

# BOARD OF GOVERNORS

**Tuesday, February 24, 2026**

**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](mailto:melissa.watson@umanitoba.ca) no later than 9:00 a.m. the day of the meeting.

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**OFFICE OF THE UNIVERSITY SECRETARY**



**University  
of Manitoba**



**Traditional Territories Acknowledgement**

The University of Manitoba campuses and research spaces are located on original lands of Anishinaabeg, Ininiwak, Anisininewuk, Dakota Oyate, Dene and Inuit, and on the National Homeland of the Red River Métis.

UM respects 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.

UM recognizes that this acknowledgment only holds meaning when reflected in the actions taken to address the injustices and barriers that have disproportionately affected Indigenous Peoples and communities, systemically preventing them from accessing and benefitting from education. Grateful for the territories and lands on which the university community learns, conducts research, and engages with external partners, UM is guided by this acknowledgment in carrying out the core work of its mission, the priorities it sets, and the decisions made to move forward as an institution.

**Mission**

We advance learning by creating, sharing, preserving, and applying knowledge in partnership with diverse communities to promote the cultural, social, and economic well-being and health of Manitoba, Canada, and the world.

**Vision**

The University of Manitoba will be a vibrant and thriving community, enriched by Indigenous knowledges and perspectives. We will lead change for a better Manitoba and world.

**Core Values**

**Belonging – Curiosity – Impact – Integrity – Well-being**

**Strategic Themes & Foundational Commitments**



**2025/26  
Board of  
Governors  
Priorities and  
Goals**

- In collaboration with management, define the Board's role for overseeing "Student Learning and Experience" and "Research and Innovation" and related risks ("strategic enrolment, recruitment and graduation" and "competitive advantage as a top tier university in Canada"), as recommended by the Board's 2022 Governance Working Group. Form a small team of Board representatives and UM Executive to collaborate and determine focus and include recommended material on the Board's agenda for the 2025-26 year.
- Monitor the implementation of the *MomentUM* Strategic Plan, focusing on measurement and communication of progress.
- Review and discuss UM's identified top 11 risks and mitigation strategies, assessing the implications to UM's long-term strategy and sustainability.
- Monitor continuing progress on building community and reinforcing a culture of transparency and belonging at UM.
- Set the tone in advancing Indigenous achievement, equity, inclusion, anti-racism, and anti- ableism.

## **BOARD OF GOVERNORS OPEN SESSION**

Tuesday, February 24, 2026 at 4:00 p.m.

**Page 1 of 2**

<b>AGENDA</b>		<b><u>Action</u></b>	<b><u>Presenter</u></b>	<b><u>Page</u></b>	<b><u>Est. Time</u></b>
<b>Call to Order</b>			Chair	-	4:00 p.m.
<b>ANNOUNCEMENTS</b>			Chair	-	4:00 p.m.
1.	<b>APPROVAL OF THE AGENDA (Open Session)</b>	Approval	Chair	4	4:05 p.m.
2.	<b>MINUTES (Open Session)</b>				
2.1	Approval of the Minutes of the December 9, 2025 Meeting, as circulated or amended	Approval	Chair	6	4:05 p.m.
2.2	Business Arising - none	-	Chair	-	4:05 p.m.
3.	<b>PRESENTATION</b>				
3.1	UM's Arctic Research Agenda	Information	M. Pinto	-	4:05 p.m.
4.	<b>NEW BUSINESS</b>				
4.1	President's Report	Information	President	14	4:35 p.m.
4.2.	Request for Suspension of Admissions to Ph.D. in Applied Health Science Program, Faculty of Graduate and Postdoctoral Studies	Consultation	President	30	4:45 p.m.
4.3.	Request for Admission Target Increase, Bachelor of Social Work, Faculty of Social Work	Consultation	President	44	4:50 p.m.
5.	<b>COMMITTEE REPORTS</b>				
5.1	Report of the Executive Committee	Information	Chair	72	4:55 p.m.
5.2	Report of the Governance and Board Development Committee	Information	D. Roussin	73	5:00 p.m.
	a) Board of Governors Standing Committee Review Final Report	Approval	D. Roussin	75	

<b>6.</b>	<b>UNANIMOUS CONSENT AGENDA</b>	Approval	Chair	-	5:15 p.m.
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*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.*

### **6.1 From Senate for Approval and Information**

6.1.1.	Report from Senate (December 3, 2025)	Information	Chair	101	(consent)
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## **BOARD OF GOVERNORS OPEN SESSION**

Tuesday, February 24, 2026 at 4:00 p.m.

**Page 2 of 2**

6.1.2.	<i>Report of the Senate Committee on Awards (dated October 20, 2025)</i>	<i>Approval</i>	<i>Chair</i>	106	<i>(consent)</i>
6.1.3.	<i>Closure of the Bachelor of Science (Major) and Bachelor of Science (Honours) in Biotechnology Programs, Faculty of Science</i>	<i>Approval</i>	<i>Chair</i>	112	<i>(consent)</i>
6.1.4.	<i>Establishment of the Behavioural Management Research Centre, Asper School of Business</i>	<i>Approval</i>	<i>Chair</i>	119	<i>(consent)</i>
6.1.5.	<i>Request to Extend Suspension of Admissions, Bachelor of Human Ecology (Family Social Sciences) Degree and After Degree Programs, Rady Faculty of Health Sciences – Provincial Approval</i>	<i>Information</i>	<i>Chair</i>	105	<i>(consent)</i>
6.1.6.	<i>Report from Senate (February 4, 2026)</i>	<i>Information</i>	<i>Chair</i>	139	<i>(consent)</i>
6.1.7.	<i>Report of the Senate Committee on Awards (dated November 10, 2025)</i>	<i>Approval</i>	<i>Chair</i>	147	<i>(consent)</i>
6.1.8.	<i>Report of the Senate Committee on Awards (dated December 15, 2025)</i>	<i>Approval</i>	<i>Chair</i>	156	<i>(consent)</i>
6.1.9.	<i>Revised Animal Care and Use Policy and Procedure</i>	<i>Approval</i>	<i>Chair</i>	174	<i>(consent)</i>
6.1.10.	<i>Establishment of the University of Manitoba Water Institute</i>	<i>Approval</i>	<i>Chair</i>	195	<i>(consent)</i>
6.1.11.	<i>Establishment of the RESOLVE Manitoba Centre</i>	<i>Approval</i>	<i>Chair</i>	220	<i>(consent)</i>
6.1.12.	<i>Annual Report of the University Discipline Committee, September 1, 2024 to August 31, 2025</i>	<i>Information</i>	<i>Chair</i>	241	<i>(consent)</i>
6.1.13.	<i>Update on Requests for Changes to Admission Targets, Asper School of Business – President's Approval:</i> <ul style="list-style-type: none"><li><i>One-Time Increase to Admission Target, Bachelor of Commerce (Honours) Program</i></li><li><i>Extension of Suspension of Admissions to Three Bachelor of Commerce (Honours) Majors: International Business; Leadership and Organization; International Business; Management Information Systems</i></li></ul>	<i>Information</i>	<i>Chair</i>	145	<i>(consent)</i>

<b>MOTION TO MOVE TO CLOSED &amp; CONFIDENTIAL SESSION</b>	<i>Approval</i>	<i>Chair</i>	-	5:20 p.m.
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**SHORT BREAK**



**Minutes of the OPEN Session of the  
Board of Governors  
December 9, 2025 at 4:00 p.m.**

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**Present:** M. Robertson, Chair  
J. Leclerc, Secretary

D. Angus	M Benarroch	D. Brown	J. Caithness	I. Fakankun
S. Ferris	D. Finkbeiner	G. Lodha	L. Magnus	R. McKay
P. Nickerson	T. Oluwajuyitan	R. Patel	G. Parent	D. Roussin
P. Singh	C. Yendt			

**Via Video-Conference** M. Duque H. Kaur B. Shearer

**Regrets:** C. Dreilich-Girard J. DeSouza-Huletey M. Pinto

**Assessors:** J. Brar O. Dingwall

**Officials:** A. Bruce N. Andrew D. Hiebert-Murphy V. Koldingnes

**Others attending:** C. Davidson

**FOR ACTION**

**1. APPROVAL OF THE AGENDA**

It was moved by Mr. Parent and seconded by Mx. Yendt:

**THAT the agenda for the December 9, 2025 Open Session be approved.**

**CARRIED**

**2. MINUTES (Open) Session**

2.1 Approval of the Minutes of the October 27, 2025 Open Session as circulated or amended.

It was moved by Mr. Oluwajuyitan and seconded by Dr. Lodha:

**THAT the minutes of the October 27, 2025 Open Session be approved as circulated.**

**CARRIED**

2.2 Business Arising

There was no business arising from the minutes.

### 3. PRESENTATION

#### 3.1 Enrolment Update, Fall 2025

Dr. Hiebert-Murphy provided an overview and update on the Fall 2025 student enrolment.

In speaking to external influences and pressures, Dr. Hiebert-Murphy spoke about the changing demographics within the province that include an Indigenous population younger than non-Indigenous, an increasing population of 18 to 24-year-olds, and the limited growth in immigration. She explained that the most recent federal policy provides further uncertainty of Canada as a destination for international students, with low tuition and provincial restrictions on tuition increases causing challenges for the University of Manitoba to address the increase in costs of programming.

She shared that the post-secondary environment is becoming more competitive, with it being difficult to attract graduate students due to the labor market available to undergraduate students and the competitive national market for domestic students.

Dr. Hiebert-Murphy explained that as predicted, the University of Manitoba has and will continue to see an increase in domestic student enrolment, with a decrease in international students. She shared that although there is modest growth in graduate student enrolment, this does not offset the significant decline in international students. Dr. Hiebert-Murphy was happy to share that undergraduate and graduate Indigenous student enrolment continues to increase and credited this to the work underway with recruitment teams. She explained that overall, enrolment patterns show that the University of Manitoba will be teaching more students with less revenue, adding that the University is developing a new Strategic Enrolment Management (SEM) Plan to address these pressures.

Dr. Hiebert-Murphy provided an overview of the 5-year enrolment trends for undergraduate and graduate students, sharing that overall undergraduate enrolment has risen, with international enrolment declining, particularly for students new to the University of Manitoba.

She highlighted several actions currently underway in working to address these institutional pressures, which include:

- Development of a Strategic Enrolment Plan (SEM) to support academic units with aligning with the University's Strategic Plan, as well as recruitment strategies and goals for units
- Identifying actions and monitoring progress of the student life cycle (admission, retention, progression, and graduation)
- Continued discussions with the province regarding tuition fee increase and funding supports, in addition to conversations with the federal government on the international study permit caps

- Reviewing, revising and investing in recruitment activities and admission processes across undergraduate and graduate units
- Increasing student funding and support for graduate students

Ms. Magnus asked if the University has expressed to government both the benefits to an increase in domestic student enrolment, in addition to the large financial constraints that it puts on the institution. Dr. Hiebert-Murphy explained that conversations with government do include these challenges, sharing that the current tuition revenue does not allow for program growth with many programs currently at capacity.

In response to a question, Dr. Hiebert-Murphy explained that housing and cost of living pressures are not particularly of concern at the University of Manitoba, and that a robust pool of funds has been allocated for student supports, including bursaries and scholarships.

Dr. Hiebert-Murphy explained that the allocation of international student attestation letters to the institutions is determined by the province, and that the International College of Manitoba (ICM) would have an allotment of Provincial Attestation Letters (PALs) separate from the University of Manitoba. She shared that the University has enhanced its recruitment efforts, including students coming from the USA. The University anticipates that overall, it will continue to see a decline in international student enrolment over the next few years and remains hopeful that the number of incoming international students will stabilize.

Dr. Hiebert-Murphy explained that the University of Manitoba is working to implement a graduate survey to help better understand and track students once they graduate, for implementation ideally within the next six months. She also shared that the University is looking at ways to assist potential graduate students with being matched with an advisor.

### 3.2 MomentUM: Leading Change Together, Strategic Plan Implementation Update

Dr. Hiebert-Murphy provided an overview of the implementation process, sharing that following the final implementation report that was distributed in June 2025, the University has been collecting baseline data across administrative and academic units, and is working to set up a system to track progress on meeting the strategic goals. She explained that starting in the new year, the Implementation Committee will review the collected data to begin setting targets and developing a plan to bring forward as part of the Annual Report in April 2026.

Regarding the measurement of progress on key indicators, Dr. Hiebert-Murphy shared that the data collection includes assigning leads, populating templates, identifying reporting cycles, assisting with mapping of key indicators, and creating data integrations for future reporting. In addition to the SEM Plan, work is underway in developing several other institutional strategies relating to anti-racism, health and well-being, sustainability, in addition to unit-level strategic planning. In ensuring engagement with the university community, Dr. Hiebert-Murphy shared information and planning sessions on the *MomentUM* and *Time for Action* planning documents



will be held, in addition to sharing success stories and updating identified actions through new strategies.

#### **4. NEW BUSINESS**

##### **4.1 Report of the President**

In providing an overview of his progress on priorities, Dr. Benarroch informed Board members that the Affirming Indigenous Citizenship, Membership and Kinship policy and procedure are close to completion, adding that the process in developing and reviewing governing documents is being updated to include an equity impact assessment.

Dr. Benarroch spoke about the increased effectiveness of Government Relations and advocacy with the provincial and federal government, informing Board members that Mr. Conor Lloyd will be joining the University in the new year as Executive Director of Government and Community Relations.

He explained that the University continues to work towards advancing transparency and responsive decision-making processes, sharing that several engagement and information sessions have been held with additional sessions planned for the new year. He shared that UM's intranet site will be upgraded with a new landing page, and informed Board members that a great discussion was held at Senate regarding the draft Freedom of Expression Statement.

Dr. Benarroch shared that the University would continue to engage with donors, alumni and community members with new *What's the Big Idea* episodes, enhancing the University's brand presence, preparing for the upcoming campaign, and recruiting members for the President's Campaign Team.

He noted that he continues to remain engaged with the U15 and Universities Canada, and in speaking to financial sustainability, explained that budget consultations continue with the new capital governance model developing a 5-year listing of prioritized capital projects.

Dr. Benarroch shared that the Office of the Vice-President Research and International are launching a project to optimize and provide a more efficient research administration process that will support researchers with a new and integrated automated system.

In speaking about some major institutional achievements, Dr. Benarroch shared that the University has raised over \$103 million this fiscal year, surpassing its fundraising goal of \$78 million. He explained that 14 new members have joined the Isbister Legacy Society, and that the Gates Foundation has donated an additional \$18 million to the Institute of Global Public Health. He also shared that on the National Day for Truth and Reconciliation, the NCTR provided widespread contact by partnering with APTN, CBC, and 32 broadcasters.

Mr. Finkbeiner asked if American researchers and faculty members are showing interest in joining Canadian universities. Dr. Benarroch explained that while the University is seeing interest, the salaries and research funds available in the USA are often out of scope with what is available at the University of Manitoba. He shared that while this is challenging, the University of Manitoba will continue to work to leverage some of the funding for recruitment positions recently announced in the federal budget.

In response to a question, Dr. Benarroch explained that the University is in early discussions to build an Anaerobic Digester at the Glenlea Research Station, sharing that this would generate energy that would be fed into the Manitoba Hydro system. He noted that while this would be expensive to build, the revenue generated overtime could cover those costs and would bring the University very close to carbon neutrality.

Chancellor Angus commended Dr. Benarroch and his team on the positive impact being made externally, and the great feedback received by the community. He asked if a sustainable funding model exists for the University, based on what the provincial government can offer with no change for the University with respect to the number of international students.

Dr. Benarroch explained that the University's request regarding tuition and grant is based on the parameters presented by the province. He shared that University has proposed a structure to correct tuition anomalies that have historically existed across faculties, as well as additional graduate student funding structured around the goals within Manitoba's Economic Development Strategy and Innovation and Prosperity initiative.

a) Freedom of Expression Statement for the University of Manitoba

Dr. Benarroch explained that freedom of expression is a fundamental element of universities and presents both opportunities and challenges. In speaking of the recent event where Dr. Frances Widdowson attended the Fort Garry Campus, Dr. Benarroch explained that she was not invited to campus however the University did engage with her prior to her arrival with the intention to ensure safety overall. He informed Board members that prior to her arrival, he met with UM Elders, Survivors and Governing Circles at the NCTR, UM students and had conversation with the Assembly of Manitoba Chiefs (AMC) and others. He shared his own understanding of the incredible difficulty in allowing Residential School deniers on campus, noting that although the University cannot prevent visitors with troubling messaging, the intention and focus is to ensure the campus remains physically safe and to offer messaging that aligns with the institution. He reminded Board members that the University handled the event very well, ensuring safety was met, sharing that a joint statement with the AMC and the University of Winnipeg were shared. Ms. Roussin spoke about the importance of joint statements and actions that were taken by the institution, noting that while there is an understanding of dialogue by the institution internally, it's not as well understood externally.

He explained that there is a challenge in not having a Freedom of Expression Statement, as this statement can articulate the principles that guide the institution. The Chair shared that although allowing Dr. Widdowson on campus was extremely difficult for the institution, the beautiful events that were held in honor of the National Day for Truth and Reconciliation were far more impactful and rewarding.

Ms. Andrew explained that the Freedom of Expression Statement, rather than being a policy, is common amongst the U15, sharing that once UM's Freedom of Expression Statement is finalized, the intention will be to revise the Use of Premises Policy to reference the statement and to help set the context for interpretation.

Dr. Benarroch shared that while certain graphics presented by external groups on campus are distressing for community members, they are not against the law and are considered free expression. Ms. Andrew shared that outdoor campus spaces are considered public spaces, and therefore the University of Manitoba has very limited control except for criminal activity. Ms. Kaur asked if the University has discussed including the University of Manitoba within the Buffer Zone Act with government. Ms. Andrew shared that she would look into this.

Dr. Benarroch reminded Board members that the University has also prepared a statement on institutional neutrality and shared that the University will remain cautious in not taking stances on issues, adding that the institution is served better working in that manner and providing the space where members of the community can develop, and express their views. Dr. Bruce explained that the Freedom of Expression Statement is one piece of many that will be used in handling these types of situations, sharing that it is a foundational piece to how the University functions and allows the institution to communicate that externally. Dr. Brown acknowledged the necessity for UM's Freedom of Expression Statement and commented on the importance of remembering why universities exist, which is to create knowledge, and can use academic freedom to counter messaging such as that of Dr. Widdowson.

## **5. COMMITTEE REPORTS**

### **5.1 Report of the Governance and Board Development Committee**

#### **a) Board of Governors Standing Committee Review – Advancement Committee**

Ms. Roussin informed Board members that at its meeting on November 4<sup>th</sup>, the Committee reviewed the annual Board self-assessment and skills matrix and endorsed a revised questionnaire that was shared with Board members last month. She encouraged Board members to provide their response to the survey at their earliest convenience.

She shared that the Committee also undertook a preliminary review of the Terms of Reference for each of the Board standing committees and considered feedback from each of the standing committees, with a final report to be shared with the Board at a future meeting.

Ms. Roussin explained that in discussing results from the assessment and feedback from the Advancement Committee and the University, Committee members agreed that it would be most appropriate to disband the Advancement Committee and note that matters of importance, such as UM's brand and reputation, will come to the Board for consideration as appropriate.

It was moved by Mr. Finkbeiner and seconded by Mr. Patel:

**THAT the Board of Governors disband the Advancement Committee, effective upon approval.**

**CARRIED**

The Chair thanked members of the Advancement Committee for their service.

## **6. CONSULTATION**

6.1 Report from Senate (Nov. 5 & Dec. 3, 2025) RE: Requested Changes to Undergraduate Admission Targets, Asper School of Business:

- One-Time Increase to Admission Target for Bachelor of Commerce (Honours) Program
- Extension of Suspension of Admissions to Three Bachelor of Commerce (Honours) Majors: International Business; Leadership and Organization; Management Information Systems

Dr. Benarroch explained that the Asper School of Business has requested a one-time increase in admissions target of 25 students, to accommodate the number of applications received. The Asper School of Business has also asked to extend suspension of the three programs; International Business, Leadership and Organization, and Management Information Systems. He explained that all three programs have been rolled into new programs within the faculty, and this request for extension is to allow students currently enrolled in these three programs to graduate, which should be completed within the next few years.

## **7. UNANIMOUS CONSENT AGENDA**

It was moved by Mr. Patel and seconded by Dr. Ferris:

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

**THAT the Board of Governors approve the:**

- **Report of the Senate Committee on Awards (dated September 22, 2025).**
- **Proposals from the Max Rady College of Medicine to Establish:**
  - **Professorship in Clinical Health Psychology, Department of Clinical Health Psychology**
  - **Professorship in Internal Medicine Clinical Science, Department of Internal Medicine**

**The Board received for information/consultation the following:**

- Enrolment Update, Fall Term 2025
- MomentUM: Leading Change Together, Strategic Plan Implementation Update
- Report of the Governance and Board Development Committee
- President's Report
- Freedom of Expression Statement for the University of Manitoba
- Report from Senate (November 5 and December 3, 2025)
- 2026-2027 Academic Schedule
- Requested Changes to Undergraduate Admission Targets, Asper School of Business:
  - One-Time Increase to Admission Target for Bachelor of Commerce (Honours) Program
  - Extension of Suspension of Admissions to Three Bachelor of Commerce (Honours) Majors: International Business; Leadership and Organization; Management Information Systems

**CARRIED**

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

It was moved by Mr. Patel and seconded by Mr. Finkbeiner:

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

**CARRIED**

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Chair

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University Secretary



**PRESIDENT'S REPORT TO THE BOARD  
FEBRUARY 24, 2026**

**Progress on President's Priorities**

**Legend:**

Complete	On track and / or has met milestones and / or is complete	Delayed or behind schedule and / or is encountering other risk and / or requires heightened monitoring	Deferred or halted and / or has been significantly affected and / or requires additional intervention	Not yet started
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**Priority 1: Pursue and guide the implementation of UM's Strategic Framework: MomentUM – Leading Change together, University of Manitoba Strategic Plan 2024 – 2029; Change Through Research – Strategic Research Plan 2024 – 2029; Time for Action – University of Manitoba Truth and Reconciliation Framework.**

<b><u>Milestones and Commitments</u></b>	<b><u>Updates</u></b>
Ensure the Strategic Plan Implementation Committee, under the leadership of the Provost, receives the necessary institutional support to complete the development of the implementation plan for MomentUM: Leading Change, with the initial plan being presented to the BOG in June, 2025.	<u>Implementation plan complete; committee work ongoing and on track.</u>
Provide strategic direction in leading and integrating UM's strategic, institutional, operational, capital, and resource planning activities.	<u>Ongoing.</u>  The launch of UM's Capital Plan – Building Bold took place January 20 <sup>th</sup> . The staff and faculty event drew 200 in-person attendees and 300 online participants. Digital displays of the campus plans were available in University Centre and the Brodie Atrium for three days post event.  Academic Affairs is leading the development of <i>Momentum Leadership</i> , a multi-module asynchronous onboarding and learning initiative designed to strengthen academic leadership across UM. The “foundations” stream has been launched, and the launch of a tenure

	<p>and promotion stream is planned by the end of the winter term. Additional streams on service and governance as well as teaching are expected to launch in the summer/fall of 2026.</p> <p>The Anti-Racism Strategy was released December 2025 and is supported by the Anti-Racism Learning Framework.</p> <p>A UM Community Experiences survey was undertaken in Fall 2025, with reports currently being generated and shared with units as well as with the Implementation Committee. A communication plan for sharing results with UM community is in development.</p>
<p>Ensure that UM's dedication to advancing Reconciliation and Indigenous engagement and excellence is fully integrated into the actions of UM's leadership team and in their portfolios, as we work toward strengthening UM's leadership presence in Manitoba, Canada and internationally.</p>	<p><u>Ongoing.</u></p> <p>Reconciliation principles are embedded throughout <i>Momentum Leadership</i>, including a module focused on Indigenous engagement, Indigenous approaches to leadership, and relations accountability. Reconciliation themes are woven through many of the 14 asynchronous modules to ensure consistent attention to Indigenous perspectives in academic leadership development.</p> <p>In November 2025, 320 Indigenous students from across Manitoba attended Fort Garry Campus for the New Buffalo Education Gathering, a full-day open house exclusively designed for Indigenous learners. Students engaged with faculties and programs at a career fair set up, explored campus on guided tours, and heard from a panel of current Indigenous UM students. This is the third year of the program, and attendance numbers increased from 172 (2024) and 201 (2023).</p> <p>Her Excellency, Mary Simon spent three days in plenary with the NCTR and Survivors at the NCTR's national Survivors and Health Support Workers Gathering in December 2025. 350 Attendees focused on wellness and healing in partnership with Indigenous Services Canada, Future Generations Foundation. Survivors, Elders, National Indigenous Leadership were in attendance.</p> <p>In December, the Indigenous Student Centre hosted the annual Holiday Care Package Initiative which provides eligible Indigenous students with a Medicine Bundle and a \$100 Superstore gift card to help offset the cost of groceries. This year, 276 Indigenous students received a</p>

	<p>gift (198 Fort Garry campus, 58 William Norrie campus, 20 Bannatyne campus) totaling \$27,600 in donations. Funds are generously offered by OVPI, Qualico and Blankstein trusts, Indigenous Business Education Partners (IBEP), NCTR, Access Program, and the Faculties of Arts, Extended Education, and Social Work.</p> <p>NCTR was invited by the Canadian Embassy, Helsinki Finland to attend Finland Truth and Reconciliation events from Feb 10-13 in Helsinki and Inari with Sami leadership and Finnish leadership to foster dialogue and understanding. The NCTR Governing Circle Chair attended to speak, participate, and provide expertise and leadership to share Canada's best practices and lessons learned post Canada's TRC and the NCTR.</p> <p>NCTR will host Senator Brian Francis (Mi'kmaq) PEI on March 2 in ceremony and to discuss NCTR priorities and objectives.</p> <p>The annual Elders and Traditional Peoples Gathering will be held on March 5 &amp; 6. It is the 20th anniversary of this event that hosts two days of knowledge sharing and teachings, ceremony, and relationship-building. In 2025, 250 attended (500 registered). In 2026, 800 people have registered and the system is now closed since we are at capacity. 150 spots are being held for students.</p>
Ensure that the values and priorities outlined in UM's strategic framework documents form the basis for decision making at UM, and this is demonstrated through alignment amongst the priorities in institutional planning documents and with the workplan priorities agreed to with each member of the President's Executive Team.	<p><u>Ongoing.</u></p> <p>Academic Affairs continues to advance the ESSENCE SISF initiative, which highlights and strengthens the University's approach to engaging emeriti and senior scholars.</p>
Ensure that environmental sustainability informs UM plans, initiatives, and priorities.	<p><u>Ongoing.</u></p> <p>Student Affairs, in partnership with several student associations, Office of Sustainability, and Recreation Services hosted an inaugural Commuter Appreciation Week February 9-13. To celebrate and acknowledge the UM student commuter community, activities encouraged engagement and connection, including pop-up hot beverage stations, a winter active open skate, daily contests, culminating in the UM Food Bank Concert "Rocking with a Cause".</p>



Continue to encourage the members of the leadership team to strive for excellence in advancing UM priorities, foster a culture of innovation, encourage creativity, and demonstrate a willingness to embrace new ideas and technologies.	<p><u>Ongoing.</u></p> <p>UM now has membership on three international working groups of the Digital Education Council (AI and Academic Integrity, AI and Ethics, and Sustainability). UM has submitted a proposal to the Government of Manitoba to create an Artificial Intelligence Hub for Manitoba.</p> <p>The International Centre submitted a Provincial proposal for 2026–27 for a targeted Language Training initiative serving Manitoba-eligible clients (e.g., temporary residents with valid work or study permits) who are excluded from government-funded language training. The program integrates employment-focused and intercultural communication skills to improve workplace readiness and employment outcomes, establishing UM’s English Language Centre as a provincial hub for English language training and instruction.</p> <p>The President participated as a panelist in a UM Teaching Symposium on GenAI in Teaching, Learning and Society on February 24, along with Premier Wab Kinew, Minister Renée Cable, Dean of Arts Heidi Marx, Dean of Graduate Studies Kelley Main, and Christina Penner, Senior Instructor in Computer Science.</p>
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**Priority 2: Continue to empower the President’s Executive Team to advance the UM mission, reaching high in achievement of both the university’s and their objectives and goals.**

<b><u>Milestones and Commitments</u></b>	<b><u>Updates</u></b>
Continue to foster a collaborative and supportive environment for the President’s Executive Team, ensuring accountability of each member for their goals.	<u>Ongoing, no new report.</u>
Continue to provide strategic leadership and mentorship to ensure that the team remains cohesive, collaborative, and accountable to our community while advancing the university’s mission of learning, discovery and engagement, ensuring alignment between operational execution and the broader strategic direction of UM, and pursuing priority initiatives within their own portfolios.	<u>Ongoing, no new report.</u>

Work with all members of the executive team to ensure that they incorporate the values found in the new strategic plan in their decision-making processes.	<u>Ongoing, no new report.</u>
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**Priority 3: Increase Effectiveness of Government Relations.**

<b>Milestones and Commitments</b>	<b>Updates</b>
Continue to work with the Executive Director of Government and Community Relations to ensure they are positioned for success within the senior executive team, the wider university, and the broader community.	<p><u>Ongoing.</u></p> <p>Following a competitive search, Conor Lloyd was hired as the new Executive Director, Government and Community Relations. He joined UM after working with RRC Polytech for 13 years. He started with UM on 5 January and has been pursuing a robust onboarding process to learn about UM and its priorities and quickly working to build relationships and meet key leaders across the University. An early priority is the development of a renewed strategy for the GCR portfolio to advance UM priorities.</p>
Pursue a significantly elevated profile for UM with the new federal government and both identify and successfully pursue new institutional opportunities for federal partnerships, funding and connections.	<p><u>Ongoing.</u></p> <p>The start of 2026 welcomed the groundbreaking for our new PRAIRIE Biologics Accelerator in partnership with the federal and provincial government, and the Canada Foundation for Innovation (CFI). The project required support from the Province of Manitoba, and in late 2025, following a series of productive meetings, the province confirmed it would provide \$16.8 million in matching funds for the project. The success of the funding for this project resulted from a strong vision, followed by successful engagements with UM partners in Ottawa and Manitoba.</p> <p>UM leadership, supported by the GCR team, has engaged a range of federal, provincial, municipal, and industry partners to advance strategic priorities in recent weeks. This includes discussions with the Canada Water Agency highlighting UM's research strength in water systems that resulted in national engagement opportunities for UM experts. Similar momentum was seen through interactions with the U.S. Consulate and visits from North American digital agriculture leaders, reinforcing UM's reputation as a hub for innovation, security policy expertise, and applied research.</p>

	<p>Ongoing engagements with the Government of Canada are planned for this coming spring and into the summer.</p> <p>In February 2026, the President, Dean of the Faculty of Health Sciences, Dr. Jamie Blanchard and Dr. Marissa Becker from the Institute of Global Public Health met with key partners in India and formalized partnerships with:</p> <ul style="list-style-type: none"> <li>• Government of Uttar Pradesh</li> <li>• King George Medical University</li> <li>• India Institute for Technology: Kanpur (IIT-K)</li> </ul> <p>On the same visit, they engaged with Gates Foundation leadership in India to highlight future partnership priorities and met with the Canadian High Commission to discuss UM's footprint and impact in India.</p>
<p>Continue to prioritize opportunities to engage and strengthen UM's relationships with provincial, Indigenous, and municipal governments, including both elected and unelected officials, with the intent of building on the success of the past year.</p>	<p><u>Ongoing.</u></p> <p>At the start of 2026, the President was appointed to the Premier's Business and Jobs Task Force, as part of the Workforce Development committee, to support and advance the pillars within Manitoba's Economic Development Strategy.</p> <p>Meetings with elected and unelected officials have been taking place, including recently with MP Terry Duguid and Minister of Environment and Climate Change Mike Moyes.</p> <p>The Capital Town Hall was attended by officials from Advanced Education and Training, reinforcing the province's engagement in long-term planning discussions.</p> <p>UM participated in the Province's AI Summit alongside campus leaders and researchers. The event provided early insights into the province's interest in artificial intelligence and its implications for innovation and workforce development. The University awaits further direction on next steps and provincial priorities emerging from the session.</p> <p>A meeting with the City of Winnipeg's CAO and Winnipeg Transit leadership focused on improving public transit access to campus, ensuring that the city has a clear understanding of UM's concerns and potential solutions. Work continues to move this file forward.</p>

	<p>UM's presence at the City Hall press conference launching the annual Duckworth Challenge, attended by President Benarroch, staff, and Bison athletes, generated strong and positive media attention, highlighting the visibility and community impact of UM athletics.</p> <p>In December 2025, OVPI employees attended holiday open houses hosted by Southern Chiefs Organization, Assembly of Manitoba Chiefs, Treaty One and Manitoba First Nations Education Resource Centre strengthening relationships with First Nations leaders and governments. Planning is underway through the VP Indigenous Office to expand UM's relationship with the Assembly of Manitoba Chiefs.</p> <p>NCTR invited MMF to nominate an Indian Residential School Survivor for the National Monument Steering Committee (NCTR provides Secretariat support with Canadian Heritage).</p> <p>NCTR Governing Circle member Andrew Carrier (VP/ Minister with MMF) served on the Selection Committee for the NCTR/UM Design Architect RFP. The selection committee comprises Anishinaabe, Inuit, Métis, Blackfoot, Cree and Anisininewuk leaders. Finalization of Design Architect to be completed Feb. 28, 2026.</p> <p>Partnership development with provincial and municipal stakeholders progressed. Meetings with the Business Council of Manitoba, RRC Polytech, and the province focused on shaping new industry–post-secondary collaboration. Additionally, targeted ecosystem-building activities strengthened UM's connections to Manitoba's innovation and business communities. The North Forge Fabrication Lab tour identified pathways for student access and potential institutional partnerships, while ongoing participation in the Winnipeg Chamber of Commerce's Leadership Advocacy Council ensured UM remains active in shaping policy directions that support Manitoba's economic and social growth.</p>
<p>Over the next year, significant attention will be paid to advocacy with both the provincial and federal governments, with some areas requiring particular attention (e.g. international student recruitment; Indigenous excellence; capital and</p>	<p><u>Ongoing.</u></p> <p>Activity over the fall and winter has continued to put UM expertise and areas of research at the forefront as Manitoba and Canada look to expand presence in Canada's arctic. UM plans to engage with government through the spring and into the summer and work with</p>

research funding, northern and arctic, AI and digital technologies).	community partners to advance opportunities for Manitoba.
Engage with the provincial government in discussions on tuition fees at UM. With limited provincial resources allocated to base funding increases, higher tuition fees will be required to offset rising costs. UM also expects to engage the province in discussions on infrastructure and research funding.	<p><u>Ongoing.</u></p> <p>UM engages regularly with the provincial government on UM priorities. Regular meetings continue to occur with Minister Cable and the DM of Advanced Education to advance these priorities. Recent outcomes include the appointment of the President to the Premier's Business and Jobs Task Force, and \$16.8M in matching funds to the PRAIRIE Biologic Accelerator (previously noted).</p> <p>UM continues to advance discussions regarding tuition to ensure that increases are measured and align with university needs and address short falls resulting from a continued reduction in international student enrolment.</p>

**Priority 4: Continue to advance our commitment to transparent and responsive decision-making processes and a positive approach to building enhanced relationships with UM stakeholders (internal and external), including improved communications.**

<b>Milestones and Commitments</b>	<b>Updates</b>
Continue to engage openly and in a transparent manner with all stakeholders at UM and respond in a timely manner to issues of importance to our community.	<p><u>Ongoing.</u></p> <p>On February 10, the VPI presented the Affirming Indigenous Citizenship Policy and Procedure to Deans Council.</p>
Including: continued meetings with each faculty council on an annual basis.	<p><u>Ongoing.</u></p> <p>The President and Provost have nearly concluded their annual round of meetings with each faculty council.</p> <p>Additionally, OVPI Senior leadership has met with 17 Faculty Councils (4 since last BOG report) across all campuses to discuss the Truth and Reconciliation Framework, the support OVPI can provide and how OVPI works with our campus community.</p>
Including: formal annual meetings with Elders and Knowledge Keepers.	<p><u>Complete for this academic year, no new report.</u></p> <p>On November 27, OVPI Leadership also held its annual meeting with Elders.</p>
Including: budget town halls.	<u>Complete for this academic year, no new report.</u>
Including: annual meeting with each dean, Vice-Provost and AVP.	<u>Complete for this academic year, no new report.</u>
Including: quarterly meetings with student leadership	<u>Ongoing.</u>

	<p>Meetings with UMSU and UMGPS were held on January 22<sup>nd</sup> and 28<sup>th</sup> respectively. The Vice-Provost (Students) continues to meet with the student unions bi-weekly, hosts meetings with UMSU and the Associate VP (Administration) monthly, with Presidents and Senior Sticks two-three times per term, and open office hours for all students with the Vice-Provost (Equity) bi-weekly.</p>
Including: regular meetings with UMFA leadership.	<p><u>Ongoing.</u></p> <p>The President, Provost and President and Vice-President of UMFA met most recently on January 19.</p>
In my leadership and engagement at the Board of Governors and its committees and with Senate and Senate Executive, I will foster a governance environment where strategic matters are proactively brought forward for discussion and where the Board and its committees are well-supported in achieving their goals and priorities.	<p><u>Ongoing.</u></p> <p>The implementation of a re-structured governance process for the oversight of curriculum, admissions, and academic regulations by Senate, including a streamlined committee structure is underway. Education and information sessions with academic and administrative units involved have taken place over the month of January, and recruitment for members of the revised committees is planned for February, with the new structure taking affect June 1. The new process will provide more opportunities for units to propose changes and for many curriculum related changes to be implemented sooner. This work is being led by the Office of the University Secretary and is guided by the Senate Committee and Process Review working group.</p>
Continue to lead and demonstrate transparency and open communication, collaboration, and respectful dialogue within our community, and encourage adherence to these principles by the extended leadership team.	<p><u>Ongoing.</u></p> <p>Vice-Provost (Equity) /Office of Equity Transformation continues with the Public Classroom Initiative. Sessions for Winter 2026 are organized around 2 themes: “Black Studies at UM”, and “Learning for Democratic Futures”</p>
Continue to demonstrate, encourage, and expect transparent and respectful communication between UM and its bargaining associations, to support the effective resolution of issues between rounds of bargaining, to expect UM to be a more proactive ‘first communicator’ with its employees, and to ensure that the university contributes positively to establishing effective conditions for bargaining.	<p><u>Ongoing.</u></p> <p>UM has established a Bargaining Communications Committee that ensures bargaining-related updates are regularly communicated. UM has also implemented a structured internal communications cascade that moves workplace information—whether related to IST, HR, Finance, Staff Benefits, or other administrative areas—proactively to Deans, Directors and Department Heads, then subject-matter experts, then the broader UM community. This process strengthens consistency, reduces surprises, and supports timely, accessible, and transparent communication for all faculty and staff.</p>

**Priority 5: Continue to build and foster ongoing mutually beneficial relations with donors, alumni and community.**

Milestones and Commitments	Updates
<p>With the Vice-President (External), work to effectively position UM with alumni, donors, and the broader community, in anticipation of launching UM's next major philanthropic campaign and pursuing continued growth in our annual fundraising goals.</p>	<p><u>Ongoing.</u></p> <p>A new <i>Bisons in Business</i> series, featuring Chancellor Dave Angus interviewing UM alumni, launched in <i>UM Today The Magazine</i>. The first two profiles highlighted Chris Schmidt, AI and tech entrepreneur, and Kathleen BlueSky on economic Reconciliation.</p> <p>The social media series <i>Michael in the Neighbourhood</i> wrapped up its season with four episodes featuring President Benarroch visiting and learning about alumni-owned businesses. It achieved a 3.75% engagement rate, consistent with PSI industry standards.</p> <p>NCTR will host the MasterCard Foundation to honour their 25-million-dollar gift to the Centre in ceremony and reciprocity with NCTR Governance, Survivors Circle, and UM/NCTR Leadership.</p>
<p>With the Vice-President (External), work to establish a campaign team to provide volunteer leadership to UM's next major philanthropic campaign. Together we will identify high priority fundraising initiatives for UM that will guide conversations with alumni and donors and our institutional marketing efforts, identify prospective campaign donors, and engage with them to generate principal &amp; major gifts for UM.</p>	<p><u>Campaign Team recruitment complete.</u></p> <p>The 28-member President's Campaign Team has met twice and will meet bi-monthly throughout 2026, receiving updates on university initiatives, fundraising progress, and key campaign priorities from the President and expert speakers. Team members are collaborating with senior UM fundraisers to identify major and principal prospects and craft customized fundraising strategies.</p>
<p>Continue to support work to enhance UM's strategic positioning and brand narrative and to guide UM's creative and communications strategies.</p>	<p><u>Ongoing.</u></p> <p>Results from UM's bi-annual Prospective Student and Parent Survey, received in December, show strong gains across several key perception and awareness indicators. Key findings include:</p> <ul style="list-style-type: none"> <li>• Parent top-of-mind awareness increased significantly, rising from 58% in 2022 to 71%.</li> <li>• The student recruitment campaign performed strongly, with 88% ad recall and 50% video recall; 37% of students reported the campaign made them more likely to consider UM.</li> </ul>



	<ul style="list-style-type: none"> <li>• Reputation is playing a growing role in student decision-making: 27% selected university reputation (up from 22%), and 22% selected program reputation (up from 19%).</li> <li>• Overall impressions of UM remain very positive, with 89% of students reporting a favorable view—up from 75% in 2022.</li> <li>• 75% of students, both undergraduate and graduate, indicated they would recommend UM. Among those who recalled UM’s reputational campaign, 40% said the materials improved their perception of the university.</li> </ul> <p>In November 2025 in collaboration with strategic marketing communications, a second Indigenous-designed Bison was launched as part of the We Are All Bisons campaign. This design was put on t-shirts that were given to approximately 400 Indigenous youth from across Manitoba.</p> <p>The OVPI hosted numerous events and opportunities — Including Indigenous Veterans Day, Inuit Day, New Buffalo Gathering, Indigenous Scholars Speakers and the Winter Market — offering the campus community and beyond opportunity to learn and engage with Indigenous knowledges, cultures and ways of being.</p>
With the Vice-President (External), work to launch the second phase of UM’s reputational marketing campaign to highlight the value of UM research.	<p><u>Ongoing.</u></p> <p>The second flight of Phase 2 of the campaign launched in early January 2026, featuring research by Dr. Az Klymiuk on strengthening Indigenous food systems, Dr. Lorrie Kirshenbaum on advancing heart health, and Dr. Phil Ferguson on satellite and drone technology.</p>
With the Vice-President (External), work to develop a proactive media engagement strategy to enhance UM’s presence and profile nationally.	<p><u>Ongoing.</u></p> <p>From November 17, 2025, to January 30, 2026, 136 unique media stories were generated, featuring 86 UM experts across more than 25 local, national, and international outlets, including <i>The New York Times</i>, NPR, The Canadian Press, and CBC National. Interest focused primarily on political issues, e.g. the federal budget and geopolitical developments, followed by health and wellness topics such as bird flu, genetic testing, diabetes, and IBS research.</p> <ul style="list-style-type: none"> <li>• The following article was featured in the WFP business section in December, highlighting UM as a growth leader among research universities:  <a href="https://www.winnipegfreepress.com/business/2025/12/18/were-a-university-thats-on-the-move">https://www.winnipegfreepress.com/business/2025/12/18/were-a-university-thats-on-the-move</a> </li> </ul>



	<ul style="list-style-type: none"> <li>The following op ed was featured in the WFP opinion section on February 13, promoting fair and measured approach to tuition fees:  <a href="https://www.winnipegfreepress.com/opinion/analysis/2026/02/13/canadas-university-funding-system-is-broken">https://www.winnipegfreepress.com/opinion/analysis/2026/02/13/canadas-university-funding-system-is-broken</a> </li> </ul>
With the Vice-President (External), enhance UM's brand presence on campuses and across Winnipeg.	<p><u>Ongoing.</u></p> <p>Work is nearing completion on the removal of old UM logos and installation of new branding on all UM fleet vehicles.</p> <p>Following intranet upgrades initiated in August 2025, UM's Intranet was set as the default homepage on all IST-managed computers in December, giving faculty and staff immediate access to news, updates, and key announcements. Since the revamp of the UM Intranet, we have seen an increase of 236% in visitors.</p>

**Priority 6: Strengthen Community Relations for the benefit of UM.**

<b>Milestones and Commitments</b>	<b>Updates</b>
Continue to prioritize work to strengthen UM's relationship with community organizations, expanding UM's profile across Winnipeg and the entire province including the Chambers of Commerce and rural municipalities, and in partnership with the Vice-President (Indigenous) to enhance and build relationships with First Nations, Métis, and Inuit leaders and communities, including through enhanced intercultural learning in community.	<p><u>Ongoing.</u></p> <p>UM continues to support the Winnipeg Chamber of Commerce through their Leadership Advisory Group. This activity is led by our Government and Community Relations Team. The Team is also actively engaged with growing our relationship with the Manitoba Chamber of Commerce, North Forge, and the Bio Sciences Association of Manitoba and Business Council of Manitoba. This includes upcoming engagement with their Research Information Summit.</p> <p>UM was selected as Regional Lead for North America of the Age-Friendly University Global Network. UM co-leads are: Angie Conrad (UM Anti-Ableism and Age-Inclusivity Specialist, Office of Equity Transformation) and Michelle Porter (Director, Centre on Aging)</p> <p>In collaboration with Cross Lake/Pimicikamak, UM hosted a grand opening of the community-based Learning Hub, which brings post-secondary education and training opportunities to community. This initiative is supported through UM's partnership with the Mastercard Foundation's EleV Program.</p>
Engage in my roles as co-chair of the Post-Secondary Presidents of Manitoba, as a member of the U15	<u>Ongoing.</u>

Executive Heads, and as a member of the Board of Directors of Universities Canada to pursue advocacy that links to UM issues and priorities.	<p>These roles have helped build UM's profile locally and nationally. PSPC has been able to advance priorities surrounding base funding and tuition, and participation with Universities Canada as a director and member of the nominating committee, have enabled engagement opportunities with key decision-makers in Ottawa.</p> <p>UM through the Vice-Provost (Equity) is co-sponsor with UCalgary, USaskatchewan, UAlberta, and Queens of the CanU15-GermanU15 Joint EDI in Science and Society Conference, June 2026, that will focus on: (a) Evidence-based approaches to equity and excellence in research; (b) Equity data and research in post-secondary institutions; (c) collaborative Joint working group outputs and next steps</p>
<p>The Presidential Advisory Council (PAC) was established in the 2022/23 academic year and has completed its initial mandate. With the establishment of the President's Campaign team, a renewed PAC will focus on offering advice and insight from leaders within our community on matters of importance to the future of the University.</p> <ul style="list-style-type: none"> <li>• Establish membership and TOR for renewed PAC.</li> <li>• Engage PAC in discussions of potential future impact on UM.</li> <li>• Bring expertise and insights from diverse fields to help inform the president's decision-making.</li> </ul>	<p><u>Ongoing; no new report.</u> The PAC is next scheduled to meet in April 2026.</p>

**Priority 7: Provide oversight in the management of UM's longer term financial sustainability.**

<b><u>Milestones and Commitments</u></b>	<b><u>Updates</u></b>
Assess the efficacy of the revised budget model and carryover policy.	<p><u>Ongoing.</u></p> <p>The budget model is performing as planned in that with the grant forming a base in unit budgets it has mitigated large budget changes for some units and supported some stability in budgets in a time where faculties are impacted by lower allocations of international revenue.</p>
Continued focus on an enterprise risk management program and implementation of a risk mitigation strategy.	<p><u>Ongoing.</u></p> <p>The University continues to advance the implementation of its Enterprise Risk Management</p>

	<p>(ERM) program to strengthen institutional resilience and support informed decision-making. Over the past reporting period, the focus has shifted from risk identification to the active management and mitigation of priority enterprise risks.</p> <p>The Enterprise Risk Management Committee was established and met to review priority enterprise risks, confirm risk ownership and accountabilities, and advance the implementation of targeted risk mitigation strategies.</p>
Continued focus on the implementation of the audit recommendations regarding capital planning.	<p><u>Ongoing; largely complete.</u></p> <p>The University has addressed the majority of the audit recommendations related to capital planning through the development and launch of the 30-Year Master Capital Plan, which establishes a clear framework for long-term planning, project prioritization, governance, and sequencing of capital investments. The plan responds directly to audit concerns related to transparency, alignment with institutional priorities, and consistency in capital decision-making.</p> <p>The remaining areas of focus relate primarily to finalizing the capital planning policy and advancing construction readiness requirements, both of which are being progressed to further strengthen capital governance and execution.</p>
Enhanced focus on optimizing the use of unspent endowment funds.	<p><u>Ongoing.</u></p> <p>A project to establish a new student award management system with the same software utilized by Donor Relations (Blackbaud) was initiated on January 1 with anticipated completion date of September 2026.</p>

### **Strategic Plan / Strategic Framework Implementation Update**

- The work of implementing and monitoring progress of MomentUM and Time for Action is ongoing. In Fall 2025, the Office of the Provost began compiling data from across the institution to support reporting on the key indicators identified in the MomentUM Implementation Plan. This includes data collected from institutional systems, academic and administrative units, and results from the UM Community Experience Survey distributed to UM faculty, staff, and students earlier in the fall.
- In February 2026, the MomentUM Implementation Steering Committee and the Truth and Reconciliation Advisory Committee will meet to review baseline data from 2024–2025. Discussions will focus on finalizing baseline reporting, identifying owners for each indicator,

and identifying areas of progress and potential gaps. This work will inform a progress report to be shared with the community later in the spring.

- At the same time, strategic planning continues at the unit level. Academic units without strategic plans are actively working toward completing them. The Offices of the Provost and Vice-President (Academic) and the Vice-President (Indigenous) are also providing support to assist units in aligning their planning with institutional priorities, including through the delivery of workshops and the development of action plan templates.
- The OVPI continues to work with Office of the Provost on integrating implementation of MomentUM and Time for Action and ensuring progress on key indicators reflects commitments within the Framework. The OVPI is also working at the unit level by supporting strategic action plan development ensuring alignment and integration of MomentUM and Time for Action
- The Government of Canada has launched the [Canada Impact+ Research Chairs](#) program, a major new initiative to recruit world-leading researchers to Canadian universities. The program is part of the \$1.7 billion [Canada Global Impact+ Talent Initiative](#) and is administered by the Tri-agency Institutional Programs Secretariat (TIPS). It is designed to attract both internationally based and expatriate researchers whose work aligns with Canada's strategic priorities.
- The University of Manitoba has been allocated up to \$8 million per year on a highly competitive basis. This represents a significant opportunity to bring exceptional talent to UM, with long-term federal funding (up to 12 years) for salary and research support. The initiative offers an opportunity to strengthen our research capacity in specific, high-impact areas. The faculties have risen to the occasion; 15 search committees have been established across 7 faculties.

### **Major Institutional Achievements**

- **Research Funding:** UM has recorded the highest growth over one year in not-for-profit research funding among Canadian universities in corporate partnerships, according to the newly released rankings from Canada's Top 50 Research Universities 2025.
- **UM Today:** A new [UM Today](#) (UM's digital storytelling platform on [umanitoba.ca](#)) was launched January 15. The new site has a modern look, improved reader experience, and capabilities for the inclusion of more diverse storytelling mediums. The improvements to UM Today are part of the broader effort to strengthen how UM communicates across platforms with UM Today focusing on external storytelling.
- **Philanthropic Giving:** UM's philanthropic goal for 2025/26 was set at \$78M. As of February 13, UM had raised \$ 122.66M and welcomed 25 new members to the Isbister Legacy Society, UM's planned giving society. The following gifts of \$100,000 or more have been donated to the university since the last update to the Board of Governors:
  - o The Gates Foundation invested an additional \$5,529,809 in research in the Max Rady College of Medicine
  - o The Li Ka Shing Foundation donated \$2,796,000 to the Max Rady College of Medicine
  - o Henry and Saul Koschitzky made a \$1,000,000 gift in support of the IKO Construction Materials Testing Facility

- o The Winnipeg RH Institute donated \$500,000 to the Winnipeg Rh Institute Foundation Physician-Scientists Fellowship in Maternal and Child Health
  - o David Provinciano donated \$250,000 to the Department of Family Medicine Future 50 Fund in the Max Rady College of Medicine
  - o Rakesh Mittoo donated \$225,000 to The Dr. Usha R. Mittoo Research Fellows Program in the I.H. Asper School of Business
  - o Power Corporation supported Imagine a Canada through the National Centre for Truth and Reconciliation with a gift of \$150,000
  - o Robert Ramsay donated \$112,160 to the Robert and Norma Ramsay Family Fund in the Max Rady College of Medicine
  - o Harry Ohrt donated \$100,000 to the Dean's Innovation Trust Fund in the Max Rady College of Medicine
  - o Stan Cheung donated \$100,000 in support of the department of Animal Science in the Faculty of Agricultural and Food Sciences
- 2026 Canada-Mexico Binational Roundtable: The University of Manitoba will host the 2026 Canada–Mexico Binational Roundtable on Indigenous Higher Education from June 15–17 at the Fort Garry campus, welcoming 50–75 participants from both countries to strengthen partnerships, explore research opportunities, and support student exchanges. Aligned with the Canada–Mexico Action Plan 2025–2028—which identifies Indigenous Peoples Collaboration and Economic Empowerment as priorities—the Roundtable is recognized as a key platform for advancing this bilateral work.

# Board of Governors Submission

**AGENDA ITEM:**

Report from Senate (February 4, 2026) RE: Request for Suspension of Admissions to Ph.D. in Applied Health Sciences Program, Faculty of Graduate and Postdoctoral Studies

**RECOMMENDATION:**

THAT the Board of Governors provide guidance/advice on a request from the Faculty of Graduate and Postdoctoral Studies to temporarily suspend admissions to the Doctor of Philosophy in Applied Health Sciences program, for a period of one year.

**PURPOSE and KEY CONSIDERATIONS:**

The Board policy on *Admission Targets* specifies that the President may suspend admissions to a program for defined time periods at intervals no more than 24 months 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*.

**EXECUTIVE SUMMARY and BACKGROUND:**

The President has received a request from the Dean of the Faculty of Graduate and Postdoctoral Studies (FGPS), to suspend admissions to the Ph.D. in Applied Health Sciences for one year, to (i) facilitate transfer of responsibility for the administration and delivery of the program from the FGPS to the School of Biomedical Sciences, in the Max Rady College of Medicine, Rady Faculty of Health Sciences and (ii) to prevent the admission of new students during this transition.

The Ph.D. in Applied Health Sciences is an interdisciplinary program. The program was established in 2006 with the objectives to:

- offer a unique multi-dimensional research-based doctoral program of high quality allowing the combination of knowledge bases in the Applied Health Sciences which complement one another
- produce PhDs with an understanding of the importance and pertinence of multi-dimensional and collaborative approaches to applied health sciences research
- add to the body of knowledge in the important field of the interactive nature of the determinants of health
- provide for a formal platform for interaction and research collaboration among the four participating units, relative to applied health science issues

When it was established in 2006, four academic units participated in the delivery of the program, including the former Faculties of Nursing and Human Ecology, the former School of Medical Rehabilitation (now the College of Rehabilitation Sciences), and the Faculty of Kinesiology and Recreation Management. Currently, only the latter two units continue to participate in the delivery of the program. The College of Nursing introduced a stand-alone Ph.D. in Nursing program in 2011.

The two remaining units have both developed proposals to introduce stand-alone doctoral degree programs in their respective disciplines of Kinesiology and Recreation Management and Rehabilitation Sciences. It is anticipated that both proposals will be brought to the Senate and the Board of Governors for approval in the short term.

**RESOURCE REQUIREMENTS and IMPLICATIONS:**

There would be no tuition revenue for the one year in which admissions to the Ph.D. in Applied Health Sciences was suspended. First year enrolment in the program ranged from 5 to 12 students in the years 2019 – 2023. Teaching and other resources used to deliver the Ph.D. in Applied Health Sciences will remain with the two units involved in delivering the program and, pending approval and implementation, would be used to offer two new Ph.D. programs currently being developed.

**CONNECTION TO THE UNIVERSITY STRATEGIC PLAN:**

Not applicable.

**RISKS and OPPORTUNITIES:**

The proposal might disadvantage students intending to apply for admission to the Ph.D. in Applied Health Sciences this summer, for admission in the Fall 2027. These students would have the option to apply instead for admission to the Ph.D. in Individual Interdisciplinary Studies and potentially complete the same courses.

**CONSULTATION & ROUTING TO THE BOARD OF GOVERNORS:**

The President consulted the Senate Executive Committee and the Senate at meetings on January 21 and February 4, 2026, respectively.

**SUBMISSION PREPARED BY: University Secretary****ATTACHMENTS:**

Attachment A –

Request for Temporary Suspension of Admissions to Ph.D. in Applied Health Sciences Program, Faculty of Graduate and Postdoctoral Studies




UM

Office of the President

Office of the President  
202 Administration Building  
66 Chancellor's Circle  
University of Manitoba  
Winnipeg, Manitoba  
Canada R3T 2N2  
T: (204) 474-9345  
president@umanitoba.ca

**DATE:** November 14, 2025

**TO:** Jeff Leclerc, University Secretary

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

**RE:** Request to Suspend Intake to the Ph.D. program in Applied Health Sciences

---

I attach a recommendation from Dr. Greg Smith, Vice-Provost (Academic Planning and Programs) to suspend intake to the following program:

- Ph.D. program in Applied Health Sciences

Under the Admission Targets Policy, the President may suspend admissions to a program 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 January 2026, Senate Meeting and the February 2026, meeting of the Board of Governors.

Cc: Diane Hiebert-Murphy, Provost and Vice-President (Academic)  
Greg Smith, Vice-Provost (Academic Planning and Programs)  
Laurie Schnarr, Vice-Provost (Students)  
Kelley Main, Dean of Graduate and Postdoctoral Studies  
Randy Roller, Executive Director OIA  
Jeff Adams, Registrar and Executive Director, Enrolment Services  
Jennifer Marchant, Academic Planning and Programs Specialist  
Jason Jorgenson, Academic Planning and Programs Specialist





**University  
of Manitoba**

**Office of the Provost and Vice-President (Academic)**

208 Administration Building  
66 Chancellors Circle  
Winnipeg, Manitoba  
Canada R3T 2N2  
Telephone (204) 474-8888  
Fax (204) 275-1160

**Date:** November 13, 2025

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

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

**Re:** Request to Temporarily Suspend Intake, Ph.D. program in Applied Health Sciences

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Under the Admission Targets Policy and at the request of Dr. Kelley Main, Dean of the Faculty of Graduate and Postdoctoral Studies, please find attached a proposal to suspend admission into the Ph.D. program in Applied Health Sciences (AHS) for one year.

The cessation of admissions will allow the AHS program time to initiate the governance processes required to move its administrative home from the Faculty of Graduate and Postdoctoral Studies to the College of Medicine, School of Biomedical Sciences, Rady Faculty of Health Sciences. Once resumed, the AHS program will continue to provide doctoral level study in multidisciplinary research. The temporary cessation of admissions will ensure new students are not enrolled during a moment of transition. Other options for interdisciplinary doctoral studies will be in place for students seeking to begin a program at the University of Manitoba during the transition year.

Consistent with the Admission Targets Policy and Procedure, the President may suspend admissions to a program following consultation with the Dean/Director, Senate, and the Board of Governors. If considered favourable, the proposal will be forwarded to the province for their review and approval under the provincial Program of Study Regulation.

Please provide your advice concerning this matter to the Office of University Secretary by November 21, 2025, so that, if supported, the request may receive timely consideration by Senate and the Board of Governors.

**Cc:** Diane Hiebert-Murphy, Provost and Vice-President (Academic)  
Laurie Schnarr, Vice-Provost (Students)  
Kelley Main, Dean, Faculty of Graduate and Postdoctoral Studies  
Jeff Leclerc, University Secretary  
Jeff Adams, Registrar and Executive Director, Enrolment Services  
Randy Roller, Executive Director, OIA  
Jennifer Marchant, Academic Planning and Program Specialist  
Jason Jorgenson, Academic Planning and Programs Specialist



September 29, 2025

To: Faculty of Graduate and Postdoctoral Studies Committees

From: Kelley Main, Dean *Kelley M*

RE: Temporary Cessation of Admission to PhD program in Applied Health Sciences

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The interdisciplinary PhD in Applied Health Sciences was unique in Canada, with four participating Faculties now known as the College of Rehabilitation Sciences, Faculty of Kinesiology and Recreation Management, College of Nursing and Faculty of Human Ecology. The proposed objectives of the program were to:

- (1) Offer a unique multi-dimensional research-based doctoral program of high quality allowing the combination of knowledge bases in the Applied Health Sciences which complement one another;
- (2) Produce PhDs with an understanding of the importance and pertinence of multi-dimensional and collaborative approaches to applied health sciences research;
- (3) Add to the body of knowledge in the important field of the interactive nature of the determinants of health; and
- (4) Provide for a formal platform for interaction and research collaboration among the four participating units, relative to applied health science issues.

Over the years, the PhD program in Applied Health Sciences has undergone several changes. First, in 2015, the Faculty of Human Ecology was closed removing one of the four partners to the program. The remaining partners have, or are in the process of, creating their own doctoral programs. The College of Nursing has its own doctoral program and is no longer one of the four participating partners. The Faculty of Kinesiology and Recreation Management is proposing their own doctoral program, with the external review completed in the fall of 2025. The College of Rehabilitation Sciences is also proposing their own doctoral program, and also had an external review in the fall. Both new programs are expected to proceed through the Senate approval process later this fall.

To date, the AHS program has been an incubator for smaller units who wanted to participate in multi-disciplinary research until they reached the size in which a doctoral program more closely aligned with their respective fields was feasible. Given the progression towards the removal of the remaining two partners of the original four, admissions to the current AHS program should be suspended for June 2026. This would ensure no Fall 2027 intake as applications open July 1, 2026, for that intake.

This cessation of admissions will be for one year in order to allow the AHS program to move to the College of Medicine, School of Biomedical Sciences, where it will continue to provide doctoral level study in multidisciplinary research. Once the admissions are temporarily suspended, the governance process will commence to move the program from the Faculty of Graduate and Postdoctoral Studies to the College of Medicine, Rady Faculty of Health Sciences.

Letters of support have been sought from the Deans of the Faculty of Kinesiology and Recreation Management and the College of Rehabilitation Sciences as well as the Dean of the College of Medicine, Rady Faculty of Health Sciences.

## TEMPORARY CESSATION OF A PROGRAM OF STUDY

Under The Advanced Education Administration Act

Universities and colleges requesting approval for the **temporary cessation** of a program of study from Advanced 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 refer to the Senate Policy and Procedures on Admission Targets (available online at: [http://umanitoba.ca/admin/governance/governing\\_documents/academic/admission\\_targets.html](http://umanitoba.ca/admin/governance/governing_documents/academic/admission_targets.html)).
2. Please complete the application below and submit with it the following supplemental documentation, to the Vice-Provost (Academic Planning and Programs):
  - a. A cover letter justifying and summarizing the rationale behind the request for suspension of admissions (as outlined in section 2.3 on the Admission Targets Procedures) and indicating the meeting date in which the proposal was reviewed by the Faculty/College/School Council.
  - b. Letters of support from internal stakeholders that were consulted as part of this proposal.
  - c. Enrolment and graduation trends for the past five years and forecasted trends for the next three to five years.
3. Please direct questions to Jennifer Marchant or Jason Jorgenson, Academic Planning and Programs Specialists, at [acadplanprog@umanitoba.ca](mailto:acadplanprog@umanitoba.ca) in the Office of the Provost & Vice-President (Academic).

Updated April 2022

### SECTION A – PROPOSAL DETAILS

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: Faculty of Graduate and Postdoctoral Studies

If program is a joint program, list all participating institutions and the roles of each in delivering the program to be temporarily ceased:

Program name: Applied Health Sciences

Credential awarded: PhD

Proposed start date for temporary cessation: June 2026

Office Use Only

One-time funding: \_\_\_\_\_

On-going funding: \_\_\_\_\_

## SECTION B – PROGRAM DESCRIPTION AND DELIVERY

**B-1 Provide a general description of the program and its objectives:** *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

The proposed interdisciplinary PhD in Applied Health Sciences was unique in Canada, with four participating Faculties: College of Rehabilitation Sciences, Kinesiology and Recreation Management, Nursing and Human Ecology. The proposed objectives of the program were to: (1) offer a unique multi-dimensional research-based doctoral program of high quality allowing the combination of knowledge bases in the Applied Health Sciences which complement one another. (2) produce PhDs with an understanding of the importance and pertinence of multi-dimensional and collaborative approaches to applied health sciences research. (3) add to the body of knowledge in the important field of the interactive nature of the determinants of health and (4) provide for a formal platform for interaction and research collaboration among the four participating units, relative to applied health science issues.

---

**B-2 Length of Program:** *(Define the length of the proposed program using measures appropriate to the schedule and delivery format. This will include total course credits and weeks/months, and, where relevant, hours and semesters of instruction)*

4-6 years to complete the course-work requirement of a minimum of twelve credits of 7000 level courses, a candidacy exam and doctoral thesis.

---

**B-3 Describe the mode of delivery for this program:**

In person

## SECTION C – INFORMATION REGARDING TEMPORARY CESSATION DEVELOPMENT PHASE

**C-1 Identify and provide a detailed description of the rationale for the temporary cessation of this program of study:**

*(Such as changes in applications, enrolment, employer demand.)*

The PhD program in Applied Health Sciences has undergone several changes over the years. First, in 2015, the Faculty of Human Ecology was closed removing one of the four partners to the program. The remaining partners have, or are in the process of, creating their own doctoral programs. The College of Nursing has their own doctoral program and is no longer one of the four participating partners, leaving two. The Faculty of Kinesiology and Recreation Management is proposing their own doctoral program, with the external review completed in the fall of 2025. The College of Rehabilitation Sciences is also proposing their own doctoral program and it too has had the external review in the fall. Both new programs are expected to proceed through the Senate approval process later this fall.

The AHS program has been an incubator for smaller units who wanted to participate in multi-disciplinary research until they reached the size in which a doctoral program more closely aligned with their respective fields was feasible. Given the progression towards the removal of the remaining two partners of the original four, admissions to the current AHS program should be suspended for June 2026.

---

**C-2 Describe the expected outcome of the temporary cessation of this program and the timeframe of the temporary cessation process:**

This cessation of admissions will be for one year in order to allow the AHS program to move to the College of Medicine, School of Biomedical Sciences, where it will continue the program offering and opening of admission to support multidisciplinary research within the school, as the program always intended. Once the admissions are temporarily suspended, the governance process will commence to move the program from the Faculty of Graduate and Postdoctoral Studies to the College of Medicine, Rady Faculty of Health Sciences.

---

**C-3 Outline the internal approval process (i.e. committees, governing bodies) for approving the temporary cessation of this program of study within your institution and indicate any dates of decision.** (*Governing Council, Board of Governors, Board of Regents, Senate, other*)

**UM INTERNAL REQUIREMENTS:** dates will be inserted by the Provost's Office prior to submission to government. Please note the date in which the proposal was reviewed by the Faculty/College/School Council in the cover memo accompanying the proposal.

**UNIVERSITY OF MANITOBA:**

<b><u>Approval by President</u></b>	<b><u>Date</u></b>	
Consultation with Senate:	_____	
Consultation with Board of Governors:	_____	
Additional Consultation ( <i>as needed</i> ):	_____	Details:
Final Decision:    Y <input type="checkbox"/> N <input type="checkbox"/>	_____	

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**C-4 Responsibility to consult**

C-4.1 What agencies, groups, or institutions have been consulted regarding the temporary cessation of this program?

UM Internal Note: the unit is required to consult with other academic units that offer courses used in the program, to confirm impact on the courses (e.g., regularly scheduled, capacity limitations, program restrictions, etc.) and identify how any change might affect quality of, access to, and resources associated with the courses and programs offered by those other units. Outline the consultation process with other academic and administrative units and append letters of support, as appropriate.

The College of Rehabilitation Sciences and Faculty of Kinesiology and Recreation Management have been consulted during the process to propose their respective new doctoral programs.

C-4-2 How have students and faculty been informed of the intent to temporarily cease this program?

Students in the AHS program have been part of the consultation for the new doctoral programs in Kinesiology and Recreation Management and Rehabilitation Sciences.

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**C-5 Describe the impact that the temporary cessation of this program may have on the labour market in Manitoba:**

None. All current graduate students in the program will be able to complete their programs, it is only admissions being suspended to allow the other programs to commence accepting applications.

## SECTION D – SYSTEM IMPACTS

**D-1 Describe how the temporary cessation of this program will affect any specific ladderding, articulation and/or credit transfer options for students in Manitoba and Canada:**

N/A

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**D-2 Describe how the temporary cessation of this program may affect the academic, cultural, social and economic needs and interests of students and the province:**

Applicants interested in doctoral level study in health still have several options available at UM while admissions to AHS are temporarily closed to launch the doctoral programs in Kinesiology and Recreation Management and Rehabilitation Sciences including the Individual Interdisciplinary Studies (IIS) doctoral program.

## SECTION E– STUDENT IMPACTS

**E-1 Provide a program completion plan for students currently enrolled in the program that is being temporarily ceased:**

Only admissions are being ceased temporarily, all students in the current AHS program will be grandfathered in and will complete their programs.

Year 1

Year 2

Year 3

Year 4

---

**E-2 Will previous graduates of this temporarily ceased program be negatively affected by the temporary cessation of this program?**

No, an Applied Health Sciences doctoral program will continue to exist, just in the new School of Biomedical Sciences as compared to the current Faculty of Graduate and Postdoctoral Studies.

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**E-3 What was the maximum seat capacity of the program that is being temporarily ceased?**

6 per year

**E-4 What was the enrolment and graduation rate for this program over the past 5 years?**

UM Requirement: include a table of enrolment and graduation trends for the past five years and any forecasted trends for the next three to five years.

Enrollment	2025-26	2024-25	2023-24	2022-23	2021-22	2020-21
	36	39	42	39	35	26
Graduation	4	2	2	2	5	4

**SECTION F – FINANCIAL REALLOCATION**

**F-1 What portion of ongoing funding is allocated to this program?**

N/A

**F-2 Please provide a detailed description of how these funds will be reallocated during the temporary cessation of this program:**

N/A

## SECTION G – FINANCIAL REALLOCATION

(A second signature section is provided for joint programs only)

### SUBMITTED BY:

**President:**

Name:

Signature:

Date:

**Vice-President/Academic:**

Name:

Signature:

Date:

For use by joint programs only:

**President:**

Name:

Signature:

Date:

**Vice-President/Academic:**

Name:

Signature:

Date:

## SUBMIT COMPLETED FORM

**PROVOST'S OFFICE ONLY** Once completed and signed, please submit this application form to the Post-Secondary Institutions Branch at [psi@gov.mb.ca](mailto:psi@gov.mb.ca) with the following attachments (double-click to engage check box):

☐

Cover letter

☐

Any supporting documentation (*reviews, letters of support, etc.*)

**If you have any questions or require further information, please contact:**

Post-Secondary Institutions Branch  
Advanced Education and Training  
400-800 Portage Avenue Winnipeg MB R3C 0C4  
(204) 945-1835  
[psi@gov.mb.ca](mailto:psi@gov.mb.ca)





September 29, 2025

Dr. Kelley Main, Dean

Faculty of Graduate and Postdoctoral Studies

Dear Dr. Main,

The Faculty of Kinesiology and Recreation Management supports your proposal to suspend admission to the Applied Health Sciences PhD Program for June 2026. Thank you for your stewardship of this process.

Sincerely,

Douglas A. Brown, Dean  
Faculty of Kinesiology and Recreation Management  
University of Manitoba

cc. Dr. Leisha Strachan



College of Rehabilitation Sciences  
P304-770 Bannatyne Avenue  
Winnipeg, Manitoba  
Canada R3E 0W3  
T: 204 789 3897  
F: 204 789 3927  
CORS.info@umanitoba.ca

October 1, 2025

Dr. Kelley J. Main  
Dean, Faculty of Graduate and Postdoctoral Studies  
500 University Centre  
University of Manitoba, Winnipeg, MB  
Canada, R3T 2N2

Dear Dr. Main,

The College of Rehabilitation Sciences supports your proposal to suspend admission to the Applied Health Sciences PhD Program for June 2026. I thank you for involving us in this process as it has unfolded and I thank you for your leadership in moving this forward.

Kind Regards,

Reg Urbanowski  
Professor and Dean  
College of Rehabilitation Sciences  
Rady Faculty of Health Sciences



P304-770 Bannatyne Ave. Winnipeg, Manitoba R3E 0W3  
Tel: 204-318-5284 E-mail: [Reg.Urbanowski@umanitoba.ca](mailto:Reg.Urbanowski@umanitoba.ca)

October 1, 2025

Dr. Kelley Main  
Dean  
Faculty of Graduate & Postdoctoral Studies  
500 UMSU University Centre  
65 Chancellors Circle  
University of Manitoba  
Winnipeg, MB R3T 2N2

Dear Dr. Main,

I am writing to confirm my commitment as Dean of the Max Rady College of Medicine, that the College would like to assume the administration of the Applied Health Sciences graduate degree program.

If you require any further clarification from my office, please reach out.

Kind regards,



Peter Nickerson, MD, FRCPC, FCAHS  
Vice-Provost (Health Sciences) and Distinguished Professor  
Dean, Max Rady College of Medicine  
Dean, Rady Faculty of Health Sciences  
University of Manitoba

cc. Debra Young, Nathan Dueck

# Board of Governors Submission

**AGENDA ITEM:**

Report from Senate (March 4, 2026) RE: Request for Admission Target Increase, Bachelor of Social Work, Faculty of Social Work

**RECOMMENDATION:**

THAT the Board of Governors provide guidance/advice on a request from the Faculty of Social Work to increase the admission target for the Bachelor of Social Work degree program.

**PURPOSE and KEY CONSIDERATIONS:**

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*.

**EXECUTIVE SUMMARY and BACKGROUND:**

The President has received a request from the Dean of the Faculty of Social Work to increase the admission target for the Bachelor of Social Work (B.S.W.) degree program by 25 seats, from 280 to 305. Pending approval, the change to the admission target would take effect for the 2027 Fall Term intake.

The 25 new seats would be designated for cohort-based delivery of the B.S.W. program, which are based on requests from communities and agencies. Approximately 25 agencies have expressed interest in accessing the program.

The Faculty has delivered the B.S.W. program to student cohorts in northern, rural, and remote areas of Manitoba for more than thirty years. The cohort-based delivery model makes it possible for students, many of whom are mature learners, to remain in their communities and continue to be employed - often in related positions in the social services sector - while they pursue a postsecondary education.

The objectives of the request are to address: increasing demand for cohort-based delivery of the B.S.W. degree program to students in rural Manitoba, including demand from Indigenous communities and agencies; a shortage of qualified social workers in communities across Manitoba, where access to postsecondary education and professional training are limited due to geographic, economic, and systemic barriers; the increasing cost of delivering the cohort-based program.

The Faculty of Social Work at the UM is the only social work program in the province that offers a cohort-based delivery option for students in rural and remote areas of the province.

**RESOURCE REQUIREMENTS and IMPLICATIONS:**

The Faculty is requesting an annual allocation of \$644,440 (ongoing) from the province to support the admission target increase and the ongoing delivery of the cohort-based program delivery model to a larger number of students and cohorts.

The cohort-based delivery model has significant resource implications that cannot be absorbed within existing university budgets. It requires dedicated IT infrastructure, specialized library resources, academic advising, tutoring, counselling, and culturally grounded supports such as Elders and Knowledge Keepers. The Faculty has relied on several revenue sources to deliver the program, including: core Faculty operating funds on an ad

hoc basis; discontinued access-based funding; agency fees, from participating partners; an initial commitment from the University administration.

The total cost of delivering the cohort-based B.S.W. program, with the requested enrolment expansion, would be \$1,343,645. Revenue needed to continue offering the program would come from the following sources. (All figures are for Year 4)

- tuition (\$629,941) and student fees (\$69,265)
- requested provincial funding (\$644,440)

The revenue outlined above would be used to cover the following costs. (All figures are for Year 4)

- new academic salaries (\$549,492), including 2.0 FTE positions for Associate/Assistant Professors; 2.7 FTE positions for Sessional Instructors; up to 1.0 FTE positions for Teaching Assistants
- 3.5 FTE positions for new professional / support staff salaries – direct (\$293,857)
- new operating expenses (\$106,215)
- indirect salary expenses (\$13,305)
- administrative overhead (\$380,776)

Consultation with the Faculty of Arts about potential resource implications for its Departments of Indigenous Studies and Women's and Gender Studies is ongoing. The Departments deliver courses required for admission to, and graduation from, the B.S.W. program. The Faculty of Social Work has signalled a willingness to cover costs related to hiring additional instructors, if needed, in the short term. In the long-term, the Faculty plans to remove these courses from the admission and curriculum requirements for the B.S.W. program.

#### **CONNECTION TO THE UNIVERSITY STRATEGIC PLAN:**

The objectives for the requested admission target increase for the B.S.W. program align with and support: the strategic themes of empowering learners and reimagining engagement, and the institutional commitment for advancing reconciliation for transformative changes, as established in *MomentUM: Leading Change Together, University of Manitoba Strategic Plan 2024-2029*; the *UM Truth and Reconciliation Framework*; an institutional commitment to advance equity, diversity, inclusion, and accessibility.

#### **RISKS and OPPORTUNITIES:**

The Faculty has indicated that, without new funding from the province, it will not be able to continue offering the cohort-based program while also supporting its core activities and maintaining financial stability.

Approval of the admission target increase with new funding from the province would:

- ensure that the Faculty can continue to deliver the cohort-based B.S.W. program to students in rural and remote areas of the province.
- allow the Faculty to respond to an urgent and growing need in the province for professionally trained social workers in rural, remote, Northern, and Indigenous communities.
- ultimately lead to improved service delivery and outcomes in child welfare, healthcare, mental health, and other community support services in communities across the province.

#### **CONSULTATION & ROUTING TO THE BOARD OF GOVERNORS:**

The President consulted the Senate Executive Committee at its meeting on February 11, 2026. The Committee did not identify any concerns with the request.

The President will consult with the Senate when it meets on March 4, 2026.

**SUBMISSION PREPARED BY: University Secretary**

#### **ATTACHMENTS:**

Attachment A –


Request to Increase the Admission Target, Bachelor of Social Work, Faculty of Social Work



Office of the President  
202 Administration Building  
66 Chancellor's Circle  
University of Manitoba  
Winnipeg, Manitoba  
Canada R3T 2N2  
T: (204) 474-9345  
president@umanitoba.ca

**DATE:** January 23, 2026

**TO:** Jeff Leclerc, University Secretary

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

**RE:** **Request to Increase the Admission Target, Bachelor of Social Work**

---

I attach a recommendation from Dr. Greg Smith, Vice-Provost (Academic Planning & Programs) to increase the admission target of the Bachelor of Social Work degree.

Under the Admission Targets Policy, the President approves changes to, and the introduction of, admission targets following consultation and discussion with the applicable 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 Tuesday, February 24, 2026, Board of Governors meeting and the Wednesday, March 4, 2026, Senate Agenda.

Cc: Diane Hiebert-Murphy, Provost and Vice-President (Academic)  
Greg Smith, Vice-Provost (Academic Planning & Programs)  
Laurie Schnarr, Vice Provost (Students)  
Peter Donahue, Dean, Faculty of Social Work  
Jeff Adams, Registrar and Executive Director, Enrolment Services  
Randy Roller, Executive Director, OIA  
Jason Jorgenson, Academic Planning and Programs Specialist  
Jennifer Marchant, Academic Planning and Programs Specialist



Office of Provost and Vice-President (Academic)

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

**University  
of Manitoba**

**Date:** January 23, 2026

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

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

**RE: Request for Increase to Admission Target,  
Bachelor of Social Work (B.S.W)**

---

Under the Admission Targets Policy and at the request of Dr. Peter Donahue, Dean, Faculty of Social Work, please find attached a proposal for an increase to the admission target of the Bachelor of Social Work (B.S.W.) program. The faculty is requesting an additional 25 seats.

This proposed expansion responds directly to Manitoba's urgent and growing need for professionally trained social workers in rural, remote, Northern, and Indigenous communities and seeks to ensure the long-term sustainability of a program that has demonstrated significant impact across the province.

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.

Please provide your advice concerning this matter to the Office of University Secretary by Friday, February 13, 2026, so that if supported, the request may receive timely consideration by the Board of Governors on February 24, 2026 and Senate on March 4, 2026. Jeff Leclerc has advised that this timeline is acceptable for this proposal.

Please let me know if you require any additional information.

Cc: Diane Hiebert-Murphy, Provost and Vice-President (Academic)  
Peter Donahue, Dean, Faculty of Social Work  
Jason Jorgenson, Academic Planning & Programs Specialist  
Jenn Marchant, Academic Planning & Programs Specialist

/jm



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Dr. Michael Benarroch, President  
Room 202 Administration Building  
66 Chancellors Circle  
University of Manitoba  
Winnipeg, MB R3T 2N2

January 19, 2026

Dear President Benarroch,

I am writing on behalf of the Faculty of Social Work to present a proposal requesting institutional and provincial support to expand the Bachelor of Social Work (BSW) cohort program by 25 additional seats. This proposed expansion responds directly to Manitoba's urgent and growing need for professionally trained social workers in rural, remote, Northern, and Indigenous communities and seeks to ensure the long-term sustainability of a program that has demonstrated significant impact across the province.

The BSW cohort program was intentionally designed to address regional workforce shortages by offering a blended delivery model that combines online and in-person instruction. This model enables students to remain in their home communities while completing their degree, reducing geographic, financial, and social barriers that often prevent access to post-secondary education. It has proven particularly effective for learners in Northern, rural, and Indigenous communities, many of whom are already employed in social service roles and are deeply connected to the communities they serve.

Manitoba continues to face a critical shortage of qualified social workers, especially in child welfare, mental health, healthcare, corrections, and community support services. The province has the highest number of children in care in Canada, with Indigenous children significantly overrepresented. Legislative and policy shifts, including the implementation of Bill C-92, have further underscored the need for a culturally responsive, community-based social work workforce to support Indigenous self-determination in child and family services. In addition, increasing displacement due to natural disasters such as wildfires, alongside ongoing healthcare reform, has intensified demand for trained social workers who can provide timely, effective, and culturally grounded interventions.

The cohort model strengthens both individual and community capacity by training local residents who are more likely to remain employed in their communities after graduation. It supports reconciliation by transforming education from a tool of displacement into one of empowerment, fostering learning in place, validating lived and professional experience, and embedding culturally



grounded supports such as Elders and Knowledge Keepers. The model also reduces systemic barriers by addressing challenges related to housing, childcare, and income disruption, while fostering strong peer networks and student retention.

The proposed 25 additional seats would be designated specifically for cohort delivery and activated based on community readiness and request. However, the delivery of this model carries significant resource implications that can no longer be absorbed within the Faculty's existing operating budget. The program requires sustained investment in instructional staffing, academic advising, practicum coordination, IT and library infrastructure, student supports, and culturally grounded services. To date, the Faculty has relied on a combination of goodwill, discontinued access-based funding, and agency contributions to sustain the program, an approach that is no longer viable and risks reinforcing inequities for underfunded Northern and Indigenous communities.

Accordingly, the Faculty of Social Work is requesting additional funding and support to sustain and strengthen the cohort delivery model and support the proposed expansion. Stable, ongoing funding is essential to ensure program quality, accountability, and long-term planning, and to maintain the University of Manitoba's leadership role in addressing pressing social, economic, and reconciliation priorities across the province.

We respectfully submit this proposal for your consideration and welcome the opportunity to discuss how this initiative aligns with the University's commitment to access, equity, reconciliation, and community-engaged education. Continued investment in the BSW cohort program represents a strategic and impactful response to Manitoba's most urgent workforce and social needs.

Sincerely,

A handwritten signature in black ink, appearing to read 'Peter Donahue', with a stylized, cursive script.

Peter Donahue  
Dean

## 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



**University  
of Manitoba**

1. Please complete the application below and submit one (1) electronic copy (.pdf format) each to the Vice-Provost (Academic Planning and 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 and indicating the meeting date in which the proposal was reviewed by the Faculty/College/School Council.
  - b. Letters of Support from internal and/or external stakeholders that were consulted as part of this proposal, if applicable.
  - c. Program financial form.
  
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 (). Internal approval rests with the President following consultation with Senate and the Board of Governors. Associated changes may also require Senate approval if there are modifications to admission and/or program requirements in support of the change.
  - 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 - <https://umanitoba.ca/governance/forms>. 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** – requires approval by Senate.
  - g. **CHANGES TO CAPITAL OR OPERATING RESOURCES REQUIRED** – please notify the Provost's Office of any significant changes to course or program delivery that will require additional resources.
  
3. Please direct questions to the Academic Planning & Programs Specialist, Office of the Provost and Vice-President (Academic) at [acadplanprog@umanitoba.ca](mailto:acadplanprog@umanitoba.ca).

*Updated July 2025*

## SECTION A – PROPOSAL DETAILS

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: Faculty of Social Work

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 Social Work

Credential awarded: B.S.W.

Funding request: \$644,440

Proposed start date: September 1, 2027

List any critical issues that may impact the start date of the program:

Institutional Program Code(s) (PSIS reporting number):

*Office Use Only*

One-time funding: \_\_\_\_\_

On-going funding: \_\_\_\_\_

## 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)*

The purpose of the proposal is to expand the B.S.W. program with 25 additional seats to meet the market demand for trained Social Workers in rural, remote, and Indigenous communities. This requires sustainable resources that are dedicated to ensuring the long-term viability of this program for our learners and community partners.

The cohort-based delivery of the Bachelor of Social Work (BSW) is designed to address specific regional needs by offering localized educational opportunities through a blended delivery model. This approach combines online and in-person instruction, making it accessible to students in Northern, Southern, rural, and Indigenous communities who may face geographical and logistical barriers to attending traditional on-campus programs.

The primary goal of this initiative is to equip students with the necessary skills and knowledge to meet the high demand for qualified social workers, particularly highlighted in rural and Northern areas. These regions experience acute shortages of trained professionals, which is critical given the pressing needs in sectors such as child welfare, mental health, health care, and corrections, to name a few. Manitoba has the highest number of children in care in the country and requires a significant workforce that is adept at culturally responsive, geographically relevant practices.

The cohort delivery not only benefits students by providing access to education but also serves Indigenous and non-Indigenous agencies by ensuring their workforce is trained and qualified while learners remain in their communities. This will lead to improved service delivery and outcomes in child welfare, healthcare, mental health, and other community support services. Establishing such educational frameworks is crucial for sustainable development in these communities, as it fosters local talent that can effectively address local challenges.

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### **B-2 Describe how this program serves and advances the academic, cultural, social and economic needs and interests of students and the province:**

The cohort model aids in filling the social service gaps, building local capacity by training residents who hold deep ties to these communities, and as a result, are more likely to remain and work in their community post-graduation. This approach not only addresses workforce shortages but also contributes to regional economic development and community resilience.

Many students are mature learners already employed in the social services sector, Indigenous individuals seeking contextually and culturally relevant education, and residents of remote or rural areas who face significant barriers to accessing traditional post-secondary institutions. These learners are best supported through cohort-based, blended delivery models that allow them to remain in their home communities while pursuing their degrees. The proposed increase in seat capacity directly supports this shift by enabling the faculty to meet students where they are—geographically, culturally, and academically.

The proposed expansion of the Bachelor of Social Work (BSW) cohort program is a strategic response to the evolving social, cultural, and economic landscape of Manitoba. It is designed to meet the urgent need for qualified social workers in communities across Manitoba, where access to post-secondary education and professional training remains limited due to geographic, economic, and systemic barriers. Below are some key areas of practice that are critical to the needs of the province.

#### **Critical Shortage of Social Workers in Manitoba**

Manitoba continues to face a critical shortage of social workers, particularly in child welfare, mental health, and community support services. The province has the highest number of children in care in Canada, with Indigenous children significantly overrepresented. This is a result of longstanding colonial systems that undermined Indigenous governance and systems. As part of the effort to affirm the right of self-government, the federal government enacted Bill C-92: An Act Respecting First Nations, Inuit and Métis Children, Youth and Families, which emphasizes the importance of keeping Indigenous children connected to their families, communities, and cultures. This legislation re-establishes the rights of First Nations, Inuit and Métis to exercise jurisdiction over child and family services, and this reinforces the need for a professionally trained, culturally responsive, community-based social work workforce.

### **Displacement of Manitobans Due to Natural Disasters**

While displacement due to natural disasters is not new, the unprecedented spread of wildfires across Canada, including Manitoba, has long-term societal consequences.

Forest fires displace Indigenous peoples from their homes and territories, disrupting cultural practices, traditional food sources, and spiritual connections to the land. Long-term consequences include heightened risks of addiction, chronic illness, and adverse mental health outcomes, exacerbated by structural inequities, geographic isolation, and inadequate response systems that leave communities vulnerable.

Social workers play a key role in providing immediate, cost-effective support to mitigate the consequences of such disasters.

### **Reconciliation**

Manitoba Indigenous Reconciliation is focused on supporting healthy, safe and sustainable Indigenous communities. Goals include closing the gap in quality of life between Indigenous people and other Manitobans, particularly in education, health, housing, economic opportunities, and employment.

### **Healthcare Reform**

Professionally trained social workers are essential to these reforms. Social work significantly impacts mental health and addictions by providing vital support, resources, and advocacy, ultimately reducing healthcare costs. Social workers help individuals and families navigate the healthcare system, access needed services, and build a strong support network, leading to improved mental and physical well-being. This, in turn, can lead to decreased emergency room visits, reduced hospital stays, and lower overall healthcare expenditures.

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## **B-3 Describe the existing and anticipated post-secondary learning needs of students in Manitoba that this program addresses and responds to:**

The cohort delivery model enhances learning in place for Indigenous communities by directly addressing the barriers Indigenous learners face when required to leave their home communities for post-secondary education. It transforms education from a tool of displacement into a mechanism for empowerment, capacity-building, and long-term social well-being. The cohort model supports **learning in place** for students by directly addressing the barriers Indigenous learners can face when required to leave their home communities for post-secondary education

The cohort model strengthens both individual and community capacity in the following ways:

- Responds to student needs for localized, culturally grounded education, lessening disconnection from family, community, and cultural supports.
- Fosters peer support, mutual accountability, and a powerful sense of belonging.
- Directly addresses financial and other barriers to students, such as housing and childcare.
- Builds long-term capacity by helping students connect their learning to real-world contexts.
- Validates and builds on lived experience and professional knowledge, empowering students to deepen their impact in the community while remaining employed.

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**B-4 Will the program be available for part-time study.**

Yes

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**B-5 Is there a cooperative education, work placement, internship or practicum component?**

The Bachelor of Social Work (BSW) program features a practicum component, a core and distinctive element of social work education at the University of Manitoba. Students are required to complete two field placements, each consisting of 390 hours in placement (780 hours in total).

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**SECTION C – MODIFICATION TYPE**

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**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.

The current cap. Is 280. With an increase of 25 seats the cap would be 305.

The proposed increase of 25 seats is intended to support the growing demand for cohort-based BSW programs in Northern, Southern, and rural Manitoba, including Indigenous communities and agencies. These additional seats will be designated specifically for cohort delivery and activated based on community request and readiness.

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 Manitoba Advocate for Children and Youth 2024 report underlines severe staffing shortages in social work in Northern Manitoba. It notes that low wages, inadequate housing, and limited support services are barriers to recruiting

and retaining skilled social work staff in northern communities. According to federal government statistics, there is a strong risk of a shortage of qualified social workers over the period of 2024-2033 at the national level. Many social workers are retiring, particularly in child welfare, mental health, addictions, and community-based services. These realities underscore the critical need for a sustainable pipeline of locally trained, culturally competent social workers.

The proposed increase in seat capacity for the Bachelor of Social Work (BSW) program - from 280 to 305 seats - is a strategic response to sustained, growing and systemically unmet demand for social work education across Manitoba, particularly in Northern, Southern, rural, and Indigenous communities. This change is not a general expansion, but a targeted increase to support cohort-based delivery models requested by communities and agencies.

Over the past three decades, the Faculty of Social Work has received steady requests from communities and agencies to deliver BSW education through localized cohorts. These requests are driven by the need to train individuals already working in social services who cannot relocate to urban centers for full-time study. The proposed seat increase will allow the faculty to plan and meet the needs of remote, rural and northern communities

The Faculty of Social Work has been delivering in-person cohorts in northern, rural, and remote areas for over 30 years. Cohorts have been pivotal in aiding communities and agencies in attracting and retaining professionally trained workers. Over time, demand and costs have increased significantly.

Over the past 30 years of operation approximately 275 students have graduated from the B.S.W. cohort model.

During Covid the program, along with all post-secondary classes in Canada, transitioned online. This provisional offering became an extended, albeit unintentional pilot-providing it was possible to deliver formerly in-person classes online. Preliminary data is showing recruitment and retention of students can be maintained, perhaps, enhanced through leveraging technology and key supports in online/blended delivery.

### C-2.3 - Intake Information

C-2.3 (a) - What is the projected enrolment for the first intake?

305

C-2.3 (b) - What is the maximum seat capacity (defined as first-year enrolment capacity)?

The proposed increase in seat capacity adds 25 additional seats, bringing the total maximum first-year enrolment capacity to 305 students with 25 seats earmarked for each new cohort.

C-2.3 (c) - What is the anticipated date of maturity?

The anticipated date of maturity for the expanded cohort model is projected to be within 3 to 5 years (by 2028–2030), during which time the faculty expects to offer at least one new cohort bi-annually. This will allow the faculty to advertise and collaborate with communities to prepare for admission.

**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 Faculty of Social Work at the University of Manitoba provides a flexible and accessible pathway to the Bachelor of Social Work (BSW) degree through its program, which features a diverse array of online elective courses. This model is especially crucial for students residing in rural and Northern Manitoba, many of whom are already employed in the social services sector and are unable to relocate due to family responsibilities or job

commitments. This approach allows students to start their academic journey from their home communities, minimizing barriers to access and fostering the development of a locally trained, culturally competent social work force.

The cohort model provides a pathway for students who wouldn't otherwise be able to access the BSW through distance and in person at FSW campuses (Inner City, Northern (Thompson), Distance, Fort Gary).

## SECTION D – MODIFICATION INFORMATION

### D-1 Describe how this significant modification aligns with the strategic plans of your institution:

UM Internal Note: Comment on how the program addresses institutional and unit level strategic priorities and plans, including how Accessibility, Equity, Diversity, and Inclusion and Indigenous achievement have been considered in the development of the program.

The expansion of the cohort program through online/blended delivery is a strategic, community-responsive initiative that enhances educational access for Indigenous and rural learners, supports student success, and strengthens UM's role as a leader in inclusive, community-engaged education across Manitoba.

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### 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)*

UM INTERNAL REQUIREMENTS: final dates will be inserted by the Provost's Office prior to submission to government.

#### UNIVERSITY OF MANITOBA:

<u>Approval by President</u>	<u>Date</u>	
Consultation with Senate:	_____	
Consultation with Board of Governors:	_____	
Additional Consultation <i>(as needed)</i> :	_____	Details:
Final Decision:    Y <input type="checkbox"/> N <input type="checkbox"/>	_____	

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### 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 Bachelor of Social Work (B.S.W.) is an accredited program through the Canadian Association for Social Work Education (CASWE). As this expansion is not considered a major modification by the accrediting body, it does not require review or approval by the accrediting body.

D-3.2 What agencies, groups, or institutions have been consulted regarding the significant modification of this program?

UM Internal Note: the unit is required to consult with other academic units that offer courses used in the proposed program, to confirm availability of the courses (e.g., regularly scheduled, capacity limitations, program restrictions, etc.) and identify how use of the courses might affect quality of, access to, and resources associated with the courses and programs offered by those other units. Outline the consultation process with other academic and administrative units and append letters of support, as appropriate.

There are a range of agencies in the north including Awasis Agency, Nisichawayasihk Cree Nation Child and Family, Opaskwayak Cree Nation Child & Family Services and Michif Child and Family that provide services in communities throughout the north. There are also tribal councils, Jordan's Principle and education authorities and other Indigenous organizations and agencies that are seeking access to cohorts. There are 63 First Nations communities in northern Manitoba. Several agencies in these communities have been involved in cohorts in previous years.

Currently, we have approximately 25 agencies interested in accessing Cohort programs. Letters of support for the continuation and expansion of the Cohort Program from several partners are attached to this application.

D-3.3 How have students and faculty been informed of the intent to modify this program?

Since 2021, the Faculty of Social Work has engaged faculty, staff, students, and community partners in discussions to enhance and expand the Bachelor of Social Work (BSW) program. A Task Force was formed in September 2021, followed by a Working Group in February 2022, to develop proposals for program improvement. Through the Faculty's 2025–2030 Strategic Planning Process—featuring surveys, interviews, and focus groups—students, faculty, alumni, and community stakeholders contributed input on priorities and the need to expand access to social work education in underserved areas.

The Social Work Faculty Council unanimously endorsed the proposal on June 27, 2025.

Consultations are currently underway with the Faculty of Arts. A requirement of the BSW program is that students complete 6 credit hours of IND 1XXX level or above and WOMN 1XXX level or above after admission to the program. The Faculty is happy to seek and pay for instructors approved by the Faculty of Arts. The long-term plan is to remove these courses as program requirements and move this content into existing required social work courses to relieve the additional pressures placed on the Department of Indigenous Studies and the Department of Women and Gender Studies.

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**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.)*

No other institution in Manitoba offers a cohort-based, community-embedded BSW program specifically

designed to meet the needs of Northern, rural, and Indigenous communities through blended delivery. The University of Manitoba's cohort model is uniquely positioned to address regional workforce shortages, support Indigenous achievement, and align with both provincial and institutional strategic priorities.

The University of Manitoba's Faculty of Social Work stands out for its unique approach to offering cohorts in northern, rural, and remote communities. This initiative aligns with the University of Manitoba's Educational Equity Initiative, which aims to address the disadvantages faced by marginalized groups in professional education. As stated earlier above, this program allows students to earn a Bachelor of Social Work degree while remaining in their home communities, providing a culturally relevant and trauma-informed learning experience.

While the University of Manitoba remains the only institution in Manitoba offering a provincially accredited Bachelor of Social Work (BSW) program through multiple delivery models, several related programs are also offered by other institutions. For example, Booth University College offers a BSW program with a faith-based curriculum, Canadian Mennonite University recently introduced a BSW program that is grounded in CMU's distinctives of interdisciplinarity with a focus on community-building, peace-making, and eco-literacy, Université de Saint-Boniface offers a Baccalauréat en travail social in French only, and University College of the North (UCN) provides pre-social work electives that support admission into the University of Manitoba's BSW program.

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:

N/A

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**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.)*

There are several institutions across Canada that offer Bachelor of Social Work (BSW) programs accredited by the Canadian Association for Social Work Education (CASWE). These programs are offered in various formats, including full-time, part-time, and distance delivery, with some having a focus on Indigenous social work practice.

Algoma University has a BSW program designed to help fulfill the need for social workers in northern, rural, and remote regions. It is only delivered in-person at one of their three campuses (Brampton, Sault Ste. Marie, and Timmins).

- Booth University College (Winnipeg, MB) – offers a BSW program with a Christian-based curriculum.
- Canadian Mennonite University (CMU) - offers a BSW program that is campus-based only.
- Dalhousie University - the School of Social Work offers the Bachelor of Social Work (BSW) degree through online distance delivery, but there is no focus on rural, remote, and Indigenous peoples, nor do they offer a cohort-based model.
- First Nations Technical Institute (FNTI) - FNTI offers a Bachelor of Indigenous Social Work (BISW) degree, but it is campus-based only in Ontario.
- First Nations University of Canada – offers a Bachelor of Indigenous Social Work (BISW), but it is only delivered at one of their three campuses (Regina, Saskatoon, Prince Albert).
- Laurentian University - offers a Bachelor of Indigenous Social Work degree (HBISW) on campus and online but is only offered in the fall and winter terms and is not tailored to support individuals currently employed in social service agencies.

- McMaster University - the McMaster School of Social Work has a Bachelor of Social Work Indigenous Pathway, but it is only offered on campus.
- Nicola Valley Institute of Technology (NVIT) - the NVIT BSW degree program is the only Indigenous-centered BSW program in British Columbia. Graduates of the program will have greater knowledge, skills and abilities to practice social work with diverse populations. It is only offered in-person currently.
- Université de Saint-Boniface - offers a Baccalauréat en travail social in French only
- University of Calgary – Provides a BSW with both on-campus and blended delivery options, including community-based programs in rural Alberta.
- University of Victoria - has a BSW has both an Indigenous specialization and a specialization in Indigenous Child Welfare, but admission to these specializations are limited to students of Indigenous ancestry.
- Victoria Island University (VIU) - The Bachelor of Social Work degree program at Vancouver Island University is offered online, but it does not work on a cohort model, nor is there any opportunity for face-to-face instruction as is built into our cohort model.
- Wilfrid Laurier University – Offers a BSW with online and part-time options, including pathways for diploma holders.
- Yukon University – offers a BSW program in partnership with the University of Regina, designed for Northern learners.

While these programs share the same credentials, the University of Manitoba's cohort-based BSW model is unique in its community-embedded, blended delivery approach. It is specifically designed to serve Northern, rural, and Indigenous communities in Manitoba, where access to post-secondary education is limited and workforce needs are critical.

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 anticipated changes at this time.

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**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.)*

The proposed expansion of the cohort-based Bachelor of Social Work (BSW) program is designed to enhance accessibility and flexibility for students across Manitoba, particularly those in Northern, rural, and Indigenous communities.

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**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:**

N/A

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**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. Please ensure response references and provided context to the relevant sections of the financial form, as appropriate.

Tuition rates will remain consistent with those established by the University of Manitoba for all BSW students.

## 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:**

UM Internal Note: Please ensure response references and provided context to the relevant sections of the financial form, as appropriate.

NA

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**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:**

UM Internal Note: Please ensure response references and provided context to the relevant sections of the financial form, as appropriate.

According to the five-year operating expense forecast, the faculty is requesting an annual allocation of \$644,440 to ensure the sustainable and successful delivery of the cohort program.

While maintaining the faculty's financial stability and supporting its core activities, without this funding support, the faculty cannot continue to offer the Cohort model of delivery.

**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.)*

UM Internal Note: Please ensure response references and provided context to the relevant sections of the financial form, as appropriate.

Funding is being requestee.

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**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. Append letters of support from impacted units. Please ensure response references and provided context to the relevant sections of the financial form, as appropriate

The delivery of the cohort model has significant resource implications that cannot be absorbed within existing university budgets. The program requires dedicated IT infrastructure, specialized library resources, academic advising, tutoring, counselling, and culturally grounded supports such as Elders and Knowledge Keepers. These are critical components that ensure student success, retention, and cultural safety.

Without ongoing provincial funding, the faculty will be unable to maintain these essential supports on a sustainable basis. Continued investment will ensure that the program remains accessible, high-quality, and responsive to community needs, while contributing directly to the development of a skilled social workforce serving Manitoba's most underserved regions.

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**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. Append letters of support from impacted units. The response should include position types, number of FTE, and approximate cost per position for both new and existing staff to provide context to the financial form, as appropriate.

Existing administrative staff have been delivering the program without dedicated time, resources and funding for many years. The programs have leveraged

- initial commitment of goodwill of the administration
- existing resources
- access-based funding
- partnership with agencies.

To date, the Faculty has been using its core operating funds to subsidize the cohort model on an Ad Hoc basis. Reliance on agency fees to offset program costs has proven restrictive, as it limits participation from underfunded community agencies and creates inequities in workforce development opportunities across regions. This approach risks reinforcing systemic barriers for Northern and Indigenous students, as communities are burdened with costs they are unable to sustain.

The Faculty has worked diligently to keep fees as low as possible to ensure equitable access to the program, but the current model depends on goodwill, ad-hoc resources, and increasing agency fees. Without stable, ongoing funding, long-term planning, evaluation, and accountability are impossible, and the Faculty's capacity to deliver high-quality, accessible social work education remains at risk.

Key resource implications for the expanded BSW cohort programs are as follows:

**Instructional Staffing:**

The program requires an average of 4–5 FTE academic positions annually, including 2 FTE continuing faculty (tenure-track and instructor), approximately 1.7 FTE sessional/lecturer positions, and up to 1.0 FTE teaching assistant. These figures align with the SPPC Form, which projects new academic staffing at 3.95 FTE in Year 1, rising to 5.7 FTE by Year 4, before stabilizing at 4.7 FTE in Year 5. Total new academic salary costs (including benefits/pay levy) range from \$387,734 in Year 1 to \$549,492 in Year 4.

**Support Staff Workload:**

Support staff requirements average 3.5–4 FTE per year, including field assistants, tech support, academic advisors, administrative support, counsellors, Elders, and practicum coordinators. The financial form confirms 4 FTE new professional/support staff in Year 1, with annual costs of \$312,000 (including benefits), fluctuating slightly in subsequent years.

**Practicum Coordination:**

Most students complete practicum placements within their employing agencies, reducing the need for new sites but requiring oversight by the Faculty's Field Education team. This includes dedicated field liaisons and a practicum coordinator to ensure compliance with academic and professional standards.

#### Operating Expenses:

Non-salary operating expenses are budgeted at \$85,013 in Year 1, increasing to \$106,215 by Year 4. These costs cover honorariums, travel, technology, planning for in-person and virtual events, and student support (e.g., bursaries). The average annual operating expense over five years is approximately \$94,000.

#### IT and Library Services:

Students in remote communities rely on robust digital infrastructure, including access to the university's learning management system, online library resources, and technical support. The financial plan anticipates that increased enrolment will require sustained and potentially expanded IT and technology support.

#### Liability and Insurance:

Since many students are employed by agencies hosting their practicum placements, additional liability insurance is not anticipated. However, formal agreements and ongoing monitoring are required to ensure appropriate supervision and risk management.

#### **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. Append letters of support from impacted units. Please ensure response references and provides context to the relevant sections for the financial form, as appropriate.

The delivery of the significantly modified Bachelor of Social Work (BSW) program through a blended cohort model does not require significant new capital infrastructure or equipment investments. Most courses are delivered online, minimizing the need for physical classroom space and reducing strain on campus facilities. In fact, the Faculty of Social Work is well-positioned to support this model through recent infrastructure enhancements.

The newly launched smart classroom at the William Norrie Centre and the upcoming smart classroom in Tier Building offer advanced technological capabilities that can be leveraged to deliver high-quality, hybrid instruction. These facilities will enhance the faculty's ability to connect with students in remote communities, support interactive learning, and improve the overall delivery of online and blended courses.

The proposed modification enables the strategic and efficient use of existing infrastructure, including newly developed smart classrooms, and directly supports the University of Manitoba's institutional priorities of technology-enhanced learning, sustainable program delivery, and empowering learners through accessible and flexible education models. This approach reflects the University's commitment to innovation, equity, and community engagement, particularly in serving diverse and geographically dispersed student populations.

## **SECTION F – SIGNATURES**

*(A second signature section is provided for joint programs only)*

#### **SUBMITTED BY:**

**President:**

Name:

Signature:

**Vice-President/Academic:**

Name:

Signature:



**Advanced Education and Training  
Post-Secondary Institutions Branch  
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 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:	University of Manitoba									
Program Name:	Faculty of Social Work- Cohort Program									
Contact Information:	Melanie Jung - Mealnie Jung@umanitoba.ca									
Date:	31-Oct-25									

	Current Fiscal Year	Fiscal Year 1	Increment	Fiscal Year 2	(change from year 1 to year 2)	Fiscal Year 3	Increment	Fiscal Year 4	Increment	Ongoing Program Funding
	(Enter 0's if new program)	Budget Yr. 1	(change from current year to year 1)	Budget Yr. 2	2023-24	Budget Yr. 3	(change from year 2 to year 3)	Budget Yr. 4	(change from year 3 to year 4)	
<b>REVENUE INFORMATION</b>										
Tuition		\$ 423,229	\$ 423,229	\$ 438,042	\$ 14,813	\$ 608,638	\$ 170,596	\$ 629,941	\$ 21,302	\$ 629,941
Student Fees		46,536	46,536	48,165	1,629	66,922	18,758	69,265	2,342	69,265
Other		-	-	-	-	-	-	-	-	-
Contribution from Institution/Unit (Existing Res.)	429,850	-	(429,850)	-	-	-	-	-	-	-
			-		-		-		-	-
			-		-		-		-	-
			-		-		-		-	-
<b>Total Revenue (A)</b>	<b>\$ 429,850</b>	<b>\$ 469,765</b>	<b>\$ 39,914</b>	<b>\$ 486,206</b>	<b>\$ 16,442</b>	<b>\$ 675,561</b>	<b>\$ 189,354</b>	<b>\$ 699,205</b>	<b>\$ 23,645</b>	<b>\$ 699,205</b>

Provincial Form

<b>Institution:</b>	University of Manitoba
<b>Program Name:</b>	Faculty of Social Work- Cohort Program
<b>Contact Information:</b>	Melanie Jung - Mealnie Jung@umanitoba.ca
<b>Date:</b>	31-Oct-25

	Current Fiscal Year	Fiscal Year 1	Increment	Fiscal Year 2	Increment	Fiscal Year 3	Increment	Fiscal Year 4	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)	Budget Yr. 4	(change from year 3 to year 4)	
<b>EXPENDITURE INFORMATION</b>										
New Academic Salaries - Direct	\$ -	\$ 387,734	\$ 387,734	\$ 418,383	\$ 30,648	\$ 519,864	\$ 101,481	\$ 549,492	\$ 29,629	\$ 549,492
New Professional/Support Salaries - Direct	-	312,000	312,000	283,920	(28,080)	322,920	39,000	293,857	(29,063)	293,857
New Operating Expenses	-	85,013	85,013	94,060	9,047	89,052	(5,007)	106,215	17,163	106,215
Indirect Salary Expenses	-	12,000	12,000	12,420	420	12,855	435	13,305	450	13,305
Administrative Overhead	\$ 123,034	\$ 314,684	191,650	319,341	4,658	373,666	54,325	380,776	7,109	380,776
Existing Academic Salaries - Direct	141,617	-	(141,617)	-	-	-	-	-	-	-
Existing Professional/Support Salaries - Direct	139,200	-	(139,200)	-	-	-	-	-	-	-
Existing Operating Expenses	26,000	-	(26,000)	-	-	-	-	-	-	-
Existing Indirect Salary Expenses	-	-	-	-	-	-	-	-	-	-
			-		-		-		-	-
<b>Total Expenditures (B)</b>	<b>\$ 429,850</b>	<b>\$ 1,111,431</b>	<b>\$ 681,581</b>	<b>\$ 1,128,123</b>	<b>\$ 16,692</b>	<b>\$ 1,318,357</b>	<b>\$ 190,233</b>	<b>\$ 1,343,645</b>	<b>\$ 25,288</b>	<b>\$ 1,343,645</b>



<b>Institution:</b>	University of Manitoba									
<b>Program Name:</b>	Faculty of Social Work- Cohort Program									
<b>Contact Information:</b>	Melanie Jung - Mealnie Jung@umanitoba.ca									
<b>Date:</b>	31-Oct-25									
	<b>Current Fiscal Year</b>	<b>Fiscal Year 1</b>	<b>Increment</b>	<b>Fiscal Year 2</b>	<b>Increment</b>	<b>Fiscal Year 3</b>	<b>Increment</b>	<b>Fiscal Year 4</b>	<b>Increment</b>	<b>Ongoing Program Funding</b>
	(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)	Budget Yr. 4	(change from year 3 to year 4)	
<b>CAPITAL INFORMATON</b>										
Major Equipment		\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles		-	-	-	-	-	-	-	-	-
Renovations		-	-	-	-	-	-	-	-	-
Furniture		-	-	-	-	-	-	-	-	-
Other		-	-	-	-	-	-	-	-	-
<b>Total Capital (C)</b>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<b>Revenue less Expenditures and Capital (A-(B+C))</b>	\$ -	\$ (641,666)	\$ (641,666)	\$ (641,917)	\$ (251)	\$ (642,796)	\$ (879)	\$ (644,440)	\$ (1,644)	\$ (644,440)
<b>Funding Request</b>	\$ -	\$ 641,666	\$ 641,666	\$ 641,917	\$ 251	\$ 642,796	\$ 879	\$ 644,440	\$ 1,644	\$ 644,440

**SENATE PLANNING AND PRIORITY COMMITTEE (SPPC)**  
**New Program Approval - Financial Form**

**FACULTY / SCHOOL  
PROGRAM**

Faculty of Social Work  
Cohort Program

<b>1. NEW STAFFING REQUIREMENTS (FTE)</b>	<b>Current</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Year 5</b>
New Academic Positions (FTE) (Appendix A)	-	3.95	4.20	5.45	5.70	4.70
New Professional and Support Positions (FTE) (Appendix A)	-	4.00	3.50	4.00	3.50	3.00
New Indirect Staff (FTE) (Appendix A)	-	0.10	0.10	0.10	0.10	0.10
<b>Subtotal New Staffing Requirements (FTE)</b>	-	8.05	7.80	9.55	9.30	7.80

**2. PROGRAM COSTS**

**Direct Program Costs**

New Academic Salaries (incl bpl) (Appendix A)	\$ -	\$ 387,734	\$ 418,383	\$ 519,864	\$ 549,492	\$ 475,052
Existing Academic Salaries (incl bpl) (Appendix A)	141,617	-	-	-	-	-
New Professional/Support Salaries (incl bpl) (Appendix A)	-	312,000	283,920	322,920	293,857	265,142
Existing Professional/Support Salaries (incl bpl) (Appendix A)	139,200	-	-	-	-	-
New Operating Expenses (Appendix B)	-	85,013	94,060	89,052	106,215	112,982
Existing Operating Expenses (Appendix B)	26,000	-	-	-	-	-
Major Equipment (Appendix B)		-	-	-	-	-
Vehicles (Appendix B)		-	-	-	-	-
Renovations (Appendix B)		-	-	-	-	-
Furniture (Appendix B)		-	-	-	-	-
Other Capital (Appendix B)		-	-	-	-	-
<b>Subtotal Direct Program Costs</b>	\$ 306,817	\$ 784,747	\$ 796,362	\$ 931,836	\$ 949,565	\$ 853,176

**Indirect Program Costs**

New Indirect Salary Expenses (incl bpl) (Appendix A)	\$ -	\$ 12,000	\$ 12,420	\$ 12,855	\$ 13,305	\$ 13,770
Existing Indirect Salary Expenses (incl bpl) (Appendix A)		-	-	-	-	-
Administrative Overhead	123,034	314,684	319,341	373,666	380,776	342,124
<b>Subtotal Indirect Program Costs</b>	\$ 123,034	\$ 326,684	\$ 331,761	\$ 386,521	\$ 394,080	\$ 355,894

<b>Total Program Costs</b> (Direct & Indirect)	<b>\$ 429,850</b>	<b>\$ 1,111,431</b>	<b>\$ 1,128,123</b>	<b>\$ 1,318,357</b>	<b>\$ 1,343,645</b>	<b>\$ 1,209,070</b>
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3. ENROLMENT	Current	Year 1	Year 2	Year 3	Year 4	Year 5
Expected Enrolment (headcount)	48	73	73	98	98	73
Expected Enrolment (credit hours)	1,440	2,190	2,190	2,940	2,940	2,190

4. PROGRAM REVENUE						
Operating Grant Revenue (see note)						
Tuition Revenue (Appendix C)	-	469,765	486,206	675,561	699,205	539,066
Other Direct Revenue	-	-	-	-	-	-
<b>Total Program Revenue</b>	<b>\$ -</b>	<b>\$ 469,765</b>	<b>\$ 486,206</b>	<b>\$ 675,561</b>	<b>\$ 699,205</b>	<b>\$ 539,066</b>

5. EXISTING RESOURCES						
From Operations:						
Existing Salaries and Expenses from Above	\$ 429,850	\$ -	\$ -	\$ -	\$ -	\$ -
Current/prior years surplus (carryover)						
From Other Sources:						
<b>Subtotal Existing Resources</b>	<b>\$ 429,850</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

<b>6. Program (Shortfall) / Surplus</b> (Program Costs -Program Revenue - Existing Resources)	\$ -	\$ 641,666	\$ 641,917	\$ 642,796	\$ 644,440	\$ 670,004
<b>Funds Requested of the Provincial Government</b>	-	(641,666)	(641,917)	(642,796)	(644,440)	(670,004)
<b>Net Program shortfall (surplus)</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

Submitted by Faculty/School Budget Officer (signature)

Date

Reviewed by Graduate Studies Dean or Designate (signature)

(For graduate program submissions only)

Date

Reviewed by University Budget Officer (signature)

Date

## Appendix A - Salary Expenses

SENATE PLANNING AND PRIORITY COMMITTEE  
NEW PROGRAM APPROVAL PROCESS

33

NEW	Current		Year 1		Year 2		Year 3		Year 4		Year 5	
	FTE	Total Salary	FTE	Total Salary	FTE	Total Salary	FTE	Total Salary	FTE	Total Salary	FTE	Total Salary
Academic												
Excluded Academic Admin	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -
Professor	-	-	-	-	-	-	-	-	-	-	-	-
Assoc/Asst Professor or Senior Instructor			2.00	198,862	2.00	205,822	2.00	213,026	2.00	220,482	2.00	228,199
Lecturer/Instructor/Sessionals			1.70	110,500	1.70	114,368	2.70	183,370	2.70	189,788	1.70	118,370
Librarians	-	-	-	-	-	-	-	-	-	-	-	-
Teaching Assistant	-	-	0.25	13,750	0.50	28,463	0.75	36,823	1.00	47,640	1.00	49,308
<b>Subtotal New Academic Salaries</b>	-	-	<b>3.95</b>	<b>323,112</b>	<b>4.20</b>	<b>348,652</b>	<b>5.45</b>	<b>433,220</b>	<b>5.70</b>	<b>457,910</b>	<b>4.70</b>	<b>395,877</b>
Benefits and Pay Levy		-		64,622		69,730		86,644		91,582		79,175
<b>Total New Academic Salaries (including BPL)</b>	-	\$ -	<b>3.95</b>	<b>\$ 387,734</b>	<b>4.20</b>	<b>\$ 418,383</b>	<b>5.45</b>	<b>\$ 519,864</b>	<b>5.70</b>	<b>\$ 549,492</b>	<b>4.70</b>	<b>\$ 475,052</b>
Professional and Support Staff												
EMAPS	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -
AESES			4.00	260,000	3.50	236,600.00	4.00	269,100	3.50	244,881	3.00	220,952
CUPE TA's	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal New Professional and Support Staff</b>	-	-	<b>4.00</b>	<b>260,000</b>	<b>3.50</b>	<b>236,600</b>	<b>4.00</b>	<b>269,100</b>	<b>3.50</b>	<b>244,881</b>	<b>3.00</b>	<b>220,952</b>
Benefits and Pay Levy		-		52,000		47,320		53,820		48,976		44,190
<b>Total New Professional and Support Staff (incl. BPL)</b>	-	\$ -	<b>4.00</b>	<b>\$ 312,000</b>	<b>3.50</b>	<b>\$ 283,920</b>	<b>4.00</b>	<b>\$ 322,920</b>	<b>3.50</b>	<b>\$ 293,857</b>	<b>3.00</b>	<b>\$ 265,142</b>
Indirect Staff (Within your faculty/school)												
EMAPS			0.10	\$ 10,000	0.10	\$ 10,350	0.10	\$ 10,712	0.10	\$ 11,087	0.10	\$ 11,475
AESES	-	-	-	-	-	-	-	-	-	-	-	-
CUPE TA's	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal New Indirect Staff</b>	-	-	<b>0.10</b>	<b>10,000</b>	<b>0.10</b>	<b>10,350</b>	<b>0.10</b>	<b>10,712</b>	<b>0.10</b>	<b>11,087</b>	<b>0.10</b>	<b>11,475</b>
Benefits and Pay Levy		-		2,000		2,070		2,142		2,217		2,295
<b>Total New Indirect Staff (including BPL)</b>	-	\$ -	<b>0.10</b>	<b>\$ 12,000</b>	<b>0.10</b>	<b>\$ 12,420</b>	<b>0.10</b>	<b>\$ 12,855</b>	<b>0.10</b>	<b>\$ 13,305</b>	<b>0.10</b>	<b>\$ 13,770</b>
<b>Total New Staff</b>		<b>\$ -</b>		<b>\$ 711,734</b>		<b>\$ 714,723</b>		<b>\$ 855,638</b>		<b>\$ 856,654</b>		<b>\$ 753,965</b>

**SENATE PLANNING AND PRIORITY COMMITTEE  
NEW PROGRAM APPROVAL PROCESS**

33

<b>EXISTING</b> (Within your faculty/school)	<b>Current</b>		<b>Year 1</b>		<b>Year 2</b>		<b>Year 3</b>		<b>Year 4</b>		<b>Year 5</b>	
	<b>FTE</b>	<b>Total Salary</b>	<b>FTE</b>	<b>Total Salary</b>	<b>FTE</b>	<b>Total Salary</b>	<b>FTE</b>	<b>Total Salary</b>	<b>FTE</b>	<b>Total Salary</b>	<b>FTE</b>	<b>Total Salary</b>
Academic												
Excluded Academic Admin	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -
Professor	-	-	-	-	-	-	-	-	-	-	-	-
Assoc/Asst Professor or Senior Instructor	-	-	-	-	-	-	-	-	-	-	-	-
Lecturer/Instructor/Sessionals	1.80	116,264	1.80	-	1.80	-	1.80	-	1.80	-	1.80	-
Librarians	-	-	-	-	-	-	-	-	-	-	-	-
Teaching Assistants	-	1,750	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Existing Academic Salaries</b>	<b>1.80</b>	<b>118,014</b>	<b>1.80</b>	<b>-</b>	<b>1.80</b>	<b>-</b>	<b>1.80</b>	<b>-</b>	<b>1.80</b>	<b>-</b>	<b>1.80</b>	<b>-</b>
Benefits and Pay Levy		23,603		-		-		-		-		-
<b>Total Existing Academic Salaries (including BPL)</b>	<b>1.80</b>	<b>\$ 141,617</b>	<b>1.80</b>	<b>\$ -</b>	<b>1.80</b>	<b>\$ -</b>	<b>1.80</b>	<b>\$ -</b>	<b>1.80</b>	<b>\$ -</b>	<b>1.80</b>	<b>\$ -</b>
Professional and Support Staff												
EMAPS	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -	-	\$ -
AESES	2.00	116,000.00	2.00	-	2.00	-	2.00	-	2.00	-	2.00	-
CUPE TA's	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Existing Professional and Support Staff</b>	<b>2.00</b>	<b>116,000</b>	<b>2.00</b>	<b>-</b>	<b>2.00</b>	<b>-</b>	<b>2.00</b>	<b>-</b>	<b>2.00</b>	<b>-</b>	<b>2.00</b>	<b>-</b>
Benefits and Pay Levy		23,200		-		-		-		-		-
<b>Total Existing Professional and Support Staff (incl. BPL)</b>	<b>2.00</b>	<b>\$ 139,200</b>	<b>2.00</b>	<b>\$ -</b>	<b>2.00</b>	<b>\$ -</b>	<b>2.00</b>	<b>\$ -</b>	<b>2.00</b>	<b>\$ -</b>	<b>2.00</b>	<b>\$ -</b>
Indirect Staff												
EMAPS	0.10	\$ 10,000	0.10	-	0.10	-	0.10	-	0.10	-	0.10	-
AESES	-	-	-	-	-	-	-	-	-	-	-	-
CUPE TA's	-	-	-	-	-	-	-	-	-	-	-	-
<b>Subtotal Existing Indirect Staff</b>	<b>0.10</b>	<b>10,000</b>	<b>0.10</b>	<b>-</b>	<b>0.10</b>	<b>-</b>	<b>0.10</b>	<b>-</b>	<b>0.10</b>	<b>-</b>	<b>0.10</b>	<b>-</b>
Benefits and Pay Levy		2,000		-		-		-		-		-
<b>Total Existing Indirect Staff (including BPL)</b>	<b>0.10</b>	<b>\$ 12,000</b>	<b>0.10</b>	<b>\$ -</b>	<b>0.10</b>	<b>\$ -</b>	<b>0.10</b>	<b>\$ -</b>	<b>0.10</b>	<b>\$ -</b>	<b>0.10</b>	<b>\$ -</b>
<b>Total Existing Staff</b>		<b>\$ 292,817</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>		<b>\$ -</b>
<b>GRAND TOTAL</b>		<b>\$ 292,817</b>		<b>\$ 711,734</b>		<b>\$ 714,723</b>		<b>\$ 855,638</b>		<b>\$ 856,654</b>		<b>\$ 753,965</b>

App B - Op and Cap Exp.

Appendix B - Operating Expenses and Capital Purchases

**SENATE PLANNING AND PRIORITY COMMITTEE  
NEW PROGRAM APPROVAL PROCESS**

<u>Direct Expenses</u>	<u>Current</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Travel (includes visiting speakers, orientation, research day)		\$ 19,438	\$ 28,326	\$ 27,343	\$ 37,150	\$ 37,906
Hospitality		-	-	-	-	-
Printing and Duplicating		1,600	1,920	2,304	2,765	3,318
Consumable Materials/Supplies (includes computers)		17,650	13,180	11,316	13,579	16,295
Telecommunications		4,200	4,284	4,370	4,457	4,546
Other Expenses (Nonconsumable)		17,125	21,350	18,720	23,264	25,917
Insurance		-	-	-	-	-
Externally Contracted Serv		-	-	-	-	-
Repairs and Maintenance		-	-	-	-	-
Operating Expense <b>Existing</b>	\$ 26,000	-	-	-	-	-
<b>Subtotal Direct Operating</b>	<b>\$ 26,000</b>	<b>\$ 60,013</b>	<b>\$ 69,060</b>	<b>\$ 64,052</b>	<b>\$ 81,215</b>	<b>\$ 87,982</b>
<u>Unit Specific Graduate / Undergraduate Support Expense</u>	<u>Current</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Fellowships Bursaries & Other	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Scholarships	-	-	-	-	-	-
Bursaries	-	25,000	25,000	25,000	25,000	25,000
Awards	-	-	-	-	-	-
<b>Subtotal Student Support</b>	<b>\$ -</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>	<b>\$ 25,000</b>
<b>Total Non-Compensation Operating Expenses</b>	<b>\$ 26,000</b>	<b>\$ 85,013</b>	<b>\$ 94,060</b>	<b>\$ 89,052</b>	<b>\$ 106,215</b>	<b>\$ 112,982</b>
<u>Capital Item</u>	<u>Current</u>	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>	<u>Year 4</u>	<u>Year 5</u>
Major Equipment		\$ -	\$ -	\$ -	\$ -	\$ -
Vehicles		-	-	-	-	-
Renovations		-	-	-	-	-
Furniture		-	-	-	-	-
Other (list )		-	-	-	-	-
<b>Total Capital Purchases</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>

## Appendix C - Tuition

Fee Increase

3.5%

**SENATE PLANNING AND PRIORITY COMMITTEE  
NEW PROGRAM APPROVAL PROCESS**

1. EXPECTED ENROLMENT	Current	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Headcount</b>						
Undergraduate	48	73	73	98	98	73
Graduate	-					
Graduate (continuing only)	-					
<b>Credit Hours</b>						
Undergraduate	1,440	2,190	2,190	2,940	2,940	2,190
Graduate	-	-	-	-	-	-

2. TUITION REVENUE GENERATED BY THE PROGRAM						
• Credit Hour Based - (enter proposed credit hour rate in yr 1 or current rate)	\$ 186.72	\$ 193.26	\$ 200.02	\$ 207.02	\$ 214.27	\$ 221.76
Undergraduate		423,229	438,042	608,638	629,941	485,665
Graduate		-	-	-	-	-
• Program Based - (enter proposed annual program fee in yr 1 or current fee)	-	-	-	-	-	-
Undergraduate		-	-	-	-	-
Graduate		-	-	-	-	-
• Continuing Fee - (enter current per term continuing fee)	-	-	-	-	-	-
Graduate		-	-	-	-	-
<b>Total Tuition Fees</b>	\$ -	\$ 423,229	\$ 438,042	\$ 608,638	\$ 629,941	\$ 485,665
• Program/Course Specific Fees						
Lab Fees - (enter amount in applicable years)						
Field Trip Fees - (enter amount in applicable years)						
..... (add as required)...						
..... (add as required)...						
• Other Compulsory Fees (Library, student, technology, sport & rec, etc.)		46,536	48,165	66,922	69,265	53,401
<b>Total Program/Course Specific Fees</b>	\$ -	\$ 46,536	\$ 48,165	\$ 66,922	\$ 69,265	\$ 53,401

<b>TOTAL TUITION AND FEES GENERATED BY THE PROGRAM</b>	\$ -	\$ 469,765	\$ 486,206	\$ 675,561	\$ 699,205	\$ 539,066
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The Board Executive Committee met on January 27, 2026 to review and discuss several items related to the work of the Board and its Committees and the Distinguished Service Award.

Mid-year progress review on Board and Committee Priorities 2025-2026 (for information only)

As outlined in its Terms of Reference, the Committee is tasked with developing the Board's annual priorities and overseeing Board Committees in establishing their annual goals and supporting progress in meeting them.

As part of this oversight, Committee members received a mid-year update on progress made to date by the Board and its Committees in addressing their 2025-2026 goals and priorities.

Report to the Executive Committee regarding Committee Self-Evaluation Results (for information only)

Committee members received a report of the Governance and Board Development Committee regarding the annual 2025-2026 committee self-evaluation results. Ms. Roussin, Chair of the Governance and Board Development Committee, provided an overview of the results and in addressing the low response rate, she spoke to the importance of ensuring Board and Committee members understand the value that these evaluations serve in continuing to work to improve the overall response rate.

Results from the committee self-evaluation will inform the work of the Board and its standing committees and assist with improving how materials are considered in a strategic manner.

2025-2026 Board Strategic Session Topics (for information only)

The Committee reviewed and discussed the draft agenda outline for the March 24, 2026 Board Strategic Session. Members also had a fulsome discussion and provided feedback on suggested revisions to the agenda that will be used in refining the session outline.

Distinguished Service Award and generating nominations (for information only)

As mandated within its Terms of Reference, the Executive Committee is responsible for considering and recommending nominations for the Distinguished Service Award to the Board of Governors for approval.

There were no new nominations to be considered, and none were received for 2025. The Committee discussed potential future nominations and were encouraged to share ideas for potential nominees. Board members are also encouraged to reflect and suggest potential nominees for this award.





The Governance and Board Development Committee met on January 20, 2026 to discuss a number of items as they relate to the governance, education and work of the Board and its Committees.

Board of Governors Standing Committee Review Final Report (see Agenda Item 5.2.a))

Throughout the fall, the Committee undertook a review of the standing committees of the Board and their Terms of Reference as recommended by the Governance Working Group in its 2022 recommendations and outlined in their Terms of Reference. The review was informed by feedback from each committee, results of the annual committee evaluations, and comments provided by the Office of the University Secretary.

The Board will recall that as a result of this review, the Advancement Committee was disbanded in December 2025. The final report and recommended Terms of Reference revisions for the remaining committees are included in the agenda for the Board's approval.

The Committee recommends:

**THAT the revised Terms of Reference for the Standing Committees of the Board be approved, effective upon approval.**

Board of Governors Self-Evaluation Results and Appointment Recommendations (for information only)

The Committee reviewed the results of the self-assessment survey as part of its good governance practices and reiterated their recommendation that each year, members will be asked to update their self-evaluations from the previous year, instead of completing it anew.

The Committee identified and discussed knowledge gaps across the Board; the Committee acknowledged the importance of strategic appointments of community members to the Standing Committees of the Board to provide these specific areas of expertise. They noted that these areas will be presented to the Minister of Advanced Education and Training and to the Alumni Association as areas of strategic importance in government appointments and alumni elections of Board members.

Review of Appointment and Nomination Processes (for information only)

As part of its Terms of Reference and due diligence, the Committee reviewed and discussed the appointment and nomination processes previously approved by the Board to ensure that they still meet the needs and priorities of the Board. The Committee noted that the identified processes are underway, and that nominations to the standing committees of the Board will be undertaken at its meeting in May.

Board members are invited to recommend potential Board and/or community members for the Audit and Risk Management, Finance and Infrastructure, and Human Resources and Compensation Committees by contacting the University Secretary and the Vice-Chair of the Board.

#### Board Evaluation Questionnaire Review (for information only)

The Committee reviewed the annual Board evaluation process, noting that the questions that are asked of Board members are intended to provide feedback to the Governance and Board Development Committee and Executive Committee to improve the work of the Board for the coming year. The Committee noted the importance of consistency in the questionnaire for a defined period so that trends can be identified and communicated to the Board.

The Committee reiterated the importance of demonstrating the impact and relevance of the survey and its results and shared ways to communicate the results as well as the actions taken because of the evaluation. The Committee committed to ensuring that the actions undertaken as a result of the Board's annual evaluation questionnaire are better demonstrated to members of the Board to increase transparency, accountability, and as a good governance practice.

#### Board Education and Development Plan Progress Report (for information only)

The Committee received an update on the educational and development activities undertaken throughout the year and a summary of the activities that are planned for the balance of the year. The Committee provided feedback on activities and discussed broadly the upcoming Strategic Discussion.

# Board of Governors Submission

(and consideration by the Governance and Board Development Committee)

## AGENDA ITEM:

Board of Governors Standing Committee Review Final Report

## RECOMMENDATION:

THAT the Board of Governors review and recommend for approval revisions to the Terms of Reference for the Standing Committees of the Board.

## PURPOSE and KEY CONSIDERATIONS:

Sections 3) a) and 3) e) of the Governance and Board Development Committee (GBD), Terms of Reference outline the Committee's responsibilities with respect to structures, processes, effectiveness, efficiency, and Board performance. Section 3) e) of the Terms note that a comprehensive review of the Terms of Reference and the Committee structure every three years, with input from the Committee Chairs.

The Committee is receiving for review and recommendation the Terms of Reference of the standing committees of the Board. In reviewing these Terms of Reference, the Committee should consider:

- whether the revised Terms of Reference and committee structure reflect the functions and values of the Board of Governors;
- the effectiveness and performance of the Committees and their structure;
- the appropriateness of the terms of reference and committee composition for the standing committees of the Board;
- how the standing committees of the Board support the work of the Board, the University, and *MomentUM*, the University's Strategic Plan.

The Committee should consider whether the Terms and committee composition are appropriate and meet the needs of the Board and if there are any additional suggested revisions to the Terms.

## EXECUTIVE SUMMARY and BACKGROUND:

In October 2022, the Board of Governors approved a revised committee structure and Terms of Reference, to be implemented in early 2023. As part of the revised Terms of Reference, the Governance and Board Development Committee is responsible for conducting the full review every three years. This year marks the first full review of the revised Committee structure and Terms of Reference.

At its meeting in September, the Committee reviewed the process for the Committee review to be undertaken during the 2025-2026 Board year. In November, 2025, the Committee received copies of the

Terms of Reference for Standing Committees for review and provided its input. Each standing committee also reviewed and offered proposed revisions to their term. Annotated copies incorporating the recommendations of the standing committees are included for review and recommendation.

#### **RESOURCE REQUIREMENTS and IMPLICATIONS:**

There are no new resources required and no implications to existing resources to conduct the review of the Terms of Reference and committee structure.

#### **CONNECTION TO THE UNIVERSITY STRATEGIC PLAN:**

The regular review of the standing committees of the Board ensures that the Board of Governors at the University of Manitoba and its various standing committees are operating effectively and upholding the mission, vision, and values as outlined in *MomentUM: Leading Change Together*.

#### **RISKS and OPPORTUNITIES:**

Good governance processes are essential to maintain the integrity of the Board of Governors and to maintain the University's reputation and avoid unnecessary legal or reputational risks.

**ROUTING TO THE BOARD OF GOVERNORS:**

Submission approved by:

<u>Name/Signature</u>	<u>Title</u>	<u>Date</u>
Jeff Leclerc	University Secretary	2026-01-06
Governance and Board Development Committee		2026-01-20
		Click or tap to enter a date.
		Click or tap to enter a date.

**SUBMISSION PREPARED BY: Laura Orsak-Williams, Governance Officer****ATTACHMENTS:**

Attachment 1 – Committee Review Report  
Attachment 2 – Annotated Executive Committee Terms of Reference  
Attachment 3 – Annotated Audit and Risk Management Committee Terms of Reference  
Attachment 4 – Annotated Finance and Infrastructure Committee Terms of Reference  
Attachment 5 – Annotated Governance and Board Development Committee Terms of Reference  
Attachment 6 – Annotated Human Resources and Compensation Committee Terms of Reference  
Attachment 7 – Revised Committee Structure

## **Board of Governors Committee Review Report**

Following the work of the Governance Working Group (2021-2022), the Board of Governors approved and implemented the revised standing committee structure and Terms of Reference.

Specifically, the Terms of Reference for the Governance and Board Development Committee [Section 3) e)] state:

- iii) Review the Board committee structures and mandates at least every three years to ensure committees remain relevant and effective and recommend changes to the Board.
- iv) Conduct a comprehensive review of all Committee Terms of Reference every three years, with input from the Chairs of each Committee. Recommend any necessary changes in Committee Terms of Reference or Committee structures or foci to the Board for its approval.

With the implementation of the new committee structure in January, 2023, the Committee will undertake this review, with a final report and recommendation coming to the Board of Governors in Spring 2026. As previously discussed, each Committee will begin by reviewing their own Terms of Reference.

Below is a summary of revisions that have been undertaken to the Committee structure and Terms of Reference. Attachments 2-6 contain the revisions to the Terms of Reference for the Standing Committees of the Board.

### **Executive Committee:**

- Clarity on the limitations of delegated authority;
- Additional language on the Chair's discretion whether a meeting of the full Board should be called;
- Language revisions regarding Committee composition and quorum for consistency across committees.

### **Audit and Risk Management Committee:**

- Clarification around the appointment and removal of the Director, Audit Services;
- Language revisions regarding Committee composition and quorum for consistency across committees.

### **Finance and Infrastructure Committee:**

- Additional clause on the Committee's role with respect to strategic advice on communication regarding financial and/or infrastructure needs;
- Clarity on responsibilities with respect to multi-year and long-term financial plans and forecasts;
- Clarity on responsibilities with respect to deferred maintenance oversight;
- Additional language regarding review and recommendation of investment policies;
- Language revisions regarding Committee composition and quorum for consistency across committees.

## Attachment 1: Committee Review Report

### **Governance and Board Development Committee:**

- Additional language regarding nomination and recommendation of prospective Board members.

### **Human Resources and Compensation Committee:**

- Editorial language revisions regarding the University's Human Resources policies and philosophy;
- Language revisions regarding quorum for consistency across committees.

**Advancement Committee:** At the recommendation of the Committee, the Board approved the disbandment of the Advancement Committee at its meeting on December 9, 2025.



**University  
of Manitoba**

## **BOARD OF GOVERNORS EXECUTIVE COMMITTEE**

### **Terms of Reference**

#### **1) Mandate and Role of the Committee**

- a) The Executive Committee (the “Committee”) supports the Board of Governors (the “Board”) of the University of Manitoba (the “University”) by facilitating Board and Committee collaboration and engagement in strategic oversight; advising the President and Board Chair as required; and acting on behalf of the Board on matters that arise between regularly scheduled Board meetings.
- b) The Committee provides insight, oversight and foresight, as components of due diligence, in matters related to Board planning and committee work plans; oversight of ongoing performance towards achieving of institutional strategic objectives and priorities; support of the President and Board Chair; and Board duties as required.
- c) The Committee approaches its areas of responsibility with a strategic and policy focus, keeping in mind the University’s Mission, Vision, Values, strategic direction, and commitments to equity, diversity, inclusion, Indigenous engagement and reconciliation.
- d) The Committee has all the powers of the Board of Governors between the regularly scheduled meetings of the Board, unless otherwise specified by the Board, and reports on decisions taken to the Board.

#### **2) Authority**

- a) The Committee is created by and is accountable to the Board of the University of Manitoba, under the powers provided to the Board by *The University of Manitoba Act*.

#### **3) Areas of Responsibility**

- a) ***Act for the Board as required***
  - ~~i) — Act on behalf of the Board, reviewing and approving time-sensitive recommendations, appointments and routine matters requiring decisions between Board meetings, and report to the Board on outcomes. The Chair, acting reasonably will determine the feasibility of gathering the Board and if the decision needs to be made before a Board meeting could reasonably occur. as required between regularly scheduled meetings of the Board, and report to the Board on outcomes.~~
  - ~~ii) Review and approve time sensitive recommendations, appointments and routine matters requiring decisions between Board meetings, and report to the Board on outcomes.~~
  - ~~iii) Deal with matters delegated by the Board in the intervals between meetings of the Board.~~
  - ~~iv) Review and recommend to the Board nominations for the Distinguished Service Award.~~



- b) **Planning and priorities**
    - i) Monitor and facilitate Board and Committee engagement in strategic planning and provide advice to the Board on how best to engage Board members and Committees in strategic planning.
    - ii) Oversee the Board's monitoring of the University's ongoing performance toward achieving strategic objectives and priorities.
    - iii) Develop annual Board priorities and set an annual work plan.
  - c) **Board and committee collaboration**
    - i) Oversee Board committees in establishing periodic goals and support committee progress toward meeting these goals
    - ii) Work in collaboration with committee chairs to support the development of annual work plans for each Board committee
    - iii) Facilitate collaboration between and among Board committees, including the referral of matters to Board committees, as appropriate.
    - iv) Review the results of the annual report of the Governance and Board Development Committee on standing Committees' self-evaluation and recommend to the Board or committees procedures to strengthen committee work and collaboration.
    - v) Monitor the need for Board advisory or ad hoc committees and advise the Board of such needs as they arise.
  - d) **Support for the President and Board Chair**
    - i) Provide counsel and support to the President and Board Chair on issues that are complex and sensitive.
    - ii) Identify emerging issues that may impact the University's governance or ability to achieve its strategic priorities and discuss potential approaches to these issues with the President and/or Board Chair, reporting to the Board as appropriate.
  - e) **Monitor risks and trends**
    - i) Monitor current and emerging risks related to strategic planning and achievement of strategic priorities, monitor actions to mitigate risks, and report any significant residual risks to the Board.
- 4) Limits on Authority**
- a) The Committee functions in accordance with the *University of Manitoba Act* and the Board of Governors' bylaws.
  - b) All Committee members must abide by *The Code of Conduct for Members of the Board*.
  - c) The delegation of authority by the Board shall be limited as set out in these Terms of Reference. While the Executive Committee has delegated authority to act on behalf of the Board of Governors, the preference is for significant matters to be considered by the Board of Governors as a whole.
- 5) Composition of Committee**
- a) **Ex officio voting members**
    - i) The Chair of the Board (as Chair)
    - ii) The Vice-Chair of the Board (as Vice-Chair)

- iii) The Chancellor
- iv) The President
- v) The Chairs of all Board standing committees

b) ***Voting members appointed by the Board***

- i) Two members of the Board including the following:
  - (1) One member of the Board elected by Senate
  - (2) One student member of the Board

c) ***Non-voting ~~members~~ assessors***

- i) The UMFA Assessor
- ii) The Support Staff Assessor

d) ***Non-voting internal resource persons***

- i) The University Secretary (as Secretary)
- ii) Vice-Presidents of the University

~~Non-voting resource persons shall not be counted toward quorum.~~

**6) Chair and Vice-Chair**

- a) The Chair of the Committee shall be the Chair of the Board.
- b) The Vice-Chair of the Committee shall be the Vice-Chair of the Board.

**7) Term of Office**

- a) The term of office is for one year from June 1 to May 31. Members of the Committee shall continue until their successors are named, provided they continue to be members of the Board.

**8) Frequency of Meetings and Annual Work Plan**

- a) The Executive Committee shall set an annual work plan.
- b) The Committee Chair shall determine the frequency of meetings required to achieve the annual work plan set by the Executive Committee.
- c) Meetings will be called by the Committee Chair between regularly scheduled meetings of the Board as required, in collaboration among the Committee Chair, the President, and the University Secretary.

**9) Reporting to the Board**

- a) All decisions taken by the Committee between regularly scheduled meetings of the Board will be reported to the Board for information.
- b) The minutes of the Committee will be available for review by all Board members on the Board portal.
- c) The Committee shall report regularly to the Board as it deems necessary with respect to its activities and decisions.

**10) Committee Process and Procedures**

- a) The Committee will function in accordance with the Board of Governors Bylaws, and in accordance with its Terms of Reference.
- b) The Committee will perform any such other function as assigned by law, *The University of Manitoba Act* or the Board.
- c) The Committee will conduct an annual self-evaluation as developed by the

## Attachment 2: Annotated Executive Committee Terms of Reference

Governance and Board Development Committee and report the results to that Committee for its review.

- d) The Committee shall review its Terms of Reference every three years and recommend any necessary changes to the Governance and Board Development Committee for its review.
- e) Quorum for meetings of the Committee is set at 50 percent plus one of voting members. Only voting members of the Committee shall be counted toward quorum.

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## BOARD OF GOVERNORS AUDIT AND RISK MANAGEMENT COMMITTEE

### Terms of Reference

#### 1) Mandate and Role of the Committee

- a) The Audit and Risk Management Committee (the "Committee") supports the Board of Governors (the "Board") of the University of Manitoba (the "University") in ensuring oversight of audit, risk management and internal control practices, including those related to external financial reporting and compliance with legal and regulatory requirements.
- b) The Committee provides insight, oversight, and foresight, as components of due diligence, for activities related to general audit oversight, external and internal audit; internal controls; and risk management.
- c) The Committee approaches its areas of responsibility with a strategic and policy focus, keeping in mind the University's Mission, Vision, Values, strategic direction, and commitments to equity, diversity, inclusion, Indigenous engagement, and reconciliation.

#### 2) Authority

- a) The Committee is created by and is accountable to the Board, under the powers provided to the Board by *The University of Manitoba Act*.
- b) The Committee will have unrestricted access to members of management, employees, and relevant information it considers necessary to discharge its duties.

#### 3) Areas of Responsibility

- a) **General audit oversight**
  - i) Provide an avenue of communication for the external auditors, administration, and the internal audit function with the Board.
  - ii) Review with the University's general counsel or outside legal counsel legal matters that may have a material impact on the financial statements.
  - iii) Recommend to the Board the engagement of special audits or studies as the Committee deems necessary.
  - iv) Periodically meet with the internal auditor, external auditor, and administration in separate "*in camera*" sessions to discuss any matters that the Committee or these groups believe should be discussed privately with the Committee. It is understood that generally speaking, the internal auditor will be a part of the *in camera* sessions, unless the Committee decides otherwise.
- b) **External audit oversight**
  - i) Review annually the terms of engagement for the external audit, including the external auditors' independence, and approve on behalf of the Board the appointment and fees of the external auditors.

- ii) Monitor the independence of the external auditor including review of other services provided to the University by the external auditor.
  - iii) Review the external auditor's proposed audit plan, scope and approach and ensure no unjustified restrictions or limitations have been placed on such plan.
  - iv) Discuss the results of the annual audit under Canadian generally accepted auditing standards, recommendations made by the external auditors to the administration, and any other matters that may be communicated to the Committee by the external auditors.
  - v) Review the annual financial statements and related financial report and determine whether they are complete and consistent with information known to Committee members and assess the reasonableness and appropriateness of presentation, accounting policies, management's assumptions and estimates, and adequacy of disclosure.
  - vi) Recommend approval of the audited financial statements and related external auditor's reports to the Board.
  - vii) Recommend approval of the Public Sector Compensation Disclosure Report and related external auditor's report to the Board.
- c) ***Internal audit oversight***
- i) Review and recommend to the Board for approval the internal audit charter to ensure that it accurately reflects the scope and mandate of the internal audit function, with a full review at least every three years.
  - ii) Review and recommend to the Board for approval the scope and mandate of the internal audit function and the annual internal audit plan.
  - iii) Review periodic reports received from the internal auditor, discuss recommendations set out in those reports, and ensure that administration responds to such recommendations in a timely manner.
  - iv) Approve the appointment and removal of the Director, Audit Services, as required.
  - v) Provide input and annually review and approve the performance appraisal and compensation adjustments of the Director, Audit Services, after considering the recommendation of the administrative officer to whom the Director reports administratively.
- d) ***Risk management oversight***
- i) Review and monitor the adequacy of the University's risk management framework, risk register, and identification and management of top risks.
  - ii) Review and recommend approval to the Board policies related to risk management.
  - iii) Discuss with administration, internal audit, and the external auditors the University's major risk exposures (whether financial, operational, or otherwise), the adequacy and effectiveness of the accounting and financial system, and the steps administration has taken to monitor and control such exposure.
  - iv) Receive regular reports from administration on areas of significant risk to the University, including but not limited to, legal claims, environmental issues, cybersecurity, health, safety, and other regulatory matters.
  - v) Monitor the effectiveness of the University's internal control system, including financial reporting and information security controls.
  - vi) Review the adequacy of the University's processes and controls to prevent

and detect fraud and financial irregularities, including, but not limited to, compliance with the *University's Safe Disclosure (Whistleblower) Policy and Safe Disclosure (Whistleblower) Procedure*.

- vii) Review whether the University has adequate disaster recovery and business continuity plans and processes in place.
- viii) Review the adequacy of insurance coverages maintained by the University to ensure that the University is not exposed to an unacceptable level of risk and recommend any required changes to the Board.
- ix) Review compliance with legislative and regulatory requirements.
- x) Periodically review issues relating to Board members' personal liability.
- xi) Keep the Board apprised of emerging risks and significant changes in risk management.

#### **4) Limits on Authority**

- a) The Committee functions in accordance with the *University of Manitoba Act* and the Board of Governors' bylaws.
- b) All Committee members must abide by *The Code of Conduct for Members of the Board*.
- c) The delegation of authority by the Board shall be limited as set out in these Terms of Reference. Notwithstanding the provisions set out in Section 3, the Committee shall bring to the Board for approval:
  - i) The financial statements of the University and related auditor's reports.
  - ii) Reports, information, and recommendations with respect to issues that, in the opinion of the Committee, present a material risk to the University.
  - iii) Recommendations with respect to information from the internal auditor and external auditors on controls or related matters, which the Chair of the Committee or the Committee may consider prudent or necessary.

#### **5) Reporting relationship with the internal auditor**

The Director of Audit Services reports functionally to the Committee, reporting directly to the Committee at each meeting. The Director shall report administratively to the Vice-President (Administration).

#### **6) Composition of Committee**

- a) ***Ex officio voting members***
  - i) The Board Chair
  - ii) The Board Vice-Chair
  - iii) The Chair of the Finance and Infrastructure Committee (or designate)
- b) ***Voting members appointed by the Board***
  - i) At least two and up to four Board Members who have experience in accounting, law, or risk management
  - ii) Two external members of the community who are Chartered Professional Accountants with audit and risk management experience
- c) ***Non-voting ex officio***
  - i) The President
- d) ***Non-voting internal resource persons***
  - i) The University Secretary as Secretary
  - ii) The Vice-President (Administration)



- iii) The Chief Financial Officer and Comptroller
- iv) The Director of Audit Services
- v) The Chief Risk Officer.

No member of the staff (academic or non-academic) nor any student of the University shall be eligible for appointment to this committee as voting members

~~Non-voting resource persons shall not be counted toward quorum.~~

**7) Chair and Vice-Chair**

- a) The Chair of the Committee shall be appointed by the Board from among the voting members of the Committee on recommendation of the Governance and Board Development Committee.
- b) The Vice-Chair of the Committee shall be appointed by the Board from among the voting members of the Committee on recommendation of the Governance and Board Development Committee.

**8) Term of Office**

- a) The term of office is for one year from June 1 to May 31. Members of the Committee shall continue until their successors are named, provided they continue to be members of the Board.

**9) Frequency of Meetings and Annual Work Plan**

- a) The Committee Chair, with the support of the Executive Committee, shall develop an annual work plan.
- b) The Committee shall meet at least four times during the year.
- c) The Committee shall have an annual work plan, maintained by the Secretary, for the purpose of ensuring the meeting agenda addresses all the responsibilities as outlined in these Terms of Reference.

**10) Reporting to the Board**

- a) The Minutes of the Committee will be available for review by all Board members on the Board portal.
- b) The Committee shall report regularly to the Board as it deems necessary with respect to its activities and decisions.

**11) Committee Process and Procedures**

- a) The Committee will function in accordance with the Board of Governors Bylaws, and in accordance with its Terms of Reference.
- b) The Committee will perform any such other function as assigned by law, *The University of Manitoba Act*, or the Board.
- c) The Committee will conduct an annual self-evaluation as developed by the Governance and Board Development Committee and report the results to that Committee for its review.
- d) The Committee shall review its Terms of Reference every three years and recommend any necessary changes to the Governance and Board Development Committee for its review.
- e) Quorum for meetings of the Committee is set at 50 percent plus one. Only voting members of the Committee shall be counted toward quorum.



## BOARD OF GOVERNORS FINANCE AND INFRASTRUCTURE COMMITTEE

### Terms of Reference

#### 1) Mandate and Role of the Committee

- a) The Finance and Infrastructure Committee (the “Committee”) supports the Board of Governors (the “Board”) of the University of Manitoba (the “University”) in ensuring effective plans and projects related to the University’s financial health, capital spending and infrastructure.
- b) The Committee provides insight, oversight and foresight, as components of due diligence, for projects and plans related to the University’s annual and long-term financial and capital plans; infrastructure needs and plans; finance policies; and long-term financial sustainability.
- b)c) The Committee provides strategic advice to University management on methods employed in communicating the University’s financial and infrastructure need to partners.
- e)d) The Committee approaches its areas of responsibility with a strategic and policy focus, keeping in mind the University’s Mission, Vision, Values, strategic direction, and commitments to equity, diversity, inclusion, Indigenous engagement, and reconciliation.

#### 2) Authority

- a) The Committee is created by and is accountable to the Board of the University of Manitoba, under the powers provided to the Board by *The University of Manitoba Act*.

#### 3) Areas of Responsibility

- a) **Financial operating and capital planning**
  - i) Review annual operating and capital estimates submissions and recommend approval to the Board.
  - ii) Review the annual operating and capital budgets and recommend approval to the Board.
  - iii) Review quarterly financial reports.
  - iv) Recommend for approval the University’s multi-year and long-term financial plans and forecasts, including both operating and capital, and report to the Board ~~as needed.~~
  - v) Review requests to the Board for special financial support and recommend any required actions.
  - vi) In accordance with the University of Manitoba Policy on Signing of Agreements, review and recommend approval to the Board for renting, hiring or purchasing goods and services, where the total value including amendments exceeds \$1 million except for utilities, insurance, or goods purchased through a competitive procurement process for less than \$5 million.



- vii) Monitor current and emerging risks related to financial sustainability; monitor actions to mitigate risks and report any significant residual risks to the Board.
  - viii) Monitor performance measures and trends that affect regarding the long-term financial health and sustainability of the University, and report to the Board on significant trends, potential improvements, and challenges.
- b) **Infrastructure planning**
- i) Review short- and long-term infrastructure requirements and report to the Board as required.
  - ii) Review annually a status report on deferred maintenance at the University ~~Monitor deferred maintenance and sustainability requirements, and plans developed to meet these needs, and recommend action to the Board to ensure sustainability.~~
  - iii) Review capital project progress reports.
  - iv) In accordance with the University of Manitoba Policy on Signing of Agreements:
    - (1) Review and recommend approval to the Board of documents relating to the purchase, sale, mortgaging, or re-zoning of land.
    - (2) Review and recommend approval to the Board of licenses to use, leases and commitments of real property or facilities owned by the University for a term exceeding 20 years, other than easements or mineral rights.
    - (3) Review and recommend approval to the Board of agreements for the construction or renovation of a building; design of a building; or retention of a project manager for a building project if the total project price exceeds \$5 million, except in cases where the overall budget and project plan has been previously approved by the Board, is in accordance with the approved budget and for which the agreement has been tendered in accordance with the project plan.
  - v) Monitor current and emerging risks related to University infrastructure; monitor actions to mitigate risks, and report any significant residual risks to the Board.
  - vi) Monitor trends related to infrastructure in Canadian higher education and report to the Board on significant trends, potential improvements, and challenges.
- c) **Fees and finance policies**
- i) Review and recommend approval to the Board of all fees paid to the University that require Board approval.
  - ii) Review and recommend approval to the Board the General Investment Policy and other policies related to the management of University investments.
  - iii) Review regular reports from the Trust Investment Committee on its oversight of investments in the University Investment Trust.
  - iv) Review and recommend approval to the Board finance, capital planning and asset policies.
  - v) Review and recommend approval to the Board stewardship of resources policies.
  - vi) Review and recommend approval to the Board amendments to resolutions on signing and banking.

**4) Limits on Authority**

- a) The Committee functions in accordance with the *University of Manitoba Act* and the Board of Governors' bylaws.
- b) All Committee members must abide by *The Code of Conduct for Members of the Board*.
- c) The delegation of authority by the Board shall be limited as set out in these Terms of Reference, or in further delegation by the Board of specific matters.

**5) Composition of Committee**

- a) ***Ex officio voting members***
  - i) The President
  - ii) The Chair of the Board
- b) ***Voting members appointed by the Board***
  - i) Up to three members of the Board, preferably with financial literacy and relevant experience.
  - ii) Up to two external community members with financial and/or infrastructure planning expertise, along with senior management experience
  - iii) One member of the Board elected by Senate
  - iv) One student member of the Board
- c) ***Non-voting internal resource persons***
  - i) The University Secretary as Secretary
  - ii) Vice-Presidents of the University
  - iii) Chief Financial Officer/Comptroller
  - iv) Associate Vice-President (Administration)

~~Non-voting resource persons shall not be counted toward quorum.~~

**6) Chair and Vice-Chair**

- a) The Chair of the Committee shall be appointed by the Board on from among the voting members of the Committee recommendation of the Governance and Board Development Committee.
- b) The Vice-Chair of the Committee shall be appointed from among the voting members of the Committee by the Board on recommendation of the Governance and Board Development Committee.

**7) Term of Office**

- a) The term of office is for one year from June 1 to May 31. Members of the Committee shall continue until their successors are named, provided they continue to be members of the Board.

**8) Frequency of Meetings and Annual Work Plan**

- a) The Committee Chair, with the support of the Executive Committee, shall develop an annual work plan.
- b) The Committee Chair shall determine the frequency of meetings required to achieve the annual work plan.
- c) The Committee shall have an annual work plan, maintained by the Secretary, for the purpose of ensuring the meeting agenda addresses all the

responsibilities as outlined in these Terms of Reference.

**9) Reporting to the Board**

- a) The Minutes of the Committee will be available for review by all Board members on the Board portal.
- b) The Committee shall report regularly to the Board as it deems necessary with respect to its activities and decisions.

**10) Committee Process and Procedures**

- a) The Committee will function in accordance with the Board of Governors Bylaws, and in accordance with its Terms of Reference.
- b) The Committee will perform any such other function as assigned by law, *The University of Manitoba Act* or the Board.
- c) The Committee will conduct an annual self-evaluation as developed by the Governance and Board Development Committee and report the results to that Committee for its review.
- d) The Committee shall review its Terms of Reference every three years and recommend any necessary changes to the Governance and Board Development Committee for its review.
- e) Quorum for meetings of the Committee is set at 50 percent plus one of voting members. Only voting members of the Committee shall be counted toward quorum.



## BOARD OF GOVERNORS GOVERNANCE AND BOARD DEVELOPMENT COMMITTEE

### Terms of Reference

#### 1) Mandate and Role of the Committee

- a) The Governance and Board Development Committee (the "Committee") supports the Board of Governors (the "Board") of the University of Manitoba (the "University") in ensuring governance that improves the effectiveness, relevance, clarity and efficiency of the Board and its Committees.
- b) The Committee provides insight, oversight, and foresight, as components of due diligence, in matters related to governance and Board development, including governance processes and policies; integrity; Board and Committee membership and succession planning; Board education and development; and Board self-assessment and evaluation.
- c) The Committee approaches its areas of responsibility with a strategic and policy focus, keeping in mind the University's Mission, Vision, Values, strategic direction, and commitments to equity, diversity, inclusion, Indigenous engagement, and reconciliation.

#### 2) Authority

- a) The Committee is created by and is accountable to the Board of the University of Manitoba, under the powers provided to the Board by *The University of Manitoba Act*.

#### 3) Areas of Responsibility

- a) **Board governance**
  - i) Review Board and Committee structures, processes, roles, responsibilities, and procedures on an ongoing basis to ensure these meet the governance needs of the Board, recommending any required changes to the Board for approval.
  - ii) Review Board meeting effectiveness and efficiency, including meeting materials and communications to Board members, reporting to the Board as required and recommending improvements.
  - iii) Monitor the Board's performance to ensure that its governance is transparent, inclusive, and equitable. Report regularly to the Board on concerns and recommend enhancements and/or changes as required.
  - iv) Monitor current and emerging risks related to governance and Board development; monitor actions to mitigate risks and report any significant residual risks to the Board.
  - v) Monitor trends in Canadian higher education governance best practices and report to the Board on significant trends, potential improvements, or challenges.
- b) **Board and committee integrity**
  - i) Develop and regularly review the Code of Conduct for members of the Board of Governors and monitor compliance with the Code. Identify any ethical business

- and/or good governance practice compliance concerns. Report to the Board on any compliance issues identified.
- ii) Develop and regularly review a Code of Conduct for Committee members who are not members of the Board. Report to the Board on any compliance issues identified.
  - iii) Provide an annual report to the Board on matters of Board and Committee integrity and ethics.
  - iv) Monitor, review and ensure Board and Committee compliance with governance legislation and governance documents.
- c) ***Board and committee membership and succession planning***
- i) Act as the Nominating Committee of the Board for the purpose of making recommendations to the Board and other appointing and electing bodies for the appointment of Board and Board Committee members.
  - ii) Identify competencies and attributes required on the Board and its committees, keeping in mind the University's commitment to equity, diversity, inclusion, and Indigenous engagement.
  - iii) Annually consult with the Board Chair, Vice-Chair and Committee Chairs on the skills, competencies and attributes required to fulfill their mandates and ensure good governance.
  - iv) Considering the University's requirements and priorities, develop a succession plan for Board and Committee positions to ensure effective succession and Board leadership.
  - v) Working with the Board Chair, Vice-Chair and Board members, identify potential candidates for Board and/or Committee membership.
- d) ***Board education and development***
- i) Identify and provide tools to meet the education and development needs of new members, including orientation and mentoring, to ensure new Board members fully understand the University's priorities and good governance practices.
  - ii) Develop an annual Board education and development plan that considers continuing education needs of all Board and Committee members and incorporates an understanding of Canadian higher education governance trends and best practices and reporting thereon to the Board.
  - iii) Working with the Board Chair, President and University Secretary, advise on plans for the annual Board retreat.
- e) ***Board self-assessment and evaluation***
- i) Oversee the Board's self-evaluation processes and report to the Board on findings and outcomes, recommending improvements for the Board's consideration.
  - ii) Oversee the Board Committees' annual self-evaluation process and report to each Committee and the Board on findings and outcomes, recommending improvements for consideration
  - iii) Review Board committee structures and mandates at least every three years to ensure committees remain relevant and effective and recommend changes to the Board.
  - iv) Conduct a comprehensive review of all Committee Terms of Reference every three years, with input from the Chairs of each Committee. Recommend any necessary changes in Committee Terms of Reference or Committee structures or foci to the Board for its approval.

#### 4) Limits on Authority

- a) The Committee functions in accordance with the *University of Manitoba Act* and the Board of Governors' bylaws.
- b) All Committee members must abide by *The Code of Conduct for Members of the Board*.
- c) The delegation of authority by the Board shall be limited as set out in these Terms of Reference. The Board shall make all decisions, on recommendation by the Committee, on:
  - i) Board structure and processes, Committee membership, succession planning for the Board, and Board leadership and committee membership.
  - ii) Matters arising from the Committee's review of ethics, code of conduct and conflict of interest.
  - iii) Board orientation and the annual education and development plan.
  - iv) Matters arising from Board and Committee evaluation.

#### 5) Composition of Committee

- a) ***Ex officio voting members***
  - i) The Board Chair
  - ii) The Board Vice-Chair
  - iii) The Chancellor
  - iv) The President
- b) ***Voting members appointed by the Board***
  - i) Up to five members of the Board, including the following:
    - (1) One Board members serving their first term
    - (2) One student member
- c) ***Non-voting internal resource persons***
  - i) The University Secretary
  - ii) The Committee Secretary

~~Only voting members shall be counted toward quorum.~~

#### 6) Chair and Vice-Chair

- a) The Vice-Chair of the Board shall serve as Chair of the Committee
- b) The Vice-Chair of the Committee shall be appointed by the Board from among the voting members of the Committee on recommendation of the Governance and Board Development Committee.

#### 7) Term of Office

- a) The term of office is for one year from June 1 to May 31. Members of the Committee shall continue until their successors are named, provided they continue to be members of the Board.

#### 8) Frequency of Meetings and Annual Work Plan

- a) The Committee Chair, with the support of the Executive Committee, shall develop an annual work plan.
- b) The Committee Chair shall determine the frequency of meetings required to achieve the annual work plan.
- c) The Committee shall have an annual work plan, maintained by the Secretary, for the

purpose of ensuring the meeting agenda addresses all the responsibilities as outlined in these Terms of Reference.

**9) Reporting to the Board**

- a) The Committee shall report regularly to the Board as it deems necessary with respect to its activities and decisions.
- b) The Minutes of the Committee will be available for review by all Board members on the Board portal.

**10) Committee Process and Procedures**

- a) The Committee will function in accordance with the Board of Governors Bylaws, and in accordance with its Terms of Reference.
- b) The Committee will perform any such other function as assigned by law, *The University of Manitoba Act* or the Board.
- c) The Committee will conduct an annual self-evaluation and include its results, together with the results of all Board Committee evaluations, in an annual report to the Executive Committee.
- d) The Committee shall review its Terms of Reference every three years as part of the Board's comprehensive review of Committee Terms of Reference.
- e) Quorum for meetings of the Committee is set at 50 percent plus one of voting members. Only voting members of the Committee shall be counted toward quorum.





## BOARD OF GOVERNORS HUMAN RESOURCES AND COMPENSATION COMMITTEE

### Terms of Reference

#### 1) Mandate and Role of the Committee

- a) The Human Resources and Compensation Committee (the "Committee") supports the Board of Governors (the "Board") of the University of Manitoba (the "University") in ensuring effective oversight of University human resources policies and procedures; collective bargaining; compensation; and senior administration performance, and succession planning.
- b) The Committee provides insight, oversight, and foresight, as components of due diligence, related to the University's contract, performance appraisal and compensation of the University President; performance reviews, compensation and succession planning of senior administrative staff; collective bargaining mandates; and human resources and compensation philosophy, approach and long-term trends.
- c) The Committee approaches its areas of responsibility with a strategic and policy focus, keeping in mind the University's Mission, Vision, Values, strategic direction, and commitments to equity, diversity, inclusion, Indigenous engagement, and reconciliation.

#### 2) Authority

- a) The Committee is created by and is accountable to the Board of the University of Manitoba, under the powers provided to the Board by *The University of Manitoba Act*.

#### 3) Areas of Responsibility

- a) ***Presidential appointment, reappointment, and performance***
  - i) Monitor, evaluate and recommend to the Board the processes for the selection, appointment, reappointment, or dismissal of the President.
  - ii) Negotiate and approve all terms and conditions of the contract with the President, in alignment with the *Senior Salaries Administration Policy* and related documents.
  - iii) Review, approve and report to the Board the annual performance review of the President conducted by the Board Chair in alignment with the *Procedure for the Annual Evaluation of the President*.
  - iv) Approve the President's total compensation on behalf of the Board.
  - v) Review the President's annual report and proposed priorities and recommend approval to the Board.
  - vi) Review the President's position description and recommend approval of any changes to the Board.
- b) ***Human resources policies and philosophy***
  - i) Review and recommend to the Board human resources policies requiring



Board approval.

- ii) Monitor, evaluate and recommend to the Board the University's compensation philosophy.
- iii) Monitor staff benefits issues and recommend any changes to the Board.
- iv) Review and recommend to the Board, matters related to the University pension plans, including changes to the plan texts, governance documents, and appointments of members to the pension committees.
- v) Monitor the annual reports of the pension plans, including actuarial valuations, and financial health of the plans and report any significant risks to the Board.
- vi) Approve the hiring of external compensation consultants as required.
- vii) Monitor current and emerging risks related to human resources and compensation, monitor actions to mitigate risks, and report any significant residual risks to the Board.
- viii) Monitor long-term human resources and employment trends at the University.
- ix) Monitor trends in Canadian higher education human resources policies and approaches, policies with respect to university senior leaders, and global trends with respect to the selection and reappointment of university presidents.

c) ***University leadership compensation and succession planning***

- i) Review, approve and report to the Board compensation increases for the executive group, the senior academic administrative staff group and other non-unionized groups, as recommended by the President.
- ii) Provide oversight and ensure completion of the annual performance reviews of senior University administrators by the President and Vice-Presidents.
- iii) Annually review succession planning for senior administration.

d) ***Collective bargaining***

- i) Review and approve Collective Bargaining mandates on behalf of the Board.
- ii) Monitor the progress of collective bargaining processes.
- iii) Provide periodic updates to the Board on collective bargaining.

**4) Limits on Authority**

- a) The Committee functions in accordance with the *University of Manitoba Act* and the Board of Governors' bylaws.
- b) All Committee members must abide by *The Code of Conduct for Members of the Board*.
- c) The delegation of authority by the Board shall be limited as set out in these Terms of Reference, or in further delegation by the Board of specific matters.

**5) Composition of Committee**

a) ***Ex officio voting members***

- i) The Chancellor
- ii) The President (excluded during considerations of matters relating to the President)
- iii) The Chair of the Board
- iv) The Vice-Chair of the Board
- v) The Chair of the Finance and Infrastructure Committee

b) ***Voting members appointed by the Board***

- i) Up to two members of the Board
- ii) Up to two external community members with human resources or labour relations expertise.

c) ***Non-voting internal resource persons***

- i) The University Secretary as Secretary
- ii) The Provost and Vice-President (Academic)
- iii) The Vice-President (Administration)
- iv) The Associate Vice-President (Human Resources)

~~Non-voting resource persons shall not be counted toward quorum.~~

The Chair may, at their discretion, call for all or parts of a Committee meeting to be held without voting members who are employees of the University present.

**6) Chair and Vice-Chair**

- a) The Chair of the Board shall be Chair of the Committee.
- b) The Vice-Chair of the Board shall be Vice-Chair of the Committee.

**7) Term of Office**

- a) The term of office is for one year from June 1 to May 31. Members of the Committee shall continue until their successors are named, provided they continue to be members of the Board.

**8) Frequency of Meetings and Annual Work Plan**

- a) The Chair shall, with the support of the Executive Committee, develop an annual work plan.
- b) The Committee Chair shall determine the frequency of meetings required to achieve the annual work plan.
- c) The Committee shall have an annual work plan, maintained by the Secretary, for the purpose of ensuring the meeting agenda addresses all the responsibilities as outlined in these Terms of Reference.

**9) Reporting to the Board**

- a) The minutes of the Committee will be available for review by all Board members on the Board portal.
- b) The Committee shall report regularly to the Board as it deems necessary with respect to its activities and decisions.

**10) Committee Process and Procedures**

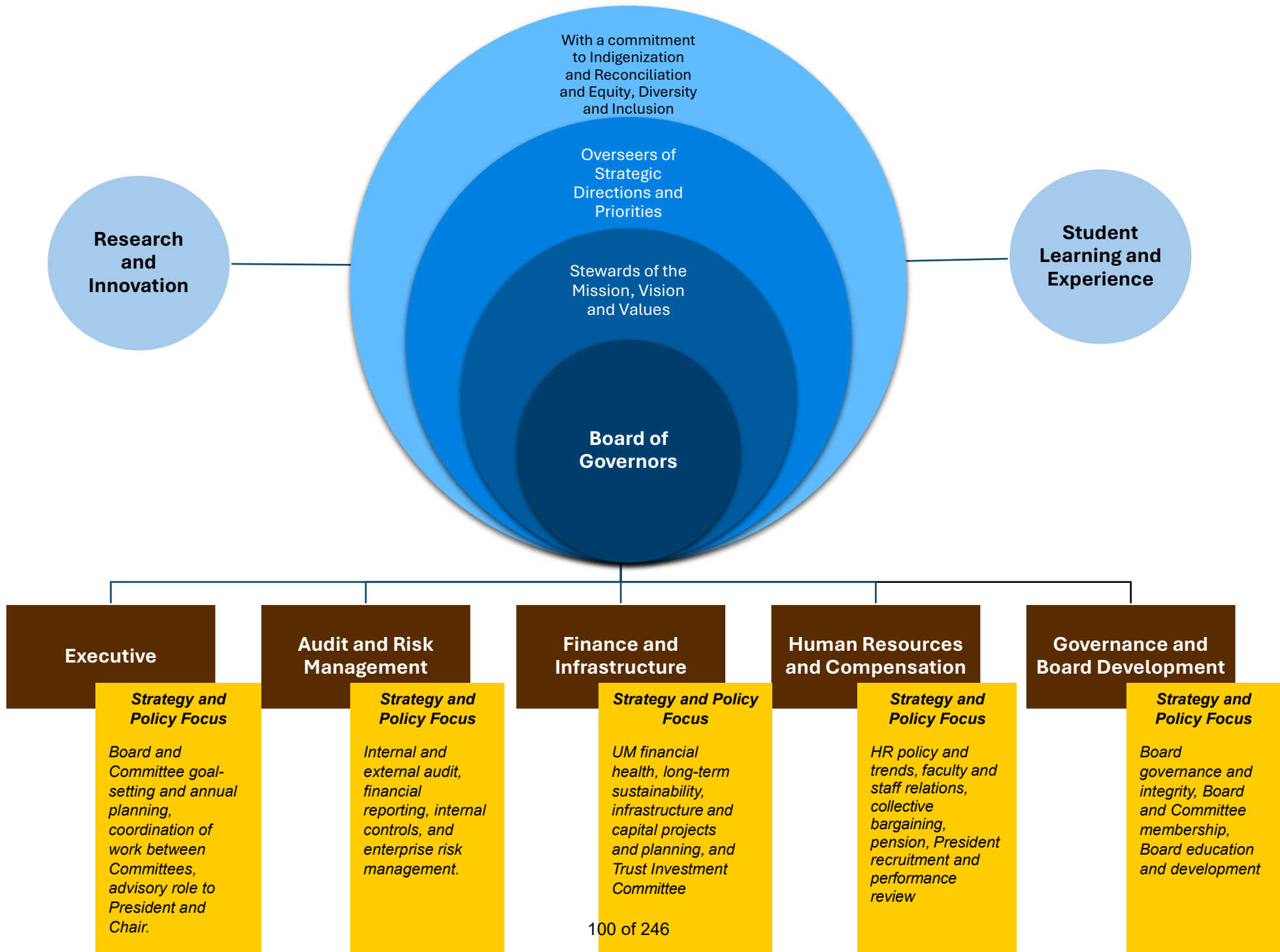
- a) The Committee will function in accordance with the Board of Governors Bylaws, and in accordance with its Terms of Reference.
- b) The Committee will perform any such other function as assigned by law, *The University of Manitoba Act* or the Board.
- c) The Committee will conduct an annual self-evaluation as developed by the Governance and Board Development Committee and report the results to that Committee for its review.
- d) The Committee shall review its Terms of Reference every three years and

recommend any necessary changes to the Governance and Board Development Committee for its review.

- e) Quorum for meetings of the Committee is set at 50 percent plus one of voting members. Only voting members of the Committee shall be counted towards quorum.

DRAFT

## Attachment 7 – Revised Committee Structure



# Board of Governors Submission

## AGENDA ITEM:

Report from Senate (December 3, 2025): Items for approval and for information

## RECOMMENDATION:

THAT the Board of Governors approve the:

- Report of the Senate Committee on Awards (dated October 20, 2025)
- Closure of the Bachelor of Science (Major) and Bachelor of Science (Honours) in Biotechnology Programs, Faculty of Science
- Establishment of the Behavioural Management Research Centre, Asper School of Business

THAT the Board of Governors receive, for information:

- Request to Extend Suspension of Admissions, Bachelor of Human Ecology (Family Social Sciences) Degree and After Degree Programs, Rady Faculty of Health Sciences – Provincial Approval

## Report of the Senate Committee on Awards (dated October 20, 2025) (Attachment A)

### PURPOSE and KEY CONSIDERATIONS:

Section 16(1)(e) of *The University of Manitoba Act* gives the Board of Governors the power to, “determine upon and provide for the establishment of, or the abolition of, or any changes in faculties, departments, chairs, lectureships, bursaries, scholarships, fellowships and prizes.”

The Board of Governors is the approving body for the [Student Awards policy](#).

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*.”

### EXECUTIVE SUMMARY and BACKGROUND:

At its meeting on October 20, 2025, the Committee approved one new award offer, three amended award offers, and the withdrawal of three award offers, as set out in the Report of this date.

### RESOURCE REQUIREMENTS and IMPLICATIONS:

The awards will be funded from the sources identified in the Report.

### CONNECTION TO THE UNIVERSITY STRATEGIC PLAN:

A strong awards program and the individual student award proposals included in the Report support the strategic theme, empowering learners.

### RISKS and OPPORTUNITIES:

These award decisions are consistent with the *Student Awards* policy.

A strong awards program can support student recruitment, retention, and success through merit-based academic scholarships, fellowships, and prizes and reduce barriers to postsecondary education through student bursaries offered based on financial need.

Annually funded awards involve the potential for financial risk where a donor may either become unable to or fail to provide pledged funds to cover monetary awards disbursed to students, which would require that the University identify funds to cover the cost or cease to offer the award.

#### **CONSULTATION:**

The terms of reference for the various awards proposed in the Reports were developed in consultation with the relevant academic unit(s).

#### **ROUTING TO THE BOARD OF GOVERNORS:**

The award decisions set out in the Report were endorsed by the Senate Committee on Awards, on behalf of Senate, at a meeting on October 20, 2025.

The Senate Executive Committee and Senate received the Report, for information, at meetings on November 19, and December 3, 2025, respectively.

### **Closure of the Bachelor of Science (Major) and Bachelor of Science (Honours) in Biotechnology Programs, Faculty of Science (Attachment B)**

#### **PURPOSE and KEY CONSIDERATIONS:**

Section 3(a) of *The University of Manitoba Act* gives the University the authority, “to establish and maintain such colleges, schools, institutes, faculties, departments, chairs, and courses of instruction as to the board of governors may seem meet and give instruction and training in all branches of knowledge and learning, including physical instruction and training.”

The Faculty of Science is recommending the closure of the Bachelor of Science (Major) in Biotechnology and the Bachelor of Science (Honours) in Biotechnology degree programs, including the Co-operative Education options.

#### **EXECUTIVE SUMMARY and BACKGROUND:**

The Faculty of Science is proposing the closure of the B.Sc.(Maj.) and B.Sc.(Hons.) in Biotechnology in response to evolving social, labour, and professional needs, and following an internal curriculum review. The results of that review showed that over time, student demand for the programs was not strong, primarily due to the overlap with undergraduate programs in Biochemistry and the lack of courses in biotechnology, specifically. Additionally, more recently, the study of biotechnology has become standard in aspects of undergraduate courses in chemistry, microbiology, genetics, and biological sciences. Consequently, the need for standalone degrees in biotechnology is less apparent.

As part of the proposal, the Faculty is proposing to delete five (5) courses that were part of the curricula of these programs, as detailed in section D-3 of Attachment B.

The purpose of the four-year Biotechnology programs, which were established and implemented in the 2009/2010 academic year, was to integrate the field of technological developments in the life sciences with a strong foundation in biochemistry.

Admissions to the degree programs have been suspended since the Fall 2018.

#### **RESOURCE REQUIREMENTS and IMPLICATIONS:**

The Faculty has indicated in section F-1 of Appendix B, that no ongoing funding is allocated specifically to these programs. Most of the courses that were used in the curricula are also used in other programs offered by the Faculty. Four of the five courses proposed for deletion as part of this proposal are 0 credit hour Work Terms, which involved few or no resource implications, in terms of teaching resources.

#### **CONNECTION TO THE UNIVERSITY STRATEGIC PLAN:**

N/A

## **RISKS and OPPORTUNITIES:**

The Faculty of Science indicated that students who wish to pursue a career using biotechnology approaches may pursue other degree programs offered through the Faculties of Science, Agricultural and Food Sciences, and Engineering at the University of Manitoba.

## **CONSULTATION:**

There are no students currently enrolled in the program. One student who declared a major in Biotechnology and who has yet to graduate has not been registered as a student since 2013. Should the individual return to the Faculty to complete their degree at some point in the future, the Faculty would advise the student on other degree options.

## **ROUTING TO THE BOARD OF GOVERNORS:**

Endorsed and recommended to Senate by: Faculty Council of the Faculty of Science (September 25, 2025)

Endorsed and recommended to Senate by: Senate Committee on Curriculum and Course Changes (October 7, 2025); Senate Executive (November 19, 2025)

Approved and recommended to Board of Governors by Senate, December 3, 2025.

## **Proposal for Behavioural Management Research Centre, Asper School of Business (Attachment C)**

## **PURPOSE and KEY CONSIDERATIONS:**

Section 2.1(a) of the policy on *Research Centres, Institutes and Groups* specifies that:

[a] research centre/institute is a formally structured organizational unit of the University. It is established under the authority of the Board of Governors, normally on the recommendation of the Senate of the University. The purpose of a research centre/institute is to focus and sustain research in specific areas and to encourage research collaborations among disciplines and between Departments, Faculties and Schools. Research centres/institutes also provide unique training opportunities for students and serve as a valuable information source for the community at large.

Research centres/institutes normally provide for the strengthening, coordination or facilitation of research scholarly activities not readily undertaken within the University's department structure, building upon the expertise, competence and staff interest existing at the University.

Matters for consideration by the Board of Governors:

- Whether the proposal aligns with the policy and procedure on [Research Centres, Institutes and Groups](#).
- Whether the mission, objectives, and activities of the proposed research Centre advance the academic and research priorities of the University and / or the proposing unit, including those established in *MomentUM: Leading Change Together, University of Manitoba Strategic Plan 2024-2029* and *Change Through Research, University of Manitoba Strategic Research Plan 2024-2029*.

## **EXECUTIVE SUMMARY and BACKGROUND:**

The Asper School of Business is proposing to establish the Behavioural Management Research Centre.

The vision and objectives for the proposed Behavioural Management Research Centre are to become an internationally recognized research and graduate training centre focused on developing multi-disciplinary scholarship that integrates psychological, sociological, and economic research in the field of management; to uphold the tenets of academic freedom and foster the free exchange of ideas and pursuit of knowledge; to provide faculty and graduate students in the Asper School of Business with resources and opportunities that support research collaborations, the recruitment of high-quality graduate students, and strengthen the research reputation of the Asper School of Business and the UM; and to offer programs and events that support and enhance the value of the David Dreman Behavioural Management Research Lab.

A primary objective for the Centre is to position the Asper School of Business to become a leader in behavioural management research across various management disciplines, including business administration, marketing, finance, accounting, management information systems, and supply chain management.



The Co-Directors of the Centre will be appointed by the Dean, Asper School of Business. They will report to the Dean or the Associate Dean (Research), as the Dean's delegate. There will be an advisory board, with membership including the Dean and Associate Dean (Research), the Co-Directors, and key experts from within and outside the University.

Membership in the Centre will be open to any faculty member at the University of Manitoba or another university who has a demonstrated interest in behavioural or psychologically grounded research in any management field or related discipline and/or in experimental (laboratory/field) and other behavioural research methods. Members will be appointed by the Co-Directors.

### **RESOURCE REQUIREMENTS and IMPLICATIONS:**

The Centre will be housed in the Asper School of Business, in the David Dreman Behavioural Management Research Lab. The Faculty has indicated that it will not require additional space to support the activities and operations of the Centre.

The Centre's operations and activities will be supported by the annual revenue (\$262,000) earned on a \$6 million endowment fund established with a gift from a private donor. The revenue will be used to cover various costs, including:

- course release for two Co-Directors (\$17,000)
- salary for one support staff position (lab manager) (\$55,000)
- graduate student support (doctoral fellowships) (4 x \$30,000 = \$120,000)
- faculty support (faculty fellowships) (3 x \$10,000 = \$30,000)
- annual conference (\$30,000)
- research costs (\$10,000)

### **CONNECTION TO THE UNIVERSITY STRATEGIC PLAN:**

The proposal aligns with the three strategic themes established in *MomentUM: Leading Change Together, University of Manitoba Strategic Plan 2024-2029*, including creating knowledge that matters, by promoting academic work across disciplines; empowering learners, including faculty and graduate students, through the proposed fellowship programs; and reimaging engagement, through opportunities for increased collaboration across management disciplines, across the University, and through the potential for involvement of members from other academic institutions.

### **RISKS and OPPORTUNITIES:**

Establishment of the Centre, and the four key programs of the Centre, will facilitate the recruitment, development, and retention of high-quality faculty and graduate students, whose research is in the area of behavioural management. The key programs include the Behavioural Management Doctoral Fellowship Program, the Behavioural Management Faculty Fellowship Program, an annual conference, and behavioural research methodology workshops, as detailed in section 2.2 of the proposal.

### **CONSULTATION and ROUTING TO THE BOARD OF GOVERNORS:**

In accordance with the University's procedure on *Research Centres, Institutes and Groups*, the proposal was reviewed and endorsed by the Senate Committee on University Research (May 29, 2025); the Senate Planning and Priorities Committee (August 25, 2025); the Senate Executive Committee (November 19, 2025).

Approved and recommended to the Board of Governors by Senate (December 3, 2025).



*For information*

**Request to Extend Suspension of Admissions, Bachelor of Human Ecology (Family Social Sciences) Degree and After Degree Programs, Rady Faculty of Health Sciences – Provincial Approval**

**PURPOSE and KEY CONSIDERATIONS:**

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*.

**EXECUTIVE SUMMARY and BACKGROUND:**

The University received notification on October 24, 2025, that the Department of Manitoba Advanced Education and Training has approved a request to extend the suspension of admissions to the Bachelor of Human Ecology (Family Social Sciences) degree and After Degree programs for two years, effective for the 2025 Fall Term. Further, the province has indicated that Deputy Minister Forster's letter of October 24<sup>th</sup> will serve as provincial approval for any future requests to extend suspension of admissions to these programs and for the eventual permanent cessation of the program, unless there are changes to the plan to close the program. The anticipated timeline for a proposal from the Rady Faculty of Health Sciences to close the program is 2029.

**RESOURCE REQUIREMENTS and IMPLICATIONS:**

The implications remain as outlined in a previous submission to the Board of Governors from Senate (Report from Senate, June 24, 2025).

**CONSULTATION:**

The President had previously consulted with the Senate (June 24, 2025) and with the Board of Governors (June 25, 2025) and had approved the request.

**ROUTING TO THE BOARD OF GOVERNORS:**

Senate was informed of the provincial approval of the request at its meeting on December 3, 2025.

**SUBMISSION PREPARED BY: University Secretary**

**ATTACHMENTS:**

Attachment A –  
Report of the Senate Committee on Awards (October 20, 2025)

Attachment B –  
Closure of the Bachelor of Science (Major) and Bachelor of Science (Honours) in Biotechnology Programs, Faculty of Science

Attachment C –  
Proposal for Behavioural Management Research Centre, Asper School of Business

## REPORT OF THE SENATE COMMITTEE ON AWARDS

### Preamble

Terms of reference for the Senate Committee on Awards include the following responsibilities:

On behalf of the Senate, approve and inform the Senate of all new offers and revised offers of awards that comply with the Student Awards Policy.

### Observations

At its meeting on October 20, 2025, the Senate Committee on Awards approved 1 new offer, 3 revised offers and 3 withdrawals as set out in the Report of the Senate Committee on Awards (October 20, 2025).

### Recommendations

On behalf of the Senate, the Senate Committee on Awards recommends that the Board of Governors approve 1 new offer, 3 revised offers, and 3 withdrawals as set out in the Report of the Senate Committee on Awards (October 20, 2025). These award decisions comply with the Student Awards Policy.

Respectfully submitted,

Dr Ayush Kumar

Chair, Senate Committee on Awards

# SENATE COMMITTEE ON AWARDS

October 20, 2025

## 1. NEW OFFERS

### Agriculture Degree Class of 1975 Bursary

In honour of their golden anniversary, the Agriculture Degree Class of 1975 established a bursary fund to create a legacy representing their gratitude by supporting the Faculty of Agricultural and Food Sciences and its future students. 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 financial support to undergraduate students in the Faculty of Agricultural and Food Sciences. Each year, beginning in 2026-2027, the available annual income from the fund will be used to offer one or more bursaries to undergraduate students who:

- (1) are Canadian citizens or permanent residents;
- (2) have graduated from a Manitoba high school;
- (3) are enrolled full-time (minimum 60% course load) in any year of study in any degree program in the Faculty of Agricultural and Food Sciences;
- (4) have achieved a minimum degree grade point average of 2.0; and
- (5) 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 annual income from the fund and the level of financial need demonstrated by candidates for this bursary.

The selection committee will be the Faculty of Agricultural and Food Sciences Awards Committee.

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

### Dr. Emőke J.E. Szathmáry Graduate Fellowship in Biological Anthropology

The following amendments were made to the terms of reference for the Dr. Emőke J.E. Szathmáry Graduate Fellowship in Biological Anthropology:

#### The preamble was revised to:

In honour of Dr. Emőke J.E. Szathmáry, an endowment fund was established at the University of Manitoba in 2008. The purpose of the fund is to commemorate Dr. Szathmáry's tenure as President and Vice-Chancellor of the University (1996–2008). In recognition of the many contributions that Dr. Szathmáry has made to research in biological anthropology, the fund will be used to offer graduate fellowships to students in this discipline. The Manitoba Scholarship and Bursary Initiative has made a contribution to the fund. Each year, the available annual income from the fund will be used to offer one renewable fellowship to a graduate student who:

#### The numbered criteria were revised to:

- (1) is enrolled full-time in the Faculty of Graduate and Postdoctoral Studies in any year of study in any master's or doctoral program offered through the Department of Anthropology;
- (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 undertaking or has proposed to undertake thesis research in biological anthropology.

#### The renewal paragraphs were revised to:

The award is renewable for one year for master's and three years for doctoral students, provided that the recipient:

- (a) continues to be registered full-time in the Faculty of Graduate and Postdoctoral Studies, in any master's or doctoral program offered through the Department of Anthropology; and
- (b) has maintained a minimum grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study.

#### The application criteria paragraph was revised to:

Candidates will be required to submit an application (maximum 500 words) that will consist of a description of their proposed or ongoing research, a current academic transcript, and two academic letters of reference from professors at a post-secondary institution to the Department of Anthropology.

#### The paragraph following the numbered criteria was revised to:

Only one recipient may hold the Dr. Emőke J.E. Szathmáry Graduate Fellowship in Biological Anthropology at any one time. Recipients may hold the Dr. Emőke J.E. Szathmáry Graduate Fellowship in Biological Anthropology concurrently with any other awards, consistent with policies in the Faculty of Graduate and Postdoctoral Studies.

#### The selection committee paragraph was revised to:

The Dean of the Faculty of Graduate and Postdoctoral Studies (or designate) will ask the Dean of the Faculty of Arts (or designate) to name the selection committee for this award and will include the Chair (or designate) of the Graduate Programs Committee of the Department.

#### The following paragraph was added:

University of Manitoba acknowledges the donor's request that if the Department of Anthropology stops offering graduate degrees in Biological Anthropology, this award will move to the Department of Biological Sciences for a graduate fellowship called the Emőke J. E. Szathmáry Fellowship in Human Population Genetics, or to the Department of Biochemistry and Medical Genetics for a graduate fellowship called the Emőke J.E. Szathmáry Fellowship in Human Genetics.

The standard Board of Governors statement was added.

### **Margaret I. Morton Scholarships in Human Nutritional Sciences**

The following amendments were made to the terms of reference for the Margaret I. Morton Scholarships in Human Nutritional Sciences:

The preamble was revised to:

An anonymous donor established an endowment fund at the University of Manitoba in 1997. The purpose of the fund is to reward the academic achievements of students in the Faculty of Agricultural and Food Sciences. 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 four scholarships.

#### **Margaret I. Morton Scholarship in Human Nutritional Sciences (Yr 1)**

The numbered criteria were revised to:

Each year, 25% of the available annual income will be used to offer one scholarship to an undergraduate student who:

- (1) is enrolled full-time (minimum 80% course load) in in the Faculty of Agricultural and Food Sciences, in their first year of study in the Bachelor of Science (Human Nutritional Sciences) degree program; and
- (2) has achieved a minimum degree grade point average of 3.5, or, if entering directly from high school, a minimum average of 85% on those courses used for admission.

#### **Margaret I. Morton Scholarship in Human Nutritional Sciences (Yr 2)**

The numbered criteria were revised to:

Each year, 25% of the available annual income will be used to offer one scholarship to an undergraduate student who:

- (1) is enrolled full-time (minimum 80% course load) in the Faculty of Agricultural and Food Sciences, in their second year of study in the Bachelor of Science (Human Nutritional Sciences) degree program; and
- (2) has achieved a minimum degree grade point average of 3.5.

#### **Margaret I. Morton Scholarship in Human Nutritional Sciences (Yr 3)**

The numbered criteria were revised to:

Each year, 25% of the available annual income will be used to offer one scholarship to an undergraduate student who:

- (1) is enrolled full-time (minimum 80% course load) in the Faculty of Agricultural and Food Sciences, in their third year of study in the Bachelor of Science (Human Nutritional Sciences) degree program; and
- (2) has achieved a minimum degree grade point average of 3.5.

**Margaret I. Morton Scholarship in Human Nutritional Sciences (Master's)**

The numbered criteria were revised to:

Each year, 25% of the available annual income will be used to offer one scholarship to a graduate student who:

- (1) is enrolled full-time in the Faculty of Graduate and Postdoctoral Studies in their first year of the Master of Science (Human Nutritional Sciences) degree program or the Master of Applied Human Nutrition (MAHN) program, offered through the Faculty of Agricultural and Food Sciences; and
- (2) has achieved a minimum grade point average of 3.5 based on the previous 60 credit hours (or equivalent) of study.

The selection committee paragraph was revised to:

The selection committee will be the Faculty of Agricultural and Food Sciences Awards Committee. The graduate student selection results will be reported through the Dean of the Faculty of Graduate and Postdoctoral Studies (or designate).

**V.E. Barber Memorial Fellowship in Arctic Research**

The following amendments were made to the terms of reference for the V.E. Barber Memorial Fellowship in Arctic Research:

The title was updated to:

D.G. and V.E. Barber Memorial Prize in Arctic Research

The preamble was revised to:

In honour of Dr. David G. Barber and Mr. V.E. Barber, their family established an endowment fund at the University of Manitoba in 2010. The purpose of the fund is to offer prizes to students in a master's or doctoral program offered through the Clayton H. Riddell Faculty of Environment, Earth, and Resources who have demonstrated outstanding leadership and excellence in Arctic research. Each year, the available annual income from the fund will be used to offer one or more prizes with a minimum value of \$5,000 each for master's students and a minimum value of \$10,000 each for doctoral students who:

The numbered criteria were revised to:

- (1) either:
  - (a) were enrolled full-time in the Faculty of Graduate and Postdoctoral Studies in the second year of study or higher in a master's program or the third year of study or higher in a doctoral program offered through the Clayton H. Riddell Faculty of Environment, Earth, and Resources; or

- (b) have successfully completed all of the requirements for a master's or doctoral degree program offered through the Clayton H. Riddell Faculty of Environment, Earth, and Resources;
- (2) were supervised (or co-supervised) by a faculty member of the Centre for Earth Observation Science (CEOS) or had at least one faculty member of CEOS on their graduate committee;
- (3) have achieved a minimum grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study; and
- (4) have demonstrated outstanding leadership and excellence in Arctic research.

The paragraph following the numbered criteria was revised to:

For the purposes of this award, the Arctic region also includes the marine and adjacent coastal environment of both Hudson Bay and James Bay.

Candidates must submit an application to the Clayton H. Riddell Faculty of Environment, Earth, and Resources that includes all of the following materials:

- (i.) a statement (maximum 750 words) describing their research, achievements, and leadership in Arctic research;
- (ii.) a curriculum vitae;
- (iii.) a current copy of their academic transcript (web transcripts accepted); and
- (iv.) two academic letters of support.

The selection committee has the discretion to determine the number and value of awards offered each year based on the available funds as outlined in the criteria above.

Recipients may hold the D.G. and V.E. Barber Memorial Prize in Arctic Research concurrently with any other awards, consistent with policies in the Faculty of Graduate and Postdoctoral Studies. The award is not renewable, and recipients may only hold this award once.

The selection committee paragraph was revised to:

The Dean of the Faculty of Graduate and Postdoctoral Studies (or designate) will ask the Director of the Centre for Earth Observation Science (CEOS) (or designate) to name the selection committee for this award, which will include faculty members from CEOS and a representative from the donor family.

### 3. WITHDRAWALS

The following awards are requested by the donor to be withdrawn:

- BUGS Scholarship
- Elizabeth R. (Betty) Fletcher Bursary in Human Nutritional Sciences
- Faculty of Science Manitoba Schools Symposium Scholarship

## PERMANENT CESSATION OF A PROGRAM OF STUDY

Under The Advanced Education Administration Act

Universities and colleges requesting approval for the **permanent cessation** of a program of study from Advanced 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 (Academic Planning and Programs) and the Office of the University Secretary, along with the following supplemental documentation:
  - a. A cover letter justifying and summarizing the rationale behind the request for permanent cessation and indicating the meeting date in which the proposal was reviewed by the Faculty/ College/School Council.
  - b. Letters of support from external stakeholders that were consulted as part of this proposal, if applicable.
  - c. Course Deletion forms, where applicable. To access the course deletion forms, please visit:
    - Undergraduate Courses: <http://umanitoba.ca/admin/governance/forms/index.html>
    - Graduate courses: [http://umanitoba.ca/faculties/graduate\\_studies/admin/course\\_delete.htm](http://umanitoba.ca/faculties/graduate_studies/admin/course_delete.htm)
2. Please refer to the policy, Submission of Course, Curriculum and Program changes for further information. [http://umanitoba.ca/admin/governance/governing\\_documents/academic/356.html](http://umanitoba.ca/admin/governance/governing_documents/academic/356.html)
3. Please direct questions to Jennifer Marchant, Academic Programs Specialist, Office of the Provost and Vice-President (Academic) at [jenn.marchant@umanitoba.ca](mailto:jenn.marchant@umanitoba.ca) or 204.474.8105.

*Updated October 2023*

## SECTION A – PROPOSAL DETAILS

Institution: **University of Manitoba**

Applicable faculties/department with responsibility for the program: Faculty of Science, Department of Chemistry, Department of Microbiology.

If program is a joint program, list all participating institutions and the roles of each in delivering the program to be ceased:

This is a joint program within the Faculty of Science, managed by the departments of Chemistry and Microbiology. No other institutions are affected.

Program name: Biotechnology

Credential awarded: B.Sc. Hons in Biotechnology, B.Sc. Major in Biotechnology (co-op options available in both)

Proposed start date for permanent cessation: fall 2026

Institutional Program Code(s) (PSIS reporting number): 02MJ-060T

*Office Use Only*

One-time funding:

On-going funding:



## SECTION B – PROGRAM DESCRIPTION AND DELIVERY

**B-1 Provide a general description of the program and its objectives:** *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

Biotechnology is the application of the principles of chemistry, biochemistry and microbiology to the development of new technologies. The Department of Microbiology and the Department of Chemistry share in the teaching and administration of the program. The Honours and Major co-operative work-study programs provide experience in government, private sector and research laboratories.

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**B-2 Length of Program:** *(Define the length of the proposed program using measures appropriate to the schedule and delivery format. This will include total course credits and weeks/months, and, where relevant, hours and semesters of instruction)*

The Biotechnology programs are 4-year programs (120 credit hours) and the co-operative option normally requires 5 years to complete because of the 3 cooperative work terms.

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**B-3 Provide a description of the intended outcomes of the program being permanently ceased:**

The program was intended to integrate the growing field of technological methods development in the life sciences with a strong biochemistry base already being delivered as an undergraduate program. Over time, the need for a specific program dedicated to this overlap garnered less student interest than initially thought, mainly because of the very high overlap with the biochemistry undergraduate program and lack of courses dedicated specifically to biotechnology. As the study of biotechnology become standard in many aspects of the undergraduate courses taught in Chemistry, Microbiology, Genetics, and Biological Sciences, the need for a standalone degree was less apparent.

B-3.1 - Describe how this program serves and advances the academic, cultural, social and economic needs and interests of students and the province:

At this point, other degree programs currently offered through the Faculties of Science, Agricultural and Food Sciences, and Engineering all provide the necessary training opportunities for students interested in pursuing a career option using biotechnology approaches.

B-3.1 - Describe the existing and anticipated post-secondary learning needs of students in Manitoba that this program addresses and responds to.

At this point, other degree programs currently offered through the Faculties of Science, Agricultural and Food Sciences, and Engineering all provide the necessary training opportunities for students interested in pursuing a career option using biotechnology approaches.

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**B-4 Describe the mode of delivery for this program:**

The delivery mode for the program is typically in-class lectures and laboratories. For those in the Co-operative option, there are three paid co-operative work terms. The only specific course to the biotechnology program was BTEC 4000 (Research Project in Biotechnology, which was only required by Honours students, non-

Co-op). Additionally, courses BTEC 3980, BTEC 3990, BTEC 4980 and BTEC 4990 were used by students completing a Co-op Work Term, more recently new Co-op work term courses have been created for students with a SCI designation, which are used for all students in Co-op. Course deletion forms are provided.

## SECTION C – INFORMATION REGARDING PERMANENT CESSATION DEVELOPMENT PHASE

### C-1 Identify and provide a detailed description of the rationale for the permanent cessation of this program of study:

*(Such as changes in applications, enrolment, employer demand.)*

The main reasons for cessation: 1) Lack of expertise, courses, and interaction/integration with Agriculture and Engineering programs, 2) Lack of differentiation from existing biochemistry programs offered by the Faculty of Science, and 3) low enrollment in the program, 4) Major changes in Chemistry and Microbiology courses which affect the Biotechnology programs.

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### C-2 If applicable, describe any program reviews, evaluations, or other program review processes that occurred during the temporary cessation of this program:

No program reviews were held during the temporary cessation period, as the pandemic halted program reviews, and given how few students remained in program the University of Manitoba has not included the Biotechnology program in its academic program review schedule.

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### C-3 Describe how the permanent cessation of this program aligns with the strategic plans of your institution:

Not applicable, other than focusing existing resources more on well subscribed undergraduate programs to help service the undergraduate education mandate better.

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### C-4 Outline the internal approval process (i.e. committees, governing bodies) for approving the permanent cessation of this program of study within your institution and indicate any dates of decision:

*(Governing Council, Board of Governors, Board of Regents, Senate, other)*

**UM INTERNAL REQUIREMENTS:** final dates will be inserted by the Provost's Office prior to submission to government.

<u>Decision-Making Body</u>	<u>Date of Approval</u>
Faculty/College/School	____ September 5, 2025 ____
SCCCC ( <i>undergrad only</i> )	_____
SPPC ( <i>if applicable</i> )	_____
Senate Executive	_____
Senate	_____
Board of Governors	_____

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### C-5 Responsibility to consult

C-3.1. Is this program subject to mandatory review or approval by organizations external to the institution (such as regulatory bodies, Apprenticeship Manitoba, etc.)? *(If yes, please describe consultation process and provide copies of reports or letter from these organizations.)*

No

C-3.2 What agencies, groups, or institutions have been consulted regarding the permanent cessation of this program?

In 2021 we contacted various employers to inform them of this temporary cessation. In 2021 the intent was for the cessation to ultimately result in a termination of the program, therefore with this request to terminate the program, no further consultations have been made.

C-3.3 How have students and faculty been informed of the intent to permanently cease this program?

In fall 2018 students were no longer able to declare a Major or Honours degree in Biotechnology. The Biotechnology program committee initiated the decision to temporarily suspend entry into the program. The department heads of Chemistry and Microbiology agreed with this decision. Faculty members were informed on this decision in department council meetings, in a faculty executive committee meeting, and in a faculty council meeting.

In 2021 the faculty requested a temporary cessation of the program, and in 2023 it was requested that this be continued. During these phases, and for the permanent cessation, faculty members were made aware through faculty committees including department councils, the Faculty of Science Committee on Course and Programs (COCAP), Faculty Executive, and Faculty Council meetings. Each of these committees has student membership, and further students were informed through student town hall meetings and through the Science Student Association (SSA).

The University of Manitoba academic calendar has previously been updated by removing the Biotechnology charts from the calendar and a reference made for students in the program to consult a previous version of the calendar or a Faculty of Science academic advisor.

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**C-6 Describe the impact that the permanent cessation of this program may have on developing a skilled workforce and on labour market need in Manitoba:**

We believe the impact will be negligible due to the response we have received from the co-operative placements throughout the years. Based on anecdotal evidence and information from our Co-op office, employers are stating that they are not specifically hiring biotechnology students because they are in the biotechnology program. Instead, they are hiring based on skill sets of students that are currently being developed in courses that are required in the current Biotechnology program but also required by students in similar programs such as Genetics, Microbiology and Biochemistry.

**SECTION D – SYSTEM IMPACTS**

**D-1 Describe how the permanent cessation of this program will affect any specific laddering, articulation and/or credit transfer options for students in Manitoba and Canada:**

Not applicable, as the program is not involved in any articulation agreements. Further, beyond the BTEC 4000 course, there were no courses in the degree programs that were unique to the program.

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**D-2 Describe how the permanent cessation of this program may affect the academic, cultural, social and economic needs and interests of students and the province:**

We do not anticipate any impact, as all but one of the courses taken by students in the biotechnology programs are not exclusive to those programs. The remaining courses that made up the program continue to be available to students.

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**D-3 UM INTERNAL REQUIREMENTS:** Describe how the permanent cessation of this program will impact course offerings in the unit. Provide a list of courses that are to be deleted (indicate subject code, course number, course title, number of credit hours) as a result of the permanent cessation and append the appropriate deletion forms.

BTEC 4000 Research Project in Biotechnology 6 cr

BTEC 3980 Work Term 1 0 cr

BTEC 3990 Work Term 2 0 cr

BTEC 4980 Work Term 3 0 cr

BTEC 4990 Work Term 4 0 cr

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**D-4 UM INTERNAL REQUIREMENTS:** Describe how the permanent cessation of this program and the deletion of any related courses may affect other academic programs at the institution. For undergraduate programs, include Request for Statement of Support forms, or for graduate programs, append letters of acknowledgement from those units/programs that may be impacted.

There will be no impact on other programs. Students have not been able to enter the program since 2018, and since then would have had the opportunity to select related programs. The only unique course to the program, BTEC 4000, was specific to Biotechnology students and not required in other degree programs. Further the Co-op work term courses were specific to the Biotechnology programs, and were ultimately replaced for all students with courses with a SCI designation.

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**SECTION E— STUDENT IMPACTS**

**E-1 Provide a program completion plan for students currently enrolled in the program that is being permanently ceased: n/a, see below**

Year 1

Year 2

Year 3

Year 4

UM Internal Requirements: Is there a potential for students who are currently not registered and who may not have been registered for one or more years to return to the program? If so, outline any plans on how these students will be accommodated.

In fall 2024 we gathered data to look at students who had been declared in a Biotechnology program and had not graduated. At that time, we identified two students. One of the students graduated from the Biotechnology Major in June 2025. The other student had only completed 42 credit hours at the University of Manitoba and has not been registered since winter 2013. Should the student return to the Faculty of Science in the future they can be given guidance on pursuing one of the related degree options.

**E-2 Will previous graduates of this program be negatively affected by its cessation?**

We do not believe so, as there is substantial overlap between the Biotechnology programs and other programs at the University of Manitoba. Graduates would have received comparable training and should continue to have access to the same opportunities as those from related programs.

**E-3 What was the maximum seat capacity of the program that is being permanently ceased?**

There was no limit on capacity.

**E-4 What was the enrolment and graduation rate for this program over the past 5 years?**

Year	Major	Honours	Total students	# of graduates
2020-2021	5	0	5	5
2021-2022	2	0	2	0
2022-2023	2	0	2	0
2023-2024	1	0	1	0
2024-2025	1	0	1	1

**SECTION F – FINANCIAL REALLOCATION**

**F-1 What portion of ongoing funding is allocated to this program?**

Since the courses offered in this program are part of other programs, there is no (additional) funding allocated to this program.

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**F-2 Please provide a detailed description of how these funds will be reallocated:**

Not applicable.

**Proposal to Establish  
The Behavioural Management Research Centre  
Asper School of Business  
February 21, 2025**

**1. Name of the Centre**

The Behavioural Management Research Centre

**2. Description and Justification**

**2.1 Vision of the Centre**

- The vision of the Centre is: **To become an internationally recognized research and graduate training centre focused on developing multi-disciplinary scholarship that integrates psychological, sociological, and economic research in the field of management.**
- To uphold the foundational tenet of academic freedom and foster a vibrant and dynamic intellectual environment that values the free exchange of ideas and pursuit of knowledge.
- To provide faculty and graduate students from the Asper School of Business with enhanced resources and opportunities for data collection, research collaborations, high-quality MSc and PhD student recruitments and placements, and strengthening the overall research reputation of the Asper School of Business and the University of Manitoba.
- To offer programs and events that support and enhance the value of the David Dreman Behavioural Management Research Lab housed within the Asper School of Business.

This vision is closely aligned with goals established within the University of Manitoba Strategic Plan 2024-2029 (*MOMENTUM: Leading Change Together*) and supported in its complementary University of Manitoba Strategic Research Plan 2024-2029 (*Change Through Research*).

The Centre will align with the following goals of the *University of Manitoba Strategic Plan 2024-2029*:

- **Creating knowledge that matters:** The University has emphasized the importance of scholarly and creative pursuits that address cross-disciplinary, emerging, and critical issues, and evidence-based research. The proposed Centre will provide faculty and graduate students (MSc/PhD) at the Asper School of Business with new opportunities to develop and test behavioural theories across management disciplines, become involved in a range of research collaborations, and interact with and learn from behavioural management researchers from other institutions.
- **Empowering learners:** The University's strategic plan calls for the University of Manitoba to focus on high-quality, high-impact research through both internal collaborations and partnerships with national and international research teams. The Asper School's David Dreman Behavioural Management Research Lab provides the infrastructure for carrying out high-quality behavioural data collection and research. The

Centre complements this physical infrastructure by providing opportunities for Asper to be a meeting place and a hub for interdisciplinary research and collaboration within and beyond the Drake Centre via the proposed faculty and student behavioural management research fellowship programs, an international behavioural management research conference, and behavioural research methods training.

- **Reimagining engagement:** The University’s strategic plan aims for the University of Manitoba to be the “institution of first choice for potential students, staff, and faculty”. The Institute’s activities will help raise the research profiles of both the Asper School and the University of Manitoba, and its events and offerings will serve to improve the recruitment and retention of faculty, and the recruitment, retention, and placement of graduate students interested in conducting behavioural management research.

The resources and supports offered by the Centre will overall help attract, develop, and retain high quality behavioural management faculty and graduate students, and contribute to a strong and vibrant research community in the school and the university. This aligns with the “**People**” related supports envisioned within the *University of Manitoba Strategic Research Plan 2024-2029*.

## 2.2 Scope of the Centre

The scope of the Centre will encompass activities that enhance the research productivity, learning, and impact of the Asper School, its faculty, and its graduate research (MSc/PhD) students.

The Centre’s activities will include the following four key programs:

- **The Behavioural Management Doctoral Fellowship Program.** We aim to provide up to 4 doctoral fellowships in the area of behavioural management research that would be available to a new set of applicants after the completion of each 4-year cycle. Each successful Behavioural Management Doctoral Fellowship would yield \$30,000/year for up to 4 years. The fellowships are limited to new applicants to the PhD in Management program whose expected length of completion is 4 years. A fellowship would not be renewable by the same candidate upon completion of this period. While the intent is to build a cohort of 4 doctoral fellows, difficulties with recruiting qualified applicants may cause us to roll over the unfilled fellowships to subsequent years.

The doctoral fellowships are restricted to those students within the PhD in Management Program with an advisor from the Asper School of Business. These students will have the opportunity to undertake focused and advanced research projects guided by the supervision and mentorship of Asper faculty members. The fellowship will provide a unique platform for students to engage in cutting-edge research across diverse areas of behavioural management, fostering both academic rigor and interdisciplinary collaboration. In addition to hands-on research experience, fellows will also benefit from invaluable mentorship designed to hone their research skills, deepen their academic knowledge, and prepare them for leadership roles in academia or other professional sectors. This fellowship will serve as a launching pad for those aspiring to make significant contributions to their field and position them for success in the next stages of their academic and professional journeys.



Evaluation of applications for the doctoral fellowships will be conducted by each of the four departments that offer specializations within the PhD in Management program at the Asper School of Business. The 4 participating departments will use their existing PhD application assessment committees to evaluate applications.

- **The Behavioural Management Faculty Fellowship Program.** This prestigious award aims to support and recognize three Asper faculty members involved in cutting-edge research in the field of behavioural management that is broadly defined as innovative research that explores the nuances of human behavior in management settings. The award offers a three-year research stipend and will be awarded to three exceptional faculty members every three years, providing them with resources and recognition for advancing their scholarly agendas, collaborating across disciplines, and contributing to the growing body of knowledge in behavioural management. Through this program, the Asper School of Business reaffirms its commitment to academic excellence and impactful research. A committee will evaluate applications for the Behavioural Management Faculty Fellowships. The selection committee will be chaired by the Associate Dean - Research, and include the co-directors of the Behavioural Management Research Centre and two tenured professors nominated by the Dean from any department within the Asper School.
- **The Behavioural Management Research Annual Conference.** Each year, the Centre will host a highly selective workshop-style conference organized around a specific theme or themes (e.g., behavioural ethics, leadership, consumer/employee psychology, workplace diversity, artificial intelligence, sustainability, and social welfare). The conference will focus on work authored or coauthored by faculty members and doctoral students and will feature a keynote speaker or speakers recognized for their leading role or high-impact publishing record in behavioural management research, and several topic-based sessions where faculty and students would present their works in progress and receive constructive feedback.
- **Behavioural Research Methodology Workshops.** The Centre would offer workshops designed to equip faculty members and graduate students with high quality tools and techniques for conducting advanced behavioural management research. This could include hands-on training in the latest research methodologies such as in experimental design, longitudinal field surveys, statistical analysis, and emerging methods in behavioural science.

### 2.3 Expected Benefits of the Centre

The primary benefit of the Centre is to help the Asper School become a leader in behavioural management research across its various disciplines. Management disciplines like Business Administration and Marketing have a strong presence of behavioural research spanning decades. Others, by contrast, have undergone more recent “behavioural revolutions” (e.g., in the areas of Finance, Accounting, Management Information Systems, and Supply Chain Management). To maintain our relevance as a research institution, the Asper School must invest in infrastructure and resources for promoting and supporting behavioural research. The proposed Centre will offer research opportunities, funding, and events to bring researchers together around important questions in behavioural research and further encourage multidisciplinary and interdisciplinary collaborations within and beyond the Asper School.

Its programs will bring together researchers from within the Asper School and other national and international universities. The annual conference will provide a forum for graduate students and faculty at all career stages for disseminating knowledge and building collaborations.

Faculty members will also benefit from the ability to recruit, develop, and place skilled, high-quality graduate students. For many behavioural researchers, graduate student trainees are central to research productivity, and the Centre's programs and offerings will increase the desirability and competitiveness of our graduate research programs. The Behavioural Research Faculty Fellowships will recognize and encourage cutting edge research in the area.

The annual conference will provide an additional opportunity to hear and share impactful research from academics at peer and aspirational institutions.

A variety of avenues are envisioned for multi-disciplinary collaborations — for example, via joint research projects and data collection using the physical resources of the behavioural management lab and the intellectual resources fostered via the behavioural management research conference and methodology workshops. Committee membership on doctoral student program and thesis committees is an additional channel.

### **3. Constitution of the Centre**

#### **3.1 Structure**

The overall supervision of the Centre will be provided by the Co-Directors who will be appointed by the Dean of the Asper School of Business.

#### **3.2 Membership**

Membership of the Centre will be open to any faculty member at the University of Manitoba who demonstrates an interest in one or both of the following:

- Behavioural or psychologically grounded research in any management field or related discipline.
- Experimental (laboratory/field) and other behavioural research methods.

The composition and comportment of the Centre's members will include the following:

- Members will be appointed by the Co-Directors of the Centre.
- Sabbatical and other visiting scholars involved in behavioural research will be invited to become members of the Centre.
- Members are expected to contribute to the advancement of the vision of the Centre, to put forward suggestions on academic activities, participate in the annual conference as appropriate, and offer general support to research done through the auspices of the Centre.
- The UM-funded members of the Centre will acknowledge their affiliation with the University of Manitoba in all publications, lectures, and any other activities supported by the Centre.

The initial membership of the Centre is expected to comprise of the following Asper faculty members. This list is *non-exhaustive*, and will be updated to comprise of faculty members and external/visiting scholars that wish to be affiliated with the Centre:

	<b>Name</b>	<b>Title</b>	<b>Department</b>
1	Xikui Wang	Professor	Actuarial Science
2	Chi Liao	Associate Professor	Acct/Finance/MIS
3	Lei Lu	Professor	Acct/Finance/MIS
4	Shiu-yik Au	Associate Professor	Acct/Finance/MIS
5	Wenxi Pu	Assistant Professor	Acct/Finance/MIS
6	Jianning Huang	Assistant Professor	Acct/Finance/MIS
7	Bruno Dyck	Professor	Business Administration
8	Jae Yun Kim	Assistant Professor	Business Administration
9	Jieying Chen	Associate Professor	Business Administration
10	Lukas Neville	Associate Professor	Business Administration
11	Nathan Greidanus	Associate Professor	Business Administration
12	Rachel (Rong) Zeng	Assistant Professor	Business Administration
13	Raymond Lee	Professor	Business Administration
14	Su Kyun (Irene) Kim	Assistant Professor	Business Administration
15	Suzanne Gagnon	Associate Professor	Business Administration
16	Wei Wang	Assistant Professor	Business Administration
17	Xiumei Li	Assistant Professor	Business Administration
18	Cheng Li	Assistant Professor	Business Administration
19	Divya Ramachandran	Assistant Professor	Marketing
20	Fang Wan	Professor	Marketing
21	Harsha Kamatham	Assistant Professor	Marketing
22	Kelley Main	Professor	Marketing
23	Kiran Pedada	Associate Professor	Marketing
24	Kivalina Grove	Assistant Professor	Marketing
25	Luming Wang	Associate Professor	Marketing
26	Namita Bhatnagar	Professor	Marketing
27	Rajesh Manchanda	Professor	Marketing
28	Sijie Sun	Assistant Professor	Marketing
29	Barry Prentice	Professor	Supply Chain Management
30	Dan Shin	Assistant Professor	Supply Chain Management
31	Javad Feizabadi	Assistant Professor	Supply Chain Management
32	Mani Venkatesh	Associate Professor	Supply Chain Management
33	Maryna Klymchuk	Visiting Scholar	Supply Chain Management
34	Minelle Silva	Associate Professor	Supply Chain Management
35	Narendra Malalgoda	Assistant Professor	Supply Chain Management
36	Paul Larson	Professor	Supply Chain Management
37	Srimantoora Appadoo	Professor	Supply Chain Management
38	Yuvraj Gajpal	Associate Professor	Supply Chain Management
39	Janelle Mann	Associate Professor	Department of Economics
40	Jason Leboe-McGowan	Professor	Department of Psychology

#### 4. Management of the Centre

The Centre's operations will be facilitated by two faculty members appointed on 3-year terms as Co-Directors. They will be responsible for administering and managing the Centre's activities and offerings. The Co-Directors will report to the Dean of the Asper School of Business (or the Associate Dean - Research, as their designate). The Co-Directors will write the Centre's annual report for the university. This report will be submitted by the Dean to the Provost and Vice-President (Research and International) according to mandated procedures.

**Advisory board.** This board will consist of the Dean and Associate Dean - Research of the Asper School of Business, the Co-Directors of the Centre, and key internal and external experts.

#### 5. Physical Resources of the Centre

The Centre will be housed in the David Dreman Behavioural Management Research Lab at the Asper School of Business. Additional physical space requirements are not anticipated in the near future.

#### 6. Financial Resources of the Centre

The Centre will be supported by income generated from an endowment fund. The available annual income shall be allocated in accordance with the policies of the University of Manitoba and will contribute to the Centre's administration and leadership, student and faculty support, annual international conference, methodology workshop, and a research fund.

The endowment fund was made possible through a donation of \$6 million to the Asper School of Business by a private donor. The gift is intended to enhance behavioural research in management and for supporting a vibrant behavioural research community. The Centre remains grateful for the research activities made possible by this gift while continuing to uphold academic independence and research integrity.

A pro forma annual budget for the Behavioural Management Research Centre is as follows:

#### Pro Forma Annual Operating Budget

<b>Revenues</b>	
Endowed fund spending allocation*	\$262,000
	\$262,000
<b>Total projected revenues</b>	<b>\$262,000</b>
<b>Expenses</b>	
Salary	

Leadership: One (1) 3 credit hour course release x 2 directors @ \$8,500 each	\$17,000	
Lab Manager (recent grad/grad student)	\$55,000	
		\$72,000
Non-salary		
Student support: 4 Doctoral Fellowships @ \$30,000 each	\$120,000	
Faculty support: 3 Faculty Fellowships @ \$10,000 each	\$30,000	
International conference	\$30,000	
Research fund: e.g., for costs related to licenses, lab support	\$10,000	
		\$262,000
<b>Total projected expenses</b>		<b>\$262,000</b>

\* Current spending allocation based on a \$6 million endowment fund.

## 7. Attachments

CVs of affiliated faculty members are linked [here](#).

The following letters of support are appended next:

- Dr. Diane Hiebert-Murphy, Provost and Vice-President (Academic), University of Manitoba.
- Dr. Jason Leboe-McGowan, Associate Dean (Academic Affairs) of the Faculty of Arts, and Professor, Brain & Cognitive Sciences, Department of Psychology, University of Manitoba.
- Dr. Katherine Starzyk, Director of the Social Justice Laboratory, founding member of the Centre for Human Rights Research (CHRR) and the Centre for Social Science Research & Policy (CSSRP), and Professor of Social and Personality Psychology, University of Manitoba.
- Dr. Umut Oguzoglu, Professor and Head of the Department of Economics, University of Manitoba.
- Dr. Janelle Mann, Professor at the Department of Economics, University of Manitoba.
- Dr. Kelley Main, Dean (Faculty of Graduate & Postdoctoral Studies), University of Manitoba
- Dr. Sara Penner, Director of the Research Centre on Co-operative Enterprises, and Associate Professor of Marketing at the Faculty of Business and Economics, University of Winnipeg.
- Dr. Lam An, Assistant Professor of Marketing at the Faculty of Business and Economics, University of Winnipeg.

## MEMORANDUM

Date: February 19, 2025

To: Mario Pinto, Vice-President (Research and International), and Chair, Senate Committee on University Research (SCUR)

From: Diane Hiebert-Murphy, Provost and Vice-President (Academic) *Diane Hiebert-Murphy*

Re: Support for the Proposal to Establish the Behavioural Management Research Centre

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I am writing to formally express my support for the proposal to establish the Behavioural Management Research Centre at the Asper School of Business. After a thorough review of the proposal submitted by the Dean of the Asper School of Business, I am confident that this initiative aligns with the strategic goals of the University of Manitoba and will significantly enhance our research capabilities in the field of behavioural management.

### Key Points from the Proposal

#### 1. Vision and Objectives

- The Centre aims to become an internationally recognized research and graduate training hub, integrating psychological, sociological, and economic research in management.
- It will provide enhanced resources and opportunities for faculty and graduate students, fostering high-quality research collaborations and strengthening the research reputation of the Asper School of Business and the University of Manitoba.

#### 2. Programs and Activities

- The Centre will offer several key programs, including the Behavioural Management Doctoral Fellowship Program, the Behavioural Management Faculty Fellowship Program, an annual research conference, and behavioural research methodology workshops.
- These programs will support the recruitment, development, and retention of high-quality faculty and graduate students, contributing to a vibrant research community.

#### 3. Alignment with Strategic Plans

- **University Strategic Plan 2024-2029 (MOMENTUM: Leading Change Together)**
  - **Enhancing Research Excellence:** The Centre will foster high-quality research collaborations and provide enhanced resources and opportunities

for faculty and graduate students, contributing to the University's goal of enhancing research excellence.

- **Interdisciplinary Collaboration:** By integrating psychological, sociological, and economic research in management, the Centre will promote interdisciplinary collaboration, which is a key focus of the University's strategic plan.
- **Strategic Research Plan 2024-2029 (Change Through Research)**
  - **Transformational Research:** The Centre's focus on behavioural management research will drive transformational change by addressing complex economic, environmental, and social issues, which aligns with the University's research mission.
  - **Indigenous Research:** The Centre will create pathways for social and economic reconciliation by incorporating Indigenous perspectives and methodologies in its research activities, supporting the University's commitment to research by, for, and with Indigenous Peoples.

## Funding Sources

The Centre will be supported by income generated from an endowment fund. The available annual income shall be allocated in accordance with the policies of the University of Manitoba and will contribute to the Centre's administration and leadership, student and faculty support, annual international conference, methodology workshop, and a research fund. The endowment fund was made possible through a donation of \$6 million to the Asper School of Business by private donor. This generous gift is intended to enhance behavioural research in management and support vibrant behavioural research community.

## Policy Alignment

The proposal to establish the Behavioural Management Research Centre is in line with the University of Manitoba's policies, specifically the [Research Centres, Institutes, and Groups Policy](#) and [Procedures](#) document. Below are the key points of the policy and how the proposal aligns with the requirements:

### 1. Clearly Identified Goals

- The Centre's vision and objectives are clearly defined, aiming to become an internationally recognized research and graduate training hub in behavioural management.

### 2. High Levels of Research Productivity

- The Centre will foster high-quality research collaborations and provide enhanced resources and opportunities for faculty and graduate students, contributing to high levels of research productivity.

### 3. External Funding

- The Centre will be supported by an endowment fund made possible through a donation of \$6 million by a private donor, ensuring that it operates on a cost-recovery basis.

### 4. Unique Training Opportunities

- The Centre will offer several key programs, including doctoral and faculty fellowship programs, an annual research conference, and behavioural research methodology workshops, providing unique training opportunities for students and faculty.

#### **5. Annual Reporting and Periodic Reviews**

- The Centre will adhere to the University's requirements for annual reporting and periodic reviews to ensure that it maintains high standards and reflects positively on the University's reputation.

In conclusion, I fully support the establishment of the Behavioural Management Research Centre and believe it will be a valuable addition to our institution. I recommend that the proposal be forwarded to SCUR for review and decision before submission to Senate. Thank you for your attention to this matter.





University  
of Manitoba

Faculty of Arts

Professor, Department of Psychology  
Faculty of Arts  
P427 Duff Roblin Building  
190 Dysart Road, Winnipeg, Manitoba  
Canada R3T 5V5  
Tel. (204) 474-8403  
Fax (204) 474-7590  
Email [jason.leboe-mcgowan@umanitoba.ca](mailto:jason.leboe-mcgowan@umanitoba.ca)

January 28, 2025

To Whom It May Concern,

Please accept this letter of support for the proposed establishment of The Behavioural Management Research Centre by the Asper School of Business. Recently, the creation of the David Dreman Behavioural Management Research Lab within the Asper School has dramatically enhanced the research capacity and opportunities for faculty members and students within that Faculty. It also represents an invaluable locus for the development of collaborations with UM researchers from other disciplines and behavioural management researchers from other institutions in Canada and beyond. Having recently toured this new state-of-the art facility, I can confirm that it represents a unique and extraordinary context for generating productive collaborations with faculty members and students from various disciplines hosted within other Faculties, including members of the Department of Psychology and the Department of Economics within the Faculty of Arts. No comparable facility exists on either of the two University of Manitoba campuses. In particular, the facility is ideally constructed for providing a comfortable environment for members of the on- and off-campus community to participate in research studies. Moreover, it is properly structured and thoroughly equipped with technology that enables researchers to design and carry out the diverse types of empirical investigations in which contemporary management behavioural scientists engage.

The proposed Research Centre is well-aligned with multiple University of Manitoba strategic priorities, including “Creating Knowledge that Matters”, “Empowering Learners”, and “Reimagining Engagement”. In addition to the research capacity offered by the Dreman Research Lab, the other proposed initiatives (a Doctoral Fellowship Program, a Faculty Fellowship Program, an annual conference, and skills training workshops) will provide immensely valuable and enriching career opportunities for UM faculty members, as well as tremendously advantageous funding and training opportunities for students. Financially, given that it would operate on the proceeds generated by a large endowment, the proposed Research Centre is thoroughly prepared to carry out the objectives identified in the proposal. Consequently, I am pleased to contribute my endorsement to the establishment of The Behavioural Management Research Centre.

Sincerely,

Jason Leboe-McGowan

Associate Dean (Academic Affairs), Faculty of Arts  
Professor, Brain & Cognitive Sciences, Department of Psychology  
University of Manitoba



**University  
of Manitoba**

Department of Psychology

**Dr. Katherine Starzyk** Ph.D.  
Professor

T: 204 474 8254  
F: 204 474 7599  
katherine.starzyk@umanitoba.ca

P414 Duff Roblin Building  
190 Dysart Road  
Winnipeg, Manitoba R3T 2N2  
[www.katherinestarzyk.com](http://www.katherinestarzyk.com)

February 10, 2025

Re: Letter of Support  
Asper School of Business  
The David Dreman Behavioural Management Research Lab

To Whom It May Concern:

I am a Professor of Social and Personality Psychology and the Director of the Social Justice Laboratory (<https://www.katherinestarzyk.com/>) in the Department of Psychology at the University of Manitoba. A key effort in our lab is the Canadian Reconciliation Barometer project (<https://www.reconciliationbarometer.ca/>). I am also a founding member of the Centre for Human Rights Research (CHRR) and the Centre for Social Science Research & Policy (CSSRP).

My lab and these centers have been central to helping me develop my research, which makes academic and applied contributions. Early in my career, the CHRR was especially significant for my growth. Through my early and deep involvement in that center, I built a network of relationships within academia and the community that enabled several interdisciplinary, impactful projects, many of which the Social Sciences and Humanities Research Council has funded.

Like CHRR did for me, The David Dreman Behavioral Management Research Lab is also poised to have a significant impact for several reasons. One reason is that behavioral research is crucial for effectively understanding the world. While sometimes “common sense” can help guide behavior, human behavior is often more complex. To ensure our interventions are effective and foster positive change, we need a deeper, evidence-based understanding. This lab will enable faculty and students, both within the Asper School of Business and beyond, to achieve this through interdisciplinary collaboration. With this physical and relational infrastructure, we can contribute to addressing major questions. My work and others’, including industrial-organizational scholar Adam Grant from the Wharton School of the University of Pennsylvania, show that behavioral research is relevant across many sectors, both in business and the broader world. Another reason this lab will have an impact is that the understanding of human behavior within the business school will grow with strong collaboration. This often leads to increased funding. I am currently preparing a significant funding proposal (i.e., Social Sciences and Humanities Research Council Partnership Grant) that simply would not have been possible without the relationships I developed through physical and social infrastructures like this. Such

opportunities will arise because this space will enable activities that foster relationship building, such as conferences, workshops, graduate student mentorships, brownbag meetings, and more.

In conclusion, I am excited about this lab. I support it wholeheartedly.

Sincerely,

A handwritten signature in black ink, appearing to be 'K. Starzyk', with a stylized, cursive script.

Prof. Katherine Starzyk

January 22, 2025

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**RE : Behavioural Management Research Centre**

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Dear Colleague,

I am writing this short letter in strong support of the Behavioural Management Research Centre (BMC), which is being established by the Asper School of Business at the University of Manitoba.

Many aspects of decision-making cannot be effectively analyzed using observational data or theoretical models alone. For this reason, my colleagues in the Department of Economics and I, who share a keen research interest in the behavioral aspects of economic decisions, are very excited about the opportunities the BMC will offer our research community.

I am confident that the BMC will foster new research collaborations across our faculties and enhance our institutions' ability to attract and retain high-quality students and academics.

Sincerely,



Umut Oguzoglu,  
Professor and Head,  
Department of Economics  
University of Manitoba



**University  
of Manitoba**

University of Manitoba  
Department of Economics  
556 Fletcher Argue Building  
Winnipeg, Manitoba R3T 2N2  
Telephone: 204.474.9275  
E-mail: janelle.mann@umanitoba.ca

January 29, 2025

Dear Dr. Wang and Dr. Bhatnagar, Co-Directors for the Centre

This is a letter in support of the Behavioural Management Research Centre (Centre) at Asper School of Business. I am writing from my personal perspective as a professor in the Economics Department, which is part of the Faculty of Arts.

It has been a few years since I first heard preliminary plans and dreams for the Center. My support is just as enthusiastic now as it was then. Here are a few reasons for my enthusiasm:

- **Cross- and Multi-disciplinary Scholarship:** There are overlaps in research interests between faculty members in my Department and the Asper School of Business, but to the best of my knowledge, collaborations are nonexistent. I am confident that the Centre will cause collaborations because at least two of our faculty members have shelved research ideas due to a lack of access to the infrastructure that will be housed in the Centre.
- **Engagement:** Many letters of support will mention that they support the Centre because it increases the ability of their department and faculty to recruit and retain high-quality researchers, which in turn will increase the quality of graduate student applications, their training and placements. This cycle increases researcher engagement within the University of Manitoba. I concur and want to provide anecdotal evidence that the Centre will also increase engagement with the community.

Up until 2021, my family lived a few blocks from the University of Manitoba campus. It was clear that our community viewed the University of Manitoba as part of the community. Many people had memberships to the Active Living Center, played soccer at WSF (Subway) South, enrolled in Mini-U, and participated in research studies at the Richardson Centre for Food, Technology, and Research. I believe the community will support the Centre by providing a diverse participant pool, which in turn will increase engagement because participants will share their experiences and, once available, disseminate research findings from the studies in which they participated. This cycle increases community engagement with the University of Manitoba.

- **Training:** The rapid evolution of research methods requires constant learning. I am excited to attend the annual conference and workshops planned by the Centre because they will

expose me to research methods and provide me with an opportunity to learn together with a community of researchers without the need to leave campus. This is an accessible environment for researchers whose travel ability is limited due to family responsibilities, health conditions, and the like, with the added benefits of reducing environmental impacts and monetary costs.

I hope this letter leaves you feeling enthusiastic about the Centre. I look forward with great anticipation to the announcement of its grand opening.

Sincerely,

A handwritten signature in blue ink that reads "Janelle Mann". The signature is written in a cursive, flowing style.

Janelle Mann, PhD  
Professor



**UM** | Faculty of Graduate  
and Postdoctoral Studies

500 University Centre  
Winnipeg, Manitoba  
Canada R3T 2N2  
Telephone: (204) 474-9377  
[deanfgs@umanitoba.ca](mailto:deanfgs@umanitoba.ca)

September 2, 2025

Suzanne Gagnon, PhD  
Canada Life Chair and Director, JW Burns Leadership Institute  
Professor of Leadership and Organization  
I.H. Asper School of Business  
University of Manitoba

Dear Suzanne,

This letter pertains to the Behavioural Management Research Centre proposed by the Asper School of Business at the University of Manitoba. The Centre envisions itself as “an internationally recognized research and graduate training centre focused on developing multi-disciplinary scholarship that integrates psychological, sociological, and economic research in the field of management”. Its planned activities encompass a behavioural management doctoral fellowship program, behavioural management faculty fellowship program, behavioural management research conference, and behavioural research methods workshops.

Please accept this letter of support for the Behavioural Management Research Centre, and expressly as it relates to the doctoral fellowship component of its scope of activities, in my role as the Dean for the Faculty of Graduate and Postdoctoral Studies (FGPS). As part of this doctoral fellowship program, four outstanding new PhD in Management students at the Asper School of Business will be awarded a \$30,000/year fellowship for up to four years through a highly selective process. Eligible candidates must have an advisor from Asper and a research focus in behavioural management. Fellows will conduct advanced research under the guidance of faculty affiliated with the Centre, gaining hands-on experience, interdisciplinary collaboration opportunities, and tailored mentorship.

The fellowship is designed to strengthen research skills, deepen academic expertise, and prepare students for leadership roles within and outside of academia. Applications will be reviewed by departmental PhD committees within the four participating management specializations. Fellowships are non-renewable and limited to students completing the program within four years. Once a fellowship term ends, it becomes available to a new

incoming student. As such, this doctoral fellowship program enhances the research training and mentorship mission of the university.

I am in full support of any funding opportunities that are available to support our graduate students. While this fellowship will render these students' ineligible for some awards administrated by FGPS, it also means that other funding is freed up for other graduate students.

Please let me know if more details are needed. I express my full support for this and other proposed activities engaged in by the Behavioural Management Research Centre.

Sincerely,

A handwritten signature in cursive script, reading "Kelley M", followed by a stylized flourish.

Kelley Main, Ph.D.

Dean

Faculty of Graduate & Postdoctoral Studies



February 14, 2025

Dr. Namita Bhatnagar  
University of Manitoba  
Asper School of Business  
181 Freedman Crescent  
Winnipeg, Manitoba R3T 5V4

Dear Dr. Bhatnagar;

Please accept this letter in support of the new Behavioural Management Research Centre located in the Asper School of Business at the University of Manitoba. This Center will be such a great addition to both the University of Manitoba's faculty and students and to its surrounding communities.

Behavioural research, and further opportunities for students to get engaged in this area, are so important to the progress of research as well as to the development of future leaders in the business and academic communities. As a graduate from the Asper School of Business and a fellow researcher in decision making and motivation, I have seen first hand the need for further understanding into the underlying causes of human actions. The research is just beginning to get some real traction towards understanding societal wellbeing, engagement with not-for-profits and other value-based businesses and consumer welfare. This lab will be a great step in moving us further forward.

The behavioural sciences have so much to contribute to business research. This lab will help facilitate both inter-disciplinary work with other faculties as well as with other universities. The UofM has always been a great partner with other universities and community members. This lab will create further opportunities for collaborations, joint projects and knowledge sharing.

We have an undergraduate behavioural lab in our University and we look forward to supporting the UofM in their vision to be an internationally recognized research and graduate training centre focused on developing multi-disciplinary scholarship that integrates psychological, sociological, and economic research in the field of management. This is a great initiative, with many opportunities for collaboration. I applaud the Behavioural Management Research Centre's efforts to become a leader in behavioural management research across disciplines.

Sincerely,



Sara Penner, PhD  
Associate Professor  
Director, Research Centre on Co-operative Enterprises  
University of Winnipeg  
Faculty of Business and Economics



February 17, 2025

**Buhler Centre**

3rd Floor

460 Portage Ave

P 204.258.2916

E [business@uwinnipeg.ca](mailto:business@uwinnipeg.ca)

[uwinnipeg.ca/business](http://uwinnipeg.ca/business)

To whom it may concern,

I am very pleased to write this letter to support the establishment of the Behavioural Management Research Centre in the Asper School of Business at the University of Manitoba.

First of all, human behaviours are deep, complex, and often irrational. Many of which are subconscious or are subjected to social desirability, especially in important but sensitive topics such as sustainability behaviours, disinformation, healthcare, or politics. To create effective behaviour interventions and persuasion efforts, a deeper understanding of human decision-making and their underlying causes is warranted. The Behavioural Management Research Centre will help develop cutting-edge expertise, facility, and training effort to deliver research findings and actionable recommendations to improve societal welfare.

Second, behavioural science research plays a consequential role across all business function areas (e.g., consumer behaviour, organizational behavioural, management information systems, supply chain management). Each business field does not exist in a vacuum but rather interacts with each other in a complex biosystem that can benefit hugely from interdisciplinary research on the topic of human behaviour. The increasing emphasis on corporate ethics, workplace equity, sustainable supply chain, etc., can only progress if we can make sense of our own interactions and their rationale.

Last but not least, in order to achieve these goals, a nurturing environment that fosters collaboration and growth is essential. The Behavioural Management Research Centre will provide an environment for collaborations and knowledge-sharing with other behavioural researchers and units across the University of Manitoba and beyond via joint projects, conferences, workshops and brownbag sessions. Furthermore, the Centre will train the next generations of behavioural researchers via graduate student mentorship and workshops.

Overall, as the leading education and research institution in the province of Manitoba, the Behavioural Management Research Centre can play a critical role in bringing Manitoba and Canada to the forefront of human behaviour research. The importance of such an innovation, collaboration, and education hub cannot be overstated.

Sincerely,

**Lam An**

Assistant Professor of Marketing  
University of Winnipeg

# Board of Governors Submission

## AGENDA ITEM:

Report from Senate (February 4, 2026): Items for approval and for information

## RECOMMENDATION:

THAT the Board of Governors approve the:

- Reports of the Senate Committee on Awards (dated November 10 and December 15, 2025)
- Revised *Animal Care and Use Policy* and Procedure
- Establishment of the University of Manitoba Water Institute
- Establishment of the RESOLVE Manitoba Centre

THAT the Board of Governors receive, for information:

- *Annual Report of the University Discipline Committee, September 1, 2024, to August 31, 2025*
- Update on Requests for Changes to Admission Targets, Asper School of Business – President's Approval:
  - One-Time Increase to Admission Target, Bachelor of Commerce (Honours) Program
  - Extension of Suspension of Admissions to Three Bachelor of Commerce (Honours) Majors: International Business; Leadership and Organization; International Business; Management Information Systems

**Reports of the Senate Committee on Awards** (dated November 10 and December 15, 2025) (Attachments A and B)

## PURPOSE and KEY CONSIDERATIONS:

Section 16(1)(e) of *The University of Manitoba Act* gives the Board of Governors the power to, “determine upon and provide for the establishment of, or the abolition of, or any changes in faculties, departments, chairs, lectureships, bursaries, scholarships, fellowships and prizes.”

The Board of Governors is the approving body for the [Student Awards policy](#).

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*.”

## EXECUTIVE SUMMARY and BACKGROUND:

At its meeting on November 10, 2025, the Committee approved four new award offers, five amended award offers, and the withdrawal of three award offers, as set out in the Report of this date.

At its meeting on December 15, 2025, the Committee approved eight new award offers, nine amended award offers, and the withdrawal of four award offers, as set out in the Report of this date.

## RESOURCE REQUIREMENTS and IMPLICATIONS:

The awards will be funded from the sources identified in the Reports.

## **CONNECTION TO THE UNIVERSITY STRATEGIC PLAN:**

A strong awards program and the individual student award proposals included in the Reports support the strategic theme, empowering learners.

## **RISKS and OPPORTUNITIES:**

These award decisions are consistent with the *Student Awards* policy.

A strong awards program can support student recruitment, retention, and success through merit-based academic scholarships, fellowships, and prizes and reduce barriers to postsecondary education through student bursaries offered based on financial need.

Annually funded awards involve the potential for financial risk where a donor may either become unable to or fail to provide pledged funds to cover monetary awards disbursed to students, which would require that the University identify funds to cover the cost or cease to offer the award.

## **CONSULTATION:**

The terms of reference for the various awards proposed in the Reports were developed in consultation with the relevant academic unit(s).

## **ROUTING TO THE BOARD OF GOVERNORS:**

The award decisions set out in the Reports were endorsed by the Senate Committee on Awards, on behalf of Senate, at meetings on November 10, and December 15, 2025.

The Senate Executive Committee received the first report, dated November 10<sup>th</sup>, when it met on December 10, 2025, and the second report, dated December 15<sup>th</sup>, when it met on January 21, 2026. Senate received both Reports, for information, at meetings on November 19, and February 4, 2026, respectively.

## **Revised *Animal Care and Use Policy and Procedure* (Attachment C)**

## **PURPOSE and KEY CONSIDERATIONS:**

The purpose of the Animal Care and Use policy, as established in sections 1.1. and 1.2 of the policy, is:

[to] affirm the University of Manitoba's commitment to maintaining high standards of Animal care and use in Animal-based research, teaching or testing, and to set out the principles under which Animal care and use will be governed at the University of Manitoba.

[to] ensure adherence to the Applicable Requirements, as hereinafter set out, including without limitation to the policies and guidelines of the Canadian Council on Animal Care (CCAC).

## **EXECUTIVE SUMMARY and BACKGROUND:**

The policy and procedure were established by the Board of Governors in 2011 when the governance and oversight of research activities involving the use of animals were restructured, to streamline associated administrative processes and to ensure institutional compliance with related legislation and/or regulations, professional and ethical codes, and guidelines and standards imposed by external agencies, including the Canada Council for Animal Care, Canadian Association of Laboratory Animal Medicine, Canadian Veterinary Medical Association, and the Manitoba Veterinary Medical Association. Compliance with these guidelines and standards are required to ensure eligibility for certain Tri-Council and other research funding.

Minor revisions proposed in sections 1.1 (i), 2.43, and 2.44 of the procedure address an inconsistency in the appeal process, to expand it to apply to all decisions of the Animal Care Committee and not only protocol review decisions. The revisions also clarify that all appeals will be directed to the Director, Animal Care and Use Program. The proposed revisions are consistent with the *Ethics of Research Involving Humans* policy and procedure.

## **RESOURCE REQUIREMENTS and IMPLICATIONS:**

Not applicable.

## CONNECTION TO THE UNIVERSITY STRATEGIC PLAN:

Not applicable.

## RISKS and OPPORTUNITIES:

None identified.

## CONSULTATION:

Endorsed by the Senate Committee on University Research (November 13, 2025) and the Senate Executive Committee (November 19, 2025).

Approved and recommended to the Board of Governors by Senate (February 4, 2026).

## Proposal to Establish the University of Manitoba Water Institute (Attachment D)

## PURPOSE and KEY CONSIDERATIONS:

Section 2.1(a) of the policy on *Research Centres, Institutes and Groups* specifies that:

[a] research centre/institute is a formally structured organizational unit of the University. It is established under the authority of the Board of Governors, normally on the recommendation of the Senate of the University. The purpose of a research centre/institute is to focus and sustain research in specific areas and to encourage research collaborations among disciplines and between Departments, Faculties and Schools. Research centres/institutes also provide unique training opportunities for students and serve as a valuable information source for the community at large.

Research centres/institutes normally provide for the strengthening, coordination or facilitation of research scholarly activities not readily undertaken within the University's department structure, building upon the expertise, competence and staff interest existing at the University.

Matters for consideration by the Board of Governors:

- Whether the proposal aligns with the policy and procedure on [Research Centres, Institutes and Groups](#).
- Whether the mission, objectives, and activities of the proposed research Institute advance the academic and research priorities of the University and / or the proposing unit, including those established in *MomentUM: Leading Change Together, University of Manitoba Strategic Plan 2024-2029* and *Change Through Research, University of Manitoba Strategic Research Plan 2024-2029*.

## EXECUTIVE SUMMARY and BACKGROUND:

The University of Manitoba Water Institute will be an inter-faculty research institute that will be supported by the Faculties of Environment, Earth, and Resources, Agricultural and Food Sciences, Architecture, Arts, Education, Engineering, Health Sciences, Law, and Science.

The Institute's mission is, "...to advance knowledge and seek solutions on pressing issues related to water in a rapidly changing climate and society." The Institute will take an interdisciplinary approach to water security to solve specific questions in areas such as biogeochemical processes, ecosystem health, food and energy security, human rights, Indigenous sovereignties, public health, and water quantity and quality.

The Institute will bring together researchers from various disciplines across the University, with established programs in water research, to address transdisciplinary issues related to water. It will also foster connections with external organisations and communities, including the Canada Water Agency, other water research networks, centres and institutes, and Indigenous governments.

The Institute's researchers and activities will be organised around four overlapping clusters that will operate at local, national, and international levels:

- Land and food systems, to explore the nexus between water, land, and food systems.
- Human and ecosystem health, to advance inquiry and practice to sustain the quality and quantity of water necessary for human and ecosystem health and survival.
- Climate knowledge and action, to generate climate knowledge and action for water sustainability.

- Justice and governance, to examine water considering the ethical demands of justice and the structural imperatives of governance.

Reporting to the Vice-President (Research and International), the Academic Director will oversee the operations and directions of the Institute, in consultation with an Advisory Circle, and will promote the Institute and foster relationships with community partners and external organisations. The Academic Director will be appointed by the Vice-President (Research and International), with input from the membership (Research Affiliates) and the Deans of the supporting Faculties.

A full-time Executive Director (Manager) will oversee the day-to-day operations of the Institute. The Executive Director will report to, and work collaboratively with, the Academic Director to set the strategic direction for the Institute and will provide long-term planning and leadership.

An Advisory Circle will provide guidance to the Academic Director on all matters relating to the Institute, including values and commitment, research focus, Institute membership, working groups and external relations.

The proposed membership of the Institute includes 68 researchers from the Faculties of Agricultural and Food Sciences, Arts, Education, Engineering, Environment, Earth, and Resources, Health Sciences, Science, and Social Work. Eight proposed members hold Canada Research Chairs with programs of research focused on the Arctic environment, climate change and water resource management. The membership of the Institute will be subject to periodic review, and requests to join as a Research or Professional Affiliate will be considered on an ongoing basis.

## **RESOURCE REQUIREMENTS and IMPLICATIONS:**

Revenue to support the activities of the Institute will come from the following sources.

- Annual contributions from the Office of the Vice-President (Research and International) (OVPRI) and participating Faculties, for a period of five years:
  - \$200,000 from the OVPRI
  - \$15,000 from each of the Faculties of Agricultural and Food Sciences, Engineering, Environment, Earth, and Resources, and Science
  - \$5,000 from the Faculty of Arts
- In kind contribution from the Centre for Social Science Research and Policy, Faculty of Arts, involving support with surveys and for knowledge mobilisation.
- Additional revenue will be sought from external sources, including research grants, as described in section f (iii) of the proposal.

Available revenue will be used to cover the following expenses (figures are for Year 1):

- stipend (\$5,618) and course release (\$8,900) for Academic Director
- salary/wages for the Executive Director (Manager) (\$83,825); a 0.5 FTE position for an Administrative Assistant (\$26,235); student Research Assistants (\$20,000)
- benefits for staff and student positions noted above (\$29,914)
- travel and conferences (\$10,000)
- materials and supplies (\$20,000)
- professional and external services (\$10,000)
- multiplier projects (\$25,000)
- annual Institute event (\$10,000)
- office set-up and maintenance (\$8,000)
- contingency (\$2,508)

## **CONNECTION TO THE UNIVERSITY STRATEGIC PLAN:**

The mission and proposed activities of the Institute will support the University's strategic planning priorities, including the three strategic themes for creating knowledge that matters, empowering learners, and reimagining engagement, as described in section (b)(i) of the proposal. They also align with the University's seven research priorities, including the thematic areas for foundational research: social justice and human



rights research; research by, with, and for Indigenous peoples; and health and well-being; climate action and sustainability; and Manitoba, Hudson Bay, Arctic, and the world.

### **RISKS and OPPORTUNITIES:**

Establishment of the Institute will establish a network of research affiliates in Faculties across the University who are engaged in water research. It will highlight and promote the significant volume of research already carried out at the UM in this area and it will advance and promote interactions amongst scholars, postdoctoral fellows, and graduate and graduate students at the University, to continue to build research strength and opportunities in these areas.

Establishment of the Institute will lead to opportunities to foster connections with the Canada Water Agency; other external water research networks and centres, including those concerned with the Lake Winnipeg Watershed and other transboundary waters such as the International Institute for Sustainable Development Experimental Lakes Area; and Indigenous communities and governments, including Manitoba Keewatinowi Okimakanak, the Southern Chiefs Organization, the Assembly of Manitoba Chiefs, and the Manitoba Métis Federation.

One risk or challenge that has been identified, in the context of a space shortage at the University, is that no space has been identified to house the Institute. While physical resources, including research spaces and state-of-the art technologies to support Institute activities already exist at the University, office spaces are needed for the Executive Director and Administrative Assistant. Should the Institute be approved and implemented, the short-term strategy would be to have these staff members work remotely and to call upon participating units to share meeting space from time to time when it is needed.

### **CONSULTATION and ROUTING TO THE BOARD OF GOVERNORS:**

In accordance with the University's procedure on *Research Centres, Institutes and Groups*, the proposal was reviewed and endorsed by the Senate Committee on University Research (September 9, 2025); the Senate Planning and Priorities Committee (October 27, 2025); the Senate Executive Committee (December 10, 2025).

Approved and recommended to the Board of Governors by Senate (February 4, 2026).

## **Proposal to Formally Establish the RESOLVE Manitoba Centre (Attachment E)**

### **PURPOSE and KEY CONSIDERATIONS:**

The purpose and key considerations are the same as for the previous item (re proposal for University of Manitoba Water Institute).

### **EXECUTIVE SUMMARY and BACKGROUND:**

The Research and Education for Solutions to Violence and Abuse (RESOLVE) Manitoba Centre is an inter-faculty research centre. The RESOLVE Manitoba Centre has existed at the University for more than thirty years. Initially established in 1992 as the Manitoba Centre for Family Violence Prevention, it was one of five research Canada centres of excellence on research on family violence and violence against women. In 1999 (Senate March 3, 1999), it was renamed as RESOLVE Manitoba and it was expanded to form a research network with partner institutions in Saskatchewan and Alberta. Currently, these include RESOLVE Saskatchewan, at the University of Saskatchewan, and RESOLVE Alberta, at the University of Calgary.

The current proposal is to formally establish the Centre as a research centre of the University under the policy on *Research Centres, Institutes and Groups*.

The Centre's mission is, "To reduce the incidence and impact of violence and abuse by creating and evaluating strategies to address violence and abuse; communicating [the Centre's] research results to the public and policymakers; and promoting education, awareness and social change."

A community-engaged research centre, its mandate is to, "... [engage] in research and education aimed at reducing the incidence and impact of family/gender-based violence, including violence against women and girls."

Three broad objectives of the Centre are conducting and encouraging practice and policy-relevant research in the areas of family/gender-based violence and violence against women; providing educational input for various community constituencies and students regarding the development of research skills; and the focussed dissemination of research findings to various influential target groups that raises the likelihood of their adoption in policy or practice innovation.

The Director of the Centre is appointed by, and reports to, the Vice-President (Research and International). The organizational structure for the Centre includes a formal Advisory Circle, whose membership comprises individuals with expertise in gender-based violence research, policy, and practice, who may be internal or external to the University. Reporting to the Director, the Advisory Council provides strategic direction, ensures accountability, and supports governance of the Centre. A Community Advisory Circle, with broader membership representing community partners, advocates, and knowledge holders, guides the Centre's work, shaping research priorities and assuring ethical engagement practices and community relevance

## **RESOURCE REQUIREMENTS and IMPLICATIONS:**

The Centre is housed in the Isbister Building, including office spaces for staff and research assistants.

The activities of the Centre are funded by:

- an annual allocation from the Office of the Vice-President (Research and International) (\$60,608)
- institutional costs revenue (\$12,680)
- a one-time allocation of \$5,000 in the current year and a 3 credit hour teaching release for the Director (\$6,4040) for five years (2023-2028) from the Faculty of Social Work
- other revenue from external sources, including research grants and contracts, as detailed in section F of the proposal

Available revenue will be allocated to cover the following expenses (figures are for 2026/2027):

- a 6 credit hour teaching release for the director (\$12,808)
- salary and benefits for an Office Manager (\$44,143) and a Communications Specialist (\$14,347)
- Elder Honorarium/Medicine (\$1,500)
- webinars / events (\$2,000)
- materials, supplies, services (\$5,500)

## **CONNECTION TO THE UNIVERSITY STRATEGIC PLAN:**

The proposal aligns with the three strategic themes established in *MomentUM: Leading Change Together, University of Manitoba Strategic Plan 2024-2029*. Through its gender-based violence research and outreach activities the Centre's work supports the themes for **creating knowledge that matters**, by responding to emerging issues and leading innovation in the areas of social justice and health and well-being of diverse communities, and for **empowering learners** and **reimagining engagement**, through active engagement and collaboration and sharing knowledge with the broader community, including policy makers, communities, individuals, and diverse audiences. Discussion of the proposal at the Senate Planning and Priorities Committee emphasized that the work and activities of the RESOLVE Manitoba Centre are community-centred and community-driven.

## **RISKS and OPPORTUNITIES:**

Approval and formal establishment of the Centre, which has been in operation already for many years, will bring it into compliance with the policy and procedure on *Research Centres, Institutes, and Groups*.

Other benefits of formally establishing the Centre as an organizational unit of the University, with requirements for annual reporting to the Senate Committee on University Research and periodic review, include that applications for external research funds by the Centre or its members (research affiliates) may be strengthened, and the potential for any reputational risks for the institution will be minimized, not only where affiliation with the Centre is noted in funding applications but also in other contexts.



## CONSULTATION and ROUTING TO THE BOARD OF GOVERNORS:

In accordance with the University's procedure on *Research Centres, Institutes and Groups*, the proposal was reviewed and endorsed by the Senate Committee on University Research (September 9, 2025); the Senate Planning and Priorities Committee (October 27, 2025); the Senate Executive Committee (December 10, 2025).

Approved and recommended to the Board of Governors by Senate (February 4, 2026).

*For information*

**Annual Report of the University Discipline Committee, September 1, 2024, to August 31, 2025**  
(Attachment F)

## EXECUTIVE SUMMARY and BACKGROUND:

The *Annual Report of the University Discipline Committee, September 1, 2024, to August 31, 2025*, is attached. The full report, outlining all reported disciplinary cases is available on the University Governance website and is linked at the end of this submission. The Board of Governors has jurisdiction over the discipline of students.

The overall number of incidents in 2024-2025 ( $n = 1,003$ ) increased compared to the previous year ( $n = 763$ ). The rate of offenses was 3.2 per 100 students versus 2.5 per 100 students the previous year.

There were 932 incidents of academic misconduct involving 845 students and 71 incidents of non-academic misconduct involving 62 students.

Not included in the Report are 144 incidents where outcomes were not yet determined.

The *Annual Report* includes observations from several disciplinary authorities on significant changes or issues of wider University interest, as detailed in Attachment E.

Incidents of academic misconduct involving unauthorised content generation are reported under the category "other" but are also a factor in some incidents under the categories "plagiarism" and "cheating on quizzes, tests or final examinations." The definition for the academic misconduct category "unauthorized content generation," which came into effect September 1, 2025, will facilitate more accurate tracking of these types of incidents in future annual reports.

The report is shared broadly to provide information to assist disciplinary authorities in making decisions on disciplinary matters.

## CONSULTATION and ROUTING TO THE BOARD OF GOVERNORS:

The Senate Executive Committee and Senate received the Annual Report, for information, at their meetings on January 21, and February 4, 2026, respectively.

*For information*

**Requests for Changes to Admission Targets, Asper School of Business – President's Approval:**

- **One-Time Increase to Admission Target, Bachelor of Commerce (Honours) Program**
- **Extension of Suspension of Admissions to Three Bachelor of Commerce (Honours) Majors: International Business; Leadership and Organization; International Business; Management Information Systems**

## PURPOSE and KEY CONSIDERATIONS:

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*.

## **EXECUTIVE SUMMARY and BACKGROUND:**

The President has approved two requests from the Asper School of Business concerning admission targets for the Bachelor of Commerce (Honours) program. One is a request for a one-time increase to the admission target, for the 2026 Winter Term. The second is a request to extend the suspension of admissions to three Majors in the degree program, including the International Business Major, the Leadership and Organization Major, and the Management and Information Systems major.

## **RESOURCE REQUIREMENTS and IMPLICATIONS:**

The implications remain as outlined in a previous submission to the Board of Governors from Senate with items for consultation, including the Report from Senate dated November 5 and December 3, 2025.

## **CONSULTATION:**

The President previously consulted with the Senate (November 5, and December 3, 2025) and with the Board of Governors (December 9, 2025) about these requests.

## **ROUTING TO THE BOARD OF GOVERNORS:**

Senate was informed of the President's decisions on both requests from the Asper School of Business, at its meeting on February 4, 2026.

## **SUBMISSION PREPARED BY: University Secretary**

### **ATTACHMENTS:**

Attachment A –  
Report of the Senate Committee on Awards (November 10, 2025)

Attachment B –  
Report of the Senate Committee on Awards (December 15, 2025)

Attachment C –  
Revised *Animal Care and Use* Policy and Procedure

Attachment D –  
Proposal for University of Manitoba Water Institute

Attachment E –  
Proposal for RESOLVE Manitoba Centre

Attachment F –  
*Annual Report of the University Discipline Committee, September 1, 2024, to August 31, 2025*

(Note: [The full report is available on the Governance website.](#))

## REPORT OF THE SENATE COMMITTEE ON AWARDS

### Preamble

Terms of reference for the Senate Committee on Awards include the following responsibilities:

On behalf of the Senate, approve and inform the Senate of all new offers and revised offers of awards that comply with the Student Awards Policy.

### Observations

At its meeting on November 10, 2025, the Senate Committee on Awards approved 4 new offers, 5 revised offers and 3 withdrawals as set out in the Report of the Senate Committee on Awards (November 10, 2025).

### Recommendations

On behalf of the Senate, the Senate Committee on Awards recommends that the Board of Governors approve 4 new offers, 5 revised offers, and 3 withdrawals as set out in the Report of the Senate Committee on Awards (November 10, 2025). These award decisions comply with the Student Awards Policy.

Respectfully submitted,

Dr Ayush Kumar

Chair, Senate Committee on Awards

# SENATE COMMITTEE ON AWARDS

November 10, 2025

## 1. NEW OFFERS

### Actuarial Foundation of Canada Bursary in Actuarial Studies

The C and C Family Foundation will make an annual contribution valued at \$21,000 to the University of Manitoba for an 8-year term to offer the Actuarial Foundation of Canada Bursary in Actuarial Studies. The purpose of this fund is to provide financial assistance for tuition fees, residence or rental costs, meals and books to an undergraduate student in the Warren Centre for Actuarial Studies and Research. Each year, beginning in 2026-2027 and ending in 2033-2034, one renewable bursary valued at \$21,000 will be offered to an undergraduate student who:

- (1) is a Canadian Citizen;
- (2) is enrolled full-time (minimum 60% course load) in either:
  - (a) in a Bachelor of Commerce (Honours) degree with a declared major in Actuarial Mathematics in the Asper School of Business, or
  - (b) in a Bachelor of Science (Honours) degree with a declared major in Actuarial Mathematics or Statistics- Actuarial (joint honours) programs in the Faculty of Science;
- (3) has achieved either:
  - (a) a minimum average of 85% on those courses considered for admission if entering via the Direct entry option; or
  - (b) a minimum grade point average of 3.0 if entering via the advanced entry option; and
- (4) has demonstrated financial need on the standard University of Manitoba general bursary application form.

The bursary is renewable for up to three years provided the recipient continues to:

- (a) be enrolled full time (minimum 60% course load) in a degree program in the Asper School of Business or the Faculty of Science with a major in Actuarial Mathematics or Statistics-Actuarial;
- (b) maintains a minimum grade point average of 3.0; and
- (c) demonstrates financial need on the standard University of Manitoba general bursary application form.

In years where a renewal is made, no new award will be offered.

The Director of the Warren Centre for Actuarial Studies and Research (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.

### **Pauline and Roger Presland Indigenous Business Bursary**

Pauline and Roger Presland will offer an annual contribution of \$45,000 to offer bursaries, beginning in the 2026-2027 academic year. The purpose of the fund is to provide financial support to students enrolled in the Indigenous Business Education Partners (IBEP) program in the Asper School of Business. Each year, one or more bursaries at a minimum value of \$1,000 will be offered to undergraduate students who:

- (1) are members of the Indigenous Business Education Partners (IBEP) program in the Asper School of Business at the University of Manitoba;
- (2) are enrolled full-time (minimum 60% course load) in any year of study in any program in the Asper School of Business;
- (3) has achieved a minimum degree grade point average of 2.0; and
- (4) has demonstrated financial need on the standard University of Manitoba general bursary application form.

First preference will be given to students who are new via Direct Entry or Advanced Entry (University of Manitoba or College transfer through articulation) to the Asper School of Business.

The Dean of the Asper School of Business (or designate) will ask the Director of the Indigenous Business Education Partners 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.

### **Pauline and Roger Presland Scholarship in Indigenous Business Excellence**

Pauline and Roger Presland will offer an annual contribution of \$15,000 to offer one scholarship, beginning in the 2026-2027 academic year. The purpose of the fund is to reward the academic achievements of students enrolled in the Indigenous Business Education Partners (IBEP) program in the Asper School of Business. Each year, one scholarship at a value of \$15,000 will be offered to an undergraduate student who:

- (1) is a member of the Indigenous Business Education Partners (IBEP) program in the Asper School of Business at the University of Manitoba;

- (2) is enrolled full-time (minimum 60% course load) in any year of study in any program in the Asper School of Business;
- (3) has achieved a minimum degree grade point average of 3.0; and
- (4) has demonstrated the impact receiving this scholarship will have on their current situation and future goals.

In order to demonstrate how they meet criterion (4), applicants must submit a written statement (maximum 500 words) describing their current situation, future goals, and what impact receiving this scholarship will have on them.

First preference will be given to students who are new via direct entry or advanced entry (University of Manitoba or College transfer through articulation) to the Asper School of Business.

The Dean of the Asper School of Business (or designate) will ask the Director of the Indigenous Business Education Partners 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.

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### **SCHOLARSHIP NAME**

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HSGSA Distinguished Student Achievement Scholarship

### **BACKGROUND:**

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The Health Sciences Graduate Students' Association (HSGSA) at the Rady Faculty of Health Sciences, University of Manitoba, established an endowment fund to support graduate students who have demonstrated outstanding all-round involvement, academic excellence, and community contribution. This initiative utilizes unspent funds from previous years to benefit students who have strived to make a significant impact within the student community and beyond.

### **SCHOLARSHIP PURPOSE AND VALUE**

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To reward academic excellence, community contribution, and demonstrated involvement by providing a scholarship to one or more graduate students based on the available annual income with an approximate minimum value of (\$1000). Leadership within the university and broader community, particularly in roles that promote advocacy, representation, peer support, or organizational development, will be strongly considered. Where one or more students is selected, the selection committee is authorized to utilize discretion to determine the number and value of awards offered each year based on the available funds.

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**DEGREE TYPE**

Graduate student registered in a master's degree or doctoral (Ph.D.) degree.

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**YEAR OF STUDY:**

Student enrolled in any year of study

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**RENEWABLE SCHOLARSHIP**

This award is not renewable.

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**RECIPIENT CRITERIA**

- Open to all eligible students. (No self-declaration eligibility status is required.)

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**APPLICATION REQUIREMENTS**

Candidates must submit the following documents to the Rady Faculty of Health Sciences:

- Recent transcript (last term completed and graded) or a letter from the department confirming good academic standing. Web-transcripts will be accepted.
- Three letters of support, one from an academic, outreach/leadership and from a teaching /mentorship perspective. Each letter should highlight the applicant's contributions to the graduate student community or broader society and briefly describe specific roles, initiatives, or events the applicant has led or contributed to.

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**CITIZENSHIP**

Student may hold any form of citizenship.

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**FACULTY, PROGRAM, FIELD OF STUDY**

Student must be enrolled in:

- Faculty of Graduate and Postdoctoral Studies, Rady Faculty of Health Sciences

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**MINIMUM GPA**

Graduate student who has achieved a minimum grade point average (GPA) of 3.5.

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**REGISTRATION STATUS**

Graduate student registered as a full-time student.

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**SELECTION COMMITTEE**

The Dean of the Faculty of Graduate and Postdoctoral Studies (or designate) will name the selection committee for the award, or where a Faculty, College or School is identified herein, the Dean of the Faculty of Graduate and Postdoctoral Studies will ask the Dean of the Faculty, College, or School identified herein (or designate) to name the selection committee for this award. Donors may not be selected as members of the selection committee.

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**BOARD OF GOVERNORS AUTHORITY:**

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 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.

## **UM POLICY ALIGNMENT**

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All Terms of Reference must adhere to the University of Manitoba Student Awards Policy.

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## **2. AMENDMENTS**

### **Anne Grady Memorial Bursary**

The following amendments were made to the terms of reference for the Anne Grady Memorial Bursary:

**The preamble was revised to:**

In memory of Anne Grady, Miss Mary Segall established a bursary fund at the University of Manitoba in 1986. 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 enrolled full-time (minimum 60% course load) in the second year in either the Early Years or Middle Years streams of the Bachelor of Education program in the Faculty of Education;
- (2) has achieved a minimum degree grade point average of 3.0; and
- (3) has demonstrated financial need on the standard University of Manitoba general bursary application form.

**The selection committee paragraph was revised to:**

The Dean of the Faculty of Education (or designate) will name the selection committee for this award.

**The standard Board of Governors statement was added.**

### **Betty Morton Christian Scholarship and Bursary In Human Ecology**

The following amendments were made to the terms of reference for the **Betty Morton Christian Scholarship and Bursary In Human Ecology**:

**The title was updated to:**

Betty Morton Christian Scholarship and Bursary.

**The preamble was revised to:**

Ms. Betty Morton Christian, a graduate in 1942 of the former School of Home Economics at the University of Manitoba in 1942, has established an endowment fund at the University to provide support to today's Family Social Sciences students. The



Manitoba Scholarship and Bursary Initiative also made a contribution to this fund. Each year, 40 percent of the available annual income from the fund will be used to offer a scholarship to an undergraduate student who:

The scholarship numbered criteria were revised to:

- (1) has completed at least one year of full-time study (minimum 80% course load) in the Bachelor of Human Ecology (Family Social Sciences) undergraduate degree program in the College of Community and Global Health;
- (2) has declared a major in the Child and Youth Developmental Health Option;
- (3) has achieved the highest standing, with a minimum grade point average of 3.5 among all students with a declared major in this program in a given year;
- (4) continues as a full-time student in Family Social Sciences (Child and Youth Developmental Health Option).

The bursary numbered criteria were revised to:

- (1) are enrolled full-time (minimum 60% course load) in the Bachelor of Human Ecology (Family Social Sciences) undergraduate degree program in the College of Community and Global Health;
- (2) have achieved a minimum degree grade point average of 2.5;
- (3) have demonstrated financial need on the standard University of Manitoba bursary application form.

The selection committee paragraph was revised to:

The Dean of the College of Community and Global Health (or designate) will name the selection committee for these awards.

The standard Board of Governors statement was added.

## CSRT Prize for Student Excellence

The following amendments were made to the terms of reference for the CSRT Prize for Student Excellence:

The following sentence was revised:

Recipients of the CSRT Prize for Student Excellence will receive a complimentary membership in the CSRT for one year.

The numbered criteria were revised to:

- (1) have completed all academic and clinical requirements of the Bachelor of Respiratory Therapy in the College of Rehabilitation Sciences at the University of Manitoba;
- (2) have achieved a minimum degree grade point average of 3.0; and
- (3) have demonstrated excellence during their time preparing for entry into RT professional practice through one of the following:
  - has exemplified professional growth throughout their education, demonstrating their commitment to becoming a self-directed lifelong learner;

- has demonstrated steadfast professionalism while overcoming exceptional adversity, disadvantages or other hardship;
- has undertaken noteworthy advocacy efforts aimed at bettering the RT profession, the health of patients and families, and our society at large;
- has demonstrated commitment and/or contribution to the evidence-informed practice of RT practice;
- has made other substantial achievements or contributions, over and above the educational program requirements.

The paragraph following the numbered criteria was revised to:

In order to demonstrate how they meet criterion (3), candidates must submit the CSRT Award for Student Excellence application form.

The standard Board of Governors statement was added.

### Mrs. V. McLaughlin Memorial Award

The title was updated to:

Mrs. V. McLaughlin Memorial Prize

The preamble was revised to:

In memory of Mrs. V. McLaughlin, who faithfully served the Faculty of Management, staff, students, faculty and friends established a trust fund at the University of Manitoba in 1966. The purpose of the fund is to offer a prize to the graduating class valedictorian in the Asper School of Business. Each year, the available annual income from the fund will be used to offer one convocation prize to a graduating undergraduate student who:

The numbered criteria were revised to:

- (1) was enrolled part-time or full-time in the Asper School of Business in the year in which the award was tenable;
- (2) has successfully completed the requirements for the Bachelor of Commerce (Honours) degree program;
- (3) has achieved a minimum degree grade point average of 2.0; and
- (4) is the graduating class valedictorian.

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.

The standard Board of Governors statement was added.

### 3. WITHDRAWALS

The following awards are requested by the donor to be withdrawn:

- Bellan Prize

- Manitoba Unions Indigenous Student Bursary in Labour Studies
- The Brenda LaRose Bursary for Indigenous Students

## REPORT OF THE SENATE COMMITTEE ON AWARDS

### Preamble

Terms of reference for the Senate Committee on Awards include the following responsibilities:

On behalf of the Senate, approve and inform the Senate of all new offers and revised offers of awards that comply with the Student Awards Policy.

### Observations

At its meeting on December 15, 2025, the Senate Committee on Awards approved 8 new offers, 9 revised offers and 4 withdrawals as set out in the Report of the Senate Committee on Awards (December 15, 2025).

### Recommendations

On behalf of the Senate, the Senate Committee on Awards recommends that the Board of Governors approve 8 new offers, 9 revised offers, and 4 withdrawals as set out in the Report of the Senate Committee on Awards (December 15, 2025). These award decisions comply with the Student Awards Policy.

Respectfully submitted,

Dr Ayush Kumar

Chair, Senate Committee on Awards

# SENATE COMMITTEE ON AWARDS

December 15, 2025

## 1. NEW OFFERS

### Dean Jerry Gray Scholarship

Through a bequest of \$50,000 in 2026, Dr. Jerry Gray (Dean of the Asper School of Business from 1996-2005, and Dean Emeritus from 2005-2025) established an endowment fund at the University of Manitoba. The purpose of the fund is to reward the academic achievements of Indigenous graduate students in the Master of Business Administration program offered through the Asper School of Business. Each year, beginning in 2027-2028, the available annual income from the fund will be used to offer one or more scholarships to graduate students who:

- (1) have self-declared as a First Nations, Métis, or Inuit person from Canada;
- (2) are members of the Indigenous Business Education Partners (IBEP) program;
- (3) are enrolled full-time in the Faculty of Graduate and Postdoctoral Studies in the Master of Business Administration program offered through the Asper School of Business; and
- (4) have achieved a minimum degree grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study.

In the event that there are no students who meet criterion (3), the scholarship will be offered to a student who is enrolled part-time in the Faculty of Graduate and Postdoctoral Studies in the Master of Business Administration program.

The selection committee will have the discretion to determine the number and value of awards offered each year as outlined above, based on the available annual income from the fund.

The Dean of the Faculty of Graduate and Postdoctoral Studies (or designate) will ask the Dean of the Asper School of Business to name the selection committee for this award, which should include the Director of Indigenous Business Education Partners

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.

### Dhami Family Endowment Scholarship

In honour of Dr. Brooke Love, Dr. Ian Hamilton, and Dr. Niranjana Singh Dhalla, Dr. Malwinder Singh Dhami (D.M.D./'86) and Mrs. Rajinder Kaur Dhami established an endowment fund at the University of Manitoba in 2025. The purpose of the fund is to

reward the academic achievements of students in the Doctor of Dental Medicine (DMD) program in the Dr. Gerald Niznick College of Dentistry. Each year beginning in 2026-2027, 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 the third year of study in the Doctor of Dental Medicine (DMD) program offered through the Dr. Gerald Niznick College of Dentistry;
- (2) have achieved a minimum degree grade point average of 3.0; and
- (3) have achieved the highest grade in either Complete and Removable Partial Denture Prosthodontics (currently numbered RSTD 3542) or in Fixed Prosthodontics (currently numbered RSTD 3532).

Each year, one scholarship will be awarded to a student with the highest grade in Complete and Removable Partial Denture Prosthodontics and one scholarship to a student with the highest grade in Fixed Prosthodontics based on the criteria outlined above.

In the event of a tie, the scholarship will be awarded to the student with the highest degree grade point average calculated to the fourth decimal place.

The selection committee will be the Awards Committee of the Dr. Gerald Niznick College of Dentistry.

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.

### Indigenous Aging Scholarship

The Centre on Aging established an endowment fund at the University of Manitoba in 2026. The purpose of the fund is to offer support and encouragement for students with an interest in Indigenous aging. Each year, beginning in 2026-2027, the available annual income from the fund will be used to offer one or more scholarships to students who:

- (1) have self-declared as a First Nations, Métis or Inuit person from Canada;
- (2) are either:
  - (a) as an undergraduate student, enrolled part-time or full-time in any year of study in University 1 or any faculty, college, or school at the University of Manitoba with a direct entry option; or
  - (b) as a graduate student, is enrolled part-time or full-time in the Faculty of Graduate and Postdoctoral Studies in any program offered through any faculty, college, or school at the University of Manitoba;
- (3) have achieved either:

- (a) if an undergraduate student, a minimum degree grade point average of 3.0; or
- (b) if a graduate student, a minimum grade point average of 3.0 based on the last 60 credit hours (or equivalent) of study;
- (4) have an interest in or are conducting a project on aging involving First Nations, Metis or Inuit individuals; and
- (5) have demonstrated a satisfactory academic record, creative and innovative thinking of their proposed project, statement of interest in Indigenous aging, previous or intended contributions to First Nations, Metis or Inuit aging.

In order to demonstrate how they meet criteria (4) and (5), candidates are required to submit (i) a description of the proposed project related to First Nations, Metis or Inuit aging, (ii) a statement of their interest in aging, (iii) information on their educational background and experience, (iv) an unofficial transcript, and (v) two recommendations, at least one from a faculty member familiar with the applicant's work and one from a community leader, Elder, or mentor. The referees must forward their recommendations directly to the Centre on Aging.

In the event that there are no students who meet all of the numbered criteria, the scholarship will be offered to a student who meets criteria (2), (3), (4) and (5).

The recipient of the scholarship will be required to submit a report of their project when complete, acknowledging the importance of financial support from the Centre on Aging.

A recipient may only hold this award once in a specific degree program. The stage in the career of the candidate will be considered, and students will be ranked according to academic record, creative and innovative thinking of their proposed project, statement of interest in Indigenous aging, previous or intended contributions to First Nations, Metis or Inuit aging, and recommendations.

The selection committee has 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 Director of the Centre on Aging (or designate) will name the selection committee for this award, which will include a faculty member who identifies as a First Nations, Metis or Inuit person and, if possible, an Indigenous Elder. If a graduate student is selected, the results will be reported through the Dean of the Faculty of Graduate and Postdoctoral Studies (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.

### Professor Arvind Shah Bursary in Civil Engineering

In memory of Dr. Arvind Shah, Professor Emeritus in the Price Faculty of Engineering, Dr. Nimal Rajapakse, former Head of the Civil Engineering Department, has established

an endowment fund of \$50,000 at the University of Manitoba with an initial gift of \$30,000 in 2026 and two subsequent annual instalments of \$10,000 each. The purpose of the fund is to support undergraduate international students studying Civil Engineering in the Price Faculty of Engineering. The income generated by the fund will be matched by the Edward Eric Hildebrand and Ann Palmer Hildebrand Memorial Scholarship Fund. Each year, beginning in the 2027-2028 academic year, the available annual income from the fund will be used to offer one or more bursaries to undergraduate students who:

- (1) are international students;
- (2) are enrolled full-time (minimum 60% course load) in the second year of study in the Civil Engineering program in the Price Faculty of Engineering at the University of Manitoba;
- (3) have achieved a minimum degree grade point average of 2.0; and
- (4) have demonstrated financial need on the standard University of Manitoba general bursary application form.

The selection committee has 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 selection committee will be the Undergraduate Awards Committee in the Price Faculty of Engineering.

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.

### Victor Csordas Memorial Scholarship Fund

The family of Victor Csordas established a scholarship through The Winnipeg Foundation at the University of Manitoba in 2025. The purpose of the fund is to support a second or third year student in the Bachelor of Music Program at the University of Manitoba. The Winnipeg Foundation will confirm the value of the award annually. Each year, beginning in 2026-2027, one scholarship at a minimum value of \$1,200 will be offered to an undergraduate student who:

- (1) is enrolled in full-time (minimum 80% course load) in the second or third year of study in the Bachelor of Music or Bachelor of Jazz Studies program in the Marcel A. Desautels Faculty of Music;
- (2) has achieved a minimum degree grade point average of 3.0; and
- (3) has Piano as their major.

The Dean of the Marcel A. Desautels Faculty of Music (or designate) will name the selection committee for this award.



The Board of Governors of the University of Manitoba has the right to modify the terms of this award if, because of changed conditions, it becomes necessary to do so. Any future modifications that may be necessary due to changed conditions will require complete consultation with The Winnipeg Foundation.

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### **BURSARY NAME**

Dr. Michael and Mrs. Lydia West Entrance Bursary in Medicine

### **BACKGROUND**

Dr. Michael West, CM, OM, BSc(Med)/73, MD/73, PhD/80, FRCSC and Mrs. Lydia West, RN, established an endowment fund in 2025. Both donors experienced financial support throughout their education; this is their way of supporting the next generation of healthcare professionals in need.

### **INTENT AND VALUE**

To provide financial support to one undergraduate student based on the available annual income.

### **ELIGIBILITY**

#### **FACULTY/COLLEGE/SCHOOL, DEPARTMENT, PROGRAM NAME:**

- Max Rady College of Medicine, Medicine, UGME

#### **YEAR OF STUDY:**

- Student enrolled in their first year of study.

#### **RECIPIENT CRITERIA:**

- Open to all students. (No self-declaration eligibility status is required.)

#### **CITIZENSHIP:**

Student must be a Canadian citizen or permanent resident.

#### **MINIMUM GPA:**

If a continuing undergraduate student, has achieved a minimum degree grade point average (DGPA) of 2.0, or

If a new undergraduate student, has been successfully admitted or If a student in medicine, is in good standing.

#### **MINIMUM CREDIT HOURS:**

A full-time course load for students enrolled in the Max Rady College of Medicine.

#### **RENEWABLE AWARD:**

This award is not renewable

#### **FINANCIAL NEED**

Demonstrated financial need on the standard University of Manitoba bursary application form.

## **SELECTION COMMITTEE**

The Dean (or designate) will name the selection committee for an award that is specific to a faculty. The Associate Registrar and Director, Financial Aid & Awards (or designate) will name the selection committee for a university wide award. Donors may not be selected as members of the selection committee.

## **BOARD OF GOVERNORS AUTHORITY**

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 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.

## **UM POLICY ALIGNMENT**

All Terms of Reference must adhere to the University of Manitoba Student Awards Policy.

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## **BURSARY NAME**

Garneys Indigenous Assistance Bursary

## **BACKGROUND**

Dr. Glenn Garneys, BKin/1979, MD/1989, established an endowment fund at the University of Manitoba in 2025. This bursary is to provide financial support to an Indigenous Undergraduate Medical (UGME) student who has relocated from a First Nation community to pursue education and has demonstrated financial need.

The Garneys family realize it can be difficult for Indigenous people to become physicians. This is their small way of making it just a little easier for aspiring physicians. The family truly admire those students who are eligible for this award.

## **INTENT AND VALUE**

To provide financial support to one undergraduate student based on the available annual income.

## **ELIGIBILITY**

### **FACULTY/COLLEGE/SCHOOL, DEPARTMENT, PROGRAM NAME:**

- Max Rady College of Medicine, Medicine, UGME

### **YEAR OF STUDY:**

- Student enrolled in any year of study

### **RECIPIENT CRITERIA:**

Student who has self-declared as one of the following:

- Student who has self-declared as Indigenous.
- Relocated from a First Nation community to pursue education.

#### **CITIZENSHIP:**

Student must be a Canadian citizen or permanent resident.

#### **MINIMUM GPA:**

If a continuing undergraduate student, has achieved a minimum degree grade point average (DGPA) of 2.0, or

If a new undergraduate student, has been successfully admitted or

If a student in medicine, is in good standing.

#### **MINIMUM CREDIT HOURS:**

A full-time course load for students enrolled in the Max Rady College of Medicine.

#### **RENEWABLE AWARD:**

This award is renewable for 1 years (based on financial need and minimum degree grade point average).

#### **FINANCIAL NEED**

Demonstrated financial need on the standard University of Manitoba bursary application form.

#### **SELECTION COMMITTEE**

The Dean (or designate) will name the selection committee for an award that is specific to a faculty. The Associate Registrar and Director, Financial Aid & Awards (or designate) will name the selection committee for a university wide award. Donors may not be selected as members of the selection committee.

#### **BOARD OF GOVERNORS AUTHORITY**

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 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.

#### **UM POLICY ALIGNMENT**

All Terms of Reference must adhere to the University of Manitoba Student Awards Policy.

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#### **BURSARY NAME**

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John K. Collins Memorial Bursary

#### **BACKGROUND**

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John K. Collins was born in Ireland and graduated from University College Cork in 1963. He had a lifelong career in education, having taught in Nigeria, Saskatchewan and Manitoba. In 1977, he went to work for the Manitoba Teachers' Society in the Teacher Welfare Department and during his 23 years there, he was respected for his integrity, commitment and dedication to fair labour practices and social justice. An endowment fund has been established in his memory by his wife, Agnes Collins, to support students pursuing studies in labour relations and to promote the values he championed.

### **INTENT AND VALUE**

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To provide financial support to one undergraduate student based on the available annual income.

### **ELIGIBILITY**

#### **FACULTY/COLLEGE/SCHOOL, DEPARTMENT, PROGRAM NAME:**

Faculty of Arts, Labour Studies

#### **YEAR OF STUDY:**

Student enrolled in their third year of study.

#### **RECIPIENT CRITERIA:**

Open to all students. (No self-declaration eligibility status is required.)

#### **CITIZENSHIP:**

Student must be a Canadian citizen or permanent resident.

#### **MINIMUM GPA:**

If a continuing undergraduate student, has achieved a minimum degree grade point average (DGPA) of 2.0, or

If a new undergraduate student, has been successfully admitted or If a student in medicine, is in good standing.

#### **MINIMUM CREDIT HOURS:**

Minimum 60% course load (18 credit hours)

#### **RENEWABLE AWARD:**

This award is renewable for 2 years (based on financial need and minimum degree grade point average).

#### **FINANCIAL NEED**

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Demonstrated financial need on the standard University of Manitoba bursary application form.

#### **SELECTION COMMITTEE**

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The Associate Registrar and Director of Financial Aid and Awards (or designate) will name the selection committee for a university wide award. Donors may not be selected as members of the selection committee.

## BOARD OF GOVERNORS AUTHORITY

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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 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.

## UM POLICY ALIGNMENT

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All Terms of Reference must adhere to the University of Manitoba Student Awards Policy.

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### 2. AMENDMENTS

#### D'Arcy McCaffrey, Q.C. Memorial Award

The following amendments were made to the terms of reference for the D'Arcy McCaffrey, Q.C. Memorial Bursary and Prizes:

**The title was updated to:**

D'Arcy McCaffrey, Q.C. Memorial Bursary and Prizes

**The preamble was revised to:**

The family and friends of D'Arcy McCaffrey and his law firm, Taylor McCaffrey, established an endowment fund in his memory. The Manitoba Scholarships and Bursaries Initiative has made a contribution to this fund. The purpose of the fund is to support and award the academic achievements of undergraduate students in the Faculty of Law at the University of Manitoba.

**The numbered criteria for the bursaries were revised to:**

Each year, half (50%) of the available annual income will be used to provide one or more bursaries to undergraduate students who:

- (1) are enrolled full-time (minimum 60% course load) in the J.D. program in the Faculty of Law at the University of Manitoba;
- (2) have a minimum adjusted admission grade point average of 2.0; and
- (3) demonstrate financial need on the standard University of Manitoba general bursary application form.

**The following paragraph was added:**

Each year, half (50%) of the available annual income plus 25% of the unspent income from the fund will be used to provide the following prizes of equal value:

**The numbered criteria for the prizes were revised to:**

One prize will be offered to an undergraduate student who:

- (1) was enrolled full-time (minimum 80% course load) in the J.D. program in the Faculty of Law at the University of Manitoba in the year in which the award was tenable;
- (2) has achieved a minimum degree grade point average of 2.5; and
- (3) has achieved the highest standing, as determined by the selection committee, in the course Advanced Advocacy (currently numbered LAW 3340).

One or more travel prizes will be offered to undergraduate students who:

- (1) was registered full-time (minimum 80% course load) in the J.D. degree program in the Faculty of Law in the year in which the award is tenable;
- (2) has achieved a minimum degree grade point average of 2.5; and
- (3) outstanding performance in moot tryouts.

The paragraph following the numbered criteria was revised to:

The selection committee will have the discretion to determine the number and value of bursaries and travel prizes that are offered to students.

The selection committee paragraph was revised to:

The Dean of the Faculty of Law (or designate) will name the selection committee for this award.

The standard Board of Governors statement was added.

### Clive Greenway Award

The following amendments were made to the terms of reference for the Clive Greenway Award:

The preamble was revised to:

In memory of Dr. Clive V. Greenway, an exemplary teacher and scientist, and former Head of the Department (from 1982 - 1989 and from 1994 – 1996), friends and colleagues established an endowment fund with an initial contribution of \$7,500 at the University of Manitoba in 2007. The Manitoba Scholarship and Bursary Initiative has made a contribution to the fund. The available annual income from the fund will be used to offer one prize valued at \$500 to a graduate student who:

The numbered criteria were revised to:

- (1) was enrolled full-time in the Faculty of Graduate and Postdoctoral Studies in a master's or doctoral program in the Department of Pharmacology and Therapeutics offered by the Max Rady College of Medicine in the year in which the award was tenable;
- (2) is in the first or second year of study in a graduate program in the Department of Pharmacology and Therapeutics;
- (3) has achieved a minimum adjusted grade point average of 3.0 based on the courses completed in the graduate program in the Department of Pharmacology and Therapeutics; and

- (4) has achieved the best overall score on their presentation, by the opinion of the selection committee, at the annual Department of Pharmacology and Therapeutics Graduate Student Research Presentation events.

The paragraphs following the numbered criteria were added:

In the event that there are no students who meet all of the numbered criteria, the award can be offered to a student in a graduate program in the Department of Pharmacology and Therapeutics who registered in either fall, winter or summer terms the previous year in which the award was tenable.

Any funds remaining after the prize has been offered, at the selection committee's discretion, can be used to offer travel awards for graduate students in the Department. The Department of Pharmacology and Therapeutics Graduate Program Committee will contact those who are eligible to ask for further required materials. If there is any remaining funding, it will be reinvested into the capital for this award.

Should the Department of Pharmacology and Therapeutics be dissolved or amalgamated with another department or faculty, the prize must continue to be given as an award for candidates pursuing graduate qualifications in the scientific discipline of pharmacology. Pharmacology encompasses the interactions between drugs and biological systems and includes pharmacodynamics, pharmacokinetics and pharmacogenomics.

The selection committee paragraph was revised to:

The Dean of the Faculty of Graduate and Postdoctoral Studies (or designate) will ask the Chair of the Department of Pharmacology and Therapeutics Graduate Program Committee to name the selection committee for this award.

The standard Board of Governors statement was added.

### E.B. Kernaghan Scholarship

The following amendments were made to the terms of reference for the E.B. Kernaghan Scholarship:

The preamble was revised to:

Edward Benson Kernaghan (B.Sc. Electrical Engineering/'26) established a trust fund at the University of Manitoba in 1951. The purpose of the fund is to reward the academic achievements of students who graduate from the Price Faculty of Engineering and who go on to undertake a Master of Business Administration (MBA). Each year, the available annual income from the fund, plus any unspent income, may be used to offer one or more scholarships to graduate students who:

The numbered criteria were revised to:

- (1) are enrolled part-time or full-time in the Faculty of Graduate and Postdoctoral Studies in the first or second year of the Master of Business Administration (MBA) program;

- (2) have graduated with a Bachelor of Science in Engineering degree in any Engineering discipline from the Price Faculty of Engineering at the University of Manitoba prior to beginning their Master of Business Administration (MBA);
- (3) have achieved a minimum grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study; and
- (4) have demonstrated outstanding academic achievement and the ability to excel in the MBA program.

The paragraph following the numbered criteria was revised to:

In order to demonstrate how they meet criterion (4), applicants will be required to submit a written statement (maximum 1000 words) to the Faculty of Graduate and Postdoctoral Studies at the University of Manitoba, which must include the following:

The selection committee paragraph was revised to:

The Dean of the Faculty of Graduate and Postdoctoral Studies (or designate) will name the selection committee for this award.

### John Shewchuk Engineering Design Award

The following amendments were made to the terms of reference for the John Shewchuk Engineering Design Award:

The preamble was revised to:

Through a bequest, John Shewchuk established an endowment fund at the University of Manitoba. The purpose of the fund is to recognize the team with the best overall project from the capstone Engineering design courses. Each year, the available annual income from the fund, plus any unspent income, may be used to offer one prize, divided equally between the members of the team of undergraduate students who:

The numbered criteria were revised to:

- (1) were enrolled full-time (minimum 80% course load) in the Price Faculty of Engineering in the year in which the prize was tenable;
- (2) have completed a team project in one of the capstone Engineering design courses CIVL 4590, ECE 4600, MECH 4860, or BIOE 4950; and
- (3) have the best overall combination of a written design report, oral presentation of the design and perceived practicality of the proposed design in solving the problem presented to the team.

The paragraph following the numbered criteria was revised to:

The selection committee has the discretion to determine the value of the award offered each year based on the available funds, as outlined in the criteria above.

The selection committee paragraph was revised to:

The selection committee will be the Undergraduate Awards Committee in the Price Faculty of Engineering.

The standard Board of Governors statement was added.



## Norma E. Watts Walker Award

The following amendments were made to the terms of reference for the Norma E. Watts Walker Award:

### The preamble was revised to:

To mark the retirement of Professor Norma E. Watts Walker, the Department of Family Studies, in the former Faculty of Human Ecology, her colleagues and friends established a fund in her honour. The Manitoba Scholarships and Bursaries Initiative has made a contribution to this fund. The available annual interest, with a minimum value of \$200, has been used to support an annual award beginning after the spring series of examinations in 1975. Each year, the available annual income from the fund plus the unspent income will be used to offer one or more scholarships to undergraduate students who:

### The numbered criteria were revised to:

- (1) are enrolled in part-time or full-time study in the College of Community and Global Health in their third year of the Bachelor of Human Ecology (Family Social Sciences program);
- (2) are majoring in the Child and Youth Developmental Health Option; and
- (3) demonstrates outstanding professional potential and personal qualities.

### The paragraph following the numbered criteria was revised to:

In order to demonstrate how they meet criterion (3), applicants will be required to submit a letter (maximum 500 words) outlining their potential and qualities.

### The following paragraph was added:

If, in the opinion of the selection committee, there are no suitable applicants, any unspent revenue may be reinvested in the capital.

### The selection committee paragraph was revised to:

The Dean of the College of Community and Global Health (or designate) will name the selection committee for this award.

## O.T. Memorial Bursary

The following amendments were made to the terms of reference for the O.T. Memorial Bursary:

### The preamble was revised to:

In memory of former members, now deceased, the graduates in Occupational Therapy established an endowment fund at the University of Manitoba in 1986. Each year, one bursary with a value of \$300 will be offered to a graduate student who:

### The numbered criteria were revised to:

- (1) is enrolled full-time (minimum 60% course load) in the second year of the Master of Occupational Therapy program offered by the College of Rehabilitation Sciences;
- (2) has achieved a minimum degree grade point average of 3.0;
- (3) has demonstrated involvement in the activities of the College of Rehabilitation Sciences (CORS), inclusive of CORS student council or other CORS-related committee activities; and
- (4) has demonstrated financial need on the standard University of Manitoba general bursary application form.

The following paragraph was added:

To demonstrate how they meet criteria (3), candidates must submit a written statement (maximum 500 words) to the CORS award office.

The selection committee paragraph was revised to:

The selection committee will be the Awards Committee of the Department of Occupational Therapy.

The standard Board of Governors statement was added.

### Price Faculty of Engineering Graduate Scholarship

The following amendments were made to the terms of reference for the Price Faculty of Engineering Graduate Scholarship:

The preamble was revised to:

Dr. Douglas Buchanan established an endowment fund at the University of Manitoba in 2010. The purpose of the fund is to reward the academic achievements of graduate students in the Price Faculty of Engineering at the University of Manitoba. Each year, beginning in 2019-2020, the available annual income from the fund, plus any unspent income, may 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 and Postdoctoral Studies in the first year of study in any master's or doctoral program offered through the Price Faculty of Engineering;
- (2) has achieved a minimum grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study;
- (3) has demonstrated research excellence; and
- (4) is nominated by their supervising professor.

The paragraphs following the numbered criteria were revised to:

The graduate student's supervising professor will be required to submit a nomination letter (maximum 500 words) explaining why the student is an ideal candidate for the scholarship. The nomination letter must include information outlining how the student has demonstrated academic excellence in their previous studies, how the student has

demonstrated research excellence (i.e. publication list and research experience), and any other information deemed relevant for consideration.

Only students enrolled in their first year of a master's or doctoral program will be eligible for this scholarship. Students who are transitioning from a master's to a doctoral program, prior to the completion of the master's program, are not eligible.

This scholarship will rotate through the different eligible departments each year, beginning with Electrical and Computer Engineering, then Mechanical Engineering, Civil Engineering and Biosystems Engineering, respectively.

If in any year a department does not nominate a student to receive this scholarship by the deadline set by the Associate Dean, the scholarship will move to the next department following this rotation: Electrical and Computer Engineering, then Mechanical Engineering, Civil Engineering and Biosystems Engineering.

[The selection committee paragraph was revised to:](#)

The Dean of the Faculty of Graduate and Postdoctoral Studies (or designate) will ask the Department Graduate Committee of the department that will be awarding the scholarship in that given year to serve as the selection committee for this award. The Associate Dean, Research of the Price Faculty of Engineering (or designate) will chair the selection committee for this scholarship every year, and the committee will include the Department Head (or designate) of the department in which the award is being offered.

## The Enterprise Mobility Giving Foundation Scholarships

The following amendments were made to the terms of reference for The Enterprise Mobility Giving Foundation Scholarships:

[The title was updated to:](#)

Asper Advanced Entry Indigenous and General Achievement Scholarships

[The preamble was revised to:](#)

An endowment fund was established at the University of Manitoba with an initial gift of \$25,000 in 2005. The purpose of the fund is to provide two scholarships to students in the Asper School of Business. The Manitoba Scholarship and Bursary Initiative has made a contribution to this fund.

[The numbered criteria were revised to:](#)

Each year, one scholarship valued at 50% of the available annual income from the fund will be offered to an undergraduate student who:

- (1) has self-declared as a First Nations, Métis or Inuit person from Canada;
- (2) has received advanced entry into, and is enrolled full-time (minimum 80% course load) in the first year of study in the Bachelor of Commerce (Honours) degree program in the Asper School of Business; and
- (3) has achieved a minimum degree grade point average of 3.0.

Students who have received direct entry into the Asper School of Business from high school are not eligible for this award.

Each year, one scholarship, valued at 50% of the available annual income from the fund, will be offered to an undergraduate student who:

- (1) is enrolled full-time (minimum 80% course load) in the Bachelor of Commerce (Honours) degree program in the Asper School of Business;
- (2) has completed at least 51 credit hours toward the Bachelor of Commerce (Honours) degree; and
- (3) has achieved a minimum degree grade point average of 3.0.

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.

The standard Board of Governors statement was added.

## Women's Health Research Foundation of Canada Graduate Scholarship

The following amendments were made to the terms of reference for the Women's Health Research Foundation of Canada Graduate Scholarship:

The preamble was revised to:

The Women's Health Research Foundation of Canada established the Women's Health Research Foundation of Canada Graduate Scholarship in 1992. The Manitoba Scholarship and Bursary Initiative has made a contribution to the fund. The fund will be used to offer scholarships to graduate students whose research focus is on some area of women's or gender-diverse\* people's health. Each year, one or more scholarships valued at \$1,500 (part-time) and \$3,000 (full-time) will be offered to graduate students who:

The numbered criteria were revised to:

- (1) are enrolled part-time or full-time in the Faculty of Graduate and Postdoctoral Studies, in any master's or doctoral program;
- (2) have achieved a minimum grade point average of 3.5 based on the last 60 credit hours (or equivalent) of study;
- (3) have demonstrated academic accomplishment; and
- (4) are undertaking or have proposed to undertake research in any area of women's or gender-diverse\* people's health for their thesis or practicum.

\*Gender diverse is generally used as an umbrella term to refer to those whose gender is outside binary gender (i.e. male/female), and includes transgender, non-binary, gender fluid, agender, and two-spirit.

The following paragraphs were revised:

A student admitted to a master's or doctoral program under the "Provisional Status" may not receive this award during the provisional period.

Recipients may hold the Women's Health Research Foundation of Canada Graduate Scholarship concurrently with any other awards, consistent with policies in the Faculty of Graduate and Postdoctoral Studies.

The selection committee paragraph was revised to:

The Dean of the Faculty of Graduate and Postdoctoral Studies (or designate) will name the selection committee for this award and will include a representative from the Women's Health Research Foundation of Canada.

### 3. WITHDRAWALS

The following awards are requested by the donor to be withdrawn:

- Bryan F. Zilkey Bursary
- Fay and Cliff Swartz Bursary
- I.H. Asper School of Business Scholarship in Indigenous Business Education
- The Collective Bursary for Indigenous Students in Interior Design



## UNIVERSITY OF MANITOBA POLICY

<b>Policy:</b>	<b>ANIMAL CARE AND USE</b>
<b>Effective Date:</b>	December 7, 2011
<b>Revised Date:</b>	August 1, 2021
<b>Review Date:</b>	August 1, 2029
<b>Approving Body:</b>	Senate Board of Governors
<b>Authority:</b>	Vice-President (Research and International) and Senate Committee on University Research- The University of Manitoba Act
<b>Responsible Executive Officer:</b>	Vice-President (Research and International))
<b>Delegate:</b>	Associate Vice-President (Research)
<b>Contact:</b>	Animal Care Coordinator
<b>Application:</b>	Faculty/School Councils, Student and other trainees, External Parties, Employees who use Animals in research, teaching and/or testing

### Part I Reason for Policy

- 1.1 To affirm the University of Manitoba's commitment to maintaining high standards of Animal care and use in Animal-based research, teaching or testing, and to set out the principles under which Animal care and use will be governed at the University of Manitoba.
- 1.2 To ensure adherence to the Applicable Requirements, as hereinafter set out, including without limitation to the policies and guidelines of the Canadian Council on Animal Care (CCAC).

### Part II Policy Content

#### **Definitions**

- 2.1 The following terms have the following defined meaning for the purpose of this Policy and its Procedures:

- (a) **Abbreviated Protocol for Minimal Animal Involvement** means a document submitted by an Animal User for consideration by a subcommittee of the Animal Care Committee (ACC), and containing a brief description of the study which allows for confirmation of minimal Animal use.
- (b) **Academic Staff Member** means:
  - (i) Animal Users who are academic staff members with faculty rank in a department holding full-time academic appointments, reduced appointments, or half-time appointments at the rank of instructor I, instructor II, senior instructor, lecturer, assistant professor, associate professor, professor, professor emeritus or senior scholar.
  - (ii) Animal Users holding nil-salaried appointments at the University of Manitoba (i.e., adjunct professorships and visiting scholars).
- (c) **Affiliated Entity** means organizations which have formal agreements with the University to conduct collaborative research.
- (d) **Animal** means living vertebrates and cephalopods.
- (e) **Animal Care Coordinator** means an employee occupying the role of Animal Care Coordinator, reporting to the Associate Vice-President (Research).
- (f) **Animal Care Facilities Staff** means personnel working with Animals in Facilities with their primary responsibility being Animal husbandry and/or Facility functioning.
- (g) **Animal Holding Facility** means a facility in which Animals are held and used by Animal Users where such facilities are owned and/or operated by either the University or an Affiliated Entity. Here in after referred to as "Facility".
- (h) **Animal User** means any person affiliated with the University who uses Animals in research, teaching, or testing at the University or elsewhere; and, any organization or person, not necessarily affiliated with the University, using Animals in research, teaching, or testing while on University premises or using University Facilities, equipment or resources.
- (i) **Applicable Requirements** means in relation to the care and use of Animals, any government legislation and/or regulations; professional and ethical codes; guidelines and standards to which the University adheres , including, among others, guidelines, standards and/or regulations by, or of:
  - (i) the CCAC;
  - (ii) the Canadian Association of Laboratory Animal Medicine;

- (iii) the Canadian Veterinary Medical Association;
  - (iv) the Manitoba Veterinary Medical Association;
  - (v) the Animal Care Committees (the “ACC”); and
  - (vi) the Committee on Animal Care (the “CAC”).
- (j) **Category of Invasiveness or COI** means the categories defined by the Canadian Council on Animal Care (CCAC) describing the invasiveness of the procedures used on a live Animal. Invasiveness is based on the degree and duration of pain or physical distress associated with the procedure.
  - (k) **CCAC** means the Canadian Council on Animal Care.
  - (l) **Collaborator and Collaborative Project** means Animal Users who share expertise, facilities, equipment, or financial support in order to complete animal research, teaching, or testing as described in an approved Protocol.
  - (m) **Off-site Housing** means locations (other than the Facilities) in which Animals for use are housed.
  - (n) **Principal Investigator or PI** means Academic Staff Members engaged in animal research, teaching or testing (current, past or proposed); animal care facilities staff; and Veterinary Services Staff who are responsible for breeding, maintenance and service provision protocols.
  - (o) **Protocol** means the “Animal Use Protocol Form”, which is submitted by a Principal Investigator for consideration by the ACC, and contains a detailed description of the rationale of the study, describes the treatments and procedures to be performed on live Animals, and the experience and training of the Animal User.
  - (p) **Research Personnel** refers to personnel, other than the Principal Investigator (PI), identified on the Protocol. Such persons may include co-investigators (if not also identified as a PI for the project), collaborators, post-doctoral fellows, research associates, technicians or students.
  - (q) **Veterinary Services Staff** means individuals reporting to the Director, Animal Care and Use Program (DACUP), who normally include, veterinarians, animal health technician practitioners, laboratory animal training co-ordinator and the post-approval monitoring/education technicians.

2.2 Any references in the singular form shall be deemed to include the plural form where the meaning of a section so requires. In addition, any references to legislation/policies/regulations/guidelines, documents, committees or organizations shall be deemed to include successor or substitute form of



legislation/policies/regulations/guidelines, documents, committees or organization.

### **Policy Statements Under Which Use Will be Governed**

- 2.3 The use of Animals in research, teaching or testing is a privilege and can be undertaken only when a justifiable need is established by the Animal User to the ACC.
- 2.4 All care and use of Animals must follow Applicable Requirements.
- 2.5 Implementing and adhering to Applicable Requirements concerning the proper care and use of Animals in research, teaching or testing is an institutional responsibility shared by University Administration, including central, faculty and departmental administration; specially appointed committees; the DACUP; Veterinary Services Staff, Directors of Facilities; and Animal Users.
- 2.6 Before a project involving the use of Animals for research, teaching or testing is initiated or Animals are acquired, a Protocol must be submitted by the Animal User for approval by the appropriate ACC.
- 2.7 To ensure Animal Users are competent and thoroughly familiar with the Applicable Requirements, they must participate in education and training provided and stipulated by the University.
- 2.8 The University considers improper care and use of Animals in research, teaching or testing to be a serious offence, subject to severe penalties, including but not limited to, the withdrawal of Animal use privileges and/or disciplinary action.
- 2.9 To give effect to this policy, the University shall establish procedures and committees.

### **Part III Accountability**

- 3.1 The Office of Legal Counsel is responsible for advising the Responsible Executive Officers that a formal review of this Policy is required.
- 3.2 The Vice-President (Research and International), Vice-President (Administration), Vice-President (Academic) and Provost is responsible for the implementation, administration and review of this Policy. Such responsibility is hereby delegated to the Associate Vice-President (Research).

- 3.3 Faculty/School Councils, Student and other trainees, External Parties, and Employees who use Animals in research, teaching and/or testing are responsible for complying with this Policy.

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

- 4.1 The Vice-President (Research and International), in consultation with the Senate Committee on University Research, 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 ten (10) years. The next scheduled review date for this Policy is March 31 2029.
- 5.2 In the interim, this Policy may be revised or repealed if:
- (a) the Responsible Executive Officers 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, if applicable, shall be reviewed as soon as 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) Animal Care and Use Policy, revised July 2, 2013 (previous versions revised December 3, 2008 and June 2, 1999);
  - (b) all previous Board of Governors/Senate Governing Documents on the subject matter contained herein; and
  - (c) 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) Animal Care and Use Procedure

## UNIVERSITY OF MANITOBA PROCEDURE

<b>Procedure:</b>	<b>Animal Care and Use</b>
<b>Parent Policy:</b>	Animal Care and Use Policy
<b>Effective Date:</b>	November 3, 2021
<b>Revised Date:</b>	August 1, 2021
<b>Review Date:</b>	August 1, 2029
<b>Approving Body:</b>	Vice-President (Research and International) and Senate Committee on University Research
<b>Authority:</b>	<i>The University of Manitoba Act</i>
<b>Responsible Executive Officer:</b>	Vice-President (Research and International)
<b>Delegate:</b>	Associate Vice-President (Research)
<b>Contact:</b>	Animal Care Coordinator
<b>Application:</b>	Faculty/School Councils, Students and other trainees, External Parties, Employees who use Animals in research, teaching and/or testing

### Part I Reason for Procedure

- 1.1 To enable the implementation of the Animal Care and Use Policy (the "Policy"), by establishing procedures relating to:
- (a) Responsibilities;
  - (b) Protocol Review and Approval;
  - (c) Collaboration;
  - (d) Education and Training;
  - (e) Post Approval Monitoring;
  - (f) Peer Review;

- (g) Animal Acquisition, Housing and Disposal;
- (h) Authority to Terminate Animal Use;
- (i) ~~Appeal of Protocol Review Decisions~~ **Appeal of Animal Care Committee Review Decisions**; and
- (j) Non-Compliance.

## Part II Procedural Content

### Definitions

2.1 The following terms have the following defined meanings for the purpose of these Procedures:

- (a) **Abbreviated Protocol for Minimal Animal Involvement** means a document submitted by an Animal User for consideration by a subcommittee of the Animal Care Committee (ACC), and containing a brief description of the study which allows for confirmation of minimal Animal use;
- (b) **Academic Staff Member** means:
  - (i) Animal Users who are academic staff members with faculty rank in a department holding full-time academic appointments, reduced appointments, or half-time appointments at the rank of instructor I, instructor II, senior instructor, lecturer, assistant professor, associate professor, professor, professor emeritus or senior scholar.
  - (ii) Animal Users holding nil-salaried appointments at the University of Manitoba (i.e., adjunct professorships and visiting scholars).
- (c) **Affiliated Entity** means organizations which have formal agreements with the University to conduct collaborative research;
- (d) **Animal** means living vertebrates and cephalopods;
- (e) **Animal Care Coordinator** means an employee occupying the role of Animal Care Coordinator, reporting to the Associate Vice-President (Research).
- (f) **Animal Care Facilities Staff** means personnel working with Animals in Facilities with their primary responsibility being Animal husbandry and/or Facility functioning.
- (g) **Animal Holding Facility** means a facility in which Animals are held and used by Animal Users where such facilities are owned and/or operated by

either the University or an Affiliated Entity. Here in after referred to as “Facility”.

- (h) **Animal User** means any person affiliated with the University who uses Animals in research, teaching, or testing at the University or elsewhere; and, any organization or person, not necessarily affiliated with the University, using Animals in research, teaching, or testing while on University premises or using University Facilities, equipment or resources;
- (i) **Applicable Requirements** means in relation to the care and use of Animals, any government legislation and/or regulations; professional and ethical codes; guidelines and standards to which the University adheres, including, among others, guidelines, standards and/or regulations by, or of:
  - (i) the CCAC;
  - (ii) the Canadian Association of Laboratory Animal Medicine;
  - (iii) the Canadian Veterinary Medical Association;
  - (iv) the Manitoba Veterinary Medical Association;
  - (v) the Animal Care Committees (the “ACC”); and
  - (vi) the Committee on Animal Care (the “CAC”).
- (j) **Category of Invasiveness or COI** means the categories defined by the Canadian Council on Animal Care (CCAC) describing the invasiveness of the procedures used on a live Animal. Invasiveness is based on the degree and duration of pain or physical distress associated with the procedure.
- (k) **CCAC** means the Canadian Council on Animal Care;
- (l) **Collaborator and Collaborative Project** means Animal Users who collaborate to share expertise, facilities, equipment, or financial support in order to complete animal research, teaching, or testing as described in an approved Protocol.
- (m) **Off-site Housing** means locations (other than the Facilities) in which Animals for use are housed.
- (n) **Principal Investigator or PI** means Academic Staff Members engaged in animal research, teaching or testing (current, past or proposed); animal care facilities staff; and Veterinary Services Staff who are responsible for breeding, maintenance and service provision protocols.
- (o) **Protocol** means the “Animal Use Protocol Form”, which is submitted by a Principal Investigator for consideration by the ACC, and contains a detailed

description of the rationale of the study, describes the treatments and procedures to be performed on live Animals, and the experience and training of the Animal User;

- (p) **Research Personnel** refers to personnel, other than the Principal Investigator (PI), identified on the Protocol. Such persons may include co-investigators (if not also identified as a PI for the project), collaborators, post-doctoral fellows, research associates, technicians or students.
- (q) **Veterinary Services Staff** means individuals reporting to the Director, Animal Care and Use Program (DACUP), who normally include, veterinarians, animal health technician practitioners, laboratory animal training co-ordinator and the post-approval monitoring/education technicians;

2.2 Any references in the singular form shall be deemed to include the plural form where the meaning of a section so requires. In addition, any references to legislation/policies/regulations/guidelines, documents, committees or organizations shall be deemed to include successor or substitute forms of legislation/policies/regulations/guidelines, documents, committees or organization.

2.3 Any references in the singular form shall be deemed to include the plural form where the meaning of a section so requires.

## **Responsibilities**

2.4 Implementing and adhering to Applicable Requirements concerning the proper care and use of Animals in research, teaching or testing is an institutional responsibility shared by: the University Administration, including central, faculty and departmental administration; specially appointed committees, including the Committee on Animal Care (CAC) and the ACCs; the Director, Animal Care and Use Program (DACUP), Veterinary Services Staff, Directors of Facilities, Animal Care Facilities Staff and Animal Users.

2.5 Notwithstanding this shared responsibility, the specific responsibilities of these individuals, groups/units, and committees are as follows:

- (a) The Associate Vice-President (Research) (AVPR) is responsible for the implementation of these Procedures.
- (b) The DACUP is responsible for providing overall direction to the University's Animal Care and Use Program.
- (c) Faculty/School Deans/Directors and Department Heads:
  - (i) Faculty/School Deans/Directors and Department Heads have a general responsibility for the research, teaching or testing carried out

in their Faculty/School or Department, and for encouraging and ensuring compliance with Applicable Requirements.

- (ii) Deans/Directors of Faculties/Schools and Department Heads are responsible for the operations of the Facilities under their jurisdiction and for ensuring that they meet all Applicable Requirements. Deans/Directors of Faculties/Schools are responsible for ensuring funding to meet Applicable Requirements with respect to maintenance, upgrade, and long term planning of Facilities under their jurisdiction.
- (iii) Where a unit (e.g., Research Centre/Institute) reports directly to a Vice-President, these responsibilities are vested in the appropriate Vice-President.

- 2.6 The CAC is responsible for ensuring University-wide understanding of, and compliance with, all Applicable Requirements. The specific composition and detailed terms of reference of the CAC are determined by the Senate Committee on University Research (SCUR) and must accord with the requirements of the CCAC.
- 2.7 The ACCs are responsible for the ethical review of Protocols and ensuring compliance with the approved Protocols. ACC Chairs have delegated authority for signature, on behalf of the University, of approved Protocols under their jurisdiction. ACC Chairs are responsible to the AVPR. The specific composition and detailed terms of reference of the ACCs are determined by the CAC and must accord with the requirements of the CCAC.
- 2.8 The Education Committee is responsible for the development and delivery of the education program as required by the CCAC. The specific composition and detailed terms of reference are determined by the CAC and must accord with the requirements of the CCAC.
- 2.9 The Infrastructure Planning Committee is responsible for advising on Facility infrastructure related matters. The specific composition and detailed terms of reference are determined by the CAC.
- 2.10 Local Animal Users Committees (the "LAUCs"), where established, are responsible for providing the respective Dean/Director with advice relevant to the Facility under their jurisdiction. The specific composition and detailed terms of reference of the LAUCs are determined by the Dean/Director.
- 2.11 Veterinary Services Staff are responsible for the provision of veterinary and Animal health care and ensuring that Animal welfare needs are addressed; supporting and facilitating the research program; promoting the education of Animal Users; and ensuring compliance with Applicable Requirements.



- 2.12 Animal Care Facilities Staff are responsible for the provision of animal husbandry, environmental enrichment, and monitoring animal welfare and health in accordance with institutional policy and standard operating procedures. This includes diligent observations of Animals and the reporting of any abnormalities and ensuring that all research access to Animals born in-house is approved and accounted for.
- 2.13 Directors of Facilities are responsible for: the overall operations of the Facilities, in particular, for the acquisition, daily maintenance and care of Animals in the Facility; ensuring that an approved Protocol is in place before Animals are acquired; ensuring that the actual use does not exceed the number approved by the ACC; providing leadership and advice in the maintenance and planning of Facilities; developing a crisis management plan and ensuring facility staff are appropriately trained; acting as a resource person to Animal Users regarding new protocol development; and informing the Dean/Director/Vice-President of concerns that may arise in the discharge of his/her duties. Directors of Animal Facilities may vary in terms of reporting structure and title. Directors of Animal Facilities work closely with the DACUP and Veterinary Services to ensure that Animal husbandry, Animal health and welfare needs are addressed.
- 2.14 PIs are responsible for designing and carrying out their research, teaching or testing activities in accordance with the Applicable Requirements, which include: ensuring an approved Protocol is in place prior to initiation of work or acquisition of Animals; ensuring Protocols are adhered to; ensuring Research Personnel are appropriately trained; educating Research Personnel in the rationale for and implementation of Applicable Requirements; and ensuring that Research Personnel working under their supervision respect and observe Applicable Requirements.
- 2.15 Academic Staff Members with appropriate expertise are also expected to serve, as may be reasonably required, on the University's Animal care and use committees including but not limited to the CAC, ACCs, LAUCs, and the Education Committee.
- 2.16 Research Personnel are responsible for carrying out the care and use of Animals in accordance with Applicable Requirements.

### **Protocol Review and Approval**

- 2.17 All protocols are received and logged by the Animal Care Coordinator and are distributed to the applicable ACC for review by the full committee at the monthly ACC meeting. "E" category of invasiveness (coi) protocols will be distributed to the applicable ACC only when scientific and ethical merit review is in place.
- 2.18 2.5.2 Following review, Protocols will be assigned a classification that either allows use to proceed or which requires additional input or modification prior to use proceeding. Protocols which allow use to proceed will be assigned one of the

following classifications: Approved; Approved Subject to; or Provisional Approval. Protocols which require additional input or modification prior to use proceeding will be assigned one of the following categories: Conditional Approval or Hold. Protocols found to be ethically unacceptable, will be assigned a category of Denied. The protocol classifications are classified as follows:

- (a) Approved: Full approval, no conditions, no requests from the committee/reviewers for clarification or additional information. The PI is issued a protocol number and allowed to begin the research.
- (b) Approved Subject to: Minor clarifications and/or additional information is required. The PI is given a protocol number and allowed to begin the project. The PI must respond to the request for minor clarifications/additional information by a specified date.
- (c) Provisional Approval: When a protocol is received that is urgent and cannot wait until the next committee meeting for review, it is sent out to the chair, the applicable veterinarian and two primary reviewers which will consist of one scientific member and one community representative. Once the primary reviewers, the chair and the veterinarian are satisfied with the protocol and responses (if applicable) from the PI, it is provisionally approved. The PI is issued a protocol number and is allowed to begin the research. Approval of the application remains provisional until the application is reviewed by the full committee at its next monthly meeting. If the committee is satisfied with the protocol, full approval is then granted. If the committee raises additional concerns or requires additional information, this request is forwarded to the PI who must comply by a specified date.
- (d) Conditional Approval: Additional information/clarification is required. The PI does not get a protocol number and may not begin the research. A letter is sent to the PI indicating the concerns of the reviewers/committee. The PI's response to the concerns is forwarded to the primary reviewers, chair and applicable veterinarian for consideration. When "conditional approval" is granted, the PI's comments do not need to go back to the full committee. Once all reviewers, the chair, and the veterinarian are satisfied with the PI's response(s), full approval is granted.
- (e) Hold: There are numerous and major concerns with the protocol. The PI does not get a protocol number and may not begin the research. A letter outlining the concerns is sent to the PI. The PI's response is reviewed by the full committee at the next monthly meeting. The protocol is not approved until the committee agrees that the PI has adequately addressed (in writing) all of the concerns raised by the reviewers/committee. Once all concerns have been adequately addressed, full approval is granted.

- (f) Denied: When the protocol is found to be ethically unacceptable or has failed to prove scientific merit. The PI does not get a protocol number and may not begin the research.
- 2.19 An approved Protocol is not to be modified without the written approval of a veterinarian and the Chair of the appropriate ACC. An amendment form must be completed by the Animal User when requesting a minor modification. Major changes would necessitate preparation and submission of a new protocol. Amendments must be approved before protocol changes can be implemented. The University of Manitoba Guideline 002, "Submission of a New Protocol or an Amendment to an Existing Protocol" governs the process.
- 2.20 Protocol approvals are valid for one year from the date approved.
- 2.21 Where the Academic Staff Member receives products from Animals but does not dictate or participate in the use, the Academic Staff Member is required to complete an Abbreviated Protocol for Minimal Animal Involvement.

## **Collaboration**

- 2.22 Where the Academic Staff Member enters into a collaborative project with researchers at another institution (the "host" institution") and the housing, care and use of Animals occurs at the host institution, a copy of the host institution's approval letter and approved protocol is forwarded to a sub-committee of the University of Manitoba ACC (home institution) consisting of the chair, a veterinarian and a community representative. The sub-committee of the University of Manitoba ACC will then review the protocol to ensure that a comparable review has been conducted. If the University of Manitoba ACC sub-committee has questions or concerns, they will be relayed to the PI and the host ACC chair. The PI will be required to respond to the questions/concerns accordingly. Once all concerns are addressed, the protocol will receive provisional approval pending review by the full University of Manitoba ACC at its next monthly meeting. Additional dialogue will occur with the PI and host ACC chair as necessary.
- 2.23 Once the protocol is approved, the University of Manitoba ACC will advise the PI and the host institution as follows:  
  
*"In the spirit of collaboration, we are accepting of the details provided and are willing to approve the collaboration. Please advise us if any adverse events or unexpected morbidity occurs."*
- 2.24 If there is no ACC or equivalent at the collaborating institution, a University of Manitoba ACC will consider the protocol for approval.
- 2.25 When multiple research partners are involved in a field study project, the ACC of the PI will normally take the lead in providing an ethical review of the protocol. Co-PIs are responsible for provision of the reviewed protocol to their home institution,

indicating that approval has already been given by the lead ACC. Questions concerning the reviewed procedures from the home ACCs of the co-operators will be directed to the lead ACC for resolution. PIs must ensure that the procedures to be used are ethically acceptable and comply with all legislative and other applicable standards.

## **Education and Training**

- 2.26 The Education Committee will develop an education program as required by the CCAC.
- 2.27 To ensure Animal Users are competent and thoroughly familiar with the Applicable Requirements, they must participate in the education and training stipulated and provided by the University.
- 2.28 PIs and Research Personnel are expected to complete the Animal User training course prior to initiating Animal use.
- 2.29 PIs and Research Personnel are expected to complete wet labs as required. Requirements are based on experience, the procedures being performed, and requirements of the appropriate ACC. Wet labs are to be completed prior to Animal use being initiated where possible and, in all cases, before unsupervised Animal use is initiated.
- 2.30 Animal Care Facilities Staff must complete the Animal User training course. For newly appointed personnel, a grace period will normally be provided but will not extend beyond 3 months.
- 2.31 Veterinary Services Staff must complete the Animal User training course. For newly appointed personnel, a grace period will normally be provided but will not extend beyond 3 months.

## **Post Approval Monitoring**

- 2.32 The ACCs, Veterinary Services Staff, Animal Care Facilities Staff and Animal Users currently are responsible for post approval monitoring. The process currently in place is as follows:

### **(a) Information Acquisition**

- (i) Procedures as described in Protocols to be subjected to post approval monitoring are flagged by the ACC during the Protocol review process and/or by Veterinary Services Staff at anytime.
- (ii) Animal Users inform Veterinary Services Staff when procedures that have been flagged for post approval monitoring will be initiated.

- (iii) Facilities are responsible for informing Veterinary Services Staff when Animals have been ordered or requested.
- (iv) Animal Users are responsible for informing Veterinary Services Staff of unexpected signs of pain, distress or mortality of Animals which occur during the Animal use.
- (v) Veterinary Services Staff are responsible for informing the ACCs of the results of post approval monitoring activities.

**(b) Monitoring**

- (i) Veterinary Services Staff monitor flagged or invasive procedures during rounds or in specially arranged meetings.
- (ii) When Animal Care Facilities Staff observe the use of procedures which are not approved in the Protocol, a report is made to the Director of the Facility and/or Veterinary Services Staff for immediate action. The Director of the Facility or Veterinary Services Staff will inform the ACC in a timely manner, usually at the next ACC meeting.
- (iii) Records, such as surgical/anesthesia records and mortality data, are monitored by Veterinary Services Staff on a routine basis for indications of unexpected pain, distress or mortality.
- (iv) The ACCs scrutinize Protocol renewals for indications of unexpected pain, distress or mortality.

**(c) Problem Solving**

**(i) Unexpected pain, distress or mortality**

- (a) In cases where information from direct communications, records or protocol renewals indicate procedures may be causing higher than expected levels of pain, distress or mortality, a veterinarian (or designate) meets with the Animal User(s) to assess/rectify the problem.

**(ii) Noncompliance**

- (a) In the first instance of noncompliance, the ACC Chair or a veterinarian meets with the Animal User(s). Education and assistance is the focus of this discussion.
- (b) In cases of repeated noncompliance or serious non-compliance, 2.51 Non-Compliance, is followed.

**Peer Review**

- 2.33 To ensure that use of Animals is undertaken only in necessary and valid projects, all projects must be evaluated for scientific or instructional merit. The majority of projects undergo peer review for scientific merit by the sponsor, e.g., proposals to national granting councils/agencies. In cases where the sponsor does not use adequate peer review to assess the quality of the proposed research, the proposal must be independently peer-reviewed and recommended, with documentary evidence of that review submitted to the ACC.
- 2.34 The Associate Vice-President Research is responsible for establishing a mechanism for assessing the scientific/instructional merit of those projects that are not subject to recognized peer review by a sponsor, e.g., a national granting council/agency. The mechanism established must involve at least two persons capable of an independent and critical assessment of the proposed use. The mechanism must be approved by the CAC.

### **Animal Acquisition, Housing and Disposal**

- 2.35 An approved Protocol is required before Animals may be purchased, bred or otherwise brought into Facilities or Off-site Housing or used in the field.
- 2.36 Arrangements for Animal acquisition and housing must be made in accordance with Facility requirements. The approval of a Protocol or the authorization of research funding is no guarantee that the University will be able to breed or acquire, house and care for the Animals specified. If, at the time the use is to be undertaken, the capacity of the Facilities is otherwise fully utilized, the use may have to be modified or rescheduled.
- 2.37 All Animals must be procured, transported and received according to CCAC Guidelines on: procurement of Animals used in science. In order to comply with these guidelines, the following must be adhered to:
- (a) For Animals caught in the wild or donated to the University, the veterinarian must receive prior notification and approve receipt of the Animals. All Animals that are wild and are acquired by the University must be obtained and transported in compliance with all applicable wildlife, transport of exotic biota and endangered biota regulations in the jurisdiction of origin, as well as in Canada and Manitoba.
  - (b) Animals to be acquired through suppliers who are either new suppliers to the University or with whom the University has had prior problems, must be inspected by a veterinarian or a designate preferably prior to shipping but before acceptance.
  - (c) An Animal acquisition letter of agreement must accompany Animals upon arrival from sources which do not sell purpose bred Animals.

- 2.38 Animals must be housed in Facilities or at Off-site Housing which are inspected annually by an ACC and approved by the CAC and are in compliance with Applicable Requirements.
- (a) Off-site Housing is not normally allowed due to the difficulty of monitoring the health and welfare of Animals, husbandry practices, research procedures and Protocol adherence. Exceptions to this may be granted by the ACC if scientific justification is provided.
  - (b) In cases where Off-site Housing has been approved, the Animal User must either: a) comply with requests from the ACC for information regarding the physical nature of the site, methods of Animal husbandry, handling and capture, housing and/or procedures and the Off-site Housing must agree to an inspection by the ACC when requested or; b) provide assurance that the site has a CCAC Good Animal Practice certificate or equivalent. If the Off-site Housing is outside of Canada, a description of the practices and or the name of the agency that assures Animal welfare may be required.
- 2.39 Wherever possible, all procedures on live Animals should be conducted in Facilities. The amount of time Animals are held in laboratories must be minimized and must not exceed 24 hours. Animals cannot be held outside Facilities without ACC approval. Laboratories in which live Animals are held must be inspected annually by the appropriate ACC.
- 2.40 All breeding colonies will normally be managed by the respective Animal Care Facilities Staff in order to manage breeding colony production, ensure transparency and maintain accurate Animal usage records.
- (a) The ACC may approve breeding colony management by an Animal User who provides adequate scientific justification. Normally, this would occur only when the breeding itself is an integral part of the research procedures.
- 2.41 Disposition of Animals must follow the approved disposition as indicated in section 13D of the approved Protocol.
- (a) Disposition of Animals to another institution for purposes other than research or teaching must be approved by the DACUP and an Animal Transfer Agreement must be completed prior to the transport of the Animals. The DACUP will provide health documentation for the Animals if requested by the receiving institution. The DACUP will notify the applicable ACC of the disposition of the Animals.
  - (b) It is regular practice that agricultural/food animals healthy at the end of a research or teaching program (accounting for drug withdrawal times) are sent for slaughter or sold through the regular channels and are processed for human consumption. Animals that have a market value, or where transfer to a new owner represents no threat to public or Animal health or

welfare or to the integrity of the University, may be sold at fair market value. Agricultural animals are allowed to move without a transfer agreement.

- (c) The practice of selling healthy agricultural / food Animals to be used for meat or other products is not affected by this policy outlining the adoption of healthy research Animals as companion pets.
- (d) Disposition of animals to individuals for adoption will follow the University of Manitoba Guideline 001 "Adoption of Animals Used in Research and Teaching".

### **Authority to Terminate Animal Use**

- 2.42 Veterinarians and the DACUP have the authority to: stop any objectionable procedure if it is considered that unnecessary distress or pain is being experienced by an Animal; stop immediately any use of Animals which deviates from the approved use, any non-approved procedure, or any procedure causing unforeseen pain or distress to Animals; and humanely kill an Animal if pain or distress caused to the Animal is not part of the approved Protocol and cannot be alleviated. Veterinarians also have the authority to treat, remove from a study or euthanize an Animal, if necessary.
- 2.43 In addition, ACC chairs, or their designates, in consultation with a veterinarian or the DACUP, have the same authority as noted in 2.42.

### **Appeal of Protocol Review Decisions**

#### **Appeal of Animal Care Committee Review Decisions**

- 2.44 An appeal of a **an ACC** decision ~~to reject a Protocol~~ shall be made to the DACUP.
- 2.45 The appellant and the ACC Chair will be invited to meet with the DACUP in order to either 1) resolve the outstanding issues or 2) clearly document the issues of disagreement between the ACC and the appellant.
- 2.46 If the ACC Chair and the appellant, in consultation with the DACUP, are unable to come to an acceptable resolution of the differences, the DACUP will refer the appeal, complete with the documented issues, to the CAC Chair, who with the advice and approval of the CAC, will establish a sub-committee of three members to hear the appeal and recommend to the CAC.
- 2.47 In such cases, both the appellant and the Chair of the applicable ACC shall be given an opportunity to appear before the appeal sub-committee.
- 2.48 The decision of the CAC shall be final and binding.

### **Non-Compliance**



- 2.49 Instances of non-compliance with the Policy or these Procedures shall be brought to the attention of the Chair of the appropriate ACC and the DACUP for documentation and resolution.
- 2.50 If a resolution is not reached or the problem recurs, the DACUP shall advise the Chair of the CAC who shall attempt to obtain a satisfactory resolution through the appropriate Dean/Director.
- 2.51 Serious instances of noncompliance or repetitive breaches in Policy and Procedures shall be forwarded by the CAC Chair to the Vice-President (Academic) and Provost for disposition.

### **Part III Accountability**

- 3.1 The Office of Legal Counsel is responsible for advising the Vice-President (Research and International) that a formal review of this Procedure is required.
- 3.2 The Associate Vice-President (Research) is responsible for the implementation, administration and review of this Procedure.
- 3.3 The Vice-President (Research and International), Faculty/School Councils, Department Councils, Students and other trainees, External Parties, and Employees who use Animals in research, teaching and/or testing is/are responsible for complying with this Procedure.

### **Part IV Review**

- 4.1 Governing Document reviews shall be conducted every ten (10) years. The next scheduled review date for this Procedure is June 2029.
- 4.2 In the interim, this Procedure may be revised or repealed if:
- (a) the Vice-President (Research and International), in consultation with the Senate Committee on University Research, or the Approving Body deems it necessary or desirable to do so;
  - (b) the Procedure is no longer legislatively or statutorily compliant;
  - (c) the Procedure 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) Care and Use of Animals Procedure, revised July 2, 2013 (previous versions revised December 3, 2008 and June 2, 1999);
  - (b) all previous Board of Governors/Senate Governing Documents on the subject matter contained herein; and
  - (c) 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) Animal Care and Use Policy;
  - (b) Animal Transfer Agreement;
  - (c) Animal Use Protocol Form;
  - (d) Composition and Terms of Reference for the Animal Care Committees
  - (e) Composition and Terms of Reference for the Committee on Animal Care
  - (f) Composition and Terms of Reference for the Education Committee
  - (g) Composition and Terms of Reference for the Infrastructure Planning Committee
  - (h) University of Manitoba Guideline 001, "Adoption of Animals Used in Research and Teaching"
  - (i) University of Manitoba Guideline 002, "Submission of a New Protocol or an Amendment to an Existing Protocol".

## University of Manitoba Water Institute Proposal: Executive Summary

The mission of the University of Manitoba Water Institute (UMWI) is to advance knowledge and seek solutions on pressing issues related to water in a rapidly changing climate and society. Situated in Manitoba with its diverse types of fresh, brackish, and marine water, the UMWI works with societal partners from a values-driven approach that brings together multiple disciplines, knowledge systems, and sectors to foster advancement in addressing complex challenges. It adopts an integrative approach to address specific questions, including around biogeochemical processes, ecosystem health, food and energy security, human rights, Indigenous sovereignties, public health, and water quantity and quality.

Directly aligned with the 2024-29 University of Manitoba (UM) Strategic Plan, the UMWI objectives are to: synthesize inter-disciplinary research streams in creating and effectively communicating knowledge about water and what it means for people and the environment; empower life-long learners; and research alongside Indigenous governments, nations, and communities. The UMWI research clusters explore *Land & Food Systems*, *Human & Ecosystem Health*, *Climate Knowledge & Action*, and *Justice & Governance*. These clusters directly align with and contribute to the 2024-2029 UM Strategic Research Plan by connecting water to *social justice and human rights*; promoting *water research by, for and with Indigenous peoples*; advancing *water and food security* locally and abroad; exploring the centrality of water to human *health and well-being*; examining the role of water in *climate action and sustainability*; and exploring fresh, brackish, and marine waters in *Manitoba, Hudson Bay, the Arctic, and the World*.

The UMWI will be led by an Academic Director with an established reputation in water research. An Executive Director (Manager) will oversee day-to-day operations, the development and maintenance of organizational structures, and cultivate strong relationships with internal and external partners. An Advisory Circle of up to eight members, including representatives from each of the three Indigenous Peoples recognized in the Constitution of Canada - First Nations, Métis, and Inuit - will meet quarterly to provide guidance to the Academic Director. Student/trainee members, Research and Professional Affiliates, and Community Partners will work with the UMWI to fulfill its objectives. Research and Professional Affiliates of the UMWI benefit from a transdisciplinary, transformative community of researchers, partners, and audiences that will foster highly effective and durable networks and teams able to attract funding, effect policy, and change minds.

UM researchers are from the Clayton H. Riddell Faculty of Environment, Earth, and Resources, Faculty of Agricultural and Food Sciences, Faculty of Architecture, Faculty of Arts, Faculty of Education, Price Faculty of Engineering, Faculty of Law, Faculty of Science, and Rady Faculty of Health Sciences. Through its network of Research Affiliates, the UMWI builds on existing campus networks and projects, including the [United Nations Academic Impact Hub for Sustainable Development Goal 6](#), the [Just Waters](#) project, [Indigenous CREATE](#), and the [Churchill Marine Observatory](#). Rooted in a commitment to reconciliation, the UMWI expands on partnerships with Indigenous Peoples, communities, and governments. The UMWI fosters connections with relevant government bodies including the [Canada Water Agency](#) and [Manitoba's Clean Environment Commission](#), and national and international water research networks.

Financial contributions from the Office of the Vice-President (Research and International) and at least four faculties will support the annual operations of UMWI. The UMWI will seek project funding from potential sources such as the Tri-Council agencies and the Canada Water Agency.

# Proposal to Establish

## The University of Manitoba Water Institute

### (a) Name of Research Centre/Institute

University of Manitoba Water Institute (UMWI)

### (b) Description and Justification

#### (i) Mission and Objectives and their Relationship to the Strategic Plan of the University

Water is critical to all life on earth. Water has cultural, ecological, economic, legal, and spiritual significance to governments and populations. It is essential to all biogeochemical processes and vital to human and ecosystem health. Water drives the viability of societies.

Situated in Manitoba with its diverse types of fresh, brackish, and marine water, the mission of the University of Manitoba Water Institute (UMWI) is to advance knowledge and seek solutions on pressing issues related to water in a rapidly changing climate and society.

Water security is challenged by climate change, urbanization, systemic inequalities, and unsustainable water management. No single discipline, knowledge system, or sector can address the complexity of present circumstances. The UMWI will adopt an integrative strategy that aims to solve specific questions in areas such as biogeochemical processes, ecosystem health, food and energy security, human rights, Indigenous sovereignties, public health, and water quantity and quality.

The strength of the UMWI is the interdisciplinary approach to water security. The UMWI brings together scholars from multiple disciplines, knowledge systems, and sectors to address complex challenges and inducing transformative change to potential solutions. The UMWI expertise spans multiple disciplines including leading University of Manitoba (UM) researchers from across natural sciences and engineering fields, humanities, and social sciences. UMWI works with societal partners from a values-driven approach.

The UMWI directly contributes to the UM's 2024-2029 *Strategic Plan* by: *creating knowledge that matters* about water and what it means for people and the environment; *empowering learners* by creating opportunities for students and teachers at all levels; and *reimagining engagement* by doing water research alongside Indigenous governments, nations, and communities.

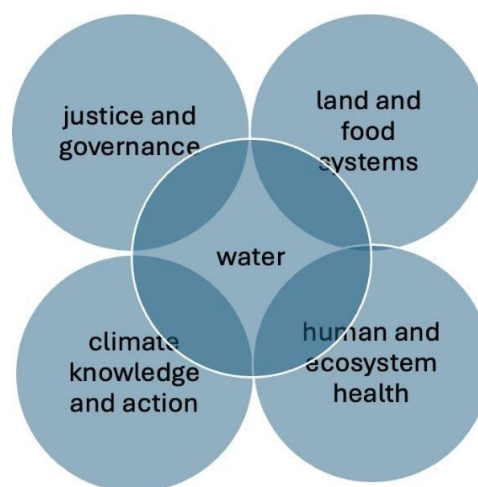
The UMWI will contribute to each of the UM's *Strategic Plan for Research* themes by conducting *foundational* research; connecting water to *social justice and human rights*; promoting water *research by, for and with Indigenous peoples*; enhancing *water and food security*, both locally and abroad; exploring the centrality of water to *human health and well-being*; examining the role of water in *climate action and sustainability*; and by exploring freshwater, brackish, and marine waters in *Manitoba, Hudson Bay, Arctic and the World*.

### (ii) Scope of Activities Envisioned

Overlapping and dynamic clusters will bring together experts from different disciplines, knowledge systems, and sectors to tackle transdisciplinary issues about water and what it means for people and the environment. The range and depth of water-related research that form the UMWI is summarized in a living list of water expertise, with the current list (Spring 2025) shown as an example in Appendix 1.

UMWI researchers and activities will be initially organized around four specific clusters operating at local, national and international levels and building on existing strengths:

- **Land and Food Systems:** Exploring the nexus between water, land, and food systems.
- **Human and Ecosystem Health:** Advancing inquiry and practice to sustain the quality and quantity of water necessary for human and ecosystem health and survival.
- **Climate Knowledge and Action:** Generating climate knowledge and action for water sustainability.
- **Justice and Governance:** Examining water in light of the ethical demands of justice and the structural imperatives of governance.



(iii) **Research Benefits and Opportunities within the University and Wider Community**

Through a network of research affiliates, the UMWI draws together researchers from across faculties at UM, beginning with the Clayton H. Riddell Faculty of Environment, Earth, and Resources, Faculty of Agricultural and Food Sciences, Faculty of Architecture, Faculty of Arts, Faculty of Education, Price Faculty of Engineering, Faculty of Law, Faculty of Science, and Rady Faculty of Health Sciences. Current and future research Chairs will support the UMWI, including the active involvement of a Senior 150 Research Chair, a Canada Excellence Research Chair, and one Tier 1 and five Tier 2 Canada Research Chairs. The UMWI will also benefit from leadership provided by the Tier I Canada Research Chair in Indigenous Resources and Environmental Governance designated to recruit an Indigenous water scholar to the Clayton H. Riddell Faculty of Environment, Earth, and Resources.

Led by the Academic Director, the UMWI will be a lively, productive, and engaged group of scholars that will both strengthen the UM's already impressive network of water research and ensure that it continues to bring value and benefit to the communities, stakeholders and partnerships involved. The UMWI builds on existing campus networks and projects, including the [United Nations Academic Impact Hub for Sustainable Development Goal 6](#), the [Just Waters](#) project funded by the UM's IGNITE program, [Indigenous CREATE](#), and the [Churchill Marine Observatory](#). The UMWI advances interactions between scholars, post-doctoral fellows, undergraduate and graduate students, and provides resources and programmes for community researchers and educators.

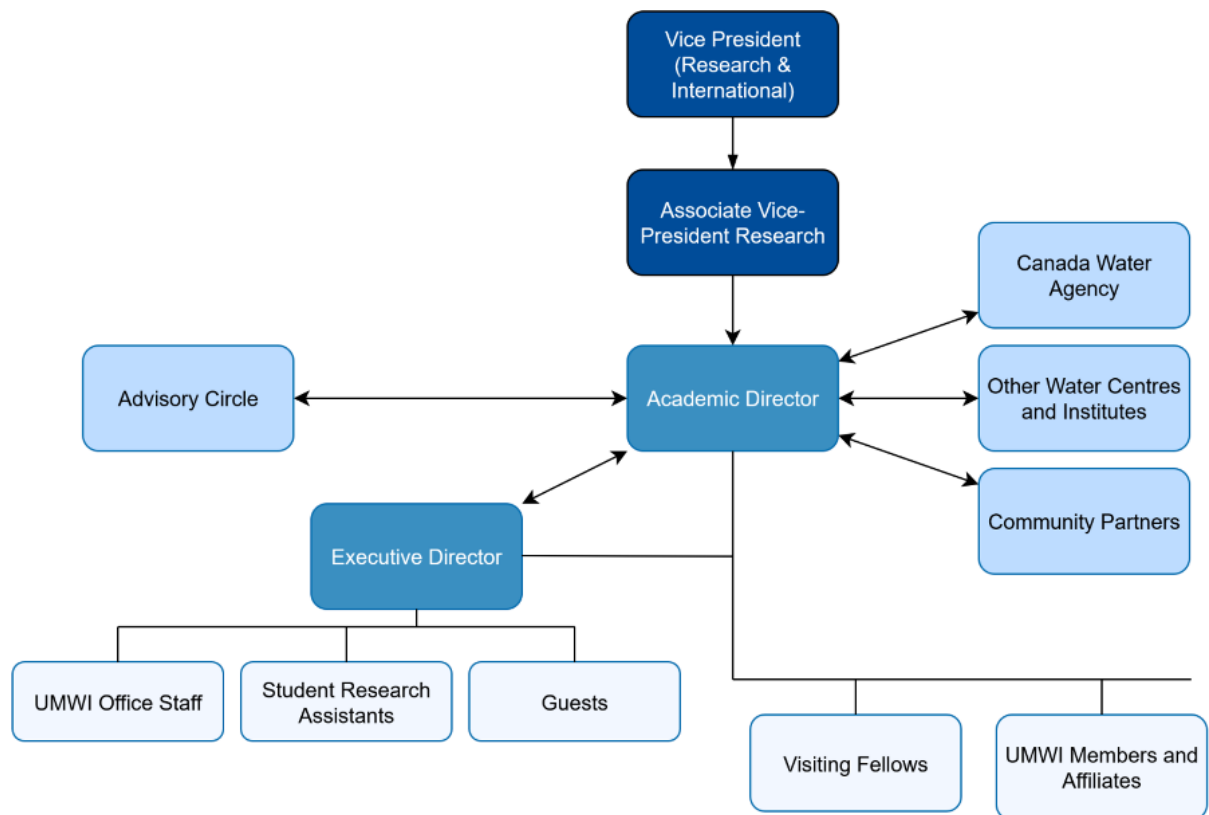
The UMWI will foster connection with the newly established [Canada Water Agency](#), as well as support and grow connections with Indigenous governments, including [Manitoba Keewatinowi Okimakanak](#), the [Southern Chiefs Organization](#), the [Assembly of Manitoba Chiefs](#), and the [Manitoba Métis Federation](#). The UMWI will also connect to other external water research networks, centres and institutes, particularly those concerned with the Lake Winnipeg Watershed and other transboundary waters, such as the [International Institute for Sustainable Development Experimental Lakes Area](#) (IISD-ELA).

Some Research Affiliates have ongoing, long-term research partnerships with First Nations, Métis, and Inuit communities. Initial discussions have also taken place to explore the most effective pathways for Indigenous community engagement with UMWI, both for these and future partnerships, from a governance perspective. The UMWI intends to build relationships collaboratively, guided by community preferences, and to establish appropriate mechanisms for documenting commitments, such as memorandum of understanding, which have been identified as among the preferred approaches as these engagements develop.

## (c) Constitution

### (i) Organizational Structure, Leadership and Support

The UMWI is an inter-faculty Institute, supported by Clayton H. Riddell Faculty of Environment, Earth, and Resources, Faculty of Agricultural and Food Sciences, Faculty of Architecture, Faculty of Arts, Faculty of Education, Faculty of Law, Faculty of Science, Price Faculty of Engineering, and Rady Faculty of Health Sciences. Its proposed organizational structure is shown below.



**Academic Director (Leadership):** The Institute is led by an Academic Director who reports to the Office of the Vice President Research and International. The Academic Director is responsible for preparing annual reports, and five-year reports, as per the University of Manitoba Research Centres, Institutes and Groups Policy and procedures. The Academic Director will have an established reputation in water research. The term of the academic director is normally three years, renewable for three additional years. The Academic Director oversees the Institute's operations and directions in consultation with the Advisory Circle, promotes UMWI with support from the Executive Director and UMWI members and affiliates, and fosters relationships with Community partners, Canada's Water Agency, and other water research networks, centres and institutes.

**Executive Director (Manager) (Leadership):** A full-time Executive Director (ED) works in collaboration with the Academic Director in setting the strategic direction and providing long-term planning and leadership in support of the Institute's mandate. The ED will report to the Academic Director and work independently under general directives. The ED will oversee day-to-day operations of the Institute, the development and maintenance of organizational structures that align with the Institute's mission, and cultivate strong working relationships with stakeholders, both within and external to the University. The ED will assist in forming research teams and offer support to facilitate applications to major funding opportunities. They will also maintain a catalogue of expertise among UMWI members (both Research and Professional Affiliates), making it easier to identify and bring together the right individuals based on emerging questions or needs, thereby enhancing the Institute's research impact. The ED will oversee the work of the Institute's Administrative Assistant, some students and interns, and work collaboratively with UMWI Research and Professional Affiliates.

**Advisory Circle (Leadership):** The Advisory Circle will be comprised of up to eight individuals, appointed with consideration for diversity and inclusion, and including representation from First Nations, Métis, and Inuit. The Advisory Circle will meet quarterly. The Advisory Circle will guide the Academic Director on all matters relating to the Institute, including values and commitment, research focus, Institute membership, working groups, and external relations.

**UMWI Staff Members (Other operations):** A part-time Administrative Assistant will provide office support to ensure the smooth operation of UMWI, including coordinating communications and social media engagement, organizing meetings and events, managing documentation and finances, and assisting with day-to-day activities that advance the Institute partnerships and impact. Other part-time staff members may include students as research or knowledge mobilization assistants, and event coordinators, to maximize the research impact of the UMWI for interested, relevant, and affected individuals, groups, communities, rightsholders, industries, governments, nations, and other stakeholders.

## (ii) Categories of Membership and Criteria for those Categories

### **Research and Professional Affiliates**

Research and Professional Affiliates of the Institute will be individuals with a solid reputation in issues of water research who desire a formal affiliation with the Institute to facilitate collaborative research or the Institute's other activities. Institute membership is also open to members of the advisory board. There is no salary associated with the appointment.



- *Research Affiliates* are individuals with full-time academic appointments at a university and whose research is primarily or largely focused on water. Research Affiliates typically have a PhD or equivalent qualifications.
- *Professional Affiliates* might include individuals devoted to water issues and employed by government, for-profit and not-for profit sectors, or are from communities. They will engage in collaborative research with UMWI and/or assist with UMWI events.

Research and professional affiliates of UMWI benefit from a transdisciplinary, transformative community of researchers, partners, and audiences that will foster highly effective and durable networks and teams able to attract funding, effect policy, and impact minds.

### **Students/Trainees**

Undergraduate and graduate students, practicum and coop students, post-doctoral fellows, and research associates are UMWI *trainee members* involved in:

- research training as it relates to marine, brackish, freshwater and ecosystems thereof, under the supervision of Research and Professional Affiliates. Some training is supported by internal and external trainee scholarships and award opportunities.
- internship, coop, and practicum placements connected to water and offered through relevant educational programs, such as [co-operative \(Co-op\) education programs across a wide range of Faculties at the University of Manitoba](#), and within the [Master of Human Rights Program](#), [Peace and Conflict Studies](#), and [Social Work](#).
- working in a paid capacity as a part-time student research assistant to the benefit of the UMWI directive and supervised by the Academic and Executive Directors.

### **Community Partnerships and Stakeholder Collaborations**

Relationships will be foundational to the work of the Institute. Community partnerships and stakeholder collaborations will be fluid, given that the Institute may have to assemble teams to tackle complex real-world problems.

## **(iii) Procedures whereby Appointments will be made for each Membership Category**

The Academic Director is appointed by the Vice-President (Research and International), with input from the Research Affiliates listed under the proposed membership below and the Deans of the supporting faculties.

A Search Committee involving the Academic Director and selected UMWI Research Affiliates will be established to hire the Executive Director. Subsequently, the Administrative Office Assistant will be hired by the Executive Director, with input from the

Academic Director, to support the UMWI mission and objectives. Student assistants will also be appointed, with input from the Academic Director and Research Affiliates.

The Advisory Circle will be invited to participate at the request of the Academic Director and Vice President (Research & International).

The membership of the Institute will be subject to periodic review, and requests to join as a Research or Professional Affiliate will be considered on an ongoing basis. Decisions on accepting new Research or Professional Affiliates will fall under the responsibility of the Academic Director, with advice from the Executive Director, the Advisory Circle, as well as the already active Research and Professional Affiliates, as needed. Those wishing to join the Institute will be required to submit a short statement of interest and a CV/biographical sketch. Terms for Research and Professional Affiliates will be normally three years, or upon completion of the project. Elders/Knowledge Keepers will have the option to be exempt from this process.

#### (iv) Privileges and Responsibilities for Memberships

**Research and Professional Affiliates:** Research and Professional Affiliates are researchers active within the context of the UMWI's mission and vision and help support and shape the present and future of the Institute. Research and Professional Affiliates are normally approved for three years, and membership is renewable. Research and Professional Affiliates are eligible to serve on the UMWI's Advisory Board. Research and Professional Affiliates will have access to administrative and communications assistance from Institute staff, as resources permit.

Responsibilities of Research and Professional Affiliates include applying for external funding in areas of research that drive the UMWI forward, promoting the UMWI as part of relevant publications and presentations, and supervising, advising or otherwise supporting students/trainees. They are also expected to contribute to research and outreach activities supported by the Institute by participating in the UMWI seminar series, workshops, conferences, consultations, roundtables and other networking dialogue and dissemination events.

Research and Professional Affiliates will foster links with other water researchers within and outside UM to perform inter-disciplinary and collaborative water research of benefit to the communities, stakeholders and partnerships involved and for peer-reviewed publications. Members are expected to name the UMWI in work that benefited from the Institute's resources and, wherever possible, to build a financial contribution toward the Institute's operations into grant applications for research that requires the Institute's assistance.

**Students/Trainees Members:** Students/Trainees Members consist of individuals who are supporting the mission and vision of the UMWI through their temporary involvement in research training as it relates to water. These individuals are typically supervised by Research Affiliates with the UMWI, and might include Research Associates, Postdoctoral Fellows, Ph.D. and Master's students and undergraduate research assistants. Responsibilities of Students/Trainees Members include promoting the UMWI as part of relevant publications and presentations, as well as participating in the UMWI networking events. Students/Trainees Membership is normally approved for one year in the case of Research Associates and Post Doctoral Fellows, and for four (Ph.D.) or two (Master's) years in the case of graduate students, and for four months in the case of undergraduate research assistants.

#### (d) Management

The UMWI will be accountable through its Academic Director to the Vice President (Research and International).

#### (e) Proposed Membership

The following academics and other employees at the University of Manitoba and elsewhere (specified in brackets) could potentially serve as Research and Professional Affiliates:

Dr. Adele Perry, Department of History, Faculty of Arts; Director of the Centre for Human Rights Research  
Dr. Afua Mante, Department of Soil Science, Faculty of Agricultural and Food Sciences  
Dr. Aimée Craft, Faculty of Law (University of Ottawa)  
Dr. Alex Crawford, Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources  
Dr. Alistair Brown, Department of Soil Science, Faculty of Agricultural and Food Sciences  
Dr. Annemieke Farenhorst, Department of Soil Science, Faculty of Agricultural and Food Sciences; Associate Vice-President Research  
Dr. Ayush Kumar, Department of Microbiology, Faculty of Science  
Dr. Az Klymiuk, Department of Biological Sciences, Faculty of Science  
Dr. Beata Gorczyca, Department of Civil Engineering, Price Faculty of Engineering  
Dr. Bruce Erickson, Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources  
Dr. Bruno De Oliveira Jayme, Department of Curriculum, Teaching and Learning, Faculty of Education

Dr. Cale Gushulak, Department of Biological Sciences, Faculty of Science

Dr. Chandra Rajulapati, Department of Civil Engineering, Price Faculty of Engineering

Dr. Chengjin Wang, Department of Civil Engineering, Price Faculty of Engineering

Dr. CJ Mundy, Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources

Claire Herbert, Centre for Earth Observation Science, Clayton H. Riddell Faculty of Environment, Earth, and Resources

Dr. David Lobb, Department of Soil Science, Faculty of Agricultural and Food Sciences

Dr. Donghoon Lee, Department of Civil Engineering, Price Faculty of Engineering, **Canada Research Chair in Climate Resilient Water and Food Security**

Dr. Dorte Dahl-Jensen, Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources; **Canada Excellence Research Chair**

Dr. Dustin Isleifson, Department of Electrical and Computer Engineering, Price Faculty of Engineering.

Dr. Feiyue Wang, Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources; **Canada Research Chair in Arctic Environmental Chemistry**

Dr. Frances Zvomuya, Department of Soil Science, Faculty of Agricultural and Food Sciences

Dr. Gail Davoren,\* Department of Biological Sciences, Faculty of Science

Dr. Gary Anderson, Department of Biological Sciences, Faculty of Science

Dr. Hailong He, Department of Soil Science, Faculty of Agricultural and Food Sciences; **Canada Research Chair in Water Resource Management for Sustainable Agriculture and Associate Professor**

Dr. Henrique Da Ros Carvalho, Department of Soil Science

Dr. Iain Davidson-Hunt, Natural Resources Institute, Clayton H. Riddell Faculty of Environment, Earth, and Resources

Dr. Inoka Amarakoon, Department of Soil Science, Faculty of Agricultural and Food Sciences

Dr. Jae-Hyeok Lee, Department of Biological Sciences, Faculty of Science

Dr. Jens Ehn, Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources

Dr. Jocelyn Thorpe, Department of History, Faculty of Arts; Director of the Centre for Creative Works and Oral Culture

Dr. Jonathan Peyton, Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources

Dr. Jörg Stetefeld, Department of Chemistry, Faculty of Science

Dr. Jose Luis Rodriguez Gil, Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources

Dr. Juliana Marson, Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources

Dr. Julianne Stroeve, Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources; Senior Canada – **Senior Canada 150 Research Chair in Climate Forcing of Sea Ice.**

Dr. Karen Alley, Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources

Dr. Karen Dow, Department of Civil Engineering, Price Faculty of Engineering

Dr. Kendra Nixon, Faculty of Social Work; Director of Research and Education for Solutions to Violence and Abuse (RESOLVE)

Dr. Kristina Brown, Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources; **Canada Research Chair in Arctic Marine Biogeochemistry**

Dr. Leo Baskatawang,\* Faculty of Law

Dr. Linda Larcombe, Internal Medicine, Max Rady College of Medicine, Rady Faculty of Health Sciences

Dr. Linda Schott,\* Department of Plant Science, Research Chair in Potato Sustainability

Dr. Marcos Cunha Cordeiro, Department of Animal Science, Faculty of Agricultural and Food Sciences

Dr. Margaret Docker, Department of Biological Sciences, Faculty of Science

Dr. Mario Tenuta,\* Department of Soil Science, Faculty of Agricultural and Food Sciences

Dr. Mark Hanson,\* Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources

Dr. Masoud Asadzadeh, Department of Civil Engineering, Price Faculty of Engineering

Dr. Michael Paterson, Senior & Head Research Scientist, International Institute for Sustainable Development-Experimental Lakes Area (IISD-ELA)

Dr. Miguel Uyaguari-Diaz, Department of Microbiology, Faculty of Science

Dr. Nasem Badreldin, Department of Soil Science, Faculty of Agricultural and Food Sciences

Dr. Nicole J. Wilson, Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources; **Canada Research Chair in Arctic Environmental Change and Governance**

Dr. Olivia Wilkins,\* Department of Biological Sciences, Faculty of Science

Dr. Pamela Orr, Internal Medicine, Max Rady College of Medicine, Rady Faculty of Health Sciences

Dr. Patricia Ramey-Balci, Department of Biological Sciences, Faculty of Science

Dr. Prashen Chelikani, Department of Oral Biology, Dr. Gerald Niznick College of Dentistry

Dr. Qiuyan Yuan, Department of Civil Engineering, Price Faculty of Engineering

Dr. R. Eric Colins, Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources; **Canada Research Chair in Arctic Marine Microbial Ecosystem Services**

Dr. Ramanathan Sri Ranjan, Department of Biosystem Engineering, Price Faculty of Engineering

Dr. Ricardo Mantilla, Department of Civil Engineering, Price Faculty of Engineering

Dr. Richard Grosshans, Research Scientist, Bioremediation Lead, IISD

Dr. Scott Higgins, Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources

Dr. Seogi Kang, Department of Earth Sciences, Clayton H. Riddell Faculty of Environment, Earth, and Resources

Dr. Shawn Clark, Department of Civil Engineering, Price Faculty of Engineering

Dr. Shirley Thompson, Natural Resources Institute, Clayton H. Riddell Faculty of Environment, Earth, and Resources

Dr. Sonya Havens, Senior Research Chemist, IISD-ELA

Dr. Stephane McLachlan,\* Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources

Dr. Tim Papakyriakou, Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources

Dr. Vince Palace, Department of Environment and Geography, Clayton H. Riddell Faculty of Environment, Earth, and Resources

Dr. Yuhao Lu, Department of Landscape Architecture, Faculty of Architecture

Dr. Zou Zou Kuzyk, Department of Earth Sciences, Clayton H. Riddell Faculty of Environment, Earth, and Resources

\*CVs forthcoming

## (f) Physical Resources

### (i) Available Research Facilities

The UM is well equipped to support the UMWI. Physical library holdings at both the Fort Garry and Bannatyne campuses and digital holdings are robust. Analytical laboratory facilities that will be crucial to the work of the UMWI include the [Manitoba Analytical Solutions](#) (MASS) Lab, the [Ultra-Clean Trace Elements Laboratory](#), and the recently opened [Churchill Marine Observatory](#).

Current strengths of physical resources include state-of-the-art technologies to advance water quantity and quality research, including fee-for-service options for communities, stakeholders and partnerships involved. Strengths also include the continued efforts of the UM research community to pursue funding for new infrastructure, for example through the Canada Foundation for Innovation, the Natural Sciences and Engineering Research Council of Canada Research Tools and Instrument and Infrastructural Program and the University of Manitoba Small Research Equipment Funding Program.

Weaknesses of physical resources include aging buildings and infrastructure, limited space options for expansion of new infrastructure, and deficiencies in anti-ableism approaches as it relates to current laboratories and some other scholarly spaces.

(ii) **Future Requirements**

There is a commitment on the part of the proponents of the proposal, if the Institute should be approved and established, to revisit the question of the need for office space through established mechanisms for space allocation at the University. This will include an office for the Academic Director, Executive Director, and Administrative Office Assistant, and rotating office space that can be utilized by students and interns, visiting community researchers, visiting community educators, and visiting scientists and scholars. This will require funds for minor renovations and office furnishing.

(iii) **Financial Resources**

The UMWI will be a joint-Faculty initiative and supported by the VPRIO as follows (Table below). Support from the Faculty of Arts also comprises in-kind resources, including the resources of the Center for Social Science Research and Policy (see letter of support).

Unit	Year 1	Year 2	Year 3	Year 4	Year 5
Office of the Vice President (Research and International)	200,000	200,000	200,000	200,000	200,000
Clayton H. Riddell Faculty of Environment, Earth, and Resources	15,000	15,000	15,000	15,000	15,000
Faculty of Agricultural and Food Sciences	15,000	15,000	15,000	15,000	15,000
Faculty of Science	15,000	15,000	15,000	15,000	15,000
Price Faculty of Engineering	15,000	15,000	15,000	15,000	15,000
Faculty of Arts	5,000	5,000	5,000	5,000	5,000
<b>Operating Budget</b>	<b>265,000</b>	<b>265,000</b>	<b>265,000</b>	<b>265,000</b>	<b>265,000</b>

The UMWI researchers will actively and consistently participate in interdisciplinary teams applying for research funding through the Canada Water Agency, Canada Foundation of Innovation, and Canada's Tri-Agency. As well, by fostering and expanding international partnerships, the UMWI will diversify opportunities for researchers to participate in Horizon Europe calls. The UMWI will apply to available University of Manitoba funding streams, including student work-study and Special Initiatives Funds.

The following table describes the proposed annual expenditures for the UMWI operations.

Expenditure Category	Year 1	Year 2	Year 3	Year 4	Year 5
Academic Director Stipend <sup>1</sup>	5,618	5,818	6,018	6,218	6,418
Course release (Academic Director) <sup>2</sup>	8,900	8,900	8,900	8,900	8,900

Executive Director (Manager) Salary <sup>3</sup>	83,825	85,367	86,938	88,538	90,167
Admin Assistant Salary <sup>4</sup>	26,235	26,694	27,162	27,637	28,121
Student Research Assistant Wages <sup>5</sup>	20,000	20,000	20,000	20,000	20,000
Sta# & Student Benefits <sup>6</sup>	29,914	30,374	30,843	31,320	31,806
Travel & Conferences <sup>7</sup>	10,000	10,000	10,000	10,000	10,000
Materials & Supplies <sup>8</sup>	20,000	20,000	15,000	15,000	15,000
Professional & External Services <sup>9</sup>	10,000	10,000	10,000	10,000	10,000
Multiplier Projects <sup>10</sup>	30,000	30,000	30,000	30,000	30,000
Annual UMWI event <sup>11</sup>	10,000	10,000	10,000	10,000	10,000
Office Set-up & Maintenance <sup>12</sup>	8,000	4,000	1,000	1,000	1,000
Contingency <sup>13</sup>	2,508	3,847	4,139	6,387	3,588
<b>Operating Budget</b>	<b>265,000</b>	<b>265,000</b>	<b>265,000</b>	<b>265,000</b>	<b>265,000</b>

### Budget Notes:

- 1) Academic Director Stipend: Based on other research centers and institutes reporting to the Office of Vice President (Research and International), the Academic Director will receive a nominal annual stipend, with an increase of \$200 annually in Years 2-5.
- 2) Course Release: UMWI will cover the costs for one course release per year for the Academic Director.
- 3) Executive Director (Manager) Salary: Based on similar positions on campus and the diverse range of skills and experience required, this position could be classified at EMAPS Level 7. A mid-range salary has been estimated in Year 1, with a recommended (1.84%) Step increase for Years 2-5.
- 4) Admin Assistant Salary: Based on similar positions on campus and the diverse range of skills and experience required, this part-time position could be classified at AA2 level 1. This will be a 50% part-time appointment, with a recommended (1.75%) Step increase for Years 2-5.
- 5) Student Research Assistant Wages: Funds are included to cover training and employment opportunities for student research assistants from a range of disciplines, to assist with UMWI operations such as social media campaigns and youth outreach, as well as research projects and knowledge translation.
- 6) Staff & Student Benefits: Mandatory expenses include estimated benefits and pay levies (23%) for staff and student research assistant positions.
- 7) Travel & Conferences: Support for travel (flights, accommodations, per diem, ground transportation) and conferences (registration). This support is to assist the Academic Director, as well as UMWI Staff and Research Affiliates, to establish research partnerships in remote communities or other locations, and to present at conferences about UMWI. It also could help support travel to bring in community members, including Elders, to UMWI engagement meetings and events. Also, this funding line is to reimburse the travel of Advisory Board members that are meeting quarterly.



- 8) Materials & Supplies: Includes operational expenses such as general office supplies, as well as costs related to honorariums, hospitality, ceremonial or cultural expenditures. This also covers hardware and software, printing costs etc. Expenses are higher in Year 1-2 to account for the startup of UMWI (e.g., computers for staff, website development, logo branding and banners).
- 9) Professional & External Services: This may include – as an example – costs related to accessibility of events (e.g., sign language interpreters) or language translation (e.g., Indigenous languages). This also includes small contracts to advance partnerships and develop or finalize multi-stakeholder grant proposals (e.g., Indigenous community liaison, grant writer).
- 10) Multiplier Projects: This budget line supports projects meant to extend the reach and impact of existing partnerships or research outcomes. Allocation is done through an annual competition, with funding priorities developed in consultation with the five contributing Faculties to UMWI.
- 11) Annual UMWI Event: UMWI members will feature their research at an annual event organized at the UM, with learning opportunities provided by keynote speakers in a range of disciplines and sessions featuring the research of student trainees. It is also the intention to engage at the annual events all external partners affiliated with UMWI.
- 12) Office Set-up & Maintenance: Funds are budgeted for possible renovations required for the UMWI start-up and/or purchasing/moving of furniture for office set up. These funds are expected to be minimal in Years 3-5.
- 13) Contingency: Any unforeseen or unanticipated expenses that may arise during the fiscal year.

## Appendix 1: Living Document of UMWI Questions and Expertise

During consultations, the following non-exhaustive topic areas were identified as areas of expertise among potential UMWI members:

- Adaptation (e.g., developing climate resilient infrastructure)
- Advocacy
- Agrichemical fate and transport
- Agri-Food security
- Antibiotic resistant bacteria
- Aquaculture
- Aquatic ecosystem health
- Aquatic (freshwater and marine) food webs
- Aquatic food systems
- Aquatic health and change
- Aquifers
- Arctic ecology
- Atmosphere-water exchange
- Biodiversity loss due to contamination
- Biodiversity in wetland and watershed ecosystems
- Biogeochemical cycling of nutrients
- Changed flood patterns and magnitudes
- Changing precipitation
- Chemical standards for drinking water
- Circular economies
- Climate action supports and responses
- Climate-driven changes in water chemistry
- Colonial water law
- Conservation policies for aquatic ecosystems
- Contaminants (chemical and microbial)
- Dental and oral health
- Developing climate resilient infrastructure
- Diversifying regulatory process and institutions through which political actors influence water actions and outcomes
- Drainage
- Drinking water treatment and distribution
- Drought management
- Ecological justice for water-dependent species
- Ecosystem function
- Ecotoxicology
- Energy systems
- Environmental justice
- Fairness and equity for humans and water itself
- Food processing
- Food transportation

- Forest ecology
- Flood control and mitigation
- Fresh water supply and protection
- Gender equality and equity
- Health habitats
- Human body systems
- Human wellbeing and risks in diverse human-environmental systems
- Human rights
- Hydraulics
- Hydrogeology
- Hydrology
- Hydroponics
- Glacial melt and permafrost thaw and chemical processes therein
- Governance of biodiversity conservation in water management
- Impact of climate change on microbial water communities
- Impacts of microbial contaminants
- Impacts of microplastic contamination
- Increased extreme drought
- Indigenous food sovereignty
- Indigenous food systems
- Indigenous health and well-being
- Indigenous knowledge on climate change
- Indigenous law
- Indigenous-led conservation
- Intersectionality
- Irrigation
- Knowledge of and responses to climate-related water impacts including adaptation and mitigation
- Land management
- Legal considerations in environmental toxicology
- Livestock production
- Maternal and child health
- Mediated water quality decline and their impacts on water infrastructure
- Microbial bioremediation of water pollutants
- Microbial contamination in food systems
- Microbial indicators of water quality
- Microbial water safety regulations
- Microplastic pollution
- Mitigation (e.g., considering water impacts of mining critical minerals needed to support renewable energy technologies)
- Monitoring devices and technologies
- Ocean warming and acidification
- One-Health
- Plant-water interactions in agricultural systems
- Prairie, Boreal and Marine ecosystems

- Prairie ecology
- Public health implications of waterborne diseases
- Policy
- Political Ecology
- Reduced groundwater
- Regulations
- Regulatory frameworks for industrial water pollutants
- Religion and spirituality
- Remote sensing
- Risk assessment
- Risks and impacts
- Shifts in aquatic biodiversity due to climate change
- Soil conservation
- Species adaptation to altered water environments water contamination from extreme weather events
- Wastewater treatment
- Water policies
- Water history
- Water insecurity
- Water relationships and relationality
- Watershed modeling and monitoring
- Waterborne microbial communities
- Waterborne pathogens and diseases
- Watershed protection
- Wetland ecology

November 4th, 2024

RE: University of Manitoba Water Institute Proposal

For over 55 years the [IISD Experimental Lakes Area](https://www.iisd.org/ela) has been working to build a more accurate and complete picture of what human activity is doing to freshwater ecosystems. The findings from over 50 years of ground-breaking research have rewritten environmental policy around the world — from mitigating algal blooms to reducing how much mercury gets into our waterways — and aim to keep fresh water clean around the world for generations to come. Throughout this time we have been fortunate to enjoy a tight partnership with the University of Manitoba and many of its researchers. We believe this relationship has benefitted both sides, and together with UofM, we have been working to consolidate it even further with a number of IISD – ELA researchers recently receiving academic appointments in various departments within the university.

We are incredibly excited to support this proposal for the creation of the [University of Manitoba Water Institute](https://www.umanitoba.ca/water-institute/). A proposal for a body which, we believe, shares many of our values and the principles driving our research. A body that will facilitate the creation, consolidation, and sharing of knowledge *that matters*, and aims to do so alongside those who need it the most.

With this letter, we enthusiastically support this proposal and express our desire to actively engage and participate in the proposed institute in a capacity to be determined by its governing body upon its formation.

Looking forward to many more years of partnership,



**Pauline Gerrard**  
Interim Executive Director  
IISD Experimental Lakes Area



Office of the Dean  
Price Faculty of Engineering

E2-290 EITC  
75A Chancellor Circle  
University of Manitoba  
Winnipeg, Manitoba  
Canada R3T 5V6  
T: 204 474 9809

May 7, 2025

**Re: Support for a proposal for a UM Water Institute**

Dear Dr. Farenhorst,

The Price Faculty of Engineering is pleased to support the proponents' application for a UM Water Institute as outlined in the May 2025 draft proposal. The proposal is for a UM Water Institute to synthesize inter-disciplinary research streams to explore Land & Food Systems, Human & Ecosystem Health, Climate Knowledge & Action, and Justice & Governance.

The proposal is an example of the inter- and multi-disciplinary nature of today's challenges and concerns that need to be addressed through holistic research approaches. By establishing a UM Water Institute that explores important research questions through different disciplinary approaches, the impact becomes greater than the sum of its parts.

I am also pleased to see a range of Price Faculty of Engineering researchers included in the proposal. The Price Faculty of Engineering has both breadth and depth in a variety of subspecialties related to fresh- and marine water applications. The UM Water Institute will allow Price Faculty of Engineering researchers to enhance our collective efforts, which also bring new lenses to their own research and teaching.

The Price Faculty of Engineering supports the overall vision of the proposal and is prepared to accept joint financial responsibility for the budget as outlined in the May 2025 draft alongside the other named Faculties.

Sincerely,

Marcia Friesen, PhD, P.Eng.  
Dean, Price Faculty of Engineering



Dean of Arts  
310 Fletcher Argue  
Winnipeg, Manitoba  
Canada R3T 5V5  
T: 204-474-9271  
Heidi.Marx@umanitoba.ca

May 9, 2025

**To:** Dr. Annemieke Farenhorst  
**From:** Heidi Marx, Dean of Arts  
**Subject:** Support for UM Water Institute Proposal

---

The Faculty of Arts is pleased to express strong support for the proposed University of Manitoba Water Institute, as outlined in the May 2025 draft proposal. This initiative offers an important opportunity to bring together scholars across disciplines to address the complex, interrelated challenges surrounding water systems.

The vision to explore Land & Food Systems, Human & Ecosystem Health, Climate Knowledge & Action, and Justice & Governance through an interdisciplinary lens aligns deeply with the Faculty of Arts' commitment to socially engaged, solutions-oriented research. The proposed institute exemplifies how integrated approaches can generate insights and impacts that surpass what any one field might achieve alone.

We are particularly encouraged by the inclusion of researchers from across the university, and we recognize the critical expertise the Faculty of Arts contributes in areas such as environmental policy, Indigenous governance, community engagement, and social justice. A collaborative institute of this nature offers a vital platform for amplifying these contributions and forging meaningful connections between the humanities, sciences, and other domains of research.

The Faculty of Arts fully endorses the overarching goals of this proposal and is prepared to share financial responsibility for the initiative, in collaboration with the other participating faculties, as detailed in the May 2025 draft.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Heidi Marx', written over a light blue horizontal line.

Heidi Marx,  
Dean, Faculty of Arts



Clayton H. Riddell Faculty of  
Environment, Earth, and Resources

440 Wallace Bldg.  
Winnipeg, MB  
R3T 2N2  
Ph: (204) 474-7252  
Fax: (204) 275-3147

May 13, 2025

To Whom it May Concern –

The Clayton H. Riddell Faculty of Environment, Earth, and Resources wholeheartedly supports the proposal for a University of Manitoba Water Institute. The proposed Institute will draw upon the expertise of many members of the Faculty and build broad connections across disciplines. Water issues are likely to be of capital importance nationally and globally over the next decades, and the Institute is important to the future of both the Faculty and the wider University.

Regards,

A handwritten signature in black ink, appearing to read "Andrew Frederiksen".

Andrew Frederiksen  
Acting Dean  
Clayton H. Riddell Faculty of Environment, Earth, and Resources





**UM** | Faculty of Agricultural  
and Food Sciences

Office of the Dean  
256 Agriculture Building  
Winnipeg, Manitoba  
Canada R3T 2N2  
T: 204 474 6026  
F: 204 474 7525

Annemieke Farenhorst, Drs., Ph.D., P.Ag.  
Associate Vice President Research  
Professor of Soil Science  
University of Manitoba

**RE: FAFS Support Letter for the Proposal to Establish the UM Water Institute**

Dear Dr. Farenhorst

Thank you for sharing the revised draft of the proposal to establish the University of Manitoba Water Institute. The Faculty of Agricultural and Food Sciences endorses the overarching goals and vision of this proposal and is prepared to share financial responsibility for the budget of this initiative along-side with the other participating faculties, as detailed in the May 2025 draft.

The Faculty of Agricultural and Food Sciences has keen interest to be a partner in the Water Institute, particularly considering the recent hiring of several Early Career Researchers (ECRs) who have research and extension programs in water, food systems, climate action, and ecosystem health.

Yours sincerely,

Nazim Cicek, P.Eng., Ph.D.  
Associate Dean (Research)  
Professor, Department of Biosystems Engineering

DATE: May 13, 2025

To: Office of the Vice President (Research and International)

From: Brian Mark, Dean, Faculty of Science

Re: Support for the University of Manitoba's Water Institute

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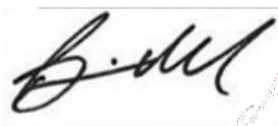
Dear Dr. Annemieke Farenhorst,

On behalf of the Faculty of Science, while we support the establishment of the University of Manitoba Water Institute (UMWI), the proposal requires more justification for the proposed budget, including what the annual percent match will be by the VPRI. Participating Faculties cannot be expected to carry the entire budget. I propose the combined total contribution by the Faculties be matched at 50% with VPRI annually, with each Faculty commitment equal their percentage of participating members. It is difficult to commit to this initiative without knowing how the annual funding scheme works.

Aside from the above, the plan is admirable, with its mission to advance water knowledge and solutions through interdisciplinary research, Indigenous collaboration, and community engagement aligns directly with the University of Manitoba's 2024-2029 Strategic Plan and our Faculty's values and research priorities.

The proposal promises to offer meaningful opportunities for our researchers, students, and partners to contribute to and benefit from a transformative, collaborative environment.

Sincerely,



Digitally signed by Brian Mark  
Date: 2025.05.15 10:12:24  
-05'00'

Brian Mark  
Dean, Faculty of Science  
University of Manitoba  
Winnipeg, MB, Canada



Dear Dr. Annemieke Farenhorst,

The Canada Water Agency is pleased to express support for the proposed establishment of the University of Manitoba Water Institute (UMWI). Freshwater is essential to the well-being of all Canadians, the health and sustainability of the environment, and the economy. Advancing knowledge and developing solutions, informed by multiple perspectives, is critical to addressing the most pressing challenges to freshwater.

Recognizing the important advancements in freshwater research being led by the University of Manitoba, the Canada Water Agency appreciates the collaborative opportunities between our respective organizations including various research projects being advanced by University of Manitoba faculty and students on common water priorities; in particular, efforts focused on protecting and improving water quality and ecosystem health of Lake Winnipeg and its basin. Establishment of the UMWI will provide opportunities to further collaborate and make connections on freshwater issues at local, regional and national scales.

The four clusters of research outlined in the UMWI proposal - Land and Food Systems, Human and Ecosystem Health, Climate Knowledge and Action, and Justice and Governance, are well aligned with the Canada Water Agency and our efforts focused on freshwater stewardship and ecosystem health; promoting evidence-based decision making through data, science and reporting; and enabling meaningful Indigenous inclusion and the use of Indigenous knowledge in sustaining freshwater.

The Canada Water Agency welcomes the proposed approach of the University of Manitoba Water Institute which will bring together different disciplines, knowledge systems, and sectors to advance the interdisciplinary cooperation required to advance transformational change and develop solutions to complex water issues across Canada.

Sincerely,

Uk 

Digitally signed by  
Holweger, Ute Elisabeth  
Date: 2025.05.16 09:17:29  
-05'00'

Ute Holweger  
Acting Executive Director

Freshwater Management Directorate  
Canada Water Agency



**RESOLVE Manitoba Proposal for Research Centre Status**

**January 2026**

**Prepared by Dr. Kendra Nixon**

## **A. Name of Research Centre/Institute: The RESOLVE Manitoba Centre (Research and Education for Solutions to Violence and Abuse)**

### History and Background of RESOLVE Manitoba

in 1992, the University of Manitoba (UM) was selected as one of five research centres of excellence on research on family violence and violence against women across Canada. At that time, it was known as the Manitoba Centre for Family Violence Prevention. In 1997, the Manitoba Centre for Family Violence Prevention changed its name to RESOLVE Manitoba and offices were expanded to form a tri-prairie network with centres at the University of Saskatchewan (RESOLVE Saskatchewan) and University of Calgary (RESOLVE Alberta).

For the last 28 years, RESOLVE Manitoba has held status as a research centre at the UM through its Partnership Board Agreement (with six other academic institutions across the Prairies) signed by the VPRI. However, we do not have approved research centre status from the University of Manitoba Senate and the Board of Governors, which is why RESOLVE Manitoba is seeking that status now.

The UM owns the trademark for the term "RESOLVE" in relation to matters concerning research, education, and community and University partnerships relating to family violence, as well as the RESOLVE logo. This trademark is set to expire on September 11, 2033, and will require renewal at that time.

RESOLVE Manitoba has been outstanding in generating research dollars, publications, and unique community partnerships with diverse populations. RESOLVE Manitoba has been exceptional in building partnerships with Indigenous communities and the team have been role models for other academic institutions. We are recognized as a national leader in gender-based violence research and we are the current Chair of the [Alliance of Canadian Research Centres on Gender- Based Violence](#), a national partnership of five research centres.

For more information about RESOLVE Manitoba (including current projects), please visit our Centre's website at <https://umanitoba.ca/resolve/>.

## **B. Description and Justification**

### **i. Mission, Mandate, and Objectives of RESOLVE Manitoba**

**Mission:** To reduce the incidence and impact of violence and abuse by:

- creating and evaluating strategies to address violence and abuse;
- communicating our research results to the public and policy makers;
- promoting education, awareness and social change;

**Mandate:** RESOLVE Manitoba is a community-engaged research centre that engages in research and education aimed at reducing the incidence and impact of family/gender-based violence, including violence against women and girls. We have sister centres at the University of Calgary (RESOLVE Alberta) and the University of Saskatchewan (RESOLVE Saskatchewan).

RESOLVE Manitoba is based upon two philosophical tenets. The first is collaboration among university- based researchers, decisionmakers, service workers, and representatives of groups affected by family/gender-based violence and violence against women. The second is an action-oriented research and development paradigm, focusing on projects with joint research and service policy innovation goals. Research and innovation are conceptualized as mutually reinforcing in that research findings inform policy and program development, which in turn act as testing grounds for theory.

**Objectives:** RESOLVE Manitoba has three broad objectives:

1. Conducting and encouraging practice and policy-relevant research in the areas of family/gender-based violence<sup>1</sup> and violence against women;
2. Providing educational input for various community constituencies and students regarding the development of research skills; and
3. The focused dissemination of research findings to various influential target groups in a manner that raises the likelihood of their adoption in policy or practice innovation.

These broad objectives align closely with the UM's 2024-2029 Strategic Plan, Momentum: Leading Change Together, which is organized around three strategic themes: creating knowledge that matters, empowering learners, and reimagining engagement.

*Strategic Theme #1 - Creating Knowledge that Matters:* According to the Plan, the UM "responds to emerging issues and leads innovation in areas such as **social justice, climate action, and the health and well-being of diverse communities**" (p. 7). Gender-based violence research is crucial to social justice as it exposes systemic inequalities and power imbalances affecting marginalized groups, particularly women and 2SLGBTQ+ individuals. This research informs the development of policies and interventions that promote equity, safety, and human rights. It also highlights how social inequalities, exacerbated by factors like climate change, for example increase vulnerability to violence, especially in marginalized communities. Additionally, the research underscores the health and well-being impacts of gender-based violence, advocating for comprehensive public health approaches and innovative solutions to promote resilience and equity.

*Strategic Theme #2 - Empowering Learners:* According to the Strategic Plan, "**sharing knowledge** is core to what we do." This is also at the core of RESOLVE Manitoba. Sharing knowledge about gender-based violence is critical for raising awareness and fostering understanding among diverse audiences, including policymakers, communities, and individuals. Disseminating research findings enables evidence-based policymaking and informs the development of effective interventions and support systems. Education about gender-based violence not only empowers individuals to recognize and challenge harmful behaviours but also promotes a culture of accountability and respect. Furthermore, constructing different knowledges about gender-based violence, inclusive of diverse voices and Indigenous research approaches, ensures that interventions and policies are culturally safe, relevant, responsive, and rooted in the experiences and needs of all affected communities.

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<sup>1</sup> Gender-based violence is violence directed against a person because of their gender. Both women and men experience gender-based violence but most victims are women and girls. Gender-based violence also includes violence perpetrated against persons who identify as gender-diverse, including LGBT2SQ+ individuals.

*Strategic Theme #3 - Reimagining Engagement:* "UM makes **meaningful impact by actively engaging and collaborating with those around us.**" RESOLVE Manitoba has always embraced engagement. In fact, our Centre believes that engagement is fundamental to research. RESOLVE Manitoba is part of a larger network that actively engages with community organizations, marginalized populations, Indigenous communities, decision makers, students, and academics. Engagement is critical for several reasons. First, it ensures that research is relevant and addresses the actual needs and concerns of these groups, fostering more impactful and meaningful outcomes. Second, it promotes inclusivity and diversity, which enriches the research process with a variety of perspectives and insights. Third, such engagement helps to build trust and collaborative relationships, which can enhance the quality and credibility of the research. Fourth, involving these stakeholders can lead to more ethical research practices by respecting the knowledge, rights, and traditions of all participants. Finally, it can empower communities and individuals by involving them in the research process, potentially leading to positive social change and greater advocacy for their needs.

Our engagement with the gender-based violence-serving community in Manitoba is the backbone of RESOLVE Manitoba - it is *what* we do, and it is *who* we do this work for. Over the last three decades, we have formed long-standing partnerships with countless community organizations across the province. We have built research partnerships with several Indigenous organizations, including Circle Buffalo, Ma Mawi Wi Chi Itata, Wahbung, Manitoba Keewatinowi Okimakanak (MKO), Southern Chief's Organization, First National Healing Centre, and Ndinawe.

Lastly, RESOLVE Manitoba is a member and Chair of the [Alliance of Canadian Research Centres on Gender-Based Violence](#), a national partnership of five research centres. Being a member of the Alliance ensures that our research extends beyond Manitoba. It also ensures that the unique realities and needs of Manitoba survivors, communities, and families are represented in national discussions on violence against women and gender-based violence.

In 2024, the UM launched its five-year Strategic Research Plan, *Change Through Research* (2024-29) and undoubtedly, the work of RESOLVE Manitoba strongly aligns with its seven thematic areas, including Social Justice and Human Rights; Research by, with, and for Indigenous Peoples; and Health and Well-being. As noted earlier, research on gender-based violence is deeply intertwined with social justice as it exposes systemic inequalities and advocates for the rights of survivors, often marginalized and silenced by societal norms. By uncovering the root causes and impacts of such violence, this research informs policies and interventions aimed at upholding human rights and creating a more equitable and just society for all.

## **ii. Scope of Activities of RESOLVE Manitoba:**

RESOLVE Manitoba has been a leader and innovator of gender-based violence research in Manitoba and across the Prairies since its inception almost 30 years ago. Since 1997, RESOLVE Manitoba has conducted over 130 research projects and secured nearly \$6 million in grant funding. This level of funding, which is impressive for community-based social science research, has been used for projects focused on gender-based violence. Despite not requiring large grants typically associated with laboratory or equipment costs, RESOLVE Manitoba has made a significant impact on policy and practice through its community-engaged research.

RESOLVE Manitoba engages in research at several levels (national, tri-provincial, provincial, and local). See [RESOLVE Manitoba website](#) for listing of research projects.

RESOLVE Manitoba's major achievements and milestones:

- 1999 - In partnership with Carolynne and Dan Boivin, RESOLVE Manitoba established the [Carolynne Boivin Bursary for Research in Family and Gender-Based Violence](#)
- 1990 - Evaluator of the Winnipeg Family Violence Court, Canada's first domestic violence court (Ursel, 1991)
- 2003-2008 - RESOLVE Manitoba led the Healing Journey study, Canada's first and only longitudinal study on intimate partner violence (which has resulted in [12 journal publications and one book](#))
- 2010 - RESOLVE Manitoba research staff served as Statement Gatherers for the Truth and Reconciliation Commission (TRC)
- 2019 - Expanded the Boivin Scholarship program to include a second award for Indigenous students engaged in gender-based violence research or research specifically examining gender-based violence research within Indigenous populations/communities
- 2021 - Established a student field and practicum program open to UM students interested in gender-based violence research
- 2022 - RESOLVE Manitoba developed a province-wide online training program on Mental Health, Substance Use, and Intimate Partner Violence for the Manitoba Association of Women's Shelters
- 2024 - Completed assessment on [RESOLVE Manitoba's capacity to engage with Indigenous communities and conduct Indigenous-based research](#)

## **Scope of Ongoing and Future Activities of RESOLVE Manitoba:**

The ongoing and future work of RESOLVE Manitoba focuses on five major areas: research and academic collaboration; education and training; community engagement and networking; events and knowledge sharing, media and government relations. Based on the findings and recommendations from our capacity assessment on our ability to engage with Indigenous communities and conduct Indigenous research (as noted above), RESOLVE Manitoba work will incorporate activities designed to promote Indigenous engagement and inclusion.



a. Research and Academic Collaboration

- Continue conducting research on gender-based violence-related projects, including completing current ones
- Continue to facilitate multi-and interdisciplinary collaborative research projects on gender-based violence among UM academics and community organizations/NGOs
- Engage with Indigenous academics and community organizations to identify research priorities that are relevant and address existing research gaps
- Continue to bring together academics working in gender-based violence research (inside and outside of the UM)
- Continue to produce scholarly presentations, papers, and books on gender- based violence research. See [RESOLVE Manitoba website](#) for publications

b. Education and Training

- Continue to train undergraduate and graduate (master's and doctoral) students in gender-based violence through research assistantships
- Collaborate with our Indigenous partners, both academic and community-based, to identify training opportunities for academics and students that enhance their understanding and ability to conduct culturally safe and relevant research on gender-based violence
- Continue to match UM students interested in gender-based violence research with UM academics working in the field (for thesis or doctoral work and research assistantships)
- Continue to train undergraduate and graduate (masters) students in gender-based violence research through field and practicum programs
- Continue to operate the annual Carolynne Boivin Scholarship program (minimum two awards per year)

c. Community Engagement and Networking

- Continue to network with community organizations in the province, ensuring that their input and needs are included in discussions regarding gender-based violence research
- Contact Indigenous organizations and communities throughout the province that are unfamiliar with RESOLVE Manitoba to raise awareness about our work and encourage potential partnerships and collaborations
- Continue to provide research support to community organizations in the gender-based violence sector
- Sponsor visiting gender-based violence scholars

d. Events and Knowledge Sharing

- Continue to organize and host/co-host workshops, seminars, and conferences related to gender-based violence-related research, with local, provincial, and national participation by community practitioners/NGOs, academics/researchers, students, government decision-makers, and the public
- Continue our dedication to partnering with Indigenous organizations to co-host events
- Continue to disseminate research findings through various mediums, including the RESOLVE Manitoba website, webinars, email list, and social media

- Continue to offer assistance for knowledge mobilization activities to UM academics and students
- Continue to promote and share gender-based violence-related initiatives and events (e.g., Red Dress Day, National Day of Remembrance and Action on Violence Against Women, November as Domestic Violence Awareness Month, etc.) via RESOLVE Manitoba social media

e. Media and Government Relations

- Continue to serve as a gender-based violence research expert when requested by the media and government
- Continue to provide testimony (written and oral) when called upon by government (provincial and federal)

**iii. Research Benefits and Opportunities of RESOLVE Manitoba:**

RESOLVE Manitoba offers a multitude of benefits that extend across academic, community, and policy-making spheres. Its primary focus on addressing violence against women and gender-based violence positions it as a vital resource for advancing knowledge, informing policy, and improving practices to tackle these pervasive issues. RESOLVE Manitoba enhances academic research productivity by providing a dedicated space for scholars to focus on gender-based violence-related studies. This specialization fosters an environment conducive to in-depth and interdisciplinary research, encouraging collaboration among scholars from various fields. The Centre facilitates the development of innovative methodologies and theoretical frameworks, contributing to the broader academic discourse on violence and its prevention. By engaging in rigorous research, RESOLVE Manitoba ensures that findings are robust, reliable, and capable of informing both local and global understandings of gender-based violence.

One of the most significant benefits of RESOLVE Manitoba is its ability to foster meaningful partnerships between academia and community organizations. By offering research support at no or low cost, the Centre empowers local organizations to implement evidence-based practices and interventions. These collaborations ensure that the research conducted is grounded in real-world experiences and addresses the actual needs of those affected by violence. This symbiotic relationship not only enhances the relevance and impact of academic research but also builds the capacity of community organizations to effectively tackle gender-based violence.

Affiliating with our Centre offers academics and students access to unique traditional knowledge and perspectives, enriching their research. RESOLVE Manitoba can encourage and facilitate introductions with Indigenous community members and leaders, boosting their credibility as researchers. Such collaborative partnerships will lead to opportunities for innovative research and expanded professional networks. RESOLVE Manitoba provides students with practical experience, cultural competency, and mentorship, which is crucial for their academic and professional development. This partnership also opens doors to future career opportunities and helps develop essential research skills and ethical practices.

Furthermore, RESOLVE Manitoba plays a crucial role in informing and influencing public policy.

Our research provides policymakers with evidence-based insights and recommendations, helping to shape policies that are more effective in preventing and addressing gender-based violence. This advocacy for policy change is particularly important in creating systemic and sustainable solutions to violence. By translating research findings into practical policy advice, RESOLVE Manitoba ensures that its work has a tangible impact on the lives of individuals and communities.

RESOLVE Manitoba also enhances the visibility and understanding of gender-based violence issues specific to Manitoba, where gender-based violence (including intimate partner violence and domestic homicide) is one of the highest in the country. This localized focus ensures that the unique realities and needs of Manitoba survivors, communities, and families are represented in national and international discussions on violence against women and gender-based violence. This regional specificity is crucial for developing targeted interventions that are culturally and contextually appropriate. By highlighting the unique challenges faced by Manitobans, RESOLVE Manitoba contributes to a more nuanced and comprehensive understanding of gender-based violence.

Another critical benefit of RESOLVE Manitoba is its role in education and training. We serve as a hub for training the next generation of researchers, practitioners, and advocates. Since inception, RESOLVE Manitoba has supervised and mentored more than 100 student research assistants across several faculties, departments, and programs (e.g., Social Work, Sociology/Criminology, Community Health Sciences, Family Social Sciences, Nursing, Psychology, Law, Human Rights, and Education). As noted earlier, RESOLVE Manitoba recently created a student field and practicum program, and has hosted several undergraduate and graduate students in Social Work and the Master of Human Rights Program. By providing students and emerging scholars with opportunities to engage in cutting-edge research and community-based projects, RESOLVE Manitoba helps to cultivate skilled professionals equipped to address gender-based violence in their future careers. This focus on education ensures the sustainability and continuity of efforts to combat violence, as new leaders are continually developed.

Lastly, RESOLVE Manitoba fosters a sense of community and collective action. By bringing together diverse stakeholders—academics, community members, survivors, policymakers, and students—the Centre creates a collaborative environment where different perspectives are valued and integrated. This collective approach not only enhances the quality of research and interventions but also builds a supportive network dedicated to ending gender-based violence.

To summarize, RESOLVE Manitoba offers a comprehensive range of benefits that significantly enhance the fight against violence against women and gender-based violence. Through its focus on rigorous research, community collaboration, policy influence, localized understanding, education, and collective action, RESOLVE Manitoba stands as a vital resource for creating safer and more equitable communities in Manitoba and beyond.

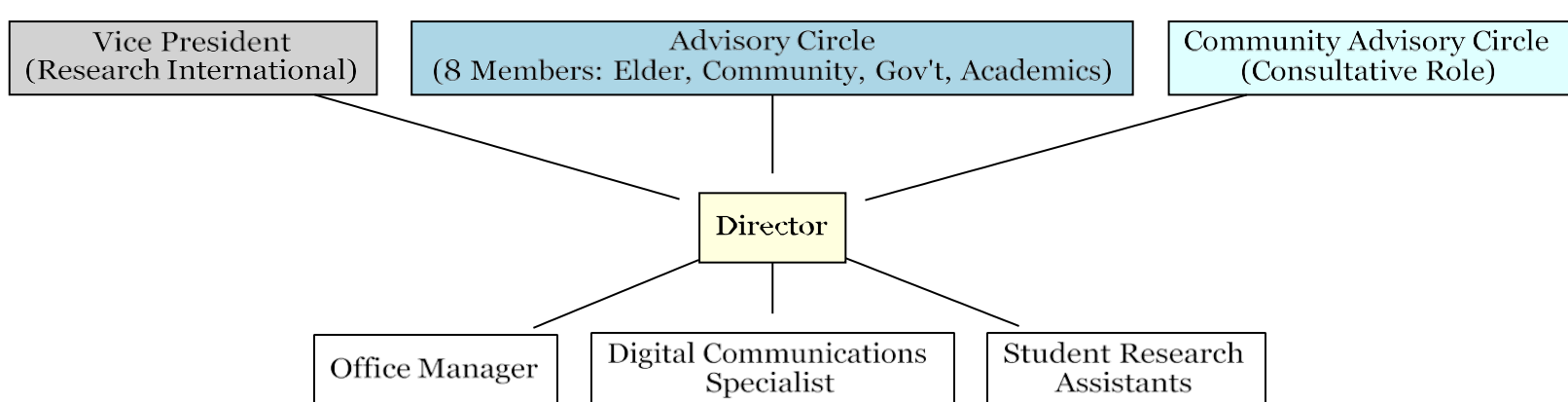
### C. Constitution

- RESOLVE Manitoba is an inter-faculty research centre within the University of Manitoba. The director reports directly to the Associate Vice-President (Research and International).

#### i. Organizational Structure

RESOLVE will operate as an independent research Centre at the University of Manitoba under a revised governance structure. Final decision-making authority resides with the Director, who reports directly to the Vice-President (Research and International). While both the Advisory Circle and the Community Advisory Circle provide guidance and advice, in cases where advice differs, the Director is accountable to and acts under the authority of the Vice-President (Research and International), as reflected in the reporting relationships shown in the organizational structure.

### RESOLVE Manitoba Organizational Chart



#### RESOLVE Manitoba Staff:

Director: this position is held by a full-time faculty member with an established reputation in gender-based violence research. The director is appointed by the Vice-President (Research and International), with advice from the RESOLVE Manitoba Advisory Circle. The term of the director is normally five years, renewable. [Dr. Kendra Nixon](#), full professor in the Faculty of Social Work, is the current director of RESOLVE Manitoba.

The key responsibilities of the director include (but are not limited to):

- Provide scholarly leadership and direction for RESOLVE Manitoba research projects and activities
- Actively lead and engage in provincial, regional, and national funding research initiatives
- Promote research collaboration among UM academics and community organizations/NGOs
- Chair the RESOLVE Manitoba Advisory Circle
- Liaise with community organizations/NGOs and policymakers on matters relating to research on violence and abuse in Manitoba
- Train, supervise, and mentor research staff and students
- Recruit and appoint research staff and employees as may be necessary
- Provide progress and financial reports to funders and sponsors
- Manage and facilitate the RESOLVE Manitoba Centre, including overseeing the administration of Centre funds.

Office Manager: this will be a half-time (0.5) (AESES) position that reports directly to the Director.

The key responsibilities of the Office Manager include (but are not limited to):

- Maintain budgets on all research projects
- Prepare reports for RESOLVE Manitoba as requested (e.g., RESOLVE Manitoba Annual Report, funder reports)
- Process employee payroll
- Arrange and process all staff travel via UM Concur
- Process staff and RA expense claims via UM Concur
- Complete all forms relating to the hiring and reappointment of staff
- Maintain and order office supplies and other needed items
- Organize/arrange all RESOLVE Manitoba meetings and ensure members receive required documents
- Take minutes at Advisory Circle meetings as required
- Answer office phone and email

Digital Communications Specialist: This is a part-time position with variable hours depending on project demands. It reports directly to the Director and is supported entirely through research grant funding.

The key responsibilities of the Digital Communications Specialist include (but are not limited to):

- Helps to maintain RESOLVE Manitoba website
- Creation of digital research briefs and reports for academic, community, and government audiences
- Assists with maintaining social media platforms (i.e., Twitter and Facebook) as needed
- Assists with online events, including webinars

Other Research staff: May include research technicians (staff) and research assistants (undergraduate and graduate students) funded by awards, research grants, and contracts.

### **Governance:**

To meet institutional requirements while honouring our commitment to community-based guidance, RESOLVE Manitoba will be guided by a hybrid advisory structure consisting of a **formal Advisory Council** and a broader **Community Advisory Circle**. The Advisory Council will be a smaller body (8 members) composed of individuals with diverse expertise in gender-based violence research, policy, and practice who can provide strategic direction, ensure accountability, and support the governance needs of the centre; this group will meet three times per year. We

anticipate there will be four academics<sup>1</sup> (including the Director), two community partners<sup>2</sup>, one government decisionmaker<sup>3</sup>, and one Indigenous Elder<sup>4</sup>.

The Community Advisory Circle will include a broader group of community partners, advocates, and knowledge holders who have long guided our work and will continue to shape research priorities, ethical engagement practices, and community relevance. This group will meet twice annually to provide input, review emerging research directions, and maintain ongoing relationships across sectors and communities. Together, the two-tiered structure ensures we remain grounded in community priorities while fulfilling university expectations for formal oversight.

## **ii. Proposed Membership (RESOLVE Manitoba Research Affiliate):**

RESOLVE Manitoba has a rich history of collaborating with academic members from varied faculties and departments. Being affiliated with a community-engaged research centre offers numerous unique benefits to its members, including:

1. **Collaboration opportunities:** Being part of a network facilitates collaborations with community organizations/NGOs, government decisionmakers, and other researchers fostering interdisciplinary research and increasing the potential for research outcomes to be implemented.
2. **Mutual Learning and Knowledge Exchange:** Members have opportunity to engage with other academics, as well as community members. Researchers and community members can engage in mutual learning, with researchers gaining insights from community perspectives and communities benefiting from academic expertise.
3. **Knowledge Sharing:** Members can participate in conferences, workshops, and seminars, which provide platforms for sharing knowledge, learning about the latest research developments, and gaining new skills.
4. **Increased Trust and Credibility:** RESOLVE Manitoba has a long history working with communities; therefore, being affiliated with RESOLVE Manitoba can increase trust and credibility from the community, leading to more successful research outcomes and sustained partnerships.
5. **Enhanced Research Quality:** Being affiliated with RESOLVE Manitoba can enhance the quality of research by providing access to local knowledge, increasing participation rates, and ensuring that research methods are culturally appropriate.
6. **Increased Visibility:** Affiliation with a respected network can enhance the visibility and credibility of researchers and their work, leading to more citations, recognition, and career advancement opportunities.
7. **Support and Mentorship:** Members can benefit from mentorship and support from

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<sup>1</sup>Dr. Ashley Stewart-Tufescu (Social Work), Dr. Lori Wilkinson (Sociology), and Dr. Tamara Taillieu (Community Health Sciences) have confirmed their commitment to serve on the Advisory Circle (see emails in Appendices 6,7 and 8).

<sup>2</sup>Circling Buffalo and the Manitoba Association of Women's Shelters have confirmed their commitment to serve on the Advisory Circle (see email in Appendices 9 and 10).

<sup>3</sup>Women and Gender Equity of Manitoba (Department of Families) has confirmed their commitment to serve on the Advisory Circle (see email in Appendix 5).

<sup>4</sup>Following the approval of our application for UM Research Centre Status, we will formally invite an Elder and, in accordance with protocol, offer tobacco and a gift to honour the request and our relationship with Indigenous partners.

experienced researchers within the network, which can be invaluable for career development and navigating complex research challenges.

8. **Enhanced Impact:** Collaborative projects within a network often have a greater impact, as they can address larger, more complex problems and reach broader audiences, including policymakers and the public.
9. **Grant Application Strength:** Affiliation with a network can strengthen grant applications by demonstrating a robust support system and a history of successful collaboration, increasing the likelihood of securing funding.
10. **Funding Opportunities:** There are often specific funding opportunities available for community-based research, which can provide additional financial support for projects.

### **iii) Membership Procedures:**

Research affiliate memberships are open to full-time UM academics working in gender-based violence. There is no salary associated with affiliation. Each proposed member will provide an abbreviated curriculum vitae, outlining their related experience in gender-based violence research. Decision on accepting members will be made by the director, with advice from the Advisory Circle.

In addition, *Community Research Affiliate* memberships may be extended to individuals from community organizations or agencies who actively collaborate on, contribute to, or support research, knowledge exchange, or service initiatives related to gender-based violence. These memberships recognize the expertise and vital role of community partners in advancing RESOLVE Manitoba's mission. Community Research Affiliates will not receive salary or financial compensation but will be invited to participate in relevant research activities, events, and networking opportunities. Appointments will be made by the Director, with advice from the Advisory Circle.

### **iv) Privileges and Responsibilities of Membership:**

Members will receive administrative and communications support from RESOLVE Manitoba, subject to the availability of resources. Members are expected to contribute to the Centre's research and outreach activities, including (but not limited to):

- Collaborating in gender-based violence research activities of benefit to the community, including serving as Principal Investigator, Co-Investigator, or Collaborator on research grants
- Participate in knowledge sharing events, including webinars, roundtables, seminars, and conferences
- Assist with networking between other gender-based violence researchers within and outside of the UM
- Supervise UM undergraduate and graduate students participating in RESOLVE Manitoba research, as appropriate
- Assist in promoting RESOLVE Manitoba events, initiatives, and programs (such as the Carolynne Boivin Scholarship)

Members are expected to acknowledge RESOLVE Manitoba in any work that benefitted from Centre resources. Should members include RESOLVE Manitoba in a grant application, a financial contribution to support the Centre's operation is expected to be included (when possible). Members who wish to partner with RESOLVE Manitoba on a research project must abide by the Guidelines for RESOLVE Manitoba Research Projects (Appendix 1).

#### **D. Management:**

As noted earlier, RESOLVE Manitoba is an inter-faculty research centre within the University of Manitoba. The director reports directly to the Associate Vice-President (Research and International).

#### **E. RESOLVE Manitoba Physical Resources**

The RESOLVE Manitoba Centre has been in the Isbister Building of the Fort Garry Campus for 27 years. It includes five offices, a boardroom, and kitchen (total space = 1,350 sq. ft valued at \$23,702). Four offices are assigned to RESOLVE Manitoba staff and one office is assigned to research assistants (maximum three). This space is provided by the VPRIO. RESOLVE Manitoba space is sufficient for current operations and staffing.

Office **equipment includes two computers, two printers (with scanners) and four phones.** Kitchen area includes a fridge, microwave, toaster, coffee maker, and water cooler.

#### **F. Financial Resources**

RESOLVE Manitoba receives an annual allocation of \$60,000 from the VPRIO to support the Centre's administrative operations. Other monies used to operate the Centre come from research grants and contracts.

#### **Plans for Future Funding:**

We will continue seeking external operating funding from sources such as Women and Gender Equality Canada, the Province of Manitoba, and charitable foundations like the Winnipeg Foundation.

We are currently exploring avenues to support community engagement efforts with Indigenous communities and organizations, as well as research and mentoring of Indigenous students interested in gender-based violence research. We will continue to reach out to individual faculties each year, including Social Work, Arts, Law, and Community Health Sciences. Additionally, we will continue promoting RESOLVE Manitoba's work in the media to attract future donors.

Research funding applications will proceed. In March 2025, our application to SSHRC's Partnership Development grant competition was successful and fully funded (\$199,938). This project will establish new collaborations focused on exploring care pathways for intimate partner violence survivors who have sustained traumatic brain injuries (Nixon as PI).

RESOLVE Manitoba is also a partner on a successful grant proposal to CIHR (Operating Grant: Data Analysis Using Existing CDN Databases and Cohorts (2024), examining children's future involvement in intimate partner violence (Dr. K. Russell is PI) (\$74,994).



RESOLVE Manitoba also expects to maintain its efforts in securing research contracts with community organizations over the next five years. As an example, in 2024, we secured a five-year research contract with Positive Discipline in Every Life to help scale up and expand its flagship parenting program across Canada (contract value of \$415,627).

## RESOLVE Manitoba Budget

	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
<b>OPERATING EXPENSES</b>					
Director Course Buyout (6 credit hours)	\$12,808	\$12,808	\$12,808	\$12,808	\$12,808
Office Manager	\$75,620 *	\$44,143	\$45,025	\$45,500	\$45,650
Communications Specialist	\$0	\$14,347	\$13,265	\$12,290	\$10,000
Elder Honorarium/Medicine	\$0	\$1,500	\$1,500	\$1,500	\$1,500
Webinars/Events	\$0	\$2,000	\$2,200	\$2,200	\$2,000
Materials, Supplies & Services	\$5,000	\$5,500	\$5,500	\$6,000	\$6,000
<b>Total Centre Expenses</b>	<b>\$93,428</b>	<b>\$80,298</b>	<b>\$80,298</b>	<b>\$80,298</b>	<b>\$77,958</b>
<b>FUNDING</b>					
UofM General Operating Funds**	\$ 60,608	\$61,214	\$61,214	\$61,214	\$61,214
Institutional Costs (charged on current projects***)	\$ 21,416	\$12,680	\$12,680	\$12,680	\$16,744
Faculty of Social Work	\$ 11,404	\$ 6,404	\$ 6,404	\$ 6,404	
<b>Total Funding</b>	<b>\$ 93,428</b>	<b>\$80,298</b>	<b>\$80,298</b>	<b>\$80,298</b>	<b>\$77,958</b>
<b>Funding Less Expenses</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

\* The current office manager will be retiring in December and the position in future will be a .5.

\*\* Current commitment from VPRIO.

\*\*\* As per rates outlined in UM Institutional Costs of Research: Recovery and Distribution Policy, 2019.

## G. Statements of Support and Commitment:

The VPRIO has committed to supporting the RESOLVE Manitoba Centre with \$60,000 on an annual basis. As noted earlier, the VPRIO also provides office space for the Centre (108 Isbister). Our Centre has also received a one-time commitment (\$5,000) from the Faculty of Social Work as well as one 3-credit hour teaching releases for the directorship for five years (2023-2028) to assist in its development and operations (valued at \$6,404). The allocation for the course buyout for the Director will be in line with established rates in the Faculty of Social Work for Sessional Instructors (Appendix 2).



## Guidelines for RESOLVE Manitoba Research Projects

### RESOLVE Manitoba's Research Mandate

RESOLVE Manitoba is based upon two philosophical tenets. The first is collaboration among university- based researchers, policy makers, service workers and representatives of groups affected by family/gender-based violence and violence against women. The second is an action-oriented research and development paradigm, which focuses upon projects with joint research and service policy innovation goals. Research and innovation are conceptualized as mutually reinforcing in that research findings inform policy and program development, which in turn act as testing grounds for theory.

In the context of these tenets, RESOLVE Manitoba has three broad objectives: 1. Conducting and encouraging practice and policy-relevant research in the areas of family/gender-based violence<sup>1</sup> and violence against women. 2. Providing educational input for various community constituencies and students with regard to the development of research skills. 3. The focused dissemination of research findings to various influential target groups in a manner which raises the probability of their adoption in policy or practice innovation.

Based on this mandate the following criteria is utilized to guide the research of RESOLVE Manitoba.

1. Community-University Partnership: The project should be collaborative in nature, with a clearly identified partnership between a university-based researcher and some public or not-for-profit organization or private practitioner in the area of family/gender-based violence or violence against women. Both partners should be significantly involved in the research, and this involvement must be addressed in the proposal.
2. Focus: The project must fit within one of the following areas: 1.) family/gender-based violence; 2.) violence involving women or girls; and 3.) prevention in these areas.
3. Ethical Review: Projects must receive approval from a university-based research ethics committee when this is required.
4. Cultural Respect and Integrity: Projects must meet the following guidelines regarding cultural respect and integrity:

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<sup>1</sup> Gender-based violence is violence directed against a person because of their gender. Both women and men experience gender- based violence but the majority of victims are women and girls. Gender-based violence also includes violence perpetrated against persons who identify as gender-diverse, including LGBT2SQ+ individuals.

- a) Informants and data gathering personnel should be representative of the diversity involved in the focus population;
  - b) Useful outcomes from the research must be made accessible to the community(ies) that is the focus of the research;
  - c) When applicable, University policy about conducting research with Indigenous Peoples must be followed, including Chapter 9 (Research Involving the First Nations, Inuit and Métis Peoples of Canada of the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans).
5. Sound Methodology: The project must be rigorous in its methodology and procedures consistent with university-based research.
  6. Ownership of Research Data: Ownership of research data will be consistent with University policy.
  7. Publication of Study Results: Decisions about the publication of study results will be jointly made among the research team, including how/where the result will be published and order of authorship. Additionally, publication of study results will be consistent with university policy, including ethical guidelines.
  8. Use in Promotional Materials: Promoting the work of RESOLVE Manitoba is important for building and maintaining a robust research network. RESOLVE Manitoba should be given the opportunity to share information about the project through its promotional materials, including websites, newsletters, and social media.
  9. Acknowledgement of RESOLVE Manitoba and Funders: The research team will acknowledge RESOLVE Manitoba's involvement and contribution to the project, as well as the funder's sponsorship.
  10. Additional Considerations: When designing and carrying out research projects, investigators and community partners should consider advancing the following ideals:
    - a) The empowerment and enhancement of the status of individuals who are typically victims/survivors of family/gender-based violence and violence against women;
    - b) Research methods and outcomes be presented in ways that are accessible and understandable to non-academic audiences;
    - c) Increasing the research capacity of university students and community agency personnel;
    - d) Promoting the development of more egalitarian (i.e., less hierarchical) relationships between researchers and participants;
    - e) Research designs that take into account the social and historical contexts of family/gender-based violence and violence against women and girls; and
    - f) The incorporation of advocacy and political/social change as central goals of the research.



University  
of Manitoba

Faculty of Social Work

522A Tier Building  
Winnipeg, Manitoba  
Canada R3T 2N2  
T: 204 474-6172

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July 30, 2025

Dear Dr. Pinto,

I am writing to express my enthusiastic support for RESOLVE Manitoba becoming a formal research centre at the University of Manitoba. RESOLVE's work in addressing violence against women and gender-based violence (GBV) is critical, and formal recognition as a research centre will significantly enhance its capacity to contribute to this important field. I am committed to supporting RESOLVE Manitoba in its endeavors and will provide the director, Dr. Nixon (professor in the Faculty of Social Work) a 3-credit hour teaching release for five years (2023-2028) to assist in its development and operations. This commitment reflects my belief in the value of RESOLVE Manitoba's research and its potential to make a meaningful impact on our community and beyond.

In addition to the above commitment, I am pleased to share that the Faculty of Social Work has pledged a one time commitment of \$5,000 to support RESOLVE Manitoba as it establishes itself as a formal research centre. I am confident that with these combined efforts, RESOLVE Manitoba will thrive and continue to lead in addressing and researching violence against women and GBV.

Thank you for considering this proposal and for your ongoing support of research initiatives at the University of Manitoba.

Sincerely,

Dr. Peter Donahue  
Dean, Faculty of Social Work



*Circling Buffalo Inc.*

209-1075 Portage Avenue

Winnipeg, MB R3G0R8

T: (204)779-4318 F:(204)779-4324

[www.circlingbuffaloinc.ca](http://www.circlingbuffaloinc.ca)

May 13, 2025

Research and International Office  
University of Manitoba  
Winnipeg, MB

**RE: Letter of Support for RESOLVE Manitoba's Application for Formal Research Centre Status**

To Whom It May Concern,

On behalf of Circling Buffalo Inc., an Indigenous-led community non-profit organization committed to the well-being, healing, and empowerment of Indigenous communities across Manitoba, I am writing to offer our full support for RESOLVE Manitoba's application to be recognized as a formal research centre at the University of Manitoba.

For nearly three decades, RESOLVE has built a deep foundation of trust and collaboration with community organizations across Manitoba. As a community-engaged research centre, RESOLVE's strength lies in its commitment to co-developing research projects with community partners and being guided by advisory committees that include those directly affected by gender-based violence. Their model of partnership ensures that research is grounded in lived experience, cultural safety, and the priorities of communities.

Circling Buffalo has had the privilege of working alongside RESOLVE on several initiatives. Most recently, we partnered on a research project funded by WAGE Canada to explore the shelter needs of Indigenous women in Manitoba- a critical area identified as lacking culturally safe and responsive services in RESOLVE's recent Prairie-wide study on intimate partner violence (IPV) and help-seeking..

We also recognize and value RESOLVE's sustained relationships with numerous Indigenous organizations including Ma Mawi Wi Chi Itata Centre, Wahbung Abinoonjiiag, Manitoba Keewatinowi Okimakanak, the Southern Chiefs' Organization, First Nation Healing Centre, and Ndinawemaaganag Endaawaad, among others. These partnerships exemplify RESOLVE's dedication to reconciliation and Indigenous-led solutions.

Given the disproportionate rates of violence experienced by Indigenous women, girls, and Two-Spirit Peoples, and the urgency of addressing IPV across our province, the work of RESOLVE is not only timely but essential. Their continued leadership in mobilizing knowledge, evaluating programs, building community capacity, and supporting survivor-centered initiatives is crucial to our collective efforts to end gender-based violence.

It is for these reasons that Circling Buffalo strongly supports RESOLVE Manitoba's application to be formally recognized as a research centre at the University of Manitoba. Their inclusive, community-driven, and justice-oriented approach to research sets a high standard and directly benefits the lives of those most impacted by violence in our communities.

Sincerely,

A handwritten signature in black ink, appearing to read 'Theresa Bruyere', with a stylized, flowing script.

Theresa Bruyere  
Executive Director



MANITOBA ASSOCIATION  
OF WOMEN'S SHELTERS

C/O Box 389 Winkler, MB R6W 4A6  
C: 204.960.6995  
[tsungai@maws.mb.ca](mailto:tsungai@maws.mb.ca)  
[www.maws.mb.ca](http://www.maws.mb.ca)

Registered Charity  
88078 6892 RR 0001

#### MEMBER SHELTERS

Agape House, STEINBACH  
Aurora House, THE PAS  
Genesis House, WINKLER  
Ikwe-Widdjitiwin, WINNIPEG  
Nova House, SELKIRK  
Parkland Crisis Centre, DAUPHIN  
Prairie Harbour, PORTAGE LA PRAIRIE  
Sakeenah Canada, WINNIPEG  
Thompson Crisis Centre, THOMPSON  
Willow Place, WINNIPEG  
YWCA Westman Women's Shelter  
BRANDON

#### ASSOCIATE MEMBERS

Alpha House, WINNIPEG  
Bravestone Centre, WINNIPEG  
Chez Rachel, WINNIPEG  
Circling Buffalo Inc., WINNIPEG  
Elmwood Community Resource Centre,  
WINNIPEG  
Fort Garry Women's Resource Centre,  
WINNIPEG  
Healthy Muslim Families, WINNIPEG  
House of Peace, WINNIPEG  
Interlake Women's Resource Centre,  
GIMLI  
Lakeshore Family Resource Centre,  
Ashern  
Manitoba Moon Voices Inc. WINNIPEG  
Men Are Part of the Solution (MAPS)  
THOMPSON  
Survivors Hope Crisis Centre, PINAWA  
Swan Valley Crisis Centre, SWANRIVER  
Wahbung Abinoonjiag, WINNIPEG  
Women's Resource Centre, FLIN FLON

Office of the Vice-President (Research and International)  
University of Manitoba  
Winnipeg, MB

May 13, 2025

To Whom It May Concern,

### **RE: Letter of Support for RESOLVE Manitoba's Application to be Recognized as a Formal Research Centre**

On behalf of the Manitoba Association of Women's Shelters (MAWS), I am writing to express our strong and unequivocal support for RESOLVE Manitoba's application to be formally recognized as a research centre at the University of Manitoba.

RESOLVE Manitoba has served as a trusted and collaborative partner in the effort to end gender-based violence in Manitoba for nearly three decades. Their commitment to ethical, action-oriented research rooted in community engagement has been a cornerstone of their work—an approach that sets them apart and strengthens the broader network of services and systems addressing intimate partner violence across the province and the Prairies.

Our partnership with RESOLVE is one grounded in mutual respect and shared goals. A notable example is our recent collaboration on a 13-module online training program focused on Mental Health, Substance Use, and Intimate Partner Violence. Developed jointly with MAWS, this training has become an essential resource for shelter staff across the province. The quality of this program reflects RESOLVE's academic rigor and deep understanding of frontline realities. This ability to bridge academic insight with practical application is rare and invaluable. RESOLVE's work exemplifies the best of what community-engaged research can achieve. Their projects are not simply about producing knowledge—they are about building capacity, informing policy, and improving services for survivors. Whether helping shelters evaluate and enhance programming, identify service gaps, or develop internal research capacities, RESOLVE is an indispensable ally in our efforts.

Their academic integrity is matched by their commitment to ethical and inclusive

research practices. RESOLVE's longstanding partnerships with Indigenous organizations, including Circling Buffalo, Ma Mawi Wi Chi Itata Centre, Wahbung

Abinoonjiiag, and others, demonstrate a sincere and sustained investment in reconciliation and in culturally grounded, survivor-centered work. This ethical foundation ensures that research involving Indigenous communities is conducted with respect, accountability, and cultural safety.

RESOLVE Manitoba has conducted over 125 research projects since its inception—ranging from evaluating Canada's first domestic violence court, to leading longitudinal and national studies on intimate partner violence, to serving as Statement Gatherers for the Truth and Reconciliation Commission. These accomplishments reflect the calibre and credibility of the Centre.

Recognition as a formal research centre will ensure that RESOLVE continues to provide high-quality, relevant, and accessible research and training opportunities. It will also help sustain their ability to collaborate meaningfully with organizations like ours, advancing our collective mission to support survivors and eliminate gender-based violence.

MAWS is proud to stand with RESOLVE Manitoba. We urge the University of Manitoba to formally recognize RESOLVE as the research centre it has already proven itself to be through its impact, relationships, and excellence.

Sincerely,

A handwritten signature in black ink, appearing to read 'T. Muvingi' with a stylized flourish at the end.

Tsungai Muvingi Van  
Landeghem Provincial  
Coordinator  
Manitoba Association of Women's  
Shelters(MAWS) [tsungai@maws.mb.ca](mailto:tsungai@maws.mb.ca)





Office of the President  
202 Administration Building  
66 Chancellor's Circle  
University of Manitoba  
Winnipeg, Manitoba  
Canada R3T 2N2  
T: (204) 474-9345  
president@umanitoba.ca

**DATE:** December 4, 2025

**TO:** Jeff Leclerc  
University Secretary

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

**RE:** Annual Report of the University Discipline Committee

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Attached is a copy of the Report of the University Discipline Committee for the period September 1, 2024 to August 31, 2025 which was submitted by Dr. Robert Biscontri, Chair, University Discipline Committee.

I would appreciate your providing a copy of this report to members of the Board of Governors and Senate for information. You will note that Dr. Biscontri, has offered to attend the Senate and Board of Governors meetings to answer any questions. I would ask you to extend an invitation to Dr. Biscontri, to attend the meeting(s) at which the Report will be considered.

/hc



**University  
of Manitoba**

Office of the University Secretary  
312 Administration Building  
Winnipeg, Manitoba  
Canada R3T 2N2  
Phone: 204-474-9593  
Fax: 204-474-7511

December 1, 2025

Dr. Michael Benarroch  
President and Vice-Chancellor  
University of Manitoba  
Room 202, Administration Building

Dear Dr. Benarroch:

In accordance with the Student Discipline By-Law, I hereby submit the Annual Report of the University Discipline Committee (UDC) for September 1, 2024 to August 31, 2025. It summarizes the offenses and dispositions reported to the UDC by all disciplinary authorities at the University of Manitoba.

Disciplinary incidents are detailed in the attached tables for the two major categories of "Academic Misconduct" and "Non-Academic Misconduct". Similar disciplinary matters are grouped for easier review. The trends in disciplinary incidents from 2020 to 2025 are shown in the attached figures.

Notable observations related to student discipline at the University in 2024-2025 are as follows:

- 1) There were 1003 incidents of misconduct reported to the UDC compared to 763 cases in 2023-2024. The rate of offenses was 3.2 per 100 students compared to 2.5 per 100 students in the previous year.
- 2) There were 932 incidents of Academic Misconduct involving 845 students, most often related to Inappropriate Collaboration (31%, 292/932), Other, which includes primarily unauthorized content generation (29%, 266/932), and Plagiarism (24%, 224/932).
- 3) The use of unauthorized content generation or generative artificial intelligence can be seen in the "Other" category, as well as throughout the report, appearing as a factor in incidents of Plagiarism and Cheating on Quizzes, Tests or Final Examinations. An updated list of student academic misconduct definitions came into effect September 1, 2025, including a definition for unauthorized content generation, which will allow for more careful and accurate tracking of the use of unauthorized content generation in future reports.
- 4) There were 71 incidents of Non-Academic Misconduct involving 62 students including 42 cases of Abuse of University Policies, Procedures, or Regulations, 14 cases of Threats of Harm or Actual Harm, and 12 cases of Inappropriate or Disruptive Behaviour. There were 80 incidents of Non-Academic Misconduct reported in 2023-2024.
- 5) At the time of this report, there were 139 Academic Misconduct incidents and five Non-Academic Misconduct incidents still pending, where outcomes were not yet

determined.

- 6) The UDC heard nine appeals during the reporting period.

Disciplinary Authorities provided the following information on significant changes or issues of wider University interest.

- A Disciplinary Authority noted a decrease in the number of incidents of Academic Fraud and attributed this decrease to the introduction of the Provincial Attestation Letter requirement and the University of Manitoba adding an international tuition deposit requirement at the point of offer. These new requirements have reduced the number of cases related to unreliable third-party agents assisting applicants with their admission applications.
- A Disciplinary Authority noted an increase in the number of Plagiarism incidents that can be traced to the use of artificial intelligence in new writing assignments in two courses. In response to this increase in plagiarism, the instructions for the assignments have been changed and clearer practices have been established and communicated to students.
- A Disciplinary Authority noted a decrease in Plagiarism incidents. The Disciplinary Authority attributed the decrease to increased efforts to communicate expectations around academic integrity in response to the number of instances in academic misconduct in the previous year and in response to generative artificial intelligence. The Disciplinary Authority also noted that there was decrease in the number of incidents of Plagiarism in a particular course, which might be attributed to a difference in instruction or course assignments.
- A Disciplinary Authority noted an increase in the number of incidents in the “Other” category, specifically related to unauthorized content generation, reflecting a sizable issue being faced with academic misconduct related to the use of generative artificial intelligence. With the explosive increase in the uses of generative artificial intelligence, its easy availability, and the variation in approaches toward the use of artificial intelligence across academia, the Disciplinary Authority is dealing with numerous cases in which students are mis-using these tools in their assessments. There are on-going workshops and information sessions for faculty to discuss how to approach artificial intelligence technology in their classrooms, however we are unable to constantly redefine classes to keep ahead of the technology.
- A Disciplinary Authority noted a decrease in the number of Plagiarism incidents and suggested that the decrease might be due to an academic integrity course requirement.
- A Disciplinary Authority noted an increase in the number of incidents in the “Other” category and a decrease in the number Plagiarism incidents. The increase in the “Other” category was attributed to increased use of generative artificial intelligence in courses where it was strictly prohibited. The faculty is discussing ways to deal with the increased use of artificial intelligence in the post-secondary context and specifically within the faculty. The reason for the decrease in Plagiarism is not known, but the Disciplinary Authority suggested that it may be related to the increased use of generative artificial intelligence.
- A Disciplinary Authority noted an increase in the number of cases of Plagiarism and Inappropriate Collaboration. The Disciplinary Authority observed that this may be linked to increased use of generative artificial intelligence. This may become clearer

with the introduction of a defined category for unauthorized content generation in the *Student Academic Misconduct* procedure that took effect in September 2025.

- A Disciplinary Authority noted an increase in incidents of Plagiarism and attributed this increase to the growing impact of generative artificial intelligence tools, such as ChatGPT. The Disciplinary Authority indicated that instructors have become increasingly aware of the unauthorized use of artificial intelligence generated content in student submissions, leading to heightened vigilance and more consistent reporting of academic integrity concerns.

#### Incidents of Student Discipline Reported to the UDC

Year	# of Incidents Reported	# of Students at the University of Manitoba	Rate per 100 Students
2020-2021	1,219	31,020	3.9
2021-2022	1,257	31,067	4.0
2022-2023	942	29,844	3.2
2023-2024	763	30,783	2.5
2024-2025	1,003	31,334	3.2
Average	1,037	30,810	3.4

Please share this information, as you see fit, with those at the University of Manitoba who have an interest in Student Disciplinary matters. If you choose to continue the practice of circulating the Annual Report of the UDC to Senate and the Board of Governors, I can be available to answer questions, if called upon to do so.

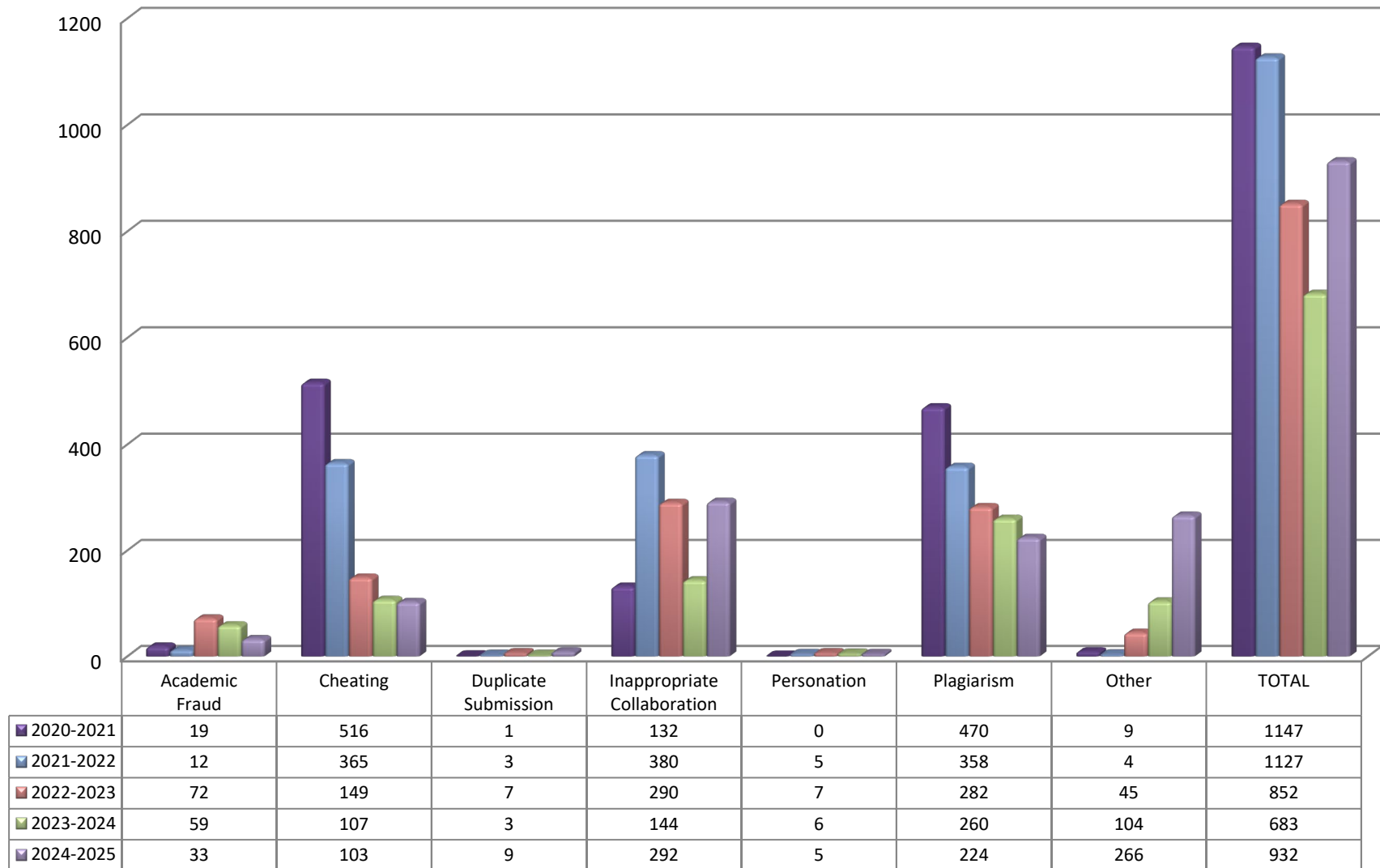
Finally, I would like to thank everyone involved in the challenging work related to student misconduct and discipline which is essential to maintaining academic integrity at the University of Manitoba.

Yours sincerely,

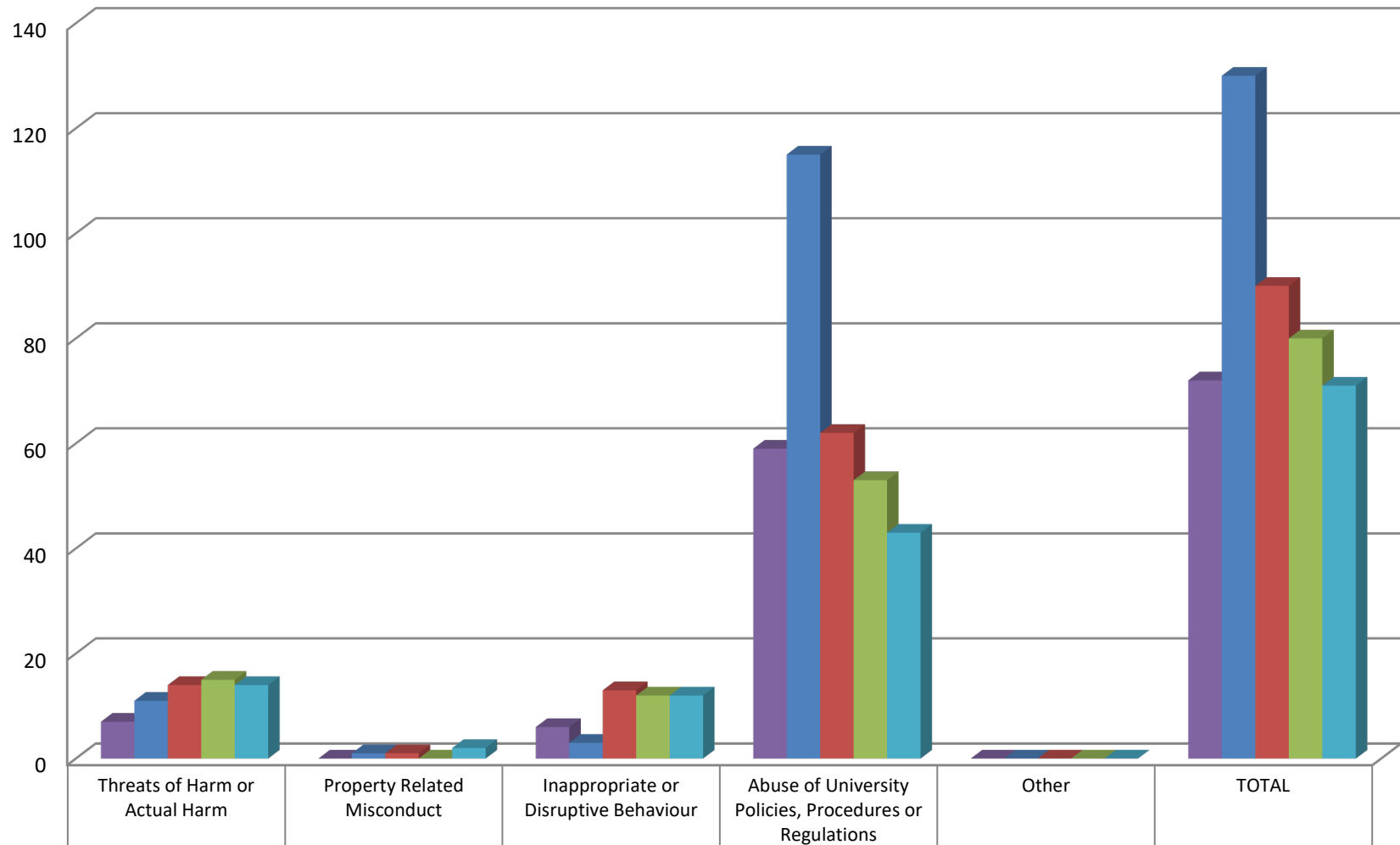


Dr. Robert Biscontri, Chair  
University Discipline Committee

## Part 1 - Academic Misconduct



## Part 2 - Non-Academic Misconduct



2020-2021	7	0	6	59	0	72
2021-2022	11	1	3	115	0	130
2022-2023	14	1	13	62	0	90
2023-2024	15	0	12	53	0	80
2024-2025	14	2	12	43	0	71