



Office of the Dean
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August 27, 2014

Dear Faculty of Health Sciences Colleagues,

RE: Notice of Inaugural Meeting, Faculty of Health Sciences Faculty Council

I am pleased to give formal notice of the inaugural Faculty of Health Sciences Faculty Council meeting to be held on **Thursday, September 18, 2014 at 5:30 p.m. in the Frederic Gaspard Theatre, Basic Medical Sciences Building, Bannatyne Campus and video linked to the Senate Chambers at Fort Garry Campus.** **All faculty members** are encouraged to attend this important meeting. The purpose of the meeting will be to review and recommend the Faculty Council Bylaw for consideration by Senate, and to endorse the College Council Bylaw template for adaptation and use by the Colleges.

These bylaws are important documents as they will provide the framework for the academic governance of the Faculty of Health Sciences and each of the Colleges within the Faculty. We encourage you to read these proposed Bylaws and participate in the inaugural meeting of the Faculty of Health Sciences Faculty Council at which these proposed Bylaws will be considered. Your active engagement in the academic governance of the Faculty of Health Sciences is essential to the growth and development of the Faculty of Health Sciences and its Colleges.

By way of background with respect to the structure of academic governance at the University of Manitoba, faculties are governed by means of two documents that are approved by Senate. The first is the Faculty and School Council General Bylaw which applies to all faculty and school councils and the second is unit-specific Faculty Council Bylaws which are recommended by the Faculty Council and approved by Senate. The attached draft Faculty of Health Sciences Council Bylaw represents the second of these two documents. The Faculty Council Bylaws articulate the powers to act and powers to recommend that are delegated by Senate to the Faculty Council. In the case of our Faculty, we will also have College Councils for each of the constituent Colleges within the Faculty. I also attach a draft College Council Bylaw template, which upon endorsement by Faculty Council, will be developed to meet the needs and practices of each College in terms of membership and committee structure.

To provide advice in the development of these documents, the ISC established a Governance and Bylaws Subcommittee (“Subcommittee”) with representation from across the Faculty of Health Sciences. The Subcommittee has been working diligently since February 2014 on the development of draft bylaws for consideration by the ISC. The primary work of the Subcommittee was to establish the principles of a governing structure for the new Faculty and its College Councils, including how academic authority will be distributed. This work was facilitated by a governance consultant, Dr. Lea Pennock (former University Secretary, University of Saskatchewan) who developed a discussion paper as a starting point for the work of the Subcommittee. The Subcommittee endorsed a number of values and principles it considered essential for the good governance of the Faculty of Health Science, including:

- Meaningful engagement of faculty in governance
- Mutual respect and trust
- Proper authority and delegation
- Role clarity and accountability for decisions
- Achieving a balance between professional autonomy/identity and collaboration/inter-professionalism
- Flexibility
- Fairness of representation; and
- The importance of governing documents.

The Subcommittee's discussions and the resultant outcome were in consideration of the best interests of the Faculty of Health Sciences and the University of Manitoba. Considerable and thoughtful discussion has been held throughout this process and we would like to thank members of the Subcommittee for the enormous amount of time and energy they have directed to this work thus far. The ISC would also like to acknowledge their work in creating the proposed Bylaws that support a collegial and participatory governance process for our new Faculty and that appropriately distributes the powers to act and to recommend between the Faculty and the Colleges. The members of the Subcommittee were, Professor Donna Collins (Rehabilitation Sciences), Chair, Dr. Marie Edwards (Nursing), Dr. Terry Klassen (Medicine), Dr. Archie McNicol (Dentistry), Dean Bev O'Connell (Dean's Council Rep.) and Dr. Lavern Vercaigne (Pharmacy). Advisors to the Committee were Dr. Archie Cooper (Professor Emeritus), Ms. Marcia Dzik (Project Director), and Mr. Jeff Leclerc (University Secretary).

The role of the Subcommittee was to provide advice to the ISC on a proposed academic governance structure for the Faculty of Health Sciences. To that end, the Subcommittee presented a draft Faculty Council Bylaw and a draft College Council Bylaw template for consideration by the ISC. The draft Bylaws were also reviewed and discussed at a retreat with the members of the nine FHS Implementation Subcommittees on June 25, 2014 and feedback from the over 50 participants, as well as the ISC, was considered in the development of the attached proposed Bylaws.

In finalizing these Bylaws, the Subcommittee provided comprehensive and clear recommendations with respect to the division of powers to act and powers to recommend between the Faculty and the Colleges. These recommendations are in keeping with the approved [Proposal to Establish a Faculty of Health Sciences](#). Importantly, the College Council Bylaw template vests the governance of the professional programs at the College Council level with the College Councils recommending on such matters directly to Senate. In this regard, a significant proportion of academic governance over programs will occur at the College Council level. The template clearly outlines how the Faculty Council delegates powers to act and to recommend to the College Councils, most significantly with respect to ensuring that the College Councils have the authority for academic governance of the professional degree programs offered by each of the Colleges. This principle, consistent with the *Proposal to Establish a Faculty of Health Sciences*, was strongly and universally shared by members of the ISC and the Subcommittee.

The Subcommittee recommended that because of the faculty's size and in order to make the work of the Faculty Council manageable, a Faculty Executive Council ("FEC") would be formed and delegated the powers to act and to recommend on behalf of the Faculty Council. This recommendation is fully supported by the ISC. This recommendation also follows on the advice of Senate Executive and Senate during the discussions around the creation of the Faculty where it was recommended that a FEC be established to ensure meaningful collegial governance for a faculty as large as ours.

The FEC would include faculty, student and support staff representation. To ensure participation of all Colleges on the FEC, the election of not fewer than three (3) academic staff members from each College is recommended. The ISC also believes that the composition of FEC needs to reflect, in a fair and reasonable way, the composition of the Faculty of Health Sciences given that the FEC will have the full delegated authority of the Faculty Council. In determining academic staff representation on the FEC, the ISC considered the current distribution of academic staff members within the Faculty. As indicated in the *Proposal to Establish a Faculty of Health Sciences*, the Faculty has nearly 900 academic staff members with Dentistry representing 6%, Nursing 11%, Pharmacy 3%, Medicine 76% and Rehabilitation Sciences 4%. The ISC is recommending that no one College may hold greater than twelve (12) of the twenty-five (25) elected positions for academic staff members. In other words, proportionality and fairness of representation would be reflected but in a balanced way where no one College would have the majority of elected academic staff members on the FEC.

The proposed *Faculty of Health Sciences Council Bylaw* requires approval by Senate following a recommendation from the Faculty of Health Sciences Council. Once the proposed *College Council Bylaw* template is endorsed by Faculty Council, each College Bylaw will be developed at the College level and recommended to the Faculty Council for approval. We anticipate this to be completed by November/December, 2014.

To this end, I wish to thank all of those involved in the significant progress that has been made thus far in the development of a governance structure for the Faculty of Health Sciences. This work is an important step in establishing our Faculty of Health Sciences and positioning us as international leaders in health professions education, research and practice. Your active engagement in this process is valued and essential. I look forward to seeing you at our inaugural Faculty Council meeting.

If you have any questions or comments, please feel free to contact me or members of the ISC. Thank you.



Dr. Brian Postl, Chair, Implementation Steering Committee and
Dean, Faculty of Health Sciences

cc: Implementation Steering Committee
Governance and Bylaw Sub-Committee