Town Hall: Strategic Plan
Welcome
Dr. Diane Hiebert-Murphy

• Treaty Acknowledgement
• Opening Remarks
• We value your engagement in this process
Our Next Strategic Plan

• Our Team
  • UM Strategic Planning Committee
  • Higher Education Strategy Associates (Alex Usher)

www.umanitoba.ca/strategic-plan
Timeline

1. **February**: In-person consultation sessions conducted across campuses.
   - Online forum opens to collect feedback from those unable to attend in-person.

2. **March**: Survey opens online for two weeks; based on findings from consultation sessions.

3. **April**: *What We Heard* report published online; form to submit feedback is opened on website until end of April.

4. **May–June**: Consolidating all feedback for final analysis; drafting of the strategic plan.

5. **Summer 2023**: Submit draft of strategic plan for consideration.
Our Next Strategic Plan

Phase One Overview:

• Consultations across all campuses
• Sessions (in-person and remote)
• Online survey
• Unit-specific meetings ex. faculty council
Our Vision for the Plan
Dr. Michael Benarroch

- Informed by community consultation
- Informed by the needs of our province
- Informed by context and analysis (environmental scan)
- Inspire and inform our work
University of Manitoba
Strategic Plan

Environmental Scan
January 2023
Purpose of an Environmental Scan
The Poly-Crisis
Challenges in Manitoba and Winnipeg

Healthcare

Climate Change

Urban Sprawl
Indigenization and Decolonization in Manitoba

Truth and Reconciliation

Figure 2: Indigenous Population as a Percentage of Total Population vs. Enrolment, Manitoba 2021

- Indigenous population of MB (all ages) 18.1%
- Indigenous population of MB (0-24 yo) 27.0%
- Indigenous population of MB (15-24 yo) 24.0%
- Indigenous Students at UManitoba 8.4%
New Delivery Models, New Credentials

**TIME**
- Shorter/Micro
- Asynchronous
- Competency

**SPACE**
- Credit Transfer
- Remote Learning
- WIL

Re-thinking credentials
Re-thinking delivery
Re-thinking knowledge
Manitoban universities have lower levels of income than the Canadian average.

Provincial transfers have decreased over the past 5 and 10 years.
Demographic Change

Figure 5: Ratio of over-65s to 25–64-year-olds, Canada, 2000-2050 (projections)
The Changing Dynamics of Fiscal Federalism Will Impact Post-Secondary Financing

Figure 6: Government net debt relative to GDP

% of GDP

-80 -60 -40 -20 0 20 40 60 80

Federal government
Subnational governments
Public pension plans
Total general government

Sources: Statistics Canada and Office of the Parliamentary Budget Officer.
Note: The projection period covers 2022 to 2096.
Inflation Impacts Universities and Students

According to the 2020 NSSE Survey results, UM students spend an average of 13.1 hours working for pay per week compared to the U15 average of 10.1 hours per week.
Tuition and Grants in Manitoba vs. Canada

Figure 7: Domestic University Undergraduate Tuition and Additional Fees, Canada V. Manitoba, 2006-07 to 2021-2022, in real $2020

Figure 8: Average Loan Plus Average Grant Disbursed, Manitoba, 2011-12 to 2019-20, in constant $2019
Undergraduate Student Enrolment

Figure 9: Undergraduate and Graduate Enrolment, Full-Time 2012-2021

Full-time enrolment in Agriculture has nearly doubled between 2012 and 2021.

Part-time enrolment has held steady between 2012-2021 at ~18% to 21%, but dipped to only 10% in Fall 2020.

Figure 10: Undergraduate Enrolment by top five programs, Full-Time 2012-2021

arts, business, engineering, science, University 1
Graduate Student Enrolment

Table 1: Educational Attainment Rates of Canadians Aged 25-64, Selected Years, 2001-2021

<table>
<thead>
<tr>
<th></th>
<th>2001</th>
<th>2006</th>
<th>2011</th>
<th>2016</th>
<th>2021</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than high school</td>
<td>18%</td>
<td>15%</td>
<td>11%</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td>High School</td>
<td>40%</td>
<td>37%</td>
<td>34%</td>
<td>31%</td>
<td>26%</td>
</tr>
<tr>
<td>Short-cycle Tertiary</td>
<td>22%</td>
<td>23%</td>
<td>24%</td>
<td>26%</td>
<td>26%</td>
</tr>
<tr>
<td>Bachelor's</td>
<td>14%</td>
<td>17%</td>
<td>18%</td>
<td>20%</td>
<td>24%</td>
</tr>
<tr>
<td>Master's or Above</td>
<td>7%</td>
<td>7%</td>
<td>8%</td>
<td>10%</td>
<td>11%</td>
</tr>
</tbody>
</table>

Education is the most common part-time graduate program by three fold.

Part-time graduate enrolment has been decreasing between 2012-2022 from 26% to 18%.

Figure 11: Graduate Enrolment by top five programs, Full-Time 2012-2022
## Student Experience

<table>
<thead>
<tr>
<th>Pedagogical investment in teaching</th>
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<tbody>
<tr>
<td>Learning environment and services</td>
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<tr>
<td>Maintaining and retrofitting student spaces</td>
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</tbody>
</table>

### 2022 CUSC survey:
- Students want to prepare for careers, give back to communities, and earn money

### 2020 NSSE:
**UM students less likely than other U15 students to**
- Participate in internship, co-op, placements
- Lead student groups or organizations
- Participate in learning community
- Work with faculty on research projects
- Complete final project (capstone, thesis, etc.)
Student Experience at the Graduate Level

Reasons to attend graduate program: mostly career-related, partially to satisfy interest in field

Important academic activities: collaborative research

Gaps in experience: alt-ac career prep, financial planning, well-being support
International Student Enrolment

Figure 12: International Student Enrolments as a percentage of Total University Enrolments, Canada v. Manitoba, 2000-01 to 2019-20
Academic Growth in Asia and Africa

Figure 1: The shifting landscape of global higher education (projected enrolments, 2008-2048, in millions)
## Research and Innovation

### Table 2: University of Manitoba Performance, Whole Institution and by Broad Scientific Field, CWTS Leiden Rankings 2022

<table>
<thead>
<tr>
<th>All Disciplines</th>
<th>Biomedical &amp; Health</th>
<th>Life &amp; Earth Science</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Publications</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12th in Canada</td>
<td>322nd globally</td>
<td>248th globally</td>
</tr>
<tr>
<td>11th in Canada</td>
<td>191st globally</td>
<td></td>
</tr>
<tr>
<td>9th in Canada</td>
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</tbody>
</table>

| **Impact (Top 5%)** |                     |                      |
| 24th in Canada     | 620th globally      | 450th globally       |
| 17th in Canada     | 565th globally      |                      |

### Table 3: Research Chairs at UM

- Endowed and Sponsored Research Chairs: 32
- CRCs: 47
- Canada 150 Research Chair: 1
- Canada Excellence Research Chairs: 2

### Figure 14: 10- and 20- year change in real income from CFI and Tri-councils U15, 2020-21

### Figure 15: U15 Not-For-Profit Research Rev., 2020-21
Thank you.

Stay engaged, visit: umanitoba.ca/strategic-plan