



**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

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