



**Minutes of the OPEN Session of the
Board of Governors
Held by Web Conference on March 23, 2021 at 4:00 p.m.**

Present: J. Lieberman, Chair
J. Leclerc, Secretary

J. Anderson	C. Andrusiak	D. Archer	M. Benarroch	J. Dela Cruz
J. DeSouza-Huletey	L. Hyde	K. Lee	C. Loewen	L. Magnus
A. Mahon	T. Matthews	C. Onyebuchi	K. Osiowy	S. Prentice
L. Reimer	K. Smith	J. Taylor		

Regrets: N. Murdock S. Sekander

Assessors: J. Morrill S. Woloschuk

Officials: N. Andrew S. Foster D. Hiebert-Murphy D. Jayas
J. Kearsey T. Mondor J. Ristock D. Smith
M. Walc

Guests: S. Hopkins C. Limon

ANNOUNCEMENTS

The Chair thanked Board members for attending the Budget Primer session held the previous week. He said he thought the session was really well done and very helpful to Board members. He said the presentation slides are available on the Sharepoint site for those interested. On behalf of the Board he thanked Naomi Andrew, Gord Pasieka, and Mark Walc for putting the presentation together on relatively short notice.

With respect to the Board Retreat session, the Chair thanked everyone for completing the Doodle poll and confirmed the session was scheduled for Tuesday, May 11, 2021 from 1:00 to 5:00 p.m. via Zoom. He added that it would be a facilitated and interactive session with a focus on becoming more strategic as a Board. He asked that all Board members make every effort to participate.

On behalf of the Board, the Chair congratulated Stephanie Scott, newly appointed Executive Director of the National Centre for Truth and Reconciliation (NCTR). He noted that the announcement sent by Catherine Cook mentioned that Ms. Scott would like to meet with the

Board to discuss plans for the Centre’s future. He said he had written to congratulate her and they have agreed to find a suitable date for her to attend a Board meeting.

The Chair said it was heartbreaking to hear of the three young international students from Bangladesh: Numan Aditta, Aranoor Azad Chowdhury, and Risul Badhon, who tragically lost their lives in a car accident in February. He said he had attended a virtual community vigil held in their honour and he offered condolences on behalf of the Board to the students’ friends and family and to the Bangladeshi community for this terrible loss.

The Chair noted that with March 21 to 27 being declared by the City of Winnipeg as Anti-Racism week, President Benarroch sent out a message on becoming an anti-racist community. He said the University must commit to a close examination of its past, present, and future actions to ensure continued effort toward dismantling racism in all forms. In his message, the President said he was “honoured to be part of a community of leaders who demonstrate a sincere commitment to this effort – and I look forward to the progress we will make together going forward.” The Chair thanked President Benarroch for this message and assured him that he has the full support of the Board of Governors in these efforts.

Lastly, the Chair advised that the annual election for a Board of Governors Alumni representative begins on April 14, 2021 and voting ends on May 14, 2021. He stated that Carla Loewen will be running as the incumbent following three outstanding years on the Board. The Chair said that detailed information would be sent to Board members when available and encouraged all members who are alumni of the University to vote.

1. APPROVAL OF THE AGENDA

It was moved by Ms. Hyde and seconded by Ms. Magnus:

THAT the agenda for the March 23, 2021 meeting be approved as circulated.

CARRIED

2. PRESENTATION

2.1 Final Report: President’s Task Force on Equity, Diversity, and Inclusion

Dr. Benarroch noted that this initiative began under by Dr. Barnard and the result is a comprehensive report that lays out a path for the University to move forward. He thanked Dr. Hiebert-Murphy for her leadership and for agreeing to present this report to the Board. He noted this report was also presented to Senate and the deans prior to this meeting.

Greater detail can be found in the full report which was included with the meeting materials, and in the presentation slides, which are appended to the minutes.

Dr. Hiebert-Murphy, Vice-Provost (Academic Affairs) presented the report of the President’s

Task Force on Equity, Diversity, and Inclusion. She noted that she is presenting the report on behalf of a very large, diverse, and very active Committee whose work resulted in the following eight recommendations:

Recommendation 1: Leadership

Create an administrative structure for advancing EDI that includes a senior EDI lead to oversee EDI across the institution as well as a network of leaders working at the unit level to engage the entire UM community in working towards change.

Recommendation 2: Planning and Policy

Ensure that advancing EDI is a key element of the University's strategic plan, is integrated into academic and administrative/support units' plans, and is supported by the policies and guidelines governing the University.

Recommendation 3: Monitoring, Measuring Progress, and Accountability

Develop plans, processes, and supports for evaluating and reporting progress on EDI goals to ensure accountability and to inform future action.

Recommendation 4: Increasing Diversity and Equity Across UM

Develop unit-level plans for increasing the diversity of students, staff, and faculty that include initiatives that address equity.

Recommendation 5: Accessibility

Ensure central planning and support for increasing accessibility at UM.

Recommendation 6: Building Awareness and Support for EDI

Develop and implement a plan for increasing awareness and support for EDI among all UM community members.

Recommendation 7: Addressing EDI in Academic Programs, Teaching, and Research

Encourage, support, and monitor the integration of EDI within academic programs and enhance the knowledge and skills of academic staff to address EDI in their teaching and research.

Recommendation 8: Promoting Inclusion and Safety

Develop and implement a plan for promoting a greater sense of inclusion and safety at UM that involves both university-wide and unit-specific activities that encourage engagement and participation of all students, staff, and faculty; that foster greater understanding, acceptance, and mutual respect among community members; and that celebrate diversity.

The Chair thanked Dr. Hiebert-Murphy for the report and the presentation and invited comments and questions from the Board.

Members of the Board thanked Dr. Hiebert-Murphy and the members of the Task Force for their excellent work.

A Board member asked whether there are any specific indicators to measure the University's progress in this area and hold units accountable. Dr. Hiebert-Murphy said this was discussed at task force meetings. She said the amount of diversity on campus is an important measure, and ways to achieve that were identified. She noted that the University needs to align student data with the data being collected from faculty and staff. She added that feedback on the changes made to improve the sense of belong and inclusion that members of the University community feel. She added that individual units will need to identify reasonable outcomes based on their goals. Lastly, she said, evaluation is important and should be built into the plans, so there will be support for evaluation processes centrally.

One Board member asked about hesitance to self-declare and whether that is prevalent at the University. They suggested asking new people to self-declare a little farther into their roles at the University because asking at the outset may dampen self-disclosure. Dr. Hiebert-Murphy said the comments are consistent with best practice. She added that people also need to be told why they are being asked for self-disclosure.

One Board member said this report made them realize that EDI needs to be a priority for the Board of Governors. They said the Board must find better ways to learn and gain a better understanding of EDI so that it can be front and center in its work. Dr. Hiebert-Murphy agreed, and said the comment is consistent with the view of the task force. She said she would bring the Board's comments back to the task for discussion.

The Chair thanked Dr. Hiebert-Murphy for the presentation.

FOR ACTION

3. MINUTES (Open) Session

- 3.1 Approval of the Minutes of the March 23, 2021 Open Session as circulated or amended

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

THAT the minutes of the March 23, 2021 Open session be approved as circulated.

CARRIED

- 3.2 Business Arising

- 3.2.1 Winter Term Enrolment Report

Dr. Ristock recalled that there were questions at the last board meeting about winter term enrolment numbers as compared to previous years. She stated that there was an increase in part time and full-time students, and there were more credit hours taken. She noted that while international student enrolment increased there was a decrease in enrolment of new students. She said the decrease in new students is not really understood, so it would be monitored closed. Additionally, Dr. Ristock noted that preparatory courses will be added for new students coming from high school.

In response to a question, Dr. Ristock said that these trends seem to be similar in other universities, except for the increase in international students as most other universities have experienced the opposite.

Dr. Ristock responded to a question about the expectations for new student enrolment in the fall. She said that there is already some increase being seen in admission applications. She added that supports such as preparatory classes and boot camps will be added for the fall to address potentially higher enrolment in new students.

One Board member commented that phased reopening is more complex than just offering remote classes as consideration must be given to how to accommodate people who are studying abroad or in different time zones, or who are in places where internet access is unreliable for various reasons. Dr. Ristock said this is a frequent topic in meeting discussions, especially at the faculty level.

Regarding international students being spread out globally, Ms. Smith reported that UMSU had proposed that all exams be offered in two sittings to consider time zone differences. Dr. Ristock thanked her for her comments.

In response to a question, Dr. Jayas noted that many international students admitted last year will continue in the spring term any many are still arriving. He noted that 80 percent of international students come to the University to study and 20 percent are studying remotely.

5. UNANIMOUS CONSENT AGENDA

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

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

THAT the Board of Governors approve eight new offers, three amended offers, and the withdrawal of one offer, as set out in Appendix A of the Report of the Senate Committee on Awards [dated December 15, 2020].

THAT the Board of Governors approve five new offers and four amended offers, as set out in Appendix A of the Report of the Senate Committee on Awards [dated January 14, 2021].

THAT the Board of Governors approve the closure of the Integrated Bachelor of Music / Bachelor of Education degree, effective upon approval [as recommended by Senate, February 3, 2021].

THAT the Board of Governors approve the establishment of a Professorship in Lab-on-Chip Technology [as recommended by Senate, March 3, 2021].

THAT the Board of Governors approve a proposal for a Bachelor of Arts (Honours) in Linguistics [as recommended by Senate, March 3, 2021].

THAT the Board of Governors approve the amendments to the University of Manitoba GFT Pension Plan (1986) (1986 Plan) Governance Document.

The Board of Governors received for information the following:

- Annual Report of the University Discipline Committee (September 1, 2019 to August 31, 2020)
- Undergraduate Admission Targets, Fall 2021

CARRIED

5. FROM FINANCE, ADMINISTRATION, & HUMAN RESOURCES

5.1 2021-2022 Proposed Tuition and Course Fees

Ms. Lee introduced this submission, noting that the Finance, Administration, and Human Resources Committee considered it at its March 9, 2021 meeting and recommends it to the Board for approval.

Dr. Ristock said the submission proposes an undergraduate domestic tuition increase under a variable tuition framework, with an average increase not exceeding 3.75 percent. She noted that some programs would be subject to a one percent increase, some to a 3.75 percent increase, with some others a 5 percent increase. She said most graduate domestic tuition, continuing fees, and University-wide fees would also increase 3.75 percent, except for lab fees and tuition for the MBA and Master of Finance programs which would remain unchanged.

Dr. Ristock acknowledged that these increases may present difficulties for some students and noted that the budget proposes a strategic allocation for bursaries and other supports for students to help address those difficulties. She added that the University's undergraduate tuition fees remain low compared to other institutions in western Canada and the U15. She added that the University's graduate level tuition is much lower even than the University of Winnipeg's tuition; and even with the proposed increase will remain lower than other institutions. Dr. Ristock noted that the proposed increase would result in \$14.9 million in additional revenue for the University.

Dr. Ristock invited Dr. Todd Mondor to speak to the proposed increases.

Dr. Mondor explained that enrolment levels are expected to be similar to the pre-COVID levels in 2019/2020. He noted that the provincial operating grant for 2021/2022 has been reduced by 1.75 percent, equivalent to a \$5.9 million budget reduction. He noted that this follows budget reductions totaling \$10 million over the past three years, which makes it clear that, going forward, operating grants will be uncertain. He explained that tuition and fee increases are necessary to provide appropriate student programming and to support a sustainable future for the University.

Dr. Mondor said that provincial legislation requires Manitoba universities to charge the lowest average tuition of the western provinces. He added that a detailed comparative analysis with other western provinces indicated that a large tuition fee discrepancy exists for some programs but not for others. By way of example, Dr. Mondor noted that tuition fees in the Max Rady College of Medicine are 45 percent lower than the next lowest western Canadian university. He added that the Faculty of Arts and the Faculty of Education's tuition fees are 29 percent lower than the next lowest university in western Canada. He said the Pharmacy program and the Medical Rehabilitation program tuition fees are in fairly good alignment with other western Canadian universities. Dr. Mondor explained that the programs where tuition fees lag other western Canadian Universities will see a 5.0 percent increase in tuition and fees, those programs in better alignment will see a one percent increase, and the remaining programs will see a 3.75 percent increase. He said that the result will be an average increase below the 3.75 percent maximum increase set out by the provincial government.

Members of the Board commented that it is unfortunate the University is forced to raise tuition and fees for students.

In response to a question, Dr. Mondor said the reason for the decision not to propose tuition increases for the Master of Business Administration and Master of Finance programs because those fees are already very high compared to other programs at the University. He added that it was felt that increased tuition would negatively impact enrolment, particularly because the current fees are aligned with tuition in these programs across the country.

Dr. Mondor noted that some programs' tuition will increase despite having higher fees than others at the University, for example, dental hygiene, medicine, and pharmacy, because, unlike the master's programs in the Asper School of Business, those programs are compared to others in western Canada, not across the country.

Dr. Mondor agreed that raising tuition and fees is unfortunate, however; because other western Canadian universities are also increasing tuition, the University of Manitoba increase will still leave the University's tuition below other provinces, a gap that will continue to grow.

A question was raised about the percentage of students who receive some type of financial assistance. Dr. Mondor did not have that figure at hand, though he did note that graduate students receive an amount in support that is equivalent to their tuition fees.

Student Board members expressed appreciation for the support and care for students demonstrated by the Board. The students recognized that increases are not what the University wants and noted that UMSU's communications efforts have been focused on noting that the responsibility for this position lies with the provincial government.

Mr. Kearsey stated that the University provided \$30 million in scholarships and awards to students last year. Dr. Benarroch added that the Province also came forward with some student support funding. He noted that when presenting the budget to student groups, he was asked to provide more student supports, and that funding was added to the budget. Unfortunately, he said, under the previous government, tuition was frozen for twelve years, and under the current provincial government, the University can increase tuition to a point but is receiving less funding.

It was moved by Ms. DeSouza-Huletey and seconded by Ms. Lee:

That the Board of Governors approve increases for tuition fees and university-wide fees for 2021/22 Academic Year as follows:

- **Undergraduate domestic tuition rates increase using a variable tuition framework, with an average increase not exceeding 3.75%.**
- **Graduate domestic tuition and continuing fee rates increase 3.75%, with the exception of no increase for the MBA and Master of Finance programs.**
- **International tuition differential rates increase consistent with domestic rates.**
- **That university-wide fees increase 3.75%.**
- **That lab fees remain flat consistent with the four categories approved in 2020/21: \$35, \$60, \$85, and variable (approved on a course-by-course basis).**

CARRIED

Ms. Dela Cruz and Ms. Smith were opposed to the motion.

5.2 2021-2022 Budget

President Benarroch stated that this is his first budget as President of the University, and he has been watching its development with interest. He said he looks forward to engaging with the various stakeholder groups as the University looks to the future.

Dr. Benarroch said the continued impact of the pandemic has and will continue to make the planning and budgeting process more challenging. He noted that the consolidated budget is normally presented to the Board of Governors in May of each year after receiving the provincial funding letter in late March or early April; however, this year the Province provided the University with its annual funding letter for the 2021/2022 fiscal year in late January. He said this has enabled presentation of the budget earlier in the year.

Dr. Benarroch noted that the provincial funding letter confirmed:

- a \$5.9 million or 1.75% decrease in the University's operating grant;
- a new capital grant of \$4.2 million for deferred maintenance;
- no change to the ACCESS, major capital and equipment and renovation grants; and
- continuation of an annual \$250,000 contribution to the Institute of Leadership Development.

President Benarroch explained that the proposed budget balances the uncertainty resulting from COVID and other factors, with a desire to protect academic units. He said the University must keep the student experience strong and by making cuts to academic units or to student-serving units, it is students who will be affected. He noted that he wants to do everything possible to mitigate the reduction in provincial funding and not add to the pressure on faculty and staff. He noted two factors working in the University's favour this year; (1) enrolment has remained strong, and (2) the University's financial management in the periods leading up to the pandemic left the University in a strong financial position.

President Benarroch said the University has developed a balanced budget which incorporates reductions and tuition increases. He acknowledged that tuition increases are not ideal; however, without them, the University would be faced with making significant cuts in spending. He added that most of the cuts made were not to faculty budgets; rather, to other parts of the University's operations. He noted that these cuts to base funding will carry forward to future years.

Dr. Ristock stated that the budget was developed in a context of continued change and uncertainty due to the impact of the COVID-19 virus. She said the uncertainty for 2021/22 is mitigated in part by the University's success in the transition to remote teaching and learning over the past year and increased enrolments and reallocation of financial resources toward incremental costs associated with the pandemic.

Dr. Ristock noted that the direction given by the Province in summer 2020 was to plan within the following parameters:

- Provincial operating grant unchanged from 2020/21;
- Tuition fee increase of 3.75%; and
- Enrolment 2% lower than fall and winter of 2019/20.

She noted that units developed their budgets based on these parameters and on direction that plans and budgets should reflect efforts to identify cost efficiencies but could include reasonable increases for annual salary increments and inflationary impacts on non-compensation expenses. Dr. Ristock noted that the Fall 2020 and Winter 2021 term enrolment showed strong growth, causing the University to update the enrolment parameters to a conservative but less pessimistic assumption that enrolment levels would return to those experienced prior to COVID in 2019/20. She added that with collective agreements open for bargaining this year, budgets reflect potential increases in salaries.

Dr. Ristock summarized other assumptions made in developing the budget:

- Costs in Information Technology (IT) and online learning supports were higher than expected and it is expected that will continue. The budget includes an increase for IT costs.
- Travel and research budgets were impacted significantly as travel was very limited over the year. This too is expected to continue, and units have reallocated their travel budgets to support other costs for 2021/22.
- Ancillary operations and other income-funded activities were significantly reduced this year. The budget reflects an assumption that this will continue; therefore, revenues and expenses have decreased.

Dr. Ristock said that the 2020/21 budget had been difficult due to the reduced operating grant; however, the stable enrolment numbers allow the University to manage well in the face of the current year's operating grant reduction.

Dr. Ristock reviewed the process used in the development of the budget, which was detailed in the Board submission. She noted that the process was condensed this year in light of the early funding letter from the Province, which allowed presentation of the budget in March instead of May. She added that this earlier timeline also enables the Executive, Deans, Directors, and other managers to act on their plans more confidently as the new fiscal year begins.

Dr. Ristock said the reduction in funding of \$5.9 million means additional revenue is needed to maintain the services and programs currently offered by the University. To achieve this, she explained, a 7.6 percent increase in revenue from tuition and fees is needed. She said this number reflects higher enrolment and an average tuition and fee increase of 3.75 percent.

Mr. Walc, Acting Executive Director of Financial Planning and Budgeting, provided a detailed review of the proposed budget, noting that this is the University's second budget under full Public Sector Accounting Standards (PSAS). He explained that the transition to PSAS was the result of a provincial direction to post-secondary institutions and other government reporting entities (GRE's) to adopt the same accounting standards used by government.

He explained that the planning and development process focuses on returning a balanced operating budget, which is a subset of the consolidated 'all funds' budget, accounting for 71 percent of the revenue in the consolidated budget. The other main components of the consolidated budget are research, special funds, trust, and capital funds. In relation to the consolidated budget, Mr. Walc highlighted the following:

- Consolidated revenues are projected to total over \$924 million for 2021/22 or about \$20 million more than the previous year. This includes the \$14.9 million in additional tuition and course revenue just considered by the Board.

- Other material changes in revenue include anticipated increases of \$18.5 million in federal and other government grants, primarily in the research and special funds.
- These revenue increases are partially offset by the 1.75 percent provincial grant reduction and expected decreases of \$8.2 million in ancillary revenues and \$10.8 million in sales of goods and services related to recreational activities in the Faculty of Kinesiology and Recreation Management and the Dental Clinics, among others.
- Overall Consolidated expenses are projected to decrease by \$5.5 million as compared to the 2020/21 budget.
- A \$4.1 million increase in instruction reflects increased investment in faculties and schools, primarily to support salary obligations from the collective agreements
- A \$5.1 million decrease in sponsored research expenses results from the timing of the expected spending on research activities.
- A \$3.3 million decrease in facilities expenses is almost wholly attributable to lower budgeted amortization resulting from major project delays.
- A \$9 million increase in expenses for projects funded by Manitoba Health, particularly the MB Physicians program, is partially offset by a \$1.1 million decrease in fees to manage trust funds and a \$500,000 decrease in the staff benefits fund resulting in the \$7.5 million increase in special purpose and trust shown on attachment 1a of the budget submission.
- A \$6.2 million decrease mostly in Student Services, driven by lower activity in Bison Sports and Recreation Services.
- While the IT budget has been increased to support rising costs of software, the \$3.1 million decrease reflects a reduction in project activity which was supported by transfers from provisions in the 2020/21 budget.
- Ancillary Services has budgeted \$3 million less than the previous year, due to lower anticipated revenues.

With respect to the general operating budget, Mr. Walc noted the following:

- The operating budget is approximately \$14 million lower than last year, a decrease of 2.1%.
- The two main sources of operating revenue allocated through the budget model are the provincial operating grant and tuition fees, which together total over 80% of the operating budget.
- The 1.75% provincial operating grant cut is equal to a budget reduction of almost \$6 million. This reduction, netted with the increase in tuition and course fees, amounted to an additional \$12.5 million to allocate through the budget model this year.
- Central Cost Pools received increases totaling \$2.0 million or 0.9%. This was allocated to support the establishment of the Office of the Vice President Indigenous (\$900,000), \$445,000 for rising insurance costs, and \$525,000 for increased IT costs, \$200,000 to External Relations to hire two staff to support the ongoing maintenance of the new UM website. Two cost pools (Research and Libraries) were able to reallocate budget to support increased salary costs and did not request budget increases.
- The new \$4.2 million capital grant from the Province for deferred maintenance allowed a reduction in the University's allocation from \$8 million last year to \$6 million in 2021/22.

- Academic Units received allocation increases of \$11.1 million or 3.9 percent. Allocations for some units are increasing, while others are decreasing. The variation of impacts was largely a result of the impacts of the budget model's calculations as well as strategic subvention adjustments for 2021/22.
- Other allocations include about \$1.5 million to mitigate lost revenues in the Faculty of Kinesiology and Recreation Management; funding to the Faculty of Architecture to hire a Dean as the position is no longer shared with Engineering; increased funding to the Faculty of Science and the Rady Faculty of Health Sciences to increase their instructional complement, and funding to several faculties to hire student advisors and staff to support the recommendations from the Equity, Diversity, and Inclusion (EDI) report. Most of the increases will be directed to regular salary increases related to performance increments and promotions.

Mr. Walc stated that the primary source of funding for the university fund is the tax applied to the tuition fees and provincial grant revenue allocated to faculties. He said the amount generated is \$91.2 million for 2021/22, slightly more than last year. He added that in the 2020/21 budget, \$10 million was allocated as contingency, half of which was initially used to offset the additional four percent provincial grant reduction; however, due to favourable enrolment numbers, some of that contingency was replenished. Approximately \$6 million of the 2020/21 contingency is being allocated back to the university fund to support strategic allocations for 2021/22. Mr. Walc said that total contributions from all sources to the university fund for 2021/22 is \$111 million, which is \$2 million more than was available last year.

Dr. Ristock explained that the university fund is used to support the University's strategic priorities both by cross-subsidizing operations through subvention as well as in targeting investments in specific areas. She reviewed the proposed allocation of the \$111 million noting that some allocations are new, and others are continued funding for multi-year commitments. She said the amount allocated to subvention is \$95.4 million of the \$111 million, \$2.6 higher than in 2020/21. She explained that this is partly a result of the University's commitment to stabilize academic units during the pandemic. Regarding continued multi-year commitments, Dr. Ristock noted the following:

- \$900,000 to the National Centre for Truth and Reconciliation. Last year was to be the last year of a 7-year University commitment to fund the operations of the Centre but this commitment has been extended to support this essential activity while other sources of funding are confirmed.
- \$1 million in the final year of a seven-year commitment to research initiatives through the office of the Vice President (Research and International).
- \$1 million in the final year of a six-year commitment to continue Information Services and Technology's network switch replacement initiative across the university.
- \$600,000 towards Indigenous Scholars in a relaunched commitment of three years to support the recruitment and appointment of more Indigenous Scholars and build on a previous program that funded 12 scholars.

Dr. Ristock said additional strategic allocations for 2021/22 are:

- \$1 million for student financial supports is in addition to ongoing funding to scholarships and bursaries of approximately \$15 million. These funds will be prioritized based on need, and will include undergraduate students, graduate students, internal students, and Indigenous student financial supports.
- \$200,000 to fund additional accessibility coordinators to provide important support to students. This is something that student leadership has said is important.
- \$300,000 to implement the Equity, Diversity, and Inclusion strategy, discussed earlier in the meeting.
- \$1.2 million on initiatives to support the enhancement of teaching and learning, including career counsellors, software, experiential learning, and open access resources.
- \$500,000 to continue learning space renewal and enhancement.
- \$1 million for the Hydro Power Re-Servicing project, which is critical to stabilize the University's power supply. This will cost millions of dollars in coming years.
- \$8 million to contingency/strategic reserves. These funds are budgeted to support the University's needs in unexpected events. This is \$2 million less than allocated in 2020/21 and is 1.2 percent of operating revenue.

Dr. Ristock noted that no strategic funding is being allocated to the Sexual Violence Resource Centre as funding is now included in the operating budget.

Ms. Andrew provided a high-level summary of the budgeted capital expenditure of \$80.4 million for 2021/22, noting that this is an increase over the \$68.5 million budgeted in 2020/21. She noted this summary is included on Attachment 4 of the budget submission. Ms. Andrew noted the following sources of funding for these expenditures:

- \$20.1 million in provincial and federal capital grants;
- \$9.5 million in donations;
- \$5.4 million in research and industry funds;
- \$12.3 million in transfers from operating; and
- \$33 million in transfers from provisions.

Ms. Andrew emphasized the need for continued monitoring and flexibility of the budget due to the uncertain impact of the pandemic. She stated her belief that the budget presents an appropriate balance and a sustainable approach for the coming year.

President Benarroch stated that budget development is not a simple process, and the budget is complex. He added that the proposed budget leaves the University with the flexibility needed in the uncertainty of the pandemic.

The Chair thanked the presenters for the detailed presentation and invited questions and comments from members of the Board.

A question was raised about anticipated budget and enrolment increases in the Price Faculty of Engineering that should have resulted from the significant donation made by the Price family. Dr. Ristock stated that the funding is intended to increase enrolment and hire more faculty members; however, it will not be included in the operating budget because it is in the form of an endowment. She added that it will be some time before the funds are available.

Mr. Kearsey added that an endowment must be in place for one year before any funds are released.

President Benarroch explained that large gifts typically come to the University over time, so the impact is seen only gradually. He added that \$2 million of the Price family's gift came in this year and will result in funding next year of 4.5% of the interest earned.

A question was asked about funding to the Faculty of Graduate Studies, which is not apparent in the budget. Dr. Ristock responded that the Faculty of Graduate Studies is considered a central unit, so it is included in the central unit cost pool.

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

That the Board of Governors approve a consolidated budget for the year ending March 31, 2022 that includes:

- **total revenues of \$924,125,666**
- **total expenses of \$917,325,069 and**
- **a balanced general operating budget of \$660,448,312**
- **a capital-spending plan of \$80,369,000.**

CARRIED

5.3 Signing of Agreements Policy and Procedure

Ms. Lee introduced this submission, noting that the Finance, Administration, and Human Resources Committee considered it at its March 9, 2021 meeting and recommends it to the Board for approval.

Ms. Andrew stated that the current policy has been in place for 10 years and was reviewed as required by the *Governing Documents Policy* and in response to recommendations made by Audit Services in its 2019 report on the policy. She explained that the policy outlines the process to be followed in reviewing contracts; the employees who have authority to sign agreements on behalf of the University and limits to that authority by agreement type or dollar value; which agreements require Board of Governors approval; and which agreements require subsequent reporting to the Board.

Ms. Andrew said the proposed revisions were based on noted the following recommendations made in the 2019 Audit Services Report on the policy:

- Ensure Policy and Procedure were consistent with current practices;

- Increase the dollar value thresholds for approval of various kinds of agreements by Deans and Directors;
- Increase dollar value thresholds for BOG approval of agreements relating to goods and services;
- Clarify that the length and value of agreements is calculated inclusive of any extensions;
- Increase dollar value threshold for BOG approval of construction projects;
- Remove mines and mineral leases from BOG approval requirements; and
- Create a minimum threshold for approval of leases of University-owned land by the Board (i.e., 20 years or a minimum dollar value).

Ms. Andrew noted that the focus of the review was to clarify the approval processes and streamline the signing processes. She said the proposed revisions address all the above recommendations, adding that the Board submission included details of all the proposed changes to the policy.

In summary, Ms. Andrew stated that the proposed revisions will clarify authority, enhance accountability, streamline processes, and appropriately allocate contract risks to ensure the University is appropriately deploying resources and only entering agreements after due consideration or review by appropriate supervisory authorities. She said the proposed changes will also create operational efficiencies, thereby enhancing organizational value.

Discussion ensued, with one Board member suggesting a revision to the language in section 2.5 (b) regarding powers of delegation, noting that directing an employee to affix an e-signature at the signing officer's behest, to send an Agreement electronically, or to "click to accept" does not constitute a delegation; rather, is simply requesting that an administrative task be performed.

Ms. Andrew agreed and committed to amending that section and bringing it to the next Board of Governors meeting.

In response to a question, Ms. Andrew explained that in collective bargaining, the Board of Governors authorizes a mandate for the bargaining team to follow. She added that if a proposal falls within that mandate, there is no requirement to call an emergency meeting of the Board to obtain approval. She said this gives the bargaining team the authority to make a deal.

Ms. Andrew responded to a comment that the Board does not know where capital initiatives originate and asked whether the Board could have some input at the outset of an initiative. She said the process is robust as written, and a separate presentation would be needed to go over the full process of Board of Governors approval. She noted that under the current policy, some small pieces of a project may have already been done prior to a project coming to the Board. She added that the reporting process will be more robust under the new policy.

One Board member expressed their comfort with the new approach and commented about the

piecemeal process used in the approval of the new Winnipeg Police Headquarters, which did not turn out well.

Members of the Board noted that the new policy will provide a better way for the Board to demonstrate accountability.

A comment was made that the Board does not wish to micromanage these projects and some bundling does make sense; however, the Board must get the information it needs to make decisions, therefore, the policy needs to fairly reflect the Board's culture and practice while being fair to administration.

Dr. Benarroch agreed that the role of the Board is oversight, and not management. He said the proposed process allows the Board to have the oversight it needs and creates a stronger reporting structure while supporting the process. He noted that the policy can be revisited and revised if the Board finds itself uncomfortable down the line.

The Chair said that having the big picture ahead of time will help the Board to understand the projects without having to approve the minute details long the way.

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

THAT the Board of Governors approve:

- **The revisions to the *Signing of Agreements Policy*;**
- **The revisions to the *Signing of Agreements Procedure*;**
- **The revisions to Schedules A & B of the *Signing of Agreements Procedure*;**
- **The rescinding of the *Use of Corporate Seal Policy*; effective April 1, 2021.**

CARRIED

FOR INFORMATION

6. NEW BUSINESS

6.1 Report from the President

Dr. Benarroch reported that 506 international students have arrived in Manitoba since the end of November, staying at the Sandman Hotel for their quarantine period. He said there were 25 students there now with 63 more scheduled to arrive, adding that the University is communicating with 500 more international students. He noted that nursing students remain in place to ensure the students are doing well. He thanked Dr. Jayas and Ms. Schnarr and their teams for their excellent work.

The President said the search for a Provost and Vice-President (Academic) is ongoing and a shortlist is being created. He added that he is beginning to consider what an EDI Lead position might look like, as that was one of the recommendations in the EDI report presented earlier.

Dr. Benarroch said he had recently announced a phased reopening for the fall term, beginning in September. He thanked Dr. Mondor and Dr. Ristock for their efforts to make that happen. He added that the University will adhere to all public health guidelines so there will be 20 students or fewer per class, depending on the space available for social distancing. He added that masks will remain mandatory. He noted that some new students will be under the age of 18 so will not have been vaccinated when classes begin in the fall, so this will be something that the University will have to address. He said there would be approximately 3000 to 4000 people on campus at one time, with classes at every level, but mostly third- and fourth-year classes because those tend to have fewer students. He said labs would have no more than 25 students registered.

President Benarroch stated that he hopes to open up more in January; however, now it is not known whether all the classes will come back in January, as some classes will continue to be offered remotely even after the pandemic is resolved. He said he had shared plans with the government, the deans, and the unions prior to making the announcement. He acknowledged that the government would prefer that the University wait as long as possible to decide and announce whether to resume in person classes; however, the University must begin scheduling the classes for the fall so that faculty will know how to prepare, international students will have time to get their visas, and manage a lot of other preparation. As before, extra prep classes will be offered in some subjects before classes start.

Chancellor Mahon thanked the President and his team for all their work in dealing with the pandemic. She noted that it will be more difficult to open back up than it was to shut down last year, as there are many things still to consider. Dr. Benarroch said the University needs to do the best it can to reopen in the fall and then move to a full opening for January.

MOTION TO MOVE TO CLOSED & CONFIDENTIAL SESSION

It was moved by Dr. Prentice and seconded by Dr. Reimer:
THAT the meeting move into Closed and Confidential Session.

CARRIED

Approved, but not signed 04/20/21

Chair

University Secretary