pertained to non-operating activities such as capital, research, trust, and other certain activities. Among other things, it was comprised of tangible capital assets, debt, and funding entrusted to the University for specific purposes that was received, but had not been spent, as at March 31, 2022. Of the total, \$867.3 million was associated with capital assets, \$136.4 million pertained to research activities, \$72.5 million pertained to special purpose and trust activities, and (\$45.4 million) pertained to expenses funded by future revenues.

Accumulated surplus was further composed of endowments of \$415.5 million at March 31, 2022. As the endowed resources consisted of donations that have been directed by benefactors to be held in perpetuity for the benefit of future generations, this surplus cannot be used to support general operations.

The portion of the accumulated surplus at March 31, 2022 pertaining to funding designated for multi-year initiatives and capital projects was \$389.3 million. As discussed previously, this is composed of funding that has been set aside to support multi-year initiatives, future capital projects and operations, and other specific requirements.

The remaining balance of accumulated surplus was associated with operating activities. As a not-for-profit organization, the University’s accumulated surplus/deficit associated with its operating activities is monitored closely and controlled to prevent overspending. The net increase for the 2021-22 fiscal year was twenty-three thousand dollars after all transfers.

The following table is a summary of the changes to the University’s accumulated surplus that occurred in 2021-22.

MANAGEMENT DISCUSSION AND ANALYSIS

SUMMARY OF CHANGES TO ACCUMULATED SURPLUS

2021-22

(in thousands)

	Operating Activities	Non-Operating Activities	Multi-Year Initiatives and Capital Projects	Endowment	Total
Revenue	\$ 685,649	\$ 283,493	\$	\$	\$ 969,142
Expenses	(598,908)	(294,150)			(893,058)
Net Revenue	86,741	(10,657)			76,084
Net Allocations:					
Debt Repayment	(19,812)	19,812			
Student Assistance	(16,333)	15,391		942	
Capital Asset Acquisitions	(9,362)	34,233	(24,871)		
Research	(7,563)	7,563			
Budgeted Strategic Capital Initiatives	(6,800)		6,800		
Pension and Employee Future Benefits	(5,398)	5,398			
Future Indirect Costs of Research	(4,797)		4,797		
Staff Benefits	(3,988)	3,988			
Student Contributions to Endowments	(1,857)	973		884	
Other		(1,808)		1,808	
Indirect Costs of Research	8,015	(8,015)			
General Operating Support	16,439	(16,439)			
Multi-year Initiatives and Operating Projects	34,750		(34,750)		
	(16,706)	61,096	(48,024)	3,634	
Annual Surplus from Operating and Non-Operating Activities	70,035	50,439	(48,024)	3,634	76,084
Transfer of Operating Surplus:					
Faculty and Unit Carryover	(16,120)		16,120		
Faculty and Unit Transfers	(24,768)		24,768		
Central Transfers	(29,124)		29,124		
	(70,012)		70,012		
Endowed Donations				22,016	22,016
Annual Surplus	23	50,439	21,988	25,650	98,100
Restated Accumulated Surplus Beginning of Year ¹	7,630	980,262	367,324	389,804	1,745,020
Accumulated Surplus End of Year	\$ 7,653	\$ 1,030,701	\$ 389,312	\$ 415,454	\$ 1,843,120

¹ See Note 23 for further details.

MANAGEMENT DISCUSSION AND ANALYSIS

The change to accumulated surplus from operating and non-operating activities is the result of revenue less expenses, net of allocations to support other University activities. Details on the University's revenue and expenses in 2021-22 are found later in this report. Some net allocations are made as part of the normal course of operations and include the funding of debt repayments; student assistance; the purchase and construction of capital assets; budgeted allocations for strategic initiatives; and the support of research endeavors and staff benefit plans. They also include the allocation of overhead from research grants in support of indirect costs of research; operating support received from the annual spending allocation of investment income earned from trust and endowment assets (discussed later in this report); as well as the allocation of funding set aside in past years to support the costs of multi-year initiatives and capital projects. Other allocations are made to designate excess revenues and unspent funds to support costs of multi-year initiatives and capital projects.

As indicated in the above table, at March 31, 2022, \$70.0 million of operating surplus remained. This surplus was primarily a product of exceeding expectations for certain types of revenue, and lower than anticipated spending. The most significant factor was the underspending of operating expenses in the faculties, which contributed \$25.1 million to the surplus. This was due primarily to vacant positions (\$18.9 million); and the impact of a delayed reopening of the campuses and lifting of COVID-19 related restrictions (which caused underspending on certain expenses, such as travel for professional development (\$6.2 million)). The University also had lower than anticipated expenses in other areas of \$24.0 million. Further, certain sources of revenue were higher than anticipated in the budget. Tuition and related fees exceeded budgeted expectations by \$11.9 million (further details on tuition and related fees are found later in this report); and sales of goods and services revenue increased by \$7.7 million due to the gradual re-opening of the campuses and lifting of COVID-19 related restrictions, which enabled programs such as Mini-U and Bison Sports to resume.

The faculties, units and central administration designated the \$70.0 million of operating surplus to support operations, multi-year initiatives, future capital projects, and for other specific requirements in future fiscal years. This included support for fiscal stabilization, future operating expenses, and various initiatives (\$38.8 million); the redevelopment of Machray Hall (\$13.3 million); faculty and unit funded facility renovations, classroom and lab upgrades (\$11.5 million); and IT infrastructure and technology upgrades and network segmentation in support of cybersecurity initiatives (\$3.7 million).

Research, capital, trust and other activities contributed a further \$50.4 million to the accumulated surplus balance at March 31, 2022. This increase pertained primarily to funding received during the year for multi-year projects that was unspent at March 31, 2022.

During the year, the University transferred a net \$48.0 million of the funding set aside in past years for multi-year initiatives and capital projects. Of this funding, \$34.8 million was used to support operating expenses and multi-year projects and initiatives and included, among various other things, \$7.6 million of support for COVID-19 related strategic initiatives; \$6.6 million for support of indirect costs of research; \$6.1 million to support ancillary-related expenses as ancillary revenue received in 2021-22 was insufficient to support them; and \$4.4 million of support of ongoing information technology projects. A further \$24.9 million of support was spent on capital projects. Offsetting the deployment of this funding were budgeted strategic allocations made for future infrastructure projects (\$6.8 million) and support for indirect costs of research to be incurred in fiscal 2022-23.

Thanks to generous benefactors, endowed donations of \$22.0 million were received in 2021-22, which was an increase of \$8.5 million from the prior year. Each year, through a referendum, students choose to designate a portion of their tuition fees as a contribution to the University's endowments and to reallocate unspent investment income generated from the endowments back as endowment principal. This amount totaled \$3.6 million in 2021-22, for a total increase of \$25.7 million in endowments.

Accumulated Remeasurement Gains

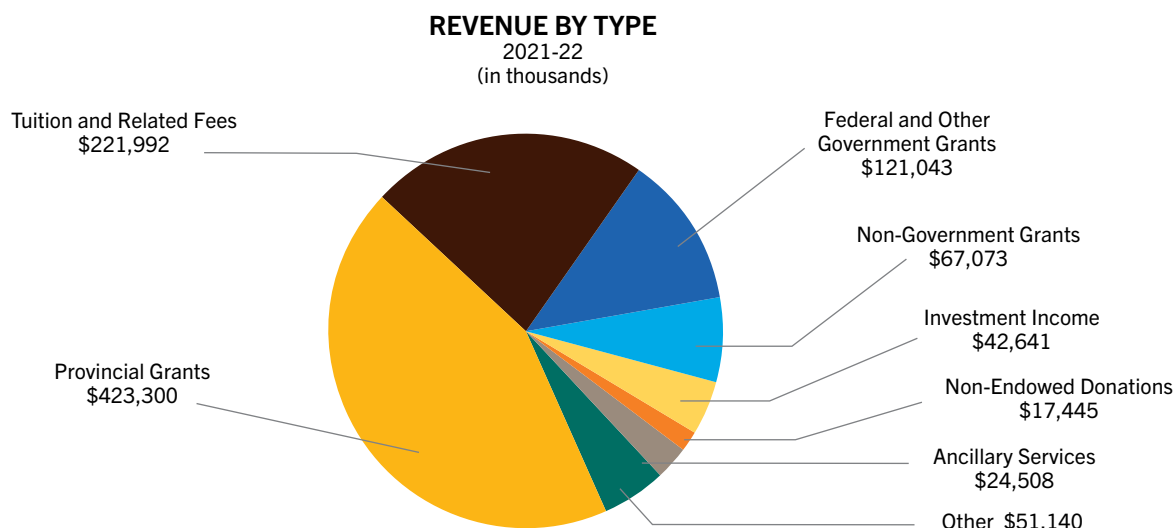
Accumulated remeasurement gains represent the accumulation of net unrealized gains and losses primarily on the investments held in the University Investment Trust, which is composed of endowed assets and some trust-related assets. During the year, the University recorded \$31.1 million in net remeasurement gains, comprised primarily of net unrealized gains experienced as Canadian equity and Canadian real estate valuations increased in the University Investment Trust (\$27.0 million) as global markets continue to recover from the impact of the COVID-19 pandemic. The addition of these remeasurement gains resulted in an accumulated remeasurement gains balance of \$252.8 million at March 31, 2022.

Financial Activities

Revenue

The University of Manitoba earns revenue from a variety of sources. In 2021-22, the University recognized \$969.1 million of revenue, which was an increase of \$12.0 million from the previous year.

The types of revenue recognized in 2021-22 were as follows:



Provincial Grants

The University's most significant funder was the Province of Manitoba. In 2021-22, grants from provincial departments and reporting entities totaled \$423.3 million or 43.7% of total revenues. Of the grants from the Province of Manitoba, \$365.0 million was provided as funding in support of operating activities; \$23.5 million was provided for infrastructure renewal and funding for specific capital projects; \$21.9 million was provided specifically for special projects, including the provision of health care services in northern Manitoba; \$7.9 million was provided specifically for research activities; and \$4.9 million was provided to support student scholarships and bursaries. Provincial grants decreased by \$6.5 million from the prior year due to a number of offsetting factors. A reduction in the operating grant of \$5.9 million, a decrease in research-related support of \$2.4 million, and a decrease in support from the Manitoba Scholarship and Bursary Initiative of \$1.3 million were offset by an increase in matching funding from Research Manitoba for projects funded by the Canada Foundation for Innovation (\$2.6 million), and support received for an expansion of the nursing program (\$0.8 million).

Tuition and Related Fees

The University's second largest source of revenue was Tuition and Related Fees, which in 2021-22 totaled \$222.0 million and was 22.9% of the University's total revenue. This was an increase of \$15.3 million from the prior year. The increase in Tuition and Related Fees was primarily attributed to a tuition and course-related fee increase of 3.75% as allowed by the Province of Manitoba, and a 7.0% increase in the enrolment of international students over the prior year fall term.

Federal and Other Government Grants

In 2021-22, support from the Government of Canada and other government bodies resulted in the University receiving \$121.0 million in federal and other government grant funding, which was 12.5% of the University's total revenue. Of this amount, \$112.3 million was received from the Government of Canada, \$5.0 million was received from other Canadian provinces, and \$3.7 million was received from provincial government business enterprises, foreign and municipal governments. This was a decrease of \$20.4 million from the prior year. The most significant factor that contributed to this decrease was the receipt of federal funding in fiscal 2020-21 in support of research continuity through the COVID-19

MANAGEMENT DISCUSSION AND ANALYSIS

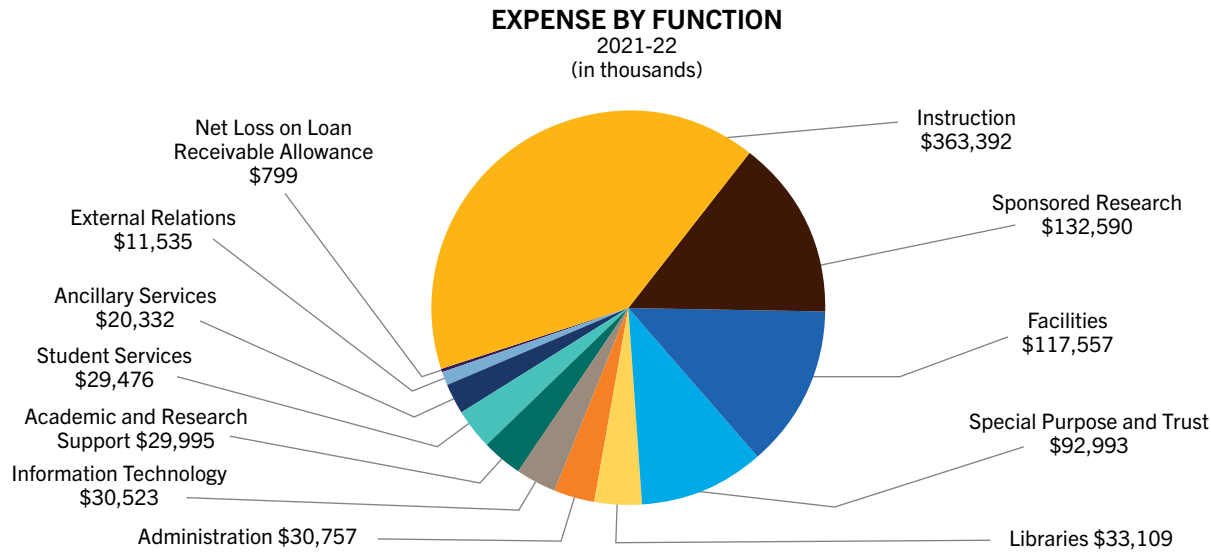
pandemic (\$12.6 million), which was not received in 2021-22. Also contributing to this decrease was the receipt of funding in the prior year related to the COVID-19 Response Project, created for the purpose of immunizing citizens in northern communities against COVID-19, which was not received in 2021-22 (\$6.4 million).

Expenses

For the purposes of the financial statements, expenses are classified based on the functional lines of service provided by the University.

In 2021-22, the University incurred \$892.1 million of expenses for all activities and across all functional lines of service. This was an increase of \$38.2 million from the previous year, due most significantly to the lifting of COVID-19 related restrictions and the gradual reopening of the campuses (\$15.9 million); accrued estimated general salary increases across all employee groups and other payments governed by collective bargaining agreements (\$10.5 million); and additional student assistance provided to support students through the pandemic and the faculty-related labor disruption (\$6.0 million).

Expenses incurred by function in 2021-22 were as follows:



Instruction

Instruction included the costs of all activities associated with direct educational delivery and academic functions within the University. Instruction expenses accounted for 40.3% of total expenses incurred in 2021-22. Instruction expenses increased by \$11.6 million or 3.3% from the prior year. This increase was attributed primarily to an accrued estimated general salary increase and other estimated payments to members of the University of Manitoba Faculty Association, to be made in accordance with the provisions of the new collective bargaining agreement signed on March 28, 2022 (\$8.1 million). Further, the gradual lifting of restrictions associated with the COVID-19 pandemic, along with the re-opening of University campuses, enabled the faculties to return to some in-person activities and travel for professional development which further contributed to the increase in expenses over the prior year.

Sponsored Research

Sponsored research included the costs associated with all activities funded by grants and contracts received from external organizations and undertaken within the University to produce specific research outcomes. Sponsored research expenses accounted for 14.9% of total expenses incurred in 2021-22. Sponsored research expenses decreased by \$3.3 million or 2.4% from the prior year. While domestic research activities returned to normal levels in 2021-22, the University's research activities located in other countries, in particular India and Kenya, experienced delays as those countries continued to enforce restrictions associated with the COVID-19 pandemic.

Facilities

Facilities included the costs associated with all activities pertaining to the ongoing operation and maintenance of the grounds, buildings and facilities of the University. It also included amortization expense and debt servicing costs. Facilities expenses accounted for 13.2% of total expenses incurred in 2021-22. Facilities expenses were fairly consistent with the prior year, increasing by \$1.5 million due primarily to an increase in amortization expense.

Special Purpose and Trust

Special purpose and trust included costs associated with the undertaking of externally-assigned mandates (such as the provision of medical care in northern communities); the administration of employee staff benefit plans; and the administration of the University's trust-related activities. Special purpose and trust expenses accounted for 10.4% of the University's total expenses incurred in 2021-22. Special purpose and trust expenses increased by \$17.3 million or 22.9% over the prior year due to a number of factors, including an increase in expenses incurred for COVID-19 related immunization of the residents of northern communities, an increase in student support provided by the University's trust, and an increase in travel to northern communities to provide medical services as COVID-19 related restrictions were gradually reduced.

Student Services

Student Services included costs directly associated with supporting students. Student Services expenses accounted for 3.3% of total expenses incurred in 2021-22. Student Services expenses increased by \$8.4 million or 39.7% from the prior year. This increase was attributed primarily to the re-opening of recreational facilities and the re-offering of sports, recreational and Mini-U programs that had been suspended due to restrictions associated with the COVID-19 pandemic.

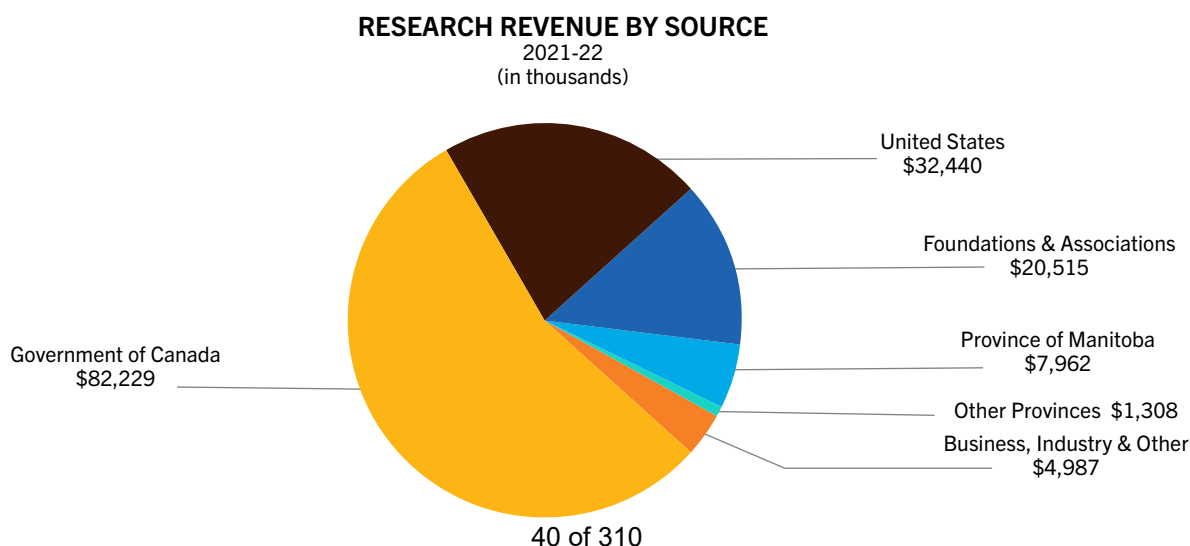
Details on the categorization of expenses in each of the functional lines of service can be found in Note 3(C).

RESEARCH

During 2021-22, research activities at the University returned to pre-pandemic levels as public safety restrictions were gradually reduced. Despite the lifting of provincially imposed restrictions, the University continued to maintain safeguards to support the safe resumption of the important work of the University's researchers.

In 2021-22 the University received \$157.8 million in sponsored research support, which was \$18.5 million lower than what was received in the prior year. Of the \$157.8 million received, \$8.4 million was deferred to support research-related spending in future years. In total, research-related revenue recognized in 2021-22 was \$149.4 million, which was a decrease of \$18.0 million from the prior year. This decrease is explained below.

Funding of the University's research activities comes from a variety of sources. The following diagram illustrates the sources of the research-related revenue recognized during 2021-22.



MANAGEMENT DISCUSSION AND ANALYSIS

The University's largest funder of research was the Government of Canada, which in 2021-22 provided \$82.2 million or 55.0% of research-related revenue through the issuance of grants and contracts. The majority of these grants and contracts were provided by the Tri-Agency, which is comprised of the Canadian Institutes of Health Research (\$33.8 million), the Natural Sciences and Engineering Research Council of Canada (\$22.0 million), and the Social Sciences and Humanities Research Council of Canada (\$6.5 million). Funding was also received from a variety of other federal government departments. Funding from the federal government decreased a net \$11.7 million or 12.4% from the previous year. In 2020-21, the University received COVID-19 relief funding provided from the Canada Research Continuity Emergency Fund (\$7.0 million) and through the Tri-Agency COVID-19 Supplement to Support Research Trainees and Research Personnel program (\$5.6 million), which was not received in 2021-22.

For the past three years the University's second largest source of research-related funding was the United States, which from multiple funders the University recognized \$32.4 million or 21.7% of its research-related revenue. This was a decrease of \$5.3 million from the prior year. The largest funder of research from the United States was the Bill and Melinda Gates Foundation, which provided \$29.4 million of revenue recognized in 2021-22, a decrease of \$2.0 million from the prior year. While funding received from the Bill and Melinda Gates Foundation increased by \$8.1 million from the prior year, the foundation provides funding for multi-year projects upon project onset and as a result, the University deferred a portion of this funding as it will be spent in future years. These funds were directed to the University's Institute for Global Public Health for ongoing projects primarily related to reproductive, maternal, neonatal and child health in India, Kenya and elsewhere.

The third largest source of research-related funding in 2021-22 was foundations and associations. From over 100 individual entities, the University recognized a total of \$20.5 million or 13.7% of its research-related revenue. This was an increase of \$3.5 million from the prior year. The most notable funders associated with revenue recognized in 2021-22 included MITACS (\$4.7 million), the Western Grains Research Foundation (\$1.9 million), the Children's Hospital Foundation of Manitoba (\$1.8 million), and the Canola Council of Canada (\$1.1 million).

The Province of Manitoba provided the University with \$8.0 million in funding in 2021-22, or 5.3% of its research-related revenue, which was \$2.4 million lower than what was received in the prior year. The most notable departments and other reporting entities that contributed to the University's research included Research Manitoba (\$4.0 million) and Manitoba Agriculture and Resource Development (\$2.1 million).

In 2021-22, research-related expenses were \$132.6 million, which was a decrease of \$3.3 million from the prior year. As previously mentioned, while domestic research activities returned to normal levels in 2021-22, the University's research activities located in other countries, in particular India and Kenya, experienced delays as those countries continued to enforce restrictions associated with the COVID-19 pandemic. Typically, there is a correlation between research-related revenue and expenses, as the University does not undertake research activities without the support of external funders. However, at times research funding is received at the commencement of a research project and may not all be spent during a particular fiscal year, as research projects often span multiple fiscal years. This often results in a differential between research revenues and research expenses, which can vary from year to year.

Expenses incurred to conduct research included directly related compensation costs and all other costs required to produce research outcomes. In 2021-22 research funding also provided \$28.0 million of support to students who participated in research activities, which amounted to 34.7% of all assistance provided to students by the University in 2021-22. This support enabled students to work with experienced researchers while they continued their studies and developed their own research activities. Research-related funding agreements and contracts provided the University with \$5.1 million of indirect cost funding, which was used to support research and defray some of the indirect costs associated with research activities. Research-related funding also enabled the investment of \$4.1 million in tangible capital assets, which included \$3.6 million for scientific and research equipment.

Research investment was highest in the Rady Faculty of Health Sciences, amounting to \$81.1 million in 2021-22. It was followed by the Faculty of Agricultural and Food Sciences (\$18.2 million), the Faculty of Science (\$13.3 million), the Clayton H. Riddell Faculty of Environment, Earth and Resources (\$13.1 million), and the Faculty of Engineering (\$8.9 million). In 2021-22, these five faculties accounted for 90.1% of the University's investment in research.

CAPITAL

The University carefully plans its capital activities, and identifies and prioritizes deferred maintenance, infrastructure renewal requirements and major capital projects. Approved by the University's Board of Governors in 2016, the University's Visionary (re)Generation Master Plan established a thirty-year vision and planning policy framework that guides the design and development of the University of Manitoba's Fort Garry campus. The Master Plan is a resource for the entire campus community. Development at the University's Bannatyne campus is guided by the Bannatyne Campus Master Plan.

Investment in Capital, Infrastructure and Technology

During 2021-22, the University invested \$66.2 million in capital assets, a decrease of \$3.7 million from the previous year. This included \$51.4 million for the construction of buildings, infrastructure renewal, parking lot and road upgrades, and land improvements; \$12.6 million for the acquisition of furniture, equipment and vehicles; and \$2.2 million for IT infrastructure and other technological improvements.

In 2021-22, the University completed the construction of the Churchill Marine Observatory (CMO), which is a globally unique, highly innovative, multi-disciplinary research facility located in the Canadian Arctic on the shores of Hudson Bay. The construction of CMO was funded by the Canada Foundation for Innovation, Polar Knowledge Canada, Western Economic Diversification, Research Manitoba, other Canadian universities, internal support, and in-kind donations made by generous organizations. The project to build CMO commenced in fiscal 2015-16, and at March 31, 2022 the University had incurred costs of \$36.1 million for the construction of Phase I and II of the facility and the purchase of specialized equipment. Equipment purchases will continue into the next fiscal year as the facility is outfitted to support its functional design and purpose. Once fully operational, this unique facility will bring together researchers from the Universities of Manitoba, Calgary, Victoria, Laval, Dalhousie, Washington and Aarhus, and from Government of Canada departments. Researchers will be on site starting this summer, and when fully operational the facility will house up to 20 researchers.

The project to design and build the Desautels Concert Hall began in fiscal 2019-20, with construction commencing in 2020-21 and continuing throughout 2021-22. Funded by the University and generous donors, the concert hall is Phase 3 of the Tache Art Project, a multi-year project to create a new music, art and theatre complex for the Faculty of Music. This 21,000 square foot venue will accommodate 408 seats, be custom designed for acoustic excellence, and will be fully equipped to provide the best possible experience for both performers and audiences. The concert hall will provide greater experimental learning experiences in a professional caliber venue for students and faculty and provide an important performance venue for rental to community arts groups. As at March 31, 2022, the University had incurred \$7.2 million of design and construction costs.

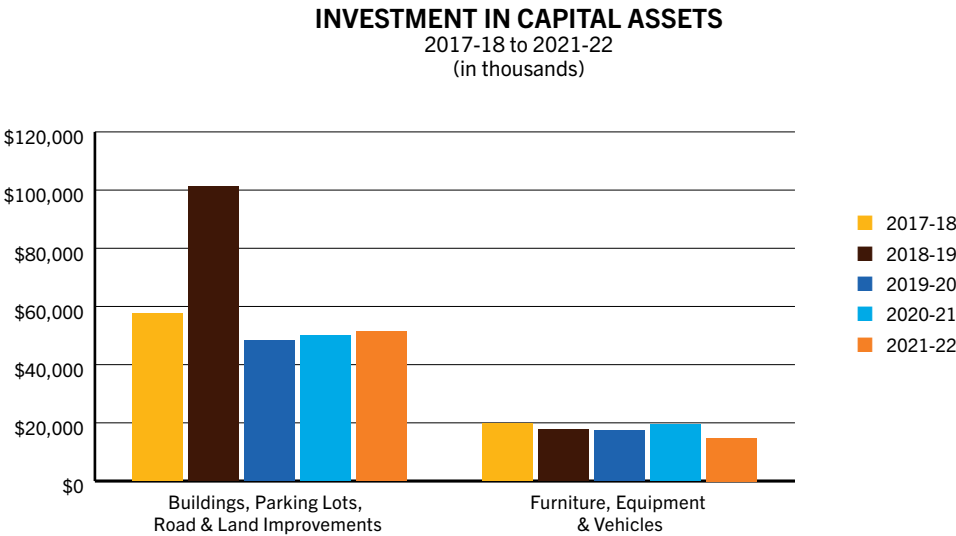
To enhance the teaching and learning experience, the University continuously invests in classrooms, learning spaces, and labs upgrades. Allocations made by the University to fund learning space renewal, along with generous donations, will continue to support these projects over the coming years. Over the past five years, \$25.3 million has been spent on these projects, with \$2.9 million of that incurred in fiscal 2021-22.

In fiscal 2021-22, the University also invested in several other renovation and upgrade projects, including CCTV renewal (\$2.2 million), the expansion of the Rady Faculty of Health Sciences Simulation Lab to accommodate the Doctor of Pharmacy program (\$1.9 million), and the redevelopment of former kitchen space in University College into office space (\$1.2 million).

The University invested \$22.9 million in infrastructure renewal projects in 2021-22. Investments in infrastructure included road and sidewalk repair (\$5.7 million), building envelope repair (\$4.6 million), HVAC system upgrades (\$2.7 million), fire and safety upgrades (\$2.1 million), window upgrades (\$2.0 million), and various other infrastructure renewal projects (\$3.8 million).

MANAGEMENT DISCUSSION AND ANALYSIS

The University's investment in capital, infrastructure and technology over the last five years is depicted below.



The University's investment in capital assets is highly dependent on the funding it receives from the federal and provincial governments and its donors. As such, the University's investment in capital assets will fluctuate from year to year.

TRUST AND ENDOWMENTS

The University's trust and endowments are an integral source of funding for students, faculties, professorships and chairs, research activities, capital projects, library acquisitions, athletic programs, and many other undertakings. The net investment income earned on trust and endowment assets, as well as donations received that can be used in their entirety, support the University's activities as directed by donors. Gifts and bequests received for endowment purposes must be held in perpetuity; however, each year a portion of the net investment income earned from investing these gifts is used to support current year endeavors, and the rest is reinvested to provide financial security for beneficiaries in the future.

Gifts to the University

In 2021-22 the University's generous donors made gifts of \$22.0 million for endowment purposes. Trust-related donations received totaled \$10.1 million, of which \$4.8 million were deferred for spending in future years.

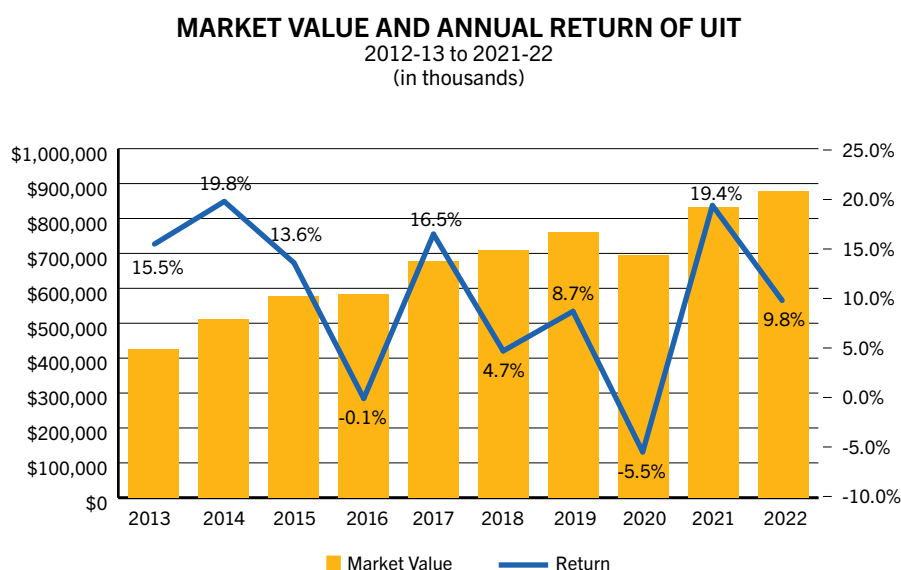
University Investment Trust

The majority of endowed assets and trust-related assets are invested together and collectively known as the University Investment Trust (UIT).

The UIT ended fiscal year 2021-22 with a market value of \$878.7 million, which was an increase of \$46.8 million from the prior year. The increase was due to a combination of gifts made to the UIT, as well as a one-year gross investment return of 9.8% as global markets continued to fluctuate throughout the COVID-19 pandemic recovery period. The UIT's Canadian equity and Canadian real estate portfolios led the way with returns of 21.1% and 14.6%, respectively. However, Canadian bonds and international equities were the drag on performance, both losing 4.7% of their value. Overall, the returns over the past one, five and ten year periods (9.8%, 7.1% and 9.9% respectively) have exceeded the primary investment objective of the UIT, which is to provide a net real return that exceeds the UIT spending payout of 4.5% as described below.

At the end of fiscal year 2021-22, the asset mix of the UIT investment portfolio was at 65.5% equities, 16.0% real estate, 9.6% infrastructure, 8.4% government bonds, and 0.5% cash equivalents.

The following graph demonstrates the growth of the market value of the UIT and annual returns over the past 10 years.



The Trust Investment Committee, responsible for providing governance and oversight of the UIT, reviews the asset mix of the UIT on a regular basis to evaluate how the UIT will perform over full market cycles, and to assess the likelihood of the UIT meeting its primary objective of achieving a real return that supports the spending payout to beneficiaries. The UIT's spending payout rate is currently set at 4.5% of the average market value of the UIT over a rolling 48-month period. This distribution rate balances the needs of current beneficiaries with those of future beneficiaries by ensuring the purchasing power of the UIT remains intact for future generations while providing for today's students. In order to achieve this, the UIT's portfolio asset mix is set with the purpose of achieving a rate of return great enough to fund the spending allocation, the associated investment management fees, and inflation in order to protect the purchasing power of the UIT for future beneficiaries. In 2021-22, the UIT generated enough investment income to fund an allocation of \$35.5 million of support to students, faculty, and other activities. Over the past 5 years, the support for beneficiaries has totaled \$154.0 million.

In fiscal 2020-21, a Responsible Investment Committee was established to recommend best practices and policy considerations with respect to the responsible investment of the UIT's assets. As at March 31, 2022, this committee was in the process of drafting policy recommendations for the consideration of the Board of Governors.

During the year, the University commissioned an independent study of the carbon footprint of the UIT's assets, and was pleased with the result that it was already the leader amongst its peers with regard to the low carbon footprint of its investment portfolio. The Trust Investment Committee also added an investment in another infrastructure fund to the portfolio in 2021-22, which will invest in infrastructure and businesses focused on helping economies transition to a low carbon environment.

CONCLUSION

The University of Manitoba is a highly complex, decentralized organization with wide-ranging activities at multiple locations. The University is proud of the many ways in which its students, faculty, staff, and alumni partner and engage with the broader community to advance collective priorities. The COVID-19 pandemic presented the University community with immense challenges, but also with opportunities to learn and innovate. New problems led to progress as the University adapted to new ways of teaching, learning, researching, working, and engaging with each other. Indeed, the resilience seen across the University is nothing short of inspiring. In the coming months and years, the University will work to evaluate what's been learned and build on innovations that can strengthen the institution, the community and the world beyond the pandemic.

MANAGEMENT DISCUSSION AND ANALYSIS

DISCLOSURES MADE UNDER *THE PUBLIC INTEREST DISCLOSURE (WHISTLEBLOWER PROTECTION) ACT*

The University of Manitoba has been designated as a “government body” under the regulations to *The Public Interest Disclosure (Whistleblower Protection) Act*, C.C.S.M., c.P217 (PIDA). All government bodies are required to implement procedures to manage disclosures, as defined by PIDA, and the University is committed to meeting or exceeding the requirements of PIDA.

The University’s Safe Disclosure (Whistleblower) Policy and Procedure is intended to detail how the University will manage disclosures under PIDA. A wrongdoing is a very serious act or omission that is an offence under another law; an act that creates a specific or substantial danger to life, health or safety of persons or the environment; gross mismanagement, including the mismanagement of public funds or government property; or directing our counselling a person to commit wrongdoing.

A disclosure made by an employee in good faith, in accordance with PIDA, and with a reasonable belief that wrongdoing has been or is about to be committed, is considered to be a disclosure under PIDA whether or not the subject matter constitutes wrongdoing. All disclosures receive careful and thorough review to determine if action is required and must be reported in the annual report.

The following is a report on the disclosures that were received under PIDA for the fiscal year April 1, 2021 – March 31, 2022.

Disclosures Received 0	Disclosures Acted On N/A	Disclosures Not Acted On N/A
Investigations Commenced N/A	Findings of Wrongdoing N/A	Disclosures Closed N/A

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 Chartered Professional Accountants Canada, 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, 2022 and the results of its operations for the years ending March 31, 2022.

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 and Risk Management 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 and Risk Management 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 and Audit Services.

The financial statements for the year ended March 31, 2022 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 his examination and provides his opinion on the fairness of presentation of the financial statements.

Michael Benarroch, B.A. (Hons.) M.A., Ph.D.
President and Vice-Chancellor

Winnipeg, Manitoba
June 28, 2022

FINANCIAL STATEMENTS

UNIVERSITY OF MANITOBA
STATEMENT OF FINANCIAL POSITION
AS AT MARCH 31, 2022
(in thousands of dollars)

	2022	2021
Financial Assets		
Cash and Cash Equivalents (Note 3)	\$ 161,347	\$ 223,527
Accounts Receivable (Note 4)	95,048	89,441
Inventories Held for Sale	2,513	2,979
Portfolio Investments – Non-Endowed (Note 6)	903,149	742,469
Investment in Government Business Enterprise (Note 7)	(1,905)	(1,106)
	1,160,152	1,057,310
Liabilities		
Accounts Payable (Note 8)	107,084	95,839
Employee Future Benefits (Note 9)	81,912	87,134
Deferred Revenue (Note 10)	372,471	332,732
Debt (Note 11)	319,234	323,859
Derivatives (Note 12)	1,616	3,098
	882,317	842,662
Net Financial Assets Excluding Portfolio Investments – Endowed	277,835	214,648
Portfolio Investments – Endowed (Note 6)	600,213	550,845
Net Financial Assets	878,048	765,493
Non-Financial Assets		
Tangible Capital Assets (Note 13)	1,205,416	1,188,445
Prepaid Expenses	12,405	12,702
Inventories Held for Use	41	51
	1,217,862	1,201,198
Accumulated Surplus	\$ 2,095,910	\$ 1,966,691
Accumulated Surplus is comprised of:		
Accumulated Surplus	\$ 1,843,120	\$ 1,745,020
Accumulated Remeasurement Gains	252,790	221,671
	\$ 2,095,910	\$ 1,966,691

Contractual Obligations and Contingencies (Note 20)

Laurel Hyde – Chair

Lynette Magnus – Vice-Chair

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

FINANCIAL STATEMENTS

UNIVERSITY OF MANITOBA STATEMENT OF OPERATIONS FOR THE YEAR ENDED MARCH 31, 2022 (in thousands of dollars)

	Budget (Note 2L)	2022	2021
Revenue			
Provincial Grants (Note 17)	\$ 422,180	\$ 423,300	\$ 429,836
Tuition and Related Fees	210,120	221,992	206,690
Federal and Other Government Grants (Note 17)	107,144	121,043	142,572
Non-Government Grants	57,169	67,073	67,167
Investment Income (Note 18)	45,137	42,641	40,804
Sales of Goods and Services	23,603	30,803	23,085
Ancillary Services	32,060	24,508	20,414
Other Income	12,733	20,337	23,190
Non-Endowed Donations	13,980	17,445	4,221
Net Gain on Debt		799	224
Investment Loss on Government Business Enterprise		(799)	(1,106)
	924,126	969,142	957,097
Expenses			
Instruction	399,045	363,392	351,756
Sponsored Research	125,890	132,590	135,877
Facilities	117,835	117,557	116,044
Special Purpose and Trust	73,196	92,993	75,693
Libraries	34,390	33,109	33,374
Administration	38,839	30,757	30,356
Information Technology	27,355	30,523	27,298
Academic and Research Support	38,126	29,995	31,478
Student Services	25,833	29,476	21,102
Ancillary Services	22,907	20,332	20,461
External Relations	13,909	11,535	10,448
Net Loss on Loan Receivable Allowance		799	224
	917,325	893,058	854,111
	6,801	76,084	102,986
Endowed Donations	12,750	22,016	13,538
Annual Surplus	19,551	98,100	116,524
Previously Reported Accumulated Surplus Beginning of Year			1,630,276
Prior Year Restatement (Note 23)			(1,780)
Restated Accumulated Surplus Beginning of Year		1,745,020	1,628,496
Accumulated Surplus End of Year	\$	\$ 1,843,120	\$ 1,745,020

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

UNIVERSITY OF MANITOBA
STATEMENT OF REMEASUREMENT GAINS AND LOSSES
FOR THE YEAR ENDED MARCH 31, 2022
(in thousands of dollars)

	2022	2021
Accumulated Remeasurement Gains		
Beginning of Year	\$ 221,671	\$ 99,073
Unrealized Gains (Losses) Attributed to:		
Derivatives	1,482	1,521
Foreign Exchange	(505)	(1,769)
Portfolio Investments	21,221	75,632
Designated Fair Value Investments	41,790	54,310
Amounts Reclassified to the Statement of Operations:		
Foreign Exchange	1,587	1,519
Portfolio Investments	(19,371)	2,026
Designated Fair Value Investments	(15,085)	(10,641)
Net Remeasurement Gains (Losses) for the Year	31,119	122,598
Accumulated Remeasurement Gains		
End of Year	\$ 252,790	\$ 221,671

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

FINANCIAL STATEMENTS

**UNIVERSITY OF MANITOBA
STATEMENT OF CHANGE IN NET FINANCIAL ASSETS
FOR THE YEAR ENDED MARCH 31, 2022
(in thousands of dollars)**

	Budget (Note 2L)	2022	2021
Annual Surplus	\$ 19,551	\$ 98,100	\$ 116,524
Purchase of Tangible Capital Assets	(80,369)	(66,172)	(69,885)
Amortization	50,625	49,091	48,073
Proceeds on Sale of Tangible Capital Assets		265	820
Loss (Gain) on Disposal of Tangible Capital Assets		(155)	(71)
	(29,744)	(16,971)	(21,063)
Decrease (Increase) in Inventories Held for Use		10	32
Decrease (Increase) in Prepaid Expenses		297	(1,767)
		307	(1,735)
Net Remeasurement Gains (Losses)	21,000	31,119	122,598
Increase (Decrease) in Net Financial Assets	10,807	112,555	216,324
Net Financial Assets Beginning of Year		765,493	549,169
Net Financial Assets End of Year	\$	\$ 878,048	\$ 765,493

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

FINANCIAL STATEMENTS

UNIVERSITY OF MANITOBA
STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED MARCH 31, 2022
(in thousands of dollars)

	2022	2021
Operating Activities:		
Net Excess of Revenue Over Expenses Before Interest	\$ 103,949	\$ 120,717
Interest Received	9,094	11,273
Interest Paid	(14,943)	(15,466)
Annual Surplus	98,100	116,524
Amortization of Tangible Capital Assets	49,091	48,073
Loss (Gain) on Disposal of Tangible Capital Assets	(155)	(71)
	147,036	164,526
Net Change in Non-Cash Operating Balances:		
Accounts Receivable	(5,607)	(19,495)
Inventories	476	714
Accounts Payable	11,245	(9,325)
Employee Future Benefits	(5,222)	(3,879)
Deferred Revenue	39,739	25,518
Derivatives	(1,482)	(1,521)
Gain on Debt	(799)	(224)
Loss on Loan Receivable Allowance	799	224
Prepaid Expenses	297	(1,767)
<i>Net Cash Generated through Operating Activities</i>	186,482	154,771
Investing Activities:		
Decrease (Increase) in Investment in Government Business Enterprise	799	1,106
Decrease (Increase) in Portfolio Investments	(178,929)	(48,223)
<i>Net Cash Generated through (used in) Investing Activities</i>	(178,130)	(47,117)
Capital Activities:		
Purchase of Tangible Capital Assets	(66,172)	(69,885)
Proceeds on Sale of Tangible Capital Assets	265	820
<i>Net Cash Used in Capital Activities</i>	(65,907)	(69,065)
Financing Activities:		
Proceeds from Debt	7,710	
Principal Repayment on Debt	(12,335)	(11,889)
<i>Net Cash Generated through (used in) Financing Activities</i>	(4,625)	(11,889)
Net Increase (Decrease) in Cash and Cash Equivalents	(62,180)	26,700
<i>Cash and Cash Equivalents Beginning of Year</i>	223,527	196,827
Cash and Cash Equivalents End of Year	\$ 161,347	\$ 223,527

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

FINANCIAL STATEMENTS

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED MARCH 31, 2022 (in thousands of dollars)

1. 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*.

2. SIGNIFICANT ACCOUNTING POLICIES

A. GENERAL AND USE OF ACCOUNTING ESTIMATES

The financial statements have been prepared in accordance with Canadian Public Sector Accounting Standards.

Accounting estimates are included in the 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 loan allowances, accruals for salaries and benefits, the estimated useful life of an asset and certain actuarial assumptions used in determining employee future benefits. Estimates are based on the best information available at the time of preparation of the financial statements and are reviewed annually to reflect new information as it becomes available. Measurement uncertainty exists in these financial statements and actual results could differ from these estimates.

Government business enterprises, owned or controlled by the University but not dependent on the University for their continuing operations, are included in the financial statements using the modified equity method. Under the modified equity method, the equity method of accounting is modified only to the extent that the business entity accounting principles are not adjusted to conform to those of the University. Thus, the University's investment in these entities is recorded at acquisition cost and is increased by the proportionate share of post-acquisition earnings and decreased by post-acquisition losses and distributions received. UM Properties Limited Partnership is controlled by the University and is accounted for by the modified equity method.

The University previously prepared consolidated financial statements which included the accounts of Partners for Health and Development in Africa (PHDA), formerly a subsidiary of the University, and the proportionate consolidation of TRIUMF, a joint venture. The University no longer controls PHDA and the net assets of TRIUMF were transferred to TRIUMF Inc., which is not a government partnership. As a result, the financial statements of the University are no longer consolidated.

B. REVENUE RECOGNITION

All revenue is reported using the accrual basis of accounting.

i. Government Grants

For the purposes of these financial statements, government transfers are referred to as government grants. Government grants without stipulations are recognized as revenue when the transfer is authorized and the University is eligible to receive the funds. Government grants with stipulations are recognized as revenue when the transfer is authorized and the University is eligible to receive the funds, except when the transfer stipulations give rise to an obligation that meets the definition of a liability. Transfers meeting the definition of a liability are recognized as revenue when the liability is settled.

ii. Non-Government Grants and Non-Endowed Donations

Non-government grants and non-endowed donations without terms for use are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Non-government grants and non-endowed donations with external restrictions are deferred and recognized as revenue when the restrictions imposed by the contributors on the use of the funding are satisfied.

iii. Endowed Donations

Endowed donations are recognized in the year in which they are received. Endowed donations are required by donors to be maintained in perpetuity.

iv. Investment Income

Investment income, including dividends, interest income and realized gains or losses on the sale of unrestricted portfolio investments, is recognized as revenue when received or receivable.

Investment income earned on externally restricted investments is deferred and recognized when the related expenditure is made, or stipulations are met.

The change in fair value (unrealized gains or losses) of portfolio investments is recorded in the Statement of Remeasurement Gains and Losses until the investments are sold.

v. Pledges, Gifts-In-Kind and Contributed Services

The University does not record pledges receivable in its financial statements.

Gifts-in-kind are recorded in the financial statements to the extent that they are eligible for an official donation receipt. Contributed services are not recorded in the financial statements.

vi. Tuition and Other Revenue

Tuition, sales of goods and services and other revenue is recognized in the period in which the goods are provided, or services substantially rendered, and collection is reasonably assured.

C. FUNCTIONAL CLASSIFICATION OF EXPENSES

Expenses in the Statement of Operations have been classified based upon functional lines of service provided by the University. An outline of services provided by each function is as follows:

Instruction: All activities associated with direct educational delivery and academic functions within the University. Costs associated with this function include those incurred by faculties, excluding research.

Sponsored Research: All activities funded by grants and contracts from external organizations, as well as internal funding, and undertaken within the University to produce specific research outcomes. Costs associated with this function are directly related to research activities.

Facilities: All activities associated with the ongoing operation and maintenance of the grounds, buildings, and facilities of the University. Costs associated with this function include building, equipment, and infrastructure maintenance; utilities; facilities administration; campus planning; custodial services; landscaping and grounds keeping; powerhouse maintenance; repairs and renovations; security services; administration of infrastructure development; amortization expense; and debt servicing costs related to the entire University.

Special Purpose and Trust: All activities related to externally restricted funding not intended for research activities. Costs associated with this function relate to activities such as externally assigned mandates; the administration of employee staff benefit plans; and the administration of trust and endowment funding.

Academic and Research Support: All activities that directly support the academic and research functions of the University. Costs associated with this function relate to activities that directly or indirectly support innovative learning, programming, teaching, and research, and include research administration; animal care; ethics board activities; international services; indigenous achievement; and the advancement of teaching and learning.

Libraries: All library, archival and special collection services provided to students and faculty across the University.

Student Services: Activities that directly support students. Costs associated with this function are for student service administration; counseling and chaplaincy; career services; recreation services; financial aid administration; enrolment services; and student health care services.

FINANCIAL STATEMENTS

Administration: Activities that support the University as a whole. Costs associated with this function relate to the Board of Governors and Senate; financial, purchasing, and internal audit services; human resources; institutional analysis; legal and regulatory obligations; and other centralized institution-wide general administrative activities.

Information Technology: Activities associated with central computing, networking, communications, and other information technology functions that support the University as a whole.

Ancillary Services: Secondary services and products available to the University community and to external individuals and organizations. Costs associated with this function are related to the University's bookstores, dining services, student residences, parking, and conference services.

External Relations: Activities that support the relationship between the University and the community. Costs associated with this function relate to advancement and development; alumni relations; marketing and communications; and public and government relations.

D. CASH AND CASH EQUIVALENTS

Cash and cash equivalents consist of cash and investments that are used to meet short-term operating needs. Investments are readily convertible to cash and mature within three months from acquisition. Any cash or other investments maturing within three months that are held by portfolio managers are classified as portfolio investments and are recorded at fair value or designated to fair value. Portfolio managers maintain a cash balance within investment portfolios as part of their overall long-term mandate, as well as to facilitate trades and the rebalancing of assets.

E. INVENTORIES HELD FOR SALE

Inventories held for sale, including books, merchandise and food are recorded at the lower of cost or net realizable value. Cost includes the original purchase cost, plus shipping and applicable duties. Net realizable value is the estimated selling price less any costs to sell.

F. NON-FINANCIAL ASSETS

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations.

i. Tangible 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. The University does not capitalize interest. Contributed capital assets are recorded at market value at the date of contribution.

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

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

Intangible assets, works of art, rare books and manuscripts, museum specimens and other archival material, and items inherited by right of the Crown, such as mineral resources, are expensed when acquired and not recognized in the University's Statement of Financial Position as assets.

ii. Leased Tangible Capital Assets

Leases which transfer substantially all of the benefits and risks of ownership acquired under a capital lease are amortized over the useful life of the asset.

iii. Inventories Held for Use

Inventories held for use are recorded at cost. Cost includes the original purchase cost, plus shipping and applicable duties.

G. EMPLOYEE FUTURE BENEFITS

i. Pensions

The University sponsors two pension plans for its employees and retirees: The University of Manitoba Pension Plan (1993 Plan) and The University of Manitoba GFT Pension Plan (1986 Plan). The 1986 Plan is a defined contribution plan and as a result the pension costs are based on contributions required by the plan.

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 estimates 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 actuarial gains or losses arise.

ii. Non-Pension Benefit Plans

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 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 estimates for the discount rate for liabilities, 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.

Actuarial gains and losses of non-pension 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 actuarial gains or losses arise.

iii. Post-Retirement Adjustments

The University 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 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 actuarial gains or losses arise.

iv. University of Manitoba Faculty Association Retirement Allowance

The University provides a retirement allowance to eligible University of Manitoba Faculty Association (UMFA) members in exchange for their voluntary and irrevocable agreement to retire. The allowance is dependent upon the UMFA member's age and the number of advance years of notice given to the University prior to retirement. To be eligible, the member must be at least fifty-five years of age and have at least fifteen years of service at the University on a date they have chosen as their retirement date. UMFA members must retire within three years of their enrolment. The University's policy is to record the estimated liability once members enroll. The cost of such allowance has been determined using management's best estimates.

v. Vacation and Sick Leave

The University accrues a liability for vacation pay and accumulating, non-vesting sick leave benefits. The cost of non-vesting sick leave has been determined using management's best estimates.

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H. FINANCIAL INSTRUMENTS

The financial instruments of the University consist of cash and cash equivalents, accounts receivable, portfolio investments, accounts payable, and debt. All financial instruments are recognized at cost or amortized cost, or fair value.

Cash and cash equivalents are recognized at cost. Accounts receivable, inventories held for sale, accounts payable and debt (excluding derivative financial instruments) are recognized at amortized cost.

Loans receivable are recorded at amortized cost net of impairment allowances. Subsequent amounts received against loans that have been allowed for are recorded as revenue in the year received. Interest is accrued on loans receivable to the extent it is deemed collectable.

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.

Financial instruments recognized at fair value include Canadian, U.S. and international equities and derivatives. Bonds and other fixed income securities and pooled funds have been designated to fair value, other than corporate bonds and preferred shares which are recognized at cost. The values of private investments, comprised of infrastructure assets, are determined based on the latest valuations provided by the external investment managers of the fund (typically December 31), adjusted for subsequent cash receipts and distributions from the fund, and cash disbursements to the fund through March 31. Pooled funds are valued by the fund managers.

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.

Transaction costs are expensed for financial instruments measured at fair value.

All financial assets are tested annually for impairment. When financial assets are impaired, impairment losses are recorded in the Statement of Operations. Future recoveries of impaired assets are recorded in the Statement of Operations when received. Interest is not recorded on financial assets that are deemed to be impaired. A write-down of a portfolio investment to reflect a loss in value is not reversed for a subsequent increase in value.

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.

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 for the asset or liability that are not based on observable market data. Assumptions used to value these financial instruments are based on the best internal and external information available, and most suitable and appropriate based on the type of financial instrument being valued.

I. FOREIGN CURRENCY TRANSLATION

Monetary assets, 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.

J. ENDOWMENTS

Endowments consist of:

- Externally restricted donations received by the University and internal allocations, the principal of which is required to be maintained in perpetuity.
- Investment income earned by the endowments in excess of the amount required for spending allocation, reinvested to maintain and grow the real value of the endowments. The University sets an annual spending allocation, currently at 4.5% of the average market value over a rolling four-year period. This spending amount is set to help ensure that the economic value of the endowments are protected by limiting the amount of income that may be expended and by reinvesting unexpended income. In any year, if the investment income earned on endowments is insufficient to fund the spending allocation, the spending allocation is funded from the accumulated investment income.

K. FUTURE ACCOUNTING CHANGES

In August 2018, the Public Sector Accounting Board issued PS 3280 *Asset Retirement Obligations*. This accounting standard is effective for fiscal years starting on or after April 1, 2022. *Asset Retirement Obligations* provides guidance on how to account for and report a liability for the retirement of a tangible capital asset.

In November 2018, the Public Sector Accounting Board issued PS 3400 *Revenue*. This accounting standard is effective for fiscal years starting on or after April 1, 2023. *Revenue* provides guidance on how to account for and report on revenue, specifically addressing revenue arising from exchange transactions and unilateral transactions.

Management is currently assessing the impact of these new standards on the financial statements.

L. BUDGETS AND FIGURES

The 2021-22 budget was approved by the Board of Governors on March 23, 2021.

3. CASH AND CASH EQUIVALENTS

	2022	2021
Cash	\$ 161,347	\$ 170,883
Guaranteed Investment Certificates		52,644
	\$ 161,347	\$ 223,527

4. ACCOUNTS RECEIVABLE

	2022	2021
Business, Industry and Foundations	\$ 29,227	\$ 30,749
Provincial Government	24,202	15,173
External Sales and Cost Recoveries	13,339	12,716
Federal Government	12,090	17,908
Students	7,869	6,144
Investment Income	3,539	3,289
Government Business Enterprise	2,673	1,354
Advances	2,094	1,502
Other	15	606
	\$ 95,048	\$ 89,441

FINANCIAL STATEMENTS

5. LOAN RECEIVABLE

The University has a loan agreement with Triple B Stadium Inc. (Triple B) related to the construction of IG Field 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 and 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 Triple B in the form of insurance proceeds entitled to be retained by Triple B 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.

IG FIELD LOAN:

	2022	2021
First Phase	\$ 118,682	\$ 118,682
Second Phase	79,784	79,784
	198,466	198,466
Allowance	(198,466)	(198,466)
	\$	\$

The First and Second Phase loans have an equal long-term debt loan payable to the Province of Manitoba (Note 11).

The University has concluded there will be insufficient amounts available to repay the First and Second Phase loan receivable, including accrued interest. As a result, the University has established an allowance.

Since the long-term debt can only be repaid when the University receives these payments from Triple B, the University has established an allowance for the loan payable in an equal amount (Note 11).

These allowances have been recorded in the Statement of Operations as both revenue and expense.

Effective October 21, 2021, the loans are in abeyance and no further payments are required except for any in respect of *The Community Revitalization Tax Increment Financing Act* as required under the First Phase Loan.

6. PORTFOLIO INVESTMENTS

Portfolio investments include both non-endowed and endowed investments. Non-endowed investments consist of funds received in advance for future expenditures as well as investments held for the University's Long Term Disability Plan. Endowed investments consist of donations held in perpetuity.

	2022	2021
Portfolio Investments – Non-Endowed	\$ 903,149	\$ 742,469
Portfolio Investments – Endowed	600,213	550,845
	\$ 1,503,362	\$ 1,293,314

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The composition of portfolio investments measured at fair value is as follows:

	2022				2021			
	Level 1	Level 2	Level 3	Total	Level 1	Level 2	Level 3	Total
Investments Held at Fair Value:								
Cash and Money Market Funds	\$ 300,257	\$	\$	\$ 300,257	\$ 255,745	\$	\$	\$ 255,745
Canadian Equities	2,619			2,619	2,752			2,752
U.S. Equities	220,051			220,051	214,844			214,844
International Equities	2,046			2,046	2,539			2,539
	524,973			524,973	475,880			475,880
Investments Designated to Fair Value:								
Cash and Money Market Funds		3,336		3,336		2,900		2,900
Bonds and Other Fixed								
Income Securities		73,755		73,755		78,127		78,127
Pooled Bond Fund		32,675		32,675		22,320		22,320
Pooled Canadian Equities		267,977		267,977		223,577		223,577
Pooled U.S. Equities		6,985		6,985		6,943		6,943
Pooled International Equities		122,199		122,199		128,561		128,561
Pooled Real Estate Fund		140,789		140,789		141,733		141,733
Pooled Mortgage Fund		8,237		8,237		11,287		11,287
Infrastructure Private Fund			84,701	84,701			79,794	79,794
		655,953	84,701	740,654		615,448	79,794	695,242
Investments Held at Amortized Cost:								
Corporate Bonds				191,800				76,257
Preferred Shares				45,935				45,935
				237,735				122,192
	\$ 524,973	\$ 655,953	\$ 84,701	\$1,503,362	\$ 475,880	\$ 615,448	\$ 79,794	\$1,293,314

The fair value of investments held at amortized cost is \$226,566 (2021, \$119,624).

During the years ended March 31, 2022 and March 31, 2021, there were no transfers of investments between levels 1, 2 or 3.

The changes in fair value of level 3 investments designated to fair value are as follows:

	2022	2021
Balance Beginning of Year	\$ 79,794	\$ 82,737
Distributions Reinvested	8,185	3,670
Fees	(1,086)	(784)
Unrealized Gains (Losses)	(2,192)	(5,829)
Balance End of Year	\$ 84,701	\$ 79,794

7. INVESTMENT IN GOVERNMENT BUSINESS ENTERPRISE

In 2008, the University purchased approximately 120 acres of land from the Southwood Golf and Country Club (Southwood lands). The University is pursuing the development of the Southwood lands through UM Properties Limited Partnership (the Partnership) which was created in 2016-17.

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The Partnership is responsible for the planning and development of the infrastructure and roadways of the Southwood lands and will negotiate with builders/developers for the construction of residential and commercial buildings. It is the intent of the University to transfer an interest in the lands to the Partnership by entering into a long-term lease.

The Partnership has a sole general partner and a sole limited partner. UM Properties GP Inc. is the general partner and a wholly owned subsidiary of the University. UM Properties Trust (the Trust) is a legal trust and is the limited partner.

UM Properties Holdings Inc. (the Corporate Trustee) is a wholly owned subsidiary of the University, and is the sole trustee of the Trust. Income will flow from the Partnership to the Trust. The Corporate Trustee is responsible to allocate the taxable income of the Trust in any given year. The University and the J.W. Dafoe Foundation are the beneficiaries of the Trust.

The Trust is taxable on any taxable income that is not allocated to the beneficiaries.

The Partnership is classified as a government business enterprise and accounted for by the modified equity basis utilizing the annual audited financial statements of the Partnership prepared as at December 31.

The continuity of the University's investment is as follows:

	2022	2021
Investment Beginning of the Year	\$ (1,106)	\$
Investment Loss on Government Business Enterprise	(799)	(1,106)
Investment End of Year	\$ (1,905)	\$ (1,106)

Condensed financial information of the Partnership is as follows:

	December 31, 2021	December 31, 2020
Statement of Financial Position:		
Assets	\$ 711	\$ 137
Liabilities	2,616	1,243
Net Assets (Liabilities)	\$ (1,905)	\$ (1,106)
Statement of Operations:		
Revenue	\$ 1	\$ 1
Expenses	800	781
Annual Surplus (Deficit)	\$ (799)	\$ (780)

8. ACCOUNTS PAYABLE

	2022	2021
Trade Accounts Payable	\$ 36,990	\$ 33,375
Salaries and Benefits	28,889	14,770
Accrued Vacation and Sick Leave	19,283	19,419
Grants Payable	14,921	18,425
Retirement Allowance	5,468	8,495
Other	1,533	1,355
	\$ 107,084	\$ 95,839

9. EMPLOYEE FUTURE BENEFITS

	2022	2021
Non-Pension Benefit Plans	\$ 85,208	\$ 83,522
1993 Pension Plan Liability (Asset)	(4,424)	2,296
Post-Retirement Adjustments	1,128	1,316
	\$ 81,912	\$ 87,134

	2022			2021		
Accrued Benefit Obligations	1993 Plan	Non-Pension Benefit Plan	Post-Retirement Adjustments	1993 Plan	Non-Pension Benefit Plan	Post-Retirement Adjustments
Actuarial Accrued Benefits						
Beginning of Year	\$ 1,363,044	\$ 74,930	\$ 1,211	\$ 1,302,804	\$ 75,288	\$ 1,409
Interest Costs	115,059	3,719	55	73,156	3,727	64
Benefits Accrued	62,966	8,284		60,638	7,469	
Benefits Paid	(103,263)	(9,363)	(225)	(103,864)	(8,973)	(249)
Actuarial Gains (Losses)	(18,527)	1,719	(1)	2,530	(2,581)	(13)
Change In Actuarial Assumptions	(14,170)	(2,141)	(13)	27,780		
Actuarial Accrued Benefits						
End of Year	\$ 1,405,109	\$ 77,148	\$ 1,027	\$ 1,363,044	\$ 74,930	\$ 1,211

	2022	2021
Plan Assets	1993 Plan	1993 Plan
Fair Value Beginning of Year	\$ 1,341,721	\$ 1,304,375
Actual Return on Plan Assets	152,312	80,845
Employer Contributions	32,459	32,549
Employee Contributions	27,713	27,749
Transfers From (to) Other Plans	749	67
Benefits Paid	(103,263)	(103,864)
Fair Value End of Year	\$ 1,451,691	\$ 1,341,721

Plan Assets Measured at Fair Value Consisted of:	2022	2021
Foreign Equities	\$ 565,398	\$ 538,787
Bonds and Debentures	292,342	241,215
Canadian Equities	265,038	245,081
Real Estate	149,027	132,971
Mortgages	145,256	146,022
Cash and Other	34,630	37,645
	\$ 1,451,691	\$ 1,341,721

FINANCIAL STATEMENTS

	2022			2021		
		Non-Pension	Post-		Non-Pension	Post-
Accrued Benefit Liability (Asset)	1993 Plan	Benefit Plan	Retirement Adjustments	1993 Plan	Benefit Plan	Retirement Adjustments
Plan Surplus (Deficit)	\$ (46,582)	\$ 77,148	\$ 1,027	\$ 21,323	\$ 74,930	\$ 1,211
Contributed During Fiscal Year						
in Excess of Calendar Year	(8,121)			(6,731)		
Unamortized Actuarial						
Gains (Losses)	50,279	8,060	101	(12,296)	8,592	105
Accrued Benefit Liability (Asset)	\$ (4,424)	\$ 85,208	\$ 1,128	\$ 2,296	\$ 83,522	\$ 1,316
Net Benefit Expenses						
Current Service Cost	\$ 34,504	\$ 4,545	\$	\$ 32,822	\$ 3,881	\$
Interest Costs	63,890	3,719	55	66,538	3,727	64
Expected Return on Plan Assets	(72,631)			(70,544)		
Amortization of Actuarial						
(Gains) Losses	1,366	(954)	(18)	(1,791)	(752)	(19)
Plan Expenses						
Net Benefit Expenses	\$ 27,129	\$ 7,310	\$ 37	\$ 27,025	\$ 6,856	\$ 45
Reconciliation of Unamortized Gains (Losses)						
Net Unamortized Gains (Losses)						
Beginning of Year	\$ (12,296)	\$ 8,592	\$ 105	\$ 16,122	\$ 6,763	\$ 111
Net Gain (Loss) Current Year	61,209	422	14	(26,627)	2,581	13
Amortization of Actuarial						
(Gains) Losses	1,366	(954)	(18)	(1,791)	(752)	(19)
Net Unamortized Gains						
(Losses) End of Year	\$ 50,279	\$ 8,060	\$ 101	\$ (12,296)	\$ 8,592	\$ 105
Significant Actuarial Assumptions						
Discount rate	5.5%	5.3%	5.3%	5.5%	5.0%	5.0%
Expected rate of return on assets	5.5%	n/a	n/a	5.5%	n/a	n/a
Actual return on assets	11.6%	n/a	n/a	6.4%	n/a	n/a
Rate of general salary increase:						
2020	1.0%-2.5%	n/a	n/a	1.0%-2.5%	n/a	n/a
2021	2.5%	n/a	n/a	2.5%	n/a	n/a
Thereafter	2.5%	n/a	n/a	2.5%	n/a	n/a
Health Care Cost Trend Rates:						
Initial Rate	n/a	6.0%	n/a	n/a	7.1%	n/a
Ultimate Rate	n/a	4.0%	n/a	n/a	4.5%	n/a
Year Ultimate Rate Reached	n/a	2040	n/a	n/a	2033	n/a
Dental Care Trend Rates						
Initial Rate		6.0%			4.5%	
Ultimate Rate		4.0%			4.5%	
Year Ultimate Rate Reached		2026			n/a	
Estimated Average Remaining						
Service Life (years)	9.00	9.00	6.00	9.00	9.00	6.00

PENSION PLANS

The University is the sponsor of two pension plans, The University of Manitoba GFT Pension Plan (1986 Plan) and The University of Manitoba Pension Plan (1993 Plan). The University has separate Pension Committees to act as Plan Administrator for each of the 1986 and 1993 Plans. Both Pension Plans issue their own financial statements, neither of which forms part of the University's financial statements.

1986 PLAN

The 1986 Plan is a defined contribution plan; thus, the University has no pension liability as pension obligation equals plan assets. It is a money purchase plan for active members, the University recorded contributions of \$2,511 (2021, \$2,413) and this is included in the Statement of Operations as an expense.

1993 PLAN

The University of Manitoba Pension Plan (1993 Plan) is a money purchase plan with a defined benefit minimum. The following is a summary of the Plan.

Staff members of the University, other than those eligible for membership in the University of Manitoba GFT Pension Plan (1986 Plan), are eligible for membership in the University of Manitoba Pension Plan (1993 Plan). The 1993 Plan members contributed at the rate of 9.0% of salary less an adjustment for the Canada Pension Plan during the year. The University matches these contributions. If an actuarial valuation reveals a deficiency in the fund, *The Pension Benefits Act* of the Province of Manitoba requires that the University make additional contributions to fund the deficiency.

The Plan provides for full and immediate vesting on termination of employment, subject to the provisions of *The Pension Benefits Act* of the Province of Manitoba.

At retirement, the 1993 Plan provides that the Member's Contribution Account and University Contribution Account are applied to establish retirement income known as a plan annuity. This annuity is determined using a pension factor established by the actuary and is paid from the 1993 Plan. The 1993 Plan provides that if the defined benefit pension based on a formula involving the member's years of service and highest average earnings exceeds the plan annuity, the difference (known as a supplementary pension) is paid from the 1993 Plan.

The Plan provides for retirement benefits paid from the 1993 Plan to be increased using an excess interest approach, provided such increase can be afforded by the 1993 Plan as confirmed by the actuary.

At the December 31, 2019 valuation of the 1993 Plan, there were 4,801 active member accounts with an average salary weighted age of 52.0 for academic staff and 46.8 for support staff, and 1,931 annuitants and other recipients.

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, 2020 and extrapolated to December 31, 2021.

The University uses a December 31 measurement date for reporting plan assets and obligations.

The contribution made by employees for fiscal 2021-22 was \$27,713 (2021, \$27,749). The employer contribution made by the University for fiscal 2021-22 was \$32,459 (2021, \$32,549). It included \$4,746 (2021, \$5,018) in additional contributions as advised by the Manitoba Pension Commission with respect to current service costs in excess of matching contribution of active members and the University.

NON-PENSION BENEFITS

The University provides health, dental and group life benefits 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. An actuarial valuation of these benefits was prepared March 31, 2022. The internally designated plan assets are included in the total Portfolio Investments (Note 6) and reflected contributions made by employees and the University which had been designated for non-pension benefits.

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POST-RETIREMENT ADJUSTMENTS

The University provides post-retirement pension benefits 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 1993 Plan. One hundred percent of the adjustments are paid by the University. An actuarial valuation of this benefit was prepared for March 31, 2022.

10. DEFERRED REVENUE

Unearned revenue represents various types of operating revenue, including future session tuition fees, for which goods have not yet been provided or service has not yet been substantially rendered. Deferred revenue represents unspent externally restricted grants, non-endowed donations, and investment income.

	2022	2021
Unearned Revenue	\$ 25,634	\$ 23,330
Deferred Revenue	346,837	309,402
	\$ 372,471	\$ 332,732

	2022	2021
Non-Government Grants	\$ 54,767	\$ 45,857
Non-Endowed Donations	117,218	111,940
Investment Income	174,852	151,605
	\$ 346,837	\$ 309,402

	2022			
	Research	Capital	Special Purpose & Trust	Total
Deferred Revenue Beginning of Year	\$ 46,567	\$ 22,497	\$ 240,338	\$ 309,402
Grants, Non-Endowed Donations, and Investment Income	64,650	6,788	70,893	142,331
Recognized as Revenue	(56,550)	(10,345)	(38,001)	(104,896)
Deferred Revenue End of Year	\$ 54,667	\$ 18,940	\$ 273,230	\$ 346,837

	2021			
	Research	Capital	Special Purpose & Trust	Total
Deferred Revenue Beginning of Year	\$ 37,741	\$ 22,539	\$ 228,627	\$ 288,907
Grants, Non-Endowed Donations, and Investment Income	66,949	4,649	47,735	119,333
Recognized as Revenue	(58,123)	(4,691)	(36,024)	(98,838)
Deferred Revenue End of Year	\$ 46,567	\$ 22,497	\$ 240,338	\$ 309,402

11. DEBT

	2022	2021
Province of Manitoba:		
Promissory Note, 5.23% due March 1, 2035	\$ 46,703	\$ 49,149
Promissory Note, 5.55% due April 1, 2036	50,135	52,422
Promissory Note, 3.75% due September 30, 2039	19,770	20,555
Promissory Note, 5.35% due February 1, 2040	23,908	24,683
Province of Manitoba¹:		
Promissory Note, 2.50%, due March 31, 2032	3,510	
Promissory Note, 5.70% due February 1, 2049	4,522	4,690
Promissory Note, 5.45% due December 1, 2049	5,641	5,726
Promissory Note, 4.10% due July 30, 2050	22,222	23,006
Promissory Note, 4.10% due July 30, 2050	3,518	3,642
Promissory Note, 4.10% due July 30, 2050	9,336	9,665
Promissory Note, 4.85% due November 30, 2050	5,601	5,796
Promissory Note, 4.90% due December 31, 2050	1,818	1,882
Promissory Note, 3.85% due February 29, 2052	3,675	3,797
Promissory Note, 3.85% due February 29, 2052	2,769	2,861
Promissory Note, 4.65% due September 30, 2052	19,080	19,358
Promissory Note, 3.85% due January 31, 2053	8,948	9,238
Promissory Note, 4.00% due March 31, 2053	2,713	2,800
Promissory Note, 4.625% due December 31, 2053	2,568	2,649
Promissory Note, 4.375% due March 31, 2054	4,897	5,050
Promissory Note, 4.375% due March 31, 2054	5,212	5,375
Promissory Note, 4.125% due August 31, 2054	1,358	1,400
Promissory Note, 3.75% due December 31, 2054	5,649	5,822
Promissory Note, 4.00% due November 30, 2055	1,770	1,823
Promissory Note, 3.875% due February 29, 2056	7,207	7,420
Promissory Note, 3.90% due March 31, 2056	4,941	5,087
Promissory Note, 4.00% due April 30, 2056	17,042	17,542
Promissory Note, 4.00% due October 31, 2056	1,157	1,190
Promissory Note, 3.50% due March 31, 2059	8,325	8,550
Promissory Note, 3.25% due July 31, 2059	3,733	3,833
Promissory Note, 3.25% due November 30, 2061	4,165	
Term Loans (with floating interest rates based on Bankers' Acceptance rates plus stamping fees):		
Royal Bank of Canada, due November 30, 2022	4,217	4,555
Royal Bank of Canada, due February 28, 2023	6,057	6,363
Royal Bank of Canada, due October 1, 2023	7,067	7,930
	\$ 319,234	\$ 323,859

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 12).

Interest expense on debt was \$14,943 (2021, \$15,466), included in the Statement of Operations under Facilities.

¹ The University receives funding from the Province of Manitoba for the construction or acquisition of tangible capital assets which is included in Debt. The monthly interest and principal repayments are to be funded by future grants provided by the Province of Manitoba.

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Principal repayments, made monthly, on debt payable over the next five years are as follows:

	Province of Manitoba	Province of Manitoba ¹	Term Loans	Total
2023	\$ 6,627	\$ 4,974	\$ 1,592	\$ 13,193
2024	6,979	4,993	1,679	13,651
2025	7,349	5,012	1,773	14,134
2026	7,739	5,033	1,871	14,643
2027	8,151	5,055	1,975	15,181
Thereafter	103,671	136,310	8,451	248,432
	\$ 140,516	\$ 161,377	\$ 17,341	\$ 319,234

IG FIELD

The University entered into a loan agreement with the Province of Manitoba related to the construction of IG Field. 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 secondly 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 Triple B Stadium Inc. (Triple B) to the University in respect of the Triple B 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 (TIF)*; 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 Triple B, unless the parties agree otherwise in writing.

LOAN, SECOND PHASE:

Annual payments of principal and interest over the remainder of the Second Phase loan term are to be paid on or before December 31 of each calendar year. Payments are applied firstly to accrued interest after December 31, 2017 and secondly to principal outstanding.

Any accrued interest and principal outstanding on the Second Phase of the loan as at November 24, 2058 is due and payable in full, subject to receipt of accrued interest and principal outstanding from Triple B, unless the parties agree otherwise in writing.

¹ The University receives funding from the Province of Manitoba for the construction or acquisition of tangible capital assets which is included in Debt. The monthly interest and principal repayments are to be funded by future grants provided by the Province of Manitoba.

Principal and interest outstanding at March 31 were:

	2022	2021
Loan, First Phase	\$ 75,000	\$ 75,000
Loan, First Phase Accrued Interest	21,104	21,104
Loan, Second Phase Accrued Interest	22,578	22,578
	118,682	118,682
Loan, Second Phase	78,853	78,853
Loan, Second Phase Accrued Interest	931	931
	198,466	198,466
Allowance	(198,466)	(198,466)
	\$	\$

Effective October 21, 2021, the loans were in abeyance and no further payments are required except for any TIF payments as required under the First Phase Loan.

12. DERIVATIVES

	2022	2021
Fair Value of Financial Derivatives Beginning of Year	\$ 3,098	\$ 4,619
Unrealized (Gain) Loss	(1,482)	(1,521)
Fair Value of Financial Derivatives End of Year	\$ 1,616	\$ 3,098

Financial Derivatives are classified as Level 3.

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 \$7,067 (2021, \$7,930) loan has a fixed interest rate of 5.62% that is committed until September 1, 2028.
- The interest rate swap agreement for the \$4,217 (2021, \$4,555) loan has a fixed interest rate of 4.07% that is committed until February 13, 2032.
- The interest rate swap agreement for the \$6,057 (2021, \$6,363) loan has a fixed interest rate of 4.40% that is committed until August 5, 2035.

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.

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13. TANGIBLE CAPITAL ASSETS

Cost	Balance at March 31, 2021	Additions	Disposals	Balance at March 31, 2022
Assets Under Capital Lease	\$ 2,477	\$	\$ (11)	\$ 2,466
Buildings and Major Renovations	1,426,644	76,941		1,503,585
Computer Hardware	108,406	2,155	(3,005)	107,556
Construction in Progress	68,974	(35,714)		33,260
Furniture and Equipment	324,657	12,105	(3,780)	332,982
Land	30,595	13	(80)	30,528
Parking Lots and Roads	10,906	10,133		21,039
Vehicles	10,320	539	(265)	10,594
	\$ 1,982,979	\$ 66,172	\$ (7,141)	\$ 2,042,010

Accumulated Amortization	Balance at March 31, 2021	Additions	Disposals	Balance at March 31, 2022
Assets Under Capital Lease	\$ 2,477	\$	\$ (11)	\$ 2,466
Buildings and Major Renovations	419,420	30,055		449,475
Computer Hardware	98,808	3,841	(3,005)	99,644
Furniture and Equipment	257,843	13,867	(3,750)	267,960
Parking Lots and Roads	6,997	753		7,750
Vehicles	8,989	575	(265)	9,299
	\$ 794,534	\$ 49,091	\$ (7,031)	\$ 836,594

Net Book Value	2022	2021
Buildings and Major Renovations	\$ 1,054,110	\$ 1,007,224
Computer Hardware	7,912	9,598
Construction in Progress	33,260	68,974
Furniture and Equipment	65,022	66,814
Land	30,528	30,595
Parking Lots and Roads	13,289	3,909
Vehicles	1,295	1,331
	\$ 1,205,416	\$ 1,188,445

14. 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 of 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 an investment policy statement 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, foreign currency risk, 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 a 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. The majority of investments which are held for the long term within endowment are equities, bonds, infrastructure, segregated funds 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 endowment asset allocation strategy, which emphasizes the importance of managing other price risk by maintaining appropriate levels of risk required to achieve consistent long term returns that meet the investment objectives of the endowment.

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 financial instruments categorized by maturity dates.

INTEREST RATE EXPOSURE AS AT MARCH 31, 2022

	Less than 90 days	90 days to 1 year	1 year to 5 years	5 years to 10 years	Greater than 10 years	Total
Cash Equivalents and Investments	18.3%	31.3%	36.9%	11.0%	2.5%	100.0%
Financial Derivatives		57.2%	42.8%			100.0%

INTEREST RATE EXPOSURE AS AT MARCH 31, 2021

	Less than 90 days	90 days to 1 year	1 year to 5 years	5 years to 10 years	Greater than 10 years	Total
Cash Equivalents and Investments	17.6%	40.9%	25.3%	12.6%	3.6%	100.0%
Financial Derivatives			100.0%			100.0%

	2022		2021	
	Interest Bearing Instruments	Non-interest Bearing Instruments	Interest Bearing Instruments	Non-interest Bearing Instruments
Cash Equivalents and Investments	\$ 602,569	\$ 900,793	\$ 437,605	\$ 855,709
Financial Derivatives	\$ 1,616	\$	\$ 3,098	\$

As at March 31, 2022, a 0.5% fluctuation in interest rates, with all other variables held constant, would have an estimated impact as follows:

	2022	2021
Fair Value of Fixed Income Instruments	\$ 6,036	\$ 4,432
Interest Rate Swaps	\$ 443	\$ 561
Net Investment Income	\$ 3,293	\$ 3,180

FOREIGN CURRENCY RISK

The University has cash and cash equivalents, receivables and payables denominated in foreign currencies and holds investments in foreign currency infrastructure and equity markets. The income from these investments is used to meet financial liabilities denominated in Canadian dollars. The University does not actively manage foreign exchange risk.

FINANCIAL STATEMENTS

The University's exposure in cash and investments to foreign currencies is shown below:

	2022		2021	
Canadian Dollar	\$ 1,205,769	72.4%	\$ 1,077,359	71.0%
U.S. Dollar	337,694	20.3%	310,922	20.5%
Euro	29,748	1.8%	37,078	2.4%
Japanese Yen	28,599	1.7%	32,739	2.2%
Swiss Franc	26,576	1.6%	24,295	1.6%
British Pound Sterling	20,674	1.3%	25,461	1.7%
Other	15,649	0.9%	8,987	0.6%
	\$ 1,664,709	100.0%	\$ 1,516,841	100.0%

As at March 31, 2022, an appreciation of 10% in the Canadian dollar versus foreign currencies exchange rates would decrease investments and net remeasurement gains by approximately \$45,894 (2021, \$43,948), while a depreciation of 10% would increase investments and net remeasurement gains by approximately \$45,894 (2021, \$43,948).

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 Standard & Poor's, followed by the Moody's equivalent.

Ratings for securities which subject the University to credit risk are noted below:

	2022		2021	
R-1High	\$ 236,656	39.3%	\$ 189,490	43.3%
R-1Mid			125	
AAA	66,567	11.0%	60,400	13.8%
AA	217,626	36.1%	105,324	24.1%
A	8,897	1.5%	9,421	2.2%
BBB	10,928	1.8%	10,487	2.4%
BB			80	
C	202			
Not Rated	61,693	10.3%	62,278	14.2%
	\$ 602,569	100.0%	\$ 437,605	100.0%

The University manages credit risk related to fixed income investments by focusing on high credit quality. Cash and cash equivalents are held in Canadian Chartered banks and Manitoba credit unions.

The University also has credit risk related to accounts receivable and loan receivable. A significant portion of the University's accounts receivable is from the federal and provincial governments, not-for-profit organizations, corporations, the U.S. government, and other universities. The University also has accounts receivable from students and staff. The University manages these accounts proactively and has leverage to stop further enrolment until payment is made. 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 pooled real estate fund and infrastructure, are considered to be held for long term periods in conjunction with the investment objectives and risk tolerance.

15. RELATED PARTY TRANSACTIONS

THE UNIVERSITY OF MANITOBA FOUNDATION U.S.A. INC.

The University of Manitoba Foundation U.S.A. Inc. (the Foundation) 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 Subsection 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. The University of Manitoba, however, is one of many entities eligible to receive aid from the Foundation. The University must make an application to the Foundation's Board of Directors to request funds, which may or may not be granted. The gifts received in fiscal 2021 were \$261 (2021, \$1,536).

PROVINCE OF MANITOBA

The University is related to all Province of Manitoba departments, agencies and Crown corporations in terms of common ownership and control. The University enters into transactions with these entities in the normal course of business. These transactions are recorded at the exchange amount.

TRIPLE B STADIUM INC.

Triple B Stadium Inc. (Triple B) 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 Winnipeg Football Club is the sole member. Activities of Triple B are managed by the directors comprised of the Province of Manitoba and the Winnipeg Football Club. Triple B is not a related party however the University has use of the stadium for university football games and events at nil charge and Triple B leases land from the University for one dollar per year.

16. EXPENSE BY OBJECT

	2022	2021
Salaries and Benefits	\$ 511,774	\$ 493,962
Materials, Supplies and Services	129,644	122,011
Student Assistance	80,725	74,948
Professional and Other Services	54,024	54,097
Amortization	49,091	48,073
Utilities, Municipal Taxes and Insurance	23,869	20,852
Interest	14,943	15,466
Travel and Conferences	12,707	9,489
Maintenance and Repairs	11,844	14,989
Other	3,638	
Net Loss on Loan Receivable Allowance	799	224
	\$ 893,058	\$ 854,111

FINANCIAL STATEMENTS

17. GOVERNMENT GRANTS

2022					
	Operating Activities	Research Activities	Capital Activities	Special Purpose & Trust Activities	Total
Provincial Grants:					
Advanced Education, Skills and Immigration	\$ 340,183	\$	\$ 7,120	\$ 4,921	\$ 352,224
Other	24,799	7,937	16,424	21,916	71,076
	\$ 364,982	\$ 7,937	\$ 23,544	\$ 26,837	\$ 423,300
Federal and Other Government Grants:					
Government of Canada	\$ 12,565	\$ 82,191	\$ 8,281	\$ 9,269	\$ 112,306
Other Government					
Provincial Government Business Enterprises		1,594			1,594
Foreign		(46)		1,952	1,906
United States		118			118
Other Provinces	144	1,337		3,524	5,005
Municipal	46	68			114
	\$ 12,755	\$ 85,262	\$ 8,281	\$ 14,745	\$ 121,043
2021					
	Operating Activities	Research Activities	Capital Activities	Special Purpose & Trust Activities	Total
Provincial Grants:					
Advanced Education, Skills and Immigration	\$ 346,188	\$	\$ 7,120	\$ 6,225	\$ 359,533
Other	24,305	10,336	13,955	21,707	70,303
	\$ 370,493	\$ 10,336	\$ 21,075	\$ 27,932	\$ 429,836
Federal and Other Government Grants:					
Government of Canada	\$ 10,962	\$ 98,957	\$ 3,669	\$ 15,682	\$ 129,270
Other Government					
Provincial Government Business Enterprises		1,090			1,090
Foreign		2,769		2,164	4,933
United States		351			351
Other Provinces	(64)	1,691		4,968	6,595
Municipal	46	287			333
	\$ 10,944	\$ 105,145	\$ 3,669	\$ 22,814	\$ 142,572

18. INVESTMENT INCOME

	2022	2021
Non-Portfolio Interest Income	\$ 3,989	\$ 5,281
Portfolio Investments:		
Net Gains (Losses) on Sale of Investments	34,455	8,615
Dividends	13,101	14,025
Distributions – Infrastructure	9,236	3,599
Interest	5,106	5,992
Net Change in Deferred Investment Income	(23,246)	3,292
	38,652	35,523
	\$ 42,641	\$ 40,804

19. CONTRACTUAL RIGHTS

As part of its operations, the University enters into agreements with varying expiry dates for which it is entitled to receive revenues in the form of rental agreements. Total amounts outstanding from these agreements are as follows:

2023	\$ 4,169
2024	3,656
2025	3,103
2026	2,673
2027	2,610
Thereafter	11,823
	\$ 28,034

20. CONTRACTUAL OBLIGATIONS AND CONTINGENCIES

The University 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 amounted to \$38,711 (2021, \$19,192). The contractual obligations relating to service contracts was \$32,397 (2021, \$33,098).

The University has a 7.14% (2021, 7.14%) interest in TRIUMF Inc. which operates a national laboratory for particle and nuclear physics. The facility is funded by the Federal Government, and the University makes no direct financial contributions.

The members of TRIUMF Inc. 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 \$60,700 as of March 31, 2022, 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, 2022 is estimated at \$3,457 (2021, \$3,462). TRIUMF Inc. has put in place a plan for funding the cost of decommissioning which does not require any payments from the joint venture partners. The member universities have indemnified the University of British Columbia (UBC) against any liabilities incurred by TRIUMF Inc., under the terms of the lease between TRIUMF Inc. and UBC.

FINANCIAL STATEMENTS

The University is a defendant in a number of legal proceedings arising in the normal course of business. While the ultimate outcome and liability of these proceedings cannot be reasonably estimated at this time, the University believes that any settlement will not have a material adverse effect on the financial position or the results of operations of the University. Liabilities are recognized when the outcome becomes reasonably determinable.

21. ECONOMIC DEPENDENCE

The University received \$352,223, 36.34% (2021 \$353,308, 36.91%) of its total revenues from the Province of Manitoba's Department of Advanced Education, Skills, and Immigration.

22. COVID-19 PANDEMIC

On March 11, 2020 the World Health Organization declared COVID-19 a pandemic. At that time, the University implemented remote learning for students with a small number of courses offered in person. University revenues from ancillary operations and other areas that were required to close as a result of public health orders experienced significant declines.

The pandemic continues to have an effect on cash flows and the valuation of assets and liabilities. The increased volatility observed in the financial markets, due in part to the COVID-19 pandemic, has resulted in additional measurement uncertainty for the fair value estimate of the University's portfolio investments (Note 6) and related investments held to fund the Employee Future Benefits liability (Note 9).

23. PRIOR YEAR RESTATEMENT

During the year, it was determined that assets being held to fund the long term disability plan were being treated as plan assets when determining the employee future benefits liability. This was corrected during the year and required retroactive restatement of the 2021 comparative figures. The result on the previously reported 2021 figures were as follows:

Expenses	Decrease of \$8,790
Employee Future Benefits Liability	Decrease of \$7,010
Accumulated Surplus, Beginning of Year	Decrease of \$1,780
Accumulated Surplus, End of Year	Increase of \$7,010

24. COMPARATIVE FIGURES

Comparative figures for the year ended March 31, 2021 have been reclassified, where appropriate, to conform with the presentation adopted for the year ended March 31, 2022.

UNIVERSITY OF MANITOBA

Comparison of the Third Quarter Projection against the
Year end results for the year ending March 31, 2022
(in thousands)

APPENDIX I

	TOTAL ACTIVITIES			OPERATING ACTIVITIES			NON-OPERATING ACTIVITIES		
	Budget	Actual	Q3 Projection	Budget	Actual	Q3 Projection	Budget	Actual	Q3 Projection
	2021-22	March 31, 2022	March 31, 2022	2021-22	March 31, 2022	March 31, 2022	2021-22	March 31, 2022	March 31, 2022
REVENUE									
Provincial Grants	422,180	423,300	423,384	364,200	364,982	364,345	57,980	58,318	59,039
Tuition and Related Fees	210,120	221,992	225,335	210,120	221,992	225,335			
Federal and Other Government Grants	107,144	121,043	128,085	9,249	12,755	12,410	97,895	108,288	115,675
Non-Government Grants	57,169	67,073	63,063	6,358	7,791	7,908	50,811	59,282	55,155
Investment Income	45,137	42,641	36,103	7,392	6,528	6,400	37,745	36,113	29,703
Sales of Goods and Services	23,603	30,803	25,255	23,353	30,661	25,000	250	142	255
Ancillary Services	32,060	24,508	22,865	32,060	24,508	22,865			
Other Income	12,733	20,337	18,284	6,983	12,919	12,684	5,750	7,418	5,600
Non-Endowed Donations	13,980	17,445	13,658	734	4,312	4,125	13,246	13,133	9,533
Net Gain on Debt		799	799					799	799
Investment Loss on Government Business Enterprise		(799)	-		(799)				
TOTAL REVENUE	924,126	969,142	956,831	660,449	685,649	681,072	263,677	283,493	275,759
EXPENSES									
Compensation Expenses	540,661	511,774	539,051	488,661	461,267	487,851	52,000	50,507	51,200
Non-Compensation Expenses	311,137	316,451	298,232	157,826	137,642	135,616	153,311	178,809	162,616
Amortization of Capital Assets	50,625	49,091	50,600				50,625	49,091	50,600
Interest	14,902	14,943	14,947				14,902	14,943	14,947
Net Loss on Loan Receivable Allowance		799	799					799	799
TOTAL EXPENSES	917,325	893,058	903,629	646,487	598,909	623,467	270,838	294,149	280,162
NET REVENUE	6,801	76,084	53,202	13,962	86,740	57,605	(7,161)	(10,656)	(4,403)
ALLOCATIONS				(13,962)	(16,706)	(13,962)	13,962	16,706	13,962
ANNUAL SURPLUS FROM OPERATING AND NON OPERATING ACTIVITIES	6,801	76,084	53,202	-	70,034	43,643	6,801	6,050	9,559
TRANSFER OF OPERATING SURPLUS					(70,012)	(43,643)		70,012	43,643
ENDOWMENT CONTRIBUTIONS	12,750	22,016	15,930				12,750	22,016	15,930
REMEASUREMENT GAINS (LOSSES)	21,000	31,119	21,000		767		21,000	30,352	21,000
TOTAL INCREASE (DECREASE) TO ACCUMULATED SURPLUS	47,352	129,219	143,334	-	789	-	40,551	128,430	90,132

Overall non-operating revenues and expenses exceeded the third quarter projection due to higher than projected research activity.

Operating revenues were slightly higher than projected while operating expenses were \$598.9M or \$24.5 million lower than projected.

Compensation expenses were lower as the third quarter projection included the costing of the last proposal UMFA had made before moving to arbitration, while the results are based on accruals for the arbitrated settlement, the costs of which was lower. Additionally there was a \$5.2M decline in the Employee Future Benefits liability as determined by the actuary. This, along with vacancies contributed to the difference between the projection and actual results.

The net result was a total surplus that was approximately \$24 million higher than the third quarter projection. going from a projected \$53.2 M surplus to \$76.1 M.

UNIVERSITY OF MANITOBA

APPENDIX II

Breakdown of year end results between operating and non operating activities compared to budget
for the year ending March 31, 2022
(in thousands)

	TOTAL ACTIVITIES				OPERATING ACTIVITIES			NON-OPERATING ACTIVITIES		
	Budget 2021-22	Actual March 31, 2022	Favorable (Unfavorable) Variance		Budget 2021-22	Actual March 31, 2022	Favorable (Unfavorable) Variance	Budget 2021-22	Actual March 31, 2022	Favorable (Unfavorable) Variance
REVENUE										
Provincial Grants	422,180	423,300	1,120		364,200	364,982	782	57,980	58,318	338
Tuition and Related Fees	210,120	221,992	11,872	1	210,120	221,992	11,872			-
Federal and Other Government Grants	107,144	121,043	13,899	2	9,249	12,755	3,506	97,895	108,288	10,393
Non-Government Grants	57,169	67,073	9,904	3	6,358	7,791	1,433	50,811	59,282	8,471
Investment Income	45,137	42,641	(2,496)		7,392	6,528	(864)	37,745	36,113	(1,632)
Sales of Goods and Services	23,603	30,803	7,200	5	23,353	30,661	7,308	250	142	(108)
Ancillary Services	32,060	24,508	(7,552)	4	32,060	24,508	(7,552)			-
Other Income	12,733	20,337	7,604	6	6,983	12,919	5,936	5,750	7,418	1,668
Non-Endowed Donations	13,980	17,445	3,465		734	4,312	3,578	13,246	13,133	(113)
Net Gain on Debt		799	799				-		799	799
Investment Loss on Government Business Enterprise		(799)	(799)			(799)	(799)			-
TOTAL REVENUE	924,126	969,142	45,016		660,449	685,649	25,200	263,677	283,493	19,816
EXPENSES										
Instruction	399,045	363,392	35,653	7	399,045	363,392	35,653			-
Sponsored Research	125,890	132,590	(6,700)				-	125,890	132,590	(6,700)
Facilities	117,835	117,557	278		52,333	53,522	(1,189)	65,502	64,035	1,467
Special Purpose and Trust	73,196	92,993	(19,797)	8			-	73,196	92,993	(19,797)
Libraries	34,390	33,109	1,281		34,390	33,015	1,375		94	(94)
Administration	38,839	30,757	8,082	9	38,839	30,757	8,082			-
Information Technology	27,355	30,523	(3,168)		27,355	30,523	(3,168)			-
Academic and Research Support	38,126	29,995	8,131	10	31,876	26,357	5,519	6,250	3,638	2,612
Student Services	25,833	29,476	(3,643)		25,833	29,476	(3,643)			-
Ancillary Services	22,907	20,332	2,575		22,907	20,332	2,575			-
External Relations	13,909	11,535	2,374		13,909	11,535	2,374			-
Net Loss on Loan Receivable Allowance		799	(799)				-		799	(799)
TOTAL EXPENSES	917,325	893,058	24,267		646,487	598,909	47,578	270,838	294,149	(23,311)
NET REVENUE	6,801	76,084	69,283		13,962	86,740	72,778	(7,161)	(10,656)	(3,495)
ALLOCATIONS					(13,962)	(16,706)	(2,744)	13,962	16,706	2,744
ANNUAL SURPLUS FROM OPERATING AND NON OPERATING ACTIVITIES	6,801	76,084	69,283		-	70,034	70,034	6,801	6,050	(751)
TRANSFER OF OPERATING SURPLUS						(70,012)	(70,012)		70,012	70,012
ENDOWMENT CONTRIBUTIONS	12,750	22,016	9,266					12,750	22,016	9,266
REMEASUREMENT GAINS (LOSSES)	21,000	31,119	10,119			767	767	21,000	30,352	9,352
TOTAL INCREASE (DECREASE) TO ACCUMULATED SURPLUS	40,551	129,219	88,668		-	789	789	40,551	128,430	87,879

Variance to Budget Explanation

- 1 Tuition and Related Fees exceeded budget primarily due to higher than anticipated international student enrolment.
- 2 Federal and Other Government Grants revenues exceeded budget primarily due to higher than anticipated research-related funding, and receipt of funding in support of the construction of the Churchill Marine Observatory.
- 3 Non-Government Grants exceeded budget primarily due to the unanticipated receipt and related spending of research-related funding from the Bill and Melinda Gates Foundation, and the unanticipated receipt of funding from the University of Calgary in support of the construction of the Churchill Marine Observatory.
- 4 Ancillary Services revenue was lower than budget due to the delayed reopening of campuses and the resulting impact on parking and residence revenues.
- 5 Sales of Goods and Services exceeded budget as programs such as Mini-U and Bison sports resumed.
- 6 Other income exceeded budget mainly due to unbudgeted insurance proceeds related to the University Centre fire.
- 7 Instruction expenses were lower than budget due to lower than anticipated compensation costs caused by the UMFA labor disruption and unfilled vacancies due to the delayed reopening of the campuses, as well as continued limited travel.
- 8 Special Purpose and Trust expenses exceeded budget due primarily to an increase in student support, and an increase in expenses related to COVID-19 immunization of residents of northern communities.
- 9 Administration expenses were lower than budget due to vacant positions, and costs budgeted within the portfolio that get spent elsewhere. An adjustment was made to the 2022-23 budget to address this misalignment.
- 10 Academic and Research Support expenses were lower than budget primarily due to unfilled vacancies, and because the budget included the expenses of entities (PHDA and TRIUMF) that are no longer consolidated with the University.



☐ Approval ☐ Discussion/Advice ☒ Information

AGENDA ITEM:

Office of the Auditor General – Audit Results Memo

RECOMMENDED RESOLUTION:

CONTEXT AND BACKGROUND:

Representatives of the Office of the Auditor General (OAG) will attend the Audit and Risk Management Committee meeting to present their Audit Results Memo.

The OAG will highlight the status of the audit, significant matters, and other standard areas of communication.

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

RESOURCE REQUIREMENTS:

None.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

This submission supports the Financial Statements and our value of Accountability.

IMPLICATIONS:

The OAG did not identify any unadjusted misstatements or disclosure exceptions during the course of their work.

ALTERNATIVES:

N/A

CONSULTATION:

The OAG consulted with various UM management and staff in conducting the audit and preparing the attached report.

ROUTING TO THE BOARD OF GOVERNORS:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Title</u>	<u>Date</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Mz</u>	CFO and Comptroller	May 27, 2022
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>Nancy</u>	Vice-President (Administration)	June 3, 2022
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>M Benavial</u>	President & Vice Chancellor	June 10, 2022
<input type="checkbox"/>	<input type="checkbox"/>			
<input type="checkbox"/>	<input type="checkbox"/>			

SUBMISSION PREPARED BY: Gord Pasieka, Associate Comptroller

ATTACHMENTS:

Office of the Auditor General – Audit Results Memo



Auditor General

MANITOBA

University of Manitoba

Report to the Audit and Risk Management
Committee

Annual Audit Results

For the year ending March 31, 2022

May 25, 2022

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

I am pleased to provide you with the results of our audit on the:

- ▶ Financial statements as at March 31, 2022 and for the year then ended (the financial statements); and
- ▶ Schedule of public sector compensation for the year then ended December 31, 2021 (the financial information).

This report was prepared to assist the committee members in their review and recommendation for approval by the Board of Governors of the financial statements and the financial information. It includes an update on our work and a discussion of the observations arising from the audit that are significant and relevant to your responsibility to oversee the financial reporting process.

We will be pleased to elaborate on any of these points, to the extent you would like, during the Audit and Risk Management Committee meeting on June 21, 2022.

Sincerely,



Brendan Thiessen, CPA, CA
Principal

Our auditor's reports

Following the completion of our audit, we intend to issue:

- ▶ an unmodified opinion on the financial statements.
- ▶ an unmodified opinion on the schedule of public sector compensation. Without modifying our opinion, we have considered it necessary to include an emphasis of matter paragraph to draw attention to the basis of accounting used in the disclosure.

We have included our draft reports as Appendix A.

Status of the audit

Our auditor's reports will be issued once we have received and completed our audit work on the following outstanding items:

- ▶ the Board of Governors' approval of the financial statements and public sector compensation disclosure
- ▶ the signed management representation letters
- ▶ legal letters
- ▶ completion of subsequent events procedures.

We performed our risk-based audit according to the audit plan we presented to you and no changes were necessary during our work.

Significant audit, accounting and financial reporting matters

In connection with the preparation of financial statements, management is required to select accounting policies as well as make critical accounting estimates and disclosures that involve significant judgment and measurement uncertainty, which can have a significant impact on the reported results.

We are responsible for discussing with the Audit and Risk Management Committee our views about the significant qualitative aspects of the organization's accounting practices, including the appropriateness of accounting policies, the reasonableness of accounting estimates, and the adequacy of financial statement disclosures.

Our comments and views included in this report should be taken in the context of the financial statements as a whole. We are sharing our views with you to facilitate an open dialogue on these matters.

Fraud risk in revenue recognition (CAS 240.27)



Risk

Auditing standards assume a rebuttable presumption that there is a significant risk of fraud in revenue recognition in all businesses.



Our response

- ▶ We gained an understanding of the potential risks of fraud and error related to revenue recognition.
- ▶ We gained an understanding of and evaluated the internal controls over revenue recognition.
- ▶ We obtained a moderate level of substantive evidence related to the specific risk of fraud in revenue recognition.
- ▶ We tested journal entries related to revenue recognition.



Our findings

- ▶ On the basis of the testing performed, we have concluded that revenues were appropriately recognized, accurate, recoded in the appropriate period, and properly authorized.
- ▶ The presentation and disclosure in the financial statements are in accordance with appropriate standards.

Management override of controls (CAS 240.33)



Risk

In all entities, there is an inherent risk of fraud resulting from management override of controls. Senior management can potentially override controls over financial reporting. This is a required significant risk under auditing standards.



Our response

- ▶ We assessed the risk of management override of controls through inquiries of management and those charged with governance.
- ▶ We tested the appropriateness of manual journal entries recorded in the general ledger and other adjustments.
- ▶ We reviewed accounting estimates for biases and maintained a level of professional skepticism.
- ▶ We performed unpredictable testing of certain balances, such as those that were immaterial or would not normally be included in our testing.



Our findings

- ▶ On the basis of our audit work, we do not have any items that we wish to bring to your attention.

Significant accounting estimates

Valuation of employee future benefits and pension



Risk

The determination of the provisions related to employee future benefits and pension requires significant judgements by the University, including the assumptions used by the actuary.

The key risks are the adequacy of the provisions, the reasonableness of the methodology and assumptions used, and the completeness and accuracy of the census data used to value the provisions.



Our response

- ▶ We conducted procedures in order to use the work of the actuary engaged by the University.
- ▶ We assessed the reasonableness of any changes in actuarial assumptions and actuarial gains or losses.
- ▶ We tested the census data provided to the actuary.
- ▶ We tested the valuation of the pension and non-pension obligations.



Our findings

- ▶ Pending receipt of a clean report on the accuracy of the census data provided to the actuary, we do not have any items that we wish to bring to your attention.

Other risks

COVID-19



Impact

- ▶ Will continue to affect operations as management addresses the health crisis and its economic fallout.
- ▶ Economic uncertainty resulting in changes in long-term interest rates and volatility in financial assets and liability valuations.
- ▶ Impact on the execution of this year's audit.



Our response

- ▶ Obtained an understanding of management's response to COVID-19.
- ▶ Obtained an understanding of key judgments and estimates that would be affected by the economic uncertainty.
- ▶ Adapted our means of interaction with you and your employees. We worked closely with management to monitor the situation and plan audit activities. We mutually developed timelines.



Our findings

- ▶ On the basis of our audit work, we do not have any items that we wish to bring to your attention.

Summary of unadjusted misstatements

Under Canadian generally accepted auditing standards, we are required to ask the Audit and Risk Management Committee to consider adjusting the financial statements for these misstatements.

We have concluded that taken as a whole, the financial statements are free of material misstatement.

We have not identified any unadjusted misstatements that relate to prior periods or those that could affect future periods.

The overall materiality level (as previously communicated to you) is \$21M.

Other required communications

Auditors' independence—We remained independent throughout the audit.

Significant difficulties encountered during the audit—While performing our audit, we did not encounter any difficulties or disagreements with management that would require the Audit and Risk Management Committee's attention.

Significant deficiencies in internal control—We have not identified any significant deficiencies in internal control.

Fraud inquiry—No fraud that involved senior management or employees with a significant role in internal control or that would cause a material misstatement of the financial statements came to our attention as the result of our audit procedures. Additionally, we have observed no other matters related to fraud that are, in our judgment, relevant to your responsibilities. We would like to reconfirm that the Audit and Risk Management Committee is not aware of any such fraud or illegal acts not previously discussed with us.

Management letter—We have not identified any new opportunities for procedural changes that would improve internal control systems, streamline operations, and/or enhance financial reporting practices. However, we have reviewed the status of our previous observations. A copy of the draft management letter is in Appendix D.

Management's representations—A copy of the requested letter regarding management's representations is in Appendix B.

Other information in documents containing audited financial statements—We have read the MD&A and the other information and have considered whether there is a material inconsistency between the other information and the financial statements or with the knowledge that we obtained in the audit, in the context of the audit evidence we obtained and the conclusions we reached in the audit. While reading the other information, we remained alert for indications of material misstatements in the other information (not related to the financial statements or to the knowledge that we obtained in the audit). On the basis of our review, we provided comments to management on the MD&A and/or the other information. No instances of information were materially inconsistent with the financial statements or with the knowledge that we obtained in the course of the audit.

Appendix A—Draft independent 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

Opinion

We have audited the financial statements of the University of Manitoba (the University), which comprise the statement of financial position as at March 31, 2022, and the statement of operations, the statement of remeasurement gains and losses, the statement of change in net financial assets, and the statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the University as at March 31, 2022, and the results of its operations, its remeasurement gains and losses, changes in its net financial assets, and its cash flows for the year then ended in accordance with Canadian public sector accounting standards (PSAS).

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the information included in the Annual Financial Report, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated.

We obtained the Annual Financial Report prior to the date of this auditor's report. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with PSAS, 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.

In preparing the financial statements, management is responsible for assessing the University's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless an intention exists to liquidate the University or to cease operations, or there is no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the University's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 University's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the University's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the University to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Winnipeg, Manitoba
Date

Tyson Shtykalo, CPA, CA
Auditor General

INDEPENDENT AUDITOR'S REPORT

To the Legislative Assembly of Manitoba
To the Board of Governors of the University of Manitoba

Opinion

We have audited the schedule of public sector compensation of the University of Manitoba (the University) for the year ended December 31, 2021 (the schedule).

In our opinion, the financial information in the schedule of the University for the year ended December 31, 2021 is prepared, in all material respects, in accordance with Section 2 of *The Public Sector Compensation Disclosure Act*.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Schedule* section of our report. We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter: Basis of Accounting

We draw attention to the schedule, which describes the basis of accounting. The schedule is prepared to assist the University 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. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance 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.

Those charged with governance are responsible for overseeing the University's financial reporting process.

Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the schedule is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an

audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial information.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Office of the Auditor General
Winnipeg, Manitoba

Appendix B—Draft management representation letters

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

We are providing this letter in connection with your audit of the financial statements of the University of Manitoba (the “University”) as at March 31, 2022 and for the year then ended for the purpose of expressing an opinion as to whether such financial statements present fairly, in all material respects, the financial position, operations, remeasurement gains and losses, change in net financial assets and cash flows of the University, in accordance with Canadian public sector accounting standards (the financial statements) .

We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated October 1, 2021.

We confirm the following representations:

- We prepared and fairly presented the financial statements in accordance with Canadian public sector accounting standards, including disclosures and other information referred to below.
- We designed, implemented, and maintained an effective system of internal control over financial reporting to enable the preparation and fair presentation of the financial statements that are free from material misstatement, whether due to fraud or error.
- We designed, implemented, and maintained an effective system of internal control to prevent and detect fraud.
- We complied with legislative and other authorities that govern the University, including the *University of Manitoba Act*.
- We provided you with all relevant information and access, as agreed in the terms of the audit engagement.
- We ensured all transactions have been recorded in the accounting records and are reflected in the financial statements.

Preparation of financial statements

The financial statements are fairly presented in accordance with Canadian public sector accounting standards and include all disclosures necessary for such fair presentation and disclosures otherwise required to be included therein by the laws and regulations to which the

University is subject. No such additional disclosures are required by any laws or regulations. We have prepared the University's financial statements on the basis that the University is able to continue as a going concern. In addition, the financial statements have been prepared on a basis consistent with that of the preceding year.

We have appropriately reconciled our books and records (for example, general ledger accounts) underlying the financial statements to their related supporting information (for example, subledger or third party data). All related reconciling items considered to be material were identified and included on the reconciliations and were appropriately adjusted in the financial statements. There were no material unreconciled differences or material items in the general ledger suspense accounts that should have been adjusted or reclassified to another account balance. There were no material items in the general ledger suspense accounts written off to a statement of financial position account that should have been written off to an operations account, nor were there such items written off to an operations account that should have been written off to a statement of financial position account. All consolidating entries have been properly recorded. All intra-entity and inter-entity accounts have been eliminated or appropriately measured and considered for disclosure in the financial statements.

Other information

We have informed you of all of the documents, listed below, that we expect to issue or that are otherwise required to be issued in accordance with law, regulation, or custom that will contain or accompany the financial statements and the auditor's report and that will include information on the University's operations and the University's financial results and financial position as set out in the financial statements.

We have provided you with Management's Discussion and Analysis. The financial statements and this other information included in such document(s) are consistent with one another, and the other information does not contain any material misstatements.

Accounting policies

We confirm that we have reviewed the University's accounting policies and, with regard to the possible alternative policies, our selection and application of accounting policies and estimation techniques used for the preparation and presentation of the financial statements are appropriate in the University's particular circumstances.

Internal controls over financial reporting

We have designed disclosure controls and procedures to ensure that material information related to the University is made known to us by others within the University.

We have designed internal control over financial reporting to provide reasonable assurance regarding the reliability of financial reporting and the preparation of the financial statements for external purposes in accordance with Canadian public sector accounting standards.

We have established and maintained effective internal control over financial reporting.

We have communicated to you all changes of which we are aware in the design and implementation or maintenance of internal control over financial reporting during the post-COVID period of March 2020 to the date of this letter. We believe that our internal controls continued to operate effectively in the post-COVID period.

We have not identified any deficiency in the design and operation of the University's disclosure controls and procedures and internal control over financial reporting as part of our assessment as of March 31, 2022.

Minutes

All matters that I am aware of requiring disclosure to or approval of the Board of Governors have been brought before the Board at appropriate meetings and are reflected in the minutes.

Disclosure of information

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, including:
 - contracts and related data.
 - information regarding significant transactions and arrangements that are outside the normal course of business.
 - minutes of the meetings of the Board of Governors, and Board committees, the most recent of which were held on March 8, 2021 (Audit and Risk Management Committee) and April 1, 2022 (Board of Governors).
- 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.

Completeness of transactions

All contractual arrangements entered into by the University with third parties have been properly reflected in the accounting records and/or have been disclosed to you where material (or potentially material) to the financial statements. The University has complied with all aspects of contractual agreements that could have a material effect on the financial statements in the event of non-compliance. There are no side agreements or other arrangements (either written or oral) undisclosed to you.

Fraud

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;
- all information of which we are aware that is related to fraud, or suspected fraud, affecting the University and involving management, employees who have significant roles in internal control, or others, where the fraud could have a material effect on the financial statements; and
- all information related to any allegations of fraud, or suspected fraud, that could affect the University's financial statements, and that was communicated by employees, former employees, analysts, regulators, or others.

Compliance with laws and regulations

We have disclosed to you all aspects of laws, regulations, and contractual agreements that may affect the financial statements, including any 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 all facts related to illegal or possibly illegal acts committed by the University.

We have disclosed to you all facts related to the allegations received concerning the Dean of the Faculty of Law. These allegations include excessive spending, possible conflict of interest issues, and potential fraud.

There have been no communications from regulatory agencies concerning non-compliance with or deficiencies in financial reporting practices.

All transactions of the University have been within its statutory powers and enabling legislation. The University has complied with the *University of Manitoba Act*.

Accounting estimates and judgments

We are responsible for all significant estimates and judgments affecting the financial statements. These include fair value measurements and disclosures. The significant judgments made have taken into account all relevant information of which we are aware. The methods underlying data, and significant assumptions used in developing accounting estimates and the related disclosures are reasonable and appropriate to achieve recognition, measurement, or disclosure in the financial statements in accordance with PSAS. The methods used in developing accounting estimates have been consistently applied in the periods presented and the data used in developing accounting estimates is accurate and complete. Accounting estimates and judgements appropriately reflect our management's intent and ability to carry out specific courses of action, where relevant.

Disclosures related to accounting estimates are complete and reasonable under PSAS. Appropriate specialized skills or expertise have been applied in making the accounting estimates. There have been no subsequent events that would require the adjustment of any significant estimates and related disclosures.

Fair value measurements

For recorded or disclosed amounts in the financial statements that incorporate fair value measurements, we confirm the following:

- The measurement methods make maximum use of relevant and publicly available and observable market inputs.
- The significant assumptions used in determining fair value measurements represent our best estimates and are reasonable.
- The significant assumptions used in determining fair value measurements are consistent with the University's planned courses of action.
- We have no plans or intentions that have not been disclosed to you that may materially affect the recorded or disclosed fair values of assets or liabilities.

We have appropriately disclosed information on fair value measurements used in the financial statements in accordance with the requirements of CPA Canada Public Sector Accounting Handbook, Section PS 3450, Financial instruments. We have appropriately classified fair value measurements in Level 1, Level 2, or Level 3 of the fair value hierarchy and have appropriately disclosed the categorization of such financial instruments and any changes in the level for which they are carried in the fair value hierarchy.

Related parties

We confirm that we have disclosed to you the identity of the University's related parties as defined by the CPA Canada Public Sector Accounting Handbook, Section PS 2200, Related party disclosures, and all the related party relationships and transactions.

The identity and relationship of, and balances and transactions with, related parties have been properly recorded and adequately disclosed in the financial statements, as required by Canadian public sector accounting standards, Section PS 2200, Related party disclosures. We provided support for any assertion that a transaction with a related party was conducted on terms equivalent to those prevailing in an arm's length transaction.

We confirm that we have identified to you all members of key management and close family members of key management, as defined by CPA Canada Public Sector Accounting Handbook, Section PS 2200, Related party disclosures.

Going concern

We have no plans or intentions that may materially alter the carrying value or classification of assets and liabilities reflected in the financial statements (for example, to dispose of the business or to cease operations).

Accordingly, the University's financial statements are appropriately prepared on a going concern basis.

Impact of COVID-19 on the financial statements

We confirm that the financial statements, including disclosures, accurately reflect the COVID-19 pandemic's impact on the recognition, measurement, and presentation of the entity's assets, liabilities, revenues, expenses, and cash flows and that the financial and other risks arising from the pandemic are appropriately described in the notes.

Assets and liabilities

We have satisfactory title or control over all assets. All liens or encumbrances on the University's assets and assets pledged as collateral, to the extent material, have been disclosed in the financial statements. All contingent assets, in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3320, Contingent assets, have been disclosed to you and are appropriately reflected in the financial statements.

We have recorded or disclosed, as appropriate, all liabilities, in accordance with Canadian public sector accounting standards. All liabilities and contingent liabilities, including those associated with guarantees, whether written or oral, under which the University is contingently liable in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3300, Contingent liabilities, have been disclosed to you and are appropriately reflected in the financial statements.

Cash and banks

The books and records properly reflect and record all transactions affecting cash funds, bank accounts, and bank indebtedness of the University.

All cash balances are under the control of the University, free from assignment or other charges, and unrestricted as to use, except as disclosed to you.

The amount shown for cash on hand or in bank accounts excludes trust or other amounts, which are not the property of the University other than holdbacks accounts which are included.

Arrangements with financial institutions involving compensating balances or other arrangements involving restrictions on cash balances or lines of credit or similar arrangements have been properly disclosed.

All cash and bank accounts and all other properties and assets of the University are included in the financial statements.

Restricted assets and revenues

All assets and revenues subject to externally imposed restrictions are disclosed in the financial statements.

All externally restricted inflows, other than those that relate to government transfers received or trusts under administration, have been recognized as revenue in the year in which the resources were used for the purposes specified. All externally restricted inflows received before this criterion has been met have been reported as liabilities until the resources are used for the purposes specified.

Condensed supplementary financial information relative to internally restricted entities has been disclosed in the financial statements, by entity and as a whole.

Accounts receivable

All amounts receivable by the University were recorded in the books and records.

Amounts receivable are considered to be fully collectible, except for the allowance made in the accounts.

All receivables are free from hypothecation or assignment as security for advances to the University, except as hereunder stated.

The University has accounted for and disclosed all transfers of receivables (including securitizations) that have occurred during the year.

Receivables, other than transfers receivable accounted for in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3410, Government transfers, recorded in the financial statements, represent bona fide claims against debtors for sales or other charges arising on or before the statement of financial position date and are not subject to discount except for normal cash discounts.

Loans receivable

We have disclosed to you all loan agreements containing forgivable conditions, significant concessionary terms, and those that are to be repaid through future appropriations.

Loans receivable that are not to be repaid through future appropriations and that do not contain forgivable conditions have been accounted for as financial assets, in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3050, Loans receivable. The cost of loans receivable excludes any portion of the loan that will be repaid through future appropriations and any grant portion relating to significant concessionary terms of the loan.

We have reviewed loans receivable for collectability, risk of loss, and expected forgiveness, and made appropriate valuation allowances or write-offs thereon if necessary, in accordance with PS 3050. The valuation allowance for loan losses and/or forgiveness encompasses probable credit losses related to specifically identified loans as well as probable credit losses inherent in the remainder of the loan portfolio that have been incurred as at year-end.

Credit risk

We have adequately disclosed our exposure to credit risk and included the credit risk disclosures required by CPA Canada Public Sector Accounting Handbook, Section 3450, Financial instruments.

Portfolio investments and other financial assets

All securities and other financial assets that are owned by the University were recorded in the accounts.

All income earned on the financial assets has been recorded in the accounts, and any interest income has been accrued using the effective interest rate method.

We are not aware of any objective evidence of impairment that would result in the recognition of an impairment loss on any financial asset.

You have been informed of the acquisition or the formation of all subsidiaries, governmental units, business enterprises, partnerships, joint ventures, or other participations during the year.

All transactions with subsidiaries, significantly influenced organizations, governmental units, business enterprises, partnerships, joint ventures, or other participations have been recorded in the accounts presented to you. All investments in and advances to subsidiaries, significantly influenced organizations, governmental units, business enterprises, partnerships, joint ventures, or other participations are appropriately recorded, and there is no evidence of impairment in value below the resulting balances shown in the financial statements.

There has been no activity in any dormant or inactive subsidiaries, significantly influenced organizations, governmental units, business enterprises, partnerships, joint ventures, or other participations, except as disclosed to you.

All investments in equity securities that are traded in an active market and are not subject to significant influence are accounted for at fair value.

Derivative financial instruments

The University has recognized and recorded at fair value all embedded derivative instruments that are required to be separated from their host contracts, in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3450, Financial instruments.

The University has recognized and recorded at fair value all non-financial derivatives that are included within the scope of CPA Canada Public Sector Accounting Handbook, Section PS 3450, Financial instruments.

We confirm that:

- the records reflect all transactions involving derivative financial instruments, and
- the assumptions and methodologies used in the valuation models applied to derivative financial instruments are reasonable.

All transactions involving derivative financial instruments have been conducted at arm's length and at fair values.

We have disclosed to you the terms of transactions involving derivative financial instruments.

There are no side agreements associated with any derivative financial instruments.

Financial instruments (general)

The methods and significant assumptions used to determine fair values of financial instruments are disclosed in the financial statements.

In relation to the risks associated with the University's financial instruments and the disclosures required by CPA Canada Public Sector Accounting Handbook, Section PS 3450, Financial instruments, we confirm the following:

- All material risks to which the entity is exposed as a result of its financial instruments, including risk exposures arising from transferred financial assets, have been disclosed.
- The following information about each class of financial asset, both recognized and unrecognized, has been properly disclosed in the financial statements:
 - amount of the maximum credit risk exposure without regard to collateral.
 - significant concentrations of credit.
 - credit quality of financial assets that are neither past due nor impaired.
 - details of financial assets that are either past due or impaired, and
 - collateral held as security and of other credit enhancements.
- The sensitivity analysis has been disclosed in relation to all material market risks, and includes:
 - changes in relevant risk variables that represent our best estimate of reasonably possible changes at that date, and

- amounts that represent our best estimates of how net revenue/deficit would have been affected by such changes in the relevant risk variables.
- The liquidity risk analysis disclosed includes the contractual cash flows of all of the University's non-derivative and derivative financial liabilities. Cash flows for which uncertainty exists over future timing, as a result of the counterparty's choice of when the amount is paid, are included in the maturity analysis on the basis of the earliest date on which the entity can be required to pay.
- Collateral and other credit enhancements held by the University have all been disclosed in the financial statements, including our best estimates of the fair values thereof. Where the University has recognized financial or non-financial assets by taking possession of collateral or other credit enhancements, disclosure has been made of:
 - the nature and carrying values of the assets obtained; and
 - when the assets are not readily convertible into cash, the University's policies for disposing of such assets or for using them in its operations.

Tangible capital assets

All charges to tangible capital asset accounts represented the actual cost of additions to tangible capital assets or the fair value at the date of contribution.

All contributed tangible capital assets have been recorded at fair value at the date of the contribution.

No significant tangible capital asset additions were charged to repairs and maintenance or other expense accounts.

Book values of tangible capital assets sold, destroyed, abandoned, or otherwise disposed of have been eliminated from the accounts.

Tangible capital assets owned by the University are being depreciated on a systematic basis over their estimated useful lives, and the provision for depreciation was calculated on a basis consistent with that of the previous date.

All lease agreements covering assets leased by or from the University have been disclosed to you and classified as leased tangible capital assets or operating leases in accordance with CPA Canada Public Sector Accounting Handbook, Guideline PSG-02, Leased tangible capital assets.

Leased tangible capital assets are being amortized on a systematic basis over the period of expected use.

There have been no events, conditions, or changes in circumstances that indicate that a tangible capital asset no longer contributes to the University's ability to provide goods and services, or that

the value of future economic benefits associated with the tangible capital asset is less than its net book value. We believe that the carrying amount of the University's long-lived tangible capital assets is fully recoverable in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3150, Tangible capital assets.

Intangible assets

Intangibles assets (except computer software), including those that have been purchased, developed, constructed, or inherited in right of the Crown, are not recognized as assets in the financial statements.

Works of art and historical treasures

Works of art, historical treasures, inherited natural resources, and Crown lands are not recognized in the financial statements. The nature of the works of art and the historical treasures held by the University has been disclosed.

Long-term debt

All borrowings and financial obligations of the University of which we are aware are included in the financial statements as at the date of the statement of financial position, as appropriate. We have fully disclosed to you all borrowing arrangements of which we are aware.

The University has not violated any covenants on debt during the year. We have fully disclosed to you all covenants and information related to how we determined our compliance with the terms of the covenants.

Deferred revenue

All material amounts of deferred revenue were appropriately recorded in the books and records.

Government transfers

We have disclosed all significant terms and agreements related to transfers received from governments.

Transfers without eligibility criteria or stipulations have been recognized as revenue once the transfer has been authorized.

Transfers with eligibility criteria but without stipulations have been recognized as revenue once the transfer has been authorized and all eligibility criteria have been met.

Transfers with or without eligibility criteria, but with stipulations, have been recognized as revenue in the year the transfer has been authorized and all eligibility criteria have been met, except when, and to the extent that, the transfer gives rise to an obligation that meets the definition of a liability

for the recipient government in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3200, Liabilities.

Disclosure

The major kinds of transfers recognized have all been disclosed in the financial statements, as have the nature and terms of liabilities arising from government transfers received.

Retirement benefits, post-employment benefits, compensated absences, and termination benefits

All arrangements to provide retirement benefits, post-employment benefits, compensated absences and termination benefits have been identified to you and have been included in the actuarial valuation as required.

The details of all pension plan amendments since the date of the last actuarial valuation, have been identified to you.

The actuarial valuation incorporates management's best estimates, detailed as follows:

- The actuarial assumptions and methods used to measure liabilities and costs for financial accounting purposes for pension and other post-retirement benefits are appropriate in the circumstances.
- All changes to the plan provisions and the employee group, or events that had an impact on the plan's performance since the last actuarial valuation have been reviewed, communicated to you and the actuary, and considered in determining the pension plan cost and the estimated actuarial present value of accrued pension benefits and value of pension plan assets.
- The University's actuaries have been provided with all information required to complete their valuation and their extrapolation to March 31, 2022.
- We confirm that the extrapolations are accurate and include the proper reflection of the effects of changes and events occurring subsequent to the most recent valuation that had a material effect on the extrapolations.

The employee future benefit costs, assets and obligations have been determined, accounted for and disclosed in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3250, Retirement benefits and Section PS 3255, Post-employment benefits, compensated absences and termination benefits. In particular:

- The significant accounting policies that the University has adopted in applying CPA Canada Public Sector Accounting Handbook, Section PS 3250 and Section PS 3255 are accurately and completely disclosed in the notes to the financial statements.

- Each of the best estimate assumptions used reflects management's judgment of the most likely outcomes of future events.
- The best estimate assumptions used are, as a whole, internally consistent, and consistent with the asset valuation method adopted.
- The discount rate used to determine the accrued benefit obligation was determined by reference to the University's plan asset earnings using assumptions that are internally consistent with other actuarial assumptions used in the calculation of the accrued benefit obligation and plan assets.
- The assumptions included in the actuarial valuation are those that management instructed the actuary to use in computing amounts to be used by management in determining pension costs and obligations and in making required disclosures in the above-named financial statements, in accordance with CPA Canada Public Sector Accounting Handbook, Section PS 3250.
- The source data and plan provisions provided to the actuary for preparation of the actuarial valuation are accurate and complete.

All changes to plan provisions or events occurring subsequent to the date of the actuarial valuation and up to the date of this letter have been considered in the determination of pension costs and obligations, and as such, they have been communicated to you and to the actuary.

Statements of operations, change in net financial assets and remeasurement gains and losses

All transactions entered into by the University have been recorded in the books and records presented to you.

All amounts have been appropriately classified within the statements of operations and changes in net financial assets and remeasurement gains and losses.

Environmental matters

There are no liabilities or contingencies arising from environmental matters that have not already been disclosed to you.

Liabilities or contingencies related to environmental matters have been recognized, measured, and disclosed, as appropriate, in the financial statements.

We have considered the effect of environmental matters, and the carrying value of the relevant assets is recognized, measured, and disclosed, as appropriate, in the financial statements.

All commitments related to environmental matters have been measured and disclosed, as appropriate, in the financial statements.

Use of experts

We assume responsibility for the findings of the expert in evaluating the pension benefits and other employee future benefits and have adequately considered the qualifications of the expert in determining the amounts and disclosures used in the financial statements and underlying accounting records. We did not give or cause any instructions to be given to experts with respect to the values or amounts derived in an attempt to bias their work, and we are not otherwise aware of any matters that have had an impact on the independence or objectivity of the experts.

Budgetary data

We have included budgetary data in our financial statements, which is relevant to the users of financial statements and consistent with that originally planned and approved by the Board of Governors. Planned results and amounts were presented for the same scope of activities and on a basis consistent with that used for actual results.

Income taxes

The University has determined it is not subject to income taxes in any jurisdiction in which it operates.

General

There are no proposals, arrangements, or actions completed, in process, or contemplated that would result in the suspension or termination of any material part of the University's operations.

Information relative to any matters handled on behalf of the University by any legal counsel, including all correspondence and other files, has been made available to you.

Litigation and claims

All known actual or possible litigation and claims, which existed at the statement of financial position date or exist now, have been disclosed to you and have been accounted for and disclosed in accordance with Canadian public sector accounting standards, whether or not they have been discussed with legal counsel.

Misstatements

Certain representations in this letter are described as being limited to those matters that are material. Items are also considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would have been changed or influenced by the omission or misstatement.

We confirm that the financial statements are free of material misstatements, including omissions.

We confirm there are no uncorrected misstatements in the financial statements.

Events after the statement of financial position date

We have identified all events that occurred between the date of the statement of financial position and the date of this letter that may require adjustment of, or disclosure in, the financial statements, and we have made such adjustment or disclosure.

Other Items

No "letters of comfort" to financial institutions from the University have been issued, nor to the best of our knowledge and belief have such letters been issued by the minister responsible for the University. Nor have any such letters been in force at any time during the year or subsequently.

The University has not issued any offering documents during the year, nor does it intend to issue offering documents in the near term.

Yours truly,

Naomi Andrew, Vice President (Administration)

Michael Emslie, CFO and Comptroller

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

We are providing this letter in connection with your audit of the schedule of public sector compensation (schedule) of the University of Manitoba (the "University") for the year then ended December 31, 2021 for the purpose of expressing an opinion as to whether the financial information is presented, in all material respects, in accordance with Section 2 of *The Public Sector Compensation Disclosure Act* (Act).

We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated October 1, 2021.

We confirm the following representations:

- We prepared and presented the financial information in accordance with the Act, including disclosures and other information referred to below.
- We designed, implemented, and maintained an effective system of internal control over financial reporting, to enable the preparation and presentation of the financial information that is free from material misstatement, whether due to fraud or error.
- We designed, implemented, and maintained an effective system of internal control to prevent and detect fraud.
- We complied with legislative and other authorities that govern the University, including *The Public Sector Compensation Disclosure Act*.
- We provided you with all relevant information and access, as agreed in the terms of the audit engagement.
- We ensured all transactions have been recorded in the accounting records and are reflected in the schedule.

Preparation of the schedule

The schedule includes all disclosures necessary for presentation in accordance with the Act.

We have appropriately reconciled our books and records (for example, general ledger accounts) underlying the schedule to their related supporting information (for example, sub ledger or third-party data). All related reconciling items considered to be material were identified and included on the reconciliations and were appropriately adjusted in the schedule.

Other information

We have informed you of all of the documents, that we expect to issue or that are otherwise required to be issued in accordance with law, regulation, or custom that will contain or accompany the schedule and the auditor's report and that will include information on the University's operations as set out in the schedule.

The schedule and this other information included in such document(s) are consistent with one another, and the other information does not contain any material misstatements.

Accounting policies

We confirm that we have reviewed the University's accounting policies and, with regard to the possible alternative policies, our selection and application of accounting policies and estimation techniques used for the preparation and presentation of the schedule are appropriate in the University's particular circumstances.

Internal controls over financial reporting

We have designed disclosure controls and procedures to ensure that material information related to the University is made known to us by others within the University.

We have designed internal control over financial reporting to provide reasonable assurance regarding the reliability of financial reporting and the preparation of schedule for external purposes in accordance with the Act.

We have established and maintained effective internal control over financial reporting.

We have communicated to you all changes of which we are aware in the design and implementation or maintenance of internal control over financial reporting during the post-COVID period of March 2020 to the date of this letter. We believe that our internal controls continued to operate effectively in the post-COVID period.

We have not identified any deficiency in the design and operation of the University's disclosure controls and procedures and internal control over financial reporting as part of our assessment as of December 31, 2021.

Minutes

All matters requiring disclosure to or approval of the Board of Governors have been brought before the board at appropriate meetings and are reflected in the minutes.

Disclosure of information

We have provided you with

- access to all information of which we are aware that is relevant to the preparation of the schedule, such as records, documentation, and other matters, including:
 - contracts and related data.
 - information regarding significant transactions and arrangements that are outside the normal course of business.
 - minutes of the meetings of the Board of Governors, committees of the board, and management, the most recent of which were held on March 8, 2022 (Audit and Risk Management Committee) and April 7, 2022 (Board of Governors).
- 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.

Completeness of transactions

All contractual arrangements entered into by the University with third parties have been properly reflected in the accounting records and/or have been disclosed to you where material (or potentially material) to the schedule. We have complied with all aspects of contractual agreements that could have a material effect on the schedule in the event of non-compliance. There are no side agreements or other arrangements (either written or oral) undisclosed to you.

Fraud

We have disclosed to you:

- the results of our assessment of the risk that the schedule may be materially misstated as a result of fraud.
- all information of which we are aware that is related to fraud, or suspected fraud, affecting the University and involving management, employees who have significant roles in internal control, or others, where the fraud could have a material effect on the schedule; and
- all information related to any allegations of fraud, or suspected fraud, that could affect the University's schedule, and that was communicated by employees, former employees, analysts, regulators, or others.

Compliance with laws and regulations

We have disclosed to you all aspects of laws, regulations, and contractual agreements that may affect the schedule, including known instances of non-compliance with laws and regulations whose effects should be considered when preparing the schedule.

We are not aware of any illegal or possibly illegal acts committed by the University's directors, officers, or employees acting on the University's behalf.

There have been no communications from regulatory agencies concerning non-compliance with or deficiencies in financial reporting practices.

All transactions of the University have been within its statutory powers and enabling legislation. The University has complied with *The Public Sector Compensation Disclosure Act*.

Accounting estimates

We are responsible for all significant estimates and judgments affecting the schedule. The methods underlying data, and significant assumptions used in developing accounting estimates and the related disclosures are reasonable and appropriate to achieve recognition, measurement, or disclosure in the schedule based on applicable requirements of the Act. The methods used in developing accounting estimates have been consistently applied in the periods presented and the data used in developing accounting estimates is accurate and complete. Accounting estimates and judgments appropriately reflect our management's intent and ability to carry out specific courses of action, where relevant. Disclosures related to accounting estimates are complete and reasonable based on applicable requirements of the Act. There have been no subsequent events that would require the adjustment of any significant estimates and related disclosures.

Impact of COVID-19 on the schedule

We confirm that the schedule, including disclosures, accurately reflect the COVID-19 pandemic's impact on the recognition, measurement, and presentation of the entity's compensation as included in the schedule.

Misstatements

Certain representations in this letter are described as being limited to those matters that are material. Items are also considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would have been changed or influenced by the omission or misstatement.

We confirm that the schedule is free of material misstatements, including omissions.

We confirm there are no uncorrected misstatements in the schedule.

Events after the schedule date

We have identified all events that occurred between the date of the schedule and the date of this letter that may require adjustment of, or disclosure, in the schedule and we have made such adjustment or disclosure.

Yours truly,

Naomi Andrew, Vice-President (Administration)

Michael Emslie, CFO and Comptroller

Appendix C—Draft transmittal letters

June xx, 2022

Honourable Jon Reyes
Minister of Advanced Education, Skills and Immigration
Room 156, Legislative Building
450 Broadway
Winnipeg, Manitoba R3C 0V8

Dear Minister Reyes:

Re: University of Manitoba – 2022 Audit Opinions

We have completed our audits and have issued unmodified audit opinions on the University of Manitoba's financial statements and schedule of public sector compensation. The opinions were provided to the Comptroller.

We also issued a management letter to the Vice President, Administration. The letter does not include any new items, but follows up on 2 outstanding recommendations from the prior year. We reviewed the audit results, including the draft audit opinions, with the Audit and Risk Management Committee.

A copy of this letter has been provided to the Minister of Finance and his officials.

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

Sincerely,

Tyson Shtykalo, CPA, CA
Auditor General

TS/tm

cc: Donald Leitch, Clerk of the Executive Council
Jeff Lieberman, Chair, Board of Governors, University of Manitoba
Kimber Osiowy Chair, Audit and Risk Management Committee, University of Manitoba
Michael Benarroch, President and Vice-Chancellor, University of Manitoba
Naomi Andrew, Vice-President, Administration, University of Manitoba
Eric Charron, Deputy Minister, Advanced Education, Skills and Immigration
Elliot Sims, Associate Clerk for Legislative and Regulatory Affairs

June xx, 2022

Honourable Cameron Friesen
Minister of Finance
Room 103, Legislative Building
450 Broadway
Winnipeg, Manitoba R3C 0V8

Dear Minister Friesen:

Re: University of Manitoba – 2022 Audit Opinions

We have completed our audits and have issued unmodified audit opinions on the University of Manitoba's financial statements and schedule of public sector compensation. Attached is a copy of our letter to the Minister of Advanced Education, Skills and Immigration.

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

Sincerely,

Tyson Shtykalo, CPA, CA
Auditor General

Encl.

TS/tm

cc: Ann Ulusoy, Secretary to Treasury Board
Richard Groen, Deputy Minister, Finance
Andrea Saj, Provincial Comptroller, Finance

June xx, 2022

Kimber Osiowy
Chair, Audit and Risk Management Committee
University of Manitoba
312 Administration Building
Winnipeg, Manitoba R3T 2N2

Dear Kimber Osiowy:

Re: University of Manitoba – 2022 Audit Opinions

We have completed our audits and have issued unmodified audit opinions on the University of Manitoba's financial statements and schedule of public sector compensation. The opinions were provided to the Comptroller.

We also issued a management letter to the Vice President, Administration. The letter does not include any new items, but follows up on 2 outstanding recommendations from the prior year. We reviewed the audit results, including the draft audit opinions and draft management letter, with your Audit and Risk Management Committee.

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

Sincerely,

Brendan Thiessen, CPA, CA
Principal

BT/tm

cc: Naomi Andrew, Vice-President, Administration, University of Manitoba
Michael Emslie, CFO and Comptroller, University of Manitoba

June xx, 2022

Michael Emslie, CPA, CA
CFO and Comptroller
University of Manitoba
406 Administration Building
Winnipeg, Manitoba R3T 2N2

Dear Michael Emslie:

Re: University of Manitoba– 2022 Audit Opinions

Included are our audit opinions on the University of Manitoba's financial statements and schedule of public sector compensation.

We appreciate your cooperation and the cooperation of your staff during our audit.

Please let me know if you would like to discuss any matters.

Sincerely,

Brendan Thiessen, CPA, CA
Principal

BT/tm

Encl.

Appendix D—Draft management letter

June xx, 2022

Naomi Andrew
Vice-President (Administration)
University of Manitoba
202 Administration Building
Winnipeg, Manitoba R3T 2N2

Dear Naomi Andrew:

Re: University of Manitoba – Update on prior recommendations

We have completed our audit of the financial statements of the University of Manitoba for the year ended March 31, 2022. During the course of the audit we identified matters which may be of interest to management. The objective of the audit was to express an opinion on your financial statements and it was not designed to identify all matters of interest to management in discharging its responsibilities.

The audit includes consideration of internal control relevant to the preparation 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 internal controls.

The matters being reported are limited to those deficiencies that we have identified during the audit and concluded are of sufficient importance to merit being reported to those charged with governance.

There are no new findings for your attention.

Appendix A reports the status of prior year recommendations using the following categories:

1. Implemented/Resolved

The recommendation has been implemented—or a solution has been implemented that mitigates the risk that the recommendation identified.

2. Action no longer required

The recommendation is no longer relevant because circumstances changed.

3. Will not be implemented

Management does not intend to implement our recommendation or mitigate the risk that the recommendation identified.

4. In progress

Management is working to implement our recommendation. We will update the status in next year's management letter.

Sincerely,

Brendan Thiessen, CPA, CA
Principal

cc: Kimber Osiowy, Chair, Audit and Risk Management Committee, University of Manitoba

Appendix A – Follow up of prior year recommendations

2021 Outstanding Recommendations	
1.	Foreign exchange workbook incomplete We recommend that the University implement a more effective process that would capture all USD payments coming from all government and non-government funders, both US and other foreign funding sources. Status: Implemented/resolved
2.	Payroll authorization We recommend that the personnel in charge of approving payroll should maintain proper oversight over this process. All time entries should be approved and trails of approval of payroll should be properly maintained. Status: Implemented/resolved

Appendix E—Developments in accounting and auditing standards

Developments in accounting standards

We have identified the following accounting development as being potentially significant or of interest to the University.

PS 3280 Asset retirement obligation



Overview

- ▶ This Section establishes standards on how to account for and report a liability for asset retirement obligations.
- ▶ An asset retirement obligation is a legal obligation associated with the retirement of a tangible capital asset.
- ▶ Asset retirement costs associated with a tangible capital asset controlled by the entity increase the carrying amount of the related tangible capital asset (or a component thereof) and are expensed in a rational and systematic manner.
- ▶ Asset retirement costs associated with an asset no longer in productive use are expensed.
- ▶ Measurement of a liability for an asset retirement obligation should result in the best estimate of the amount required to retire a tangible capital asset (or a component thereof) at the financial statement date.
- ▶ Subsequent measurement of the liability can result in either a change in the carrying amount of the related tangible capital asset (or a component thereof), or an expense, depending on the nature of the remeasurement and whether the asset remains in productive use.
- ▶ A present value technique is often the best method with which to estimate the liability.



Effective date

- ▶ Fiscal years beginning on or after April 1, 2022.
- ▶ Earlier adoption is permitted.

Developments in auditing standards

We have identified the following developments as being potentially significant or of interest to the organization:

CAS 315 - Identifying and Assessing the Risks of Material Misstatement through Understanding the Entity and Its Environment



Overview

- ▶ CAS 315 (Revised), Identifying and Assessing the Risks of Material Misstatement, has been revised to require a more robust risk identification and assessment, thereby promoting better responses to the identified risks.
- ▶ The revised requirements focus on 'what' needs to be done, and the application material enhanced, modernized and reorganized to describe 'why' and 'how' procedures are to be undertaken.



Effective date

- ▶ Audits of financial statements for periods beginning on or after December 15, 2021.
- ▶ Earlier application is permitted.



AGENDA ITEM:

Fraud and Financial Irregularity Reporting Policy

RECOMMENDED RESOLUTION:

THAT the Board of Governors approves the creation of the Fraud and Financial Irregularity Reporting Policy effective July 1, 2022.

CONTEXT AND BACKGROUND:

Establishment of Policy

The University does not currently have a governing document that:

- a) defines fraud and financial irregularities;
- b) explicitly states that fraud is not tolerated; and
- c) imposes a duty on University employees to report any suspicion of fraud or irregularities.

The Policy establishes:

- that fraud is not tolerated;
- the requirement for employees to report suspected fraud; and
- how members of the University community may report concerns of fraud, including to whom they should report their concerns.

The Procedure establishes:

- the process for responding to fraud reports;
- the process for the investigation of fraud reports; and
- how the results of investigations will be communicated, and to whom they will be communicated.

The Procedure is being attached for information only, and will be approved by the Vice-President (Administration) after approval of the Policy by the Board.

Reasons for Policy

Visibility

- Audit Services has included on its webpage a fraud and financial irregularity reporting tool. However, it is not prominent on the University website, and many employees may not be aware that the reporting tool exists.
- A Fraud and Financial Irregularity Reporting Policy that is periodically referenced and discussed, can serve as a reminder to staff to be alert for financial irregularities and would remind employees of the importance of carrying out internal controls.

Clarity

- A recent audit found that there were staff who had identified potential fraud or irregularity concerns within their faculty; however, they did not report the concerns to others in the University in a timely manner. As a result, the concerning behavior continued over several years before being addressed. Clear guidance on fraud and irregularities, and University employee responsibilities to report instances that they are aware of, may have led to raising concerns sooner.
- A Fraud and Financial Irregularity Reporting Policy and Procedure would benefit the University by assisting employees in understanding what fraud and irregularities are. This, in turn, would assist them in recognizing instances of fraud or irregularities in the workplace, and would also provide them with guidance on how to report the concern.

Culture

- It would serve as a mechanism to demonstrate that an anti-fraud culture is supported by senior management and the Board of Governors. Reinforcement of a Fraud and Irregularity Reporting Policy through a clear response to instances of fraud raises the morale of employees and will help to deter employees from committing fraud. Further, a Fraud and Irregularity Reporting Policy and Procedure builds public trust, enhances reputation, and can be used as a tool for solving ethical dilemmas.

RESOURCE REQUIREMENTS:

None.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

The University of Manitoba is committed to the highest standards of honesty, ethical conduct and fiduciary responsibility and does not tolerate instances of fraud and financial irregularities. The University of Manitoba has a list of values, one of which is “accountability”. To achieve accountability, it is important that instances of fraud and irregularities in the workplace are identified and investigated.

IMPLICATIONS:

The Policy will:



- Foster an environment that promotes fraud awareness.
- Impose an obligation on all employees to report suspicions of fraud and irregularities.
- Provide University employees with a means to report concerns about known or suspected fraud or irregularities.
- Establish a prompt and fair investigation process to address allegations of fraud.

ALTERNATIVES:

The alternative is to leave the University without a dedicated Fraud and Financial Irregularity Reporting Policy. Existing policies and procedures prohibit fraud in a roundabout way. For example, the Administration and Control of Operating Funds Policy says that operating funds shall be subject to control procedures appropriate for publicly administered funds, and the Travel and Business Expense Claims Policy includes that the University has a fiduciary responsibility to ensure funds entrusted to it are managed responsibly.

The proposed Fraud and Financial Irregularity Reporting Policy and Procedure would be complementary to the Safe Disclosure (Whistleblower) Policy. The Safe Disclosure (Whistleblower) Policy is in place for a specific purpose, and it is not intended as a mechanism for addressing instances of fraud or irregularities that do not meet the criteria of gross mismanagement as referenced in that Policy, or when the formal processes outlined in that Policy are not required.

There have been numerous consultations with University administrators who work with the Policy. The Policy and Procedures reflect unit/department needs and operational constraints and ensure risks and resources are managed appropriately. The Policy and Procedure have been shared with UMFA for consultation, feedback was received and incorporated where appropriate.

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Title</u>	<u>Date</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		Vice-President (Administration)	June 3, 2022
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		President & Vice-Chancellor	June 10, 2022
<input type="checkbox"/>	<input type="checkbox"/>			
<input type="checkbox"/>	<input type="checkbox"/>			
<input type="checkbox"/>	<input type="checkbox"/>			

Fraud and Financial Irregularity Reporting Policy
 Fraud and Financial Irregularity Reporting Procedure

UNIVERSITY OF MANITOBA POLICY

Policy:	FRAUD AND FINANCIAL IRREGULARITY REPORTING
Effective Date:	July 1, 2022
Revised Date:	
Review Date:	July 1, 2027
Approving Body:	Board of Governors
Authority:	Governance, Board Committees, Audit and Risk Management Committee
Responsible Executive Officer:	Vice-President (Administration)
Delegate: (If applicable)	Director of Audit Services
Contact:	Director of Audit Services
Application:	Board of Governors members; Consultants, Vendors, Donors, Funders, and Other Parties with Business Relationships with the University; All Employee Groups; Students

Part I Reason for Policy

1.1 The purpose of this Policy is to:

(a) Communicate that the University:

- i. Values accountability and integrity and is committed to the highest standards of honesty, ethical conduct and fiduciary responsibility;
- ii. Desires to protect its funds and property owned by, or in the care of the University, from Fraud and Irregularities;
- iii. Wishes to foster an environment that promotes fraud awareness; and
- iv. Is committed to the thorough Investigation of allegations of Fraud or Irregularities.

- (b) Impose an obligation on the University community to report good faith concerns or suspicions of Fraud and Irregularities and to outline processes to report such concerns.
 - (c) Outline Investigation procedures for allegations where there is a credible indication that Fraud or Irregularities may have occurred.
 - (d) Protect those who bring forward good faith concerns from Reprisal.
- 1.2 This Policy is intended to apply only to allegations of Fraud and Irregularity as defined in this Policy. This Policy is not intended to apply to other types of disclosures, and is not intended as a dispute resolution mechanism to replace grievances, appeal hearings, and other administrative processes.
- 1.3 Thefts of assets that involve break and entry, threats of violence and use of physical force are not covered under this Policy; all such instances should be reported to Security Services.

Part II Policy Content

Definitions

- 2.1 The following terms have the following defined meaning for the purpose of this Policy:
- (a) **“Audit and Risk Management Committee”** means the Standing Committee of the Board of Governors.
 - (b) **“Audit Services”** means the office of Audit Services at the University. Audit Services authority to conduct audits and investigations is through the Audit Services Charter which is approved by the Board of Governors through the Audit and Risk Management Committee.
 - (c) **“Control Environment”** means the attitudes and actions of the Board of Governors and University Administrators regarding the importance of Internal Controls within the University. The Control Environment provides the discipline and structure for the achievement of the primary objectives of the system of Internal Control.
 - (d) **“Financial Manager”** for the purpose of this Policy means Business Managers, Directors of Finance or Administration, Budget or Finance Officers, or other similar positions that hold a high level of financial responsibility in a faculty or unit.
 - (e) **“Fraud”** is any illegal act characterized by deceit, concealment, or violation of trust. These acts are not dependent upon the threat of violence or physical

force. Frauds are perpetrated to obtain money, property, or services; to avoid payment or loss of services; or to secure personal or business advantage.

Fraud as defined in this Policy pertains to trust violations, exploitations of weaknesses, and circumvention of Internal Controls at the University. A conclusion of Fraud does not necessarily translate to a fraud conclusion under the legal system should an Investigation be referred to law enforcement.

Examples of Fraud for the purpose of this Policy include:

- i. Asset misappropriation, such as through:
 - a. Skimming – collecting cash receipts from customers and not recording them.
 - b. Expense reimbursement – claims of personal or nonexistent items or expenses.
 - c. Payroll manipulations – claims for hours not worked, unauthorized pay rate adjustments, or adding non-existent employees to payroll.
 - d. Cash misappropriation – stealing from the cash register or petty cash.
 - e. Fund misdirection – changing direct deposit information on a vendor or employee, or depositing a cheque to a personal account.
 - f. Non-cash misappropriation – theft, misuse, or personal use of the University’s property (inventory, equipment and supplies, intellectual property).
 - ii. Misrepresentation or concealment of material facts.
 - iii. Corruption, which involves the misuse of influence in a transaction in a way that violates duty to the University. This could include bribery, undisclosed/unmanaged conflicts of interest, receipt of kickbacks or gratuities, bid rigging, and aiding and abetting Fraud by other parties.
 - iv. Breach of fiduciary duty, such as through neglect, override of Internal Control, or intentional failure to act.
- (f) **“Irregularity”** is broader than Fraud and includes violation or deliberate disregard of University financial policies and ethical standards, or questionable accounting practices. Financial Irregularities also include excessive spending, waste, or failing to properly safeguard and protect assets.
- (g) **“Informal Resolution”** means the resolution of a concern without an Investigation being completed.

- (h) **“Internal Control”** means any action taken by management, the Board of Governors, and other parties to manage risk and increase the likelihood that established objectives and goals will be achieved.
- (i) **“Investigation”** means a review undertaken by Audit Services pursuant to this Policy.
- (j) **“Reprisal”** means any measures taken against a person because they have asked for advice regarding this Policy, brought forward allegations of Fraud or Irregularities or cooperated with an Investigation. Reprisal measures include, but are not limited to:
 - i. Discipline;
 - ii. Academic penalties (in the case of students);
 - iii. Demotion;
 - iv. Termination of employment;
 - v. Termination of an academic appointment;
 - vi. Any other measure which significantly adversely affects working conditions or educational experience; and
 - vii. A threat to take any of the measures referred to above.
- (k) **“Respondent”** means an individual or individuals accused of Fraud or Irregularity.
- (l) **“University”** means the University of Manitoba.
- (m) **“University Administrators”** means Executive Staff (Academic and Support), and Senior Administrative Academic Staff as defined in the Employee Organizations and Employment Groups Procedure. This generally includes the President, Vice-Presidents, Associate Vice-Presidents, Deans and Directors.
- (n) **“University Community”** means all faculty, staff, students, government, donors, and funders (external sponsors), and members of the Board of Governors.

Introduction and Principles

- 2.1 The University has a fiduciary responsibility to the public, external sponsors, the Province of Manitoba, certain tax and regulatory bodies, private donors and its students to ensure that funds entrusted to it are managed responsibly and subject to appropriate Internal Control procedures.

- 2.2 Fraud, Irregularities or the concealment of Fraud or Irregularities will not be tolerated at the University, including Fraud for the benefit of the University.
- 2.3 All members of the University Community are accountable for setting the appropriate tone of intolerance for Fraud and Irregularities by complying with all laws, regulations, professional codes of conduct and University policies.
- 2.4 University Administrators should maintain an awareness of the risks and exposures in their areas of supervision and are responsible for the implementation and enforcement of Internal Controls and policies that will provide for the security and accountability of resources entrusted to them.
- 2.5 University Administrators are responsible to set the tone for a strong Control Environment through:
 - (a) A demonstrated commitment to adherence to the University's Internal Controls;
 - (b) Maintaining open communication regarding Internal Control compliance;
 - (c) Encouraging employees under their area of supervision to report of suspicions of Fraud or Irregularities;
 - (d) Implementation of an appropriate challenge function over budgets and expenditures, to support appropriate stewardship of financial resources.
- 2.6 All efforts will be made to recover assets lost through fraudulent means.
- 2.7 The reporting of Fraud or Irregularities is a part of all employees' duties.
- 2.8 All credible allegations of Fraud will be investigated.

Duty to Report

- 2.9 To preserve the reputation and integrity of the University, any individual who knowingly observes or encounters credible evidence of Fraud or Irregularities in the context of University functions/activities must report them immediately, following the reporting protocol outlined in the Fraud Procedure.

Investigation Responsibilities

- 2.10 Audit Services has the primary responsibility for coordinating the Investigation of allegations of Fraud and Irregularities. Other University subject matter experts may be consulted depending on the situation.
- 2.11 For allegations involving potential research misconduct (for example, misrepresentation to funding agencies, mismanagement, or misuse of research funds), Audit Services will refer the matter to the Vice-President (Research and

International) and an investigation may proceed under the Responsible Conduct of Research Policy. Proceeding under the Responsible Conduct of Research Policy does not preclude the possibility of an Investigation under the Fraud and Irregularity Policy.

- 2.12 If an Investigation determines that a Fraud or Irregularity has occurred, appropriate remedial action shall be taken by the University.

Protection from Reprisal

- 2.13 Concerns should be raised in good faith. Frivolous or vexatious reports may be considered misconduct. Reprisals against an individual who made a good faith report are not permitted and may be considered misconduct subject to discipline, which will be implemented pursuant to and in accordance with the relevant collective agreement, University policies or by-laws.

Investigation Reports

- 2.14 The Audit and Risk Management Committee will be informed of any findings in cases where the Investigation has concluded that Fraud or Irregularities have occurred. In cases where the Investigation has concluded that Fraud or Irregularities have not taken place, the Audit and Risk Management Committee will receive an aggregate summary information of allegations compiled by Audit Services.

Part III Accountability

- 3.1 The Office of Legal Counsel is responsible for advising the Vice-President (Administration) that a formal review of this Policy is required.
- 3.2 The Director of Audit Services is responsible for the implementation, administration and review of this Policy.
- 3.3 Board of Governors members, Consultants, Vendors, Donors, Funders, Other Parties with Business Relationships with the University, all Employees and Students are responsible for complying with this Policy.

Part IV Authority to Approve Procedures

- 4.1 The Vice-President (Administration) or the President may approve Procedures, if applicable, which are secondary to and comply with this Policy.

Part V Review

5.1 Governing Document reviews shall be conducted every five (5) years. The next scheduled review date for this Policy is July 1, 2027.

5.2 In the interim, this Policy may be revised or repealed if:

- (a) the Vice-President (Administration) 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.

5.3 If this Policy is revised or repealed, all Secondary Documents, shall be reviewed as soon as reasonably possible in order that they:

- (a) comply with the revised Policy; or
- (b) are in turn repealed.

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; and
- (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) Audit and Risk Management Committee Terms of Reference
- (b) Audit Services Charter
- (c) Safe Disclosure (Whistleblower) Policy
- (d) Responsible Conduct of Research

- (e) Conflict of Interest
- (f) Gifts and Gratuities

UNIVERSITY OF MANITOBA PROCEDURE

Procedure	Fraud and Financial Irregularity Reporting
Parent Policy:	Fraud and Financial Irregularity Reporting
Effective Date:	July 1, 2022
Revised Date:	
Review Date:	July 1, 2027
Approving Body:	Vice-President (Administration)
Authority:	Fraud and Financial Irregularity Reporting Policy
Responsible Executive Officer:	Vice-President (Administration)
Delegate: (If applicable)	Director of Audit Services
Contact:	Director of Audit Services
Application:	Board of Governors members; Consultants, Vendors, Donors, Funders, and Other Parties with Business Relationships with the University; All Employee Groups; Students

Part I Reason for Procedure

- 1.1 The purpose of this Procedure is to set out:
- (a) Avenues for the University community to report concerns of Fraud and Irregularities.
 - (b) Investigation procedures that address allegations of Fraud or Irregularities.

Part II Procedural Content

Definitions

- 2.1 The following terms have the following defined meaning for the purpose of this Procedure:

- (a) **“Audit and Risk Management Committee”** means the Standing Committee of the Board of Governors.
- (b) **“Audit Services”** means the office of Audit Services at the University. Audit Services authority to conduct audits and investigations is through the Audit Services Charter which is approved by the Board of Governors through the Audit and Risk Management Committee.
- (c) **“Control Environment”** means the attitudes and actions of the Board of Governors and University Administrators regarding the importance of Internal Controls within the University. The Control Environment provides the discipline and structure for the achievement of the primary objectives of the system of Internal Control.
- (d) **“Financial Manager”** for the purpose of this Policy means Business Managers, Directors of Finance or Administration, Budget or Finance Officers, or other similar positions that hold a high level of financial responsibility in a faculty or unit.
- (e) **“Fraud”** is any illegal act characterized by deceit, concealment, or violation of trust. These acts are not dependent upon the threat of violence or physical force. Frauds are perpetrated to obtain money, property, or services; to avoid payment or loss of services; or to secure personal or business advantage.

Fraud as defined in the Policy and this Procedure pertains to trust violations, exploitations of weaknesses, and circumvention of Internal Controls at the University. A conclusion of Fraud does not necessarily translate to a fraud conclusion under the legal system, should an Investigation be referred to law enforcement.

Examples of Fraud for the purpose of this Policy and Procedure include:

- i. Asset misappropriation, such as through:
 - a. Skimming – collecting cash receipts from customers and not recording them.
 - b. Expense reimbursement – claims of personal or nonexistent items or expenses.
 - c. Payroll manipulations – claims for hours not worked, unauthorized pay rate adjustments, or adding non-existent employees to payroll.
 - d. Cash misappropriation – stealing from the cash register or petty cash.
 - e. Fund misdirection – changing direct deposit information on a vendor or employee, or depositing a cheque to a personal account.

- f. Non-cash misappropriation/theft – theft, misuse, or personal use of the University’s property (inventory, equipment and supplies, intellectual property).
 - ii. Misrepresentation or concealment of material facts.
 - iii. Corruption, which involves the misuse of influence in a transaction in a way that violates duty to the University. This could include bribery, undisclosed/unmanaged conflicts of interest, receipt of kickbacks or gratuities, bid rigging, and aiding and abetting Fraud by other parties.
 - iv. Breach of fiduciary duty, such as through neglect, override of Internal Control, or intentional failure to act.
- (f) **“Irregularity”** is broader than Fraud and includes violation or deliberate disregard of University financial policies and ethical standards, or questionable accounting practices. Financial Irregularities also include excessive spending, waste, or failing to properly safeguard and protect assets.
- (g) **“Informal Resolution”** means the resolution of a concern without an Investigation being completed.
- (h) **“Internal Control”** means any action taken by management, the Board of Governors, and other parties to manage risk and increase the likelihood that established objectives and goals will be achieved.
- (i) **“Investigation”** means a review undertaken by Audit Services pursuant to this Procedure.
- (j) **“Reprisal”** means any measures taken against a person because they have asked for advice regarding this Policy and Procedure, brought forward allegations of Fraud or Irregularities or cooperated with an Investigation. Reprisal measures include, but are not limited to:
 - i. Discipline;
 - ii. Academic penalties (in the case of students);
 - iii. Demotion;
 - iv. Termination of employment;
 - v. Termination of an academic appointment;
 - vi. Any other measure which significantly adversely affects working conditions or educational experience; and
 - vii. A threat to take any of the measures referred to above

- (k) **“Respondent”** means an individual or individuals accused of Fraud or Irregularity.
- (l) **“University”** means the University of Manitoba.
- (m) **“University Administrators”** means Executive Staff (Academic and Support), and Senior Administrative Academic Staff as defined in the Employee Organizations and Employment Groups Procedure. This generally includes the President, Vice-Presidents, Associate Vice-Presidents, Deans and Directors.
- (n) **“University Community”** means all faculty, staff, students, government, donors and funders (external sponsors), and members of the Board of Governors.

Duty to Report

2.2 Suspected instances of Fraud and Irregularities must be reported. The following processes normally apply:

- (a) If individuals suspect Fraud or Irregularities have occurred, they should first contact their immediate supervisor or University faculty or unit contact (e.g. Dean/Director/Department Head, Financial Manager) to discuss concerns in a timely manner after becoming aware of the activity or concern. This is an important step as there may be clarifying information that supervisors or others are aware of that may provide for an immediate Informal Resolution.
- (b) If the reporting and discussion results in a credible suspicion of Fraud or Irregularities, these instances must be immediately reported to Audit Services. It is the responsibility of the supervisor to ensure that the suspicion of Fraud or Irregularities is reported.
- (c) If there is any question as to whether an action constitutes a Fraud or Irregularity, the relevant supervisor should contact Audit Services for guidance.
- (d) If someone does not feel comfortable communicating concerns to their supervisor or University faculty or unit contact, or if they feel their concerns have not been resolved, then they must contact a central unit (e.g. Chief Financial Officer/Comptroller, Associate Vice-President (Human Resources), Audit Services staff) who they are comfortable discussing the matter with. Those individuals receiving such allegations are required to immediately inform Audit Services of the concerns.

2.3 Reports can be made verbally or in writing and can be made openly or confidentially. If so desired, reports can be made through the online Fraud and Irregularity Reporting Tool, available on the Audit Services webpage.

- 2.4 Reports will be accepted anonymously, but this may limit the ability to respond and investigate. If a report is confidential, the anonymity of the individual providing the information will be maintained, except to the extent allowable within the limitations of the law, collective agreements and other University policies and procedures. All information received by Audit Services will be treated in a confidential and sensitive manner. Audit Services staff respect the value of information they receive and do not disclose information without appropriate authority unless there is a legal or professional obligation to do so.

Preliminary Evaluation

- 2.5 Audit Services staff will evaluate the concerns received to determine if an Investigation is required. This evaluation will include consultation with Financial Services as necessary. The individual reporting the issue may also be requested to provide additional information. The purpose of the preliminary evaluation is to assess information available and determine if further action is necessary. Preliminary evaluation may reveal that further investigation is not warranted and an Informal Resolution may be identified and recommended.
- 2.6 Preliminary evaluation may also determine that the concerns reported would be better addressed under the Safe Disclosure (Whistleblower) Policy or the Responsible Conduct of Research Policy. Those policies are broader and address breaches or wrongdoings of both a non-financial and financial nature. Audit Services will provide guidance and support for filing reports under these policies if determined necessary.
- 2.7 If the preliminary evaluation determines that a formal Investigation is warranted, a recommendation for Investigation together with reasons for the Investigation will be provided to the Chief Financial Officer/Comptroller and the Vice-President (Administration). The Vice-President (Administration) will authorize the Investigation to be initiated. If the allegations involve the Chief Financial Officer/Comptroller or the Vice-President (Administration), then the recommendation for Investigation will be made to the President. If the Allegations involve the President, then the recommendation for Investigation will be made to the Chair of the Audit Committee.
- 2.8 Written objectives of the Investigation will be agreed upon, which at minimum will include the nature and scope of the Investigation and planned investigative and reporting procedures.

Investigations

- 2.9 Audit Services staff will conduct the Investigation in any manner determined appropriate to the nature of the particular concern or allegation and the seriousness of the issues involved. This may include some or all of:
- (a) Interviewing witnesses in person or via video conference;

- (b) Asking questions of witnesses in writing (including by email);
 - (c) Reviewing documents (both paper and electronic);
 - (d) Reviewing photographs, audio, and video recordings;
 - (e) Examining physical evidence;
 - (f) Arranging for testing of physical evidence; and/or
 - (g) Accessing electronic systems.
- 2.10 The Investigation will be conducted in a responsible manner, in accordance with the principles of procedural fairness and natural justice. Specifically:
- (a) All information will be gathered in a manner that is respectful of individuals and that ensures appropriate and acceptable evidence is obtained;
 - (b) All individuals will be treated consistently, regardless of position or length of service;
 - (c) All information will be recorded and appropriately safeguarded throughout the Investigation.
 - (d) The individual reporting the suspicion of Fraud or Irregularity must be provided an opportunity to explain and provide evidence in support of the allegation;
 - (e) Respondents who are alleged to have been involved in Fraud or Irregularities must be informed of the essential nature of the allegations against them, including where necessary, having access to documentary and other evidence, including copies of written complaints if they exist, and in some cases the identity of the individual submitting the allegation;
 - (f) Those individuals who are alleged to have been involved in Fraud or Irregularities must be provided an opportunity to respond to the allegations;
 - (g) While strict rules of evidence do not apply, appropriate weight must be given to evidence based on its credibility and reliability; and
 - (h) Witnesses, including those individuals who have been alleged to be involved in Fraud or Irregularities may consult with or respond through an advocate (which may include legal counsel, a union representative, or a Student Advocate, as may be appropriate).

Investigation Reports

- 2.11 A final report outlining the results of the Investigation will be prepared. The report will be provided to the Chief Financial Officer/Comptroller, the Vice-President (Administration), the President, and other Vice-Presidents or University Administrators depending on the circumstances. The Report will contain, at a minimum, the following:
- (a) A summary of the allegation of Fraud or Irregularity;
 - (b) A summary of the process used in the Investigation;
 - (c) A summary of the key evidence obtained through the Investigation; and
 - (d) A conclusion as to whether Fraud or Irregularity occurred, or likely occurred, using the definitions provided in this Procedure.
- 2.12 The individual making the allegation will be contacted and informed that the Investigation has been completed.
- 2.13 Audit Services will provide a summary of the report (either in original or redacted form) to the Respondent.
- 2.14 The Chief Financial Officer/Comptroller is responsible to advise external parties (e.g. Office of Auditor General, Provincial Comptroller) as appropriate on the results of Investigations and/or the aggregate summary of allegations. The reporting will include information from all Investigations regardless of the Policy under which the Investigation was undertaken and will also outline any changes in internal controls being considered or implemented as a result.

University Response

- 2.15 If an Investigation determines that Fraud or Irregularities have occurred, appropriate remedial action shall be taken by the University. Such action may include:
- (a) Disciplinary action, which will be implemented pursuant to and in accordance with the relevant collective agreement, University policies or by-laws. Anonymous material may only be considered in a disciplinary decision where it would not violate the principles of procedural fairness, and it would not conflict with an applicable collective agreement.
 - (b) Referral of the Investigation results to law enforcement, professional bodies and/or other entities as required by legislation; such decisions will be made by legal counsel and University Administrators.

- (c) Implementation of recommendations for revision to Internal Controls, or the Control Environment, that may have been compromised allowing the Fraud or Irregularities to occur.

Other Provisions

- 2.16 Nothing herein is intended to prevent or discourage an individual from making a Disclosure under the Safe Disclosure (Whistleblower) Policy or the Responsible Conduct of Research Policy.

Part III Accountability

- 3.1 The Office of Legal Counsel is responsible for advising the Vice-President (Administration) that a formal review of this Procedure is required.
- 3.2 The Director of Audit Services is responsible for the implementation, administration and review of this Procedure.
- 3.1 Board of Governors members, Consultants, Vendors, Donors, Funders, Other Parties with Business Relationships with the University, all Employees and Students are responsible for complying with this Procedure.

Part IV Review

- 4.1 Governing Document reviews shall be conducted every five (5) years. The next scheduled review date for this Policy is July 1, 2027.
- 4.2 In the interim, this Procedure may be revised or repealed if:
 - (a) the Vice-President (Administration) or the Approving Body deems it necessary or desirable to do so;
 - (b) the Policy is no longer legislatively or statutorily compliant;
 - (c) the Policy is now in conflict with another Governing Document; and/or
 - (d) the Parent Policy is revised or repealed.

Part V Effect on Previous Statements

- 5.1 This Procedure supersedes all of the following:

- (a) all previous Board of Governors/Senate Governing Documents on the subject matter contained herein; and
- (b) all previous Administration Governing Documents on the subject matter contained herein.

Part VI

Cross References

6.1 This Procedure should be cross referenced to the following relevant Governing Documents, legislation and/or forms:

- (a) Fraud and Irregularity Reporting Policy
- (b) Audit and Risk Management Committee Terms of Reference
- (c) Audit Services Charter
- (d) Safe Disclosure (Whistleblower) Policy
- (e) Responsible Conduct of Research
- (f) Conflict of Interest
- (g) Gifts and Gratuities

Report from Senate (June 22, 2022) RE: Requests for Increases to Admission Targets, Bachelor of Respiratory Therapy and Bachelor of Midwifery

Items for discussion / advice:

- A-1) Request for Admission Target Increase, Bachelor of Respiratory Therapy, College of Rehabilitation Sciences
 - A-2) Request for Admission Target Increase, Bachelor of Midwifery, College of Nursing
-

Item A – for discussion / advice (Attachment 1)

Requests for Increases to Admission Targets:

- A-1) Request for Admission Target Increase, Bachelor of Respiratory Therapy, College of Rehabilitation Sciences**
- A-2) Request for Admission Target Increase, Bachelor of Midwifery, College of Nursing**

Context and Background:

The Board policy on *Admission Targets* specifies that it is the President who has authority to approve changes to, or the introduction of, admission targets following consultation and discussion with the dean or director, with Senate and with the Board of Governors, subject to the provisions of the provincial *Programs of Study Regulation*.

- A-1) The President has received a request from the College of Rehabilitation Sciences to increase the admission target for the Bachelor of Respiratory Therapy (B.R.T.) program by four (4) seats, from sixteen (16) seats to twenty (20) seats, effective for the 2022 Fall Term. The program is delivered by the Department of Respiratory Therapy, which is a small unit organized to teach what currently is a relatively small, professional program. The addition of four seats would represent a 25 percent increase in enrolment.

The purpose of the Bachelor of Respiratory Therapy (B.R.T.) degree is to educate and prepare respiratory therapists for entry-to-practice in Canada. Respiratory therapy is a specialized field of allied health that assesses, treats, and supports individuals with breathing problems and other cardio-pulmonary-related illnesses and conditions. Respiratory therapists work in intensive care units, operating rooms, medical transportation, primary care, long-term care, and home care. The program in the College of Rehabilitation Sciences at UM is the only English-language entry-to-practice B.R.T. degree in the country.

The request to increase the admission target for the B.R.T. is made in the context of a significant shortage of respiratory therapists provincially and nationally. Shared Health has determined there is a high need for respiratory therapists in the provincial workforce and the current supply is insufficient to meet the demand. The vacancy rate for respiratory therapy positions, which is estimated to be 20 to 25 percent, has been exacerbated by the ongoing COVID-19 pandemic and is anticipated to continue given increasing retirements. The current proposal represents an initial measure by the College, to begin to address the labour market needs.

The requested enrolment increase also responds to student demand for admission to the B.R.T. degree.

- A-2) At its meeting on May 24, 2022, the Board of Governors considered a request from the College of Nursing for a one-time increase to the admission target for the Bachelor of Midwifery (B.Mid.) program, from six (6) to eight (8) seats, for the 2022 – 2023 admissions cycle. The increase was requested to address recent enrolment attrition, because two students had to take a leave from the program for an indeterminate period. The President approved the request on June 1, 2022.
- The President has more recently received a request from the College of Nursing to permanently increase the admission target for the B.Mid. program from six (6) to eight (8) seats. The program was implemented in the 2021 Fall Term, with a maximum seat capacity of six students, which aligned with clinical placement capacity at that time. The established seat capacity did not factor in normal attrition rates, which are expected to be 30 percent, based on the average for midwifery education programs in Canada.
- The College is requesting the additional spaces be made available for the 2023 – 2024 academic year and moving forward.

Resource Requirements:

- A-1) The College of Respiratory Therapy is requesting ongoing funding of \$565,457 from the province to support the enrolment increase. The additional funding would be required to cover costs related to (i) new academic and support staff positions (\$457,185), including 1.0 FTE Instructor, 1.0 FTE tenure track faculty member, 1.0 FTE Sessional Instructor or Clinical Coordinator, and 1.0 FTE administrative support staff; (ii) increased non-salary operating expenses (\$59,525), including for the Accreditation Unit, the Office of the Interprofessional Collaboration, Northern placements, and the Clinical Learning and Simulation Facility, in the Rady Faculty of Health Sciences; (iii) increased administrative overhead (\$117,254).
- The College is also requesting one-time funding of \$262,500 in Year 1 and \$176,000 in Year 2, for capital costs, including major equipment purchases, renovations involving expanded office space, laboratory space, and equipment storage, and recruitment costs, as detailed in section E-6 and Appendix C, in the proposal
- A-2) The College is not requesting additional resources to support the requested enrolment increase. Since the program was implemented in the 2021 – 2022 academic year, the College has expanded the number of clinical placement sites, which can now accommodate up to twenty-four (24) students.
- The Deans of the Faculties of Arts and Sciences were consulted and indicated the requested enrolment expansion would not create additional enrolment pressures in courses offered by their departments that are required in the first year curriculum of the B.Mid. program.

Connection to the University Planning Framework:

- A-1) Consistent with the institutional priority for Indigenous achievement and to promote increased admissions of Indigenous applicants, the allocation of seats in the Canadian Indigenous Category, in the B.R.T., would be increased from two (2) to three (3) seats, with approval and implementation of the requested enrolment increase.
- A-2) The proposal is consistent with the University's priority for Indigenous achievement, including to support Indigenous students by offering culturally appropriate curriculum. Up to one-half of the spaces in the B.Mid. program are reserved for Indigenous applicants residing in Northern Manitoba. The current proposal would increase the number of spaces available for Indigenous students.

Implications:

- A-1) Increasing the seat capacity by four students per year in the B.R.T. program would lead to a larger number of graduates each year (20), which is important to begin to address the significant vacancies for respiratory therapists in the provincial healthcare system.

As the B.R.T. is the only English-language entry-to-practice B.R.T. degree in Canada, increasing the size of the program would potentially strengthen the program, the Department, and the UM, through its educational leadership in the discipline and by allowing the Department to increase research and innovation in respiratory therapy policy, scope, and practice.

The College is confident the additional spaces can be filled. Due to the small size of the program and given no other English-language institutions offer an entry-to-practice degree in the discipline, the program consistently has a waitlist of ten to fifteen qualified applicants, as described in section C-2 of the proposal.

The current proposal represents an initial measure by the College, to begin to address the labour market needs; it will not fully meet the needs of the province. The College and the University will continue to consult with internal and external stakeholders and with the province regarding the possibility of an additional future program expansion.

- A-2) The College of Nursing is requesting an increase of two seats, to the admission target for the B.Mid. program, in order to maintain cohorts of eight students throughout the program, which is important to: (i) support the learning environment of the students; (ii) increase Indigenous seat capacity for Northern students; (iii) maintain an established presence of the program at the University and at community clinical sites; (iv) off-set small graduating classes; (v) maximize resources allocated to this small-enrolment program.

Increasing the seat capacity would also address surplus demand for spaces in the program and for graduates, to address significant vacancies for midwives in the healthcare system. The number of qualified applicants for the first intake into the B.Mid., in the 2021-2022 academic year, was twice as large as the number of available spaces. Vacancies for midwives have increased across the healthcare system recently due to pandemic burnout, retirements and other factors.

Consultation and Routing to the Board of Governors:

The President will consult with Senate on the requests for increases to the undergraduate admission targets for the Bachelor of Respiratory Therapy and Bachelor of Midwifery degree programs, at its meeting on June 22, 2022.

SUBMISSION PREPARED BY: University Secretary

ATTACHMENTS:

Items for consultation:

Attachment 1 –

- A-1) Request for Admission Target Increase, Bachelor of Respiratory Therapy, College of Rehabilitation Sciences
- A-2) Request for Admission Target Increase, Bachelor of Midwifery, College of Nursing

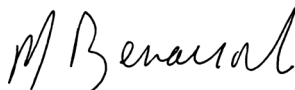


**University
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DATE: May 30, 2022

TO: Jeff Leclerc, University Secretary

FROM: **Michael Benarroch, Ph.D.**
President and Vice-Chancellor 

RE: Increase to Admission Targets, Bachelor of Respiratory Therapy (B.R.T.) and Bachelor of Midwifery (B.Mid.) programs

I attach a recommendation from Dr. Greg Smith, Vice-Provost (Academic Planning and Programs) for an increase to the admission targets for the following:

- Bachelor of Respiratory Therapy program, effective the 2022-23 academic year;
- Bachelor of Midwifery program, effective the 2023-24 academic year.

Under the Admission Targets Policy, the President may approve changes to Admission Targets following consultation and discussion with the applicable unit's dean or director, with Senate and with the Board of Governors, subject to the provisions of the provincial Programs of Study Regulation.

Accordingly, please place this item on the agenda for the June 10th, 2022, Senate Executive meeting and the June 22nd, 2022, Senate Meeting.

Cc: Diane Hiebert-Murphy, Provost and Vice-President (Academic)
Greg Smith, Vice-Provost (Academic Planning and Programs)
Laurie Schnarr, Vice-Provost (Students)
Brian Postl, Dean, Rady Faculty of Health Sciences and Vice-Provost (Health Sciences)
Netha Dyck, Dean, College of Nursing
Reg Urbanowski, Dean, College of Rehabilitation Sciences
Jeff Adams, Registrar and Executive Director, Enrolment Services
Randy Roller, Executive Director, OIA
Cassandra Davidson, Academic Program Specialist



**University
of Manitoba**

Office of Provost and Vice-President (Academic)

208 Administration Building
Winnipeg, Manitoba
Canada R3T 2N2
Telephone (204) 480-1408
Fax (204) 275-1160

Date: May 26, 2022

To: Dr. Michael Benarroch, President and Vice-Chancellor

From: Dr. Greg Smith, Vice-Provost (Academic Planning and Programs)

Re: Request for Increase to Admission Targets, Bachelor of Respiratory Therapy Program

Under the Admission Targets Policy and at the request of Dr. Reg Urbanowski, Dean, College of Rehabilitation Sciences, please find attached a proposal for an admission target increase to the Bachelor of Respiratory Therapy (B.R.T.) program.

In response to an identified need for more respiratory therapists in the province, the College is requesting an increase to their admission target from 16 seats to 20 seats, effective the Fall Term 2022, subject to approval, and receipt of new resources from the province to accommodate the growth. If approved and funding is secured, the proposed four additional seats will be drawn from a waitlist of qualified applicants for the Fall Term. My office has consulted with the province in respect to the increase, and they are aware of the request, the need for additional financial support, and the associated timelines.

Note that this proposal is the first step to addressing the need for additional respiratory therapists. The College is committed to continuing the consultation process with both internal and external stakeholders, including with UM academic and administrative units that support the program, to identify opportunities for a larger increase; any resulting proposals will be brought forward through the requisite approval processes.

Consistent with the Admission Targets Policy and Procedure, the President may approve changes to Admission Targets following consultation with the Dean/Director, Senate, and the Board of Governors, subject to the provincial Programs of Study Regulation.

Please provide your advice concerning this matter to the Office of University Secretary by Monday, May 30th, 2022, so that, if supported, the request may receive timely consideration by Senate and the Board of Governors in June 2022.

Cc: Diane Hiebert-Murphy, Provost and Vice-President (Academic)
Laurie Schnarr, Vice-Provost (Students)
Brian Postl, Vice-Provost (Health Sciences) and Dean, Rady Faculty of Health Sciences
Reg Urbanowski, Dean, College of Rehabilitation Sciences
Jeff Leclerc, University Secretary
Jeff Adams, Registrar and Executive Director, Enrolment Services
Randy Roller, Executive Director, OIA
Cassandra Davidson, Academic Program Specialist



University
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MEMORANDUM

DATE: May 26, 2022

TO: Greg Smith, Vice-Provost (Academic Planning and Programs) and
Jeff Leclerc, University Secretary

FROM: Dr. Reg Urbanowski, Dean at the College of Rehabilitation Sciences

SUBJECT: Bachelor of Respiratory Therapy Program Expansion

The province has identified a high need for respiratory therapists (RT) in the province. To help meet the demand for RT they have approached the University of Manitoba to consider possible increases to the seats in the respiratory therapy program. The enclosed proposal represents an immediate response to meeting that need. The capacity increase starting in September 2022 is four seats bringing the total seat count in the first year of the program to twenty. When fully implemented the total seat count will rise from 16 per year for a total of 48 seats to 20 per year for a total of 60 seats. This increase is achievable for September given the small number of seats requested, the existence of a waitlist for seats in the program, and the modest additional resource requirements for this first semester.

Even when fully matured to a full seat count of 60 seats in three years this is only the first step in meeting the anticipated human resource needs for RTs in the province. There is ongoing consultation with the province to determine the optimum seats required to effectively meet those needs. Any subsequent proposal will be discussed at department council and college executive council meetings, as well as with all affected academic and administrative units at the University before being sent to the President for consideration for consultation with Senate and the Board of Governors.

The current proposal includes letters of support from Dean Postl, the department of pharmacology, the department of anatomy and the accreditation agency for respiratory therapy. A meeting was held with all RT faculty present on May 19th.

The proposal was approved without any revisions. An all staff and faculty meeting was held on May 20th with 27 in attendance where the proposal was discussed. There were no objections or changes to the proposal. The attached proposal was developed in a collaboration with the RT department head, RFHS Finance, umanitoba.ca/rehabsciences and Academic Programs and Planning.

Please feel free to contact me with any questions or concerns.

Sincerely,
Reg Urbanowski,
Dean, College of Rehabilitation Sciences

SIGNIFICANT MODIFICATION TO A PROGRAM OF STUDY

Under The Advanced Education Administration Act

Universities and colleges requesting approval for a **significant modification** to a program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

UM INTERNAL REQUIREMENTS

1. Please complete the application below and submit one (1) electronic copy (.pdf format) each to the Vice-Provost (Integrated Planning & Academic Programs) and the Office of the University Secretary, (where indicated) along with the following supplemental documentation:
 - a. A cover letter justifying and summarizing the rationale behind the request for a significant modification.
 - b. Letters of support from internal and/or external stakeholders that were consulted as part of this proposal, if applicable.
2. Note that internal approval of the proposed modification will vary depending on the type of modification (see SECTION C). Please work with the Provost's Office and the Office of the University Secretary in advance, in identifying the appropriate procedures and approval processes. In general, please note the following for each type of modification:
 - a. **CHANGE OF SITE** – may require Senate approval if the site requires modifications to admission and/or program requirements (e.g. new admission category).
 - b. **CHANGE TO SEAT CAPACITY** – please refer to the Admission Targets Policy and Procedures (http://umanitoba.ca/admin/governance/governing_documents/academic/admission_targets.html). Changes may also require Senate approval if there are modifications to admission and/or program requirements.
 - c. **CHANGE TO TIME-TO-COMPLETION** – any addition to or reduction of hours to program requirements, requires Senate approval. For undergraduate programs, please refer to SCCCC Guidelines found at - <http://umanitoba.ca/admin/governance/forms/index.html>. For graduate programs, please contact FGS for approval process.
 - d. **CHANGE TO APPROVED DELIVERY MODEL** – please notify the Provost's Office of any significant changes to course or program delivery method.
 - e. **CHANGE TO STATUS OF JOINT PROGRAM** – depending on the significance of the changes resulting from the proposal, this will either require Senate approval as a program modification or will require the introduction of a new program. Please contact the Provost's Office with more details on how becoming a joint program or ceasing a joint program will impact the program.
 - f. **CHANGE TO CREDENTIAL**
 - g. **CHANGES TO CAPITAL OR OPERATING RESOURCES REQUIRED -**
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, Office of the Provost and Vice-President (Academic) at Cassandra.Davidson@umanitoba.ca or 204.474.7847.

SECTION A – PROPOSAL DETAILS

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: **Rady Faculty of Health Sciences / College Rehabilitation Sciences/ Respiratory Therapy**

If program is a joint program, list all participating institutions and the roles of each in delivering the proposed program:
N/A

Program name: **Bachelor of Respiratory Therapy Program**

Credential awarded: **Bachelor of Respiratory Therapy**

Office Use Only

Funding request:

The University is requesting funding of \$482,819 in year 1, \$724,834 in year 2 and \$565,457 in year 3, and on-going funding after year 3 of 565,457 indefinitely.

One-time funding: _____

On-going funding: _____

Proposed start date: **2022-09-01 (Fall 2022)**

List any critical issues that may impact the start date of the program:

There are critical issues pertaining to the tight timelines for approval and receipt of the requisite funding. Not having these issues resolved soon may mean delaying the admission of students for the final four seats in September 2022 until September 2023 as there is no January intake. Furthermore, if the students are admitted time is needed to recruit staff and procure equipment to ensure that the curriculum framework and course designs are not jeopardized.

The department is a small unit that is organized to teach sixteen students, and the addition of four students is a 25% increase in all courses in the first year.

Institutional Program Code(s) (PSIS reporting number):

SECTION B – PROGRAM DESCRIPTION AND DELIVERY

B-1 Provide a general description of the significantly modified program and its objectives: *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

Purpose of the RT Program: To educate and prepare future respiratory therapists for entry to practice in Canada. The University of Manitoba is the only English-speaking, entry-to-practice Bachelor of Respiratory Degree program in Canada. This leaves the University of Manitoba uniquely positioned to lead and change academic developments in the field of Respiratory Therapy. The proposed changes will strengthen the University of Manitoba's academic RT program through both its educational leadership by allowing the University to expand its research and innovation work in Respiratory Therapy policy, scope and practice.

Respiratory therapy is a specialized field of allied health that assesses, treats and supports people of all ages with breathing problems and other cardio-pulmonary-related illnesses and conditions. They work in intensive care units, operating rooms, medical transportation, primary care, long-term care, and home care. The need for respiratory therapists was deemed high in Manitoba by the provincial officials and this proposal is an attempt to BEGIN to address that high need.

The RT education program began in 1960 at the Winnipeg General Hospital and moved to the University in 2001. The current sixteen-seat capacity has remained the same for over fifty-five years. The purpose of the program is to help meet current and pressing human resource needs for respiratory therapists in the province and to conduct applied research of benefit to Manitoba, Canada and beyond. The program at the University of Manitoba is Canada's only English-speaking RT program among U15 universities. The program consistently turns away qualified applicants due to its limited seat capacity.

The current program is a Bachelor of Respiratory Therapy. Applicants must take 24 credit hours consisting of prerequisite courses plus electives of the student's choice to be considered for admission. Once admitted they complete three years of respiratory therapy education. To practice, therapists must be licensed. One of the criteria for licensing is graduation from an accredited education program. The program is accredited through a national accreditation agency and was fully re-accredited in 2020 for seven years.

The Bachelor of Respiratory Therapy program is seeking to grow its undergraduate admission target from 16 to 20 seats, beginning Fall 2022.

Overview of the impact of modifications on the number of graduates: will increase graduates to 20 students per year by 2025

B-2 Describe how this program serves and advances the academic, cultural, social and economic needs and interests of students and the province:

The UM RT Program is the only Respiratory Therapy program in Manitoba, contributing significantly to meeting the human resource crisis in Manitoba. Statistics Canada has identified a labour SHORTAGE for Respiratory therapists, clinical perfusionists and cardiopulmonary technologists (NOC 3214) in Canada over the next 10 years (2019-2028). <https://www.jobbank.gc.ca/marketreport/outlook-occupation/22779/ca>

Shared Health has also determined that the labour market need for respiratory therapists in Manitoba is high and the current supply is well under the ability to meet that need.

As part of its strategy to expand capacity, the College of Rehabilitation Sciences (CORS) is committed to addressing the under-representation of Indigenous healthcare providers in Manitoba. Two seats are reserved each year for a Canadian Indigenous applicant. This number will be increased to three with the increase in enrollment.

There is an estimated 20%-25% vacancy rate in respiratory therapy positions in Manitoba. This has placed a strain on acute care services, emergency transportation, and care of chronic conditions in the community across the lifespan. Current graduates are hired before they graduate. In 2020 and 2021, there were special initiatives with the regulatory body to complete the requirements for graduation earlier and hire UM students earlier to enable them to work sooner because of the COVID crisis. Furthermore, the current healthcare transformation plans will place an increased emphasis on respiratory therapy needs across the province.

This program expansion is the first step taken by the university to respond to the high need for graduates from this program. While helping to mitigate the demand for RT professionals, the proposed expansion of 4 seats will not fully meet the needs of the province. The College and the UM will continue their consultations with internal academic and administrative units and external partners, as well as with government to identify the possibility for a larger expansion and bring forward additional proposals, as identified.

B-3 Describe the existing and anticipated post-secondary learning needs of students in Manitoba that this program addresses and responds to:

This is an existing program. An increase in enrolment responds to the need for respiratory therapists during the ongoing pandemic and the increasing retirements in the profession. See also B-2.

B-4 Will the program be available for part-time study?

No, all enrollment is full-time. There is only one intake per year in Fall semester.

B-5 Is there a cooperative education, work placement, internship or practicum component?

Yes. Students in years 2,3 & 4 of the Bachelor of Respiratory Therapy program must perform hours of clinical fieldwork experience.

Clinical placements mainly occur in Manitoba (Winnipeg) and other urban (Brandon) and rural settings (Steinbach, Thompson) across Manitoba. The resources required to support students going to rural areas will be acquired through the student initiatives fund and the RFHS fund, as has been the practice all along.

C-2 Change to seat capacity

C-2.1 - List originally approved or currently offered seat capacity and proposed seat capacity.

UM Internal Note: seat capacity as defined by your admission target. If you are not aware of the target, please contact Enrolment Services.

One intake each Fall academic year:

Currently offered seat capacity of **16 students**

Fall 2022 and onward Proposed seat capacity of **20 students**

C-2.2 - Provide rationale for this change. (Examples include changes in applications, enrolment and employer demand or alignment with the institution's strategic direction and priorities.)

UM Internal Note: please ensure to address the following in your response:

- Student demand for places – identify how the current admission levels and the proposed changes compare to the number of qualified applicants to the program.
- Demand for graduates – identify how the current admission levels and the proposed changes reflect market demand for graduates.
- Outline any economic, demographic and/or geographical shifts in the student population that may impact on, or be impacted by, the proposed change.
- Student success – comment on success of current students (progression, time-to-completion, etc.) and graduates of the program (where known).

The added seats reflect an ongoing need for added respiratory therapy graduates across Manitoba sectors and industries and ongoing demand by students for entry into UM Respiratory Therapy degree program. It is now public knowledge there are critical shortages of Respiratory Therapists in Manitoba and across Canada.

Demand for graduates is very high in Manitoba and Canada with many students receiving employment letters of offer before they graduate. This year we have had several questions from the clinical community about enrollment increases due to the current and ongoing demand presented by the COVID-19 pandemic. The Government of Manitoba declared the need for respiratory therapists to be very high and training an increased number of these healthcare professionals aligns with the province's 'Skills, Talent and Knowledge Strategy' by addressing a current and future shortage in the workforce.

The clinical transformation plan in the province will place an even higher burden of need on the health system.

Below is a table indicating total number of applicants, number of eligible applicants and average AGPA since 2014. This is based on an intake of 16 per year. There is a waitlist each year of an additional 10-15 qualified RT applicants.

	2014	2015	2016	2017	2018	2019	2020	2021	2022
Total number of applicants	67	62	67	63	59	59	56	56	53
Number of eligible applicants	51	41	47 *	37	45	37	37	44	in progress
Average AGPA for a student offered admission		3.9	3.9	3.775	3.924	3.89	4.042	3.933	x

*1 applicant withdrew and is not included in totals

C-2.3 - Intake Information

C-2.3 (a) - What is the projected enrolment for the first intake?

20 students for Fall 2022.

C-2.3 (b) - What is the maximum seat capacity (defined as first-year enrolment capacity)?

20 students

C-2.3 (c) - What is the anticipated date of maturity?

Fall 2022. See Appendix A for details.

C-2.4 UM Requirement: Address the impact of the proposed change on access to post-secondary education of under-represented groups. Identify any particular demographic experiencing special difficulties either in gaining admission to, or completing the requirements of, the program.

The College of Rehabilitation Sciences (CORS) is committed to addressing the under-representation of Indigenous health-care providers in Manitoba. Two seats are reserved each year for a Canadian Indigenous applicant. This number will be increased to three seats per year in enrollment. See B-2.

D-1 Describe how this significant modification aligns with the strategic plans of your institution:

This modification aligns with the university's strategic priorities as follows:

Support and sustain a post-COVID teaching, learning, research, and work environment. This includes our commitment, as one of Canada's top 15 research universities, to remain a leader in research excellence.

As Canada's only English-speaking university-based RT program we are fully engaged in the province by helping to educate tomorrow's respiratory therapists in Manitoba. We are also committed to research that creates, discovers, and translates new knowledge in and about the field. Lastly, we will engage in inter-collaborative research that supports new knowledge and enhances the practice of respiratory therapy. This modification will enable us to train additional practitioners to engage in practice and research that furthers the mission of the department and meets the demands of this initiative.

Enhance and expand opportunities for learning, including research opportunities for students.

This modification will enable the department to engage further in learning opportunities for RT students and will also enable students to engage in faculty members' research initiatives. The expansion will enable additional cohorts to be engaged in the community and expand the current offerings. When fully implemented, the expansion will add twelve students. With these new numbers a greater range of internships and community projects are possible. Also, the addition of new faculty will increase the span of knowledge and expertise available to students.

Deliver on our commitment to Indigenous achievement and engagement.

There are very few Indigenous RTs and few students. This initiative, together with other College initiatives, will seek to increase the number of students recruited into the program and will provide support in retaining them in the program.

This modification will also enable more faculty and students to participate in outreach programs serving urban Indigenous populations and First Nations communities by creating resources for research and action under the College's "We walk together in health and wellness" project.

Create a more accessible, equitable, diverse, and inclusive university.

We are committed to the EDI initiatives in RFHS and actively participate in them. This modification will enable us to continue to hone our curriculum to ensure that knowledge and experience is accessible and equitable for a diverse audience of learners. The expansion will provide an opportunity to support more student spaces from designated groups.

D-2 Outline the internal approval process (i.e. committees, governing bodies) for approving this significant modification within your institution and indicate any dates of decision. *(Governing Council, Board of Governors, Board of Regents, Senate, other)*

Decision-Making body: **Senate (consultation only)**

Decision:

Date:

Decision-Making body: Board of Governors (consultation only)

Decision:

Date:

Decision-Making body: President

Decision:

Date:

D-3 Responsibility to consult

D-3.1 If this program subject to mandatory review or approval by organizations external to the institution (*such as regulatory bodies, Apprenticeship Manitoba, etc.*), please describe any consultation processes and provide copies of reports or letter from these organizations providing support:

We have consulted with Accreditation Canada which oversees the accreditation of the RT program. They have determined that given the nature of this modification that: *"the program will not be required to provide additional documentation for this change and its status will remain as Accredited until September 30, 2027."*

A copy of the email indicating this is attached.

D-3.2 What agencies, groups, or institutions have been consulted regarding the significant modification of this program?

UM Internal Note: the unit is to consult with other academic units to identify how the proposed changes might affect quality, access to, and resources associated with the programs offered by that unit, as well as impact on service teaching by supporting faculties/schools. Outline the consultation process with other units and append letters of support, as appropriate.

Consultation with the Registrar's Office regarding the addition of four seats for the fall of 2022. Given that the RT department has a waitlist of 15 people drawing on another 4 people from that list will not be difficult.

Shared Health, Manitoba Health, and Manitoba Advanced Education, Skills and Immigration have all been informed. Winnipeg Regional Health Authority has been informed.

Letters of support from the Departments of Pharmacology, Department of Human Anatomy and Cell Science, Rady Faculty of Health Sciences, Faculty of Arts, and Faculty of Science indicate support for this program seat expansion (see Appendix B).

D-3.3 How have students and faculty been informed of the intent to modify this program?

An all staff and faculty meeting in the College was scheduled for Friday, May 20th. There were 27 people in attendance which represents 100% of the total faculty. A meeting was held on May 19th with the members of the Respiratory Therapy Council. Although not a formal council meeting, it did represent 100% of the members of the council.

Respiratory therapy students were informed via email on May 20th.

D-4 List any similar programs offered in Manitoba: *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

There are no other programs in Manitoba.

D-4.1 Describe any specific laddering, articulation and/or credit transfer options for Manitoban students that are anticipated to change as a result of the significant modification of this program:

There are no changes.

D-5 List any similar programs offered in Canada: *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

University of Manitoba is unique amongst Canadian educational institutions, delivering the only English speaking, entry-to-practice Bachelor of Respiratory Therapy degree program in the country.

TABLE 1: Canadian respiratory therapy programs

Location	Educational institution	Program(s)	Program duration
British Columbia	Thompson Rivers University tru.ca	• Fast-track stream (for those who already have a Bachelor of Science)	2 years
		• Respiratory Therapy Diploma	3 years
		• Dual-credential: Respiratory Therapy Diploma and Bachelor of Health Science	4 years
Alberta	Northern Alberta Institute of Technology nait.ca	• Respiratory Therapy Diploma	3 years
	Southern Alberta Institute of Technology sait.ca	• Respiratory Therapy Diploma	3 years
Manitoba	University of Manitoba umanitoba.ca	• Bachelor of Respiratory Therapy	4 years
Ontario	Michener Institute of Education at UHN michener.ca	• Respiratory Therapy Program – Advanced Diploma	3 years
	St. Clair College of Applied Arts and Technology stclaircollege.ca	• Respiratory Therapy Program – Advanced Diploma	3 years
	Algonquin College of Applied Arts and Technology algonquincollege.com	• Advanced Diploma in Respiratory Therapy	3 years
	Canadore College of Applied Arts and Technology canadorecollege.ca	• Advanced Diploma in Respiratory Therapy	3 years
	La Cité collégiale – Collège d'arts appliqués et de technologie collegelacite.ca	• Thérapie respiratoire	3 years
	Fanshawe College of Applied Arts and Technology fanshawec.ca	• Advanced Diploma in Respiratory Therapy	100 weeks
	Conestoga College Institute of Technology and Advanced Learning conestogac.on.ca	• Advanced Diploma in Respiratory Therapy	3 years

TABLE 1: Canadian respiratory therapy programs

Quebec	Vanier College vaniercollege.qc.ca	• Diploma in Respiratory & Anaesthesia Technology	3 years
	CEGEP de Ste-Foy cegep-ste-foy.qc.ca	• Techniques d'inhalothérapie	3 years
	CEGEP de Sherbrooke cegepsherbrooke.qc.ca	• Techniques d'inhalothérapie	3 years
	Collège de Rosemont crosemont.qc.ca	• Techniques d'inhalothérapie	3 years
	CEGEP de Chicoutimi cchic.ca	• Techniques d'inhalothérapie	3 years
	Collège Ellis – Campus de Trois-Rivières ellis.qc.ca	• Techniques d'inhalothérapie et anesthésie	3 years
	Collège Ellis – Campus de Longueuil ellis.qc.ca	• Techniques d'inhalothérapie et anesthésie	3 years
	CEGEP de l'Outaouais cegepoutaouais.qc.ca	• Techniques d'inhalothérapie	3 years
	Collège de Valleyfield colval.qc.ca	• Techniques d'inhalothérapie	3 years
New Brunswick	New Brunswick Community College – Saint John nbcc.ca	• Respiratory Therapy Diploma	3 years
	Collège communautaire du Nouveau-Brunswick ccnb.ca	• Thérapie respiratoire	120 weeks
Nova Scotia	QEII/Dalhousie University dal.ca	• Diploma in Respiratory Therapy	3 years
		• Bachelor of Health Science with a specialization in Respiratory Therapy	4 years
Newfoundland and Labrador	College of the North Atlantic cna.nl.ca	• Respiratory Therapy Diploma	3 years
International	College of the North Atlantic (Qatar) cna-qatar.com	• Respiratory Therapy Diploma	3 years

D-5.1 Describe any specific laddering, articulation and/or credit transfer options for Manitoban students that are anticipated to change as a result of the significant modification of this program.

There are no changes.

D-6 Describe any changes in labour market demands in Manitoba for graduates of this Program as a result of this significant modification:

(Provide such information as probable employment destinations or further educational opportunities available to graduates of this new program of study. Attach any formal reports such as those from Associations, Statistics Canada, Sector Councils, Industry or Regulators.)

There will continue to be a high labour market demand for respiratory therapists in Manitoba even with this four-seat expansion.

This profession was identified as a high concern by government because of its high vacancy rate. At the current rate of graduation, we are not able to meet the demand side of the workforce. The addition of four seats represents an immediate response to this high need, but it clearly will not meet the full demand that is current, and that will only increase given the chronicity of the Manitoba population and the health care transformation that is planned. The College of Rehabilitation Sciences will be continuing the consultation process on a potential larger expansion for future years and will bring forward proposals, as appropriate.

Statistics Canada has identified a labour SHORTAGE for Respiratory therapists, clinical perfusionists and cardiopulmonary technologists (NOC 3214) in Canada over the next 10 years (2019-2028).

<https://www.jobbank.gc.ca/marketreport/outlook-occupation/22779/ca>

D-7 If copies of any internal or peer evaluations with respect to the significant modification of this program of study are being provided with this proposal, please indicated how any issues identified by these evaluations have been addressed and attach any relevant documents as available:

No evaluation was conducted as this was a relatively small change to the program seats.

D-8 Does this significant modification entail an increase to tuition, or the establishment of or increase to fees that apply to students in this program of study?

UM Internal Note: Comment on potential impact on student access to and affordability of education that may result from the change.

NO change. Students will be assessed tuition and fees at rates approved by the UM Board of Governors and the Province.

SECTION E – REQUIRED RESOURCES AND FINANCIAL IMPLICATIONS

E-1 If one-time or pilot funding is being requested to support the significant modification of this program of study, please identify the amount of funding being requested:

One-time funding of \$262,500 in Year 1 and \$176,000 in Year 2 is requested. One-time funding is requested to cover the necessary capital and recruitment costs. See Appendix C for details.

E-2 If ongoing funding is being requested to support the significant modification of this program of study, please identify the amount of funding being requested:

Ongoing funding of \$565,457 is requested. See Appendix C for details.

E-3 If new funding is not being requested, how will the significant modifications to the program be funded? *(Include such information as: where reallocated funding will come from, and the implications of reallocating that funding on other programs/activities of the institution.)*

New funding is being requested

E-4 What are the resource implications to the institution in delivering the significantly modified program of study?

(Include such information as; budget, IT, library, laboratory, computer, space, practicum liability insurance, student services, etc)

UM Internal Note: Identify how the proposed changes will impact on the *quality of operations* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change.

The resource implications when capacity of 12 students is reached in year 3 would be as follows:

Academic and Support Staff Salaries (4.0 FTE) - \$ 457K

Non-Salary Operating Expenses - \$59k (includes impacts on Accreditation Unit, Office of Interprofessional Collaboration, Northern Placements and Lab (CLSF))

University-wide Overhead* - \$117K

*University-wide Overhead represents administrative costs associated with supporting academic programming that exist outside of an academic unit such as student supports, access to libraries and other administrative services like HR, IT and Finance.

There will be no impact on the service teaching provided by Pharmacology and Anatomy as indicated in the attached letters of support.

E-5 Please describe new and existing staffing resources needed to provide this significantly modified program of stud:.*(Include reallocation of existing faculty, hiring of new faculty, administrative and support services and any other considerations.)*

UM Internal Note: Identify how the proposed changes will impact on the *quality of instruction* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change.

Current staffing: 4 Full Time (FT) permanent instructors, 1 Part Time (PT) term instructor 0.6 FTE, 2 tenure track assistant professors at 40% teaching, 1 admin support for all clinical, research and department head support. In addition, outside sources (contracted) sessional instructors are used to fill gaps and 1 of the 1.0 FT instructors is also the sole clinical coordinator for all 3 years (approx. 48 students), and teaching time is reduced to one, 6 credit hour course.

Proposed staffing: FTEs (4.0) will support teaching, research, clinical site development and clinical coordination, noting that 16 +4 added students = 25% increases in enrollment

- 1.0 FTE instructor – would take approx. 12 credit hours, offload clinical coordinator teaching and fill in gaps of courses, help with student recruitment and interdisciplinary teaching
- 1.0 FTE tenure track academic (of which 40% is teaching)- would take approximately 6 credit hours of teaching and would offload Department Head who teaches a 6-credit hour course, expand RT lead research, supervise MSc Program for RT
- 1.0 FTE sessional/ clinical coordinator - Can aid in coordinating BRT (Bachelor of Respiratory Therapy) 1 & BRT 2 clinical, exploring new placements and affiliations, assist with admin work until admin hired, member of committees (curriculum), fill in service gaps. Or could offload teaching of senior faculty who could then be dedicated to curriculum reform.
- 1.0 FTE for admin - support payroll processes, clinical coordinator, or research. Could support committees, or the Department Head, who currently does much of their own admin work

The BRT program is supported by the Department of Human Anatomy and Cell Science and the Department of Pharmacology in delivery of coursework within the program, and the Faculty of Arts and Faculty of Science deliver required courses for entry to the program. Letters of support from the units indicate support for this program seat expansion (see Appendix B).

E-6 Please describe the effect of the significant modification of this program on existing capital infrastructure and equipment:

UM Internal Note: Identify how the proposed changes will impact on the *quality of operations* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change.

Expansion of the program to 12 additional students and 4.0 additional FTE's will require capital investment of 257.5k in year 1 and 15k in year 2. Investment will be required for major equipment purchases (i.e. ventilators), retrofitting of space, and furniture / fixtures.

Major Equipment Purchases include the following:

- 2 new ventilators (approximately \$37,500 each)
- 2 new positive airway pressure machines (CPAP/ Bilevel Positive Airway Pressure (BiPAP machines) (approximately \$10,000 each)
- 1 new high flow oxygen machine (approximately \$5,00 each)

See Appendix C for a more detailed capital listing.

Space renovations include expanded office space, lab space and equipment storage. Respiratory therapy utilizes large bulky equipment that takes specialized storage along with storage for gases.

Appendix A – Current and Proposed Projections on Student Progression and Graduation

Current intake the Current Academic Schedule of the BRT Program

Term of Academic year	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2026	Fall 2027
BRT1	16	16	16	16	16	16
BRT2	16	16	16	16	16	16
BRT3	16	16	16	16	16	16
Student Totals Enrolled in BRT Program Each Year (BRT 1+2+3)	48	48	48	48	48	48

16 students projected for graduation by end of the Winter 2025 term of the RT Program for students accepted in the 2022 – 2023 academic year.

Proposed increased enrollment in the academic schedule of the RT Program

Term of Academic year	Fall 2022 +4 students	Fall 2023 + 4 students	Fall 2024 +4 students	Fall 2025 +0 students	Fall 2026	Fall 2027
BRT1	20	20	20	20	20	20
BRT2	16	20	20	20	20	20
BRT3	16	16	20	20	20	20
Student Totals Enrolled in BRT Program Each Year (BRT 1+2+3)	52	56	60	60	60	60

Projected graduates from the Proposed academic schedule of the RT Program and progression of students from Fall 2022 through Winter 2026

Term of Academic year	Winter 2022	Fall 2022	Winter 2023	Fall 2023	Winter 2024	Fall 2024	Winter 2025	Fall 2025	Winter 2026	Fall 2026	Winter 2027	Fall 2027	Winter 2028
Fall Intake (2022) – 20 students	x	BRT 1 (20)	BRT 1 (20)	BRT 2 (20)	BRT 2 (20)	BRT 3 (20)	~20 students graduate at the end of the term						
Fall Intake (2023) – 20 students	x	x	x	BRT 1 (20)	BRT 1 (20)	BRT 2 (20)	BRT 2 (20)	BRT 3 (20)	~20 students graduate at the end of the term				
Fall Intake (2024) – 20 students	x	x	x	x	x	BRT 1 (20)	BRT 1 (20)	BRT 2 (20)	BRT 2 (20)	BRT 3 (20)	~20 students graduate at the end of the term		
Fall Intake (2025) – 20 students	x	x	x	x	x	x	x	BRT 1 (20)	BRT 2 (20)	BRT 2 (20)	BRT 2 (20)	BRT 3 (20)	~20 students graduate at the end of the term
Graduates from earlier intakes	~16 students graduate from Fall 2019 intake		~15 students graduate from Fall 2020 intake	x	~15 students graduate from Fall 2021 intake	x	x	x	x	x	x	x	x

Intake year and term is color coded with corresponding graduation.

From present until Winter 2028, 202 RT students are projected to graduate from the University of Manitoba, Bachelors of Respiratory Therapy Program.

- 20 students graduating per year when project meets maturity in Fall 2024 (20 students in each cohort, 60 enrolled in entire program [BRT1+2+3])

Appendix B - Letters of Support

From: [Nikolina Petranovic](#)
To: [Reg Urbanowski](#)
Cc: [Kaitlin King](#); [Liane Allen](#)
Subject: RE: EQual: University of Manitoba Physician Assistant off-site review report
Date: Tuesday, May 17, 2022 11:47:29 AM
Attachments: [image002.png](#)

Caution: This message was sent from outside the University of Manitoba.

Hi Reg,

Thank you for providing an update on the program's next steps. Given the program will be increasing its intake by four students and will not be making changes to curriculum, delivery or workload, there is no foreseen impact on the program's accreditation status. Hence, the program will not be required to provide additional documentation for this change and its status will remain as *Accredited* until September 30, 2027.

I hope email confirmation of this will suffice, if not, please do let me know.

Please do let me know when you're ready to discuss the second proposal and we can certainly find time to chat.

Kind regards,
Nikolina



Nikolina Petranovic - [@Accreditation Canada](#)
Accreditation Specialist, EQual
Connect with us on LinkedIn!



From: Reg Urbanowski <Reg.Urbanowski@umanitoba.ca>
Sent: Tuesday, May 17, 2022 9:44 AM
To: Nikolina Petranovic <Nikolina.Petranovic@healthstandards.org>
Cc: Kaitlin King <Kaitlin.King@umanitoba.ca>; Liane Allen <Liane.Allen@umanitoba.ca>
Subject: RE: EQual: University of Manitoba Physician Assistant off-site review report

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good day Nikolina

We will be putting through (2) proposals, one of which is imminent. That proposal will be for a (4) seat increase. We do not anticipate a change in curriculum, design or workload in this proposal. I would appreciate a letter stating that we will not need to apply for re-accreditation as soon as

possible. This proposal must be in by Thursday. Is it possible to have a letter by then?

The second proposal will be for a more substantial increase in seats which we hope to have done by mid-June. We will be consulting with you to discuss accreditation requirements when we are closer to completing the proposal.

Thank you for all your assistance thus far, and looking forward to working with you to get this exciting initiative underway.

Best regards

Reg

|



May 16, 2022

Reg Urbanowski
Dean & Professor
College of Rehabilitation Sciences
Rady Faculty of Health Sciences
R122 – 771 McDermot Avenue
Winnipeg, MB R3E 0T6

Dear Dr. Urbanowski,

Re: Respiratory Therapy program expansion

I support the increase of four seats per year for a total of twelve seats over three years for the Bachelor of Respiratory Therapy program. I understand that this increase is based on approval by Senate, the Board of Governors and is subject to approval of funding by the Government of Manitoba.

Yours sincerely,

Brian Postl, CM, OM, MD, FRCP(C), FCAHS
Dean, Max Rady College of Medicine
Dean and Vice-Provost, Rady Faculty of Health Sciences



UM Rady Faculty of
Health Sciences

Department of Pharmacology &
Therapeutics
Chown Bldg A205
753 McDermot Avenue
Winnipeg, Manitoba
Canada R3E 0T6
T: 204 789 3553
chris.anderson@umanitoba.ca

Dr. Reg Urbanowski
Professor and Dean
College of Rehabilitation Sciences
Rady Faculty of Health Sciences
R122-771 Bannatyne Avenue
Winnipeg, MB R3E 0T6

May 17, 2022

Re: Support for increased enrolment in the Bachelor of Respiratory Therapy program

Dear Dr. Urbanowski,

Thank you for describing the intent of the College of Rehabilitation Sciences to expand enrollment in the Bachelor of Respiratory Therapy program by twelve seats over three years. Our department is aware that this action will require increased student numbers in RESP 1440, which is a course to which we provide all teaching resources. I would like to give my assurance that the Department of Pharmacology and Therapeutics is supportive of this expansion and is committed to delivering the current course content to twelve additional students enrolled in a single course section.

Please contact me if you would like to discuss this in more details.

Sincerely,

Chris M. Anderson, PhD
Professor and Head
Department of Pharmacology and Therapeutics
Max Rady College of Medicine
Rady Faculty of Health Sciences



**University
of Manitoba**

Rady Faculty of Health Sciences
Max Rady College of Medicine
Dept. of Human Anatomy & Cell Science

Dr. Sabine Hombach-Klonisch,
Professor & Head
Dept. of Human Anatomy & Cell Science
130-745 Bannatyne Avenue
Winnipeg, Manitoba
Canada R3E 0J9
Fax: (204) 789-3920
Tel: (204) 789-3982
Sabine.Hombach-Klonisch@umanitoba.ca

To
Reg Urbanowski, MScOT, EdD
Dean, College of Rehabilitation Sciences
RE: Respiratory therapy program expansion

May 18, 2022

Letter of Support

Dear Dr. Urbanowski,

The Department of Human Anatomy and Cell Science are aware of the request to increase admissions by 4 students for the 2022/2023 academic year for the Bachelor of Respiratory Therapy program as well as the potential for this increase to be in effect for an additional 2 years.

Our department welcomes these changes. The department provides a required course that all respiratory therapy students participate in during their first year in the program. For the upcoming academic year, no additional faculty resources or learning material will be necessary and there is plenty of space in both the lecture and laboratory settings to accommodate the additional students. Beyond the first year we will need to discuss the potential for restructuring the course to appropriately provide support for the additional students with respect to facilitating learning material and providing specimen and personnel resources.

Altogether, the Department of Human Anatomy and Cell Science fully supports the upcoming changes.

Please let us know if there is any other support the Department of Human Anatomy and Cell Science can provide.

Sincerely,

Sabine Hombach-Klonisch, MD, PhD
Professor & Head
Dept. of Human Anatomy and Cell Science

May 25, 2022

Dr. R. Urbanowski, Dean
College of Rehabilitation Sciences
R106 - 771 McDermot Avenue
University of Manitoba
Winnipeg, MB R3E 0T6 Canada

Dear Dr. Urbanowski,

Thank you for your email on Wednesday, May 25th to present the planned expansion in the Bachelor of Respiratory Therapy program by 4 students annually, with the first increased cohort taking place in September 2022.

The Bachelor of Respiratory Therapy program requires three (of six potential) courses delivered in the Faculty of Science; [BIOL 1020 and BIOL 1030] or [BIOL 1000 and BIOL 1010] and [STAT 1000 or STAT 1150]. The Faculty of Science supports the proposed expansion to the program and is confident that we have capacity to satisfy the modest increase proposed for the Bachelor of Respiratory Therapy program.

Sincerely,



Dr. Brian Mark
Dean, Faculty of Science
Professor, Department of Microbiology &
Department of Biochemistry and Medical Genetics



**University
of Manitoba**

Faculty of Arts

Associate Dean, Undergraduate Studies
Faculty of Arts
306 Fletcher Argue Building
University of Manitoba
Winnipeg, Manitoba
Canada R3T 5V5
Telephone (204) 474-8117
Fax (204) 474-7590
Email Heidi.Marx-Wolf@umanitoba.ca

Dear Professor Urbanowski,

I am writing on behalf of Dean Jeff Taylor in the Faculty of Arts to signal our support for your proposal to increase seats in the Respiratory Therapy program by four starting in September 2022. The courses in our faculty affected by this increase, namely PSYC 1200 OR SOC 1200, will be able to accommodate this change. Thank you for being in touch about these changes.

Sincerely,

Heidi Marx



**Post-Secondary Education and Labour Market Outcomes
Program Proposal Financial Form**

Form Instructions:

1. When proposing a new program *Current Fiscal Year* (the first column) should be left blank, with the first year of the program starting in year 1.
2. When proposing a new program expansion *Current Fiscal* should be entered in the first column.
3. If a program reaches maturity prior to *Fiscal Year 4*, remaining fiscal year columns must still be completed so that *Ongoing Program Funding* can be calculated.
4. Fill in line items for revenue, expenditure, and capital as these pertain to the program. Examples are correspondently listed to the right of the table.
5. Ensure that line items account for overhead. For example, include the amount of tuition that the program will receive after administrative overhead.
6. Only fill out areas shaded in green, using cash accounting. The increment, on-going and total will self-populate accordingly.

Overview	
Institution:	College of Rehabilitation Sciences, Rady Faculty of Health Sciences, University of Manitoba
Program Name:	Respiratory Therapy
Contact Information:	Reg Urbanowksi, Dean; Nathan Dueck, Director of Finance; Sam Vagianos, Senior Financial Officer
Date:	May-22

	Current Fiscal Year	Fiscal Year 1	Increment	Fiscal Year 2	Increment	Fiscal Year 3	Increment	Ongoing Program Funding
	(Enter 0's if new program)	Budget Yr. 1	(change from current year to year 1)	Budget Yr. 2	(change from year 1 to year 2)	Budget Yr. 3	(change from year 2 to year 3)	
REVENUE INFORMATION								
Tuition (expansion)		\$ 20,457	\$ 20,457	\$ 42,447	\$ 21,991	\$ 66,059	\$ 23,611	\$ 66,059
Student Fees (expansion)		\$ 800	\$ 800	\$ 1,616	\$ 816	\$ 2,448	\$ 832	\$ 2,448
Other		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Tuition (base)	\$ 236,599	\$ 245,479	\$ 8,880	\$ 254,684	\$ 9,205	\$ 264,235	\$ 9,551	\$ 264,235
Student Fees (base)	\$ 9,600	\$ 9,600	\$ -	\$ 9,696	\$ 96	\$ 9,793	\$ 97	\$ 9,793
Contribution from Institution/Unit (Existing Res.)	\$ 705,961	\$ 697,081	\$ (8,880)	\$ 718,868	\$ 21,787	\$ 741,397	\$ 22,529	\$ 741,397
			\$ -		\$ -		\$ -	
			\$ -		\$ -		\$ -	
Total Revenue (A)	\$ 952,160	\$ 973,417	\$ 21,257	\$ 1,027,312	\$ 53,895	\$ 1,083,932	\$ 56,620	\$ 1,083,932

MEDT Form

Institution:	College of Rehabilitation Sciences, Rady Faculty of Health Sciences, University of Manitoba
Program Name:	Respiratory Therapy
Contact Information:	Reg Urbanowski, Dean; Nathan Dueck, Director of Finance; Sam Vagianos, Senior Financial Officer
Date:	May-22

EXPENDITURE INFORMATION									
	Current Fiscal Year	Fiscal Year 1	Increment	Fiscal Year 2	Increment	Fiscal Year 3	Increment	Ongoing Program Funding	
	(Enter 0's if new program)	Budget Yr. 1	(change from current year to year 1)	Budget Yr. 2	(change from year 1 to year 2)	Budget Yr. 3	(change from year 2 to year 3)		
New Academic Salaries - Direct		\$ 108,900	\$ 108,900	\$ 365,612	\$ 256,712	\$ 379,308	\$ 13,696	\$ 379,308	
New Professional/Support Salaries - Direct		\$ -	\$ -	\$ 66,000	\$ 66,000	\$ 68,310	\$ 2,310	\$ 68,310	
New Operating Expenses		\$ 40,208	\$ 40,208	\$ 210,517	\$ 170,308	\$ 59,525	\$ (150,992)	\$ 59,525	
Student Support		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Indirect Salary Expenses		\$ 3,060	\$ 3,060	\$ 6,287	\$ 3,227	\$ 9,567	\$ 3,280	\$ 9,567	
Administrative Overhead		\$ 94,407	\$ 94,407	\$ 105,482	\$ 11,075	\$ 117,254	\$ 11,773	\$ 117,254	
Existing Academic Salaries - Direct	\$ 832,440	\$ 832,440	\$ -	\$ 861,575	\$ 29,135	\$ 891,731	\$ 30,155	\$ 891,731	
Existing Professional/Support Salaries - Direct	\$ 55,800	\$ 55,800	\$ -	\$ 57,753	\$ 1,953	\$ 59,774	\$ 2,021	\$ 59,774	
Existing Operating Expenses	\$ 63,920	\$ 63,920	\$ -	\$ 63,920	\$ -	\$ 63,920	\$ -	\$ 63,920	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Total Expenditures (B)	\$ 952,160	\$ 1,198,735	\$ 246,575	\$ 1,737,145	\$ 538,410	\$ 1,649,389	\$ (87,756)	\$ 1,649,389	

MEDT Form

Institution:	College of Rehabilitation Sciences, Rady Faculty of Health Sciences, University of Manitoba							
Program Name:	Respiratory Therapy							
Contact Information:	Reg Urbanowski, Dean; Nathan Dueck, Director of Finance; Sam Vagianos, Senior Financial Officer							
Date:	May-22							
	Current Fiscal Year	Fiscal Year 1	Increment	Fiscal Year 2	Increment	Fiscal Year 3	Increment	Ongoing Program Funding
(Enter 0's if new program)		Budget Yr. 1	(change from current year to year 1)	Budget Yr. 2	(change from year 1 to year 2)	Budget Yr. 3	(change from year 2 to year 3)	
CAPITAL INFORMATION								
Teaching / Lab Equipment		\$ 150,000	\$ 150,000	\$ -	\$ (150,000)	\$ -	\$ -	\$ -
Furniture, Computers, Misc. Office		\$ 7,500	\$ 7,500	\$ 15,000	\$ 7,500	\$ -	\$ (15,000)	\$ -
Space		\$ 100,000	\$ 100,000	\$ -	\$ (100,000)	\$ -	\$ -	\$ -
			\$ -		\$ -		\$ -	
			\$ -		\$ -		\$ -	
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			\$ -		\$ -		\$ -	
			\$ -		\$ -		\$ -	
			\$ -		\$ -		\$ -	
			\$ -		\$ -		\$ -	
Total Capital (C)	\$ -	\$ 257,500	\$ 257,500	\$ 15,000	\$ (242,500)	\$ -	\$ (15,000)	\$ -
Revenue less Expenditures and Capital (A-(B+C))	\$ -	\$ (482,819)	\$ (482,819)	\$ (724,834)	\$ (242,015)	\$ (565,457)	\$ 159,376	\$ (565,457)
Funding Request		\$ 482,819		\$ 724,834		\$ 565,457		

Appendix C- Financials: Capital and Equipment Costs

CAPITAL COSTS

Capital Item	Year 1			Year 2		
	QTY	Unit Cost	Total	QTY	Unit Cost	Total
Ventilators	2.00	\$ 37,500	\$ 75,000			\$ -
Bipaps	2.00	\$ 10,000	\$ 20,000			\$ -
Hiflow	1.00	\$ 5,000	\$ 5,000			\$ -
Misc equipm	1.00	\$ 50,000	\$ 50,000			\$ -
Furn, Comp & Misc	1.50	\$ 5,000	\$ 7,500	3.00	\$ 5,000	\$ 15,000
Space Reno	1.00	100,000	100,000			-
...						
Subtotal Operating			\$ 257,500			\$ 15,000

DETAILED EQUIPMENT COSTS

2022 Inventory List (n=16) proposed number of students/16 = conv factor	Column1	Column2	2022-2023 (+4 students, n=20) conv factor 1.25	Column3
Misc Equipment	Current stock	Unit Cost	Increase in need	total cost for 25% increase
Filters (Vent, Spiro, Etc)	700	\$3.00	175	\$ 525.00
Portable Diagnostic Spirometer	1	\$2,500.00	1	\$ 2,500.00
Mips/Meps Gauges	5	\$300.00	1	\$ 300.00
Wright Respirometer	2	\$250.00	1	\$ 250.00
Saturation Monitor And Probes	1	\$3,000.00	1	\$ 3,000.00
Abg Kits	100	\$2.00	25	\$ 50.00
Cuff Pressure Manometer	5	\$50.00	1.25	\$ 62.50
Arterial Catheters & Central Lines	7	\$75.00	1.75	\$ 131.25
Sutures, Alcohol Pads, Gauze	25	\$5.00	6.25	\$ 31.25
Blood Management System & Pressure Monitoring Kit	3	\$75.00	0.75	\$ 56.25
Incentive Spirometry, PEP Devices, Peak Flowmeters	5	\$100.00	2	\$ 200.00
Vital Signs Monitor (BP, Temp, Etc)	0	\$1,500.00	1	\$ 1,500.00
Bubble Humidifier	26	\$11.00	6.5	\$ 71.50
Nebulizer	5	\$7.00	1.25	\$ 8.75
Portable Suction & Regulator Setup Kit	1	\$1,000.00	1	\$ 1,000.00

Aeroneb Prox Solo Nebulizer Unit & Consumables	1	\$2,800.00	1	\$ 2,800.00
Surgical Instruments	7	\$10.00	1.75	\$ 17.50
Syringes (1ml, 3ml, 5ml, 10ml)	10	\$10.00	30	\$ 300.00
Suction Catheters (Various FR Sizes)	20	\$8.00	5	\$ 40.00
Resp Medications Various Manufacturers	20	\$100.00	5	\$ 500.00
Portable CO2 Monitor & Consumables	1	\$3,500.00	0.25	\$ 875.00
Oxygen Accessories (Trees, Keys)	20	\$5.00	5	\$ 25.00
Oxygen Regulators - Tapered & 50psi	2	\$250.00	2	\$ 500.00
Oxygen Flowmeters	5	\$25.00	2	\$ 50.00
Bourdon O2 & Air Regulators	1	\$300.00	1	\$ 300.00
Oxygen Conserving Device	1	\$400.00	1	\$ 400.00
Oxygen Double Connector/Splitter	4	\$50.00	2	\$ 100.00
Air/O2 Blender	0	\$1,200.00	2	\$ 2,400.00
Various O2 Masks, Prongs, Etc	100	\$50.00	20	\$ 1,000.00
Humidity (Bottles, HME, Etc)	25	\$10.00	6.25	\$ 62.50
Hand Ventilation Bags	7	\$150.00	2	\$ 300.00
Airway Pressure Manometers	2	\$50.00	0.5	\$ 25.00
Laryngectomy Kit	1	\$200.00	1	\$ 200.00
Cricothyrotomy Kit	1	\$150.00	1	\$ 150.00
Endotracheal Tubes (Mult Sizes)	12	\$6.00	3	\$ 18.00
Laryngoscope Blades (Mult Sizes)	6	\$50.00	2	\$ 100.00
Ventilator Circuits (Box Neo, Adult)	2	\$100.00	2	\$ 200.00
Trach Supplies (Mult Sizes)	15	\$200.00	3.75	\$ 750.00
LMA Masks (Mult Sizes)	4	\$30.00	1	\$ 30.00
Optiflow Cannula (Mult Sizes) Kit	1	\$3,880.00	2	\$ 7,760.00
Vent Flow Sensors (Adult And Neo)	10	\$50.00	3	\$ 150.00
CPAP/BIPAP Masks Adult	8	\$100.00	2	\$ 200.00
Intubation Kits	5	\$100.00	2	\$ 200.00
Video Laryngoscope & Blades Kit	0	\$5,500.00	1	\$ 5,500.00
Vent Humidifiers	4	\$500.00	1	\$ 500.00
Trach Mannequin	1	\$2,000.00	1	\$ 2,000.00
Adult Intubation Model	1	\$2,500.00	2	\$ 5,000.00
Neonate Intubation Model	0	\$1,500.00	2	\$ 3,000.00
Cardionics Student Auscultation Mannequinn (Sam)	1	\$3,000.00	0	\$ -
ASL 5000 Torso	1	\$7,000.00	0	\$ -
Test Lungs & Quicklungs	9	\$1,000.00	2	\$ 2,000.00
Quicklung Breather	2	\$2,000.00	1	\$ 2,000.00
				\$ 49,139.50



Office of Provost and Vice-President (Academic)

**University
of Manitoba**

208 Administration Building
Winnipeg, Manitoba
Canada R3T 2N2
Telephone (204) 480-1408
Fax (204) 275-1160

Date: May 26, 2022

To: Dr. Michael Benarroch, President and Vice-Chancellor

From: Dr. Greg Smith, Vice-Provost (Academic Planning and Programs)

Re: Request for Increase to Admission Target, Bachelor of Midwifery Program

Under the Admission Targets Policy and at the request of Dr. Netha Dyck, Dean, College of Nursing, please find attached a proposal for an admission target increase to the Bachelor of Midwifery program.

The College is requesting a two-seat increase, from six seats to eight seats, on an ongoing basis to help mitigate the expected attrition rate found in midwifery programs across Canada. Given the small size of the program, it is important to maintain cohorts at levels that ensure graduation rates meet the needs of the province, including those of Northern Manitoba. The College has shown that demand for the program is high enough to accommodate the small increase and that a full cohort of eight students can be managed within existing resources should attrition rates be lower than planned.

Consistent with the Admission Targets Policy and Procedure, the President may approve changes to Admission Targets following consultation with the Dean/Director, Senate, and the Board of Governors, subject to the Provincial Program of Study Regulations.

Please provide your advice concerning this matter to the Office of University Secretary by Monday, May 30th, 2022, so that, if supported, the request may receive timely consideration by Senate and the Board of Governors in June 2022.

Cc: Diane Hiebert-Murphy, Provost and Vice-President (Academic)
Laurie Schnarr, Vice-Provost (Students)
Brian Postl, Vice-Provost (Health Sciences) and Dean, Rady Faculty of Health Sciences
Netha Dyck, Dean, College of Nursing
Jeff Leclerc, University Secretary
Jeff Adams, Registrar and Executive Director, Enrolment Services
Randy Roller, Executive Director, OIA
Cassandra Davidson, Academic Program Specialist

Date: May 11, 2022

To: Dr. Greg Smith, Vice-Provost (Academic Planning and Programs), University of Manitoba
cc. Dr. Brian Postl, Dean and Vice-Provost (Health Sciences), University of Manitoba
cc. Cassandra Davidson, Academic Program Specialist, Office of the Provost and Vice-President (Academic), University of Manitoba

From: Dr. Netha Dyck, Dean, College of Nursing, Rady Faculty of Health Sciences

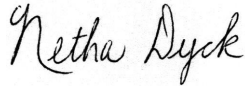
Topic: Increase in Seat Capacity in the Bachelor of Midwifery Program

The College of Nursing is seeking approval to increase the seat capacity in the Bachelor of Midwifery program.

The College of Nursing is proposing a 2 seat increase to the Bachelor of Midwifery program, starting in Fall 2023. See Significant Modification to a Program of Study document attached.

The proposed increase in seat capacity was approved unanimously by the College of Nursing Council on April 28, 2022.

Sincerely,



Dr. Netha Dyck
Dean, College of Nursing

SIGNIFICANT MODIFICATION TO A PROGRAM OF STUDY

Under The Advanced Education Administration Act

Universities and colleges requesting approval for a **significant modification** to a program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

UM INTERNAL REQUIREMENTS

1. Please complete the application below and submit one (1) electronic copy (.pdf format) each to the Vice-Provost (Integrated Planning & Academic Programs) and the Office of the University Secretary, (where indicated) along with the following supplemental documentation:
 - a. A cover letter justifying and summarizing the rationale behind the request for a significant modification.
 - b. Letters of support from internal and/or external stakeholders that were consulted as part of this proposal, if applicable.
2. Note that internal approval of the proposed modification will vary depending on the type of modification (see SECTION C). Please work with the Provost's Office and the Office of the University Secretary in advance, in identifying the appropriate procedures and approval processes. In general, please note the following for each type of modification:
 - a. **CHANGE OF SITE** – may require Senate approval if the site requires modifications to admission and/or program requirements (e.g. new admission category).
 - b. **CHANGE TO SEAT CAPACITY** – please refer to the Admission Targets Policy and Procedures (http://umanitoba.ca/admin/governance/governing_documents/academic/admission_targets.html). Changes may also require Senate approval if there are modifications to admission and/or program requirements.
 - c. **CHANGE TO TIME-TO-COMPLETION** – any addition to or reduction of hours to program requirements, requires Senate approval. For undergraduate programs, please refer to SCCCC Guidelines found at - <http://umanitoba.ca/admin/governance/forms/index.html>. For graduate programs, please contact FGS for approval process.
 - d. **CHANGE TO APPROVED DELIVERY MODEL** – please notify the Provost's Office of any significant changes to course or program delivery method.
 - e. **CHANGE TO STATUS OF JOINT PROGRAM** – depending on the significance of the changes resulting from the proposal, this will either require Senate approval as a program modification or will require the introduction of a new program. Please contact the Provost's Office with more details on how becoming a joint program or ceasing a joint program will impact the program.
 - f. **CHANGE TO CREDENTIAL**
 - g. **CHANGES TO CAPITAL OR OPERATING RESOURCES REQUIRED -**
3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, Office of the Provost and Vice-President (Academic) at Cassandra.Davidson@umanitoba.ca or 204.474.7847.

SECTION A – PROPOSAL DETAILS

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: **Rady Faculty of Health Sciences / College of Nursing**

If program is a joint program, list all participating institutions and the roles of each in delivering the proposed program:

The Bachelor of Midwifery Program (B.Mid. Program) is not a joint program; it is a University of Manitoba (UM) program delivered in Winnipeg to an intake of six students per academic year. Three seats are allocated to Indigenous students. This proposal will focus on an expansion of seat capacity of two seats.

Program name: **Bachelor of Midwifery Program**

Credential awarded: **Bachelor of Midwifery**

Office Use Only

Funding request:

No additional funding requested.

--

Proposed start date:

Fall 2023

List any critical issues that may impact the start date of the program:

There are no identified issues that will impact the increase of two seats for Fall 2023.

Institutional Program Code(s) (PSIS reporting number):

SECTION B – PROGRAM DESCRIPTION AND DELIVERY

B-1 Provide a general description of the significantly modified program and its objectives: *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

Overview of Significant Modification:

The original seat capacity for the Program was set at six seats per annum. At the time, this aligned with clinical placement capacity. The allocated number of seats did not take into consideration attrition rates and was also pre-COVID-19 pandemic which has had an impact on attrition. There is evidence to suggest that on average there is a 30% attrition rate in Midwifery Education Programs in Canada. We project a drop of up to two students in each cohort based on these statistics. In addition, the restrictions and vaccine mandates related to COVID-19 have already impacted the retention of students in the current cohort of the Bachelor of Midwifery Program. Therefore, we are proposing to increase the seat capacity to eight students per year.

It is important to maintain cohorts of eight throughout the program for the following reasons:

1. To support the learning environment of these students.
2. Increase Indigenous student seat capacity for Northern students.
3. Maintain an established presence of the Program in the University and the community clinical sites.
4. Off-set small graduating classes.
5. Maximize the resources allocated to the Program.

The proposed changes will begin in the 2023 – 2024 academic year.

Interim modification:

Overview of impact of modifications on number of graduates:

The overall program goal would be to maintain a consistent group of six to eight students graduating on an annual basis.

The first cohort has dropped from six to four students. With this increase in seat capacity, we anticipate an annual graduation of six to eight students starting with the first graduating class in 2024.

When the program is running all three years, we will maintain up to 24 students in the Program. We have expanded our clinical placement sites and can accommodate up to 24 students.

Intended Purpose

The Bachelor of Midwifery Program provides the educational foundation for a career in midwifery. Graduates of the program will be eligible to apply for registration with the College of Midwives of Manitoba and to write the Canadian Midwifery Registration Exam.

Curriculum Design

The Bachelor of Midwifery Program consists of 130 credit hours of coursework. Thirty (30) credit hours are completed in University 1, the pre-midwifery year. Thereafter, students can apply for admission to the Program, which consists of 100 credit hours taken over three years, for a total of four years (10 terms).

Content related to traditional Indigenous midwifery practices is woven throughout the curriculum and will remain an integral part of every course in the Program.

The intake has been set at six students per annum. This seat capacity aligned with the clinical resource capacity at the time. Up to one-half of the seats are offered under a Special Consideration Category to Indigenous students. The majority of the Special Consideration seats are reserved for Indigenous students residing in Northern Manitoba.

The first intake of students to the Bachelor of Midwifery Program occurred in the Fall of 2021. In Spring 2022, four students will commence their first 12-week clinical course in the community.

Distinctive Attributes

Midwifery was established as a regulated profession in Manitoba in 2000. In the 1990s, extensive consultations regarding the legislative policies, educational requirements and practice standards required to implement professional midwifery practice in Manitoba were carried out by the Manitoba Working Group on Midwifery and, subsequently, the Midwifery Implementation Council. As part of their mandate, the Midwifery Implementation Council held extensive consultations with Indigenous women and organizations across the province. These organizations called for the development of an educational program that would incorporate the traditional knowledge of Indigenous people, the participation of Elders, and the blending of western and Indigenous knowledge about midwifery practice. In particular, Northern Indigenous communities sought a culturally appropriate strategy that would address their concerns regarding the lack of midwifery/ obstetrical services in or near their communities and the subsequent need to have pregnant women travel far from their communities to deliver their infants.

For a variety of reasons, it has been difficult for midwifery education to be sustainable in Manitoba. The Bachelor of Midwifery Program capitalizes on the unique Interprofessional (IP) resources (IP curriculum and IP Northern Placement) within the UM for rural and Northern health to support the students in the program and enhance their clinical experiences. Furthermore, the Bachelor of Midwifery Program utilizes the UM Access Program to support Indigenous students to successfully complete the program, thus supporting future Indigenous midwives to practice across the Province.

B-2 Describe how this program serves and advances the academic, cultural, social and economic needs and interests of students and the province:

Historically, there has not been a Midwifery Education Program that has had annual graduates to support the demand in the health workforce. Persons desiring midwifery education have had to relocate for this type of education. The regulated practice of midwifery has existed in Manitoba for 18 years.

The University College of the North Midwifery program was discontinued in 2016, and the University of Manitoba partnered with McMaster University to offer admission to those current students who had successfully completed the first year of Manitoba's midwifery program, thus allowing them to finish their education. This McMaster/Manitoba cohort was the last graduating class of midwifery students in Manitoba (2019).

The Bachelor of Midwifery Program targets all individuals interested in a career in midwifery. However, because of the unique nature of this program and the need to address the demand for Indigenous midwives to work in Northern Manitoba, Indigenous persons who are members of a Northern community in Manitoba are specifically recruited as potential students.

This program allows for Manitoba students in urban, rural and remote regions to remain in Manitoba to complete their didactic, as well as their clinical requirements for the Bachelor of Midwifery degree. Ultimately, this degree will support a person to achieve a job in midwifery either in Manitoba or other provinces due to the reciprocity for midwifery licenses across the country.

B-3 Describe the existing and anticipated post-secondary learning needs of students in Manitoba that this program addresses and responds to:

The anticipated learning needs of students in Bachelor of Midwifery Program will be addressed in the overall educational objectives and learning outcomes of the Bachelor of Midwifery Program, which are as follows:

- Practice competently as entry-level Midwives in any Manitoba care setting.
- Practice as primary maternity care providers in collaboration with the interprofessional maternity care team.
- Practice in diverse settings recognizing the unique features of the childbearing population in Manitoba, particularly as they relate to Indigenous and multicultural communities.
- Participate in research that contributes to the midwifery profession and maternal and newborn care.
- Demonstrate a capacity of lifelong learning.
- Pursue professional development opportunities as educators and leaders in supporting normal birth and advances in maternal and newborn care.

B-4 Will the program be available for part-time study?

This program is structured as a fulltime program and ideally all students will progress through the program in a full-time capacity.

B-5 Is there a cooperative education, work placement, internship or practicum component?

In the Bachelor of Midwifery Program, there are four terms of didactic course work. In Year 2, term 3, the students commence their clinical experiential component of the program: MDFY 2090: Normal Childbearing Clinical Practice and Tutorial. In Years 3 and 4, the students continue in clinical courses: MDFY 3020: Midwifery Clinical Practice and Interprofessional Roles; MDFY 3030/3032: Interprofessional Practice I & II; MDFY 3090/4090: Complex Care I & II; and MDFY 4100: Clerkship and Tutorial. In all these clinical placements, each student will be placed in a variety of urban, rural and northern health care settings where they will have preceptors such as, Registered Midwives, Registered Nurses and other healthcare providers based on the setting. In some instances, physician preceptors will be used.

SECTION C – MODIFICATION TYP

C-2 Change to seat capacity

C-2.1 - List originally approved or currently offered seat capacity and proposed seat capacity.

UM Internal Note: seat capacity as defined by your admission target. If you are not aware of the target, please contact Enrolment Services.

Originally approved seat capacity includes six students per academic year:

- six students are admitted into the Fall intake per annum.

Proposed seat capacity includes admission of eight students per academic year:

- eight students admitted into the Fall intake per annum.

C-2.2 - Provide rationale for this change. (Examples include changes in applications, enrolment and employer demand or alignment with the institution's strategic direction and priorities.)

UM Internal Note: please ensure to address the following in your response:

- Student demand for places – identify how the current admission levels and the proposed changes compare to the number of qualified applicants to the program.
- Demand for graduates – identify how the current admission levels and the proposed changes reflect market demand for graduates.
- Outline any economic, demographic and/or geographical shifts in the student population that may impact on, or be impacted by, the proposed change.
- Student success – comment on success of current students (progression, time-to-completion, etc.) and graduates of the program (where known).

Student demand for places – In the first intake for the Bachelor of Midwifery Program, the University of Manitoba received twice as many qualified applications for every seat in the Bachelor of Midwifery Program. This seat capacity expansion will allow us to decrease delays in student admission to and completion of the Bachelor of Midwifery Program and their future career in midwifery. It further allows us to increase seat capacity for Indigenous students.

Demand for graduates – The Clinical Preventative Services Plan of the Province, outlines the commitment and need to provide maternity services closer to home, particularly birth. It will be critical that the UM produce more midwives to support expansion of the midwifery health workforce. The proposed seat expansion will provide additional graduates to address the significant vacancies within the healthcare system.

Student Success – We do not have this data as we have not had any graduates from the program to date.

C-2.3 - Intake Information

Proposed seat capacity includes admission of eight students per academic year:

- eight students are admitted into the Fall intake.

C-2.3 (a) - What is the projected enrolment for the first intake?

The projected enrolment was six for the first intake in Fall 2021 of the new Bachelor of Midwifery program.

C-2.3 (b) - What is the maximum seat capacity (defined as first-year enrolment capacity)?

The maximum seat capacity is proposed to increase to eight students per year. The total enrolment across Years 2-4 will be 24.

C-2.3 (c) - What is the anticipated date of maturity?

The proposed changes will begin in the 2023 – 2024 academic year.

C-2.4 UM Requirement: Address the impact of the proposed change on access to post-secondary education of under-represented groups. Identify any particular demographic experiencing special difficulties either in gaining admission to, or completing the requirements of, the program.

The increase in seat capacity will allow for more persons to have opportunity to apply to a highly sought out education program in Manitoba and across Canada. Furthermore, it will increase seat capacity for Indigenous students in the province, particularly in Northern remote regions. Up to 50% of the seats in the program are allocated to the Canadian Indigenous category.

SECTION D – MODIFICATION INFORMATION

D-1 Describe how this significant modification aligns with the strategic plans of your institution:

This significant modification achieves our mission of educating current and future midwives. It also serves to advance our vision of preparing exceptional midwifery professionals for exemplary service, inspired leadership and the advancement of health and well-being. In addition, this significant modification aligns well with our strategic priority to strengthen our learning environment and educational program excellence. And finally, it aligns with our priorities to support Indigenous students with a culturally appropriate curriculum.

D-2 Outline the internal approval process (i.e. committees, governing bodies) for approving this significant modification within your institution and indicate any dates of decision. *(Governing Council, Board of Governors, Board of Regents, Senate, other)*

This proposal is provisional based on approvals of the proposed changes through internal UM governance structures. There are no additional financial implications related to increasing the admission of eight students per annum.

Institutional approval for increases to seat capacity are informed by the [UM Admission Targets Policy and Procedure](#). As outlined in the policy, the President has the authority to approve changes to Admission Targets following consultation and discussion with the applicable Unit's dean or director, with Senate, and with the Board of Governors. This proposal was approved by the College of Nursing Council on April 28, 2022.

Decision-Making body: [Senate \(consultation only\)](#)

Decision: TBD

Date: TBD

Decision-Making body: [Board of Governors \(consultation only\)](#)

Decision: TBD

Date: TBD

Decision-Making body: [President](#)

Decision: TBD

Date: TBD

An increase of two seats in the Bachelor of Midwifery Program does not impact any other changes to the academic regulations and to the academic schedule.

D-3 Responsibility to consult

D-3.1 If this program subject to mandatory review or approval by organizations external to the institution *(such as regulatory bodies, Apprenticeship Manitoba, etc.)*, please describe any consultation processes and provide copies of reports or letter from these organizations providing support:

The College of Midwives of Manitoba has been consulted. We will advise the Canadian Association for Midwifery Education and Shared Health of the approved changes to program enrollment.

D-3.2 What agencies, groups, or institutions have been consulted regarding the significant modification of this program?

UM Internal Note: the unit is to consult with other academic units to identify how the proposed changes might affect quality, access to, and resources associated with the programs offered by that unit, as well as impact on service teaching by supporting faculties/schools. Outline the consultation process with other units and append letters of support, as appropriate.

In Year 2, Term 1 the midwifery students take two nursing courses: NURS 2522: Human Diversity and NURS 3550: Evidence-Informed Practice in the Health Sciences. This should have minimal impact on the course cohorts as the maximum increase will be two additional students each year. The Dean of the College of Nursing has expressed support for this initiative.

Our students participate in simulation learning at Bannatyne Campus. Our course leaders have confirmed the addition of two students will not impact capacity to run any required lab.

The Office of Interprofessional Collaboration (OIPC) at the Rady Faculty of Health Sciences provides a two-year experience in Interprofessional education for all students in entry level practice-based programs in the faculty, including the Bachelor of Midwifery Program students. The OIPC has been consulted regarding two additional students each year and supports this initiative.

The Bachelor of Midwifery Program has a collaborative relationship with the UM Access program. The Indigenous midwifery students can come through the UM Access program. The Director of Access is aware of the proposed changes and is supportive of the initiative. See Appendix A for the letter of support from the Director of UM Access Program.

In addition, both Deans in the Faculty of Science and Faculty of Arts have documented their support via email that this addition of two students to our admissions would not create any burden on their programs, as it relates to the U1 requirements. See Appendix B for Letter of Support from the Faculty of Arts.

D-3.3 How have students and faculty been informed of the intent to modify this program?

The College of Nursing faculty approved the significant modification at College Executive on April 12th, 2022 and at College Council on April 28th, 2022. The Bachelor of Midwifery students will be informed through written communication and virtual sessions upon approval of the proposed modification to the program delivery.

D-4 List any similar programs offered in Manitoba: *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

The Bachelor of Midwifery Program is unique to Manitoba and there is no other institution in Manitoba that delivers midwifery education.

D-4.1 Describe any specific laddering, articulation and/or credit transfer options for Manitoban students that are anticipated to change as a result of the significant modification of this program:

No changes are anticipated related to laddering, articulation and/or credit transfer options.

D-5 List any similar programs offered in Canada: *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

Université du Québec à Trois Rivières, QC

- Baccalauréat en pratique sage-femme

McMaster University, Hamilton, ON

- Bachelor of Health Sciences (B.H.Sc.) in Midwifery

Ryerson University, Toronto, ON

- Bachelor of Health Sciences in Midwifery (B.H.Sc.)

Mount Royal University, Calgary, AB

- Bachelor of Midwifery (B.Mid.)

University of British Columbia, BC

- Bachelor of Midwifery (BMW)

D-6 Describe any changes in labour market demands in Manitoba for graduates of this Program as a result of this significant modification:

(Provide such information as probable employment destinations or further educational opportunities available to graduates of this new program of study. Attach any formal reports such as those from Associations, Statistics Canada, Sector Councils, Industry or Regulators.)

Currently the healthcare system in Manitoba is faced with a significant increase in demand for midwives as position vacancies across the healthcare system increase due to pandemic burnout, retirements and other factors. In addition, Northern communities are mobilizing to support midwifery education and have inquired regarding increasing the seats allocated to Indigenous students. Seat capacity expansion will support addressing this demand and projected attrition rates.

D-7 If copies of any internal or peer evaluations with respect to the significant modification of this program of study are being provided with this proposal, please indicated how any issues identified by these evaluations have been addressed and attach any relevant documents as available:

Not applicable to the proposed modification.

D-8 Does this significant modification entail an increase to tuition, or the establishment of or increase to fees that apply to students in this program of study?

UM Internal Note: Comment on potential impact on student access to and affordability of education that may result from the change.

This significant modification does not entail an increase in tuition or fees. Tuition in the program will continue to be assessed at the approved per credit hour course rate.

SECTION E – REQUIRED RESOURCES AND FINANCIAL IMPLICATIONS

E-1 If one-time or pilot funding is being requested to support the significant modification of this program of study, please identify the amount of funding being requested:

No one-time funding is being requested.

E-2 If ongoing funding is being requested to support the significant modification of this program of study, please identify the amount of funding being requested:

No funding is being requested with this significant modification to the program.

E-3 If new funding is not being requested, how will the significant modifications to the program be funded? *(Include such information as; where reallocated funding will come from, and the implications of reallocating that funding on other programs / activities of the institution.)*

No additional resources are required to increase the seat capacity by two students.

E-4 What are the resource implications to the institution in delivering the significantly modified program of study?

(Include such information as; budget, IT, library, laboratory, computer, space, practicum liability insurance, student services, etc)

UM Internal Note: Identify how the proposed changes will impact on the *quality of operations* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change.

As described above, the increase of two students per year will have no major impact on the College of Nursing. Based on our current assessment of clinical placement capacity across the province (including rural, remote, and urban placement sites) there will be no issue finding placements for students.

E-5 Please describe new and existing staffing resources needed to provide this significantly modified program of study. *(Include reallocation of existing faculty, hiring of new faculty, administrative and support services and any other considerations.)*

UM Internal Note: Identify how the proposed changes will impact on the *quality of instruction* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change.

No new staffing resources are required. The following are the existing staffing resources:

- 1.0 FTE Director
 - 1.0 FTE Tenure Track
 - 2.0 FTE Instructors (Level 2)
 - 0.5 FTE Clinical Placement Coordinator
 - 1.0 FTE Office Assistant (OA4 Level)
 - FTE Student Services/Policy Admin (OA4 Level)
-

E-6 Please describe the effect of the significant modification of this program on existing capital infrastructure and equipment:

UM Internal Note: Identify how the proposed changes will impact on the *quality of operations* at both the unit level and institutional level (including impact on other affected units), where applicable. Comment on how units delivering service teaching in the program will be impacted by the proposed change.

There is no effect on existing capital infrastructure and equipment.

**Appendix A: Letter of Support
UM Access Program**

Access and Aboriginal Focus Programs
Rm. 220 Migizii Agamik
114 Sidney Smith Street
University of Manitoba
Winnipeg, Manitoba Canada R3T 2N2
T: 204-474-8000
TF: 1-800-432-1980 ext. 8000
Fax: 204-275-6489
accessafp@umanitoba.ca



**University
of Manitoba**

Extended Education

March 9, 2022

To Whom It May Concern:

This letter is in support of the changes proposed by the College of Nursing, Midwifery Program. The Access and Aboriginal Focus Programs partnered with the Midwifery Program due to the ongoing and urgent need to increase the number of qualified health professionals for our communities. The proposed changes seek to increase the numbers of students accepted each year and importantly to increase the Indigenous student seat capacity.

The remote and rural regions of Manitoba lack obstetric and prenatal care and services meaning that women must travel from their home communities to birth their children. This is an unchanged fact that has plagued many Indigenous communities for years. This program has the potential to change this reality for many women.

I understand that these changes will allow the Midwifery Program greater capacity to maximize the resources secured for the program and provide a more robust learning experience for student cohorts. An increased Indigenous student presence will also enhance the breadth of knowledge shared in the post secondary learning environment.

Sincerely,

Diedre A. Desmarais, Ph.D.
Area Director
Access and Aboriginal Focus Programs
Extended Education, University of Manitoba

Appendix B: Letter of Support
Faculty of Arts



University
of Manitoba

Faculty of Arts

Dean of Arts
310 Fletcher Argue Bldg.
Winnipeg, Manitoba
Canada R3T 5V5
Tel. (204) 474-9271
Fax (204) 474-7590
Email jeff_taylor@umanitoba.ca

DATE: 6 May 2022

TO: Dr. Kellie Thiessen, College of Nursing

FROM: Jeff Taylor, Dean, Faculty of Arts

SUBJECT: Bachelor of Midwifery program

I support the proposal from the College of Nursing to increase its intake in the Bachelor of Midwifery program from six to eight seats per year.

PRESIDENT'S REPORT TO THE BOARD OF GOVERNORS
June 28, 2022

REPORT OF THE VICE-PRESIDENT (ACADEMIC) AND PROVOST

Awards

- In recognition of the 50th Anniversary of the publication of **Michael Eskin's** (Food and Human Nutritional Sciences) first book "Biochemistry of Foods", now in its third edition and used throughout the world, Elsevier/Academic Press dedicated Volume 96 in their Advances in Food and Nutrition Research to his contributions as author and editor. Michael is currently working on his next book on "Functional Foods and Chronic Diseases" with **Michel Aliani** (Food and Human Nutritional Sciences).
- **Jim House** (Food and Human Nutritional Sciences) was presented with the President's Volunteer Leadership Award at the Canadian Nutrition Society annual conference held May 5-7 in Ottawa.
- **Randy Jamieson** (Psychology) is the recipient of this year's Canadian Society for Brain, Behaviour, and Cognitive Science's Richard C. Tees Distinguished Leadership Award. Dr. Jamieson was also made an Elected Fellow of the Canadian Psychological Association, and as an Elected Fellow of the Canadian Society for Brain, Behaviour, and Cognitive Science.
- **Melanie MacKinnon** (Rady Faculty of Health Sciences, Ongomiizwin, the Indigenous Institute of Health and Healing), received a national 2022 Indspire Award for her achievements in health. The Indspire Award is the highest honour the Indigenous community bestows upon its own people. MacKinnon, a nurse and health-care executive leader, is a member of Misipawistik Cree Nation.
- **Emma McGeough** (Animal Science) will be receiving the 2022 Canadian Industries Award in Extension and Public Service for outstanding service to the animal industries of Canada in technology transfer, leadership and education in animal production, also given by CSAS. These awards will be presented at the 2022 American Society of Animal Science- Canadian Society of Animal Science Annual Meeting & Trade Show in Oklahoma City, Oklahoma June 26 - 30, 2022.
- **Alicia Nijdam-Jones** (Psychology) won the International Association of Forensic Mental Health Services Christopher Webster Early Career Award.
- **Kim Ominski** (Animal Science) has been selected to receive the 2022 Excellence in Nutrition or Meat Science award for excellence in teaching, research or extension in the fields of nutrition and meat science from the Canadian Society of Animal Science (CSAS).
- The Winnipeg Art Gallery (WAG) recently presented a screening of the film *Ste. Anne*, by **Rhayne Vermette** (School of Art). Rhayne is a visual artist born in Notre Dame de Lourdes, Manitoba, and *Ste. Anne* is her fifth film, first narrative feature film, and her directorial debut. The film's Canadian debut was at the 2021 Toronto International Film Festival (TIFF) – where it won the Amplify Voices Award for Best Canadian Film.

- **Xiaofan (Steven) Zheng** (Accounting and Finance) has been selected for the *Stu Clark Professorship in Financial Management*. Dr. Zheng will begin the five-year Professorship term on July 1, 2022. The Stu Clark Professorship will provide leadership in the introduction of financial concepts into the undergraduate and graduate finance and accounting curriculum; and will encourage and stimulate research and programming in finance and accounting at the Asper School and at the University of Manitoba.
- The Asper School of Business undergraduate team comprised of students **Connor Egan, Cole Hutchison** and **Nolan Ward** placed first at the international *RMA Credit Analysis Competition*. The team developed a written loan presentation including an analysis of the business case company, its industry, and key components of the loan request.
- **Monica Cyr** (Community Health Sciences), was selected for the inaugural [Indigenous Doctoral Program Fellowship](#). As an Indigenous dietitian, Monica's passions lie in food sovereignty and Indigenous research methodologies.
- **Maryam Samsamikor** (Food and Human Nutritional Sciences) received the Mohammed Moghadasian Award for Student Research in the Application of Nutrition in Cardiovascular Disease presented at the Canadian Nutrition Society annual conference held May 5-7 in Ottawa. She was also a finalist for the Nutrition Graduate Student and Trainee Award / Christine Gagnon Memorial Travel Award.
- **Tressa Alexiuk** (Food and Human Nutritional Sciences) was a finalist in the Nutrigraphic Award Competition.
- Seven College of Nursing faculty were recognized by the Association of Regulated Nurses of Manitoba during its Awards of Excellence Celebration.
 - **Donna Martin**, professor and Associate Dean, Graduate Programs, received the Award of Excellence: Nursing Administration
 - **Kim Workum**, Senior Instructor and director, CA Centre, received the Award of Excellence: Nursing Administration
 - **Christa DeGagne**, Instructor II, received the Award of Excellence: Nursing Education
 - **Sufia Turner**, Instructor II, received the Award of Excellence: Nursing Education
 - **Genevieve Thompson**, professor, received the Award of Excellence: Nursing Research
 - **Michelle Lobchuk**, associate professor, received the Award of Excellence: Nursing Research
 - **Benita Cohen**, associate professor, received the Award of Excellence: Advocacy Award posthumously
- The **College of Nursing Skills Team** received the Award of Excellence: Outstanding Interprofessional Team. **Genevieve Thompson**, professor, also received the Nursing Distinction Award presented by the Manitoba Gerontological Nursing Association.
- **Shelley Marchinko**, Instructor II, is the recipient of the University of Manitoba Community Engagement Award.

Initiatives

- On May 9, it was announced that early-career researchers and trainees from across Canada in the field of medications and pregnancy will have the opportunity to develop new skills. The Canadian Mother-Child Collaborative Training Platform received more than \$2.5 million from the Canadian Institutes of Health Research (CIHR). The training platform is one of 13 across Canada to receive funding through a new CIHR initiative.

Sherif Eltonsy (Pharmacy) is the Manitoba site lead for the mother-child platform. Two other Rady Faculty professors are involved in platforms through the same initiative. **Amine Choukou** (Occupational Therapy), is part of a team focused on the delivery of technology for older Canadians with complex health needs. **Richard Keijzer** (Medicine), director of research for the surgery department of the Max Rady College of Medicine, is on a team focused on improving the health and well-being of parents, children and families.

Events

- The Faculty Conversation Series featured **Stephanie Cook** (Opaskwayak Smart Farm) **Miyoung Suh** (Food and Human Nutritional Sciences), and **Qiang Zhang** (Biosystems Engineering) on the topic “Sustainable solutions for northern food systems” last May 19, 2022.
https://youtu.be/_sHngiHxKrA.
- The School of Agriculture launched the Indigenous Voices video series on May 31, 2022. The first video screened was entitled "Indigenous Voices - Sharing our Agricultural History and Journey" at the Robert B. Schultz Theatre, St. John's College, University of Manitoba.
- The Indigenous Business Education Partners (IBEP) will be hosting the 2022 IBEP graduation event on Friday June 10, 2022. The event will take place at the RBC Convention Centre and will be an opportunity to celebrate all IBEP graduates.

Leadership Appointments

- **Jennifer Dunsford** (College of Nursing) has been appointed as the Director of Clinical Education in the College of Nursing effective May 1, 2022.
- **Barbara Rose-Lovett** (College of Nursing) has been appointed as the Director of Skills and Simulation Centres effective May 1, 2022.
- **Rhonda Campbell** (College of Nursing) has been appointed as the Director of Mahkwa omushki kiim and Indigenous Engagement effective May 16, 2022.

REPORT OF THE VICE-PRESIDENT (RESEARCH AND INTERNATIONAL)

- Three University of Manitoba graduate students, including two from the Rady Faculty of Health Sciences, were among 255 across Canada to receive doctoral research awards from the Canadian Institutes of Health Research (CIHR) in April. Each student received \$105,000 over three years for their projects. This year a total of 103 UM graduate students have received Tri-Agency research awards.
- Eight UM faculty members received Rh Awards on May 31, 2022, recognizing excellence in research, scholarly work and creative activities. The Dr. John M. Bowman Memorial Winnipeg Rh Institute Foundation Award was received by **Dr. Peter Nickerson**, vice dean (research), Flynn Family Chair in Renal Transplantation, and distinguished professor at Max Rady College of Medicine. The Terry G. Falconer Memorial Rh Institute Foundation Emerging Researcher Awards was awarded to seven early career faculty members in a variety of disciplines.

The Falconer Award winners are:

- **Dr. Sabine Kuss** (Applied Sciences), Assistant Professor, Department of Chemistry
 - **Dr. Filiz Koksel** (Applied Sciences), Assistant Professor, Department of Food and Human Nutritional Sciences
 - **Dr. Natalie Mota** (Health Sciences), Assistant professor and Research Director, Max Rady College of Medicine Clinical Health Psychology
 - **Dr. Amar Khoday** (Humanities), Associate Professor Faculty of Law
 - **Dr. Aleeza Gerstein** (Interdisciplinary), Assistant Professor, Faculty of Science
 - **Dr. Raphaël Clouâtre** (Natural Sciences), Associate Professor, Department of Mathematics
 - **Dr. Fenton Litwiller** (Social Sciences), Assistant Professor, Faculty of Kinesiology and Recreation Management
- Seventy-One (71) projects led by Thirty (30) PIs received a total of \$4,170,152.33 in grant funding from a variety of sponsors. Those projects receiving more than \$25,000 are:

PI	Sponsor	Title	Awarded Amount
Ashraf, Ahmed (Electrical and Computer Engineering)	Mitacs Inc.	Vision-based 3D object localization for manufacturing applications	\$30,000.00
Burnell, Colin (Surgery)	Research Manitoba	Antibiotic materials for additive manufacturing of patient-specific medical devices	\$147,700.00
Chelikani, V.G.B. Prashen (Oral Biology)	Cystic Fibrosis Foundation	Bitter taste receptor mediated innate immune responses in cystic fibrosis	\$187,931.73

Dhingra, Sanjiv (Physiology & Pathophysiology)	CIHR ¹	Development of iPSC-based clinical trial selection platform for patients with ultrarare inborn mitochondrial disorders	\$135,000.00
Ho, Ngai Man (Carl) (Electrical and Computer Engineering)	Research Manitoba	A bi-directional wireless charging system for self-driving electric vehicles	\$100,000.00
Hu, Can-Ming (Physics and Astronomy)	Research Manitoba	Real-time monitoring stored grain for insect pest infestations	\$100,000.00
Jones, Meaghan (Biochemistry and Medical Genetics)	CFI ²	Breaking the link between environmental exposures and health: Lessons from epigenetics	\$47,778.00
Karimi-Abdolrezaee, Soheila (Physiology & Pathophysiology)	Wings for Life Spinal Cord Research Foundation	Novel cellular and pharmacological approaches to restore circuit connectivity and neuromodulation after spinal cord injury	\$97,545.60
Kazem Moussavi, Zahra (Electrical and Computer Engineering)	Mitacs Inc.	3D Acoustic Finite Element Modelling of the upper Airway for Obstructive Sleep Apnea Disorder Screening during Wakefulness	\$90,000.00
Kazem Moussavi, Zahra (Electrical and Computer Engineering)	Canada Research Chair	Biomedical Engineering	\$541,800.00
Ko, Ji Hyun (Human Anatomy and Cell Science)	Winnipeg Foundation (The)	Enhancing the effectiveness of cognitive behavioral therapy using non-invasive brain stimulation	\$100,000.00
Lawley, Yvonne (Plant Science)	Manitoba Canola Growers Association	Cover crops for flea beetle management: A proof of concept study	\$25,300.00
Marrie, Ruth (Internal Medicine)	Multiple Sclerosis Society of Canada	Peripartum mental illness in multiple sclerosis: Incidence and prevalence	\$214,145.00

¹ Canadian Institutes of Health Research

² Canada Foundation for Innovation

Mufti, Aftab (Civil Engineering)	Research Manitoba	Pi Bracket Crack Sensor (PiBCS) for crack detection monitoring near stiffeners in Bridge Girders	\$100,000.00
Nickerson, Peter (Dean's Office - College of Medicine)	SSHRC ³	Engaging youth in mental health research in the COVID-19 pandemic context via a youth co-design arts-based approach	\$33,787.00
Ominski, Kimberly (Animal Science)	Mitacs Inc.	Use of food waste in beef cattle production systems	\$60,000.00
Pascoe, Chris (Physiology & Pathophysiology)	CIHR ¹	Development of spatial RNA-sequencing platform to understand disease heterogeneity	\$328,744.00
Pascoe, Chris (Physiology & Pathophysiology)	Research Manitoba	Development of spatial RNA-sequencing platform to understand disease heterogeneity	\$164,372.00
Portet, Stephanie (Mathematics)	University of British Columbia	Pacific Institute of Mathematical Sciences	\$132,000.00
Roos, Leslie (Psychology)	CFI ²	The Hearts and Minds Lab; Leveraging translational neuroscience to support intergenerational well-being	\$30,000.00
Sanchez-Ramirez, Diana (Respiratory Therapy)	Manitoba Lung Association	Association between physical activity, cardiorespiratory responses and symptom exacerbation in patients with post-COVID-19 syndrome	\$30,000.00
Sanguins, Julianne (Community Health Sciences)	CIHR ¹	REACH: Radon Education and Assessment for Community Health	\$50,000.00
Schindler, Michael (Earth Sciences)	CFI ²	Environmental Nano-Geoscience Facility	\$71,549.00
Shafai, Cyrus (Electrical and Computer Engineering)	NSERC ⁴	Sensor development and system intelligence for	\$240,000.00

³ Social Sciences and Humanities Research Council of Canada

¹ Canadian Institutes of Health Research

² Canada Foundation for Innovation

¹ Canadian Institutes of Health Research

		smart hive and apiary management	
Shafai, Cyrus (Electrical and Computer Engineering)	Function Four	Sensor development and system intelligence for smart hive and apiary management	\$138,000.00
Sharif, Tanveer (Pathology)	CIHR ¹	Prize - 202109PJT - Taking down the 'undruggable' oncogene: therapeutic implications for novel mechanism-based targeting of MYC	\$25,000.00
Thompson, Peter (Physiology & Pathophysiology)	Health Sciences Centre Foundation	Understanding the relationship between beta cell dysfunction and autoimmunity in Type 1 Diabetes	\$70,000.00
Thulasiram, Rупpa (Computer Science)	Mitacs Inc.	A system for credit risk assessment to match SMEs financial needs to most suitable financial option	\$75,000.00
Thulasiraman, Parimala (Computer Science)	Mitacs Inc.	A system for credit risk assessment to match SMEs financial needs to most suitable financial option	\$30,000.00
Wilkins, Olivia (Biological Sciences)	CFI ²	Climate change resilience plant systems biology laboratory	\$48,000.00
Yuan, Qiuyan (Civil Engineering)	Mitacs Inc.	Investigating practical treatment processes to reuse wastewater effluent for irrigation and chemical treatment purposes at the Town of Altona, Manitoba	\$30,000.00
Yuan, Wenlong (Business Administration)	Mitacs Inc.	Business and Marketing Strategy Development for Foqus Technologies Inc.	\$45,000.00

² Canada Foundation for Innovation

⁴ Natural Sciences and Engineering Research Council

² Canada Foundation for Innovation

¹ Canadian Institutes of Health Research

Zeiler, Frederick (Surgery)	CIHR ¹	Near Infrared Spectroscopy for the Non-Invasive Characterization of Cerebral Autoregulation in Moderate and Severe Traumatic Brain Injury	\$165,000.00
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REPORT OF THE VICE-PRESIDENT (INDIGENOUS)

Initiatives

- The Indigenous Identity Engagement Working Group held multiple engagement sessions in May, both virtual and in-person.
- The Summer Institute for Indigenous Content Literacy has completed its first three weeks of instruction with more than 150 UM faculty and staff members enrolled.
- The year-long Dialogue/Listening sessions for the community engagement strategy are complete.

Events

- Leadership Winnipeg panel presentation on UM and Reconciliation – AVPI C. Cyr.
- National CACUSS conference panel – AVPI C. Cyr, insightful reflection on Indigenous leadership.
- The President’s Installation Pipe Ceremony was hosted at Migizi Agamik on June 7.
- The Graduation Pow Wow occurred May 7th. 107 graduates and 289 dancers attended.

Awards

- The Indigenous Student Awards Committee distributed \$40,450 to 29 students in three awards: Chloe Patricia Jean Bushie Memorial Scholarship, UMSU Award for Indigenous Community Leaders and Marjorie Blankstein Indigenous Leadership Scholarship.

National Centre for Truth and Reconciliation

- The National Monument Steering Committee, Department of Canadian Heritage is meeting in Ottawa June 26 – 29, 2022.
- The Education Unit held 19 presentations; 1 Decolonizing Lens screening; and 1 event involving over 600 persons: Animikii Ozoson Child and Family Services, Fort Garry Rotary Club, Medical residents from University of Alberta, Ogniwo Polish Museum Society Inc., Recreation Manitoba, Seasons Centre for Grieving Children, and Skownan First Nation.

- The Imagine a Canada National Celebration event was held June 10, where 10 projects from Kindergarten through Grade 5 and 15 projects from Grades 6-12 were honoured. The event included remarks from Premier Heather Stefanson; Damon Murchison, President and CEO of IG Wealth Management; and Edna Elias, member of the NCTR's Survivors Circle.
- The Research Unit held a Spring Virtual Workshop *Toward Building a Truth and Reconciliation Research Network* on May 13.
- An environmental scan has been started of Former Indian Residential Schools located off-reserve, in Inuit Nunangat and in the North.

REPORT OF THE VICE-PRESIDENT (ADMINISTRATION)

- Learning and Organizational Development, Human Resources, has launched a new leadership certificate program this spring. The UM LEAD (Learn, Engage, Adapt and Develop) certificate program in university leadership is part of a commitment to provide leaders with a collaborative learning space to develop in their current or future role at the University. It also will support University strategic priorities related to an outstanding learning and working environment, and develop a culture of leadership and teamwork among staff through professional development programs. Participation in this program is fully funded by Human Resources. The program provides knowledge and skills in both general leadership practices and in key areas of university administration, such as governance, structures, values, priorities, and processes delivered by subject matter and area expertise, and includes several special features, such as the individual DiSC: Work of Leaders profile, one-on-one executive coaching, experiential exercises in leadership, a self-directed learning project, and culminates with a presentation of learning to a panel at a Capstone. UM LEAD is offered using a cohort model where participants begin with a three-day residency in August, followed by five learning days between October and May.

REPORT OF THE VICE-PRESIDENT (EXTERNAL)

Fundraising Highlights

- To date, UM has achieved \$2.71 million in philanthropic funds raised against a target of \$56.4 million for the 2022/23 fiscal year.

Activities/Events:

- 2019 Nobel Prize winner and UM alum, **Dr. Jim Peebles** will be presenting a public lecture on Tuesday, July 5 for UM alumni.
- The Alumni Association will host its AGM on June 14 using a hybrid in-person/virtual model. A keynote address will be delivered by **His Worship Mayor Brian Bowman**.
- The Distinguished Alumni Awards Celebration of Excellence Gala will be held on Thursday, September 22 during Homecoming Week 2022.

- Alumni events will be hosted by President Michael Benarroch in key alumni centers in Fall 2022. Events are scheduled in Vancouver and Calgary in October followed by Toronto, Ottawa, New York, Brandon and Winnipeg in November.

Other Significant Activities:

- On May 27, UM hosted a Leadership Winnipeg event in partnership with the Winnipeg Chamber of Commerce. The full day session included a panel discussion moderated by President Michael Benarroch, a campus tour and presentations on the National Centre on Truth and Reconciliation and climate change.
- The annual Board of Governors Alumni Representative election was held April 13 to May 13 electing **Irene Fakankum** [PhD/21] to serve a three-year term beginning June 1, 2022.
- In April, UM introduced the UM Student TikTok channel to increase opportunities to communicate with students on the platform that is currently the leader in usage among the student age demographic. It has surpassed expectations with 95,000 video views since launch.
- From May 1, 2022, to May 31, 2022, External Relations engaged with reporters through 26 interactions to help them develop stories. During this time, there were 3,247 news stories in media mentioning UM, consistent with the 3,245 for the same period in 2021. Major media attention was afforded: commentary on flooding by **Dr. Jay Doering** and **Dr. Niigaan Sinclair**; UM Juno award winners; and UM support for Ukrainian refugees and others fleeing strife.

Report from Senate (June 22, 2022)

Items forwarded for approval:

Recommended resolutions:

THAT the Board of Governors approve:

A. Reports of the Senate Committee on Awards (dated May 12 and June 9, 2022)

THAT the Board of Governors approve [subject to Senate approval, June 22, 2022]:

B. Proposal for a Chair in Technology-Assisted Living, College of Rehabilitation Sciences

C. Proposal for a Chair in Natural Systems Agriculture for Climate Solutions, Faculty of Agricultural and Food Sciences

D. Proposal for a Professorship in Global Infectious Diseases, Max Rady College of Medicine

Items forwarded for information:

E. Requests for Changes to Admission Targets, President's Approval:

E-1) Increase to Admission Target, Bachelor of Nursing, College of Nursing, President's Approval

E-2) Temporary Increase to Admission Target, Bachelor of Midwifery, College of Nursing, President's Approval

ITEM A – for approval (Attachment 1)

Reports of the Senate Committee on Awards (dated May 12 and June 9, 2022)

Context and Background:

As provided for in its terms of reference, the Senate Committee on Awards has the responsibility, “[on] behalf of Senate, to approve and inform Senate of all new offers and amended offers of awards that comply with the University of Manitoba’s policy on *Student Awards*.”

A-1) Report of the Senate Committee on Awards [May 12, 2022]

At its meeting on May 12, 2022, the Committee approved eight new offers, six amended offers, and the withdrawal of two offers, as set out in the Report.

A-2) Report of the Senate Committee on Awards [June 9, 2022]

At its meeting on June 9, 2022, the Committee approved five new offers, nine amended offers, and the withdrawal of three offers, as set out in the Report of that date.

Resource Requirements:

The awards will be funded from the sources identified in the Report.

Consultation and Routing to the Board of Governors:

These award decisions are consistent with the *Student Awards* policy. They were endorsed by the Senate Committee on Awards, on behalf of Senate, at its meetings on May 12 and June 9, 2022. The May Report was provided to the Senate Executive Committee (June 10, 2022) and will be provided to Senate (June 22, 2022), for information. The June Report will be shared with Senate Executive and Senate, for information, when the committees meet in September and October 2022, respectively.

ITEM B – for approval (Attachment 2)

Proposal for a Chair in Technology-Assisted Living, College of Rehabilitation Sciences

Context and Background:

The establishment of Chairs 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)
- A Chair normally must, at its establishment, be fully funded from sources outside of the University's regular operating budget. The funding for a Chair normally must be sufficient to cover the full salary and benefits of the incumbent and an appropriate level of unrestricted research/scholarly support. (Section 2.4(a))
- For Chairs... 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 2.5)
- The initial term of an appointment ... shall be three to five years. If the renewal of an appointment is permitted, such renewal is subject to a successful performance review and the availability of funds. (Section 2.9)

The College of Rehabilitation Sciences is proposing to establish a Chair in Technology-Assisted Living. The Chair would be held in any one of the Departments of Physical Therapy, Occupational Therapy, or Respiratory Therapy, within the College, based on the individual's research background or proposed research trajectory. Consistent with the policy on *Chairs and Professorships*, the appointment would be made at the rank of Assistant Professor, Associate Professor, or Professor. The term of the appointment would be for five years, with renewal for one additional term subject to performance as outlined in the proposed terms of reference for the Chair.

Resource Requirements:

Activities of the Chair would be supported by the annual revenue from two endowment funds of \$1.5 million each; one to be established at the Health Sciences Centre (HSC) Foundation and one at the University of Manitoba. To date, contributions across the two funds total \$2.25 million, with the balance of the contributions to be made by the end of the 2022 – 2023 fiscal year. Annual revenue from the two endowment funds would be used to cover an annual research stipend of \$20,000 for the Chair, with remaining funds to cover teaching release time, research personnel, equipment, and supplies.

Connection to the University Planning Framework:

The Chair would provide leadership and focus for researchers within the College of Rehabilitation Sciences and support existing research clusters in the areas of mobility and participation, the health of Indigenous persons, and primary care and primary health care.

Implications:

The purpose and objectives of the Chair in Technology-Assisted Living is to provide leadership, scholarship, and mentorship in technology-assisted living research, to enable people with activity limitations or participation restrictions to stay meaningfully engaged in their home and community environment. Establishment of the Chair would allow the College of Rehabilitation Sciences to:

- attract or retain a mid-career or senior researcher with demonstrated expertise in the area of technology-assisted living research who will devote at least 50 percent of their time to research;
- promote new methods and techniques for assistive technologies and virtual care;

- establish and sustain intramural and extra mural collaborations to promote research at the Health Sciences Centre and the University of Manitoba;
- enhance the institutions' competitiveness in national and international peer-reviewed competitions for funding for research;
- provide mentorship and opportunities for trainees and new researchers who will pursue careers focused on areas relevant to technology-assisted living;
- pursue research that will improve outcomes and functionality for individuals living with a health condition while increasing participation in home and community life.

Consultation and Routing to the Board of Governors:

In accordance with the University policy on *Chairs and Professorships*, this proposal has been endorsed by the Provost and Vice-President (Academic) (April 8, 2022).

Endorsed and recommended to Senate by: College Executive Council of the College of Rehabilitation Sciences (February 28, 2022); Senate Committee on University Research (May 19, 2022); Senate Executive Committee (June 10, 2022).

The proposal will be considered by Senate, for approval, on June 22, 2022.

ITEM C – for approval (Attachment 3)

Proposal for a Chair in Natural Systems Agriculture for Climate Solutions

The establishment of Chairs 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)
- A Chair normally must, at its establishment, be fully funded from sources outside of the University's regular operating budget. The funding for a Chair normally must be sufficient to cover the full salary and benefits of the incumbent and an appropriate level of unrestricted research/scholarly support. (Section 2.4(a))
- For Chairs... 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 2.5)
- The initial term of an appointment ... shall be three to five years. If the renewal of an appointment is permitted, such renewal is subject to a successful performance review and the availability of funds. (Section 2.9)

The Faculty of Agricultural and Food Sciences is proposing to establish a Chair in Natural Systems Agriculture for Climate Solutions. Consistent with the policy on *Chairs and Professorships*, the appointment, which would be held in the Department of Plant Science, would be made at the rank of Associate Professor or Professor. The term of the appointment would be for five years, renewable once, subject to performance as outlined in the proposal.

Resource Requirements:

The Faculty of Agricultural and Food Sciences would cover the Chair's base salary and benefits.

Activities of the Chair would be supported by revenue from a \$3.7 million endowment fund established by the Jarislowsky Foundation and the University of Manitoba and managed by Jarislowsky Fraser. Revenue generated by the fund would be used to provide the Chair with an annual stipend of \$20,000 or \$10,000, for an appointment at the rank of Professor or Associate Professor, respectively, plus \$16,000 for teaching release costs. Remaining revenue would be used for research and knowledge translation expenses, post-doctoral and student stipends, materials and supplies, and conference, travel, and meeting expenses.

Opportunities to leverage these funds would be explored through the program offered by the Vice President Research and International Office for recruitment of new faculty to an endowed Chair. The Chair will be expected to seek out additional support for their program activities through provincial and national funding programs, and/or from industry stakeholders

Connection to the University Planning Framework:

The proposal for the Chair is consistent with the Faculty's strategic research priorities, for research in the areas of: safe, nutritious and healthy food; sustainable crop and livestock production systems; sustainable and healthy bioproducts and biomaterials; and land and water resources management.

Implications:

The purpose and objectives of the Chair in Natural Systems Agriculture for Climate Solutions would be to support a leader who delivers excellence in scholarship, innovation, and knowledge translation in climate-smart agriculture. The Chair would lead and facilitate original research and partnership efforts to help achieve the following goals:

- foster knowledge translation initiatives that accelerate direct adoption of climate-smart agricultural best-practices by a wide range of producers at a landscape-scale using participatory methods (e.g., on-farm

testing). This will have a near-term (within five years) impact on the greenhouse gas footprint of Canadian and global agriculture;

- design and test more ambitious, transformative “next generation” climate-smart practices, including those which reduce reliance on fossil-fuel based nitrogen fertilizer by 50 percent and capture carbon in new and different ways (e.g., legume cover crops, legume-cereal grain intercrops, perennial grains, agroforestry, strip cropping, etc.);
- advance plant and soil management practices that result in higher soil carbon use efficiency and superior long-term soil carbon storage, including new breeding objectives for dominant grain crops (wheat, canola, etc.) with an emphasis on improved root function, so soil organism and plants mutually build soil health;
- enhance carbon sequestration through breeding and utilization of perennials, which demonstrate excellent potential as a dual-purpose cash food crop and high-quality forage feed source for livestock;
- develop and implement a functional, low energy use, circular bioeconomy, building on the Faculty’s significant achievements in recycling and reusing of nutrients, and crop-livestock integration.

Consultation and Routing to the Board of Governors:

In accordance with the University policy on *Chairs and Professorships*, this proposal has been endorsed by the Provost and Vice-President (Academic) (May 16, 2022).

Endorsed and recommended to Senate by: Faculty Council of the Faculty of Agricultural and Food Sciences (May 11, 2022); Senate Committee on University Research (May 19, 2022); Senate Executive Committee (June 10, 2022).

The proposal will be considered by Senate, for approval, on June 22, 2022.

ITEM D – for approval (Attachment 4)

Proposal for a Professorship in Global Infectious Diseases Research

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)
- 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 2.4(b))
- For... 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 2.5)

The Max Rady College of Medicine is proposing to establish a Professorship in Global Infectious Diseases Research. Consistent with the policy on *Chairs and Professorships*, the appointment, which would be held in the Department of Medical Microbiology and Infectious Diseases, would be made at the rank of Assistant Professor, Associate Professor, or Professor. The term of the appointment would be for five years, renewable once, subject to performance as outlined in the proposal.

Resource Requirements:

The Professorship will be funded by an endowment fund established by the Department of Medical Microbiology and Infectious Diseases in 2008, which now exceeds \$1 million. Annual revenue generated by the fund would be used to support the recipient's research program and/or to supplement their salary. Any salary supplement must be consistent with others within the Faculty / College, for example, for Canada Research Chair holders, as well as what is allowable by the awardee's primary appointment (UMFA or GFT).

Connection to the University Planning Framework:

The Department of Medical Microbiology and Infectious Diseases has a strong record of research excellence and is known for its international research programs. The goal of the Professorship, to continue excellence in infectious disease research with a focus on the global implications, is consistent with the Department's current research programs and priorities.

Implications:

The purpose of the Professorship is to acknowledge and build upon the legacy of ground-breaking and globally relevant infectious disease research performed by faculty in the Department of Medical Microbiology and Infectious Diseases. The Professorship would provide leadership in research and training in infectious disease research. Establishment of the Professorship would allow the Department to:

- promote infectious disease research with a focus on internationally relevant diseases;
- recognize the excellence of the research program of faculty members;
- provide knowledge translation that will inform key stakeholders and the general public about the importance of infectious diseases research;
- enhance the University's competitiveness in infectious disease research through peer-reviewed national grant funding;
- provide a learning environment that will attract top research trainees and mentor them to have success in obtaining scholarship and publish in top journals in the field;

- perform research that will ultimately improve the health of Manitobans, Canadians, and global citizens.

Consultation and Routing to the Board of Governors:

In accordance with the University policy on *Chairs and Professorships*, this proposal has been endorsed by the Provost and Vice-President (Academic) (May 2, 2022).

Endorsed and recommended to Senate by: College Executive Council of the Max Rady College of Medicine (December 21, 2021); Senate Committee on University Research (May 19, 2022); Senate Executive Committee (June 10, 2022).

The proposal will be considered by Senate, for approval, on June 22, 2022.

ITEM E – For information

Requests for Changes to Admission Targets, President's Approval

E-1) Increase to Admission Target, Bachelor of Nursing, College of Nursing, President's Approval

E-2) One-Time Increase to Admission Target, Bachelor of Midwifery, College of Nursing, President's Approval

Context and Background:

The Board policy on *Admission Targets* specifies that it is the President who has authority to approve changes to, or the introduction of, admission targets following consultation and discussion with the dean or director, with Senate and with the Board of Governors, subject to the provisions of the provincial *Programs of Study Regulation*.

E-1) The President has approved a request from the College of Nursing to increase the admission target for the Bachelor of Nursing (B.N.) program by 120 seats, from 240 seats to 360 seats, at the Fort Garry site, effective for the 2022 – 2023 academic year, with the first additional cohort of 120 students to be admitted in the 2023 Summer Term. The President previously consulted with Senate (May 18, 2022) and with the Board of Governors (May 24, 2022) on the request. The President's approval acknowledges that increased enrolment in the B.N. program may have an impact on other academic units that provide service teaching in support of the program.

The province approved the requested enrolment increase in December 2021. The request to increase enrolment was made in response to a request from the province to submit a proposal to increase the number of seats in the B.N. program, as part of a strategy to address a nursing shortage and to assist in meeting the demands within the healthcare system. To ensure the University would have the appropriate funding to resource the increase, the proposal was reviewed and approved by the Province in December 2021, subject to institutional approval.

E-2) The President has approved a request from the College of Nursing for a one-time, temporary increase to the admission target for the Bachelor of Midwifery (B.Mid.) program, from six (6) to eight (8) seats, for the 2022 – 2023 admissions cycle. The increase will address recent enrolment attrition, because two students having to take a leave from the program for an indeterminate period. The President previously consulted with Senate (May 18, 2022) and with the Board of Governors (May 24, 2022) on the request.

Resource Requirements; Implications:

The resource requirements and implications for both items (E-1, E-2) remain as outlined in previous submissions to the Board of Governors from Senate, for the meetings on the dates indicated above.

Consultation and Routing to the Board of Governors:

E-1), E-2)

Senate will be informed of the President's approval of both requests for changes to admission targets, from the College of Nursing, at its meeting on June 22, 2022.

SUBMISSION PREPARED BY: University Secretary

ATTACHMENTS:

Item for approval:

Attachment 1 –

A-1) and A-2) Reports of the Senate Committee on Awards (dated May 12 and June 9, 2022)

Items for approval [subject to Senate approval, June 22, 2022]:

Attachment 2 –

Proposal for a Chair in Technology-Assisted Living, College of Rehabilitation Sciences

Attachment – 3

Proposal for a Chair in Natural Systems Agriculture for Climate Solutions, Faculty of Agricultural and Food Sciences

Attachment 4 –

Proposal for a Professorship in Global Infectious Diseases, Max Rady College of Medicine

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 revised offers of awards that comply with the Student Awards Policy.

Observations

At its meeting of May 12, 2022, the Senate Committee on Awards approved 8 new offers, 6 revised offers and 2 withdrawals as set out in the *Report of the Senate Committee on Awards (May 12, 2022)*.

Recommendations

On behalf of Senate, the Senate Committee on Awards recommends that the Board of Governors approve 8 new offers, 6 revised offers and 2 withdrawals as set out in the *Report of the Senate Committee on Awards (May 12, 2022)*. These award decisions comply with the Student Awards Policy.

Respectfully submitted,

Dr Jared Carlberg

Chair, Senate Committee on Awards

SENATE COMMITTEE ON AWARDS

May 12, 2022

1. NEW OFFERS

Dana Schroeder Memorial Scholarship

A trust fund was established at the University of Manitoba in honour of Dana Schroeder, an Associate Professor of Genetics in the Faculty of Science, with initial gifts of \$8,684 in 2021. The purpose of the fund is to reward the academic achievements of students in the Faculty of Science.

Each year, beginning in 2022-2023, two scholarships valued at \$1,250 each will be offered to graduate students who:

- (1) are enrolled full-time in the Faculty of Graduate Studies, in a Master's or Ph.D. program offered through the Department of Biological Sciences;
- (2) has achieved a minimum grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study; and
- (3) conduct research with a focus on genetics.

The value of the award may be adjusted in the final year to spend out the fund fully.

The Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate) will ask the Head of the Department of Biological Sciences (or designate) to name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate) and providing all reasonable efforts have been made to consult, 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.

Helmut Krueger Entrance Scholarship in Engineering

Mr. Helmut Krueger established an endowment fund at the University of Manitoba with an initial gift of \$50,000 in 2016. When funds are available, the Manitoba Scholarship and Bursary Initiative may make a contribution to the award. The purpose of the fund is to provide entrance scholarships for high-achieving students entering their first year of studies in the Price Faculty of Engineering, via the direct-entry option or advanced entry option.

Each year, beginning in 2022-2023, the available annual income from the fund will be used to offer two scholarships of equal value to undergraduate students who:

- (1) are enrolled full-time (minimum 80% course load) in their first year in the Price Faculty of Engineering at the University of Manitoba via the direct entry option or advanced entry option; and
- (2) have achieved a minimum average of 85% or a grade point average of 3.0 on those courses considered for admission to the Price Faculty of Engineering.

This award may not be held with any other entrance scholarships from the University of Manitoba with an individual value greater than \$1,000.

The selection committee will be the Scholarships, Bursaries and Awards Committee of the Price Faculty of Engineering and will include a donor representative.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate) and providing all reasonable efforts have been made to consult, 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.

Michaleski Family Bursary

Robert Michaleski (B.Comm.[Hons.]/'75) will make an annual minimum contribution valued at \$100,000 to the University of Manitoba to offer the Michaleski Family Bursary for a period of 10 years. The purpose of the bursary is to financially support undergraduate students pursuing studies at the University of Manitoba with their tuition and purchase of a laptop or books and supplies.

Each year, beginning in 2022-2023, one or more bursaries valued at \$5,500 each will be offered to undergraduate students who:

- (1) are enrolled full-time (minimum 60% course load) in their first year of study in University 1 or any faculty, college, or school with a Direct Entry option; and
- (2) have demonstrated financial need on the standard University of Manitoba bursary application form.

Each year, beginning in 2022-2023, one or more bursaries valued at \$5,000 each will be offered to undergraduate students who:

- (1) are enrolled full-time (minimum 60% course load) in the second year of study or higher in any faculty, college, or school with a Direct Entry option;
- (2) have achieved a minimum degree grade point average of 2.5; and
- (3) have demonstrated financial need on the standard University of Manitoba bursary application form.

Preference in selection will be given to students who have received the award previously. The selection committee will have the discretion to determine the number of awards offered each year based on the available funds, as outlined in the criteria above.

The Associate Registrar & Director of Financial Aid and Awards (or designate) will name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, 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.

Tansi Bursary/Scholarship

An anonymous donation of \$10,000 has been made to support students studying at the University of Manitoba. "Tansi" is a friendly greeting in Cree. Many years ago, through the kindness of strangers, whose gifts provided bursaries and scholarships, the donor was able to continue their university studies, eventually graduating with a Ph.D. It is the hope of the donor that at some point in the future, recipients can continue to say "Tansi" by gifting a future generation of scholars. The purpose of the fund will be to support both a Scholarship and a Bursary in alternating years for a total period of four years.

In 2021-2022 and again in 2023-2024 one bursary valued at \$2,500 will be offered to an undergraduate student who:

- (1) has self-declared as Métis;
- (2) is enrolled full-time (minimum 60% course load) in any year of study in University 1 or any faculty, college, or school with a Direct Entry option;
- (3) has achieved either:
 - a. if a current entering student, the minimum entrance requirements for admission to the University of Manitoba; or
 - b. if a current continuing student, a minimum degree grade point average of 2.0; and
- (4) has demonstrated high financial need on the standard University of Manitoba bursary application form.

In 2022-2023 and again in 2024-2025 one scholarship valued at \$2,500 will be offered to an undergraduate student who:

- (1) has self-declared as Métis;
- (2) is enrolled full-time (minimum 80% course load) in any year of study in University 1 or any faculty, college, or school with a Direct Entry option; and
- (3) has achieved either:
 - (a) if a current entering student, the minimum entrance requirements for admission to the University of Manitoba;
 - (b) if a current continuing student, a minimum degree grade point average of 3.0.

The Associate Registrar & Director of Financial Aid and Awards (or designate) will name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, 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.

Tracy and Brian Bowman Bison Swimming Scholarship

Tracy and Brian Bowman established an annual award for a five-year term at the University of Manitoba in 2023. The purpose of the fund is to reward the achievements of members of the Bison Swim team at the University of Manitoba. In 2023-2024, two awards valued at \$500 each will be offered to two eligible undergraduate students who meet the criteria outlined below. Beginning in 2024-2025 and ending in 2027-2028, two awards valued at \$750 each will be offered to two undergraduate students who:

- (1) are eligible to compete in U SPORTS;
- (2) are members of the Bison Swim team;
- (3) are enrolled full-time, as defined by U SPORTS, in the second year of study or higher in any faculty, college, or school at the University of Manitoba; and
- (4) have achieved a minimum degree grade point average of 2.0.

In the event that there are no candidates who meet all of the criteria outlined above, the scholarship may be awarded to students who meet criteria (1), (3), and (4).

The Director of Athletics and Recreation (or designate) will name the selection committee for this award, which will include the Coach of the Bison Swim team (or designate).

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, 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.

The terms of this award will be reviewed annually against the U SPORTS criteria governing "Athletic Financial Awards Policy" (also referred to as "Athletics Scholarships Policy"), currently numbered C50.10 in the U SPORTS Operations Manual.

Undergraduate Prize for Interdisciplinary Physics

From donations received from Dr. David Fraser, an endowment fund was established at the University of Manitoba with an initial gift of \$52,885 in 2020. The purpose of the fund is to reward the academic achievements of students in the Faculty of Science pursuing interdisciplinary studies in the Department of Physics and Astronomy. Each year, beginning in the 2021-2022 academic year, the available annual income from the fund will be used to offer one or more prizes of equal value to undergraduate students who:

- (1) are enrolled full-time (minimum 80% course load) in the second year of study or higher in any Department of Physics and Astronomy program in the Faculty of Science in the year in which the award was tenable;
- (2) have achieved a minimum degree grade point average of 3.0;
- (3) have completed an original research experience or project on a topic with a clear and substantial interdisciplinary component; and
- (4) have demonstrated an interest in, or commitment to research in interdisciplinary studies involving the Department of Physics and Astronomy, as determined by the selection committee.

In order to demonstrate how they meet criteria (3) and (4), candidates must submit:

- (i) a written statement (maximum 500 words) indicating relevant experience and achievement, and a description of their individual contributions and how their work qualifies as interdisciplinary physics;
- (ii) a written project report from original research activity in an area of interdisciplinary physics;*and
- (iii) a letter(s) of recommendation from the project supervisor(s).

* Examples may include: a summer undergraduate research experience, an honours project, an equivalent supervised project involving training, a published, or submitted manuscript, or presentation.

Preference will be given to students who identify as female and/ or systemically excluded groups (Indigenous Peoples, women, racialized persons, persons with disabilities and those who identify as 2SLGBTQIA+).

A student may only hold this award once in an undergraduate career.

The selection committee will have the discretion to determine the number and value of awards offered each year based on the available funds, as outlined in the criteria above.

The Dean of the Faculty of Science (or designate) will ask the Head of the Department of Physics and Astronomy (or designate) to name the selection committee for this prize.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, 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.

Vision Quest – Kim Bullard Memorial Bursary

Vision Quest Conferences Inc. established a fund at the University of Manitoba to provide a bursary to financially support Indigenous students in the Asper School of Business. Each year, one bursary valued at \$1,000 will be offered to an undergraduate student who:

- (1) is a member of the Indigenous Business Education Partners (IBEP) program;
- (2) is enrolled full-time (minimum 60% course load) in the Asper School of Business at the University of Manitoba;
- (3) has completed a minimum of 24 credit hours of university course work;
- (4) has achieved a minimum degree grade point average of 2.5;
- (5) has demonstrated involvement in the Indigenous community; and
- (6) has demonstrated financial need on the Indigenous Business Education Partners (IBEP) bursary application form as approved by the Financial Aid & Awards office at the University of Manitoba.

In addition to completing the bursary application form, applicants will be required to submit a statement (maximum 250 words) outlining how they meet criterion (5).

The Dean of the Asper School of Business (or designate) will name the selection committee, which will include at least one representative of Vision Quest Conferences Inc.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, 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.

William and Ruth Barker Science Scholarship

Through a bequest, William and Ruth Barker established an endowment fund at the University of Manitoba with a gift of over \$900,000. The purpose of the fund is to support Indigenous undergraduate

students who are enrolled in the Wawatay Program. Each year, beginning in 2022-2023, the available annual income from the fund will be used to offer one or more scholarships to undergraduate students who:

- (1) have self-declared as First Nations, Métis or Inuit people from Canada;
- (2) are enrolled full-time (minimum 80% course load) in either Extended Education, University 1, or in any year of study in any undergraduate degree program in the Faculty of Science;
- (3) have either:
 - (a) if current entering students, met the minimum admission requirements for University 1 or the Faculty of Science; or
 - (b) if current continuing students, achieved a minimum degree grade point average of 2.5; and
- (4) are enrolled in the Wawatay Program as Wawatay Scholars.

In the event that there are no students who meet all of the numbered criteria above, the scholarship will be offered to one or more students who:

- (1) have self-declared as First Nations, Métis or Inuit people from Canada;
- (2) are enrolled full-time (minimum 80% course load) in any undergraduate degree program in the Faculty of Science; and
- (3) have either:
 - (a) if current entering students, met the minimum admission requirements for the Faculty of Science; or
 - (b) if current continuing students, achieved a minimum degree grade point average of 2.5.

The selection committee will have the discretion to determine the number and value of awards offered each year based on the available funds, as outlined in the criteria above.

The Dean of the Faculty of Science (or designate) will name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, 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

Class of '72 Scholarship in Management

The following amendments were made to the terms of reference for the Class of '72 Scholarship in Management:

- The preamble was revised to:
The Bachelor of Commerce (Honours) Class of '72 established a fund at the University of Manitoba to provide annual scholarships to undergraduate students in the Asper School of Business. The Manitoba Scholarship and Bursary Initiative has made a contribution to this fund.

Each year, the available annual income from the fund will be used to offer one or more scholarships to undergraduate students who:

- The numbered criteria were revised to:
 - (1) are a Canadian citizen or permanent residents;*
 - (2) are enrolled full-time (minimum 80% course load) in the first, second or third year of study in the Asper School of Business;*
 - (3) have either:*
 - (a) if current entering students, achieved a minimum average (80%) on the courses considered for admission; or*
 - (b) if current continuing students, achieved a minimum degree grade point average of 3.0; and*
 - (4) have demonstrated initiative and accomplishments in the areas of social engagement and extracurricular activities either through the Asper School of Business, other school events, community events, youth organized groups, organized sports, etc.*
- The following paragraph was revised to:

In order to demonstrate how they meet criterion (4), applicants will need to submit a completed application form before the designated deadline. The application form will be available online at the Asper School Student Support website.
- The selection committee paragraph was revised to:

The Dean of the Asper School of Business (or designate) will name the selection committee for this award, which will include one or two representatives of the Class of '72 Alumni (or delegate).
- The standard Board of Governors statement was added.

David M. Collins Scholarship

The following amendments were made to the terms of reference for the David M. Collins Scholarship:

- The preamble was revised to:

In honour of Dean David M. Collins, an endowment fund has been established at the University of Manitoba. The fund will be used to provide scholarships for undergraduate students in the College of Pharmacy who demonstrate academic excellence and social responsibility. Dr. Collins served as Dean of the College of Pharmacy from 1999-2010 during which time he was instrumental in the development of the Apotex Centre at the Bannatyne Campus; including the development of a successful College with exceptional professors, scientists, staff and students along with a successful undergraduate program. Each year, the available annual income from the fund will be used to offer one scholarship to an undergraduate student who:
- The numbered criteria were revised to:
 - (1) is enrolled full-time (minimum 80% course load) in the fourth year of the PharmD program in the College of Pharmacy;*
 - (2) has achieved a minimum degree grade point average of 3.5; and*

(3) has, through the course of their pharmacy studies, demonstrated a strong record of community service within the broader community, the College of Pharmacy and/or the University of Manitoba.

- The preference statement was revised to:

Preference will be given to students who have self-declared as a First Nations, Métis or Inuit person from Canada.

- The selection committee paragraph was revised to:

The selection committee will be the College of Pharmacy Professional Program Awards Committee.

- The standard Board of Governors statement was updated.

Dr. Ronald Kristjanson Memorial Scholarship

The following amendments were made to the terms of reference for the Dr. Ronald Kristjanson Memorial Scholarship:

- The preamble was revised to:

In memory of Dr. Ronald Kristjanson, a professor in the Continuing Education Division until his death in July of 1991, a fund was established to acknowledge his dedication and commitment to adult learners. The Manitoba Scholarship and Bursary Initiative made a contribution to this fund. The purpose of this scholarship is to recognize the academic merit and community service of adult students enrolled in a certificate program in Extended Education at the University of Manitoba. Each year, the available annual income from the fund will be used to offer two scholarships of equal value to students who:

- The numbered criteria were revised to:

- *are enrolled in a certificate program in Extended Education;*
- *achieved a minimum certificate grade point average of 3.5; and*
- *demonstrate active and long-term commitment to community service.*

- The following paragraph was revised to:

Students must submit an application consisting of: (a) a statement (approximately 250–500 words) outlining their community service involvement, and (b) a letter of recommendation from a community representative.

- The selection committee paragraph was revised to:

The Dean of Extended Education (or designate) will name the selection committee for this award.

Engineering Academic Excellence Scholarships

The following amendments were made to the terms of reference for the Engineering Academic Excellence Scholarships:

- The preamble was revised to:

A former Stick of Engineering established an endowment fund to recognize five outstanding undergraduate students in the Departments of Electrical, Computer, and Civil Engineering in the Price Faculty of Engineering. The Manitoba Scholarship and Bursary Initiative has made a

contribution to this fund. Each year, the available annual income from the fund will be used to offer five scholarships of equal value to undergraduate students who:

- The numbered criteria were revised to:
 - (1) are enrolled full-time (minimum 80% course load) in the third year of study in either the Department of Electrical and Computer Engineering or the Department of Civil Engineering in the Price Faculty of Engineering;*
 - (2) have achieved a minimum degree grade point average of 3.8; and*
 - (3) have achieved the highest and second-highest degree grade point average in the Departments of Electrical and Computer Engineering (two for Computer majors and two for Electrical majors) and the highest academic standing in the Department of Civil Engineering among students who meet the above criteria.*
- The following paragraph was added:

Ties are to be broken using the following criteria, in priority order: (i) the Degree Grade Point Average, calculated to the fourth decimal place; (ii) the higher proportion of A+ and A grades in a total program; (iii) the highest number of credit hours completed in the degree program; (iv) the greater proportion of senior- or advanced-level courses in the total program.
- The standard Board of Governors statement was added.

MMCF – Medical Student Travel Awards

The following amendments were made to the terms of reference for the MMCF – Medical Student Travel Awards:

- The numbered criteria were revised to:
 - (1) are enrolled full-time in any year of study in the Undergraduate Medical Education Program in the Max Rady College of Medicine at the University of Manitoba and are in good standing; and*
 - (2) will present at an academic conference within North America.*
- The preference paragraph was revised to:

The selection committee will have the discretion to determine the number and value of awards offered each year based on the available funding and student need. The first preference will be given to students who require funds for Travel Conferences, the second preference will be given to students who require funds for Virtual Conferences, and the third preference will be given to students who require funds for Local Professional Development.
- The selection committee paragraph was revised to:

The Dean of the Max Rady College of Medicine (or designate) will name the selection committee.

Vision Quest – Steve Prince Memorial Bursary

The following amendments were made to the terms of reference for the Vision Quest – Steve Prince Memorial Bursary:

- The numbered criteria were revised to:
 - (1) *is a member of the Indigenous Business Education Partners (IBEP) program;*
 - (2) *is enrolled full-time (minimum 60% course load) in the Asper School of Business at the University of Manitoba;*
 - (3) *has completed at least 24 credit hours of university course work;*
 - (4) *has achieved a minimum degree grade point average of 2.5;*
 - (5) *has demonstrated involvement in the Indigenous community; and*
 - (6) *has demonstrated financial need on the Indigenous Business Education Partners (IBEP) bursary application form as approved by the Financial Aid & Awards office at the University of Manitoba.*
- The following paragraph was revised to:

In addition to completing the bursary application form, applicants will be required to submit a statement (maximum 250 words) outlining how they meet criterion (5).
- The Board of Governors statement was added.

3. WITHDRAWALS

Betty Butler Scholarship for Women in Sport

At the request of the donor

Playing 4 a Purpose Scholarship

At the request of the donor

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 revised offers of awards that comply with the Student Awards Policy.

Observations

At its meeting of June 9, 2022, the Senate Committee on Awards approved 5 new offers, 9 revised offers and 3 withdrawals as set out in the *Report of the Senate Committee on Awards (June 9, 2022)*.

Recommendations

On behalf of Senate, the Senate Committee on Awards recommends that the Board of Governors approve 5 new offers, 9 revised offers and 3 withdrawals as set out in the *Report of the Senate Committee on Awards (June 9, 2022)*. These award decisions comply with the Student Awards Policy.

Respectfully submitted,

Dr Jared Carlberg
Chair, Senate Committee on Awards

SENATE COMMITTEE ON AWARDS

June 9, 2022

1. NEW OFFERS

Albert and Susan Routhier Charitable Foundation Scholarship

Albert M. Routhier (B. Comm./'80, B.A./'84) and Susan Liu-Routhier established an annually funded award at the University of Manitoba to reward the academic achievements of students in the President's Student Leadership program in the Asper School of Business. Each year, beginning in 2022-2023, one scholarship valued at \$1,000 will be offered to an undergraduate student who:

- (1) is enrolled full-time (minimum 80% course load) in the second year of study or higher in the Bachelor of Commerce (Honours) program in the Asper School of Business;
- (2) is a member of the President's Student Leadership program offered through the James W. Burns Leadership Institute; and
- (3) has achieved a minimum degree grade point average of 3.0.

First preference will be given to a student who is a current or past member of the Canadian Armed Forces Reserves/Cadets. Second preference will be given to a student who is a past member of the Boys and Girls Club, Cub Scouts, Girl Guides, or program of a similar nature.

Candidates are required to submit a statement (maximum 250 words) which demonstrates their participation in the Canadian Armed Forces Reserves/Cadets, the Boys and Girls Club, Cub Scouts, Girl Guides, or program of a similar nature.

The Dean of the Asper School of Business (or designate) will name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, 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.

International Graduate Scholarship in Education

Through a bequest by Paula Achtemichuk (B.A./'65, B.Ed./'68), an endowment fund valued at \$69,512.26 was established at the University of Manitoba in 2022. The purpose of the fund is to reward the academic achievements of international graduate students in the Faculty of Education at the University of Manitoba. Each year, beginning in 2022-2023, the available annual income from the fund will be used to offer one or more scholarships to graduate students who:

- (1) are international students;
- (2) are enrolled part-time or full-time in any year of study in the Faculty of Graduate Studies in a Master's or Doctoral program offered by the Faculty of Education; and
- (3) have achieved a minimum grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study.

Candidates will be required to submit: (i) a current *curriculum vitae*, and (ii) a statement (maximum 250 words) which describes their current research.

In the event that there are no eligible candidates who meet all of the criteria, the scholarship may be awarded to students who meet criteria (2) and (3).

The selection committee will have the discretion to determine the number and value of awards offered each year based on the available funds, as outlined in the criteria above.

The Dean of the Faculty of Graduate Studies (or designate) will ask the Dean of the Faculty of Education (or designate) to name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, 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.

Miaw Jin Scholarship

Richard Reid Zillman established an endowment fund at the University of Manitoba with an initial gift of \$25,000 in 2022. The purpose of the fund is to provide entrance scholarships to graduates of St. Norbert Collegiate and Vincent Massey Collegiate who are studying at the University of Manitoba. Each year, beginning in 2023-2024, the annual available income from the fund will be used to offer one or more scholarships, up to a maximum value of \$5,000 each, to undergraduate students who:

- (1) have graduated from St. Norbert Collegiate or Vincent Massey Collegiate;
- (2) have been admitted to the University of Manitoba directly from high school;
- (3) are enrolled full-time (minimum 80% course load) in the first year of study in University 1 or any faculty, college, or school with a Direct Entry option at the University of Manitoba; and
- (4) have achieved a minimum 80% average on the best five courses appearing on the list of acceptable courses for the University of Manitoba General Entrance Scholarship Program.

In the event that there are no eligible candidates that meet all of the criteria, the scholarship may be awarded to students who meet criteria (2) through (4).

The selection committee will have the discretion to determine the number and value of awards offered each year based on the available funds, as outlined in the criteria above.

The Associate Registrar & Director, Financial Aid and Awards (or designate) will name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, 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 modifications shall conform as closely as possible to the expressed intention of the donor in establishing the award.

Ricky Wiens Bursary in Computer Science

In honour of Ricky Wiens (B.Sc./'12), an annually funded bursary was established for a four-year term by Bold Commerce to support undergraduate students in Computer Science in the Faculty of Science at the University of Manitoba. The available annual income will provide one or more bursaries to support students in Computer Science in the Faculty of Science. Each year, beginning in 2022-2023, and ending in 2025-2026 one or more bursaries valued from a minimum of \$500 to a maximum of \$2,500 each will be offered to undergraduate students who:

- (1) are enrolled full-time (minimum 60% course load) in the second year of study or higher in the Computer Science program in the Faculty of Science;
- (2) have achieved a minimum degree grade point average of 2.0; and
- (3) have demonstrated financial need on the standard University of Manitoba general bursary application form.

The selection committee will have the discretion to determine the number and value of awards offered each year based on the available funds, as outlined in the criteria above.

The Dean of the Faculty of Science (or designate) will ask the Head of the Department of Computer Science (or designate) to name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, 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.

Susan Williams Peet Scholarship

Through a bequest, Susan Williams Peet established an endowment fund at the University of Manitoba in 2022. The purpose of the fund is to reward the academic achievements of graduate students specializing in Counselling Psychology in the Faculty of Education at the University of Manitoba. Each year, beginning in 2024-2025, the available annual income from the fund will be used to offer one or more scholarships to graduate students who:

- (1) are enrolled part-time or full-time in any year of study in the Faculty of Graduate Studies in the Masters of Education program offered by the Faculty of Education;
- (2) are specializing in Counselling Psychology; and
- (3) have achieved a minimum grade point average of 3.0 based on the last 60 credit hours (or equivalent) of study.

The selection committee will have the discretion to determine the number and value of awards offered each year based on the available funds, as outlined in the criteria above.

The Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate) will ask the Dean of the Faculty of Education (or designate) to name the selection committee for this award.

This agreement may be amended by the mutual consent of the donor (or designate) and the University of Manitoba. All such amendments shall be in writing. In the absence of the donor (or designate), and providing all reasonable efforts have been made to consult, 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

Clara Kemila Anderson Memorial Award

The following amendments were made to the terms of reference for the Clara Kemila Anderson Memorial Award:

- The preamble was revised to:
In memory of Clara Kemila Anderson (B.A./'63, B.S.W./'65, M.S.W./'66), who was Lady Stick of Social Work in 1965-66, her husband, Mr. Peter D. Anderson, established an endowment fund at the University of Manitoba in 1982. The purpose of this scholarship is to reward the academic achievement of students in the Faculty of Social Work.
- Annual available income was revised to available annual income throughout the terms of reference.
- The award numbers were added to the following sentences:
Each year 50% of the available annual income from the fund will be used to offer one scholarship (#40114) to a graduate student who:
Each year, the remaining 50% of the available annual income from the fund will be used to offer one prize (#40115) to a graduate student who:
- The numbered criteria were revised to:
 - (1) *was enrolled full-time in the Faculty of Graduate Studies in any Master's program offered by the Faculty of Social Work in the year in which the award was tenable;*
 - (2) *has achieved a minimum degree grade point average of 3.0 based on the last 60 credit hours (or equivalent) of study; and*
 - (3) *has, in the opinion of the selection committee, either (a) written the most promising thesis, or (2) has achieved the highest standing in the course-based route or project route in any Master's program offered by the Faculty of Social Work.*

David and Louise Fraser Scholarship

The following amendments were made to the terms of reference for the David and Louise Fraser Scholarship:

- The preamble was revised to:
Through a bequest, Dr. David Fraser established an endowment fund at the University of Manitoba in 2020. The purpose of the fund is to reward the academic achievements of students who are focusing on physics in the Faculty of Science at the University of Manitoba. Each year, beginning in 2022-2023, the available annual income from the fund will be used to offer one or more scholarships to undergraduate students who:
- The numbered criteria were revised to:
 - (1) *are enrolled full-time (minimum 80% course load) in the second year of study or higher in the Department of Physics and Astronomy;*
 - (2) *are enrolled in the Physics Honours Degree Program; and*

(3) *have achieved a minimum degree grade point average of 3.5.*

- The selection committee paragraphs were revised to:

The selection committee will have the discretion to determine the number and value of awards offered each year based on the available funds, as outlined in the criteria above.

The Head of the Department of Physics and Astronomy (or designate) will name the selection committee for this award.

Dr. Biruta Anna Osins Medal and Award in Endodontics

The following amendments were made to the terms of reference for the Dr. Biruta Anna Osins Medal and Award in Endodontics:

- The preamble was revised to:

Dr. Biruta Anna Osins established an endowment fund at the University of Manitoba with an initial gift of over \$90,000. The purpose of the award is to support students who demonstrate excellence in the field of Endodontics in the practice of dentistry. The available annual income from the fund will provide one medal and a monetary award of \$2,000 to an undergraduate dentistry student who:

- The numbered criteria were revised to:

(1) is enrolled full-time in their final year of the Doctor of Dental Medicine (D.M.D.) program in the College of Dentistry at the University of Manitoba;

(2) has achieved a minimum degree grade point average of 3.5; and

(3) has demonstrated outstanding clinical or research proficiency in endodontic course which will include the endodontic portion of the General Practice Dentistry course (currently numbered DENT 422).

- The paragraph following the numbered criteria was revised to:

Each year, the remaining available annual income will be used at the discretion of the Division of Endodontics for the purchase of endodontic equipment for teaching purposes within the D.M.D. program.

- The selection committee paragraph was revised to:

The selection committee will be the Awards Committee of the Dr. Gerald Niznick College of Dentistry.

- The standard Board of Governors statement was updated.

Emőke Szathmáry Graduate Scholarship in Music

The following amendments were made to the terms of reference for the Emőke Szathmáry Graduate Scholarship in Music:

- The preamble was revised to:

Dr. Marcel A. Desautels made a gift of \$100,000 in honour of Dr. Emőke Szathmáry, President Emeritus, on the occasion of her retirement in 2014. This gift is in honour of her contributions to the University of Manitoba. The Manitoba Scholarship and Bursary Initiative made a contribution to the fund. The purpose of this scholarship is to attract top graduate students to the Desautels Faculty of Music at the University of Manitoba.

Beginning in 2015-2016, the available annual income from the fund will be used to offer one scholarship to a graduate student who:

- The numbered criteria were revised to:
 - (1) is enrolled full-time in the Faculty of Graduate Studies, in the first year of the Master of Music in the Performance (solo or collaborative), Composition, or Conducting program in the Desautels Faculty of Music;*
 - (2) has achieved a minimum degree grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study; and*
 - (3) in the opinion of the selection committee, has demonstrated outstanding skill and promise in performance, composition, or conducting, as evidenced in the graduate auditions.*
- The renewal paragraphs were revised to:

The scholarship is renewable to the recipient for a second year provided that the recipient:

 - (1) continues to be enrolled full-time in the Faculty of Graduate Studies, and in the second year of the Master of Music in the Performance (solo or collaborative), Composition, or Conducting program in the Desautels Faculty of Music; and*
 - (2) has achieved a minimum degree grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study.*
- The selection committee paragraph was revised to:

The Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate) will ask the Dean of the Desautels Faculty of Music (or designate) to name the selection committee for this award.
- The standard Board of Governors statement was updated.

Esther Seidl Scholarship

The following amendments were made to the terms of reference for the Esther Seidl Scholarship:

- The preamble was revised to:

From the testamentary gift of Esther Seidl and through gifts in her memory, an endowment fund was established at the University of Manitoba in 1999. The purpose of the fund is to recognize the academic achievements of Indigenous graduate students in the Faculty of Social Work at the University of Manitoba. Each year, the available annual income from the fund will be used to offer one or more scholarships to graduate students who:
- The numbered criteria were revised to:
 - (1) have self-declared as First Nations, Métis, or Inuit people from Canada;*
 - (2) are enrolled full-time in the Faculty of Graduate Studies in any Master's or Doctoral program offered by the Faculty of Social Work;*
 - (3) have achieved a minimum grade point average of 3.0 based on last 60 credit hours (or equivalent) of study; and*

- (4) *are working on the thesis, course-based, or project portion of their degree requirements.*
- The paragraph following the numbered criteria was revised to:
Candidates are required to submit: (i) a statement (maximum 500 words) outlining the, course-based, or project portion of their degree, and (ii) two letters of support from members of the Indigenous community.
- The selection committee paragraphs were revised to:
The selection committee will have the discretion to determine the number and value of awards offered each year based on the available funds, as outlined in the criteria above.
The Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate) will ask the Dean of the Faculty of Social Work (or designate) to name the selection committee for this award.
- The standard Board of Governors statement was updated.

Margaret Tobin Bursary for Single Parents in Social Work

The following amendments were made to the terms of reference for the Margaret Tobin Bursary for Single Parents in Social Work:

- The preamble was revised to:
Margaret Tobin established an endowment fund with a gift of \$10,000 to the University of Manitoba in 2009. The purpose of the fund is to encourage single parents to pursue postsecondary education in the Faculty of Social Work. The Manitoba Scholarship and Bursary Initiative made a contribution to the fund. Each year, the available annual income from the fund will be used to offer one bursary to an undergraduate student who:
- The numbered criteria were revised to:
 - (1) *is a single custodial parent with a dependent child or children;*
 - (2) *is enrolled part-time or full-time in the Faculty of Social Work, in either the Bachelor of Social Work program or the Inner City Bachelor of Social Work program;*
 - (3) *has achieved a minimum degree grade point average of 2.0; and*
 - (4) *has demonstrated financial need on the standard University of Manitoba bursary application form.*
- The alternate candidate criteria were revised to:
In any year that there is no student who meets all of the criteria outlined above, the bursary may then be offered to:
 - (a) *an undergraduate student who:*
 - (1) *is a single custodial parent with a dependent child or children;*
 - (2) *is enrolled part-time or full-time in the Northern Bachelor of Social Work program offered by the Faculty of Social Work;*
 - (3) *has achieved a minimum degree grade point average of 2.0; and*
 - (4) *has demonstrated financial need on the standard University of Manitoba bursary application form; or*
 - (b) *a graduate student who:*

- (1) *is a single custodial parent with a dependent child or children;*
- (2) *is enrolled part-time or full-time in the Faculty of Graduate Studies, in any Master's of Social Work degree offered by the Faculty of Social Work;*
- (3) *has achieved a minimum degree grade point average of 3.0; and*
- (4) *has demonstrated financial need on the standard University of Manitoba bursary application form.*
- The paragraph following the numbered criteria was revised to:
Students completing the Bachelor of Social Work by distance education are not eligible for this bursary.
- The selection committee paragraph was revised to:
The Dean of the Faculty of Social Work (or designate) will name the selection committee for this award. If a graduate student is selected, the results will be reported through the Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate).
- The standard Board of Governors statement was added.

Mike Kupfer Memorial Award

The following amendments were made to the terms of reference for the Mike Kupfer Memorial Award:

- The preamble was revised to:
In memory of Michael Nathan Kupfer, B.Sc. (Pharm) '73, members of that class established an endowment fund to reward and support students in the College of Pharmacy. Each year, beginning in 1983-1984 the available annual income from the fund will be used to offer one prize to an undergraduate student who:
- The numbered criteria were revised to:
 - (1) *has successfully completed the third year of study in the PharmD program in the College of Pharmacy;*
 - (2) *has achieved a minimum degree grade point average of 3.0;*
 - (3) *has participated in student activities while a student in the College of Pharmacy; and*
 - (4) *has demonstrated a high degree of empathy for his or her fellow students.*
- The paragraphs following the numbered criteria were revised to:
The College of Pharmacy will provide the application form to members of the third year class in the spring of each year. Candidates may be self-nominated or peer-nominated through the submission of a written statement (maximum 500 words) to demonstrate how they meet criteria (3) and (4).
The name of each recipient will be engraved on a plaque to be provided by the donors and to be displayed permanently in the College of Pharmacy.
- The selection committee paragraph was revised to:
The selection committee will be The College of Pharmacy Professional Program Awards Committee.
- The standard Board of Governors statement was added.

Mineral Society of Manitoba Prize

The following amendments were made to the terms of reference for the Mineral Society of Manitoba Prize:

- The preamble was revised to:
To mark the interest and assistance of Dr. Robert Ferguson, Dr. Petr Černý, and other members of the Department of Earth Sciences in the activities of the Mineral Society of Manitoba and the interests of the Mineral Society of Manitoba in paleontology and fossil collecting, the Mineral Society of Manitoba Incorporated established an annual prize at the University of Manitoba in 1973. The purpose of this award is to reward the academic achievements of students with an interest in mineralogy or paleontology in the Clayton H. Riddell Faculty of Environment, Earth, and Resources.
Each year, one prize valued at \$750 will be offered to an undergraduate student who:
- The numbered criteria were revised to:
 - (1) *was enrolled full-time (minimum 80% course load) in the Clayton H. Riddell Faculty of Environment, Earth, and Resources in the second year of study or higher in the Honours or Major degree program in the Department of Earth Sciences in the year in which the award was tenable;*
 - (2) *has achieved a minimum degree grade point average of 3.0; and*
 - (3) *has achieved the highest standing in one of the following courses: Introduction to Mineralogy (currently numbered GEOL 2500), or Paleontology (currently numbered GEOL 3310).*
- The paragraph following the numbered criteria was revised to:
The selection committee will have the discretion to split the award in any given year, with one-half the value of the award given to each of two deserving students: one with high standing in mineralogy and one with high standing in paleontology.
- The selection committee paragraph was revised to:
The Head of the Department of Earth Sciences (or designate) will name the selection committee for this award, which will include the Head and a professor in the field of mineralogy and a professor in the field of paleontology.
- The standard Board of Governors statement was added.

Nevin Estate Fellowship

The following amendments were made to the terms of reference for the Nevin Estate Fellowship:

- The preamble was revised to:
In honour of Mr. John A. Nevin, a testamentary gift of \$237,000 was used to establish an endowment fund in the year 2000 at the University of Manitoba. The purpose of this fund is to reward graduate students with a fellowship for their research to improve beef cattle production in multiple areas of the beef cattle industry.

The available annual income will be used to offer one fellowship, with a minimum value of \$19,000, to a graduate student who:

- The numbered criteria were revised to:
 - (1) is enrolled full-time in the Faculty of Graduate Studies in the first year of a Master's program or a Doctoral program offered by the Faculty of Agricultural & Food Sciences at the University of Manitoba;*
 - (2) has achieved a minimum grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study; and*
 - (3) is specializing in research on beef cattle production including breeding and genetics, nutrition and management, to improve the economic and environmental sustainability of the beef cattle industry.*
- The paragraphs following the numbered criteria were revised to:

Preference will be given to a student engaged in research on the breeding and genetics of shorthorn cattle.

In order to demonstrate how they meet criterion (3), applicants must submit a written statement (maximum 500 words) outlining their work and research.
- The renewal paragraph was revised to:

The fellowship is renewable for one and two years for Master's and Doctoral students respectively, at the discretion of the selection committee.
- The selection committee paragraphs were revised to:

The selection committee will have the discretion to determine the value of the fellowship offered each year as outlined above, based on the available annual income from the fund.

The Vice-Provost (Graduate Education) and Dean of the Faculty of Graduate Studies (or designate) will ask the Dean of the Faculty of Agricultural and Food Sciences (or designate) to name the selection committee for this award.
- The standard Board of Governors statement was added.

3. WITHDRAWALS

Manitoba Hydro Thesis Prize (Electrical)

At the request of the donor

Master of Physician Assistant Studies Travel Support Prize

At the request of the donor

Master of Physician Assistant Studies Academic Performance Scholarship

At the request of the donor

4. OTHER BUSINESS

Nomination and vote for the Chair and Vice-Chair of SCOA for the 2022-2023 year

- Dr. Carlberg will be Chair of SCOA for the 2022-2023 year.
- Prof. MacPherson will be Vice-Chair for the 2022-2023 year.

May 24, 2022

**Report of the Senate Committee on University Research Re: Proposal to Establish
a Endowed Chair in Technology-Assisted Living**

Preamble:

1. The terms of reference for the Senate Committee on University Research (SCUR) can be found at:

https://umanitoba.ca/governance/sites/governance/files/2021-09/Senate_Committee_on_University_Research_Terms_of_Reference.pdf

2. At its meeting on May 19, 2022, SCUR received for review, a proposal to establish a Endowed Chair in Technology-Assisted Living.

3. The University of Manitoba Policy for Chairs and Professorships specifies (section 2.14) "In the case of proposals for Chairs and Professorships that are primarily intended to enhance the University's research programs, the Senate Committee on University Research shall recommend to Senate."

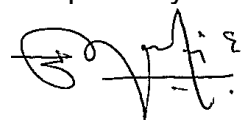
Observations:

1. The College of Rehabilitation Sciences has proposed a Endowed Chair in Technology-Assisted Living.
2. The focus of the Chair is to provide leadership, scholarship, and mentorship in technology assisted living.
3. The Chair will be funded by the annual interest from a \$3,000,000 endowment fund (created from \$1,500,000 from the Health Sciences Centre (HSC) Foundation and \$1,500,000 from the University of Manitoba).

Recommendation:

The Senate Committee on University Research recommends THAT: the Endowed Chair in Technology-Assisted Living be approved by Senate.

Respectfully submitted,



Digvir Jayas, Chair
Senate Committee on University Research

Date: April 8, 2022

To: Digvir Jayas, Vice-President (Research and International)

From: Diane Hiebert-Murphy, Provost and Vice-President (Academic) *Diane Hiebert-Murphy*

Re: Proposal to Create a Chair in Technology-Assisted Living

On behalf of the College of Rehabilitation Sciences, Rady Faculty of Health Sciences, Dr. Brian Postl has submitted a proposal to create a Chair in Technology-Assisted Living. This Chair aligns with the priorities of the College, the Faculty, and the University and will support research to enable people with activity limitations or participation restrictions to stay meaningfully engaged in their home and community environment.

The policy on Chairs and Professorships specifies that:

- (1) Chairs are established to advance the University's academic goals and objectives;
- (2) Chairs be funded by way of an endowment or through annual expendable gifts for at least five years, or by a combination of endowment and annual expendable gifts;
- (3) Chairs shall normally be attached to a department, faculty, school, college, centre or institute and the goals of the Chair shall be consistent with that unit;
- (4) The establishment of a Chair normally shall not be tied to the appointment of a particular person;
- (5) Individuals appointed to the Chair shall normally have the academic qualifications commensurate with an appointment at the rank of Assistant Professor, Associate Professor, or Professor; and
- (6) The initial term of the appointment of the Chair shall be 3 to 5 years, and if renewal is permitted, such renewal shall be subject to a successful performance review and the availability of funds.

The proposed Chair satisfies the above requirements. Funding will be derived from an endowment fund created by the Health Sciences Centre Foundation and the University of Manitoba's Donor Relations. The fund has raised \$2.25 million to date with an anticipated value of \$3 million by the end of the fiscal year 2022 to 2023.

I support this proposal from the Rady Faculty of Health Sciences and request that you present it to the Senate Committee on University Research for consideration and recommendation to Senate and, in turn, the Board of Governors.

If you have any questions or concerns, I would be pleased to meet with you.

**PROPOSAL TO ESTABLISH A
CHAIR IN TECHNOLOGY-ASSISTED LIVING
IN THE COLLEGE OF REHABILITATION SCIENCES, RADY FACULTY OF HEALTH SCIENCES
AT THE UNIVERSITY OF MANITOBA**

EXECUTIVE SUMMARY

Per the procedures and mechanisms for establishing Chairs and Professorships at the University of Manitoba, the following is presented:

TYPE OF APPOINTMENT: Chair

AREA/NAME OF CHAIR: CHAIR IN TECHNOLOGY-ASSISTED LIVING (TAL)

PURPOSE AND OBJECTIVE OF THE CHAIR:

The purpose of the TAL Chair is to provide leadership, scholarship, and mentorship in technology-assisted living. Technology-assisted living research will enable people with activity limitations or participation restrictions to stay meaningfully engaged in their home and community environment. The establishment of the Chair will allow the College of Rehabilitation Sciences to:

- Attract or retain a mid-career or senior researcher with demonstrated expertise in an area of technology-assisted living research who will devote at least 50% of their time to research.
- Promote new methods and techniques for assistive technologies and virtual care.
- Establish and sustain intramural and extramural collaborations to promote research at the Health Sciences Centre and the University of Manitoba.
- Enhance the Health Sciences Centre and University of Manitoba's competitiveness in national and international peer-reviewed competitions for funding for research.
- Provide mentorship and opportunities for trainees and new researchers who will pursue careers focused on areas relevant to technology-assisted living.
- Pursue research that will improve outcome and functionality for Individuals living with a health condition while increasing participation in home and community life.

RELATIONSHIP TO THE PROPOSING UNIT

The position will be housed in either the Physical Therapy, Occupational Therapy, or Respiratory Therapy Department of the College of Rehabilitation Sciences Rady Faculty of Health Sciences. Depending on the individual's background and their proposed research trajectory, one of these departments will be selected as the home department for the Chairs and their academic and research activity relating to technology-assisted living.

The Health Science Centre Winnipeg, a Shared Health facility, is the provincial hospital for Manitoba providing all aspects of tertiary care in clinical areas of interest to TAL. As a provincial hospital, it has reached across the province and can provide consultative services to health care providers in many different areas. This is an advantage for the TAL Chair in terms of networking, collaboration, and leadership.

The area of focus in TAL will provide leadership and focus for our researchers within the College of Rehabilitation Sciences and support the following research clusters: mobility and participation, the health of Indigenous persons, and primary care and primary health care.

THE METHOD BY WHICH THE CHAIR WILL BE FUNDED:

The Chair will be funded by the annual interest from a \$3,000,000 endowment fund (created from \$1,500,000 from the Health Sciences Centre (HSC) Foundation and \$1,500,000 from the University of Manitoba). On an annual basis, the HSC Foundation will donate the income generated from the endowment fund held by their organization to donor relations at the University of Manitoba. Together with the income generated from the University of Manitoba endowment, the annual discernment amount will cover an annual stipend of \$20,000 to the Chair, with the remaining funds to cover teaching release time and provide research support to cover research personnel, equipment and supplies. This will be done following the University of Manitoba's current policies on endowment funds and, as stipulated in the Policy and Procedures for establishing Chairs and Professorships.

GENERAL AND SPECIFIC REQUIREMENTS FOR THE CHAIR

Per the policy and procedures for establishing chairs at the University of Manitoba, individuals appointed to the Chair shall have the following qualifications:

- May be a current faculty member in the College of Rehabilitation Sciences in the Rady Faculty of Health Sciences at the University of Manitoba
- Canadian Citizen or permanent resident.
- If a member of a regulated profession, be licensed or eligible for licensure in Manitoba.
- Be a member in good standing of an appropriate professional association.
- Hold, or be eligible to hold, a current academic appointment at the rank of Assistant, Associate, or Professor.
- History of excellence in research as evidenced in high-quality research output, successful and sustained record of research funding, promising research projects and programs, and significant contributions to the academic and clinical community at the local, national, and/or international level.
- History of mentoring students, junior colleagues, and investigators.
- History of effective and productive collaboration with investigators from the University of Manitoba, Health Sciences Centre as investigators from other educational or health institutions in Canada and abroad.

TERM OF APPOINTMENT:

- The term of the appointment will be for five years. The incumbent may re-apply once for renewal.
- The incumbent will provide an annual progress report following 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 teaching and research activities to the Associate Dean of Research in the College of Rehabilitation Sciences and the Director of Research, Health Sciences Centre Winnipeg. In turn, the Associate Dean/Director of Research

shall provide a copy of the said report to individuals that have specifically requested this information.

- Consistent with the incumbent's home department policies, the incumbent will participate in an annual research review by the Department Head or designate.

The performance of the appointee will be reviewed in the same manner as other faculty (as per the procedure) with the following criteria:

Program of Research, Scholarly Work and Creative Activities

The Chairholder has an established program either individually and/or as a team. There is evidence of leadership.

Knowledge Generation/Communication

1. Publications – There is evidence of sustained dissemination of new knowledge directed towards the academic and/or healthcare community.

2. Presentations – There is evidence of regularly communicating research findings to the academic, professional, and/or stakeholder community.

Mentorship, supervision and collegiality

1. There is evidence of providing mentorship and opportunities for trainees and new researchers who are pursuing careers focused on areas relevant to technology assisted living.

2. There is evidence of positive relationships with colleagues, students, and staff with whom the Chair interacts.

Funding

1. Operating – There is evidence that the Chair holder plays a leading role in successful applications to competitive funding organizations individually or as a team member.

2. Student Funding – The Chair holder is expected to assist research trainees under their supervision with funding applications.

Student Supervision

The Chairholder is expected to be involved in the successful supervision of research trainees.

OTHER PROVISIONS:

1) The selection and appointment of an individual to the proposed Chair shall be conducted following the University Policy and Procedures on Chairs and Professorships and the UMFA Collective Agreement.

2) The duties and responsibilities of the individual appointed to the proposed Chair will be per the University Policy and Procedures on Chairs and Professorships.

3) The incumbent will acknowledge that she or he holds the Chair at the Health Sciences Centre and the University of Manitoba in all publications, lectures, and any other activity supported by the fund.

May 24, 2022

Report of the Senate Committee on University Research Re: Proposal to Establish a Research Chair in Natural Systems Agriculture for Climate Solutions

Preamble:

1. The terms of reference for the Senate Committee on University Research (SCUR) can be found at:

https://umanitoba.ca/governance/sites/governance/files/2021-09/Senate_Committee_on_University_Research_Terms_of_Reference.pdf

2. At its meeting on May 19, 2022, SCUR received for review, a proposal to establish the Research Chair in Natural Systems Agriculture for Climate Solutions.

3. The University of Manitoba Policy for Chairs and Professorships specifies (section 2.14) “In the case of proposals for Chairs and Professorships that are primarily intended to enhance the University’s research programs, the Senate Committee on University Research shall recommend to Senate.”

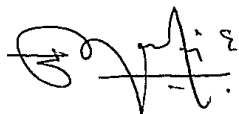
Observations:

1. The Faculty of Agricultural & Food Sciences has proposed a Research Chair in Natural Systems Agriculture for Climate Solutions.
2. The focus of the Chair is to be a leader who delivers excellence in scholarship, innovation, and knowledge translation in the area of climate-smart agriculture and to lead and facilitate original research and partnership efforts.
3. The Chair will be funded from a \$3.7M base capital endowment investment which was created by the Jarislowsky Foundation and the UM.

Recommendation:

The Senate Committee on University Research recommends THAT: the Research Chair in Natural Systems Agriculture for Climate Solutions be approved by Senate.

Respectfully submitted,



Digvir Jayas, Chair
Senate Committee on University Research

Date: May 16, 2022

To: Digvir Jayas, Vice-President (Research and International)

From: Diane Hiebert-Murphy, Provost and Vice-President (Academic) *Diane Hiebert-Murphy*

Re: Proposal to Create a Chair in Natural Systems Agriculture for Climate Solutions

On behalf of the Department of Plant Science, Faculty of Agricultural and Food Sciences, Dr. Martin Scanlon has submitted a proposal to create a Chair in Natural Systems Agriculture for Climate Solutions. This Chair aligns with the priorities of the Department, the Faculty, and the University and will support research that innovates agri-climate solutions, mobilizes knowledge for on-farm adoption, transforms agri-food systems for a low-carbon future, and firmly positions the University of Manitoba as a recognized global centre of excellence in Natural Systems Agriculture for Climate Solutions.

The policy on Chairs and Professorships specifies that:

- (1) Chairs are established to advance the University's academic goals and objectives;
- (2) Chairs be funded by way of an endowment or through annual expendable gifts for at least five years, or by a combination of endowment and annual expendable gifts;
- (3) Chairs shall normally be attached to a department, faculty, school, college, centre or institute and the goals of the Chair shall be consistent with that unit;
- (4) The establishment of a Chair normally shall not be tied to the appointment of a particular person;
- (5) Individuals appointed to the Chair shall normally have the academic qualifications commensurate with an appointment at the rank of Assistant Professor, Associate Professor, or Professor; and
- (6) The initial term of the appointment of the Chair shall be 3 to 5 years, and if renewal is permitted, such renewal shall be subject to a successful performance review and the availability of funds.

The proposed Chair satisfies the above requirements. Funding will be derived from a \$3.7 million endowment fund created by the Jarislowsky Foundation and the University of Manitoba.

I support this proposal from the Faculty of Agricultural and Food Sciences and request that you present it to the Senate Committee on University Research for consideration and recommendation to Senate and, in turn, the Board of Governors.

If you have any questions or concerns, I would be pleased to meet with you.

Date: May 11, 2022
To: **Dr. Diane Hiebert-Murphy, Vice-President (Academic) and Provost**
From: Dr. M. Scanlon, Dean, Faculty of Agricultural and Food Sciences
Subject: **FAFS Research Chair in Natural Systems Agriculture for Climate Solutions**

Enclosed is a proposal outlining the establishment of a Research Chair in “Natural Systems Agriculture for Climate Solutions” in the Department of Plant Science.

On May 9, 2022, UMFA members of the Department of Plant Science participated in an 18.B.2.1 meeting to discuss the establishment of this Research Chair. Members were in support of its establishment.

The Faculty of Agricultural and Food Sciences Executive Committee met Tuesday, May 10, 2022 and approved the proposal.

On May 11, 2022, members of the Faculty of Agricultural and Food Sciences Council voted unanimously in favour of approving the establishment of a Research Chair in “Natural Systems Agriculture for Climate Solutions” in the Department of Plant Science.

On behalf of Faculty Council members, I seek your approval to proceed with forwarding this proposal to the Chair of the Senate Committee on University Research for review by their Committee who meets on May 19, 2022.

PROPOSAL TO ESTABLISH A RESEARCH CHAIR IN NATURAL SYSTEMS AGRICULTURE FOR CLIMATE SOLUTIONS AT THE UNIVERSITY OF MANITOBA

EXECUTIVE SUMMARY

Consistent with the University of Manitoba (UM) Chairs and Professorships Policy/Chairs and Professorships Procedure (effective: Jan 27, 2009; revised: November 25, 2014), the Faculty of Agricultural and Food Sciences (FAFS) is presenting this proposal to seek approval for the establishment of an endowed Research Chair in Natural Systems Agriculture for Climate Solutions in the Department of Plant Science.

TYPE OF APPOINTMENT: Chair

NAME OF THE CHAIR: Chair in Natural Systems Agriculture for Climate Solutions

PURPOSE AND OBJECTIVES OF THE CHAIR

The Chair in Natural Systems Agriculture for Climate Solutions will be a leader who delivers excellence in scholarship, innovation, and knowledge translation in the area of **climate-smart agriculture**. The Chair will lead and facilitate original research and partnership efforts to help achieve the following goals:

- **Foster knowledge translation initiatives that accelerate direct adoption of climate-smart agricultural best practices** by a wide range of producers at a landscape-scale using participatory methods (e.g., on-farm testing). This will have a near-term (within 5 year) impact on the greenhouse gas footprint of Canadian and global agriculture.
- **Design and test more ambitious, transformative “Next generation” climate smart practices**, including those which reduce reliance on fossil-fuel based nitrogen fertilizer by 50% and capture carbon in new and different ways (e.g., legume cover crops, legume-cereal grain intercrops, perennial grains, agroforestry, strip cropping, etc.).
- **Advance plant and soil management practices that result in higher soil carbon use efficiency and superior long-term soil carbon storage**. This includes new breeding objectives for dominant grain crops (wheat, canola, etc.) with an emphasis on improved root function, so that soil organisms and plants mutually build soil health.
- **Enhance carbon sequestration through breeding and utilization of perennials**, which demonstrate excellent potential as a dual-purpose cash food crop and high-quality forage feed source for livestock.
- **Develop and implement a functional, low energy use, circular bioeconomy**, building on FAFS’ significant achievements in recycling and reusing of nutrients, and crop-livestock integration.

It is anticipated that the Chair and their international network of collaborators will innovate agri-climate solutions, mobilize knowledge for on-farm adoption, transform agri-food systems for a low-carbon future, and firmly position the University of Manitoba as a recognized **global centre of excellence in Natural Systems Agriculture for Climate Solutions**.

RELATIONSHIP OF THE GOALS OF THE CHAIR TO THOSE OF THE PROPOSING UNIT

The UM's decades-long research in Natural Systems Agriculture has already developed significant knowledge on climate smart and regenerative agriculture. The Chair will empower the Department of Plant Science and other units in the Faculty of Agricultural and Food Sciences to undertake original research in Natural Systems Agriculture and translate new and current knowledge into action by farmers and policy makers, to transform current agri-food systems using climate-positive practices. The Chair in Natural Systems Agriculture for Climate Solutions will bridge ongoing sustainable agriculture efforts at the UM and across the world to drive transformative change for a more resilient agri-food system.

The Faculty of Agricultural and Food Sciences has invested extensively in research directly aimed at more **sustainable, resilient, and climate-smart agricultural practices** including: 1) pioneering no-till agriculture in Canada for enhanced carbon storage; 2) advancing grain polyculture for climate resilience and reduced GHG emissions; 3) developing nature-based and low-carbon cropping systems through Canada's longest-running organic systems field plots; 4) creating Canada's only perennial grains breeding program to enhance the resilience and diversity of food production systems; 5) designing cutting-edge agronomic systems for GHG mitigation and a sustainable circular nutrient economy; and 6) developing Canada's only agroecology degree program to support curriculum and training based on ecosystem health and sustainability. These efforts were globally recognized through the Rockefeller Foundation Food Systems Vision Prize in 2020, which was formed around supporting high functioning ecosystems, enhancing food sovereignty, respecting Indigenous land rights, and restoring Prairie ecosystems through sustainable and regenerative farming practices. Systems-focused researchers within FAFS, have built a vast network of academic and community collaborators, including leaders from universities in Canada and the United States as well as International NGO partners, for effective knowledge sharing and practical application/implementation.

The Chair will ensure the University remains an international leader in Natural Systems Agriculture, supporting each of the four priorities identified in the Faculty's 2016-2021 Strategic Research Plan: Sustainable Crop and Livestock Production Systems; Land and Water Resources Management; Sustainable and Healthy Bioproducts and Biomaterials; and Safe, Nutritious and Healthy Food. The Faculty's new research plan (2022-2027) will include an even greater focus on agronomic and cropping systems for best performance and long-term sustainability. FAFS's orientation toward whole systems approaches serves as a sound foundation for the proposed Chair program. While many other universities have continued a path of deep specialization, FAFS has invested heavily in integrated approaches to food and nutritional security and environmental sustainability through research and training initiatives. These include significant investments in people (18 new agronomic, food culture, and sustainable systems hires since 2020) and infrastructure (Canada Foundation for Innovation investments in Sustainable Cropping Systems, the National Centre for Livestock and the Environment (NCLE), and the Richardson Centre for Food Technology and Research). FAFS is also home to Canada's first Indigenous Scholar in Agriculture who is leading scholarship and education on sustainable agriculture as a vehicle for reconciliation.

The Chair will have full access to FAFS's extensive research infrastructure and facilities, including the Ian N. Morrison Research Farm, a 406-acre facility located in Carman, MB and the Glenlea Research Station, home to Canada's longest running [regenerative cropping systems study](#) (est. 1992) and to the world's longest continuous monitoring study of N₂O and CO₂ emissions from an agricultural field at the [Trace Gas Manitoba GHG research station](#) (est. 2005). FAFS has numerous initiatives underway to support the sustainable development of agricultural resources and foster an expanded knowledge-driven agricultural economy. For example, fundraising is nearing completion towards a \$18.5M new state-of-the-art Prairie Crops & Soils Research Facility initiative that will allow researchers to evaluate new technology tools that can advance soil health and crop resilience. This includes a \$2.5M 2021 Prairies Canada investment, which

aims to transition UM's agricultural research stations into digital "smart" farms, providing an ideal platform for the Chair's research, training, and knowledge translation efforts. This initiative has already enabled FAFS to acquire field and lab equipment that will support the Chair, including mobile meteorological stations; GHG sensors and monitoring systems; portable data logging stations; tractor-mounted hydraulic samplers; and drone-mounted HySpex hyperspectral imaging systems.

Existing strong collaborations between researchers in Plant Science, Soil Science, Entomology, Animal Science, Agribusiness and Biosystems Engineering at the UM, as well as with Agriculture and Agri-Food Canada (AAFC) scientists, producers, and agronomists and extension specialists within grower groups and the provincial government, will enable broad and timely adoption of innovative low-carbon cropping practices. Knowledge generated through the Chair program will be delivered through diverse means and venues, including the Faculty's MAKE – Manitoba Agriculture and Food Knowledge Exchange – knowledge translation platform (www.MAKEmanitoba.ca), which was launched in 2020 to share how FAFS research is shaping agriculture and food production, through content in lay and social media formats with producers and consumers.

METHOD BY WHICH THE CHAIR WILL BE FUNDED

The Chair's program will be funded from a \$3.7M base capital endowment investment which was created by the The Jarislowsky Foundation and the UM. The endowment will be managed by Jarislowsky Fraser, with the revenues generated supporting the Chair stipend (\$20K/year at Professor rank or \$10K/year at Associate or Assistant Professor rank) and teaching release costs (\$16K/year), and the remainder going towards research and knowledge extension expenses, post-doctoral and student stipends, materials and supplies, and conference, travel and meeting expenses. Opportunities to leverage these funds will be explored through the program offered by the Vice President Research and International Office for recruitment of new faculty to an endowed Chair. The base salary and benefits associated with the Chair's tenured or tenure-track position will be covered by the Faculty of Agricultural and Food Sciences. The Chair will be expected to seek out additional support for their program activities through provincial and national funding programs, and/or from industry stakeholders.

GENERAL AND SPECIFIC REQUIRED ACADEMIC QUALIFICATIONS FOR CHAIR CANDIDATES

The Chair in Natural Systems Agriculture for Climate Solutions shall have the following preferred qualifications:

- Academic qualifications commensurate with an appointment at the rank of Associate Professor or Professor.
- History of excellence in research, as demonstrated through high quality research output; successful and promising research projects and programs; and/or other significant contributions to the academic and professional community at local, national and/or international levels.
- A proven track record to lead an externally-funded research program in natural systems agriculture with a strong knowledge-translation component.
- A proven track record of extensive producer and industry consultation, engagement and knowledge extension.
- Demonstrated ability to collaboratively design and test ambitious, transformative climate smart agricultural practices.
- An ability to train highly qualified personnel, undergraduate and graduate students on subject matters related to natural systems agriculture research and innovation.
- A strong commitment to Equity, Diversity and Inclusion (EDI) as it applies to high quality research output, student training and collegiality.

- A PhD in agronomy, plant science, environmental sciences or related fields.

TERM OF THE APPOINTMENT

The hiring of the chair will be done in accordance with the provisions of Article 18 of the Collective Agreement. The Chair in Natural Systems Agriculture for Climate Solutions will be conferred for a five-year term. This term may be renewed once. If the Chair position is vacated before the five-year term is complete, a new search will be initiated and the position will be refilled.

The Chairholder will provide an annual progress report in accordance with the University Policy on Chairs and Professorships. In addition to the reporting requirements stipulated in this policy, the Chairholder shall provide an annual report of research, teaching and extension activities, including work plan and financial reporting for the current and upcoming year, as well as an Endowment fund report. The Chair's program shall be reviewed and its strategic direction be approved annually by a proposed Advisory Committee consisting of the Faculty's Associate Dean Research, Head of the Department of Plant Science, two external experts in the relevant field of study appointed by the University in consultation with the Donor, and one representative from The Jarislowsky Foundation. The Advisory Committee shall share expectations and make recommendations and provide advice with regards to the objectives, overall strategy and direction of the Chair. Both quantitative and qualitative measurements will be used in evaluating the activities of the Chair's program on an annual basis, for example: the number and impact of research publications and extension activities and communications; the extent to which industry stakeholders directly or indirectly interacted with the Chair program, and their satisfaction in this interaction; the extent to which Chair activities fostered synergies between industry, academia, government, and non-profits through extension activities; the number and diversity of students trained under the Chair, and their employment and career progress following graduation; the value of new research grants and contracts obtained by the Chair as a lead, co-applicant or collaborator; the extent to which the Chair has integrated EDI practices in their program.

The renewal of the appointment for an additional five-year term will occur in the final year of the first term, subject to a successful review of the Chairholder's performance by the Advisory Committee.

OTHER PROVISIONS UNIQUE TO THE CHAIR

- 1) The selection and appointment of an individual to the proposed Chair, and the duties and responsibilities of the Chair, will be in accordance with the University Policy and Procedure on Chairs and Professorships.
- 2) In accordance with University Policy, the annual performance of the appointed Chair will also be reviewed by the Department Head of Plant Science in a similar manner as for other faculty members, but with the distribution of work duties being research (55%), service including community engagement/extension (25%), and teaching (20%).
- 3) The Chair will acknowledge that they hold a Chair in Natural Systems Agriculture for Climate Solutions at the University of Manitoba, sponsored by The Jarislowsky Foundation, in all publications, lectures, and any other activity supported by the fund.
- 4) During the first year of the appointment, the Chair will give a public lecture, which will be coordinated by the Department Head of Plant Science.

May 24, 2022

Report of the Senate Committee on University Research Re: Proposal to Establish a Professorship in Global Infectious Diseases Research

Preamble:

1. The terms of reference for the Senate Committee on University Research (SCUR) can be found at:

https://umanitoba.ca/governance/sites/governance/files/2021-09/Senate_Committee_on_University_Research_Terms_of_Reference.pdf

2. At its meeting on May 19, 2022, SCUR received for review, a proposal to establish a Professorship in Global Infectious Diseases Research.

3. The University of Manitoba Policy for Chairs and Professorships specifies (section 2.14) “In the case of proposals for Chairs and Professorships that are primarily intended to enhance the University’s research programs, the Senate Committee on University Research shall recommend to Senate.”


Observations:

1. The Max Rady College of Medicine, Rady Faculty of Health Sciences has proposed a Professorship in Global Infectious Diseases Research.
2. The purpose of the Professorship is to acknowledge, and build upon, the legacy of the ground-breaking and globally relevant infectious disease research performed Medical Microbiology Infectious Diseases faculty.
3. The Chair will be funded by the Department of Medical Microbiology and Infectious Diseases who established an endowment fund in 2008 for a professorship in Medical Microbiology. The fund currently exceeds the \$1,000,000 mark required for establishment of the formal professorship.

Recommendation:

The Senate Committee on University Research recommends THAT: the Professorship in Global Infectious Diseases Research be approved by Senate.

Respectfully submitted,



Digvir Jayas, Chair
Senate Committee on University Research



**University
of Manitoba**

Office of the Provost and Vice-President (Academic)

208 Administration Building
Winnipeg, Manitoba
Canada R3T 2N2
Telephone (204) 480-1408
Fax (204) 275-1160

Date: May 2, 2022

To: Digvir Jayas, Vice-President (Research and International)

From: Diane Hiebert-Murphy, Provost and Vice-President (Academic)

Re: Proposal to Create a Professorship in Global Infectious Diseases Research

On behalf of the Department of Medical Microbiology and Infectious Diseases, Max Rady College of Medicine, Rady Faculty of Health Sciences, Dr. Brian Postl has submitted a proposal to create a Professorship in Global Infectious Diseases Research. This Professorship aligns with the priorities of the College, the Faculty, and the University and will support research in the area of infectious diseases.

The policy on Chairs and Professorships specifies that:

- (1) Professorships are established to advance the University's academic goals and objectives;
- (2) Professorships be funded by way of an endowment or through annual expendable gifts for at least five years, or by a combination of endowment and annual expendable gifts;
- (3) Professorships shall normally be attached to a department, faculty, school, college, centre or institute and the goals of the Professorship shall be consistent with that unit;
- (4) The establishment of a Professorship normally shall not be tied to the appointment of a particular person;
- (5) Individuals appointed to the Professorship shall normally have the academic qualifications commensurate with an appointment at the rank of Assistant Professor, Associate Professor, or Professor; and
- (6) The initial term of the appointment of the Professorship shall be 3 to 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 satisfies the above requirements. Funding will be derived from an endowment fund in the Department of Medical Microbiology and Infectious Diseases, which totals in excess of \$1,000,000.

I support this proposal from the Rady Faculty of Health Sciences and request that you present it to the Senate Committee on University Research for consideration and recommendation to Senate and, in turn, the Board of Governors.

If you have any questions or concerns, I would be pleased to meet with you.

**PROPOSAL TO ESTABLISH A PROFESSORSHIP
IN GLOBAL INFECTIOUS DISEASE RESEARCH IN THE
DEPARTMENT OF MEDICAL MICROBIOLOGY AND INFECTIOUS DISEASES (MMID),
UNIVERSITY OF MANITOBA
September 16, 2021**

EXECUTIVE SUMMARY/PREAMBLE:

In accordance with the procedures and mechanisms for establishing Chairs and Professorships at the University of Manitoba, the Department of Medical Microbiology and Infectious Diseases (MMID), Max Rady College of medicine requests approval for the establishment of a Professorship in Global Infectious Diseases Research.

TYPE OF APPOINTMENT: Professorship

NAME OF PROFESSORSHIP: Professorship in Global Infectious Diseases Research

PURPOSE AND OBJECTIVES OF PROFESSORSHIP:

The purpose of the Professorship is to acknowledge, and build upon, the legacy of the ground-breaking and globally relevant infectious disease research performed MMID faculty. MMID's work in understanding the HIV epidemic among female sex workers in Nairobi, Kenya led to HIV prevention interventions that were adopted around the world, thereby preventing hundreds of thousands of HIV infections. MMID's research on natural resistance to HIV infection led to new understandings of the immune response to infectious diseases and provided novel approaches for prevention. MMID members provide national leadership, direction and guidance to efforts such as the development of an Ebola vaccine and a strong public health response to SARS-CoV-2, SARS corona virus and H1N1 influenza pandemics.

This Professorship will provide leadership in research and training in the area of infectious disease research. The establishment of this award will allow the Department of Medical Microbiology and Infectious Diseases to:

- promote infectious disease research with a focus on internationally relevant diseases;
- recognize the excellence of the research program of its faculty members;
- provide knowledge translation that will inform key stakeholders and the general public about the importance of infectious disease research;
- enhance the University's competitiveness in infectious disease research through peer-reviewed national grant funding;
- provide a learning environment which will attract top research trainees and mentor them to have success in obtaining scholarship and publish in top journal in the field;
- perform research that will ultimately improve the health of Manitobans, Canadian and global citizens.

RELATIONSHIP TO THE PROPOSING UNIT

The Professorship is housed in the Department of Medical Microbiology and Infectious Diseases. The Department of Medical Microbiology and Infectious Disease has a strong record of research excellence and is especially well known for its international research programs. The goal of the

professorship is to ensure excellence in infectious disease research with a focus on the global implications.

THE METHOD BY WHICH THE Professorship WILL BE FUNDED:

In 2008, the Department of Medical Microbiology and Infectious Diseases established an endowment fund for a professorship in Medical Microbiology. The fund currently exceeds the \$1,000,000 mark required for establishment of the formal professorship.

GENERAL AND SPECIFIC REQUIREMENTS FOR THE PROFESSORSHIP:

In accordance with the policy and procedures for establishing chairs at the University of Manitoba, individuals appointed to the Professorship shall have the following qualifications:

- Holds an academic appointment at the rank of Assistant Professor, Associate Professor or Professor in the Department of Medical Microbiology and Infectious Diseases;
- Have at least 75% of their time protected for research and conducts MMID-based infectious disease research that is highly relevant to Canada and the world.
- History of excellence in research as evidenced in high quality research output, successful and promising research projects and programs, and significant contributions to the academic and clinical community at the local, national and/or international level;
- History of effective and productive collaboration with intramural and extramural investigators and institutions.
- The research program of the awardee is expected to be supported by nationally or internationally competitive peer-reviewed grants.
- The Professorship will be expected to promote the next generation of trainees by funding at least one high quality research trainee (undergraduate student, graduate student, clinical fellow or postdoctoral fellow).
- The remaining funds can be used for the operation of the recipient's research program and/or a salary supplement for the Professorship holder. Any salary supplement must be consistent with others within the Faculty/College, eg CRC chairs, as well as what is allowable by the awardee's primary appointment (UMFA or GFT).
- Only the interest on the endowment established for the professorship may be utilized, not the principal.

PROCESS OF APPOINTMENT:

The Professorship may be offered to an internal or external candidate who holds an UMFA or a GFT primary appointment. The primary appointment will be made through the appropriate established hiring mechanisms. The Professorship will be adjudicated by a MMID committee, composed of the MMID Head or a delegate, two academic members of the Department with an academic rank of Associate Professor or Professor and one elected representative from MMID graduate students.

TERM OF APPOINTMENT:

The term of the Professorship will be for five years. At the completion of a term, the Department Head may choose to reappoint the incumbent or to appoint a new holder using the

above mechanism. The incumbent is eligible to hold the Professorship for a maximum of two terms following a successful performance review which is initiated in the fourth year of the term.

A successful performance review will provide evidence of the following:

Program of Research, Scholarly Work and Creative Activities

The Professorship holder is developing or has an established program either individually and/or as a team. There is evidence of leadership.

Knowledge Generation/Communication

1. **Publications** – There is evidence of sustained dissemination of new knowledge that is directed towards the academic and/or healthcare community.
2. **Presentations** – There is evidence of communication of research findings to the academic, professional, or stakeholder community on a regular basis.

Funding

1. **Operating** – There is evidence that the Professorship holder plays a leading role in successful applications to competitive funding organizations individually or as a member of a team.
2. **Student Funding** – The Professorship holder is expected to assist research trainees under their supervision with funding applications.

Student Supervision

The Professorship holder is expected to be involved in successful supervision of research trainees.

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) The incumbent will acknowledge that they hold the Professorship at the University of Manitoba in all publications, lectures, and any other activity supported by the fund.



AGENDA ITEM:

Public Sector Compensation Disclosure Report 2021

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, 2021.

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 \$75,000 (indexed) 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 \$75,000 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; or
- (c) in any other manner that is authorized in the regulations.

The public sector body must also publish the information on its website.

The University has adopted option b and will also be including the report on its website. The report can be found at: <https://umanitoba.ca/governance/accountability-and-transparency>

The Office of the Auditor General has indicated that it is prepared to issue an unqualified opinion on the report subsequent to Board of Governors approval.

The current threshold of \$75,000 has been used for 2019, 2020 and 2021. It is anticipated it will remain at \$75,000 for 2022 and will be increased commencing 2023.

RESOURCE REQUIREMENTS:

Approval of the Public Sector Compensation Disclosure Report does not impact resource requirements.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

Issuing the Public Sector Compensation Disclosure Report supports our value of accountability.

IMPLICATIONS:

The Public Sector Compensation Disclosure Act requires that we issue the report by June 30th.

ALTERNATIVES:

N/A

CONSULTATION:

The Office of the Auditor General of Manitoba

ROUTING TO THE BOARD OF GOVERNORS:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Title</u>	<u>Date</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>MZ</u>	<u>CFO and Comptroller</u>	<u>May 19, 2022</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>M. Anon</u>	<u>Vice-President (Administration)</u>	<u>June 3, 2022</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>M. Benard</u>	<u>President & Vice-Chancellor</u>	<u>June 10, 2022</u>
<input type="checkbox"/>	<input type="checkbox"/>			
<input type="checkbox"/>	<input type="checkbox"/>			

SUBMISSION PREPARED BY: Gord Pasieka, Associate Comptroller

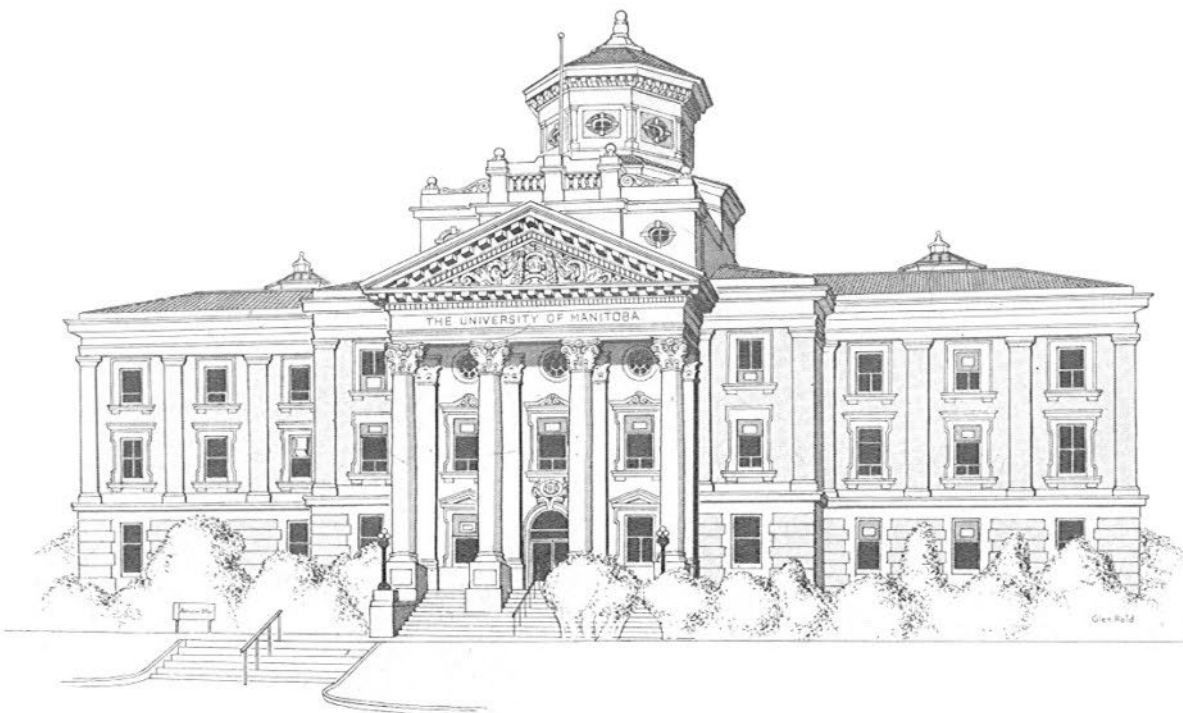
ATTACHMENTS:

- Schedule of Public Sector Compensation 2021 Report



UNIVERSITY
OF MANITOBA

Schedule of Public Sector Compensation 2021 Report



INDEPENDENT AUDITOR'S REPORT

DRAFT

To the Legislative Assembly of Manitoba

To the Board of Governors of the University of Manitoba

Opinion

We have audited the schedule of public sector compensation of the University of Manitoba (the University) for the year ended December 31, 2021 (the schedule).

In our opinion, the financial information in the schedule of the University for the year ended December 31, 2021 is prepared, in all material respects, in accordance with Section 2 of *The Public Sector Compensation Disclosure Act*.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Schedule* section of our report. We are independent of the University in accordance with the ethical requirements that are relevant to our audit of the schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter: Basis of Accounting

We draw attention to the schedule, which describes the basis of accounting. The schedule is prepared to assist the University 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. Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance 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.

Those charged with governance are responsible for overseeing the University's financial reporting process.

Our objectives are to obtain reasonable assurance about whether the schedule is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this financial information.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 University's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Office of the Auditor General

Winnipeg, Manitoba

Date

SCHEDULE OF PUBLIC SECTOR COMPENSATION FOR THE YEAR ENDING DECEMBER 31, 2021

This report was prepared by the University of Manitoba to meet the requirements of *The Public Sector Compensation Disclosure Act* (The Act). The Act requires public sector bodies to disclose compensation paid:

1. 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 \$75,000 or more;
2. in the aggregate, to, or for the benefit of, its board members, if any;
3. individually, to, or for the benefit of, each of its officers and employees whose compensation is \$75,000 or more.

For the year ended December 31, 2021:

1. Compensation paid to the chairperson of the Board was nil
2. The aggregate compensation paid to all other Board members, acting in their capacity as Board members, was nil
3. Compensation paid to officers or employees in excess of \$75,000 are disclosed following the Basis of Accounting.

BASIS OF ACCOUNTING

This report lists in alphabetical order all employees who received compensation of \$75,000 or more for the year ended December 31, 2021, and their position title.

Compensation includes University earned compensation and compensation paid on behalf of other organizations. Compensation paid on behalf of other organizations is related generally to the clinical academic staff in the Rady Faculty of Health Sciences 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.

Compensation is calculated in accordance with The Act which means compensation pursuant to any arrangement, including an employment contract, calculated to include the total value of all cash and non-cash salary or payments, allowances, bonuses, commissions and perquisites, including:

- a) all overtime payments, retirement or severance payments, lump sum payments and vacation pay-outs,
- b) the value of loan or loan interest obligations that have been extinguished and the value of imputed interest benefits from loans,
- c) long term incentive plan earnings and pay-outs,
- d) the value of the benefit derived from vehicles or allowances with respect to vehicles,
- e) the value of the benefit derived from living accommodation or any subsidy with respect to living accommodation,
- f) payments made for exceptional benefits not provided to the majority of employees of the public sector body,
- g) payments for memberships in recreational clubs or organizations, and
- h) the value of any other payment or benefit that may be prescribed in the regulations.

The University of Manitoba
Schedule of Public Sector Compensation
for the calendar year ended December 31, 2021

Last Name	First Name	Position	Compensation Amount \$
ABOSETTA	AHMED MOHAMED M	RESEARCH ASSOCIATE	\$118,215.54
ACAR	ELIF FIDAN	ASSOCIATE PROFESSOR	\$82,954.32
ACHEMICHUK	MONICA DAWN	DIRECTOR, MEDICAL REHAB PROGRAM	\$108,392.60
ADAMKO	HEIDI	DIR, CHANGE MGMT / PROJECT SERV	\$121,816.07
ADAMS	CHRISTOPHER JOHN	RECTOR - ST. PAUL'S COLLEGE	\$172,502.45
ADAMS	JEFFREY	REGISTRAR & EXEC. DIRECTOR, ENROLMENT SERVICES	\$168,189.62
ADAMS STUBBS	CHRISTINE MARGARET	SENIOR ACADEMIC ADVISOR	\$77,376.31
ADHIKARI MUDIYANSELAGE	NANDIKA PRIYANTHA BANDARA	ASSISTANT PROFESSOR	\$109,968.65
AFIFI	TRACIE	PROFESSOR	\$156,981.26
AGER	MARK	PROJECT MANAGER LEVEL 2	\$100,893.67
AKCORA	CUNEYT GURCAN	ASSISTANT PROFESSOR	\$99,564.02
AL BAGHDADI	ZIADEDDIN	ASSOCIATE PROFESSOR	\$104,268.82
ALBAS	DANIEL CYRUS	PROFESSOR	\$151,691.19
ALBENSI	BENEDICT CHARLES	ADJUNCT PROFESSOR	\$99,975.31
ALCOLADO	GILLIAN	ASSISTANT PROFESSOR	\$103,703.30
ALESSI-SEVERINI	SILVIA	PROFESSOR	\$138,014.85
ALEXANDRIN	ELIZABETH ROSS	ASSOCIATE PROFESSOR	\$108,489.43
ALFARO	MAROLO	PROFESSOR	\$156,767.61
ALIANI	MICHEL	PROFESSOR	\$113,799.49
ALLEN	LEANNE	DIABETIC FOOT NURSE	\$101,791.43
ALTMAN	ALON	PROFESSOR	\$99,013.81
ALUKO	ROTIMI EMMANUEL	PROFESSOR	\$170,039.22
AMARA	FRANCIS M	PROFESSOR	\$153,256.21
AMARAKOON MUDIYANSELAGE	INOKA DILRUKSHI	ASSISTANT PROFESSOR	\$90,423.40
AMELO	EDNA	SUPERVISOR, RSCH-SPECIAL FUNDS	\$79,469.47
ANASTASIADIS	SOPHIA	DIRECTOR, PLANNING & PRIORITIES	\$98,109.93
ANDERSON	ANGELA	LEGAL & CONFIDENTIAL ASSISTANT	\$75,875.16
ANDERSON	CHRISTOPHER M.	PROFESSOR	\$139,257.98
ANDERSON	GEOFFREY DARRELL	CO-OP EDUCATION DIRECTOR	\$85,435.35
ANDERSON	HOPE DELIGHT	PROFESSOR	\$167,692.84
ANDERSON	JOHN ERIC	PROFESSOR	\$169,693.45
ANDERSON	KJELL	ASSISTANT PROFESSOR	\$114,415.91
ANDERSON	MARCIA JO-ANNE	ASSISTANT PROFESSOR	\$186,737.09
ANDERSON	W GARY	PROFESSOR	\$135,083.59
ANDREW	NAOMI MICHAELA	V.P. (ADMINISTRATION)	\$269,824.24
ANNAKKAGE	UDAYA DEEPA	PROFESSOR	\$151,795.16
ANNANDALE	DAVID ERIC	SENIOR INSTRUCTOR	\$97,425.69
ANOLING	JEYSAN	SENIOR NETWORK SPECIALIST	\$99,615.95
ANTROBUS	CAROL CELESTE	MANAGER, COMPUTERS	\$76,436.96
APPADOO	SRIMANTOORAO S.	PROFESSOR	\$176,638.37
APPEL	KAREN	ASSISTANT PROFESSOR	\$88,419.33
APROSOFF	MARCELO DANIEL	ITPC SOLUTIONS CONSULTANT	\$91,105.22
AQUINO	EDUARDO	PROFESSOR	\$115,296.11
ARCHIBALD	MANDY MARIE	ASSISTANT PROFESSOR	\$95,791.12
AREGBESOLA	ALEX OLUKAYODE	ASSISTANT PROFESSOR	\$85,662.55
ARINO	JULIEN	PROFESSOR	\$127,725.56

The University of Manitoba
Schedule of Public Sector Compensation
for the calendar year ended December 31, 2021

Last Name	First Name	Position	Compensation Amount \$
ARMOUR	GITANJALI	TEAM LEAD ADVSING & TRANSITION	\$89,043.69
ARMSTRONG	DEBBIE	TECHNICIAN	\$79,556.03
ARNETT	JOHN LOUIS	PROFESSOR	\$161,283.27
ARNOLD	TRINA	INSTRUCTOR II	\$91,504.19
ARORA	RAKESH CHRISTOPHER	PROFESSOR	\$86,033.96
ARORA	SANDEEP	ASSISTANT PROFESSOR	\$156,274.34
ARSENIO	JANILYN SILASTRE	ASSISTANT PROFESSOR	\$93,865.51
ARTHUR	GILBERT	SENIOR SCHOLAR	\$96,200.00
ASADZADEH	MASOUD	ASSOCIATE PROFESSOR	\$102,475.22
ASHCROFT	TERRI J	SENIOR INSTRUCTOR	\$117,587.52
ASHER	LAURA J	DIRECTOR ADVANCEMENT ENGINEER	\$96,153.56
ASHRAF	AHMED BILAL	ASSISTANT PROFESSOR	\$103,551.20
ASPER	DAVID ALAN	DEAN, FACULTY OF LAW	\$107,421.10
ATAMANCHUK	KATHRYN	ENGINEER-IN-RESIDENCE	\$170,184.64
ATEAH	CHRISTINE ANNE	PROFESSOR	\$158,144.89
ATUKORALLAYA	DEVI SEWVANDINI ATUKORALA	ASSISTANT PROFESSOR	\$97,750.26
AU	SHIU-YIK	ASSISTANT PROFESSOR	\$134,478.46
AU	WENDY	DATA ANALYST	\$87,790.30
AUKEMA	HAROLD M	PROFESSOR	\$114,394.21
AUSTIN-SMITH	BRENDA LOUISE	PROFESSOR	\$137,177.28
AXELROD	CHARLES DAVID	ASSOCIATE PROFESSOR	\$116,201.92
AYELE	BELAY TESHOME	PROFESSOR	\$113,808.33
AYOTTE	MICHEL	SYSTEMS ANALYST	\$92,667.64
AZAD	MEGHAN BRIANNE	ASSOCIATE PROFESSOR	\$137,408.65
AZURE	ERNIE EDDIE JOSEPH	INDIGENOUS KNOWLEDGE HOLDER / ELDER	\$98,298.70
BAADER	BENJAMIN MARIA	ASSOCIATE PROFESSOR	\$112,073.54
BACOLA	MEREDITH	ASSISTANT PROFESSOR	\$80,923.40
BAFFOE	MICHAEL JACKSON	PROFESSOR	\$120,866.69
BAHL	VIVEK	SOFTWARE & CONTRACT SPECIALIS	\$80,127.78
BAILEY	SHAWN	ASSISTANT PROFESSOR	\$79,773.18
BAILIS	DANIEL SETH	PROFESSOR	\$159,444.11
BAILLY	ANGELA M.	FUNCTIONAL ANALYST	\$81,644.09
BAIS	TRUDY	LAN ADMINISTRATOR	\$75,999.45
BAK	GREGORY STANISLAUS	ASSOCIATE PROFESSOR	\$114,549.41
BAKER	PATRICIA MARIE	ASSOCIATE PROFESSOR	\$319,424.32
BAKKER	CAMERON	LEAD CHARGE ENGINEER	\$94,721.41
BAKKER	MATTHEW	ASSISTANT PROFESSOR	\$95,213.38
BALAKRISHNAN	NISHANT	INSTRUCTOR I	\$89,605.37
BALAKRISHNAN	SUBRAMANIAM	PROFESSOR	\$152,795.08
BALCI	FUAT	ASSOCIATE PROFESSOR	\$95,447.14
BALDWIN	ALANNA GAY	RESEARCH NETWORK DIRECTOR	\$96,571.73
BALLANTINE	KRISTINE	SYSTEM ANALYST	\$86,626.16
BALLARD	MYRLE JOYCE	ASSISTANT PROFESSOR	\$86,502.41
BALNEAVES	LYNDA G.	ASSOCIATE PROFESSOR	\$120,169.63
BALNESS	MELISSA	PLACEMENT COORDINATOR	\$79,992.73
BALSHAW	ROBERT FRED	RESEARCH ASSOCIATE	\$128,637.68

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Last Name	First Name	Position	Compensation Amount \$
BALZER	MARLA RICHELLE	PHYSIOTHERAPIST	\$119,089.13
BANADAKOPPA MANJAPPA	RAMESH	RESEARCH ASSOCIATE	\$118,010.48
BANMAN	LISA KIMBERLY	INSTRUCTOR II	\$87,729.08
BANNATYNE	SHARON LYNN	ASSOC. REGISTRAR ACADEMIC SUPP	\$125,900.97
BANNERMAN	JORDAN ALLEN	INSTRUCTOR II	\$83,036.59
BARABAN	ELENA V.	ASSOCIATE PROFESSOR	\$125,584.21
BARAGAR	FLETCHER DAVID	ASSOCIATE PROFESSOR	\$136,885.23
BARBER	DAVID GEORGE	PROFESSOR	\$290,221.43
BARBER	KEVIN	ASSISTANT PROFESSOR	\$93,765.41
BARCLAY	RUTH ELIZABETH	ASSOCIATE PROFESSOR	\$114,748.05
BARCZAK	MICHAEL	ASSISTANT PROFESSOR	\$120,738.99
BARNARD	DAVID THOMAS	PRESIDENT EMERITUS / PROFESSOR	\$424,189.08
BARR	DARJA	SENIOR INSTRUCTOR	\$81,178.18
BARTELS	CARL	SENIOR INSTRUCTOR	\$107,607.80
BARTH	ROBERT	CERTIFIED PLUMBER / STEAM FITTER	\$78,183.42
BARTLETT	NADINE ALICE BERYL	ASSISTANT PROFESSOR	\$88,579.43
BASHA	CAROLYN	SENIOR DIRECTOR	\$117,630.69
BASS	JORDAN LESLIE	ASSOCIATE LIBRARIAN	\$96,588.65
BASSUONI	MOHAMED TAMER	PROFESSOR	\$136,389.29
BAUER	CRAIG	MGR CRS MAT FT G & HS BOOKSTOR	\$91,139.16
BAUM	STEFI	PROFESSOR	\$251,335.52
BAY	DENICE	ASSISTANT PROFESSOR	\$93,094.82
BAYDACK	RICHARD KENITH	PROFESSOR	\$150,179.58
BAZZOCCHI	ROBERT	SYSTEM ADMIN & FUNCTIONAL ANALYST	\$76,288.61
BEACH DUCHARME	DEBRA	DIRECTOR - INDIGENOUS HEALTH	\$128,709.09
BEAL	NATHAN	SOLUTION ARCHITECT	\$108,707.80
BEAUDRY	GUY	BUSINESS OFFICER	\$99,078.50
BEAUVAIS	DIANNE	PROGRAMMER ANALYST	\$84,488.18
BEAVERFORD	KELLEY	ASSOCIATE PROFESSOR	\$134,019.71
BECKER	CHRISTIAN	ADMINISTRATIVE DIRECTOR	\$126,674.33
BECKER	MARISSA LEE	ASSOCIATE PROFESSOR	\$173,621.60
BEDDOES	JONATHAN CARL	PROFESSOR	\$247,956.39
BEDNAR	LISA MARIE	DISTANCE ED SESS. INSTRUCTOR	\$85,772.66
BELL	RICHARD	ASSISTANT MANAGER	\$80,618.40
BELLAS	JONATHON SAMUEL	ASSISTANT PROFESSOR	\$122,698.52
BELLILI	FAOUZI	ASSISTANT PROFESSOR	\$97,139.42
BELMONTE	MARK FINDLAY	PROFESSOR	\$131,599.05
BENARROCH	MICHAEL	PRESIDENT AND VICE-CHANCELLOR / PROFESSOR	\$416,782.62
BENBOW	SARAH MARY P	ASSOCIATE PROFESSOR	\$134,650.88
BENNETT	MARLYN LORETTA	ASSISTANT PROFESSOR	\$97,081.01
BENTLEY	KENNETH GERALD	SENIOR INSTRUCTOR	\$106,958.10
BERNSTEIN	CHARLES NOAH	PROFESSOR	\$199,783.12
BERTONE	MARIA FLORA	ASSOCIATE PROFESSOR	\$136,306.25
BERUBE	CLAUDE ROBERT	INSTRUCTOR II	\$97,669.19
BETA	TRUST	PROFESSOR	\$167,673.03
BEYAK	LETA A	MANAGER, BOOKSTORE	\$146,617.14

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Last Name	First Name	Position	Compensation Amount \$
BHASKARAN	JOANNA SINTHUJA	ASSISTANT PROFESSOR	\$94,629.65
BHATNAGAR	NAMITA	PROFESSOR	\$164,862.29
BHULLAR	RAJINDER PAL	PROFESSOR	\$179,035.40
BIBEAU	ERIC L	PROFESSOR	\$143,021.99
BIDZINSKI	HEATHER	ASSOCIATE LIBRARIAN	\$99,445.29
BIERINGER	MARIO	ASSOCIATE PROFESSOR	\$121,577.97
BIESHEUVEL	SANDRA	SENIOR INSTRUCTOR	\$98,954.54
BILASH	ANDREA LYNN	COMMUNICATIONS OFFICER	\$81,019.01
BILLING	WAYNE JAY	SYSTEMS ANALYST	\$159,712.55
BIRCH	STEVEN ARNOLD	CONTAINER ADMINISTRATOR	\$76,475.28
BIROUK	MADJID	PROFESSOR	\$154,974.72
BISCONTRI	ROBERT	ASSISTANT PROFESSOR	\$152,703.02
BLACK	HONORE R	LECTURER / INSTRUCTOR	\$103,267.96
BLACK	JOANNA	PROFESSOR	\$132,781.78
BLAHUT	BRIAN	ASST MGR , LIFE SAFETY SYSTEMS	\$88,375.45
BLANCHARD	JAMES FREDERICK	PROFESSOR	\$387,417.52
BLATZ	JAMES AYRTON	PROFESSOR	\$160,772.38
BLIGHT	TRUDY	PROJECT MANAGER BANNATYNE	\$100,583.26
BLONDEAU	LORETTA	ASSISTANT PROFESSOR	\$81,956.87
BLUNDEN	PETER GWITHIAN	PROFESSOR	\$148,888.00
BOBIWASH	KYLE	ASSISTANT PROFESSOR	\$79,773.14
BODKYN	CARMEN NOEL	ASSISTANT PROFESSOR	\$98,164.71
BOERMA	JAN TIES	PROFESSOR	\$318,299.32
BOHM	CLARA	ASSOCIATE PROFESSOR	\$101,680.26
BOHM	ERIC R	PROFESSOR	\$82,220.33
BOHONIS	CHRIS	INFORMATION TECHNOLOGIST 4	\$93,027.88
BOHONIS	CHRISTOPHER EDWARD	ASSISTANT DIRECTOR, SECURITY	\$103,813.14
BOLEFSKI	AFRA	ASSOCIATE LIBRARIAN	\$111,503.17
BOLTON	JAMES MICHAEL SCOTT	PROFESSOR	\$90,629.45
BONE	CHRISTINE FRANCES	LIBRARIAN	\$112,068.59
BONE	TRACEY ANNE	ASSOCIATE PROFESSOR	\$97,557.13
BONNESS	WILLIAM RAY	ASSOCIATE PROFESSOR	\$96,458.56
BONNYCASTLE	MARLENY MUNOZ	ASSOCIATE PROFESSOR	\$126,973.29
BOOKMAN	SONIA KAREN	ASSOCIATE PROFESSOR	\$104,853.20
BOORBERG	NORIKO	ASSOCIATE PROFESSOR	\$157,547.28
BOOTH	JAMES THOMAS	PROFESSOR	\$76,652.96
BOOY	EVAN PAUL	RESEARCH ASSOCIATE	\$75,276.96
BORGENSEN	ROBERT D	INSTRUCTOR II	\$96,903.36
BORSBOOM	RICHARD ALLAN	ASST MANAGER, PLUMBING SHOP	\$91,355.81
BOSE	PINAKI SANKAR	PROFESSOR	\$98,109.52
BOSKWICK	MICHAEL	MECH ENG TECHNOLOGIST 3	\$81,491.51
BOTAR	OLIVER A I	PROFESSOR	\$137,090.59
BOUCHARD	JENNIFER	ASSISTANT DIRECTOR	\$110,708.55
BOUCHARD	LAURA-LEE	ADMIN SERVICES MANAGER	\$75,946.82
BOWMAN	TRACY LYNN	EXECUTIVE DIRECTOR, OUTREACH & ENGAGEMENT, ALUMNI	\$101,296.27
BOYD	MILTON S	PROFESSOR	\$166,696.57

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Last Name	First Name	Position	Compensation Amount \$
BOYD	SCOTT	INFORMATION TECHNOLOGIST 4	\$87,895.28
BOYER	KATHERINE ANNE	ASSISTANT PROFESSOR	\$87,016.74
BRAICO	JOHN PHILLIP	SENIOR INSTRUCTOR	\$111,446.34
BRASSINGA	ANN KAREN CORNELIA	ASSOCIATE PROFESSOR	\$114,498.20
BRAUN	MEL	PROFESSOR	\$130,039.41
BRES	ODD	TECHNOLOGY TRANSFER SPECIALIST	\$108,282.25
BREWIN	DEREK GERALD	PROFESSOR	\$148,791.66
BRIDGES	GREGORY ERNEST JOHN	PROFESSOR	\$166,201.23
BRIDGES	LEIGH K	ASSOCIATE PROFESSOR	\$88,914.82
BRIDGMAN	LAURIE ST CLAIR	PROFESSOR	\$146,899.76
BRINK	KIRSTIN SARA	ASSISTANT PROFESSOR	\$82,436.24
BRISCOE	WINNIFRED PATRICIA MARY	INSTRUCTOR II	\$89,908.41
BRISTOW	FRANKLIN	INSTRUCTOR I	\$86,622.98
BRITTON	CHERYL A	MGR ACCTNG & DATA RECORDS	\$144,114.07
BROWN	BRENDA JOANNE	ASSOCIATE PROFESSOR	\$110,684.58
BROWN	CARA LIANE	ASSISTANT PROFESSOR	\$94,933.80
BROWN	DOUGLAS ADAM	DEAN / PROFESSOR, KINESIOLOGY & REC MGMT	\$228,085.61
BROWN	LAURA KIMBERLEY	PROFESSOR	\$133,749.45
BROWN	MICHELE	MGR FINANCE & ADMINISTRATION	\$113,501.13
BROWN	ROBERT ANDREW	ASSOCIATE PROFESSOR	\$168,672.70
BROWNELL	MARNI DIANE	RESEARCH ASSOCIATE	\$122,111.46
BROWNLEE	ANTOINE	ASST DIR, RELATIONSHIP MGMT	\$127,758.66
BROWNLIE	JARVIS ROBIN JACKSON	PROFESSOR	\$133,562.12
BROWNRIDGE	DOUGLAS AUSTIN	PROFESSOR	\$158,218.80
BRUCE	LINDSAY	SENIOR PURCHASING CONSULTANT	\$77,747.43
BRUCE	SHARON GAIL	PROFESSOR	\$155,113.66
BRUECKNER	STEFANIE	ASSISTANT PROFESSOR	\$82,940.57
BRULE-BABEL	ANITA LEONA	PROFESSOR	\$182,640.78
BRYAN	GREGORY WILLIAM	ASSOCIATE PROFESSOR	\$110,746.70
BUAN	JISSELLE	OPERATIONS COORDINATOR	\$81,289.38
BUCHAN	PETER JOHN	INSTRUCTOR I	\$79,827.60
BUCHANAN	CARLA	MANAGER, FINANCIAL REPORTING	\$100,214.37
BUCHANAN	DOUGLAS ANDREW	PROFESSOR	\$166,489.43
BUCHANAN	SEAN CHRISTOPHER	ASSISTANT PROFESSOR	\$115,716.88
BUHEL	EDWARD WAYNE	PROFESSOR	\$251,715.14
BUHEL	TAMARA	DIRECTOR, POSTGRAD EDUCATION	\$111,932.13
BUDDLE	KATHLEEN	ASSOCIATE PROFESSOR	\$114,554.83
BUDISA	NEDILJKO	PROFESSOR	\$152,359.40
BULLOCK	PAUL R	PROFESSOR	\$155,611.55
BUNIO	TERRY	DIRECTOR, PLANNING & GOVERNANCE	\$131,748.37
BUNT	ANDREA	PROFESSOR	\$132,367.22
BURAK	JEAN PAUL WJ	PARTNER PROG & ACCRED LEAD	\$76,161.31
BURCHILL	CHARLES ANDREW	ASSOC. DIR. DATA REPOSITORY	\$128,524.45
BURCZYNSKI	FRANK JOHN	PROFESSOR	\$168,657.98
BURGESS	JACOB	ASSISTANT PROFESSOR	\$96,530.06
BURKE	STACIE	ASSOCIATE PROFESSOR	\$113,055.27

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Last Name	First Name	Position	Compensation Amount \$
BURNETT	MARGARET ANN	PROFESSOR	\$97,227.38
BURR	CALVIN WAYNE	SUPERVISOR, DESK SIDE SUPPORT	\$87,089.54
BUSBY	KAREN L	PROFESSOR	\$180,086.76
BUSBY	TANYA LEE ANN	DIRECTOR RECREATION SERVICES	\$91,139.15
BUSS	MANDY	ASSISTANT PROFESSOR	\$108,876.70
BUTLER	LEO THOMAS	ASSOCIATE PROFESSOR	\$119,636.69
BYRNE	DAVID ALEXANDER	ASSISTANT PROFESSOR	\$87,048.70
BYRNE	JAMES JOHN SEAN	PROFESSOR	\$151,827.61
CALDER	ALISON	PROFESSOR	\$153,624.44
CAMACHO	ALFREDO	PROFESSOR	\$139,139.01
CAMERON	HELEN ANN	ASSOCIATE PROFESSOR	\$135,880.79
CAMERON	JESSICA JEAN	PROFESSOR	\$126,384.27
CAMERON	RUTH ELIZABETH	INSTRUCTOR II	\$88,081.27
CAMFIELD	DAVID	ASSOCIATE PROFESSOR	\$118,662.64
CAMPBELL	CORY JOLENE	SENIOR INSTRUCTOR	\$97,358.47
CAMPBELL	JOHN MICHAEL	PROFESSOR	\$171,409.69
CAMPBELL	KEVIN LYNN	PROFESSOR	\$134,850.63
CAMPBELL	ROBIN NICOLE	ASSISTANT MANAGER TREASURY	\$94,557.63
CAMPBELL	TANNIS LYNN	MANAGER, OFFICE OF AVP (ADMIN)	\$91,139.15
CAMPBELL-REMPEL	MARGARET ANNE	SENIOR INSTRUCTOR	\$106,557.99
CAMPOMANES	ALESSANDRO	DIRECTOR, ADVANCEMENT SERVICES	\$142,252.44
CANDLISH	LAUREN MARGOT	EXECUTIVE DIRECTOR, CEOS	\$84,887.43
CAO	GEOFFREY GEORGE GUANG	SYSTEMS INTEGRATION SPEICALIST	\$83,398.46
CARDONA	SILVIA	PROFESSOR	\$137,498.29
CARDWELL	RYAN TYLER	PROFESSOR	\$130,928.12
CARIOU	WARREN	PROFESSOR	\$131,610.96
CARLBERG	JARED G	PROFESSOR	\$146,802.06
CARLBERG	MONICA	PLANNED GIVING OFFICER	\$106,555.44
CARLETON	SEAN	ASSISTANT PROFESSOR	\$85,007.53
CARLSON	ANNA MARIE AMBER	ASSISTANT PROFESSOR	\$119,724.94
CARLYLE-GORDGE	ADRIAN	INFORMATION TECHNOLOGIST 4	\$89,480.62
CARR	DAVID MICHAEL	DIRECTOR	\$90,629.84
CARREIRO	MARIA FATIMA GOMES	FUNCTIONAL ANALYST	\$81,268.07
CARRIERE	ADRIENNE LOUISE	INSTRUCTOR II	\$101,348.26
CARRIERE	REAL	ASSISTANT PROFESSOR	\$81,029.39
CARTMILL	CONSTANCE MARY JENNIFER	ASSOCIATE PROFESSOR	\$120,877.58
CASEY	MARGARET JANE	INSTRUCTOR II	\$201,777.97
CATTANI	DOUGLAS JOHN	ASSISTANT PROFESSOR	\$101,874.72
CATTINI	PETER ANDREW	PROFESSOR	\$200,443.18
CEPANEC	DIANA	RESEARCH ASSOCIATE	\$89,182.45
CERNY	VLASTIMIL	INSTRUCTOR I	\$93,343.62
CHA	YOUNG JIN	ASSOCIATE PROFESSOR	\$114,183.00
CHADYA	JOYCE MARGARET	ASSOCIATE PROFESSOR	\$109,008.69
CHAKHMOURADIAN	ANTON	PROFESSOR	\$150,499.96
CHAN	MING-KA	ASSOCIATE PROFESSOR	\$87,845.83
CHANCE	LAUREN JULIA	ASSISTANT PROFESSOR	\$114,023.98

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Last Name	First Name	Position	Compensation Amount \$
CHAPUT	RICHARD MARC	PROJECT COORDINATOR, ASBESTOS	\$77,035.65
CHARLES	WANDA ANNE	PROFESSOR	\$146,760.44
CHARRON	ANDREA ELIZABETH	ASSOCIATE PROFESSOR	\$97,156.53
CHARTRAND	LINDA MARY FRANCES	INDIGENOUS KNOWLEDGE HOLDER / KEEPER	\$81,460.49
CHASSAING	IRENE ANGELE	ASSOCIATE PROFESSOR	\$95,234.16
CHATOORGOON	VIJAY	ASSOCIATE PROFESSOR	\$134,706.22
CHAULK	SARAH JOY	ASSISTANT PROFESSOR	\$125,357.28
CHELIKANI	PRASHEN VENKATA G KUMAR	PROFESSOR	\$142,140.97
CHELLE	TAMARA	OPERATIONS MANAGER	\$128,396.53
CHEN	FANG	ASSOCIATE PROFESSOR	\$139,460.06
CHEN	JIEYING	ASSISTANT PROFESSOR	\$126,685.12
CHEN	TINA MAI	PROFESSOR	\$149,910.96
CHEN	YING	FINANCIAL OFFICER	\$80,747.69
CHEN	YING	PROFESSOR	\$161,646.17
CHERNIAK	SHAWN WILLIAM	IDENTITY MANAGEMENT CONSULTANT	\$87,987.39
CHERNOMAS	ROBERT J	PROFESSOR	\$151,937.40
CHERNOMAS	WANDA M	ASSOCIATE PROFESSOR	\$121,600.86
CHESSER	STEPHANIE ANNE	ASSISTANT PROFESSOR	\$79,591.80
CHEUNG	KRISTENE ROSE JUNE	ASSISTANT PROFESSOR	\$81,169.33
CHEUNG	MARIA YIP LING	PROFESSOR	\$158,721.65
CHIPALKATTI	JAYDEEP	ASSOCIATE PROFESSOR	\$132,433.14
CHIPPERFIELD	JUDITH GAIL	PROFESSOR EMERITUS / EMERITA	\$126,415.08
CHITTAL	DERVLA MARGARET LEILA	PHYSICIAN	\$177,896.65
CHIU	AARON	ASSOCIATE PROFESSOR	\$87,615.51
CHLUP	JAMES THOMAS	ASSOCIATE PROFESSOR	\$112,870.24
CHMIELOWICZ	ANASTASIA	DIABETIC RETINAL SCREEN NURSE	\$131,934.58
CHOCHINOV	ALECS HART	RESEARCH INITIATIVE LEAD	\$125,298.09
CHOCHINOV	HARVEY MAX	PROFESSOR	\$122,194.13
CHOLAKIS	ANASTASIA	DEAN, COLLEGE OF DENTISTRY / ASSOCIATE PROFESSOR	\$263,333.39
CHON	JAE-SUNG	INSTRUCTOR II	\$110,710.61
CHOPEK	JEREMY WILLIAM	ASSISTANT PROFESSOR	\$84,395.45
CHOPRA	RAHUL	MANAGING DIRECTOR	\$89,706.34
CHOUKOU	MOHAMED-AMINE	ASSISTANT PROFESSOR	\$115,110.83
CHOW	MARLA	DIRECTOR, MARKETING & CREATIVE	\$119,818.99
CHRISTIE	CAROLYN JOAN WIEBE	DIRECTOR	\$91,770.61
CHRISTIE	WILLIAM JOHN MITCHELL	IT SENIOR SUPPORT SPECIALIST	\$95,986.63
CHRISTODOULOU	CHRIS	ASSOCIATE PROFESSOR	\$93,930.97
CHRUSCH	DWAYNE	ELECTR ENG TECHNOLOGIST 3	\$78,395.25
CHU	RENE	ASSISTANT PROFESSOR	\$143,684.26
CHU	SOL	INFORMATION TECHNOLOGIST	\$98,454.89
CHUDYK	ANNA MARIA	POST DOCTORAL FELLOW	\$75,285.97
CHUNG	MINNA ROSE	ASSOCIATE PROFESSOR	\$109,506.11
CHURCHILL	DAVID S	PROFESSOR	\$141,042.33
CHURLEY	JOAN	FIELD MANAGER	\$103,636.74
CICEK	NAZIM	PROFESSOR	\$161,374.31
CIURYSEK	SARAH JANE	ASSOCIATE PROFESSOR	\$117,341.29

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Last Name	First Name	Position	Compensation Amount \$
CLARK	GLENN	ASSOCIATE PROFESSOR	\$113,614.56
CLARK	SARAH JANE	ASSISTANT LIBRARIAN	\$76,482.08
CLARK	SHAWN	PROFESSOR	\$138,980.15
CLARY	DAWSON WADE	INSTRUCTOR I	\$85,058.49
CLAY	ADAM JOSEPH	ASSOCIATE PROFESSOR	\$98,729.48
CLAYTON	KYLEE ELIZABETH	ASSISTANT PROFESSOR	\$96,420.73
CLOSE	SUSAN MICHELLE	ASSOCIATE PROFESSOR	\$137,845.36
CLOUATRE	RAPHAEL	ASSOCIATE PROFESSOR	\$99,661.23
COAR	LANCELOT YAMALI	ASSOCIATE PROFESSOR	\$114,137.74
COCQUYT	AUSTIN	PHYSICAL PLANT ENGINEER	\$75,285.80
COHEN	BENITA ESTHER	ASSOCIATE PROFESSOR	\$95,669.77
COLE	STEVEN CHRISTOPHER	BIOSAFETY OFFICER	\$81,009.63
COLLINS	BENJAMIN ROBERT	EDUCATIONAL SPECIALIST	\$83,569.31
COLLINS	DAVID	PROFESSOR	\$202,808.48
COLLINS	PAULETTE KAE	ADMINISTRATIVE OFFICER	\$127,943.30
COLLINS	ROY ERIC	ASSISTANT PROFESSOR	\$104,419.69
COMPTON	JANICE RHODA	ASSOCIATE PROFESSOR	\$133,369.52
COMPTON	RYAN ALEXANDER	PROFESSOR	\$133,677.26
COMTE	JOEL STEPHANE	HR SYSTEMS MANAGER	\$91,139.15
CONCI	SARAH JOANNE	INSTRUCTOR II	\$87,677.49
CONDON	AMANDA JANE	ASSOCIATE DEAN, STUDENT AFFAIR	\$108,340.86
CONNER	BRIAN	SHIFT CHARGE ENGINEER -1ST	\$119,999.97
CONQUERGOD	JEFFREY	SENIOR FINANCE OFFICER	\$118,173.64
CONRAD	DANA-MARIE FIELD	CLINICAL EDUCATIONAL FACILITAT	\$78,968.51
COOK	CATHERINE LOUISE	VICE-PRESIDENT (INDIGENOUS)	\$405,552.78
COOK	KAREN	PROJECT MANAGER	\$91,323.79
COOKE	CAROL A	ASSOCIATE LIBRARIAN	\$108,139.99
COOMBS	KEVIN MARSHALL	PROFESSOR	\$169,326.81
COOPER	SARAH E V	ASSISTANT PROFESSOR	\$82,437.72
COOPER	SUSAN MARIE	ASSOCIATE PROFESSOR	\$102,621.18
COPENACE	SHERRY JOAN	INDIGENOUS KNOWLEDGE HOLDER / ELDER	\$99,251.92
CORMIER	EDWARD FRANK	INSTRUCTOR II	\$100,389.90
CORNE	JONAH EZRA	ASSOCIATE PROFESSOR	\$105,490.69
CORNISH	STEPHEN MARK	ASSOCIATE PROFESSOR	\$111,118.11
COSSAR	ROISIN A	PROFESSOR	\$135,175.53
COSTAMAGNA	ALEJANDRO CARLOS	ASSOCIATE PROFESSOR	\$110,292.25
COTE	DENNIS DONALD	SENIOR INSTRUCTOR	\$117,828.53
COTTICK	CHRISTOPHER JOHN	ORAL HLTH PRGM DENTAL DIR	\$133,066.80
COURCHAINE	RITA KATHERINE	MANAGER, FINANCE & ADMIN	\$91,139.15
COURT	DEBORAH ANN	PROFESSOR	\$163,230.79
COWAN	CRAIG THOMAS	ASSOCIATE PROFESSOR	\$96,992.29
COWLEY	KRISTINE CHERYL	ASSOCIATE PROFESSOR	\$110,391.08
COYLE	BARRY THOMAS	PROFESSOR	\$162,784.91
COYSTON	SHANNON	ASSOC UNIV SECRETARY (SENATE)	\$76,305.12
CRAIGEN	ROBERT	ASSOCIATE PROFESSOR	\$120,678.04
CRAWFORD-ALLEY	KAREN ELIZABETH	ASSISTANT PROFESSOR	\$79,503.80

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Last Name	First Name	Position	Compensation Amount \$
CREIGHTON	DAVID JOSEPH	INFORMATION TECHNOLOGIST	\$90,459.53
CRITOPH	URSULE	LEAD, FLEXIBLE LEARNING	\$100,351.79
CROCKETT	MARYANNE	ASSOCIATE PROFESSOR	\$134,025.29
CUDMORE	ILKA	UNDERGRADUATE PROG ADVISOR	\$75,820.29
CUI	HONG	ASSOCIATE PROFESSOR	\$135,737.04
CUMPSTY	STEPHEN	DIRECTOR, OPERATIONS & MAINT.	\$163,617.31
CUNHA CORDEIRO	MARCOS RENON	ASSISTANT PROFESSOR	\$93,047.24
CURRAN	BRUCE JOHN	ASSISTANT PROFESSOR	\$113,236.28
CURRIE	ROBERT WILLIAM	PROFESSOR	\$150,905.19
CURTIS	MICHAEL WILLIAM	ASSISTANT PROFESSOR	\$423,801.47
CYR	CHRISTINE BILLIE	ASSOC VP (INDIGENOUS) STUDENTS	\$163,265.59
CZUBRYT	MICHAEL PAUL	PROFESSOR	\$141,222.56
DAAYF	FOUAD	PROFESSOR	\$157,164.38
DAHL	MATTHEW	DATA ANALYST	\$91,525.66
DAHL-JENSEN	DORTHE	PROFESSOR	\$244,086.94
DALKE	JOHN	MGR, APPLICATION MAINTENANCE	\$125,984.16
DALLY	ROSLYN	ALUMNI OUTREACH / ENGAG LEAD	\$75,401.25
DANAKAS	JOHN	INSTRUCTOR	\$113,955.23
DASS	PARSHOTAM	ASSOCIATE PROFESSOR	\$132,104.37
DAVIDSON	CASSANDRA	ACADEMIC PROGRAM SPECIALIST	\$88,918.08
DAVIDSON	MICHELLE PAMELA	SENIOR INSTRUCTOR	\$95,139.73
DAVIDSON-HUNT	IAIN JOHNSON	PROFESSOR	\$141,950.35
DAVIE	JAMES RONALD	PROFESSOR	\$168,386.70
DAVIS	LORI DAWN	INSTRUCTOR II	\$89,246.38
DAVIS	REBECCA LYNN	ASSOCIATE PROFESSOR	\$106,968.50
DAVOREN	GAIL	PROFESSOR	\$126,167.42
DE JAEGER	AMY ELIZABETH	EDUCATIONAL SPECIALIST-RESEARCH	\$93,193.97
DE KIEVIT	TERESA R	PROFESSOR	\$159,044.54
DE LEON-DEMARE	KATHLEEN	INSTRUCTOR II	\$89,623.54
DE OLIVEIRA JAYME	BRUNO	ASSISTANT PROFESSOR	\$80,143.86
DE SA LEITAO PINHEIRO	FABIO HENRIQUE	ASSISTANT PROFESSOR	\$144,899.22
DE TORO	FERNANDO	PROFESSOR	\$152,214.02
DEALLY	DON	MANAGER, MECHANICAL SERVICES	\$76,232.89
DEAN	ERIN CLARE	ASSISTANT PROFESSOR	\$79,303.84
DEANE	LEAH	DIRECTOR, STUDENT SERVICES	\$78,966.25
DECONINCK	WOUTER	ASSOCIATE PROFESSOR	\$105,569.42
DEEGAN	C LEE ANNE	INSTRUCTOR II	\$100,183.84
DEEN	LAURA ROSA	SENIOR BUDGET OFFICER	\$90,499.26
DEER	FRANK	ASSOCIATE PROFESSOR	\$138,174.07
DEERE	BRENT	RESEARCH AWARDS ADMINISTRATOR	\$81,504.46
DEERING	GLENN EDWARD	CONTAINER MANAGER	\$75,999.45
DEGAGNE	CHRISTA DAWN	INSTRUCTOR I	\$84,046.52
DEL BIGIO	MARC RONALD	PROFESSOR	\$423,801.65
DELANEY	JOSEPH AUSTIN CHRISTOPHER	ASSOCIATE PROFESSOR	\$127,133.02
DELAY	DAVID C.J.	ASSISTANT PROFESSOR	\$118,702.88
DELIJANI	FARHOUD	INSTRUCTOR I	\$96,086.53

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Last Name	First Name	Position	Compensation Amount \$
DEMARE	DANIELLA	PROJECT COORDINATOR	\$76,881.11
DEMCZUK	LISA	ASSOCIATE LIBRARIAN	\$110,856.78
DEMETRIOFF	SABRINA LEIGH BELLHOUSE	ASSISTANT PROFESSOR	\$118,646.18
DENG	CHUANG	ASSOCIATE PROFESSOR	\$118,360.29
DENNIS	MARY CATHERINE	ASSISTANT PROFESSOR	\$84,735.62
DENTSORAS	DIMITRIOS	ASSOCIATE PROFESSOR	\$101,702.38
DERKSEN	ROBERT WAYNE	ASSOCIATE PROFESSOR	\$127,461.67
DERKSEN	SHELLEY ANNE	INFORMATION TECHNOLOGIST	\$82,592.54
DERUCHIE	ANDREW	ASSISTANT PROFESSOR	\$75,221.31
DESAI	RADHIKA	PROFESSOR	\$148,286.26
DESMARAIS	ANNETTE AURELIE	PROFESSOR	\$133,034.73
DESMARAIS	DIEDRE ALEXANDRIA	ASSISTANT PROFESSOR	\$104,257.99
DESPINS	DANIEL	IT SERVER LEAD	\$96,302.02
DETILLIEUX	GILBERT ERNEST JOSEPH	INFORMATION TECHNOLOGIST	\$87,987.75
DETILLIEUX	GILLES REAL JOSEPH	DATA ANALYST	\$81,832.76
DETWILER	JILLIAN	ASSOCIATE PROFESSOR	\$97,004.81
DEXTER	JODY ELAINE	TECHNOLOGY TRANSFER SPECIALIST	\$96,310.57
DHALIWAL	RAMANDEEP	ASSOC. V.P.(ADMINISTRATION)	\$214,009.58
DHALLA	NARANJAN S	PROFESSOR	\$84,251.51
DHANJAL	HARMINDER KAUR	MANAGER, FINANCE & ADMIN	\$90,857.18
DHINDSA	GURPINDER	CHARGE ENGINEER -2ND CLASS	\$94,346.22
DHINGRA	SANJIV	ASSOCIATE PROFESSOR	\$106,589.00
DIAMOND	STACY LYNN	ASSISTANT MANAGER, BOOKSTORE	\$81,271.56
DIAMOND-BURCHUK	LISA	SENIOR INSTRUCTOR	\$115,559.98
DIBROV	PAVEL	PROFESSOR	\$154,577.83
DIETRICH	JAMES WESLEY	ENGINEER IN RESIDENCE	\$111,946.89
DIETZ	CYNTHIA GOODHART	ASSISTANT LIBRARIAN	\$87,812.04
DIFFEY	LINDA	LECTURER	\$79,917.35
DIK	GUENRIKH R.	INFORMATION TECHNOLOGIST	\$82,237.64
DILLON	LISA	STAFF PHYSICIAN	\$97,402.54
DING	HAO	ASSOCIATE PROFESSOR	\$130,553.99
DINGWALL	ORVIE IRENE ELIZABETH	ASSOCIATE LIBRARIAN	\$107,850.43
DIRKSE	DALE	ASSISTANT PROFESSOR	\$83,109.76
DIXON	IAN MICHAEL CHARLES	PROFESSOR	\$150,597.64
DMITRENKO	IGOR	RESEARCH ASSOCIATE	\$118,485.01
DOAN	LORI ANNE	SCHOLARSHIP OF T&L DEVELOPER	\$133,800.98
DOAN	NHAT	CLIENT REL. MGMT. CONSULTANT	\$92,855.98
DOBIE	JOHN BRIAN	INSTRUCTOR I	\$106,465.54
DOBLE	BRADLEY WAYNE	ASSOCIATE PROFESSOR	\$158,442.03
DOCKER	MARGARET FELICE	PROFESSOR	\$131,550.62
DOERING	JOHN C	ASSOC. V.P.(PARTNERSHIPS) / PROFESSOR	\$234,191.70
DOLINSKY	VERNON WAYNE	ASSOCIATE PROFESSOR	\$109,706.60
DOMINGO	ADRIENNE	DONOR RELATIONS OFFICER	\$77,543.95
DOUCETTE	CHRISTINE ANNE	ASSOCIATE PROFESSOR	\$99,080.79
DOUGALL	KATHLEEN	SCHOOL THERAPY SVCS TEAM LEAD	\$96,827.73
DOUGLAS	DELIA DIANE	ANTI-RACISM LEAD	\$85,201.79

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Last Name	First Name	Position	Compensation Amount \$
DOUPE	MALCOLM BRAY	ASSOCIATE PROFESSOR	\$119,023.79
DOW	KAREN ELIZABETH	ASSOCIATE PROFESSOR	\$118,492.24
DRENNAN ALSIP	JANINE SARAH	EXEC. ASSISTANT / BUSINESS MGR	\$79,915.89
DREWES	DAVID DONALD	ASSOCIATE PROFESSOR	\$125,327.73
DREWNIK	KENNETH RICHARD	INFORMATION TECHNOLOGIST	\$75,875.58
DRIEDGER	DIANE LYNN	ASSISTANT PROFESSOR	\$83,609.89
DRIEDGER	S. MICHELLE	PROFESSOR	\$128,812.80
DROGEMOLLER	BRITT INGRID	ASSISTANT PROFESSOR	\$95,159.43
DRUMMOND	KELLY NICOLE	INSTRUCTOR II	\$110,572.05
DRUMMOND	ROBERT JOHN	ASSISTANT PROFESSOR	\$160,437.40
DRZYMALA	PETER	TEAM LEADER	\$123,070.70
DU BOURG	MICHELLE	LEGAL COUNSEL	\$115,987.29
DUA	ALOK	SESSIONAL INSTRUCTOR	\$118,055.44
DUA	SNEHIL	INSTRUCTOR I	\$95,442.95
DUAN	KANGMIN	PROFESSOR	\$122,698.84
DUBE	RHONDA LYN	INSTRUCTOR II	\$86,640.39
DUBIK	DONALD	RESEARCH ASSOCIATE	\$82,210.87
DUBOIS	DANIELLE	ASSOCIATE PROFESSOR	\$94,342.01
DUCHARME	JENNIFER L	ASSISTANT PROFESSOR	\$119,724.94
DUCHARME	JERILYN FRANCINE JUEL	INDIGENOUS INITIATIVES EDUCATR	\$75,513.52
DUECK	CAMERON	SYSTEMS ANALYST	\$90,721.28
DUECK	JENNIFER MARIE	ASSOCIATE PROFESSOR	\$115,425.40
DUECK	NATHAN	DIRECTOR OF FINANCE	\$147,848.15
DUECK	ROBERT J	FINANCIAL SYSTEMS COORDINATOR	\$88,902.61
DUECK	THEODORE JOHN HENRY	TECH SUPPORT & SVC CONSULTANT	\$77,039.44
DUERKSEN	DONALD R	ASSOCIATE PROFESSOR	\$82,238.01
DUFAULT	BRENDEN THOMAS	INFORMATION TECHNOLOGIST	\$95,541.85
DUFF	ELSIE LYNN	ASSISTANT PROFESSOR	\$102,207.92
DUGAL	PAUL F	MANAGER, PURCHASING SERVICES	\$80,328.87
DUHAMEL	TODD ASHLEY DALE	ASSOCIATE DEAN, GRADUATE STUDIES / PROFESSOR	\$143,676.76
DUKE	LINDSAY ANN	MGR.STUDENTS & FACULTIES COMM	\$89,192.23
DUMONTET	MONIQUE JO-ANN	INSTRUCTOR II	\$97,144.57
DUNCAN	KAREN A	ASSOCIATE PROFESSOR	\$134,113.51
DUNCAN	ROBERT WAYNE	ASSOCIATE PROFESSOR	\$102,252.70
DUNFORD	DRENA ALISA	INSTRUCTOR II	\$98,256.80
DUNN	KATRINA	ASSISTANT PROFESSOR	\$90,019.45
DUNN	NICOLE JOANNE	RESEARCH ASSOCIATE	\$75,706.70
DUNSFORD	JENNIFER	INSTRUCTOR II	\$89,951.96
DUPUIS	REJEANNE LISE	DIRECTOR	\$146,713.26
DUROCHER	STEPHANE JEAN-LOUIS	PROFESSOR	\$133,486.77
DURRANT	JOAN ELAINE	PROFESSOR	\$147,079.83
DURSTON	JEFFREY SUTTER	SYSTEMS ADMINISTRATOR	\$87,987.33
DVORSKI	ROBERT VINKO	SUPERVISOR, DESK SIDE SUPPORT	\$107,865.63
DYCK	BRUNO	PROFESSOR	\$183,284.91
DYCK	JONATHAN EARL	SENIOR INSTRUCTOR	\$100,077.35
DYCK	KEVIN	RESEARCH INFORMATION SYST MGR	\$90,545.57

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Last Name	First Name	Position	Compensation Amount \$
DYCK	LINDA AGANETHA	DEAN / ASSOCIATE PROFESSOR, COLLEGE OF NURSING	\$236,109.04
EATON	MARCELLA	ASSOCIATE PROFESSOR	\$121,849.96
ECK	PETER KARL	ASSOCIATE PROFESSOR	\$125,177.40
EDGERTON	JASON DENNIS	ASSOCIATE PROFESSOR	\$101,959.54
EDMUNDS	ANDREA	EXEC DIRECTOR, ANCILLARY SERVICES	\$162,652.62
EDWARDS	MARIE PATRICIA	ASSOCIATE PROFESSOR	\$142,760.27
EFTEKHARPOUR	EFTEKHAR	ASSOCIATE PROFESSOR	\$100,419.12
EGAN	RORY BERNARD	PROFESSOR	\$75,483.93
EHN	JENS KRISTIAN	ASSOCIATE PROFESSOR	\$112,322.59
EHN	PAULINA MARGARET	UNIX / LINUX SYSTEM ADMINISTRATOR	\$91,543.78
EKUMA	OKECHUKWU	DATA ANALYST	\$103,588.75
EL-GABALAWY	HANI SAAD	PROFESSOR	\$224,443.29
EL-GABALAWY	RENEE MARIE	ASSOCIATE PROFESSOR	\$116,391.37
ELGAZZAR	REDA F	ASSOCIATE PROFESSOR	\$143,351.03
ELIAS	BRENDA DENISE	PROFESSOR	\$137,708.14
ELLIOTT	JACQUELINE K	SENIOR INSTRUCTOR	\$110,718.62
ELLIOTT	LAWRENCE JOHN	ASSOCIATE PROFESSOR	\$75,397.51
EL-SALAKAWY	EHAB FATHY	PROFESSOR	\$151,652.53
ELTONSY	SHERIF	ASSISTANT PROFESSOR	\$94,341.15
ELVINS	SARAH	PROFESSOR	\$124,866.54
EMBREE	JOANNE ELIZABETH	PROFESSOR	\$75,780.63
EMMANUEL	FARAN	RESEARCH ASSOCIATE	\$111,850.97
EMSLIE	MICHAEL	C.F.O. & COMPTROLLER	\$133,124.95
ENGEL	LISA	ASSISTANT PROFESSOR	\$84,881.77
ENGLISH	JAYANNE	ASSOCIATE PROFESSOR	\$122,170.48
ENNS	BERNARD	ELECTRONIC CONTROLS TECHNICIAN	\$76,052.90
ENNS	CHARLOTTE JOHANNA	PROFESSOR	\$139,380.77
ENNS	HERBERT L	PROFESSOR	\$164,448.91
ENNS	JENNIFER EMILY	RESEARCH ASSOCIATE	\$76,633.89
ENS	CHRISTIAN BRUCE	ASST MANAGER, GROUNDS	\$87,163.65
ENS	ERICH WERNER	PROFESSOR	\$214,389.58
ENTZ	MARTIN HERMANN	PROFESSOR	\$167,069.03
ERICKSON	BRUCE GARTH	ASSOCIATE PROFESSOR	\$94,503.11
ERICKSON	DON	INFORMATION TECHNOLOGIST	\$76,184.09
ERKINBAEV	CHYNGYZ	ASSISTANT PROFESSOR	\$95,641.65
EROS	RONALD W	DIRECTOR, EXPERIENTIAL EDUCATION	\$130,542.32
ESKICIOGLU	MEHMET RASIT	ASSOCIATE PROFESSOR	\$120,211.62
ESKICIOGLU	PINAR	HUMAN ETHICS OFFICER	\$121,225.00
ESKIN	N A MICHAEL	PROFESSOR	\$76,002.63
ESPERSEN-PETERS	KURT NELSON	ASSISTANT PROFESSOR	\$96,130.26
ESSIG	MARCO	HEAD, RADIOLOGY / PROFESSOR	\$86,212.35
EVASON	TAMMY LYNN	FINANCIAL OFFICER	\$81,103.85
FALK	JAMISON MARK	ASSOCIATE PROFESSOR	\$123,297.48
FALKENBERG	THOMAS GERHARD	DEAN, FACULTY OF EDUCATION / PROFESSOR	\$166,413.16
FAN	ZHENZHEN	ASSISTANT PROFESSOR	\$145,459.75
FANELLA	SERGIO THOMAS	ASSOCIATE PROFESSOR	\$90,619.09

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Last Name	First Name	Position	Compensation Amount \$
FARENHORST	ANNEMIEKE	ASSOC. V.P. (RESEARCH & INTL) / PROFESSOR	\$182,515.70
FARRELL-MORNEAU	AMY	ASSISTANT PROFESSOR	\$88,504.33
FAST	DARREN	DIRECTOR, PARTNERSHIPS & INNOV	\$146,210.67
FAUBERT	MICHELLE RAE	PROFESSOR	\$117,776.66
FAURSCHOU	TRISHA	LEGAL COUNSEL	\$99,160.25
FAVELL	KAREN	ASSISTANT PROFESSOR	\$84,135.56
FAYEK	MOSTAFA	PROFESSOR	\$156,115.75
FEAR	JOELLE JOY	NURSE SUPERVISOR-RENAL HEALTH	\$169,365.04
FEDIRCHUK	BRENT ALLAN	ASSOCIATE PROFESSOR	\$137,364.31
FEDORCHUK	MONICA	MANAGER, FINANCE & ADMIN	\$100,292.80
FEDORYAK	OLESYA	INSTRUCTOR I	\$83,506.17
FEENSTRA	KYLE A.P.	ASSISTANT LIBRARIAN	\$80,385.63
FEHR	MONIQUE	SPACE PLANNER	\$79,680.70
FERENS	KENNETH F.	ASSISTANT PROFESSOR	\$113,834.12
FERGUSON	EMILY LYNN	ALUMNI RELATIONS OFFICER	\$76,130.36
FERGUSON	IAN JAMES	PROFESSOR	\$166,337.23
FERGUSON	PHILIP ANDREW	ASSOCIATE PROFESSOR	\$132,215.37
FERGUSON	THOMAS WILLIAM	BIostatistician-HLTH ECONOMIST	\$80,323.80
FERGUSON	JAMES G	PROFESSOR	\$162,434.79
FERLEY	MICHAEL ARTHUR	MANAGER, ENGINEERING SERVICES	\$142,699.41
FERNANDEZ	ENRIQUE J	PROFESSOR	\$120,558.08
FERNANDO	DILANTHA W G	PROFESSOR	\$168,682.78
FERNYHOUGH	PAUL	PROFESSOR	\$168,383.43
FERREIRA	KAREN JOYCE	INSTRUCTOR II	\$99,399.97
FERRIS	SHAWNA MIKAL-ANN	ASSOCIATE PROFESSOR	\$93,169.89
FEUER	JANICE ELIZABETH	DIRECTOR, GIFT PLANNING	\$82,360.87
FFRENCH	CHERYL LORRAINE	FRCP EM PROGRAM DIRECTOR	\$77,974.82
FIDLER	GREGORY W F	SENIOR INSTRUCTOR	\$112,606.70
FIEGE	JASON	ASSOCIATE PROFESSOR	\$130,345.92
FIELD	RUSSELL DAVID	ASSOCIATE PROFESSOR	\$102,961.68
FIELDING	CORY LEE	ASSISTANT DIRECTOR	\$128,353.77
FIGLEY	CHASE RUSSELL	ASSOCIATE PROFESSOR	\$100,857.97
FILIZADEH	SHAAHIN	PROFESSOR	\$144,422.08
FILOPOULOS	PETER	DESKTOP SUPPORT CONSULTANT	\$76,184.09
FINCH	LESLIE	COMPTROLLER, ST. PAUL COLLEGE	\$83,229.20
FIORILLO	GRAZIANO	ASSISTANT PROFESSOR	\$109,139.40
FISCHER	GABOR	ASSOCIATE PROFESSOR	\$564,848.03
FITZELL	GORDON DALE	PROFESSOR	\$132,562.53
FLATEN	DONALD NORMAN	PROFESSOR	\$114,625.00
FLETT	INA MARIE	LICENSED PRACTICAL NURSE	\$79,822.42
FORD	BRUCE AUSTIN	PROFESSOR	\$157,975.30
FORD	LISA M	SENIOR INSTRUCTOR	\$125,975.20
FORD	LYLE ALEXANDER	ASSOCIATE LIBRARIAN	\$108,191.15
FORGET	EVELYN LOUISE	PROFESSOR	\$176,981.29
FORNWALD	BLAIR MICHEL	DIRECTOR / CURATOR	\$84,017.54
FORREST	MAUREEN DOROTHY	HR CONSULTANT	\$128,039.17

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Last Name	First Name	Position	Compensation Amount \$
FORSYTHE	LAURA	METIS INCLUSION COORDINATOR	\$86,174.32
FOSTER	DAVID PAUL	INSTRUCTOR II	\$96,088.27
FOSTER	SHELLEY ANNE	ASSOC UNIV SEC (BRD OF GOVERN)	\$77,247.15
FOURNIER	ANNA	ASSOCIATE PROFESSOR	\$105,285.58
FOWKE	KEITH RAYMOND	PROFESSOR	\$163,827.93
FOWLER	KENT DOUGLAS	ASSOCIATE PROFESSOR	\$109,799.52
FRANCA	RODRIGO	ASSOCIATE PROFESSOR	\$141,021.42
FRANCO-ESPINOSA	ALICIA AGUSTINA	INSTRUCTOR II	\$111,029.48
FRANCOIS	JOSE	HEAD, EMERGENCY MEDICINE	\$125,221.58
FRANK	CHRISTOPHER	PROFESSOR	\$118,038.42
FRANK	JULIETA	ASSOCIATE PROFESSOR	\$122,598.68
FRANKEL	SIDNEY IRVIN	ASSOCIATE PROFESSOR	\$124,158.68
FRASER	KEVIN CHARLES	ASSOCIATE PROFESSOR	\$93,844.29
FREDERIKSEN	ANDREW	PROFESSOR	\$152,825.90
FREEZE	DONALD RICHARD	PROFESSOR	\$163,528.04
FRESNOZA	AGNES L.	TRANSGENICS MOUSE TECHNICIAN	\$76,218.09
FRICKE	MONICA	ASSISTANT PROFESSOR	\$102,238.54
FRIDELL	MARA	ASSISTANT PROFESSOR	\$83,033.77
FRIEDRICH	LISA ANNE	RESEARCH GRANTS FACILITATOR	\$79,055.31
FRIES	CHRISTOPHER JOHN	ASSOCIATE PROFESSOR	\$106,579.53
FRIESEN	ELROY DUANE	PROFESSOR	\$114,671.78
FRIESEN	MARCIA RUTHILD	DEAN, PRICE FACULTY OF ENGINEERING / PROFESSOR	\$245,042.46
FRISTENSKY	BRIAN WHITNEY	ASSOCIATE PROFESSOR	\$121,502.17
FROESE	IVAN PETER	BURSAR & EXEC ASST TO WARDEN	\$99,608.42
FROGNER	RAYMOND OSCAR	ASSOCIATE LIBRARIAN	\$113,264.96
FROHLICH	PETER	RESEARCH DEVELOPMENT COORDINATOR	\$77,061.73
FROSK	PATRICK	ASSOCIATE PROFESSOR	\$86,000.17
FRY	WILLIAM MARK	ASSOCIATE PROFESSOR	\$111,819.24
FUCHS	FRANCIS FUCHS	IMMIGRATION CONSULTANT	\$83,273.36
FUGLEM	TERRI GAYE	ASSOCIATE PROFESSOR	\$122,036.07
FULTON	WILLIAM BRYCE	DESK SUPPORT CONSULTANT	\$75,381.45
FUNK	CANDACE	JOB EVALUATION SPECIALIST	\$76,140.65
FUNK	LAURA MEGAN	PROFESSOR	\$107,512.30
FURDA	ANATOLIY	PROJECT MANAGER	\$76,133.11
GABBERT	MARK ALLAN	ASSOCIATE PROFESSOR	\$125,813.73
GABRIELSON	DAVID	INTERMEDIATE SYSTEMS ANALYST	\$84,421.49
GAGNON	SUZANNE MARIE	ASSOCIATE PROFESSOR	\$213,729.94
GAJPAL	YUVRAJ	ASSOCIATE PROFESSOR	\$162,658.15
GALAUGHER	JOLEN	INDUSTRY & COMM. LIASION OFFICER	\$94,468.61
GALLACHER	GUILLERMO	ASSISTANT PROFESSOR	\$97,531.81
GALLANT	MARY MICHELLE	PROFESSOR	\$170,666.78
GAMACHE	MYLENE YANNICK	ASSISTANT PROFESSOR	\$76,372.59
GAMBLE	JULIA ANNE	ASSISTANT PROFESSOR	\$83,379.72
GAMEY	PARKER JAY	IMPROVEMENT SPECIALIST	\$86,809.33
GANESAN	THENDRALARASI	ASST MANAGER, CAPITAL ACCTG	\$83,216.12
GAO	JIJUN	ASSOCIATE PROFESSOR	\$163,050.47

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Last Name	First Name	Position	Compensation Amount \$
GAO	XIAOPENG	ASSISTANT PROFESSOR	\$90,423.40
GAO	YA	ASSISTANT PROFESSOR	\$149,508.18
GARCIA HOLGUERA	MARIA MERCEDES	ASSISTANT PROFESSOR	\$96,696.83
GARDNER	DERRICK EARL	ASSOCIATE PROFESSOR	\$101,530.85
GARLAND	ALLAN BRUCE	PROFESSOR	\$116,279.16
GARLICH-MILLER	MICAH COREY	SR SYSTEMS ANALYST	\$104,502.76
GARRETT	MARK RICHARD	ASSISTANT PROFESSOR	\$112,924.54
GARROWAY	COLIN JAMES	ASSOCIATE PROFESSOR	\$93,317.96
GARTNER	JOHN GODFREY	PROFESSOR	\$427,050.07
GATZKE	NOAH DAVID	INSTRUCTOR II	\$92,519.78
GAUCHER	DANIELLE MONIQUE	ASSOCIATE PROFESSOR	\$114,647.61
GE	WENXIA	ASSOCIATE PROFESSOR	\$93,539.30
GEDDERT	CAROLYN ELIZABETH	ENGINEER-IN-RESIDENCE	\$137,987.05
GERICKE	MICHAEL THOMAS	PROFESSOR	\$133,696.11
GHAVAMI	SAEID	ASSOCIATE PROFESSOR	\$108,348.70
GHIA	JEAN-ERIC	ASSOCIATE PROFESSOR	\$132,536.71
GHOMESHI	JILA	PROFESSOR	\$137,389.67
GIASSON	LORELEI RAE	ATHLETIC THERAPIST	\$82,465.17
GIBBS	JASON JOHN	ASSISTANT PROFESSOR	\$89,865.48
GIBSON	ANASTASIA JANE	ASSISTANT PROFESSOR	\$119,724.94
GIBSON	IAN WILLIAM	ASSOCIATE PROFESSOR	\$423,801.47
GIBSON	SPENCER BRUCE	ADJUNCT PROFESSOR	\$93,770.84
GIESBRECHT	DEBRA DAWN	MANAGER, UNIV CTR PHARMACY	\$81,504.46
GIESBRECHT	EDWARD MARK	ASSOCIATE PROFESSOR	\$125,856.28
GIESBRECHT	GORDON GRANT	PROFESSOR	\$164,596.91
GIESBRECHT	TRACEY LYNN	INSTRUCTOR II	\$104,086.75
GILCHRIST	JAMES STUART CHARLES	PROFESSOR	\$152,967.26
GILES-SMITH	LORI	LIBRARIAN	\$123,837.43
GILL	KAMNI JESSICA	ASSISTANT PROFESSOR	\$102,538.68
GILLIS	DARREN MICHAEL	PROFESSOR	\$136,962.51
GILLIS	RICHARD JOHANN	PROFESSOR	\$144,528.19
GILMORE	COLIN GERALD	ASSISTANT PROFESSOR	\$121,087.22
GIRARD	RACHELLE	ASST MANAGER, FINANCIAL ANALYSIS	\$86,126.24
GISLASON	APRIL SHELLEY	RSRCH GR FAC / BUS. DEV OFFICER	\$80,784.60
GIULIANO	RYAN JEFFREY	ASSISTANT PROFESSOR	\$84,467.72
GLASSFORD	LORRAINE FRANCES	INSTRUCTOR II	\$94,828.09
GLAVIN	GARY BERTRUN	ASSOC. V.P. (RESEARCH & INTL) / PROFESSOR	\$228,670.43
GLAZEBROOK	CHERYL MARY	ASSOCIATE PROFESSOR	\$103,885.68
GLAZNER	GORDON WAYNE	ASSOCIATE PROFESSOR	\$121,629.82
GLENWRIGHT	MELANIE	ASSOCIATE PROFESSOR	\$112,976.13
GLOUX	RICHARD	DIRECTOR, TECHNOLOGY SERVICES	\$139,033.30
GODARD	JOHN HAMILTON	PROFESSOR	\$146,382.54
GODFREY	CAROLYN CHRISTINE	PROGRAMMER ANALYST	\$96,783.62
GODWIN	RYAN THOMAS	ASSOCIATE PROFESSOR	\$115,295.94
GOLD	BERNARD	DIRECTOR, PENSION OFFICE	\$147,495.96
GOLDBERG	AVIVA MICHELLE	ASSOCIATE PROFESSOR	\$177,747.53

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Last Name	First Name	Position	Compensation Amount \$
GOLDSBOROUGH	L GORDON	ASSOCIATE PROFESSOR	\$126,801.52
GOLE	ANIRUDDHA M	PROFESSOR	\$150,950.34
GONG	YUEWEN	PROFESSOR	\$163,990.10
GOOCH	CASEY	ASSISTANT MANAGER, R-SF ACCT	\$106,466.13
GOODMAN	LESLIE GREER	SENIOR INSTRUCTOR	\$140,820.91
GOODWIN	BARBARA LYNN	SENIOR INSTRUCTOR	\$102,942.55
GORCZYCA	BEATA	PROFESSOR	\$142,876.41
GORDON	GAYLE CATHERINE	ASSOCIATE REGISTRAR (SYSTEMS)	\$123,278.01
GORDON	JONATHAN BARRY	ASSOCIATE PROFESSOR	\$89,955.00
GORDON	JOSEPH WILLIAM	ASSOCIATE PROFESSOR	\$113,757.31
GOUGH	KATHLEEN MARGARET	PROFESSOR	\$163,907.41
GOULD	JENNIFER	CLINIC NURSE MANAGER	\$75,880.87
GOZHO	NHAMO GEORGE	INSTRUCTOR II	\$90,183.77
GRAFF	LESLEY A	PROFESSOR	\$210,018.53
GRAHAM	JACKIE	DIRECTOR OF HEALTH PROGARMs	\$121,667.00
GRAHAM	MARJORY RUTH	ASSOCIATE PROFESSOR	\$75,306.55
GRAHAM-TETRAULT	NICOLE	SENIOR AUDIT CONSULTANT	\$90,596.25
GRAHN	MYRNA	MANAGER OF FFDC	\$99,973.14
GRANT	CHARLES WILLIAM	SENIOR INSTRUCTOR	\$164,977.93
GRAVES	JOSEPH DEREK LEE	IT MANAGER	\$91,590.26
GREEN	CHRISTOPHER HENRY	ASST MGR, PREVENTATIVE MAINT.	\$87,811.84
GREEN	RILEY JAMES	CHARGE ENGINEER -2ND CLASS	\$95,189.49
GREENBERG	BRIAN DOUGLAS	SYSTEMS ANALYST-SECURITY OP	\$79,329.00
GREENBERG	CHERYL ROCKMAN	PROFESSOR	\$124,045.86
GREENFIELD	HASKEL J	PROFESSOR	\$163,640.04
GREENING	STEVEN GRANT	ASSISTANT PROFESSOR	\$93,673.53
GREIDANUS	NATHAN SIDNEY	ASSOCIATE PROFESSOR	\$206,955.60
GRIFFIN	DOUGLAS	SEN ACCOUNTANT / FINANCE OFFICER	\$95,550.95
GROCOTT	HILARY PETER THOMAS	PROFESSOR	\$119,530.47
GRONSKI	TOM	NETWORK ANALYST	\$90,066.79
GROOME	MARGARET ESTELLE	ASSOCIATE PROFESSOR	\$108,278.85
GRUBER	JACQUELINE ISAAN	EDI DIRECTOR	\$117,615.25
GRYMONPRE	RUBY EMILY	PROFESSOR	\$121,906.88
GU	XIAOCHEN	PROFESSOR	\$164,058.90
GUARD	JULIE	PROFESSOR	\$134,443.44
GUDERIAN	ROBERT WILLIAM LEE	INSTRUCTOR I	\$85,030.73
GULDEN	ROBERT HERBERT	PROFESSOR	\$119,871.61
GUNAY	HIKMET	PROFESSOR	\$142,707.05
GUNDERSON	DAVID SHANE	SENIOR SCHOLAR	\$147,756.07
GUNDERSON	KAREN ROSEMARIE	ASSISTANT PROFESSOR	\$98,892.79
GUNN	BRENDA LAURIE	PROFESSOR	\$127,140.84
GUYOT	MEGHAN KATHLEEN	INSTRUCTOR I	\$85,711.98
GWINNER	GERALD	PROFESSOR	\$152,175.98
HAAKSMA	JEFF	MANAGER, ENDPOINT SVC-SUPPORT	\$120,123.40
HACK	THOMAS FRANCIS L	PROFESSOR	\$156,396.01
HAGIWARA	ROBERT	ASSISTANT PROFESSOR	\$101,278.74

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Last Name	First Name	Position	Compensation Amount \$
HAIGH	JODY JONATHAN	PROFESSOR	\$107,449.34
HAIMEUR	ASMAA	ASSISTANT PROFESSOR	\$118,573.25
HAJER	JESSE WILLIAM	ASSISTANT PROFESSOR	\$90,791.05
HAJIDIACOS	NICHOLAS PETER	ASSOCIATE PROFESSOR	\$120,762.70
HAKIMZADEH	KHOSROW	SYSTEMS ADMINISTRATOR	\$87,987.36
HALABUZA	DARRIN	SYSTEMS SUPPORT	\$76,184.09
HALAS	GAYLE	ASSISTANT PROFESSOR	\$112,865.55
HALAYKO	ANDREW JOHN	PROFESSOR	\$166,262.74
HALDEN	NORMAN MELROSE	SENIOR SCHOLAR	\$146,402.87
HALDER	RUMEL	DISTANCE ED SESS. INSTRUCTOR	\$91,759.80
HALKET	LISA	DIRECTOR, STAFF RELATIONS	\$147,496.77
HALLI	SHIVALINGAPPA S	PROFESSOR	\$170,676.36
HALLMAN	BONNIE CATHARINE	ASSOCIATE PROFESSOR	\$121,134.72
HALONEN	DEANA FAY	SENIOR INSTRUCTOR	\$108,710.23
HAMELIN	DARYL	ELECTRICAL TECHNOLOGIST	\$90,665.51
HAMILTON	JOANNE LOREEN THOROSKI	DIRECTOR, EDUCATION DEVELOPMENT	\$123,156.63
HAMM	GARRET JOEL	FACILITIES ASSESSMENT COORD	\$86,177.73
HAMZA	SATE	ASSISTANT PROFESSOR	\$425,934.59
HANESIAK	JOHN MICHAEL	PROFESSOR	\$151,247.23
HANN	BRENDA JANE	PROFESSOR	\$151,206.53
HANNAN	SARAH ANNE LESLIE	ASSISTANT PROFESSOR	\$83,796.92
HANNESSON	LLOYD K	WEB & SYSTEMS ADMINISTRATOR	\$75,546.78
HANNILA	SARI STEPHANIE	ASSOCIATE PROFESSOR	\$103,000.42
HANSEN	NANCY ELLEN	PROFESSOR	\$123,759.57
HANSON	MARK L	PROFESSOR	\$142,157.72
HAO	XUEMIAO	ASSOCIATE PROFESSOR	\$127,404.65
HAQUE	C EMDAD	PROFESSOR	\$150,016.13
HARDEN	SUZANNE	ASSOC. V.P. (MARKETING COMM.)	\$83,885.68
HARDER	NICOLE	ASSOCIATE PROFESSOR	\$117,734.80
HARLAND	NICHOLAS W	INSTRUCTOR II	\$89,176.46
HARMS	SHELLEY LYNN	INSTRUCTOR II	\$82,824.59
HARRINGTON	DOUGLAS ALLEN	ASSOCIATE PROFESSOR	\$109,902.96
HARRINGTON	MICHAEL WILLIAM	ASSISTANT PROFESSOR	\$121,256.31
HART	KIMBERLY LEIGH-ANN	SENIOR LEAD INDIGENOUS HEALTH	\$80,775.46
HARTLEY	JESSICA NICOLE	PROG. DIR.-GENETIC COUNS. PROG	\$105,619.22
HARTLIN	JOSHUA	FACILITATOR & LRNG MEDIA SPECIALIST	\$77,941.38
HARVEY	ELIZABETH HUSSA	SENIOR INSTRUCTOR	\$102,492.44
HASAN	MAHMUD	PHYSICIAN	\$137,187.51
HATALA	ANDREW RICHARD	ASSOCIATE PROFESSOR	\$98,458.06
HATCH	GRANT MICHAEL	PROFESSOR	\$150,924.57
HAUSEMAN	DAVID CAMERON	ASSISTANT PROFESSOR	\$84,272.51
HAUSNER	GEORG	PROFESSOR	\$152,621.24
HAVERSTOCK	NICOLE	ASSISTANT PROFESSOR	\$93,765.41
HAWORTH-BROCKMAN	MARGARET JEAN	SENIOR PROGRAM MANAGER	\$112,117.67
HAYES	KERRIE NICOLE	DIRECTOR OF CONTRACTS	\$126,763.91
HEALY	PAULA MARIE	PHYSICIAN REPATRIATION COORD	\$91,139.15

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Last Name	First Name	Position	Compensation Amount \$
HEBERGER	ALEXANDRA	ASSOCIATE PROFESSOR	\$122,502.50
HEBERT	ELIZABETH A	ASSISTANT PROFESSOR	\$108,743.99
HECHTER	RICHARD	ASSOCIATE PROFESSOR	\$99,028.53
HECKERT	RYAN	STUDENT COMPUTER TECHNICIAN	\$76,737.83
HECKMAN	GERALD P	ASSOCIATE PROFESSOR	\$146,092.42
HEIDE	KATELYN ELIZABETH	IMMUNISATION CLINICIAN	\$82,726.77
HELEWA	MICHAEL ELIAS	PROFESSOR	\$153,029.76
HELLER	HENRY	PROFESSOR	\$76,075.64
HENHAWK	DANIEL ALEXANDER	ASSISTANT PROFESSOR	\$83,690.71
HENRIKSEN	CHRISTINE ANNE	ASSISTANT PROFESSOR	\$102,452.53
HENRY	RICHARD RORY	DIRECTOR, PLANNING & PRIORITIES	\$142,463.13
HENSEL	JENNIFER	ASSOCIATE PROFESSOR	\$173,630.97
HERBERT	DAVID ERIC	ASSOCIATE PROFESSOR	\$114,153.57
HERMOSISIMA	JOHN	CHARGE ENGINEER -2ND CLASS	\$106,638.53
HERRMANN	RANDY	SENIOR INSTRUCTOR	\$110,611.04
HEWITT	BARBARA RUTH	RESEARCH GRANTS OFFICER	\$114,454.01
HICKS	GEOFFREY GORDON	PROFESSOR	\$146,028.76
HIEBERT	KEITH DOUGLAS	SENIOR NETWORK SPECIALIST	\$89,360.89
HIEBERT	LYNNE C. P.	LEGAL COUNSEL	\$127,268.06
HIEBERT-MURPHY	ELIZABETH DIANE	PROVOST & V.P. (ACADEMIC) / PROFESSOR	\$260,648.33
HILDAHL-SHAWN	KRISTIN	INSTRUCTOR I	\$126,321.35
HILL	DAVID ALEXANDER	ASSISTANT PROFESSOR	\$119,724.94
HITCHON	CAROL ANN	ASSOCIATE PROFESSOR	\$90,265.70
HO	JULIET	PROFESSOR	\$121,345.13
HO	NGAI MAN	ASSOCIATE PROFESSOR	\$133,521.73
HODGES	RICHARD	DIRECTOR, ANIMAL CARE & VET.	\$147,495.93
HOLENS	PAMELA LUANNE	ASSOCIATE PROFESSOR	\$75,134.03
HOLLAENDER	HARTMUT	PROFESSOR	\$128,884.59
HOLMQVIST	MAXINE ELISABETH	ASSOCIATE PROFESSOR	\$135,873.15
HOLMSTROM	KATARINA CHANTELE EILEEN	MANAGER - IST ORG PERFORMANCE	\$90,277.77
HOLOVACH	THOMAS W	ASST MANAGER, ELECTRICAL SHOP	\$85,420.16
HOLTER	KATHY-LYNN (K-L)	DIRECTOR, IST ENGAGEMENT SVCS	\$146,617.05
HOLYK	BRENDA	PHYSICIAN	\$154,631.55
HOLYK	RANDALL PETER ANDREW	MARKETING MANAGER	\$91,139.15
HOMBACH-KLONISCH	SABINE	PROFESSOR	\$145,678.04
HOMENIUK	CARRIE	DIRECTOR, HR SERVICES	\$130,389.67
HONEYFORD	JAMES KEITH	INSTRUCTOR II	\$79,860.75
HONEYFORD	MICHELLE ANNETTE	ASSOCIATE PROFESSOR	\$113,614.43
HONG	SAY PHAM	DATA MANAGEMENT ANALYST	\$87,800.06
HOPKINS	SHELLEY	EXEC. DIRECTOR, FIN. PLANNING	\$118,845.67
HOPPA	ROBERT D	PROFESSOR	\$165,045.78
HORTON	JILLIAN	ASSOCIATE PROFESSOR	\$188,576.14
HOSSAIN	ABU ZAFAR MOHAMMAD EKRAM	PROFESSOR	\$157,523.61
HOUSE	JAMES DUNCAN	PROFESSOR	\$162,456.63
HRYCAIKO	KIMBERLY CLAUDINE	DIABETIC RETINAL SCREEN NURSE	\$95,775.88
HRYNIUK	ALEXA	ASSISTANT PROFESSOR	\$98,355.59

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Last Name	First Name	Position	Compensation Amount \$
HRYSKO	LARRY VICTOR	PROFESSOR	\$151,228.72
HU	CANMING	PROFESSOR	\$150,598.76
HU	PINGZHAO	ASSOCIATE PROFESSOR	\$97,698.56
HUBNER	BRIAN EDWARD	ASSOCIATE LIBRARIAN	\$106,857.41
HUDSON	IAN	PROFESSOR	\$139,495.47
HUDSON	MARK	ASSOCIATE PROFESSOR	\$94,259.85
HUGHES	JUDITH ANN	ASSOCIATE PROFESSOR	\$138,807.30
HUISMAN	MONICA PAULINE	INSTRUCTOR II	\$75,732.42
HUNZINGER	VANESSA HILARY MARGRET	ASSISTANT PROFESSOR	\$103,467.57
HUSTON	JEFF	AURORA STUD FUNCTIONAL ANALYT	\$84,061.05
IACOPINO	ANTHONY MICHAEL	INSTRUCTOR / PROFESSOR	\$260,603.82
IACOZZA	JOHN	SENIOR INSTRUCTOR	\$128,767.12
IM	JUNYON	ASSISTANT PROFESSOR	\$127,360.07
INGLIS	DEREK HENRY	INSTRUCTOR I	\$88,426.76
INNIS	JAROD TYLER	NETWORK ADMINISTRATOR	\$87,987.48
IONESCU	DAN ANDREI	PROJECT MANAGER, LEVEL 1	\$90,234.47
IRAGHI MOGHADDAM	GHOLAMHOSSEIN	SENIOR INSTRUCTOR	\$88,622.25
IRANI	POURANG POLAD	PROFESSOR	\$162,857.50
IRELAND	DAVID ANDREW	ASSISTANT PROFESSOR	\$105,186.78
IRVINE	JOHN CHRISTOPHER	PROFESSOR	\$187,701.45
ISFELD-KIELY	HARPA KOLBRUN	SENIOR PROJECT COORDINATOR	\$83,699.74
ISLEIFSON	DUSTIN KONNER	ASSISTANT PROFESSOR	\$94,319.96
IVANCO	TAMMY LEANNE	ASSOCIATE PROFESSOR	\$120,225.02
JACKSON	MICHAEL FREDERICK	ASSOCIATE PROFESSOR	\$106,766.39
JACOBS	CHERYL JANE	FACULTY SPECIALIST-EXPERIENTIAL LEARNING	\$104,113.48
JACOBSON	ERIC	PROFESSOR	\$185,039.13
JACOBY	GADY	DEAN, I. H. ASPER SCHOOL OF BUSINESS / PROFESSOR	\$243,626.39
JACOBY	TAMI AMANDA	PROFESSOR	\$121,906.30
JAEGER	STEPHAN	PROFESSOR	\$151,260.06
JAFARI JOZANI	MOHAMMAD	PROFESSOR	\$117,963.50
JAKOBSON	LORNA SUSAN	PROFESSOR	\$148,121.67
JALAYERI	EHSAN	MECH ENG TECHNOLOGIST 4	\$92,914.23
JALLOH	CHELSEA ROBIN	EDUCATIONAL SPECIALIST	\$87,725.86
JAMES	KARIN URSULA	INSTRUCTOR II	\$80,077.59
JAMIESON	RANDALL KENNETH	PROFESSOR	\$144,366.80
JANJIC	SINISA	ELECTR ENG TECHNOLOGIST 3	\$81,491.52
JANSSEN	EVA	ADVANCEMENT PROPOSAL WRITER	\$77,766.20
JANZEN	KEVIN	INFORMATION TECHNOLOGIST	\$90,291.46
JANZEN	MELANIE D.	ASSOCIATE PROFESSOR	\$118,980.69
JANZEN	MICHAEL	RESEARCH DEVELOPMENT MANAGER	\$148,774.19
JANZEN	TERENCE	PROFESSOR	\$135,859.36
JASSAL	DAVINDER SINGH	PROFESSOR	\$139,645.40
JAWORSKI	KYLE	INFORMATION TECHNOLOGIST	\$88,234.48
JAYARAMAN	RAGHAVAN	ASSOCIATE PROFESSOR	\$136,075.87
JAYAS	DIGVIR	V.P.(RESEARCH & INTERNATIONAL) / PROFESSOR	\$329,786.58
JAYASURIYA	JUDITH NIKINIE	LEAD OF EXPERIENTIAL LEARNING	\$107,419.55

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Last Name	First Name	Position	Compensation Amount \$
JBARA	SAFFANA	ASSISTANT PROFESSOR	\$84,526.45
JEFFREY	IAN FRASER	ASSOCIATE PROFESSOR	\$110,595.41
JEFFRIES	KENNETH MICHAEL	ASSOCIATE PROFESSOR	\$90,018.52
JENKINS	JOYCE LYNN	ASSOCIATE PROFESSOR	\$121,003.98
JENKINS	PAUL	MANAGER PROGRAM DELIVERY	\$76,755.94
JETTE	PHIL	ASSISTANT ENGINEER -2ND	\$82,612.44
JIAN	FUJI	ASSISTANT PROFESSOR	\$96,741.05
JIANG	CHANGMIN	ASSOCIATE PROFESSOR	\$150,046.41
JIANG	DEPENG	ASSOCIATE PROFESSOR	\$127,287.86
JOCHELSON	RICHARD	DEAN / PROFESSOR, FACULTY OF LAW	\$189,159.80
JOHNS	ERIN	ASSISTANT PROFESSOR	\$111,252.01
JOHNSON	BRADFORD CECIL	ASSOCIATE PROFESSOR	\$121,116.81
JOHNSON	DEREK STEPHEN	PROFESSOR	\$122,784.76
JOHNSON	EDWARD ALTON	PROFESSOR	\$137,240.73
JOHNSON	GARY VERNER	ASSOCIATE PROFESSOR	\$122,518.29
JOHNSON	JAY ANTHONY	PROFESSOR	\$115,705.17
JOHNSON	LESLIE	SENIOR INSTRUCTOR	\$111,882.10
JOHNSON	PATRICIA	CLINICAL VETERINARIAN	\$98,073.55
JONASSON-YOUNG	DEBRA SIGNE	I.H. ASPER EXECUTIVE DIRECTOR	\$128,524.45
JONATSCHICK	GUY J D	INFORMATION SYSTEMS COORD.	\$95,716.98
JONES	ESYLLT	PROFESSOR	\$127,144.33
JONES	IAN WILLIAM	PROGRAM DIRECTOR (P.A.E.P.)	\$134,819.02
JONES	LANI	HR CONSULTANT	\$102,378.60
JONES	MEAGHAN JESSICA	ASSISTANT PROFESSOR	\$87,312.82
JONES	RAYMOND BRIAN	CONTROLS MECHANIC	\$76,927.14
JOO	HEE-JUNG SERENITY	ASSOCIATE PROFESSOR	\$107,374.63
JORGENSON	CRYSTAL	COMMUNICATIONS SPECIALIST	\$91,139.15
JOYAL	MARK ALLAN	PROFESSOR	\$166,553.05
JUDD	ELLEN RUTH	PROFESSOR	\$123,760.99
JUKES STRUTT	VANESSA MORGAN	PROJECT MANAGER	\$87,152.58
JUNG	ERICA	DIRECTOR	\$108,279.08
JUNG	EUN-JEONG	BUSINESS MANAGER	\$84,796.83
JURKOWSKI	EDWARD MARTIN	DIRECTOR / PROFESSOR	\$295,297.30
KACHULAK-BABEY	LISA SUSAN	ASSOC REGISTRAR & DIR- STUDENT RECRUITMENT	\$122,139.46
KAITA	KELLY DANIEL ENJIRO	ASSISTANT PROFESSOR	\$82,677.05
KAJTAR	TRINA GISELLE	HR BUSINESS ANALYST	\$81,103.85
KALAJDZIEVSKI	SASHO	SENIOR INSTRUCTOR	\$116,919.30
KALBERG	HOLGER	ASSOCIATE PROFESSOR	\$87,959.81
KALYNUK	SEAN	TECHNICAL SPECIALIST / DEVELOPER	\$94,250.54
KAMALI	SHAHIN	ASSISTANT PROFESSOR	\$102,991.63
KAMATHAM	SRI HARSHA	ASSISTANT PROFESSOR	\$145,427.72
KAMPEN	KAREN MARGARET-ANNE	INSTRUCTOR II	\$92,871.70
KANG	NANCY	ASSOCIATE PROFESSOR	\$108,832.60
KAPITANKER	ZEEV	MECH ENG TECHNOLOGIST 4	\$101,659.11
KARANI	PARVIZ	SYSTEM ANALYST	\$88,970.77
KARDAMI	ELISSAVET	PROFESSOR	\$165,989.57

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Last Name	First Name	Position	Compensation Amount \$
KARIMI-ABDOLREZAEI	SOHEILA	PROFESSOR	\$117,001.55
KARLAFTIS	BROOKE MYRNA	DONOR RELATIONS OFFICER	\$103,476.26
KARNAOUKH	SVIATOSLAW	MECH ENG TECHNOLOGIST 3	\$81,491.70
KARPAN	CYNTHIA	ASSOCIATE PROFESSOR	\$122,028.82
KASPER	JASON JOHN	PROJECT MANAGER LEVEL 2	\$95,027.86
KATYAL	SACHIN	ASSOCIATE PROFESSOR	\$96,694.75
KATZ	ALAN	PROFESSOR	\$203,589.99
KAUFMANN	ANTHONY MICHAEL	ASSOCIATE PROFESSOR	\$99,585.52
KAUPPINEN	TIINA MATLEENA	ASSOCIATE PROFESSOR	\$106,072.22
KAYAMA	YUHKO	SENIOR INSTRUCTOR	\$98,391.73
KAZEM MOUSSAVI	ZAHRA	PROFESSOR	\$161,761.11
KEARSEY	JOHN E	V.P. (EXTERNAL)	\$347,881.67
KEATING	ERIN MICHELLE	ASSOCIATE PROFESSOR	\$95,411.88
KEHLER-SIEBERT	JUDITH LYNN	PROFESSOR	\$138,977.64
KEIJZER	RICHARD	PROFESSOR	\$96,679.58
KELLY	CHRISTINE ELIZABETH	ASSOCIATE PROFESSOR	\$103,855.81
KELLY	DEBBIE M	PROFESSOR	\$156,734.23
KELLY	KEVIN	ASSOCIATE PROFESSOR	\$114,525.24
KELLY	LAUREN	ASSISTANT PROFESSOR	\$75,887.89
KELSO	JAMES HENRY	SENIOR INFO TECHNOLOGY OFFICER	\$95,547.95
KENKEL	NORMAN CHARLES	PROFESSOR	\$177,727.37
KENNEDY	GERARD JOSEPH	ASSISTANT PROFESSOR	\$110,902.53
KENNEDY	JONATHAN	FLEXING LEARNING SUPPORT	\$87,562.76
KENNY	DONNA GAIL	DIRECTOR	\$130,697.43
KENNY	LEO	CLINICAL VETERINARIAN	\$115,679.37
KEOWN	VERA LYNN	LIBRARIAN	\$113,855.55
KERR	WILLIAM	ASSOCIATE PROFESSOR	\$115,002.05
KERRACHE	ALI	HIGH PERF COMPUTING SPECIALIST	\$86,499.68
KETTNER	JOEL DAVID	ASSOCIATE PROFESSOR	\$168,346.45
KEYNAN	YOAV	ASSOCIATE PROFESSOR	\$239,045.51
KHAJEHPUR	MAZDAK	ASSOCIATE PROFESSOR	\$122,284.21
KHAN	ABDUL KHALIQ	TECHNOLOGIST 4	\$92,914.08
KHAN	MOHAMMAD NURUZZAMAN	ASSISTANT PROFESSOR	\$86,872.80
KHODAY	AMAR	ASSOCIATE PROFESSOR	\$132,343.10
KHOSHDARREGI	MATT	ASSISTANT PROFESSOR	\$90,896.25
KILEY	KIMBERLY	INSTRUCTOR II	\$80,412.43
KIM	AARON	ASSOCIATE PROFESSOR	\$131,281.94
KIM	JEONG MIN	ASSISTANT PROFESSOR	\$79,698.93
KIM	SUNMEE	ASSISTANT PROFESSOR	\$79,228.37
KINDRACHUK	KENNETH JASON	ASSISTANT PROFESSOR	\$110,345.54
KING	KAITLIN	RESEARCH ASSISTANT	\$78,425.59
KING	MEAGAN	ASSISTANT PROFESSOR	\$81,380.03
KINLEY	DEBRA JOLENE	ASSISTANT PROFESSOR	\$118,067.42
KINNELL	AMANDA	SENIOR FINANCIAL OFFICER	\$113,492.63
KINSNER	WITOLD	PROFESSOR	\$153,394.73
KIRILLOV	SERGEI	RESEARCH ASSOCIATE	\$85,425.81

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Last Name	First Name	Position	Compensation Amount \$
KIRKLAND	STEPHEN JAMES	PROFESSOR	\$176,014.15
KIROUAC	GILBERT J	PROFESSOR	\$156,848.31
KIROUAC MASSICOTTE	ISABELLE	ASSISTANT PROFESSOR	\$79,228.37
KIRSHENBAUM	LORRIE ALLEN	PROFESSOR	\$199,545.55
KLASSEN	DIANA HELEN	INSTRUCTOR II	\$107,886.59
KLASSEN	PAUL STANLEY	INFORMATION TECHNOLOGIST	\$89,403.91
KLASSEN	TERRY PAUL	PROFESSOR	\$173,295.44
KLEIMAN	NANCY LEIGH	SENIOR INSTRUCTOR	\$121,032.57
KLONISCH	THOMAS	PROFESSOR	\$177,066.46
KLOWAK	CHAD STEVEN	MATERIALS LABORATORY MANAGER	\$124,744.64
KLUS	BRADLEY ALLAN	ASSISTANT PROFESSOR	\$165,587.32
KLYMCHUK	JARET	DIRECTOR, ARCH. & ENGIN. SVCS.	\$162,317.29
KO	JI HYUN	ASSOCIATE PROFESSOR	\$98,358.70
KOCH	MARTHA JANE	ASSOCIATE PROFESSOR	\$113,140.40
KOCZANSKI	KRZYSTYNA	SENIOR INSTRUCTOR	\$157,606.75
KOHUT	KARL LAWRENCE	ASSISTANT PROFESSOR	\$78,855.87
KOKOKYI	SEINT	ASSISTANT PROFESSOR	\$93,765.41
KOLANSKY	HAROLD	CHIEF TECHNOLOGIST	\$81,504.46
KOLDINGNES	VANESSA	DIRECTOR	\$139,281.36
KOLTON	BRENT	ASST. DIR OPERATION & MAINTENANCE	\$117,635.58
KOMINOWSKI	JAMES ANTHONY	ASSOCIATE LIBRARIAN	\$107,189.66
KONG	JIMING	PROFESSOR	\$159,881.74
KONOWALCHUK	LEE ANDREW	ASSOC. V.P.(ADMINISTRATION)	\$261,395.77
KONSTANTIUK	IRYNA	SENIOR INSTRUCTOR	\$92,577.01
KOOP	ROYCE A J	PROFESSOR	\$118,479.45
KOPER	NICOLA	PROFESSOR	\$138,879.99
KOPOTUN	KIRILL	PROFESSOR	\$160,671.37
KORDI	BEHZAD	PROFESSOR	\$144,643.74
KORMISH	JAY DENE	RESEARCH ASSISTANT	\$95,891.04
KORNELSEN	JENNIFER	ASSISTANT PROFESSOR	\$96,097.41
KOSTELNYK	WILLIAM I S	STAFF RELATIONS OFFICER	\$107,691.08
KOULOURIOTIS	JOANNA ELIZABETH	EDUCATIONAL DEVELOPER	\$79,703.36
KOURITZIN	SANDRA	PROFESSOR	\$174,136.49
KOVEN	LESLEY PAULA	ASSISTANT PROFESSOR	\$119,724.94
KOWAL	CAROLINE CYNTHIA	DIRECTOR CCFP-EM	\$76,233.22
KOWK	GREGORY	MANAGER, POWERHOUSE	\$137,666.52
KOZYRA	BRIDGET	INSTRUCTOR II	\$77,997.00
KRAMER-KILE	MARNIE	ASSISTANT PROFESSOR	\$100,409.63
KRAUT	ALLEN GERALD	ASSOCIATE PROFESSOR	\$97,633.60
KRAWITZ	SHERRY A.	ASSISTANT PROFESSOR	\$426,157.92
KREINDLER	ADI SARA	ASSISTANT PROFESSOR	\$103,981.67
KRENTZ	ROWENA	DIRECTOR	\$89,296.79
KREPSKI	DEREK ALISTAIR	ASSOCIATE PROFESSOR	\$98,317.49
KRIELLAARS	DEAN JOHANNES	ASSOCIATE PROFESSOR	\$123,796.49
KROEGER	EDWIN ARTHUR	PROFESSOR	\$83,852.38
KROEKER	SCOTT	PROFESSOR	\$152,100.79

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Last Name	First Name	Position	Compensation Amount \$
KROKHINE	OLEG VLADIMIROVICH	ASSOCIATE PROFESSOR	\$110,951.54
KRUEGER	PAUL ARNOLD	MECH ENG TECHNOLOGIST 4	\$89,383.20
KRUK	RICHARD	PROFESSOR	\$119,393.30
KRUSE	KRISTEN LEANNE	ASSOCIATE LIBRARIAN	\$100,333.97
KRYSANSKI	VALERIE	ASSISTANT PROFESSOR	\$119,724.94
KUBAS	JENNIFER	LEGAL COUNSEL	\$120,203.06
KUCERA	THOMAS GLEN	ASSOCIATE PROFESSOR	\$122,233.14
KUFFERT	LEONARD BRENT	PROFESSOR	\$121,291.07
KUFFNER	JEREMY GEORGE	SYSTEMS ANALYST SUPERVISOR	\$105,419.78
KUHN	DAVID CHARLES STORY	PROFESSOR	\$175,239.61
KULCHYSKI	PETER	PROFESSOR	\$150,935.32
KULICK	ORYSIA	ASSISTANT PROFESSOR	\$75,015.42
KUMAR	ANAND	PROFESSOR	\$94,810.04
KUMAR	AYUSH	PROFESSOR	\$120,777.22
KUMAR	KARI LYNNE	INSTRUCTOR II	\$91,721.50
KUNG	SAM KAM-PUN	PROFESSOR	\$139,701.91
KURAL	BRITT	EXPERIENTIAL EDUCATION FACILITATOR	\$80,690.77
KURJEWICZ	ZENON	SENIOR RESEARCH ANALYST	\$91,139.15
KUSS	CHRISTIAN	ASSISTANT PROFESSOR	\$88,298.70
KUSS	SABINE	ASSISTANT PROFESSOR	\$85,205.26
KUZMA	DORIS	DEPUTY DIRECTOR - MANAGEMENT & FINANACE	\$121,900.51
KUZYK	ZOU ZOU ANNA	ASSOCIATE PROFESSOR	\$110,527.59
KYDD	JANESCA MARGARET	GENERAL COUNSEL	\$137,479.62
LABOSSIERE	JANICE	MANAGER, MEDIA PRODUCTION SERVICES	\$84,242.71
LABOSSIERE	PAUL EDWARD LEO	SENIOR INSTRUCTOR	\$141,291.18
LABOUTA	HAGAR	ASSISTANT PROFESSOR	\$94,331.29
LACAP	PAUL	DIR, DIGI STRATEGY & ENGAGMNT	\$147,741.26
LACH	LORI-ANN DORISE	DIRECTOR	\$192,416.11
LADNER	KIERA	PROFESSOR	\$149,842.31
LAGACE	ALIA	INSTRUCTOR I	\$80,293.71
LAING	CHRISTOPHER	INSTRUCTOR II	\$97,583.82
LAKOWSKI	THEODORE MARTIN	ASSOCIATE PROFESSOR	\$124,646.34
LANDRUM	LISA MARIE	ASSOCIATE PROFESSOR	\$133,797.89
LANGELAAR	MAIKO	INFORMATION TECHNOLOGIST	\$87,987.41
LANGLAIS	GAIL	DIRECTOR, CAREER SERVICES	\$115,353.31
LANSDOWN	ROBERT IAN	PROGRAMMER ANALYST	\$87,987.36
LAPORTE	DOMINIQUE	ASSOCIATE PROFESSOR	\$120,304.11
LARCOMBE	LINDA ANNE	ASSOCIATE PROFESSOR	\$104,089.69
LAROCQUE	EMMA	PROFESSOR	\$152,265.55
LARSON	PAUL	PROFESSOR	\$172,318.08
LASSI	ETIENNE-MARIE	ASSOCIATE PROFESSOR	\$100,206.01
LASTRA	JANE	ASSOC REGISTRAR & DIR- FINANCIAL AID & AWARDS	\$120,404.73
LASTRA	RODRIGO ALEJANDRO	INSTRUCTOR II	\$106,361.42
LATULIPE	CELINE	PROFESSOR	\$122,193.98
LAURENCELLE	FRANCINE	SENIOR INSTRUCTOR	\$100,202.67
LAVIOLETTE	DAYNA	INSTRUCTOR II	\$85,551.73

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Last Name	First Name	Position	Compensation Amount \$
LAVOIE	JOSEE GABRIELLE MARIE	PROFESSOR	\$170,266.13
LAW	DARREN DAVID	SOLUTION ARCHITECT	\$112,269.50
LAWALL	MARK	PROFESSOR	\$118,284.95
LAWLEY	CHAD DAMON	PROFESSOR	\$123,032.74
LAWLEY	YVONNE ELIZABETH	ASSISTANT PROFESSOR	\$95,926.50
LAZARKO	ROBERT	PROJECT GOVERNANCE ANALYST	\$75,990.73
LAZARUS	LISA	RESEARCH ASSOCIATE	\$76,037.80
LE	ANNA MARIE ME-LINH	ASSOCIATE LIBRARIAN	\$95,907.14
LEA	GRAHAM W	ASSISTANT PROFESSOR	\$87,911.51
LEBAR	MARIO M.	CHIEF INFORMATION OFFICER	\$208,991.34
LEBLANC	ALEXANDRE	ASSOCIATE PROFESSOR	\$122,428.08
LEBOE-MCGOWAN	JASON PHOENIX	PROFESSOR	\$153,991.77
LEBOE-MCGOWAN	LAUNA CHERYL	ASSOCIATE PROFESSOR	\$152,649.04
LEBOIS	JOEL	HUMAN RIGHTS COUNSEL	\$103,980.11
LECCE	STEVEN ANTHONY	PROFESSOR	\$118,364.00
LECLAIR	LEANNE LISA	ASSOCIATE PROFESSOR	\$122,078.42
LECLERC	JEFFREY	UNIVERSITY SECRETARY	\$191,993.15
LEE	RAYMOND T	PROFESSOR	\$166,453.29
LEGAL	ROBERT	CLIENT REL. MGMT. CONSULTANT	\$80,494.12
LEGRIS	KATHLEEN MARIE	EDUCATIONAL SPECIALIST	\$76,102.53
LEI	JUNMEI	FINANCIAL ANALYST	\$90,689.14
LEIER BLACHER	RHIANNON	MGR, MARKETING / COMMUNICATIONS	\$83,838.49
LEIGH	CHRISTOPHER EDWARD	COORDINATOR	\$87,987.37
LEIVAS POZZER	LILIAN	ASSISTANT PROFESSOR	\$98,178.81
LELAND	ROBERT JAY	ASSOCIATE PROFESSOR	\$90,277.96
LEMONIUS	MICHELE	HUMAN RIGHTS & CONFLICT ADVISOR	\$77,661.87
LENGYEL	CHRISTINA O	PROFESSOR	\$127,892.86
LENNON	SUZANNE	ASSISTANT PROFESSOR	\$91,651.32
LEONG	CHRISTINE	ASSISTANT PROFESSOR	\$103,010.95
LESLIE	JOCELYN	HR CONSULTANT	\$122,815.44
LESTER	KRISTIE LAUREL	INSTRUCTOR I	\$83,073.84
LEUNG	CARSON KAI-SANG	PROFESSOR	\$165,972.25
LEVASSEUR	KARINE LOUISE	PROFESSOR	\$112,706.90
LEVENE	STEPHANIE GWEN	ASSOC VP (ALUMNI & DONOR REL.)	\$191,908.21
LEVIN	DAVID BERNARD	PROFESSOR	\$155,661.15
LEVINE	KATHRYN ANN	ASSOCIATE PROFESSOR	\$127,681.38
LEWIS	JUSTIN JARON	ASSOCIATE PROFESSOR	\$110,734.05
LEWIS	LESLEY	ANNUAL GIVING OFFICER	\$77,165.40
LEYGUE	ETIENNE	PROFESSOR	\$136,200.91
LI	FABIANA GRACIELA	ASSOCIATE PROFESSOR	\$104,468.47
LI	GENYI	ASSOCIATE PROFESSOR	\$99,801.06
LI	JOHNSON CHING HONG	ASSOCIATE PROFESSOR	\$101,934.71
LI	PAKCHING BEN	ASSOCIATE PROFESSOR	\$140,956.61
LI	XIUMEI	ASSISTANT PROFESSOR	\$124,412.32
LI	YI	ASSOCIATE PROFESSOR	\$107,549.45
LIANG	XIHUI	ASSISTANT PROFESSOR	\$93,730.22

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Last Name	First Name	Position	Compensation Amount \$
LIAO	CHI	ASSISTANT PROFESSOR	\$146,624.34
LIAO	KANG-LING	ASSISTANT PROFESSOR	\$93,962.30
LIBIN	MARK	PROFESSOR	\$119,698.73
LILLIES	KEITH	SYSTEMS ANALYST	\$76,184.98
LIMON	COLLEEN L.	DIRECTOR, FINANCE & OPERATIONS	\$129,627.60
LIN	FRANCIS	PROFESSOR	\$128,558.99
LINDEN	ERIC WILLIAM	PROFESSOR	\$151,819.44
LINDSEY	BENJAMIN WELLINGTON	ASSISTANT PROFESSOR	\$78,433.79
LINE	SHARA	SLP CONSULTANT	\$92,933.98
LINOVSKI	ORLY	ASSOCIATE PROFESSOR	\$102,194.64
LINTON	JANICE S	LIBRARIAN	\$108,188.98
LINTS-MARTINDALE	AMANDA CLAIRE	ASSISTANT PROFESSOR	\$121,784.83
LIONBERG	CARRIE ANN	ASSISTANT PROFESSOR	\$119,724.94
LIPNOWSKI	IRWIN FRANK	ASSOCIATE PROFESSOR	\$123,905.86
LIPPERT	DUSTIN	RESEARCH GRANT FACILITATOR	\$84,389.89
LIPSCHITZ	JEREMY	ASSOCIATE PROFESSOR	\$80,568.94
LITTMAN	CHARLES DAVID	ASSOCIATE PROFESSOR	\$423,801.53
LITWILLER	FENTON	ASSISTANT PROFESSOR	\$91,928.06
LIU	GEORGE	CHARGE ENGINEER - 2ND CLASS	\$91,495.70
LIU	MINGZHI	ASSOCIATE PROFESSOR	\$191,480.55
LIU	PENG	ASSISTANT PROFESSOR	\$84,850.32
LIU	SONG	PROFESSOR	\$130,563.94
LIU	XIAOQING	ASSISTANT PROFESSOR	\$96,609.32
LIVI	LORENZO	ASSISTANT PROFESSOR	\$112,564.37
LIVINGSTONE	MICHAEL JEFFREY	TECHNOLOGY COORDINATOR	\$103,160.83
LIX	LISA MARIE	PROFESSOR	\$217,990.80
LO	EVELYN	ASSISTANT PROFESSOR	\$112,769.20
LO	WILSON KWOK KWONG	DEVELOPER	\$89,143.44
LOBB	DAVID A	PROFESSOR	\$163,041.12
LOBCHUK	MICHELLE MARIE	ASSOCIATE PROFESSOR	\$121,846.11
LOCHER	MIRA ALISON	DEAN / ASSOCIATE PROFESSOR, FACULTY OF ARCHITECTURE	\$118,821.61
LOEWEN	CARLA MARIE	DIR, ABORIGINAL STUDENT CENTRE	\$76,819.15
LOEWEN	HAROLD J	ASSISTANT LIBRARIAN	\$94,954.44
LOEWEN	LAURA	ASSOCIATE PROFESSOR	\$134,286.44
LOEWEN	PETER CECIL	PROFESSOR	\$179,841.96
LOGOZAR	STEVE	SUPERVISOR, SERVICE DESK	\$103,985.22
LOGUE	SUSAN ELIZABETH	ASSISTANT PROFESSOR	\$91,364.48
LONGSTAFFE	SALLY ELIZABETH ANNE	SENIOR ACADEMIC ADVISOR	\$97,426.87
LORWAY	ROBERT READ	PROFESSOR	\$143,992.97
LOS	MANDY MARIE	ATHLETIC THERAPIST	\$75,848.58
LOUREIRO-RODRIGUEZ	VERONICA	ASSOCIATE PROFESSOR	\$100,283.13
LOVATT	ANDREW	PROJECT MANAGER LEVEL 2	\$83,110.16
LOVETRI	JOE	PROFESSOR	\$166,106.99
LU	LEI	PROFESSOR	\$175,984.43
LUDWIG	ARND ACHIM	INSTRUCTOR II	\$77,774.15
LUI	SHIU HONG	PROFESSOR	\$159,055.14

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Last Name	First Name	Position	Compensation Amount \$
LUND	ANDREW	SYSTEMS ADMINISTRATOR	\$76,004.20
LUND	JAMES	ELECTRICAL ENGINEERING DESIGNER	\$85,287.86
LUO	HAI	ASSOCIATE PROFESSOR	\$100,915.27
LUO	YUNHUA	PROFESSOR	\$142,154.02
LUONG	HORACE	SENIOR INSTRUCTOR	\$110,597.45
LUSSIER	JEAN-CLAUDE	INFORMATION SYSTEMS TECHNICIAN	\$75,862.18
LYNCH	KERRY	TECHNOLOGIST 3	\$84,480.36
LYSY	ESTEFANIA	DENTAL PRACTITIONER	\$80,002.42
MABON	BRIAN ANDRE	INFORMATION TECHNOLOGIST	\$75,999.45
MAC	LORI LYNN	SENIOR INSTRUCTOR	\$99,611.73
MACDONALD	KELLY SIGRID	PROFESSOR	\$262,114.99
MACDONALD	LAURA LEE	ASSOCIATE PROFESSOR	\$136,504.35
MACDONALD	MARCIE	STAFF RELATIONS OFFICER	\$81,305.30
MACDONALD	SEAN R	SESSIONAL INSTRUCTOR	\$115,326.00
MACDONALD	TERI	MANAGER, STAFF & ADMIN SVCS	\$89,969.97
MACKAY	DYLAN	RESEARCH ASSOCIATE	\$89,821.21
MACKAY	KIMBERLEY	INSTRUCTOR II	\$86,442.59
MACKENDRICK	KENNETH G.	ASSOCIATE PROFESSOR	\$117,853.50
MACKENZIE	COREY SCOTT	PROFESSOR	\$114,217.33
MACKEY	DENISE CATHERINE	SENIOR INSTRUCTOR	\$112,748.62
MACLEOD	DANIEL CHRISTOPHER	ASSISTANT PROFESSOR	\$96,926.02
MACLEOD-SCHROEDER	NATALIE JANE	INSTRUCTOR II	\$109,801.32
MACMILLAN	BRENDAN	SYSTEMS ADMINISTRATOR	\$87,882.97
MACNEIL	BRIAN JOSEPH	ASSOCIATE PROFESSOR	\$122,522.92
MACNEIL	GILLIAN	ASSISTANT PROFESSOR	\$101,865.07
MACPHERSON	DARCY LAWRENCE	PROFESSOR	\$159,224.31
MADDEN	CARRIE BETH	INSTRUCTOR II	\$81,393.73
MADZIAK	ROBERT STANLEY	DIRECTOR	\$147,329.26
MAGNUSSON	ERIK DAVID	RESEARCH GRANT FACILITATOR	\$90,206.25
MAHARAJ	KRISHNEEL	ASSISTANT PROFESSOR	\$111,942.43
MAHMUD	SALAHEDDIN	PROFESSOR	\$160,565.13
MAHONEY	KELLY	MANAGER	\$78,555.88
MAHRENHOLZ	SIMONE	ASSOCIATE PROFESSOR	\$112,851.36
MAI	PHUCQUOC HUYNH	INSTRUCTOR II	\$89,990.23
MAI	SABINE	PROFESSOR	\$166,472.99
MAIELLO	JAMES VINCENT	ASSOCIATE PROFESSOR	\$115,801.16
MAIER	JOANNE C.	ASSISTANT DEAN, MAX RADY COLLEGE OF MEDICINE	\$157,960.96
MAIN	KELLEY JOANNE	DEAN, FACULTY OF GRADUATE STUDIES / PROFESSOR	\$203,236.16
MAJOR	ARKADIJ	PROFESSOR	\$152,467.63
MAJOR	FLYORA	RESEARCH ANALYST	\$75,024.65
MALALGODA	MARIE MANEKA RAJINI	ASSISTANT PROFESSOR	\$90,423.40
MALIK	IJAZ	MANAGER, GENERAL ACCOUNTING	\$137,638.98
MALLORY-HILL	SHAUNA	ASSOCIATE PROFESSOR	\$115,255.23
MAMCHUR	DAVID	VENDOR / CONTRACT LEAD	\$82,332.42
MAMMEI	JULIETTE MAE	ASSOCIATE PROFESSOR	\$99,845.94
MANCHANDA	RAJESH V	PROFESSOR	\$153,904.34

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Last Name	First Name	Position	Compensation Amount \$
MANDAL	SAUMENDRANATH	PROFESSOR	\$148,996.24
MANDZUK	DAVID	DEAN, EXTENDED EDUCATION / PROFESSOR	\$204,827.42
MANI	PRIYA SUBRA	ASSOCIATE PROFESSOR	\$130,458.79
MANICKAVALLI	MULLAI	TECHNICAL SPECIALIST / DEVELOPER	\$95,541.87
MANN	DANIEL DELMAR	PROFESSOR	\$160,141.53
MANN	JANELLE MARGUERITE	ASSOCIATE PROFESSOR	\$132,773.54
MANSFIELD	SHANNON L	SENIOR RESEARCH ANALYST	\$91,139.15
MARCHINKO	SHELLEY LORRINE	INSTRUCTOR II	\$96,247.98
MARCINCO-JERRIS	AUDREY MARIA	PROJECT MANAGER LEVEL 2	\$177,041.81
MARCUS	JEFFREY MEIER	PROFESSOR	\$124,995.01
MARINI MARSON	JULIANA	ASSISTANT PROFESSOR	\$75,841.04
MARK	BRIAN	DEAN, FACULTY OF SCIENCE / PROFESSOR	\$191,758.20
MARKHAM	JOHN	PROFESSOR	\$146,675.08
MARKOWSKY	ASHLEY MARGARET	INSTRUCTOR II	\$90,796.63
MARKSTROM	KURT SVEN	PROFESSOR	\$115,000.00
MAROTTA	JONATHAN	PROFESSOR	\$129,515.64
MARRIE	RUTH ANN	PROFESSOR	\$115,764.03
MARSHALL	AARON JAMES	PROFESSOR	\$170,485.46
MARSHALL	MICHAEL	MANAGER, DIGITAL CONTENT	\$90,050.37
MARTENS	JAMES	POWER ENGINEER	\$80,531.44
MARTENS	RHONDA MARIE	ASSOCIATE PROFESSOR	\$123,640.69
MARTIN	DONNA ELIZABETH	PROFESSOR	\$146,173.83
MARTIN	JANICE LYNN	DIRECTOR, AUDIT SERVICES	\$146,617.02
MARTIN	LEE	MGR, APPLICATION DEVELOPMENT	\$101,693.54
MARTIN	ROBERT	ASSOCIATE PROFESSOR	\$111,499.91
MARTIN	SANDRA LEE	HR SUPPORT INFORMATION TECH	\$102,839.10
MARTIN	TOBY	ASSISTANT PROFESSOR	\$113,537.06
MARTINEZ	MARIA INES	ASSOCIATE PROFESSOR	\$118,374.81
MARTINEZ LAGUNAS	VANESSA	SENIOR INSTRUCTOR	\$75,429.78
MARTSYNYUK	YULIYA V	ASSOCIATE PROFESSOR	\$118,296.49
MARX-WOLF	HEIDI	PROFESSOR	\$131,154.39
MARY	LINDA	MD CARE COORDINATOR	\$94,614.85
MARZBAN	HASSAN	PROFESSOR	\$122,890.61
MARZBAN	LUCY	ASSOCIATE PROFESSOR	\$131,504.23
MASOOD	NUSRAAT FOWJIA	DIRECTOR, IEEQ & WISE	\$91,162.13
MASSEY	CHRISTA	CLINICAL PLACEMENT COORDINATOR	\$90,290.64
MASSEY	GREGORY THOMAS	MECHANICAL ENGINEERING DESIGNER	\$81,687.04
MATEO	ZENAIDA	SENIOR INSTRUCTOR	\$105,298.49
MATHEOS	KATHLEEN RUTH	ASSOCIATE PROFESSOR	\$127,643.63
MATHESON	CARL ALAN	PROFESSOR	\$150,393.91
MATHESON	HEATHER COLLEEN	INSTRUCTOR I	\$85,199.18
MAWDSLEY	HELEN BARBARA	DIRECTOR, RESEARCH	\$88,034.99
MAXWELL	MONA MARIE ALICE BEAULAC	SENIOR INSTRUCTIONAL DESIGNER	\$76,851.54
MAZAK	TREVOR DUANE	SYSTEMS ANALYST / COMPUTER PROGR	\$88,354.42
MCARTHUR	BRENDA	MANAGER, IST HELP CTR	\$122,518.69
MCARTHUR	NEIL	PROFESSOR	\$119,285.15

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Last Name	First Name	Position	Compensation Amount \$
MCCAFFERTY	DANIEL SHANE	ASSISTANT PROFESSOR	\$85,051.24
MCCANCE	DAWNE CHRISTINE	PROFESSOR	\$150,481.91
MCCANN	JAMES CHRISTIAN	SYSTEM SPECIALIST	\$103,317.60
MCCARTHY	PATRICK	DIRECTOR, INFO SEC & COMPL	\$146,617.00
MCCARTNEY	CURT ALLAN	ASSOCIATE PROFESSOR	\$104,517.56
MCCLARTY	GRANT ALAN	PROFESSOR	\$169,894.79
MCCLEMENT	SUSAN ELAINE	PROFESSOR	\$166,900.91
MCDERMOTT	MAIRE	CHANGE MANAGEMENT CONSULTANT	\$90,596.25
MCDONALD	MATTHEW J.	TECHNICIAN	\$82,849.14
MCGAVOCK	JONATHAN MICHAEL	PROFESSOR	\$135,409.01
MCGEOUGH	EMMA	ASSOCIATE PROFESSOR	\$106,267.35
MCINTYRE	IAN WILLIAM	ASSISTANT PROFESSOR	\$81,145.42
MCINTYRE	MICHAEL N.	MANAGER SYSTEMS & SERVICES	\$128,524.45
MCKENNA	SEAN ANDREW	PROFESSOR	\$132,180.42
MCKENZIE	MARCIA MAIA	INSTRUCTOR II	\$94,571.96
MCKINLEY	LANCE RAYMOND	DIRECTOR TREASURY SERVICES	\$162,482.54
MCKINNON	EMILY ANNE	INSTRUCTOR II	\$78,836.61
MCKINNON	LYLE ROBERT	ASSOCIATE PROFESSOR	\$108,436.74
MCLACHLAN	STEPHANE MARC	PROFESSOR	\$148,116.48
MCLAREN	JAMES ARCHIBALD	MENTOR	\$79,953.09
MCLEAN	BRIAN	SYSTEMS ADMINISTRATOR LMS	\$75,639.29
MCLEESE	JENNIFER MARY	SENIOR INSTRUCTOR	\$112,436.05
MCLEOD	ROBERT DONALD	PROFESSOR	\$167,585.82
MCMANUS	KIRK JAMES	PROFESSOR	\$118,784.55
MCMECHAN	GRANT	AUDIOVISUAL DESIGN SPECIALIST	\$83,568.92
MCMILLAN	DIANA ELIZABETH	ASSOCIATE PROFESSOR	\$134,575.29
MCMUNN	WADE	WEB DEVELOPER	\$85,472.32
MCMURRAY	R MICHAEL	SENIOR INSTRUCTOR	\$105,785.05
MCNEILL	DEAN KEVIN	ASSOCIATE PROFESSOR	\$135,432.36
MCPHAIL	DEBORAH IRENE	ASSOCIATE PROFESSOR	\$98,638.76
MCQUARRIE	SHAUNA	PHYSICIAN	\$124,456.84
MCQUARRIE SMITH	KERRY	DIRECTOR	\$127,758.66
MCRAE	HEATHER MARIE	DIRECTOR FOR INDIGENOUS ENGAG	\$89,287.96
MCRAE	RODNEY	SR SYSTEMS ANALYST	\$105,020.05
MEAGHER	MARK	EDUCATION DEVELOPER	\$76,991.01
MEDORO	DANA	PROFESSOR	\$132,755.75
MEELKER	KAREN IRENE	EXEC. DIRECTOR, RISK & COMP.	\$158,509.94
MEHRAN	BABAK	ASSOCIATE PROFESSOR	\$112,429.37
MEJICANOS	ROSARIO	HUMAN RESOURCES OFFICER	\$75,042.87
MELEKH	ROMAN	SYSTEMS ANALYST	\$81,437.57
MENDELSON	ASHER	ASSISTANT PROFESSOR	\$80,844.73
MENDEZ	LISA	SENIOR INSTRUCTOR	\$113,782.71
MENDOZA	JEFFREY WAYNE	HELP & SOLUTION USER SUPPORT	\$75,418.28
MENEC	VERENA H	PROFESSOR	\$155,425.15
MENZIES	MEGHAN	HUMAN RIGHTS & CONFL MGMT OFFICER	\$94,995.82
MERIE	IRENE	DIRECTOR	\$129,197.20

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Last Name	First Name	Position	Compensation Amount \$
MERKE	TANYA	RESEARCH FACILITATOR / BDO	\$76,265.29
MERZ	DAVID	ASSISTANT PROFESSOR	\$103,869.43
MESSING	PAUL GORDON	INSTRUCTOR II	\$88,197.12
MEZGHANI	AMINE	ASSISTANT PROFESSOR	\$96,556.34
MIDDAGH	KIMBERLY	MANAGER, GROUP INSURANCE	\$90,243.01
MIGIE	WILLIAM	ASSOC SOFTWARE SOLN ARCHITECT	\$106,985.60
MIGNONE	JAVIER JOSE	PROFESSOR	\$137,939.99
MILGROM	RICHARD	ASSOCIATE PROFESSOR	\$136,489.33
MILKS	CHRISTOPHER DYLAN	INTERMEDIATE SYSTEMS ANALYST	\$83,486.49
MILLAR	THOMAS ANDERSON	INFORMATION TECHNOLOGIST	\$84,644.29
MILLER	AVERY	ASSISTANT PROFESSOR	\$105,615.20
MILLER	CARY	ASSOC V.P. (INDIGENOUS) CSR / ASSOC. PROFESSOR	\$141,386.00
MILLER	DONALD	PROFESSOR	\$148,232.50
MILLIKEN	EVELINE JEAN	ASSOCIATE PROFESSOR	\$127,839.46
MILLIKIN	COLLEEN PATRICIA	ASSISTANT PROFESSOR	\$119,724.94
MILLWARD	ELIZABETH	PROFESSOR	\$134,008.80
MINAKER	BLAKE	IMPROVEMENT SPECIALIST	\$84,199.16
MINUK	GERALD YOSEL	SENIOR SCHOLAR	\$116,802.95
MINUK	NEIL SIMON	ASSISTANT PROFESSOR	\$84,768.41
MIRWALDT	TOM	ASSISTANT DIRECTOR	\$142,414.20
MISHRA	SURESH	PROFESSOR	\$131,917.86
MITCHELL	JOANNE	HR & ADMIN MANAGER	\$78,507.31
MITTOO	RAKESH CHANDRA	SESSIONAL INSTRUCTOR	\$80,539.14
MIZUNO	TOORU	PROFESSOR	\$131,472.39
MIZUNO	YUKIMI	SESSIONAL INSTRUCTOR	\$75,293.32
MIZZI	ROBERT CHARLES	ASSOCIATE PROFESSOR	\$109,570.11
MLINAR	DIANA	INSTRUCTOR II	\$128,416.39
MODIRROUSTA	MANDANA	ASSOCIATE PROFESSOR	\$80,640.24
MOFFAT	CARLY	ASSOC DIRECTOR, RESIDENCE LIFE	\$80,495.01
MOGHADASIAN	MOHAMMED HASSAN	PROFESSOR	\$176,748.81
MOHAMMED	NOMAN	ASSOCIATE PROFESSOR	\$112,145.48
MOHR	TRACY LEE LANDRY	DIRECTOR, RESEARCH SERVICES	\$126,707.84
MOJABI	PUYAN	ASSOCIATE PROFESSOR	\$130,210.41
MONDOR	TODD ALEXANDRE	DEPUTY PROVOST (ACADEMIC P&P) / PROFESSOR	\$234,240.75
MONTEBRUNO	JENNIFER	FACILITATOR & PROGRAMS COORDINATOR	\$75,939.55
MONTGOMERY	JANINE MARIE	ASSOCIATE PROFESSOR	\$110,295.89
MOOKHERJEE	NEELOFFER	PROFESSOR	\$125,029.69
MOOR	LESLIE THOMAS	ASSOCIATE LIBRARIAN	\$132,148.82
MOORE	LINDSAY	PROJECT COORDINATOR	\$79,517.67
MOORE	SHANNON	ASSISTANT PROFESSOR	\$81,993.62
MOORE	WILLIAM JOHN	SENIOR TECHNICAL SPECIALIST	\$97,812.69
MOREIRA BRUNO	JACKSON	PROGRAM / PMO LEAD	\$96,901.52
MORIN	FRANCINE	PROFESSOR	\$162,111.43
MORIN	LYLE	MANAGER, GENERAL SERVICES	\$104,235.92
MOROZ	DAVID	PROFESSOR	\$133,774.27
MORRILL	CAMERON KEITH JOSEPH	ASSOCIATE PROFESSOR	\$134,583.24

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Last Name	First Name	Position	Compensation Amount \$
MORRILL	JANET BEVERLEY	ASSOCIATE PROFESSOR	\$135,718.79
MORRIS	ANDREW JON	INSTRUCTOR II	\$88,510.63
MORRIS	HEATHER	DIRECTOR	\$88,484.06
MORRIS	OPHELIA	SPECIAL PROJECTS COORDINATOR	\$83,253.72
MORRISON	CANDY	DIRECTOR OVPI	\$102,355.31
MORRISON	JASON BOYD	ASSOCIATE PROFESSOR	\$114,625.31
MOSES	STEPHEN	PROFESSOR	\$108,617.64
MOTA	ALBERT	MANAGING DIRECTOR	\$128,073.57
MOTA	NATALIE P F	ASSOCIATE PROFESSOR	\$125,218.81
MUELLER	REBECCA LYNN	INSTRUCTOR II	\$93,515.92
MUIR	DAVID	DIR. COMPENSATION & BENEFITS	\$116,225.61
MUIR	LEANNE MARIE	INSTRUCTOR II	\$82,007.72
MULLER	ADAM PATRICK DOOLEY	PROFESSOR	\$128,324.79
MULLER	GENE	ATHLETICS & RECREATION	\$134,455.09
MULVALE	JAMES PATRICK	PROFESSOR	\$122,916.17
MUNDY	CHRISTOPHER JOHN	ASSOCIATE PROFESSOR	\$91,636.86
MUNOZ-COSTA	SANDRA	ORTHO TECH & LAB INSTRUCTOR	\$81,186.06
MUROOKA	THOMAS TSUTOMU	ASSISTANT PROFESSOR	\$96,232.42
MURPHY	COLLEEN MARGARET ANNE	ASSISTANT PROFESSOR	\$85,923.57
MURPHY	LEIGH CAMPBELL	PROFESSOR	\$152,473.71
MURRAY	ADAM RUSSELL	ASSISTANT PROFESSOR	\$80,300.99
MUTALIK	SUNIL	INSTRUCTOR	\$87,088.38
MUTALIK	VIMI SUNIL	ASSISTANT PROFESSOR	\$130,633.71
MUTCH	WILLIAM ALAN COLLIER	PROFESSOR	\$94,274.84
MUTHUKUMARANA	PALAVINNAGE SAMAN	ASSOCIATE PROFESSOR	\$121,200.59
MYAL	YVONNE	PROFESSOR	\$162,994.48
MYRIE	SEMONE BERNADET	ASSOCIATE PROFESSOR	\$115,611.40
MYSKA	DAVID J	SERV COORD - ELECTRICAL SHOP	\$82,558.54
NACHTIGAL	MARK WILLIAM	ASSOCIATE PROFESSOR	\$144,379.19
NADEAU	JAY COLEMAN	IT PROJECT COORDINATOR	\$91,006.22
NADEAU	PATRICIA MARGARET	ASSISTANT PROFESSOR	\$85,862.13
NAGEL	DANIEL	ASSISTANT PROFESSOR	\$100,495.31
NAGY	JAMES IMRE	PROFESSOR	\$156,479.76
NAIMARK	ARNOLD	PROFESSOR	\$112,326.40
NALLIM	JORGE ALFREDO	PROFESSOR	\$119,335.29
NANAYAKKARA	PUSHPINI M	BUSINESS MANAGER	\$75,890.37
NANTON	DOUGLAS	DIRECTOR BUSINESS DEVELOPMENT	\$128,524.45
NARVAEZ BRAVO	CLAUDIA	ASSOCIATE PROFESSOR	\$111,778.08
NAU	ROBERT STEPHEN	INSTRUCTOR II	\$86,661.72
NAY	ROBERT	UM TODAY NEWS COORDINATOR	\$85,555.04
NEILSON	CHRISTINE JOANN	ASSOCIATE LIBRARIAN	\$91,349.10
NESS	DAVID VICTOR	ASSOCIATE PROFESSOR	\$139,608.63
NEUFELD	CAMERON JOHN-HENRY	DIRECTOR	\$105,065.78
NEUFELD	CHRIS	ELECTRONIC CONTROLS TECHNICIAN	\$78,323.00
NEUFELD	DARREN CHRISTOPHER	ASSISTANT PROFESSOR	\$104,348.29
NEUFELD	MARK E	ASSOCIATE PROFESSOR	\$96,267.31

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Last Name	First Name	Position	Compensation Amount \$
NEVILLE	LUKE	ASSISTANT PROFESSOR	\$161,922.19
NG	MOUNT-FIRST Y.F.	INFORMATION TECHNOLOGIST 4	\$87,299.72
NG	SHEILA ROSE	INSTRUCTOR II	\$97,975.97
NGUYEN	HAI CAO	OPERATIONS MANAGER	\$82,262.02
NGUYEN	QUANG	ASSISTANT ENGINEER -3RD	\$85,671.26
NICHOLS	ELLERT REGINALD	INSTRUCTOR II	\$96,966.66
NICKEL	ELMA GRACE	ASSOCIATE PROFESSOR	\$99,290.23
NICKEL	NATHAN CHRISTOPHER	ASSOCIATE PROFESSOR	\$94,257.30
NICKERSON	PETER WILLIAM	PROFESSOR	\$382,883.72
NICOLSON	RYAN	IT SENIOR SUPPORT SPECIALIST	\$76,186.28
NIKNAM	MEHDI	INSTRUCTIONAL TECHNOLOGY SPEC	\$102,982.11
NIXON	KENDRA LOUISE	ASSOCIATE PROFESSOR	\$121,138.79
NOEL-ROMAS	LAURA MELANIE	BIOFORMATICS ANALYST	\$78,716.73
NORTHAGE	JASON BENJAMIN	FACULTY INFO TECHNOLOGIST	\$85,567.46
NOVAK	MYRRHANDA	EXECUTIVE DIR, PUBLIC AFFAIRS	\$112,415.26
NOWAKOWSKI	ANTHONY T.	ASSISTANT PROFESSOR	\$119,182.47
NYACHOTI	CHARLES MARTIN	PROFESSOR	\$163,198.41
O	KARMIN	PROFESSOR	\$165,428.26
OAKES	JILLIAN ELIZABETH	PROFESSOR	\$150,393.91
OBERDORFER	LORI RAE	INSTRUCTOR II	\$122,113.20
OBRIEN	SEAN TYLER	INSTRUCTOR I	\$94,294.02
OBRIEN-MORAN	MICHAEL JAMES MUIRE	SENIOR INSTRUCTOR	\$98,787.17
ODEA	CHRISTOPHER	SENIOR SCHOLAR	\$81,466.67
OGILVIE	TAMRA ERIN	ASSOCIATE PROFESSOR	\$125,210.13
OGUZOGLU	MEHMET UMUT	ASSOCIATE PROFESSOR	\$115,429.03
OHARA	LISA HANSON	VICE-PROVOST (LIBRARIES) / UNIV. LIBRARIAN	\$210,399.18
OJO	OLANREWAJU AKANBI	PROFESSOR	\$149,368.04
OKHMATOVSKI	VLADIMIR IVANOV	PROFESSOR	\$131,672.94
OKOLI	GEORGE NDUBUISI	RESEARCH ASSOCIATE	\$86,809.32
OLESON	BRIAN THOMAS	PROFESSOR	\$126,321.19
OLIVER	DEREK ROBERT	PROFESSOR	\$157,395.80
OLIVER	KRISTJANA	COLLEGE ADMIN / HR OFFICER	\$81,067.77
OLIVER	ROBIN LOYD	INSTRUCTOR I	\$94,258.19
OLSEN	GREGG MATTHEW	PROFESSOR	\$152,204.15
OLSON	STEPHANIE	INSTRUCTOR II	\$97,405.00
OMINSKI	KIMBERLY HEATHER	PROFESSOR	\$160,487.61
ONEIL	JOSEPH DOMINIC JOHN	SENIOR SCHOLAR	\$140,774.78
ONEIL	LIAM JO-LEE	ASSISTANT PROFESSOR	\$110,633.20
OPPENHEIMER	LUIS	PROFESSOR	\$75,182.83
ORELLANA	SARA	PROJECT MANAGER LEVEL 1	\$78,380.67
ORESNIK	IVAN J	PROFESSOR	\$150,580.64
ORMISTON	SCOTT JAMES	PROFESSOR	\$166,244.82
ORR	PAMELA HUTCHINS	PROFESSOR	\$78,255.38
OSACHUK	TIMOTHY ALLAN GORDON	ASSOCIATE PROFESSOR	\$135,436.03
OSBORNE	ANDREW THOMAS	SENIOR INSTRUCTOR	\$106,790.94
OSCHIPOK	LOREN	TECHNOLOGY TRANSFER SPECIALIST	\$94,256.27

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Last Name	First Name	Position	Compensation Amount \$
OSHANYK	MICHELLE	MANAGING DIRECTOR	\$93,409.56
OULD MOULAYE	CHEIKH BAYE	SENIOR INSTRUCTOR	\$97,999.98
OWENS	JUDITH MARIE CAMPBELL	PROFESSOR	\$121,001.25
OXFORD	WILLIAM ROBERT	ASSOCIATE PROFESSOR	\$81,196.65
PAAVOLA	TYLER	APPLICATION DEVELOPER	\$81,885.43
PABLA	GURPREET	COMP PROGRAMMER / DATA ANALYST	\$79,185.00
PACHAL	BRENDAN JACOB	LAB TECHNOLOGIST	\$77,194.85
PAGTAKHAN	CHRISTOPHER	DIGITAL PRODUCT OWNER	\$91,900.98
PAI	JEFFREY	PROFESSOR	\$165,711.46
PAIGE	ALLISON COURTNEY	ASSISTANT PROFESSOR	\$102,367.39
PALIWAL	JITENDRA	PROFESSOR	\$161,651.55
PALLICKAPARAMBIL MATHEW	SABU	BUDGET OFFICER	\$90,556.48
PANNU	BILJIT	INFORMATION TECHNOLOGIST	\$75,999.45
PANONTIN	ROBERT	HR CONSULTANT	\$124,702.35
PAPAKYRIAKOU	TIMOTHY N	PROFESSOR	\$147,789.60
PARENT	DAVID	ASSISTANT PROFESSOR	\$76,336.08
PARK	HEE MOK	ASSISTANT PROFESSOR	\$145,427.72
PARKER	ROBERT JOHN	LAN COORDINATOR	\$87,988.34
PARSONS	JOANNE LESLEY	ASSOCIATE PROFESSOR	\$96,765.08
PASCOE	CHRISTOPHER DANIEL	ASSISTANT PROFESSOR	\$80,431.86
PASIEKA	GORDON M	ASSOCIATE COMPTROLLER	\$183,031.88
PASKARUK	LARRY S	DIRECTOR, PROPERTY MGMT & DEV	\$91,139.15
PASSMORE	STEVEN ROBERT	ASSOCIATE PROFESSOR	\$87,321.32
PASYEKA	OLEXANDR	ASSISTANT PROFESSOR	\$145,664.03
PATEL	RONAK	ASSISTANT PROFESSOR	\$116,488.68
PATERSON	CORY	ASSISTANT ENGINEER	\$81,438.87
PATIO	ARELLANO REYES	SR STUDENT SYSTEMS ANALYST	\$98,523.54
PATZER	JEREMY LEONARD	ASSISTANT PROFESSOR	\$89,894.48
PAULS	MERRIL ANDREW	LONGITUDINAL LDR PROFESSIONLSM	\$90,318.30
PAULS	SAMANTHA DAWN	ASSISTANT PROFESSOR	\$79,328.28
PAULUSMA	ALLISON DAWN	ADMINISTRATIVE ASSISTANT	\$80,056.51
PAWLAK	MIROSLAW	PROFESSOR	\$166,808.36
PEAR	JOSEPH JAMES	PROFESSOR	\$76,687.66
PEARSE	JILLIAN	STAFF RELATIONS OFFICER	\$108,464.82
PEARSON	MICHELLE LEE	INSTRUCTOR II	\$79,157.43
PEELER	JASON	ASSOCIATE PROFESSOR	\$134,040.41
PEELER	ROBERT BRYAN	INSTRUCTOR II	\$78,418.67
PEELER	WILLIAM NEIL	DATA MANAGER	\$88,171.99
PELKA	PETER	ASSOCIATE PROFESSOR	\$115,597.75
PELLETIER	RICHARD	BUSINESS MANAGER	\$124,274.26
PELLY	LORINE PATRICIA	RESEARCH ASSOCIATE	\$99,078.22
PENG	QINGJIN	PROFESSOR	\$154,742.52
PENNER	CHARLES	ASSOCIATE DEAN, MAX RADY COLLEGE OF MEDICINE	\$131,142.25
PENNER	IRWIN	TECHNICIAN / MACHINIST	\$79,890.68
PENNER	JAMIE LAFAYE	ASSISTANT PROFESSOR	\$93,249.48
PENNER	KATHERINE JANE	ASSOCIATE LIBRARIAN	\$81,984.29

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Last Name	First Name	Position	Compensation Amount \$
PENTLAND	DAVID H	PROFESSOR	\$124,498.62
PERKINS	PAMELA A	PROFESSOR	\$142,293.16
PERREAULT	HELENE	PROFESSOR	\$123,320.68
PERRIER	GORDON	DIRECTOR, SECURITY SERVICES	\$93,906.97
PERRIN	MICHAEL	IT SECURITY ANALYST	\$92,843.57
PERRY	ADELE	PROFESSOR	\$123,103.70
PERRY	JOHN BLAKE	ASSOCIATE PROFESSOR	\$204,771.41
PERRY	RAYMOND PAUL	PROFESSOR	\$114,713.95
PESCHKEN	CHRISTINE ANNEMARIE	PROFESSOR	\$102,250.22
PESUN	IGOR JOHN	ASSOCIATE PROFESSOR	\$211,310.01
PETER	TRACEY	PROFESSOR	\$183,911.49
PETERS	JAMES CHRISTOPHER	MANAGER OF ACCOUNTING	\$91,139.15
PETERS	JOCELYN BERYL	ASSISTANT PROFESSOR	\$85,448.81
PETERS	LISA NICOLE	JR BISON SPORTS COORDINATOR	\$77,169.23
PETERS	PAUL	COMPUTER SPECIALIST	\$75,999.45
PETERS	RENITA	SYST ADMIN FUNCTIONAL ANALYST	\$75,063.08
PETERS III	JAMES FRANCIS	PROFESSOR	\$75,374.78
PETKAU	DONALD STANLEY	SENIOR INSTRUCTOR	\$120,973.45
PEYTON	JONATHAN	ASSOCIATE PROFESSOR	\$110,768.83
PFEFFER	JULIANA CATHERINE	ASSISTANT PROFESSOR	\$125,493.26
PFLUGMACHER LIMA	STEPHAN	DEAN, C.H.RIDDELL FAC.ENV/EARTH/RESR / PROFESSOR	\$228,520.03
PHAM	CHAU	DIRECTOR, ULTRASOUND / PROFESSIONAL SUSTAINABILITY & WEL	\$105,777.38
PHAM	CHRISTIANE	PROJECT MANAGER, LEVEL 1	\$75,022.79
PHAM	THI THU BA	RESEARCH ASSOCIATE	\$77,646.60
PHILIPPE	EMANUELLE NATHALIE	SYSTEMS INFO MGMT SPECIALIST	\$81,687.24
PHYFE	LYNETTE DEE ANN	INSTRUCTOR II	\$92,058.06
PIERCE	DARLENE CLAIRE	INSTRUCTOR II	\$98,175.94
PIERCE	GRANT N	PROFESSOR	\$168,331.96
PIERRE	STANFORD NATHANIEL	INSTRUCTOR I	\$89,237.97
PIJL	EMME M.	ASSISTANT PROFESSOR	\$103,517.29
PILLOUD	GREGORY LIONEL	SPRINKLER SYST INSTALLER / PLUMBER	\$75,967.47
PINSK	MAURY NELSON	PROFESSOR	\$98,260.73
PIOTROWSKI	ANDREA SUZANNE	ASSISTANT PROFESSOR	\$189,875.08
PIOTROWSKI	CAROLINE CATHERINE	ASSOCIATE PROFESSOR	\$139,622.65
PIQUEMAL	NATHALIE	PROFESSOR	\$143,647.15
PIRNAT	DENI	INSTRUCTOR II	\$97,166.90
PISCHKE	GARTH HENRY	SENIOR INSTRUCTOR	\$96,377.94
PISTORIUS	STEPHEN	PROFESSOR	\$163,334.39
PIYARATNE	NISHAN	IT SUPPORT SPECIALIST	\$76,245.40
PLAIZIER	JAN C B	PROFESSOR	\$154,881.30
PLETT	CATHERINE G	PENSION ADMINISTRATOR	\$85,730.38
PLOURDE	PIERRE JOSEPH JACQUES P.	PROFESSOR	\$347,097.99
PLUMTON	COLLEEN GAYLE	SENIOR INSTRUCTOR	\$98,628.75
PODNAR	DAVID JOHN	ASSISTANT PROFESSOR	\$89,188.63
PODOLSKY	TIMOTHY	INSTRUCTOR II	\$91,767.11
POKHANOVSKI	OLEG	PROFESSOR	\$137,349.68

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Last Name	First Name	Position	Compensation Amount \$
POLAN	MICHAEL FRANCIS	LECTURER	\$77,971.25
POLIMENI	CHRISTINE JOANNA	ASSOCIATE DEAN, CCA	\$144,767.81
POLIUIN	VANESSA	ASSOCIATE PROFESSOR	\$126,779.09
POLONYI	ANNA	INTNL AGREEMENTS OFFICER	\$79,529.69
POMPANA	YVONNE EDITH	SENIOR SCHOLAR	\$89,153.12
POMRENKE	MARLENE MARGARET	INSTRUCTOR II	\$95,467.94
PONNAMPALAM	ARJUNA	ASSISTANT PROFESSOR	\$296,777.81
POPIEL	ANDRZEJ	IT SECURITY ANALYST	\$79,781.93
POPOWICH	ALICE EMMA	LIBRARIAN	\$105,112.46
PORHOWNIK	NANCY ROSE	ASSISTANT PROFESSOR	\$114,790.66
PORTER	MICHELLE MARIE	PROFESSOR	\$170,109.82
PORTET	STEPHANIE	PROFESSOR	\$121,621.27
POSTL	BRIAN DAVID	DEAN / PROFESSOR / VICE-PROVOST (HEALTH SCIENCES)	\$523,688.38
POTTER	JENNIFER LYNN	ASSISTANT PROFESSOR	\$78,817.54
PREHNA	GERD	ASSISTANT PROFESSOR	\$103,217.73
PRENTICE	BARRY EVERETT	PROFESSOR	\$82,870.17
PRENTICE	SUSAN	PROFESSOR	\$180,289.29
PRIOR	HEATHER JANE	SR SYSTEM ANALYST INFO TECH 6	\$103,773.39
PROTUDJER	JENNIFER LISA PENNER	ASSISTANT PROFESSOR	\$99,248.42
PROTUDJER	VLADAN	INSTRUCTOR II	\$87,681.52
PRUDEN	PAT B.	INSTRUCTOR I	\$82,012.96
PRYMAK	ANDRIY VIKTOROVYCH	PROFESSOR	\$111,203.77
PU	WENXI	ASSISTANT PROFESSOR	\$153,716.47
PYLYPJUK	CHRISTY L	ASSISTANT PROFESSOR	\$113,857.56
PYMAR	HELEN CHRISTINA	ASSOCIATE PROFESSOR	\$87,438.36
QI	DAKE	ASSISTANT PROFESSOR	\$115,182.03
QING	GEFEI	ASSOCIATE PROFESSOR	\$427,688.94
QUESNEL	MATTHEW STEVEN	SRI-SOTL DEVELOPER	\$78,308.54
QUIRING	MONTANA	SYSTEMS ADMINISTRATOR	\$77,543.41
RABBANI	RASHEDA	BIOSTATISTICAL CONSULTANT	\$95,541.88
RACANO	GIUSEPPE	AUDIT MANAGER	\$127,758.66
RACANO	HEATHER LYNN	HR CONSULTANT	\$84,928.42
RACHUL	CHRISTEN MICHELLE	DIRECTOR, RESEARCH OEFD	\$84,335.99
RAGNELLI	FABIO	ASSISTANT PROFESSOR	\$76,083.03
RAGOONADEN	KAREN	DEAN, FACULTY OF EDUCATION / PROFESSOR	\$115,370.10
RAHMAN	MASHIUR	SENIOR INSTRUCTOR	\$96,241.15
RAJAPAKSE	ATHULA DAYANART	PROFESSOR	\$137,851.33
RAKOVITSKY	TATIANA	LAN CONTAINER ADMINISTRATOR	\$83,631.50
RAMAN-WILMS	LALITHA	DEAN / PROFESSOR, COLLEGE OF PHARMACY	\$231,236.78
RAMEY-BALCI	PATRICIA	ASSISTANT PROFESSOR	\$89,561.48
RANDALL	SELENA J	ASSOC DIRECTOR, PLAN & DEVEL	\$90,935.73
RAOUF	AFSHIN KATEB	ASSOCIATE PROFESSOR	\$124,653.68
RASTEGAR	MOJGAN	PROFESSOR	\$123,663.15
RATHGEBER	CHRISTOPHER	SENIOR INSTRUCTOR	\$95,390.47
RAUSCH	JENNIFER DIANE	TEAM LEAD - PROGRAMS	\$80,927.73
RAVINSKY	ESTHER	PROFESSOR	\$212,095.22

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Last Name	First Name	Position	Compensation Amount \$
RAYNARD	MELISSA	ASSOCIATE LIBRARIAN	\$107,456.94
REEVE	TRENNA MARIE	ASSISTANT PROFESSOR	\$168,536.02
REGEHR	JONATHAN DAVID	ASSOCIATE PROFESSOR	\$120,934.52
REITANO	CATERINA	SENIOR INSTRUCTOR	\$104,958.54
REMPEL	JONATHAN PETER	SENIOR INSTRUCTOR	\$103,831.82
REMPEL-ROSSUM	SHELLY CHRISTA	R.E.B. COORDINATOR	\$81,504.46
RENAUD	ROBERT DONALD	ASSOCIATE PROFESSOR	\$149,364.74
RENAULT	SYLVIE	PROFESSOR	\$133,723.88
RENNER	EBERHARD LUDWIG	PROFESSOR	\$116,352.87
REQUEIMA	BERT	ASST MANAGER, PLUMBING SHOP	\$88,181.83
RESLEROVA	MARTINA	ASSISTANT PROFESSOR	\$77,383.68
RESTALL	GAYLE	SENIOR SCHOLAR	\$130,786.67
RETNAKARAN	NARMADA	DATA COORD. CENTRE MANAGER.	\$110,749.72
REY	DOMINIQUE S	ASSOCIATE PROFESSOR	\$96,346.81
REYNOLDS	KRISTIN AUDREY ALISON	ASSISTANT PROFESSOR	\$91,650.63
RICE	BRIAN DONALD	PROFESSOR	\$128,060.96
RICHARDSON	CHERYL	AURORA STUDENT FUNCTNL ANALYST	\$90,000.74
RIDDELL	JULIA	ASSISTANT PROFESSOR	\$95,493.87
RIEDIGER	NATALIE	ASSISTANT PROFESSOR	\$94,310.50
RIGBY	SARAH NUGENT	ASSISTANT PROFESSOR	\$93,765.41
RIGHOLT	CHRISTIAAN HENDRIK	COMPUTER PROGRAMMER / DATA ANALYST	\$94,411.33
RIPAT	JACQUELINE	ASSOCIATE PROFESSOR	\$155,362.37
RIPSTEIN	IRA	ASSOCIATE DEAN (U.G.M.E.)	\$154,031.61
RISTOCK	JANICE LYNN	PROFESSOR	\$318,693.88
RITCHIE	LESLEY	ASSISTANT PROFESSOR	\$119,724.94
RIVERS	DAMIEN MICHAEL REGHELINI	INSTRUCTOR II	\$80,464.67
ROBBINS	CATHERINE ELIZABETH	ASSISTANT PROFESSOR	\$88,611.74
ROBERTS	DANIEL EDWARD	PROFESSOR	\$163,214.78
ROBY	JONATHAN	TECHNICAL SPECIALIST / DEVELOPER	\$95,541.87
ROCHON	KATERYN	ASSOCIATE PROFESSOR	\$98,611.37
ROCHON	SHALENE	BUSINESS MANAGER	\$87,022.61
RODAS GONZALEZ	ARGENIS RAFAEL	ASSOCIATE PROFESSOR	\$103,613.32
RODRIGUEZ	NATALIE	PROGRAM DIRECTOR	\$98,504.30
ROGALSKY	MICHELE THERESA	DIRECTOR	\$95,634.35
ROGER	KERSTIN STIEBER	PROFESSOR	\$121,307.56
ROGIEWICZ	ANNA	ASSISTANT PROFESSOR	\$93,047.24
ROLLER	RANDY	EXECUTIVE DIRECTOR	\$146,380.54
ROMANESCU	RAZVAN GEORGE	RESEARCH ASSOCIATE	\$77,860.63
RONCADIN	ANDREW	IT SENIOR SUPPORT SPECIALIST	\$80,968.05
RONCIN	GAYLE MARGARET	GRAD APPLIC FUNCTIONAL ANALYST	\$76,889.98
ROOS	LESLIE ELIZABETH	ASSISTANT PROFESSOR	\$88,168.20
ROSEN	NICOLE	PROFESSOR	\$99,267.04
ROSENOFF GAUVIN	LARA	ASSISTANT PROFESSOR	\$78,466.26
ROSHKO	ROY MICHAEL	PROFESSOR	\$167,269.37
ROSHKO	TIJEN	ASSOCIATE PROFESSOR	\$127,260.68
ROSS	RACHELLE LYNNE	RECORDS MANAGER	\$83,152.88

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Last Name	First Name	Position	Compensation Amount \$
ROTH	JAMES DAVID	PROFESSOR	\$118,352.42
ROTHNEY	JANET EILEEN	ASSOCIATE LIBRARIAN	\$83,949.21
ROUNCE	ANDREA DAWN	ASSOCIATE PROFESSOR	\$108,192.51
ROWINSKI	KRYSTYN MARY	MANAGER, ADMINISTRATIVE SERV.	\$90,243.01
ROY	LAURENT PHILIPPE	INSTRUCTOR II	\$83,355.80
RUEDA PLATA	CARLOS IVAN	ASSOCIATE PROFESSOR	\$134,017.73
RUEDA VALLEJO	ZULMA VANESSA	ASSOCIATE PROFESSOR	\$106,068.68
RUSSELL	KELLY FERN	ASSOCIATE PROFESSOR	\$118,948.10
RUSSELL	RONALD KEVIN	ASSOCIATE PROFESSOR	\$121,143.61
RYPLANSKI	VANESSA	ASST. MGR, STUDENT & GEN. ACCT	\$90,596.25
SABERIAN RANJBAR	SOODEH	ASSISTANT PROFESSOR	\$90,750.51
SABOURIN	BRIGITTE COLETTE	ASSISTANT PROFESSOR	\$108,579.99
SABOURIN	MARIA ANGELA	LEGAL COUNSEL	\$138,758.52
SAFI-HARB	SAMAR	PROFESSOR	\$164,519.89
SALAMATIN	BISMARCK	INSTRUCTOR II	\$95,811.47
SALEEM	AYESHA	ASSISTANT PROFESSOR	\$89,395.56
SALIMI	ELHAM	ASSISTANT PROFESSOR	\$84,663.45
SAMPSON	CHRISTOPHER MICHAEL	ASSOCIATE PROFESSOR	\$96,518.97
SANCHEZ-RAMIREZ	DIANA CAROLINA	ASSISTANT PROFESSOR	\$96,852.22
SANDISON	TIM CAREY DOUGLAS	END USER SUPPORT ANALYST	\$76,269.84
SANDRED	ORJAN	PROFESSOR	\$124,862.65
SANKARAN	SIDDARTH	ASSISTANT PROFESSOR	\$92,192.42
SANKARANARAYANAN	KANCHANA	BUSINESS MANAGER	\$95,455.60
SANTER	DEANNA MICHELLE	ASSISTANT PROFESSOR	\$93,427.50
SANTOS	CYNTHIA BATANGAN	ASSISTANT PROFESSOR	\$425,329.99
SAREEN	JITENDER	PROFESSOR	\$193,492.59
SARGENT	MICHAEL	TECHNICIAN 6	\$81,871.68
SAVAGE	GAYLE	MGR, IT PORTFOLIO & PROJ MGMT	\$123,005.46
SAXTON	HEATHER	MANAGER, DIGITAL ENGAGEMENT	\$80,899.75
SCANLON	MARTIN GERARD	DEAN, FACULTY OF AGRI & FOOD SCIENCE / PROFESSOR	\$234,115.69
SCHAFER	ARTHUR MELVYN	PROFESSOR	\$77,837.27
SCHELLENBERG	BENJAMIN JACOB ISAAC	ASSISTANT PROFESSOR	\$80,137.03
SCHEPP	KIRBY TAYLOR	SENIOR INSTRUCTOR	\$104,933.27
SCHINDLER	MICHAEL	PROFESSOR	\$140,557.35
SCHIPPERS	ERIC	PROFESSOR	\$133,450.58
SCHMIDT	CLEA ALEXANDRA	PROFESSOR	\$128,134.81
SCHNARR	LAURIE	VICE-PROVOST (STUDENTS)	\$207,831.57
SCHOENBECK	JODIE	STUDENT SUPPORT CASE MANAGER	\$86,397.17
SCHOFFNER	JOHN ANTHONY	LAN COORDINATOR	\$87,987.33
SCHONWETTER	DIETER JURGEN	PROFESSOR	\$132,877.71
SCHRECKENBACH	HANS GEORG	PROFESSOR	\$137,160.04
SCHROTH	ROBERT JOHN	PROFESSOR	\$167,828.01
SCHULTZ	ANNETTE	PROFESSOR	\$125,973.67
SCHULTZ	RYAN SCOTT	ASSISTANT LIBRARIAN	\$94,700.75
SCHULTZ	TREVOR K	EXECUTIVE ASSISTANT	\$91,139.15
SCHULZ	JENNIFER LYNN	PROFESSOR	\$159,811.89

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Last Name	First Name	Position	Compensation Amount \$
SCHWARTZ	BRYAN PAUL	PROFESSOR	\$213,712.49
SCHWARTZ	KAREN DEBRA	FACULTY RELATIONS OFFICER	\$90,886.38
SCHWEIZER	FRANK	PROFESSOR	\$146,868.48
SCOTT	ALAN A.	CHIEF RISK OFFICER	\$106,359.69
SCOTT	AYNSLEY KRISTEN	ASSISTANT PROFESSOR	\$114,370.48
SCOTT	KEVIN GLEN-EDWARD	SENIOR INSTRUCTOR	\$108,100.94
SCOTT	STEPHANIE	EXECUTIVE DIRECTOR, NCTR	\$138,227.78
SEAGER	MARY-JANE	HEAD, OBS, GYN & REPROD SCIENCES	\$92,697.04
SELLERS	ELIZABETH ANN CAMERON	PROFESSOR	\$110,103.49
SEMUS	MICHAEL JONATHAN	ASSISTANT PROFESSOR	\$141,058.97
SENEHI	JESSICA JOY	PROFESSOR	\$126,265.97
SENIUK CICEK	JILLIAN JUDITH	ASSISTANT PROFESSOR	\$97,104.83
SEPEHRI	NARIMAN	PROFESSOR	\$179,772.97
SEPEHRI-BOROJENI	ARDESHIR	PROFESSOR	\$124,690.30
SEREBRIN	WAYNE GREGORY	ASSOCIATE PROFESSOR	\$124,187.19
SERIEUX	JOHN	PROFESSOR	\$131,567.89
SERZU	MULUGETA H	INSTRUCTOR I	\$80,341.45
SHAFAI	CYRUS	PROFESSOR	\$166,317.01
SHAFAER	LEIGH ANNE	ASSISTANT PROFESSOR	\$128,481.45
SHAFFREY	DAVID	PHYSIOTHERAPIST	\$131,048.58
SHAH	SYED ADNAN	PROFESSOR	\$168,229.17
SHALABY	AHMED	PROFESSOR	\$166,130.54
SHALCHI TOUSSI	ANDREAS	PROFESSOR	\$116,850.61
SHAMOV	GRIGORY	COMPUTE CDA / WEST GRID SITE COR	\$95,541.85
SHAMSEDDINE	KHODR MAHMOUD	PROFESSOR	\$137,357.10
SHAPIRO	CARLA RUTH	SENIOR INSTRUCTOR	\$92,805.77
SHARIF	TANVEER	ASSISTANT PROFESSOR	\$97,630.67
SHARIFF	MARY JOHANNARRA	ASSOCIATE PROFESSOR	\$151,028.77
SHARPE	RYAN WILLIAM	LAB MANAGER	\$83,429.01
SHAVER	ROBERT WILLIAM	PROFESSOR	\$151,180.92
SHAW	CHRISTINE	ASSOCIATE LIBRARIAN	\$120,388.96
SHAW	JENNIFER ANN	SENIOR FINANCIAL OFFICER	\$79,729.02
SHAW	MICHAEL PETER	SENIOR INSTRUCTOR	\$112,457.34
SHAW	SOURADET YUH-NAN	ASSISTANT PROFESSOR	\$94,743.68
SHAY	BARBARA LYNN	ASSOCIATE PROFESSOR	\$120,943.94
SHEAD	RUTH	DIRECTOR	\$98,531.54
SHELDON	MICHAEL	SENIOR BUDGET OFFICER	\$87,755.34
SHEN	GARRY XINYI	PROFESSOR	\$149,636.76
SHERIF	SHERIF S	PROFESSOR	\$134,757.52
SHI	YULIN	EXECUTIVE COORDINATOR & LIAISON	\$98,756.74
SHOOSHTARI	SHAHIN	PROFESSOR	\$135,717.20
SHORT	DONN	PROFESSOR	\$162,214.62
SHORTRIDGE	JACQUELINE OLINKIN	DISTANCE DELIVERY - FIELD COORDINATOR	\$78,025.16
SIBLEY	KATHRYN MAY	ASSOCIATE PROFESSOR	\$120,681.06
SIDDIQUI	TABREZ JAMAL	ASSOCIATE PROFESSOR	\$99,245.07
SIKORSKY	DONNA	ASSISTANT LIBRARIAN	\$85,327.38

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Last Name	First Name	Position	Compensation Amount \$
SILVA	VERONICA MIYASIKE DA	ASSISTANT PROFESSOR	\$76,124.20
SILVESTRE	BRUNO DOS SANTOS	DEAN, I. H. ASPER SCHOOL OF BUSINESS / PROFESSOR	\$212,092.41
SIMARD	LOUISE ROLANDE	PROFESSOR	\$167,295.05
SIMON	ILANA JOY	DIRECTOR OF COMM & MARKETING	\$119,429.07
SIMONOT-MAIELLO	COLETTE	ASSOCIATE PROFESSOR	\$100,534.71
SIMPSON	WAYNE DOUGLAS	PROFESSOR	\$84,580.22
SIMPSON-LITKE	REBECCA SUZANNE	ASSISTANT PROFESSOR	\$83,469.60
SINCLAIR	ANDREW JAMES	PROJECT MANAGER LEVEL 2	\$97,278.01
SINCLAIR	ANDREW JOHN	PROFESSOR	\$154,264.25
SINCLAIR	NIIGAANWEWIDAM JAMES MURR	ASSOCIATE PROFESSOR	\$116,499.96
SINCLAIR	STRUAN	ASSOCIATE PROFESSOR	\$78,998.10
SINGAL	PAWAN K	PROFESSOR	\$153,739.61
SINGER	ALEXANDER GERALD	ASSOCIATE PROFESSOR	\$128,041.01
SINGER	JONATHAN CRAIG	ASSOCIATE PROFESSOR	\$93,721.12
SINGH	HARMINDER	ASSOCIATE PROFESSOR	\$125,704.53
SINGH	SUKHJINDER	MANAGER, CARETAKING SERVICES	\$101,325.69
SIRANT	MICHAEL PAUL	SENIOR INSTRUCTOR	\$106,815.47
SIRKER	JESKO MICHAEL RUDOLF	PROFESSOR	\$128,630.60
SIRSKI	JONATHAN PAUL ANDREW	INSTRUCTIONAL TECHNOLOGIST	\$80,845.84
SIVARAMAKRISHNAN	SUBRAMANIAN	ASSOCIATE PROFESSOR	\$197,816.07
SKAFTFELD	ERIKA KELSEY	ASSISTIVE TECHNOLOGIST	\$114,242.80
SKAKUM	KURT KENNETH	ASSOCIATE PROFESSOR	\$134,021.84
SKRABEK	RYAN QUILAN	ASSISTANT PROFESSOR	\$95,336.55
SKUCE	MICHAEL	OCCUPATIONAL THERAPIST	\$88,948.59
SLATER	JOYCE JASMINE	PROFESSOR	\$133,887.09
SLEVINSKY	RICHARD MIKAEL	ASSISTANT PROFESSOR	\$86,179.60
SLIPPERT	KEVIN	SYSTEM / BUSINESS ANALYST	\$84,891.30
SMALL	JAMES ALEXANDER	IMPROVEMENT SPECIALIST	\$84,776.90
SMANDYCH	RUSSELL CHARLES	PROFESSOR EMERITUS/EMERITA	\$115,066.28
SMETANA	LONNIE A	SOLUTION ARCHITECT	\$113,508.80
SMITH	BRANDI	BUSINESS MANAGER	\$120,296.54
SMITH	DARLENE	ASSOCIATE V.P. (HUMAN RESOURCES)	\$190,918.58
SMITH	ELFIE	ASSOC REGISTRAR & DIR- S & R	\$76,441.16
SMITH	GREGORY THOMAS	PROFESSOR	\$144,441.56
SMITH	JULIA	ASSISTANT PROFESSOR	\$85,095.53
SMITH	MALCOLM CRAWFORD	SENIOR SCHOLAR	\$89,631.42
SMITH	WENDY LYNN	GENERAL PRACTITIONER	\$202,454.67
SNARE	FRANK A	ASST MANAGER, CONTROLS SHOP	\$105,610.37
SNOW	WANDA MAE	RESEARCH ASSOCIATE	\$77,422.28
SOBIE	GREGORY GENE	MANAGER, STUDENT SERVICES	\$99,347.40
SODERSTROM	MELANIE	ASSOCIATE PROFESSOR	\$112,826.74
SOLMUNDSON-BIRCH	ANNA KATRIN	LEGAL COUNSEL	\$84,713.28
SOLOMON	CHARLENE SUZANNE	ASSISTANT PROFESSOR	\$136,330.75
SOLOVYOVA	MARIYA	MANAGER PROGRAM DELIVERY	\$86,643.73
SOLVASON	DAYNA	PROJECT MANAGER	\$86,820.95
SOPILNYAK	ALEX	PROJECT MANAGER LEVEL 2	\$100,714.33

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Last Name	First Name	Position	Compensation Amount \$
SORENSEN	JOHN	PROFESSOR	\$121,129.54
SORIANO	JOSEPH	RESEARCH COORDINATOR	\$75,690.68
SORIANO	RICARDO HUMBERT	DIRECTOR, INTEG ACCRED UNIT	\$94,988.34
SOULEYMANOV	ROUSTAM	ASSISTANT PROFESSOR	\$104,073.23
SOUSSI GOUNNI	ABDELILAH	PROFESSOR	\$134,510.24
SPARLING	RICHARD ROBERT MICHAEL	PROFESSOR	\$144,795.71
SPARROW	SCOTT CAMERON	TECHNOLOGIST 3	\$81,491.50
SPEARE	A MARIE	ASSOCIATE LIBRARIAN	\$112,663.76
SPEECHLEY	SARA DANIELLE	ASSOCIATE DEAN, ADMISSIONS	\$219,607.85
SPORNITZ	WILLIAM	INFORMATION TECHNOLOGIST 4	\$88,112.10
SRI RANJAN	RAMANATHAN	PROFESSOR	\$159,488.35
SRISAKULDEE	WATTAMON	RESEARCH ASSOCIATE	\$81,501.51
ST LAURENT	JENNIFER LEANNE	SENIOR DESIGNER	\$83,659.16
ST MARTIN	ARMELLE	ASSOCIATE PROFESSOR	\$111,546.76
STACEY	JOY ELIZABETH	SENIOR INSTRUCTOR	\$91,767.81
STAMPS	ROBERT LEON	PROFESSOR	\$172,320.73
STANGELAND	DAVID ALAN	PROFESSOR	\$192,286.02
STARK	JODY LYNNE	ASSISTANT PROFESSOR	\$84,306.36
STARZYK	KATHERINE BEATA	ASSOCIATE PROFESSOR	\$111,242.95
STASOLLA	CLAUDIO	PROFESSOR	\$145,041.03
STAVROPOULOU	CHRYSI	ASSISTANT PROFESSOR	\$129,344.02
STECINA	KATINKA	ASSOCIATE PROFESSOR	\$96,033.69
STEINER	SHEPHERD	ASSOCIATE PROFESSOR	\$107,911.50
STE-MARIE	JOAN	MANAGER, DESIGN & PRODUCTION	\$89,214.81
STERN	GARY AVERY	RESEARCH ASSOCIATE	\$141,089.11
STERN	RALPH EDWARD	PROFESSOR	\$168,606.95
STETEFELD	JOERG	PROFESSOR	\$177,233.21
STEWART	DONALD WILLIAM	PROFESSOR	\$164,046.35
STEWART	RONALD EARL	PROFESSOR	\$151,295.21
STEWART-TUFESCU	ASHLEY JUSTINE SAMANTHA	ASSISTANT PROFESSOR	\$81,379.70
STIRLING	LEA MARGARET	PROFESSOR	\$145,464.81
STOBART	JILLIAN LYNN	ASSISTANT PROFESSOR	\$101,140.89
STOESZ	BRENDA MARIE	SR FAC SPECIALIST-SCI OF T & L	\$87,128.24
STOFFMAN	JAYSON MARK	ASSOCIATE PROFESSOR	\$119,158.01
STOIK	APRIL	CHANGE & CONFIGURATION SPECIAL	\$88,752.47
STONE	BARRY	DIRECTOR, STUDENT RESIDENCES	\$114,952.69
STONE	ERIN PATRICIA	DIRECTOR, ADMISSIONS	\$121,660.32
STOUT	JASON M	ASSISTANT PROFESSOR	\$91,590.15
STRACHAN	LEISHA AUGUSTA TERESA	PROFESSOR	\$130,477.96
STRACHAN	SHAELYN	ASSOCIATE PROFESSOR	\$123,958.16
STRANG	DONNA LYNN	FUNCTIONAL ANALYST	\$83,480.63
STRAUB	DIETMAR KONRAD	PROFESSOR	\$131,479.75
STROEVE	JULIENNE CHRISTINE	PROFESSOR	\$204,044.80
STRONG	JAMES ERIC	ASSISTANT PROFESSOR	\$116,761.77
SUH	MIYOUNG	PROFESSOR	\$126,006.59
SULLIVAN	DAVID JOSEPH	INSTRUCTOR II	\$82,096.79

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Last Name	First Name	Position	Compensation Amount \$
SULLIVAN	WAYNE	ASSISTANT MANAGER	\$87,421.85
SUMALING	VIRGIOLO PRADO	SYSTEMS ANALYST	\$87,945.07
SUTHERLAND	DAWN LEIGH	PROFESSOR	\$143,576.93
SVECOVA	DAGMAR	PROFESSOR	\$159,629.32
SWAIN	VANESSA LYNNE	ASSOCIATE PROFESSOR	\$146,236.39
SWIFT	AUDREY U A A	INSTRUCTOR II	\$84,768.42
SZAJCZ-KELLER	NICOLE	BUSINESS MANAGER	\$86,011.53
SZELE	ALEXANDER JOSEPH	INFORMATION TECHNOLOGIST	\$81,820.15
SZTURM	TONY JOSEPH	PROFESSOR	\$154,982.14
SZWAJCER	ANDREA L	ASSOCIATE LIBRARIAN	\$104,166.91
TABACK	SHAYNE PHILLIP	ASSOCIATE PROFESSOR	\$145,995.33
TACHIE	MARK FRANCIS	PROFESSOR	\$155,998.03
TAILLIEU	TAMARA LYNN	INSTRUCTOR I	\$84,132.19
TALLMAN	BARBARA LYNN	INSTRUCTOR II	\$89,546.59
TAMTIK	MERLI	ASSOCIATE PROFESSOR	\$93,216.76
TAN	QI ER	DATA ANALYST	\$75,546.78
TATARYN	DAVE	MECH ENG TECHNOLOGIST 3	\$81,491.51
TATE	ALAN	PROFESSOR	\$149,336.78
TAYLOR	CARLA	PROFESSOR	\$148,260.45
TAYLOR	CAROLE	DATA ANALYST	\$87,987.33
TAYLOR	CHRISTOPHER	APPLICATION CONSULTANT	\$77,801.82
TAYLOR	JEFFERY MAX	DEAN / PROFESSOR, FACULTY OF ARTS	\$260,310.11
TAYLOR	KELSEY	ASSISTANT PROFESSOR	\$115,438.79
TEBECHRANI FIUZA	CRISTINA	SENIOR INSTRUCTOR	\$89,184.44
TEETZEL	SARAH JANE	ASSOCIATE PROFESSOR	\$129,046.01
TELICHEV	IGOR	ASSOCIATE PROFESSOR	\$124,487.16
TENUTA	MARIO	PROFESSOR	\$163,938.84
THABLE	ANGELA	INSTRUCTOR II	\$90,796.45
THALHAMMER	RAINER	ASST MGR, MINOR PROJ. & RENOV.	\$87,163.65
THARAYIL	JAMES	SENIOR PURCHASING CONSULTANT	\$83,900.47
THAVANESWARAN	AERAMBAMOORTHY	PROFESSOR	\$149,656.84
THEULE	JENNIFER ALLISON NICOLE	ASSOCIATE PROFESSOR	\$101,880.98
THIESSEN	KELLIE RENEE	ASSOCIATE PROFESSOR	\$132,190.84
THILLE	PATRICIA HELEN	ASSISTANT PROFESSOR	\$93,754.55
THOMAS	DARLENE	SOCIAL WORKER	\$91,559.79
THOMAS	GABRIEL	ASSOCIATE PROFESSOR	\$134,529.04
THOMAS	KELLY F	PROJECT COORDINATOR	\$81,687.08
THOMPSON	DARWIN	ELECTRICAL ENGINEER DESIGNER	\$79,560.31
THOMPSON	GENEVIEVE NESTA BARBARA	ASSOCIATE PROFESSOR	\$113,709.50
THOMPSON	KATHERINE LYNN	INSTRUCTOR II	\$89,838.14
THOMPSON	PETER	ASSISTANT PROFESSOR	\$77,687.00
THOMPSON	SHIRLEY	ASSOCIATE PROFESSOR	\$118,174.32
THOMSON	DOUGLAS JOHN	PROFESSOR	\$168,649.37
THOMSON	ERIK MACDONALD	ASSOCIATE PROFESSOR	\$110,674.25
THOMSON	RONALD KEN	PHYSICAL PLANT ENGINEER	\$76,387.98
THORPE	JOCELYN	ASSOCIATE PROFESSOR	\$102,000.07

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Last Name	First Name	Position	Compensation Amount \$
THULASIRAM	RUPPA K	PROFESSOR	\$157,684.41
THULASIRAMAN	PARIMALA	PROFESSOR	\$161,460.64
THURMAYR	ANNA MARIA	PROFESSOR	\$135,377.05
TICKNOR	JENNIFER	GENERAL LIBRARIAN	\$80,391.34
TICZON	ENRICO DANTE	L.T. ADMINISTRATOR & TRAINER	\$76,868.04
TILLMAN	CHRISTOPHER	PROFESSOR	\$117,934.08
TIMMERMAN	LISA	INSTRUCTOR II	\$83,714.12
TINLEY	LISA	ASSOC DIRECTOR ATHLETICS & REC	\$90,243.01
TKACHUK	GREGG ALLAN	ASSISTANT PROFESSOR	\$119,724.94
TODESCAN	REYNALDO	ASSOCIATE PROFESSOR	\$169,254.57
TODESCAN	SYLVIA MARIA CORREIA	ASSOCIATE PROFESSOR	\$152,684.78
TOEWS	JEFFREY JOHN	INSTRUCTOR II	\$107,440.78
TOLES	GEORGE EDWARD	PROFESSOR	\$159,209.15
TOMY	GREGG THOMAS	PROFESSOR	\$129,849.55
TOPPING	AIDAN ELIZABETH	INSTRUCTOR I	\$75,242.70
TORABI	MAHMOUD	PROFESSOR	\$128,152.86
TORCHIA	MARK GABRIEL	VICE-PROVOST (TEACHING & LEARN)	\$191,586.94
TORQUATO	SAVERIA MARIA	INSTRUCTOR II	\$92,783.70
TORRES	JULIAN	ASSISTANT PROFESSOR	\$97,865.46
TORRIE	VIRGINIA ERICA	ASSOCIATE PROFESSOR	\$141,801.95
TOWNS	DAVID GORDON	SENIOR DATA MGMT ANALYST	\$85,546.31
TOWNSEND	LINDA JANE	INSTRUCTOR II	\$95,371.43
TOWNSON	GARY LESTER	ELECTRICIAN	\$81,678.99
TRAN	HUY	CLIENT REL. MGMT. CONSULTANT	\$95,541.86
TRAN	MICHAEL	BUSINESS ANALYST-DATA / ANALYTICS	\$97,287.68
TRANMER	GEOFFREY KENNETH GORDON	ASSOCIATE PROFESSOR	\$111,559.66
TRASK	BRANDON	ASSISTANT PROFESSOR	\$98,945.35
TRASK	WENDY LEE	SENIOR RESEARCH ANALYST	\$91,139.15
TRAVICA	BOZIDAR	ASSOCIATE PROFESSOR	\$139,460.78
TREBERG	JASON ROBERT	ASSOCIATE PROFESSOR	\$122,417.54
TREBLE	CECIL DAVID	I.T. SECURITY LEAD	\$97,954.25
TREMBLAY-SAVARD	OLIVIER	ASSISTANT PROFESSOR	\$105,615.20
TRIGGS-RAINE	BARBARA LYNNE	PROFESSOR	\$160,498.82
TRIM	DONALD WAYNE	PROFESSOR	\$82,334.03
TROMLY	LUCAS PIERCE	ASSOCIATE PROFESSOR	\$112,600.52
TROTT	CHRISTOPHER GEOFFREY	ASSOCIATE PROFESSOR	\$166,921.85
TROTTIER	JEAN	ASSOCIATE PROFESSOR	\$116,794.88
TROUTT	ELIZABETH SUPPLEE	PROFESSOR	\$148,603.70
TRUPISH	PAMELA	DIRECTOR OFFICE OF THE PROVOST	\$148,496.01
TU	YE	SENIOR AUDIT CONSULTANT	\$90,596.25
TUCKER	LESLIE ROBIN	INSTRUCTOR II	\$102,064.71
TURGEON	MAXIME	ASSISTANT PROFESSOR	\$81,948.20
TURMAN	TYLA RAEANNE	ACADEMIC ADMINISTRATOR	\$90,531.27
TURNBULL	LORNA ANNE	PROFESSOR	\$178,707.83
TURNER	SUFIA RUKIYA	INSTRUCTOR II	\$88,049.46
TWADDLE	KATHERINE	INSTRUCTOR II	\$83,756.05

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Last Name	First Name	Position	Compensation Amount \$
TZE	MAN CHUNG	ASSISTANT PROFESSOR	\$94,401.65
UDOD	SONIA ANN	ASSISTANT PROFESSOR	\$105,753.43
UDOW	SEAN JEREMY	ASSISTANT PROFESSOR	\$85,110.72
UHANOVA	JULIA	ASSOCIATE PROFESSOR	\$103,864.09
UKASOANYA	GRACE CHIDINMA	ASSISTANT PROFESSOR	\$99,897.77
UNRUH	MIRIAM	INSTRUCTOR II	\$96,526.76
URBANOWSKI	REGINALD	DEAN, REHABILITATION SCIENCES / ASSOCIATE PROFESSOR	\$239,868.52
URIBE	JAVIER	ARCHITECT	\$101,093.57
URQUIA	MARCELO LUIS	ASSOCIATE PROFESSOR	\$128,704.61
USCHOLD	SHIANNE	AURORA STUD FUNCTIONAL ANALST	\$82,833.47
USICK	BRANDY LEIGH	EXECUTIVE DIRECTOR, S.E.S.	\$136,496.87
UYAGUARI DIAZ	MIGUEL IGNACIO	ASSISTANT PROFESSOR	\$86,502.41
UZONNA	JUDE EZEH	PROFESSOR	\$165,553.89
VADNAIS	ARLANA JOANNE	EMPLOYEE WELLNESS SPECIALIST	\$81,019.01
VAGIANOS	SOTIRIOS	SENIOR FINANCIAL OFFICER	\$123,715.59
VALMESTAD	LIV S	LIBRARIAN	\$146,030.37
VAN BEWER	VANESSA NICOLE	ASSISTANT PROFESSOR	\$82,707.56
VAN DER KAMP	EMILY	OCCUPATIONAL THERAPIST	\$116,727.72
VAN LIEROP	JOHAN	PROFESSOR	\$143,117.12
VAN NEST	BYRON NEAL	ASSISTANT PROFESSOR	\$83,623.31
VAN OSCH	TRACY LEE	ANIMAL CARE COORDINATOR	\$81,504.46
VAN VLIET	DAVID	ASSOCIATE PROFESSOR	\$122,620.98
VAN WIJNGAARDEN	JENNIFER ANNE	PROFESSOR	\$123,303.32
VAN WINKLE	CHRISTINE MARIE	PROFESSOR	\$117,446.35
VASSILCHENKO	VLADISLAV	SENIOR SYSTEMS ANALYST	\$95,390.72
VAUGHAN	JENNIFER	INSTRUCTOR I	\$76,537.82
VERCAIGNE	LAVERN MARVIN	PROFESSOR	\$178,030.67
VERDUN	MARIA	SPACE PLANNER	\$89,800.35
VERREAULT	RICK BERNARD	INFO TECHNOLOGIST	\$82,519.34
VIEIRA	NELSON MATIAS	IT TECHNICAL LEAD (MEDICINE)	\$85,935.94
VILLAR	RODRIGO	ASSISTANT PROFESSOR	\$85,228.90
VINCENT	NORAH KATE	PROFESSOR	\$154,561.87
VINET	C. DEE-LYNN K.	COMPUTER ACCOUNTS ADMINISTRATOR	\$77,538.63
VITT	JONATHAN	SERVICE DESK LEAD	\$91,380.08
VIVEIROS	TRACI ANNE	FUNCTIONAL ANALYST FEE & SCHED	\$86,347.67
VOKEY	SHERRI LYNN	ASSOCIATE LIBRARIAN	\$119,371.96
VORAUER	JACQUELINE DAWN	PROFESSOR	\$165,863.17
VOS	ANDRE JOHANN	DENTAL PRACTITIONER	\$181,474.57
VRIEND	JERRY	PROFESSOR	\$153,411.87
WAKITA	WANBDI	ELDER-IN-RESIDENCE	\$76,726.65
WALC	MARK	UNIVERSITY BUDGET OFFICER	\$124,385.13
WALKER	DAVID JOHN	ASSISTANT PROFESSOR	\$103,136.87
WALKER	MAUREEN MICHELLE	INSTRUCTOR	\$78,253.31
WALKER	STEPHEN	HAZ MATERIAL ASSES COORDINATOR	\$87,706.65
WALL	ALEXANDER	HYDRAULICS TECH / LAB MANAGER	\$81,181.96
WALLBRIDGE	HAROLD RICHARD	DIRECTOR	\$125,966.32

The University of Manitoba
Schedule of Public Sector Compensation
for the calendar year ended December 31, 2021

Last Name	First Name	Position	Compensation Amount \$
WALLD	RANDOLPH KENNETH	INFORMATION TECHNOLOGIST	\$87,987.34
WALLER	DAVID	SERVICE DESK ANALYST	\$83,733.04
WALSH	TANYA	CURRICULUM COORDINATOR	\$75,525.19
WAN	FANG	PROFESSOR	\$194,599.86
WANG	BINGCHEN	PROFESSOR	\$145,434.80
WANG	FEIYUE	PROFESSOR	\$218,442.66
WANG	JUN-FENG	PROFESSOR	\$131,257.90
WANG	LIQUN	PROFESSOR	\$167,764.89
WANG	LUMING	ASSOCIATE PROFESSOR	\$168,099.94
WANG	SHAOWEI	ASSISTANT PROFESSOR	\$98,844.59
WANG	SIMON	DIRECTOR	\$102,375.96
WANG	XIKUI	PROFESSOR	\$184,294.18
WARD	KRISTINE	ASSISTANT MANAGER	\$86,079.34
WARDEN	KALEIGH JANELLE LOIS	INSTRUCTOR I	\$79,138.14
WARKENTIN	CURT	ASSOC DIR, BISON SPORTS OPER	\$89,776.05
WARKENTIN	ELYSSA DANA E	RESEARCH GRANT FACILITATOR	\$84,744.86
WARNE	VANESSA KAY	ASSOCIATE PROFESSOR	\$114,903.45
WARNER	STEVEN M	INFO SYSTEMS COORDINATOR	\$76,080.52
WARREN	RUBY MURIEL LAVALLEE	ASSOCIATE LIBRARIAN	\$78,205.01
WATERMAN	JANE MARGARET	PROFESSOR	\$141,685.07
WATSON	GRAHAM CARL SCOTT	SR SYSTEMS ANALYST	\$105,807.64
WATT	DAVID	ASSOCIATE PROFESSOR	\$115,942.58
WATT	GLENN	INSTRUCTIONAL TECHNOLOGY SPECIALIST	\$75,999.45
WATT	JENNIFER ELLEN	ASSISTANT PROFESSOR	\$84,975.23
WAWRYKOW	TERESA MARIE JOY	DIRECTOR, UNDERGRAD ED, EMERGENCY MEDICINE	\$114,152.13
WEBB	COLLEEN ELIZABETH	SENIOR TEAM LEAD	\$93,300.36
WEBBER	SANDRA CHRISTINE	ASSOCIATE PROFESSOR	\$118,636.27
WEI	VICTOR CHUNLIANG	CIVIL ENG TECHNOLOGIST 3	\$81,491.63
WEI	YIFAN	ASSISTANT PROFESSOR	\$128,058.61
WEIHRAUCH	DIRK	PROFESSOR	\$123,775.99
WEIMER	JADE BROOKLYN	INSTRUCTOR I	\$87,504.52
WELCH	TREVOR DEAN	DOCUMENT SPECIALIST	\$77,445.00
WELLMAN	SCOTT COLIN	WINDOWS SERVER SPECIALIST	\$91,105.24
WENSTOB	ZACH	ASSISTANT ENGINEER	\$76,061.16
WERBOWESKY	ROBERT	TECHNOLOGY TRANSFER SPECIALIST	\$106,602.06
WESST	DAVID	ASSOC INFRASTRUCTURE SOLN ARCH	\$106,191.39
WEST	ADRIAN ROBERT	ASSISTANT PROFESSOR	\$94,270.03
WEST	CHRISTINA HELEN	ASSOCIATE PROFESSOR	\$109,636.21
WESTRA	JOSEPH	SYSTEMS SPECIALIST	\$95,072.09
WHEELER	ALTHEA	COPYRIGHT STRATEGY MANAGER	\$80,914.38
WHETTER	IAN CAMPBELL	ASSISTANT PROFESSOR	\$205,652.04
WHICHER	IAN	PROFESSOR	\$139,472.13
WHIKLO	JARED S	TECHNICAL SPECIALIST / DEVELOPER	\$95,541.85
WHITEHILL	MONIQUE	MANAGER, PURCHASING SERVICES	\$119,498.26
WHITTON	CAMERON	PROJECT MANAGER LEVEL 1	\$78,490.67
WHYARD	STEVEN	PROFESSOR	\$141,814.29

The University of Manitoba
Schedule of Public Sector Compensation
for the calendar year ended December 31, 2021

Last Name	First Name	Position	Compensation Amount \$
WICKLOW	BRANDY ALEXANDRA	ASSOCIATE PROFESSOR	\$90,474.12
WIEBE	BRYAN ANTHONY	MANAGER, EMPLOYEE WELL-BEING	\$90,691.11
WIEBE	LESLEY	ADMINISTRATIVE ASSISTANT	\$92,131.88
WIEBE	LINDSEY	MGR. INSTITUTIONAL PROJ COMM.	\$81,504.46
WIESE	KIMBERLY	SENIOR INSTRUCTOR	\$109,607.39
WIGLE	JEFFREY THEODORE NELSON	ASSOCIATE PROFESSOR	\$122,505.24
WILKINS	JOHN ALFRED	SENIOR SCHOLAR	\$100,211.67
WILKINS	OLIVIA	ASSISTANT PROFESSOR	\$92,831.59
WILKINSON	LORI ANNE	PROFESSOR	\$134,665.74
WILLIAMS	ABSATOU M	INSTRUCTOR I	\$91,304.81
WILLIAMS	VALERIE	DIVERSITY CONSULTANT	\$91,139.15
WILLOUGHBY	DAVID	ASSISTANT PROFESSOR	\$100,591.45
WILSON	JANNA LEAH	SENIOR INSTRUCTOR	\$87,617.14
WILSON	JUSTIN JAMES	ANNUAL GIVING OFFICER	\$93,190.38
WILSON	NICOLE JOY	ASSISTANT PROFESSOR	\$96,002.01
WILSON BAPTIST	KAREN ELIZABETH	DEAN, FACULTY OF ARCHITECTURE / ASSOCIATE PROFESSOR	\$152,922.99
WILTSHIRE	WILLIAM ANTHONY	PROFESSOR	\$264,980.64
WINTONIW	SUSAN	INSTRUCTOR II	\$86,284.06
WITT	JULIA CATHERINE	ASSOCIATE PROFESSOR	\$113,980.67
WOJCIECHOWSKI	CHESTER	UNIVERSITY BUDGET OFFICER	\$105,970.63
WOLIGROSKI	SEBRINA LYNNE	SEXUAL VIOLENCE RES.CENT.COORDINATOR	\$77,341.54
WOLOSCHUK	SANDRA LOUISE	ASSOCIATE DIRECTOR, LEARNING & ORG. DEVELOPMENT	\$119,533.16
WONG	HEI LING	ASST. MANAGER, PAYROLL SVCS	\$83,032.73
WONG	LISA LAI PING	OPERATIONS MANAGER	\$76,939.99
WONG	TONY	SENIOR SOFTWARE DEVELOPER	\$87,987.43
WOODGATE	ROBERTA LYNN	PROFESSOR	\$176,685.10
WOOD-WARREN	ALI MARIE	FIRST YR CENTRE COORDINATOR	\$76,145.20
WOOLFORD	ANDREW JOHN	PROFESSOR	\$135,969.96
WORKUM	KIMBERLY DAWN	SENIOR INSTRUCTOR	\$103,101.78
WORLEY	ANNE C	ASSOCIATE PROFESSOR	\$114,339.02
WORMS	ANDRE DION	SYSTEMS ANALYST	\$100,188.14
WOTTON	DONALDA HOPE	INSTRUCTOR II	\$101,884.32
WRIGHT	GALEN EGAN BUCKLEY	ASSISTANT PROFESSOR	\$97,470.33
WU	NAN	ASSOCIATE PROFESSOR	\$104,697.55
WU	QIONG CHRISTINE	PROFESSOR	\$101,278.89
WU	ZHENYU	PROFESSOR	\$310,754.42
WYATT	STACY LEE	DIRECTOR, SPECIAL PROJECTS	\$115,882.62
XI	ZHENG MING	ACADEMIC ADMINISTRATOR	\$87,679.90
XIDOS	JAMES	SENIOR INSTRUCTOR	\$104,527.30
XIE	JINGWEI	LIFE SAFETY ENGINEER	\$99,733.32
XIE	JIUYONG	PROFESSOR	\$151,848.84
XING	MENGQIU	PROFESSOR	\$128,711.45
XUAN	WEI	ASSOCIATE LIBRARIAN	\$92,839.94
YAFFE	CLIFFORD STEPHEN	ASSOCIATE PROFESSOR	\$156,102.56
YAFFE	DANIELLE JOY	INSTRUCTOR II	\$87,982.00
YAHAMPATH	PRADEEPA	PROFESSOR	\$130,912.89

The University of Manitoba
Schedule of Public Sector Compensation
for the calendar year ended December 31, 2021

Last Name	First Name	Position	Compensation Amount \$
YAKIMOSKI	AMELIA GAYLE	STUDY COORDINATOR	\$81,694.22
YAMAMOTO	JENNIFER MARIKO	ASSISTANT PROFESSOR	\$119,178.10
YANG	CHENGBO	ASSOCIATE PROFESSOR	\$98,230.59
YANG	PANSEOK	MICROBEAM LAB MANAGER	\$91,139.15
YANG	PO	ASSOCIATE PROFESSOR	\$110,050.34
YANG	XI	PROFESSOR	\$166,845.72
YAO	XIAO-JIAN	PROFESSOR	\$142,638.32
YELLOWBIRD	MICHAEL JAMES	DEAN / PROFESSOR, FACULTY OF SOCIAL WORK	\$233,600.89
YEPEZ	CARLOS	ASSOCIATE PROFESSOR	\$117,916.78
YEREX	KATHERINE ELIZABETH	ASSISTANT PROFESSOR	\$87,876.86
YEUNG	EVELYN LIANE	INFO TECH 5	\$93,489.08
YI	KYOUNG JUNE	ASSISTANT PROFESSOR	\$89,803.50
YOGENDRAN	MARINA SASHIKALA	INFORMATION TECHNOLOGIST	\$95,588.06
YOON	EE-SEUL	ASSOCIATE PROFESSOR	\$90,882.33
YOSHIDA	ASAKO	ASSOCIATE LIBRARIAN	\$106,061.22
YOSHIDA	BLAIR	INSTRUCTOR II	\$97,240.06
YOUNES	JOHN KHERALLAH	ASSISTANT PROFESSOR	\$529,654.61
YOUNG	DEBRA	MANAGING DIRECTOR	\$127,605.43
YOUNG	JAMES EVERETT	PROFESSOR	\$132,824.12
YOUNG	JEFFREY BRUCE	SENIOR INSTRUCTOR	\$116,666.95
YU	ADELICIA CHEE WING	ASSISTANT PROFESSOR	\$81,206.03
YU	C.T.DICKIE	PROFESSOR	\$163,418.35
YU	CHANGQIU	ASSISTANT PROFESSOR	\$160,466.47
YUAN	QIUYAN	ASSOCIATE PROFESSOR	\$115,901.01
YUAN	WENLONG	PROFESSOR	\$229,818.52
YURKIW	STEPHEN MICHAEL	EDUCATIONAL SPECIALIST	\$83,662.01
YURKOV	VLADIMIR	PROFESSOR	\$137,749.57
ZACHARIAS	TANYA	CONFIDENTIAL ASSISTANT	\$101,434.53
ZAHRADKA	PETER C	PROFESSOR	\$166,121.62
ZAMUCO	RICHARD	STUDENT SYSTEM ANALYST	\$97,434.32
ZAPP	MICHAEL	SENIOR INSTRUCTOR	\$117,514.92
ZARESANI	AREZOU	ASSISTANT PROFESSOR	\$91,636.27
ZEILER	FREDERICK ADAM	ASSOCIATE PROFESSOR	\$109,584.35
ZLENITSKY	SHERYL ANN	PROFESSOR	\$168,834.28
ZELINSKI	TERESA ANN	PROFESSOR	\$110,000.00
ZELMER	CARLA DALE	INSTRUCTOR I	\$81,525.47
ZENG	RONG	ASSISTANT PROFESSOR	\$138,806.96
ZHANEL	GEORGE G.	PROFESSOR	\$168,748.66
ZHANG	GENG	COMPUTER PROGRAMMER	\$78,152.45
ZHANG	QIANG	PROFESSOR	\$166,891.07
ZHANG	YANG	PROFESSOR	\$129,527.44
ZHANG	YING	ASSISTANT PROFESSOR	\$153,774.07
ZHANG	YONG	PROFESSOR	\$148,484.15
ZHANG	ZHI CHUAN	DATABASE ANALYST	\$78,784.22
ZHENG	STEVEN XIAOFAN	PROFESSOR	\$192,278.65
ZHONG	RUI KE	SENIOR WEB DEVELOPER	\$79,565.00

The University of Manitoba
Schedule of Public Sector Compensation
for the calendar year ended December 31, 2021

Last Name	First Name	Position	Compensation Amount \$
ZHONG	WEN	ASSOCIATE PROFESSOR	\$128,529.24
ZHU	GUOZHEN	ASSISTANT PROFESSOR	\$112,638.46
ZHU	SHU	INSTRUCTOR II	\$84,839.54
ZORBOSKA	NINA	PROFESSOR	\$149,558.64
ZVOMUYA	FRANCIS	PROFESSOR	\$140,796.76
ZYWINA	CAMERON RICHARD	INTL AGREEMENTS OFFICER	\$82,627.46

Report of the Finance, Administration and Human Resources Committee to the Open Session of the Board of Governors

June 21, 2022

The Finance, Administration, and Human Resources Committee met on June 21, 2022. The Committee reviewed and discussed in detail two items for approval by the Board as part of the Open Session Agenda.

Manitoba International Student Health Insurance Program (consent agenda)

The Committee reviewed in detail the proposal for contract renewal with Manitoba Blue Cross and StudentCare, valued at approximately \$7.45 million. This contract renewal will ensure that international students continue to have health insurance coverage that replicates Manitoba Health coverage at no increased cost over the 2021/2022 academic year. International students will remain responsible for the cost of their health insurance, through a fee assessed at the point of registration, on a term-by-term basis.

The Committee recommends that the Board approve a 12-month renewal contract for International Student Healthcare Insurance as part of the consent agenda.

UMSU Legal Fees (consent agenda)

The Committee reviewed the proposed legal program protection fee by the University of Manitoba Students' Union. The fee is intended to cover the costs of the StudentCare Legal Protection Program, which offers students unlimited access to a Legal Helpline for questions related to any area of law, including but not limited to immigration law queries for international students and access to legal representation for housing, employment, and academic disputes.

The fee of \$28/academic year will be assessed against undergraduate students who meet the same criteria as the UMSU Health and Dental programs and allows for students to opt out. At this time, graduate students are not included in this program. This new fee was approved through UMSU's internal processes and approval is sought by the Board in keeping with the *Student Organization Fees Policy*.

The Committee recommends THAT the Board of Governors approves proposed assessment of a student organization legal program fee as part of the consent agenda.

Kathryn Lee, Chair
Finance, Administration, and Human Resources Committee

AGENDA ITEM:

Expenditure Authorization and Administrative Fee - International Student Healthcare Insurance

RECOMMENDED RESOLUTION:

That the Board of Governors approve a 12 month renewal contract for International Student Healthcare Insurance with Manitoba Blue Cross and StudentCare for a total value of approximately \$7.45 million.

CONTEXT AND BACKGROUND:

The Signing of Agreements Policy (section 2.8(d)) requires prior approval of the Board of Governors for purchase contracts in excess of \$1,000,000.

The Board of Governors previously approved a contract and amendment with Manitoba Blue Cross and StudentCare having an expiry date of August 31, 2022. This 12 month contract renewal request is for the period of September 1, 2022 to August 31, 2023.

In May 2018, Blue Cross and StudentCare put forward a successful proposal to create what is now named the Manitoba International Student Health Plan (MISHP). The plan design was the most robust and all encompassing in the marketplace and had many advantages including:

- A complete replication of Manitoba Health coverage, with the only limitations being a \$1,000,000 lifetime cap, and a drug cap of \$25,000 which is in effect for the first six months that a student is in Canada;
- Use of the provincial billing system, which meant that international students did not need to pay upfront when they received medical care – WRHA and private care providers could directly bill the plan instead; and
- Blue Cross paired with StudentCare, which provides the UMSU Health and Dental plan, to coordinate administration of the plan through the UMSU Health and Dental system, which allowed for efficient implementation.

We are proposing amending the contract for two reasons:

- 1. To extend the current contract as-is for the 2022 – 2023 plan year.** By retaining the current contract and coverage options, we are ensuring that there is continuity in established care, not just from the student perspective, but also from a health care provider's perspective. Manitoba Blue Cross is a known entity within the province, and continuing to offer a health insurance plan that replicates the coverage through Manitoba Health maintains parity in health care access and coverage for our degree seeking, Extended Education, and English Language Centre international students. It also allows health care professionals to concentrate on providing the necessary care and service to our students, rather than worrying about what their insurance will cover.
- 2. The cost of the plan remains the same as the 2021-2022 premium rate of \$1,032.00 per single student.**

RESOURCE REQUIREMENTS:

International students will continue to be responsible for the cost of their health insurance.

The University will collect the insurance premium from students. Their premium will be assessed at point of registration, on a term-by-term basis. StudentCare will invoice the University based on the total number of students registered in a term. Dependent coverage is at the discretion of the student, and they will be responsible for enrolling dependents and paying their premiums, using StudentCare's system.

The University has decided not to charge an administrative fee at this time in order to decrease costs to students. In the June 2018 Board Submission, it was stated, "With the introduction of the program, it is also proposed to assess a fee of up to \$36.50/student to ensure adequate funds are available to provide the service. The total fee collected is projected to be approximately \$200,000 annually. The fee level would be reconsidered at each contract renewal point."

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

This initiative supports the strategic plan priority of Building Community that creates an outstanding learning and working environment.

IMPLICATIONS:

All international students at the University of Manitoba will continue to have equal coverage and be included in the same plan. The plan will continue to have the same built-in limitations that were established in the 2019-2020 plan year to increase sustainability and attempt to limit cost increases over time. The total cost per student remains at \$1,032.

ALTERNATIVES:

N/A

CONSULTATION:

Consultation with the UM MISHP Committee, led by International Centre, Student Engagement and Success and including representatives from: Student Support, University Health Services, Financial Services & Student Accounts, the Office of the Registrar and Enrollment Services, the Faculty of Graduate Studies, the English Language Centre, Extended Education, and the Office of Fair Practices and Legal Affairs.

Discussions with the University of Manitoba Student's Union and University of Manitoba Graduate Student's Association.

This recommendation has been reviewed and approved by the President's Executive Team.

ROUTING TO THE BOARD OF GOVERNORS:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Title</u>	<u>Date</u>
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<u>MZ</u>	<u>CFO & Comptroller</u>	<u>May 19, 2022</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>M. Angel</u>	<u>Vice-President (Administration)</u>	<u>June 3, 2022</u>
<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<u>M. Bernard</u>	<u>President & Vice-Chancellor</u>	<u>June 10, 202</u>
<input type="checkbox"/>	<input type="checkbox"/>			
<input type="checkbox"/>	<input type="checkbox"/>			

SUBMISSION PREPARED BY:

Monique Whitehill, Manager, Purchasing Services
Brandy Usick, Executive Director, Student Engagement and
Success and Chair, UM MISHP Committee

ATTACHMENTS:

None



☒ Approval ☐ Discussion/Advice ☐ Information

AGENDA ITEM:

UMSU Legal Protection Program Fee

RECOMMENDED RESOLUTION:

That the Board of Governors approve the assessment of a student organization fee of \$28 per year related to the UMSU Legal Protection Program, beginning in the 2022/23 academic year as follows:

- The fee is to be assessed on all Undergraduate students who meet the same criteria as the UMSU Health and Dental programs. That includes:
 - Undergraduate UMSU member registered in a minimum of 6 credit hours in Fall Term for coverage from September to August
 - Undergraduate UMSU member who is newly admitted in Winter term and is registered in a minimum of 9 credit hours for coverage from January to August.
- Students may opt out of this fee.
- Graduate students are not included in this program.

CONTEXT AND BACKGROUND:

In January 2021, UMSU surveyed its membership and found that 79% of respondents felt that it is either extremely important or very important for students to have easy access to legal advice and services. In the same survey, students cited that currently available legal aid resources are either too expensive (61%), inaccessible (66%), or otherwise inadequate, with only 7% noting no observed barriers.

The StudentCare Legal Protection Program would offer students unlimited access to a Legal Helpline for questions on any area of the law, including but not limited to immigration law queries for international students and would also offer unlimited access to legal representation for housing, employment, and academic disputes.

To offer this program, UMSU would be required to charge a \$28.00 fee per student that can be opted out of.

After receiving approval and endorsement from the Board of Directors to hold a referendum on the implementation of this program, UMSU membership approved StudentCare's Legal Protection Program with a majority of 79.3%. Efforts to implement this last year were futile and UMSU offered the program to membership free of charge for the duration of the 2021-2022 academic year.

With the referendum confirmation and the cost-free period of the program concluding, this motion is coming to Board of Governors. Reception to the program was positive and some of our members benefitted greatly.

This year, we hope to let every undergraduate student know that they have access to this program and that they are supported by their union not only in health insurance and advocacy, but also in legal matters. Furthermore, it will be advertised and made clear that this fee is not mandatory whatsoever, and that any member is their right to not want to enroll.

RESOURCE REQUIREMENTS:

There are no foreseen additional resource requirements outside of the stated fee increase to cover the costs of the program itself.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

The program was initiated as a need noted by students, voted in by said students and tested at no cost to the student for one year. As such it is representative of UMSU and the U of M's ongoing drive to address student noted deficiencies and assist in their educational experience.

IMPLICATIONS:

This program has already been approved, implemented and has proven acceptable. The fee was also approved and accepted but due to a timing situation was not implemented of the 2021/22 academic year. As the basis of the program roll out was always expected to include a fee structure being applied the effect of a denied motion would place UMSU carrying unexpected costs and result in review of viability of the programs continuation.

ALTERNATIVES:

Current alternatives were noted as either, too expensive, inaccessible or generally deemed inadequate.

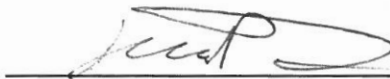
CONSULTATION:

This program was reviewed and approved by Directors of the UMSU Executive. It was then submitted and approved by the UMSU board of Directors. Finally, being voted on by the student population as a whole via referendum. At each of these steps the notification of a \$28.00 fee was included in the proposal.

ROUTING TO THE BOARD OF GOVERNORS:

<u>Reviewed</u>	<u>Recommended</u>	<u>By</u>	<u>Title</u>	<u>Date</u>
<input type="checkbox"/>	<input type="checkbox"/>			
<input type="checkbox"/>	<input type="checkbox"/>			
<input type="checkbox"/>	<input type="checkbox"/>			
<input type="checkbox"/>	<input type="checkbox"/>			
<input type="checkbox"/>	<input type="checkbox"/>			

SUBMISSION PREPARED BY:



Jaron Rykiss, President, UMSU

ATTACHMENTS:

We have attached a copy of the 2021 Referendum result.

University of Manitoba Students' Union

Online Voting



University
of Manitoba
**STUDENTS'
UNION**

[Home](#)[How It Works](#)

Results - 2021 UMSU Referendum

Turnout: 2558 (10.3%) of 24735 electors voted in this ballot.

StudentCare's Legal Protection Program (Binding)

Yes	1958 (79.3%)
No	510 (20.7%)

VOTER SUMMARY

Total	2558
Abstain	90 (3.5%)

MAPSS (Manitoba Alliance of Post-Secondary Students) (Binding)

Yes	2095 (87.7%)
No	293 (12.3%)

VOTER SUMMARY

Total	2558
Abstain	170 (6.6%)

CASA (Canadian Alliance of Student Associations) (Binding)

Yes	2060 (86.6%)
No	319 (13.4%)

VOTER SUMMARY

Total	2558
Abstain	179 (7.0%)

U-Pass Program (Non-binding)

Yes	1700 (67.0%)
No	836 (33.0%)

VOTER SUMMARY

Total	2558
Abstain	22 (0.9%)



This ballot is certified by Simply Voting to have been securely processed and accurately tabulated by their independently managed service. You may download a [spreadsheet of vote data](#) to audit these results.

This is the online voting system of [University of Manitoba Students' Union](#). Powered by [Simply Voting](#).