

**Minutes of a meeting of Senate held on the above date at 1:30 p.m. in the Senate Chamber, Room E3-262 Engineering and Information Technology Complex**

---

**Members Present**

Dr. D. Barnard,  
Chair  
Dr. C. Adams  
Ms. K. Adams  
Prof. S. Alward  
Prof. G. Anderson  
Prof. J. Anderson  
Prof. J. Asadoorian  
Prof. H. Aukema  
Mr. B. Bawdon  
Dean J. Beddoes  
Prof. P. Blunden  
Prof. T. Booth  
Very Rev. R. Bozyk  
Prof. M. Brabston  
Prof. D. Brewin  
Ms. M. Brolley  
Dean. D. Brown  
Prof. F. Burczynski  
Prof. M. Campbell  
Prof. T. Chen  
Prof. A. Chiu  
Mr. J. Danyluk  
Dean E. Dawe  
Prof. R. Desai  
Dean J. Doering  
Prof. M. Edwards  
Ms. E. Ekine  
Prof. B. Elias  
Prof. J. Embree  
Prof. P. England  
Prof. E. Etcheverry  
Prof. A. Farenhorst  
Prof. G. Fitzell  
Mr. L. Ford  
Prof. D. Funk  
Rectrice R. Gagné  
Prof. J. Gilchrist  
Ms. S. Gottheil  
Mr. T. Gross  
Dean N. Halden  
Prof. R. Hechter  
Prof. P. Hess  
Prof. J. Hughes

Prof. P. Hultin  
Ms. E. Isabey  
Prof. T. Ivanco  
Dr. D. Jayas  
Ms. S. Jordan  
Mr. J. Kearsey  
Dr. J. Keselman  
Mr. P. Kochan  
Mr. T. Krawetz  
Prof. L. Landrum  
Ms. F. Lee  
Prof. R. Lobdell  
Prof. D. McMillan  
Dean D. Mandzuk  
Acting Dean,  
K. Matheos  
Mr. M. Michalak  
Dean J. Mulvale  
Dean B. O'Connell  
Prof. R.-F. Ouellette  
Prof. J. Owens  
Prof. F. Parkinson  
Prof. D. Polyzois  
Dean B. Postl  
Prof. C. Roche  
Dr. H. Sexter  
Ms. B. Sidhu  
Ms. O. Stein  
Dean R. Stern  
Prof. L. Strachan  
Dean J. Taylor  
Ms. R. Taylor  
Dean M. Trevan  
Prof. C. Trott  
Dean L. Turnbull  
Ms. C. Uchime  
Ms. D. Vafabakhsh  
Prof. C. Van Winkle  
Prof. P. Venkatesh  
Prof. L. Wang  
Mr. G. Westdal  
Dean M. Whitmore  
Mr. J. Leclerc  
University  
Secretary

Dr. S. Coyston,  
Recording  
Secretary

**Assessors Present**

Mr. J. Adams  
Dr. J. Blatz  
Dr. D. Collins  
Mr. S. Dorge  
Ms. A. Ducas  
Prof. B. Hann  
Prof. T. Kucera  
Mr. N. Marnoch  
Prof. G. Smith  
Ms. D. Young

**Regrets**

Ms. C. Amadi  
Dean M. Benarroch  
Prof. A. Calder  
Prof. J. Carlberg  
Prof. P. Cattini  
Prof. N. Chow  
Dr. G. Csepregi  
Dean N. Davies  
Ms. A. Dewar  
Mr. J. Diamond  
Prof. J. Guard  
Dean A. Iacopino  
Prof. J. Kettner  
Prof. W. Kinsner  
Prof. K.  
MacKendrick  
Prof. D.  
MacPherson  
Prof. A. Menkis  
Mr. M. Mommoh  
Prof. J. Morrill  
Prof. S. Olson  
Prof. T. Podolsky  
Prof. S. Prentice  
Dr. J. Ristock  
Dean G.  
Sevenhuysen

Ms. B. Silverstein  
Prof. D. Smyth  
Prof. B. Southern  
Dr. D. Stewart  
Prof. R. Tate  
Mr. A. Thapa  
Prof. H. Unruh  
Prof. D. Wirtzfeld  
Prof. A. Young

**Absent**

Prof. M. Araji  
Mr. R. Buchanan  
Mr. T. Burton  
Mr. R. From  
Dr. G. Glavin  
Prof. B. Hallman  
Ms. I. Kaur  
Prof. V. Keown  
Mr. B. Kohistani  
Prof. S. Kouritzin  
Mr. E. Loewen  
Prof. A. McNicol  
Ms. T. McVannel  
Ms. K. Penner  
Ms. A. Rosco  
Dr. M. Torchia  
Mr. A. Turnbull

**Also Present**

Prof. J. Anderson  
Prof. T. Ashcroft  
Ms. C. Davidson  
Ms. S. Foster  
Prof. J. House  
Mr. J. Kopp  
Ms. R. Kunzman  
Ms. K. Legris  
Ms. D. Lukie  
Mr. C. Pierce  
Ms. L. Rempel  
Ms. P. Robertson  
Ms. E. Stone  
Ms. M. Watson

The Chair informed Senate that the speaker of the Senate Executive Committee was Professor Paul Hess, School of Art.

The Chair thanked faculty representatives to Senate whose terms will end on May 31<sup>st</sup>.

The Chair thanked Rectrice Gagné for her service on Senate, as President of the Université de Saint-Boniface (2003-2014). He congratulated her on her induction to the Order of Manitoba, which had been announced on May 12<sup>th</sup>.

The Chair congratulated Dr. Csepregi on his recent appointment as President of the Université de Saint-Boniface.

**I CANDIDATES FOR DEGREES,  
DIPLOMAS AND CERTIFICATES – MAY 2014**

Page 6

A copy of the list of graduands was available at the front table for examination by members of Senate.

Mr. Marnoch said 2,838 graduands had been recommended to convocate in May. These include graduands from the Diploma in Agriculture, School of Agriculture, and the Undergraduate Medical Education program, College of Medicine, who the President and the Provost had previously approved to graduate, on Senate's behalf.

**Professor Hess MOVED, on behalf of the Senate Executive Committee, THAT the list of graduands provided to the University Secretary by the Registrar be approved, subject to the right of Deans and Directors to initiate late changes with the Registrar up to May 16, 2014.**

**CARRIED**

**II REPORT ON MEDALS AND PRIZES  
TO BE AWARDED AT THE SPRING CONVOCATION**

The report was available at the front table in the Senate Chamber for examination by members of Senate.

**Professor Hess MOVED, on behalf of the Senate Executive Committee, THAT the report on medals and prizes provided to the University Secretary be approved by Senate.**

**CARRIED**

**III MATTERS TO BE CONSIDERED IN CLOSED SESSION**

**1. Report of the Senate Committee on Honorary Degrees  
[May 7, 2014]**

In keeping with past practice, the minutes of this agenda item are not included in the circulated minutes but appear in the original minutes, which are available for inspection by members of Senate.

## IV ELECTION OF SENATE REPRESENTATIVES

### 1. To the Board of Governors

Page 7

The Chair said three Senators represent Senate on the Board of Governors, at least one of who has no administrative responsibilities greater than those of department head at the time of election. An election was required to replace Dean Whitmore, whose term ends on May 31, 2014. Professor Embree (Medicine) and Dean Halden (Environment, Earth, and Resources) currently represent Senate on the Board. As Professor Embree has no administrative responsibilities beyond department head, there was no restriction on the nominees.

The University Secretary opened nominations.

On motions duly moved and seconded, Dean Taylor (Arts) and Dean Beddoes (Engineering) were nominated.

On a motion duly moved and seconded, nominations were closed.

Dean Taylor was declared **ELECTED** to the Board of Governors for a three-year term ending May 31, 2017.

### 2. To the Senate Executive Committee

Page 9

#### a) From amongst faculty members

The Chair said four faculty representatives were to be elected to the Senate Executive; two for three-year terms, to replace Professor Chen (Arts) and Professor Young (Arts), whose terms end on May 31, 2014; one for a two-year term, to replace Professor Asadoorian for the remainder of her term, which ends on May 31, 2016; and one for a one-year term, to replace Professor Blunden for the remainder of his term, which expires on May 31, 2015.

The University Secretary opened nominations.

On motions duly moved and seconded, Professor Chen (Arts), Professor Judy Anderson (Science), and Professor Ivanco (Arts) were nominated.

On a motion duly moved and seconded, nominations were closed.

Professor Chen and Professor Ivanco were declared **ELECTED** to the Senate Executive for three-year terms ending May 31, 2017.

Professor Judy Anderson was declared **ELECTED** to the Senate Executive for a two-year term ending May 31, 2016.

The Chair said an election would be conducted at the June Senate meeting to fill the remaining vacancy for a one-year term.

**b) From amongst Vice-Presidents, Deans of Faculties and Directors of Schools**

The Chair said one representative was to be elected from among the Vice-Presidents, Deans of Faculties, and Directors of Schools, to replace Dean Postl (College of Medicine), whose term ends on May 31, 2014. Those eligible for nomination are listed on page 10 of the agenda.

The University Secretary opened the nominations. No nominations were received. An election will be held at the June Senate meeting to fill the vacancy.

**3. Election of a Student Member to the Senate Executive Committee Page 11**

The election of a student member to the Senate Executive committee was deferred to the June Senate meeting.

**V MATTERS RECOMMENDED FOR CONCURRENCE WITHOUT DEBATE**

**1. Report of the Senate Committee on Curriculum and Course Changes Page 12**

The Chair said that, in keeping with past practices, minor corrections to the Report of the Senate Committee on Curriculum and Course Changes should be reported to the Office of the University Secretary.

**2. Report of the Executive Committee of the Faculty of Graduate Studies on Course and Curriculum Changes RE: Departments of Educational Administration, Foundations and Psychology, Human Anatomy and Cell Science, Biochemistry and Medical Genetics, Political Studies, Psychology, Sociology [March 27, 2014] Page 137**

**Professor Hess MOVED, on behalf of the Senate Executive Committee, THAT Senate approve the Report of the Senate Committee on Curriculum and Course Changes and the Report of the Executive Committee of the Faculty of Graduate Studies on Course and Curriculum Changes RE: Departments of Educational Administration, Foundations and Psychology, Human Anatomy and Cell Science, Biochemistry and Medical Genetics, Political Studies, Psychology, Sociology [March 27, 2014].**

**CARRIED**

**VI MATTERS FORWARDED FOR INFORMATION**

**1. 2014-2015 List of Senate Members Page 142**

**2. 2014-2015 Schedule of Meetings and Agenda Availability for Senate and Senate Executive Committee Page 146**

<b>3.</b>	<b><u>Annual Reports of Standing Committees of Senate</u></b>	
a)	<u>Academic Computing</u>	Page 147
b)	<u>Academic Dress</u>	Page 149
c)	<u>Academic Freedom</u>	Page 150
d)	<u>Academic Review</u>	Page 151
e)	<u>Admissions</u>	Page 152
f)	<u>Admission Appeals</u>	Page 154
g)	<u>Appeals</u>	Page 155
h)	<u>Approved Teaching Centres</u>	Page 156
i)	<u>Awards</u>	Page 157
j)	<u>Calendar</u>	Page 161
k)	<u>Curriculum and Course Changes</u>	Page 162
l)	<u>Honorary Degrees</u>	Page 163
m)	<u>Instruction and Evaluation</u>	Page 164
n)	<u>Joint Master's Programs</u>	Page 166
o)	<u>Joint Master's Programs Appeals</u>	Page 168
p)	<u>Libraries</u>	Page 169
q)	<u>Medical Qualifications</u>	Page 170
r)	<u>Nominations</u>	Page 171
s)	<u>Planning and Priorities</u>	Page 172
t)	<u>Rules and Procedures</u>	Page 174
u)	<u>University Research</u>	Page 175

Standing Committees of Senate are required to report at least once a year unless otherwise specified in the terms of reference. The Chair referred Senators to the annual reports, for the year 2013-2014, that were circulated with the agenda.

<b>4.</b>	<b><u>Report of the Senate Committee on Awards – Part A [April 8, 2014]</u></b>	Page 177
<b>5.</b>	<b><u>Report of the Senate Committee on Awards [April 16, 2014]</u></b>	Page 194
<b>6.</b>	<b><u>Report of the Senate Committee on Academic Review RE: Undergraduate and Graduate Program Reviews [April 17, 2014]</u></b>	Page 196
<b>7.</b>	<b><u>Correspondence from COPSE RE: Entry-to-Practice Doctor of Pharmacy</u></b>	Page 206
<b>8.</b>	<b><u>Items Approved by the Board of Governors, on March 18, 2014</u></b>	Page 207

**VII REPORT OF THE PRESIDENT**

<b>1.</b>	<b><u>President's Report [April 2, 2014]</u></b>	Page 208
<b>2.</b>	<b><u>President's Report [May 14, 2014]</u></b>	Page 220

3. **University of Manitoba International Strategy:  
Manitoba's Gateway to the World [March 2014]**

Page 226

The Chair invited Dr. Jayas to make a presentation on "University of Manitoba International Strategy: Manitoba's Gateway to the World". A copy of the presentation has been appended to the minutes of the meeting.

Dr. Jayas said the University of Manitoba International Strategy: Manitoba's Gateway to the World [March 2014] had been prepared by the Internationalization Steering Committee. The committee was struck in the Fall 2013. Its membership includes representatives from each of the Vice-President's offices, from amongst the deans of faculties and colleges, Student Life, and the University of Manitoba Students' Union. The strategy takes into account information gathered in a baseline environmental scan completed by the Centre for Higher Education Research and Development (CHERD). In the Fall 2014, feedback on a draft document was solicited through open consultations on the Fort Garry and Bannatyne Campuses and through the website of the Vice-President (Research and International). In the Spring 2014, a revised document was distributed for consultation at both campuses. The document is provided to Senate for its consideration and would subsequently be revised, as appropriate, based on Senate's feedback before it is shared with the Board of Governors.

Dr. Jayas said the international strategy is aligned to the University's vision, mission, and values. The UM International Vision is, "to be a globally engaged institution linking Manitoba with the world." It also aligns with the institutional goals set out in the Strategic Planning Framework, including student experience, Indigenous achievement, academic enhancement, and outstanding employer. Dr. Jayas identified the values considered when developing the strategy, including humanity; excellence and innovation; integrity, selectivity and accountability; social responsibility; equity and diversity; academic freedom; and environmental sustainability.

Dr. Jayas said the Office of International Relations would be restructured and renamed "UM International." Its primary focus would be to provide institutional coordination of international partnerships, research, and teaching activities, although many of these things are expected to be initiated and carried out at the faculty level. Dr. Jayas said the Office of the Vice-President (Research and International) would have primary responsibility for setting international strategic directions for the University. An International Advisory Committee, with representation from various faculties, would provide advice to UM International on proposed institutional-level directions and initiatives. An Operational Committee would include representatives from administrative units that support international initiatives, including Student Affairs and the Office of the Vice-President (External) and the Vice-President (Research and International). Regional Advisory Groups would provide expert advice and would propose initiatives that might be pursued in specific countries or regions.

Dr. Jayas said the proposed international strategy is not specific but is intended to set a strategic direction for the institution, with faculties involved in implementing initiatives and activities that support the strategy.

Referring to the UM International value of integrity, selectivity and accountability, Professor McMillan suggested that the word “selectivity” might invoke privileging some initiatives over others. She asked if it might be preferable to refer to prioritization instead. Dr. Jayas replied that, in the context in which it is used, the word is intended to communicate that prioritization would occur.

In response to a question from Professor Hultin, Dr. Jayas clarified that, depending on the activity, the development of international activities might be pursued by individual faculty members or by a faculty as a unit. UM International would provide administrative support to facilitate the development of international partnerships. Before bringing a proposal forward, academic units or staff proposing an international partnership would be expected to identify the goals and outcomes that might be achieved by establishing a memorandum of understanding (MOU).

Professor Blunden asked if UM International would be the point of contact for visiting international partners who might require assistance with visas or immigration. Dr. Keselman said Ms. Trupish, Director of Immigration, in the Office of the Vice-President (Academic) and Provost, is the point of contact for individuals or units who require information on these things. Dr. Jayas said UM International could provide a letter of support to confirm that an individual is coming to the University under an MOU to work on a collaborative project.

Professor Chen suggested that, in order to facilitate the authorization of documents for faculty who frequently work with international partners or deal with immigration, UM International might have a notary public. The Office of International Relations does assist faculty, at present. As it also supports student requests, the volume of work can delay the process.

#### **4. Strategic Enrolment Management Goals: Assessment After One Year – Spring 2014**

Dr. Barnard invited Ms. Gottheil and Dean Doering to make a presentation on “Strategic Enrolment Management Goals: Assessment After One Year”. A copy of the presentation is appended to the minutes.

Ms. Gottheil recalled that, in June 2013, Senate had approved a Strategic Enrolment Management Planning (SEMP) Framework, 2013-2018, which set a number of institutional goals. The Strategic Enrolment Management Planning Committee had, at that time, pledged to report annually to Senate and to the Board of Governors on the progress made toward those goals. Ms. Gottheil reminded Senators that, rather than allowing enrolment to continue to increase exponentially without any planning, in a context of increasingly restricted human, financial, and space resources, the Framework set a five-year target of 32,000 for total student enrolment. She said that, in 2013-2014, enrolment had increased to 29,111 students, including students in the Postgraduate Medical Education program. Given that the target for graduate student enrolment is 20 percent of undergraduate enrolment, she said undergraduate enrolment cannot grow much larger than the current 25,363 students.

Ms. Gottheil recalled that the Framework sets targets for undergraduate student outcomes, including improved retention rates, particularly between the first and second year. The University has set a target of 90 percent persistence. The current retention rate from first to second year (86.5 percent) is below the average (89.1 percent) for U15 universities. Ms. Gottheil said significant work would be required to improve the undergraduate graduation after six year from the current rate of 50.3 percent to the University's target of 60 percent. The average for U15 institutions is 72.8 percent. Ms. Gottheil observed that, despite setting goals to improve student outcomes, the rate of undergraduate graduation had declined over the previous year.

Dean Doering said graduate enrolment had increased over the previous year to 3,748 students, which represents 12.9 percent of the total student population. He recalled that, when he had attended a meeting of the Western Canadian Deans of Graduate Studies several years before, it was apparent that other western Canadian universities were reporting higher graduate enrolment growth than the University of Manitoba. Dean Doering noted that, among U15 universities, the Université de Montréal has the largest graduate student population, many of whom are doctoral students. He said the University of Manitoba has set a target ratio of 1.0:0.5 for master's to doctoral students. It is currently ranked fourteenth among the U15 universities, with a ratio of 1.0:0.4.

Dean Doering said the SEMP Framework sets targets of 80 percent for master's graduation after five years and 75 percent for doctoral graduation after nine years. Currently 72 percent of master's students graduate after five years, which is lower than the average of 81 percent for U15 universities. At the doctoral level, 71 percent of students graduate from the University after nine years, which is higher than the average of 68 percent for U15 universities. Dean Doering said the mean number of terms to completion for master's (8.9 terms) and doctoral (15.8 terms) students at the University is higher than the average rates for the U15 institutions. Master's students take two additional terms (eight months) and doctoral students take one additional term. Dean Doering recalled that a Task Force on Time-to-Completion had identified a number of issues, which the Faculty of Graduate Studies is continuing to address. One of these was the implementation of Advisor-Student Guidelines, with clearly articulated expectations, which was recently approved by Senate (June 19, 2013).

Ms. Gottheil recalled that the SEMP Framework also establishes targets for Indigenous and international student enrolment. In recognition of the effort that will be required to increase Indigenous student enrolment to reflect the proportion of Indigenous peoples in the Manitoba population, the Framework sets out both five- and ten-year targets. For Indigenous undergraduate students, the five- and ten-year goals are 10 percent and 15 percent of the total undergraduate population, respectively. Enrolment had increased by 43 undergraduate students, which moves the University marginally closer to its target over the previous year, from 7.7 percent to 7.8 percent. Enrolment targets for Indigenous graduate students are 5 percent of the total graduate population by 2018 and 8 percent by 2023. The proportion of Indigenous graduate students also increased slightly, from 4.1 to 4.2 percent, over the previous year. Ms. Gottheil said the University has surpassed its targets of 10 percent international undergraduate

students and 20 percent international graduate students. International graduate student enrolment is approaching 25 percent of total graduate enrolment.

Ms. Gottheil offered a number of observations on questions and problems to be considered as SEM planning proceeds. She said it will be difficult to achieve targets for Indigenous and graduate student enrolment and for student outcomes without intentional planning and without additional time, energy, and fiscal resources directed toward initiatives to support these goals. As international student enrolment targets have been surpassed, she said thought might be given to questions of whether current enrolment levels should be maintained or the targets should be adjusted up or down, including the question of whether international student enrolment should be limited. Any discussion of these questions must be linked to student outcomes and will have to take into account that there are pressures on postsecondary institutions, from provincial and federal governments, to continue to increase international student enrolment. Recalling that Senate had recently received information on enrolment targets established for many programs (Senate, April 24, 2014), Ms. Gottheil noted that enrolment targets for the Faculties of Arts and Science and for University 1 are required yet for proper enrolment planning. She remarked that discussion of an enrolment target for University 1 might lead to a discussion of accessibility and competitiveness. She suggested that increasing online enrolment should also be taken into account when doing enrolment planning.

Ms. Gottheil identified a need to work with faculties and schools to develop better admission processes. As undergraduate students enter some programs from various streams, including direct entry, University 1, and as transfer students from domestic and international institutions, it is difficult to make a class without first understanding where students are coming from. It will also be necessary to update policies related to enrolment, as some have not been reviewed since the early 1970s. As part of this process, it will be necessary to develop new criteria for adjusting enrolments at the undergraduate and graduate levels.

Ms. Gottheil said an SEM Plan that would connect particular strategies required to achieve the University's SEM goals will be brought forward to a future Senate meeting. She said SEM goals are being discussed in other types of planning, including budgets, space planning, and philanthropy. The SEM Planning Committee will continue to provide annual updates to the Senate and the Board.

Professor Chen asked if consideration might be given to raising English language requirements for admission, particularly for undergraduate programs. She suggested the Faculty of Arts has seen increasing numbers of students who do not have requisite English language skills to be successful at the undergraduate level. Professor Desai concurred. She asked if graduates of the International College of Manitoba (ICM) program are required to complete an English language proficiency examination subsequent to completing the ICM program. Ms. Gottheil recalled that requirements for the Test of English as a Foreign Language (TOEFL), for admission to undergraduate programs, had been raised recently (Senate, June 19, 2013). Dean Doering said the Faculty of Graduate Studies might review the English language requirements for admission to its programs, as the University's requirements for the Internet-Based TOEFL are lower than most of the other U15 universities. Ms. Gottheil suggested there are

other things the University can do to support international students, including writing tutorials and workshops. She said the Academic Integrity Working Group, a working group of the Associate Deans Undergraduate/ University Liaison Officers, is also looking at ways to address concerns related to academic integrity issues. Ms. Gottheil said graduates of the ICM program must achieve level five of the Academic English Program for University and College Entrance (AEPUCE) before they would be admitted to the University.

In response to a question, Dean Doering said the number of domestic graduate students registered in 2013-2014 had increased by 1.9 percent over the previous year.

Dean Whitmore asked if there is information on whether some undergraduate students who leave the University after the first year subsequently graduate from other institutions. Ms. Gottheil said the students are not tracked but said there is a lot of “swirling” of students between institutions, which is true for postsecondary institutions across North America. Swirling also occurs within institutions, as students stop out of their programs and then return or switch programs. Ms. Gottheil suggested the University can do more to retain students and to address internal swirling. In order to do so, it will be necessary to determine why students do not complete their programs or elect to leave. Some data indicate that some students do not persist in their programs as they do not carry a sufficient course load or withdraw from too many courses.

Professor McMillan enquired about the relationship between levels of graduate student support and time-to-completion. In particular, she asked whether higher levels of graduate support might allow students to focus on their studies and complete their programs in less time. She recalled from previous discussions that levels of graduate student support are higher at other U15 universities. Dean Doering said there is a connection between graduate student funding and time-to-completion but the linkage is not as strong as might be expected. Other factors, including a student’s relationship with the advisor, the expectations of the advisor, the culture of a department, and other supports that are available to students are more important than financial support. There are units at the University where students are well funded but, in the opinion of external reviewers, students are taking too long to complete their programs.

Professor Desai suggested that programs might be restructured to better connect undergraduate to graduate programs because, she contended, one of the best ways to fund graduate students is to provide teaching assistantships.

Professor Hultin observed that, for many years, the Department of Chemistry has not been successful at recruiting strong Canadian-educated post-graduates other than from its own programs or from the University of Winnipeg. Applicants who have turned down offers of admission have cited the availability of more funding elsewhere and a disinclination to live in Winnipeg as reasons for accepting offers from other institutions. Professor Hultin contended that, at least in disciplines where graduate student stipends are the norm, competitive graduate student support would be required to improve graduate student outcomes. He suggested that more must be done to raise the profile of the University outside of Winnipeg and to counter negative impressions people hold regarding the city and the

University. Dean Doering replied that the ability to provide competitive graduate support relates to the ability to generate the revenue required for a competitive revenue base. Institutions that offer higher levels of graduate support have revenues from tuition fees that are two or three times higher than those levied by the University of Manitoba, which are returned to students as graduate scholarships and stipends. Dean Doering said it is a misperception that the University does not attract students from outside of Manitoba. He said 50 percent of Canadian graduate students at the University are from out-of-province.

Professor Blunden suggested that undergraduate student outcomes for graduation and persistence might be lower than those of other U15 universities because those institutions require higher averages for admission from high school. He said he is not concerned about the data provided for student outcomes, as the University of Manitoba has a more open admission policy that is intended to give students opportunities to succeed. Ms. Gottheil replied that the overall admission average for students admitted to the University is close to 85 percent and very few students admitted to University 1 have a high school average below 70 percent. She agreed that other U15 universities do have competitive admission averages for many programs but noted that this is not necessarily the case for their arts and/or science programs.

Professor Blunden remarked that, when proposing enrolment targets for larger faculties, it would be useful to bear in mind that, while some programs might be detrimentally affected by rising costs associated with increased enrolment, not all programs are at capacity and some might benefit from new enrolment. He observed that increasing enrolment has been an important source of revenue for the University in recent years. Dr. Barnard replied that the more general observation, with respect to establishing enrolment targets, is that the University needs to be more managing of enrolment, rather than just accepting what comes, as it leads to the types of imbalances described by Professor Blunden and does not serve either departments with too many students or those with staff but not enough students.

## **VIII QUESTION PERIOD**

Senators are reminded that questions shall normally be submitted in writing to the University Secretary no later than 10:00 a.m. of the day preceding the meeting.

The following question was received from Professor Gary Anderson, Faculty of Science:

During the landscaping and development of Innovation plaza in front of the Buller building, the commemorative plaques to Reginald Buller and Isabel Auld were moved to the side of the Buller building where they have remained out of sight for at least a year. Given the legacy of these two people in shaping the history of the University of Manitoba can their commemorative plaques please be returned to a position of prominence, and possibly without leaving tractor ruts in the newly laid turf.

Mr. Kochan said the plaques would be reinstalled as soon as the ground thaws. There had been some delays that had prevented their reinstallation in the fall.

**IX      CONSIDERATION OF THE MINUTES  
OF THE MEETING OF APRIL 2, 2014**

**Professor Brabston MOVED, seconded by Dean Whitmore, THAT the minutes of the Senate meeting held on April 2, 2014 be approved as circulated.**

**CARRIED**

**X      BUSINESS ARISING FROM THE MINUTES - none**

**XI     REPORTS OF THE SENATE EXECUTIVE COMMITTEE  
AND THE SENATE PLANNING AND PRIORITIES COMMITTEE**

**1.      Report of the Senate Executive Committee**

Page 245

Professor Hess reported that Senate Executive had met on April 30, 2014. The comments of the committee accompany the reports on which they are made.

Professor Hess said the committee had made a recommendation on nominations to the Senate Committee on Nominations, to replace two members whose terms will end on May 31<sup>st</sup>. One vacancy remains for a representative of Management and Extended Education. A nomination will be brought forward to an upcoming meeting of Senate.

**Professor Hess MOVED, on behalf of the Senate Executive Committee, THAT the following nominations to the Senate Committee on Nominations be approved by Senate for three-year terms beginning June 1, 2014 and ending on May 31, 2017:**

- **Professor Pam Perkins (re-appointment), representing Arts;**
- **Professor Archie McNicol (new appointment, Senator),  
representing Medicine and Dentistry.**

**CARRIED**

**2.      Report of the Senate  
Planning and Priorities Committee**

**a)**      Ms. Ducas said the committee is currently considering a proposal for a Master of Social Work in Indigenous Knowledges.

**b)**      **RE: a Proposal for the Department of Human Nutritional  
Sciences to join the Faculty of Agricultural and Food  
Sciences**

Page 246

Ms. Ducas said a proposal for the Department of Human Nutritional Sciences to join the Faculty of Agricultural and Food Sciences had been developed by the Department following an extended period of discussion and consultation. She noted that the Department Council of Human Nutritional Sciences and the Faculty Councils of Human Ecology and Agricultural and Food Sciences had endorsed the proposal. Under the proposal, the Department would join the Faculty of Agricultural and Food Sciences and would be governed by the bylaws and policies of that

Faculty, while retaining its current departmental bylaws and procedures. Ms. Ducas reviewed the human, fiscal, and space resources that would be transferred with the Department, from both the Department and the Faculty of Human Ecology, to the Faculty of Agricultural and Food Sciences, as set out in observations 6 -7 and 8 of the Report of Senate Planning and Priorities Committee.

Dean Trevan said considerable thought had been given to the proposal. He said the vote taken by the Faculty Council of the Faculty of Agricultural and Food Sciences was overwhelmingly in favour of endorsing the proposal. He said Senate should support the proposal as it makes academic sense.

**Ms. Ducas MOVED, on behalf of the committee, THAT Senate approve and recommend that the Board of Governors approve the joining of the Department of Human Nutritional Sciences to the Faculty of Agricultural and Food Sciences [as recommended by the Faculty Councils of Human Ecology and Agricultural and Food Sciences].**

**CARRIED**

**XII REPORTS OF OTHER COMMITTEES OF SENATE,  
FACULTY AND SCHOOL COUNCILS**

1. **Report of the Senate Committee on Awards –  
Part B [April 8, 2014]** Page 258

**Dean Whitmore MOVED, seconded by Professor Brabston, THAT Senate approve and recommend to the Board of Governors the Report of the Senate Committee on Awards – Part B [dated April 8, 2014].**

**CARRIED**

2. **Report of the Faculty Council of Graduate Studies  
RE: Revised Regulations Concerning Full-Time and  
Part-Time Students [April 9, 2014]** Page 261

Dean Doering said the Faculty Council of Graduate Studies was proposing an amendment to the Faculty of Graduate Studies Academic Guide, to redress an oversight when the document was last revised (Senate, May 15, 2013). Specifically, it is proposed that the Academic Guide be amended to clarify that part-time doctoral students have a maximum of seven years to complete their program

**Dean Doering MOVED, seconded by Professor Embree, THAT Senate approve the Report of the Faculty Council of Graduate Studies on revised regulations concerning full-time and part-time students [April 9, 2014], effective September 1, 2014.**

**CARRIED**

3. **Proposal from the Faculty of Education to Revise the After-Degree B.Ed. Program**

Page 263

Dean Mandzuk said the proposal to revise the curriculum of the After-Degree Bachelor of Education degree follows many years of discussion about how to best prepare teachers for the changing realities of today's classrooms. He said the revised curriculum gives greater emphasis to diversity, integrating Aboriginal perspectives, interdisciplinary learning, and student choice. It preserves the uniqueness of the Early, Middle, and Senior Years Streams but increases the number of courses taught across streams, as teachers in Manitoba are certified from kindergarten through grade 12. Dean Mandzuk said the revised curriculum responds to University priorities by reducing the number of low enrolment courses, limiting course weightings to 3 and 6 credit hours, and linking coursework and practicum courses more tightly. Additionally, the transition plan uses University resources wisely and is fair and transparent to students already in the program. Dean Mandzuk noted that the Faculty of Education had consulted widely including with Education students and external stakeholders who have communicated their support for the proposal.

a) **Report of the Senate Committee on Curriculum and Course Changes**

Page 312

Professor Smith said the Committee had reviewed the proposal thoroughly and had been satisfied with the proposal and by the responses received from stakeholders. He said the Committee recommends that Senate support the proposal to revise the curriculum.

b) **Report of the Senate Planning and Priorities Committee**

Page 314

Ms. Ducas said the SPPC had also reviewed the proposal thoroughly and recommends the proposal on the basis that neither the revised curriculum nor the transition from the current to the revised curriculum would require additional resources. She noted that the revised curriculum, which would result in a net decrease of 9 credit hours of courses, would result in a cost savings of \$18,000 annually.

**Dean Mandzuk MOVED THAT Senate approve a proposal from the Faculty of Education to revise the After-Degree Bachelor of Education program, effective September 1, 2015.**

**CARRIED**

4. **Proposal from the Faculty of Nursing to Revise the Four-Year Baccalaureate in Nursing Program**

Page 316

Dean O'Connell invited Professor Ashcroft (Associate Dean, Undergraduate Program, Faculty of Nursing) to speak to the proposal to revise the curriculum of the Four-Year Baccalaureate in Nursing. Professor Ashcroft referred Senators to page 345 of the agenda for a description of the proposed changes. She said the revised curriculum addresses several issues with the current curriculum, which is more than twenty years old, including course sequencing that is not optimal,

gaps and overlaps in content, bottlenecks in clinical courses, and a clinical model that is costly to deliver. Professor Ashcroft said the Faculty had engaged in a wide consultation process including with faculty members, students, regional health authorities, the College of Registered Nurses of Manitoba, and the Aboriginal Nurses Association of Canada. The proposal includes a detailed plan to bridge delayed students, as the revised curriculum is implemented, as outlined on page 326 of the agenda.

a) **Report of the Senate Committee on Curriculum and Course Changes** Page 345

Professor Smith said the proposal also includes a request to change the name of the program to the “Bachelor of Nursing”.

**Dean O’Connell MOVED THAT Senate approve proposals from the Faculty of Nursing to (i) revise Year 2 of the Four-Year Baccalaureate of Nursing program, effective September 1, 2015, and (ii) introduce NURS 1500 Preparing for Professional Nursing Education and change the name of the program to “Bachelor of Nursing”, effective September 1, 2014.**

**CARRIED**

5. **Reports of the Senate Committee on Admissions**

a) **RE: Revised Admission Requirements for the Bachelor of Nursing Program, Faculty of Nursing** Page 348

Ms. Gottheil said items XII(5)(a) through (f) are intended to simplify admission processes and policies to benefit students and the staff who administer the processes and policies.

Ms. Gottheil introduced a proposal to revise the admission requirements for the Bachelor of Nursing program. She explained that, at present, there are two options for admission to the program. Option 1 is to be revised to eliminate the option to admit students with an Adjusted Grade Point Average (AGPA) of 2.00 to 2.49, as admission to the program is competitive and the Faculty has not admitted students with an AGPA of less than 3.0 for many years. Also, the range of elective courses for students is to be increased so students who do not meet the admission cut-off or who are not admitted to the Faculty have the option to pursue studies in other programs.

Ms. Gottheil said the Faculty of Nursing is also proposing that Option 2, which provides an admission route for mature students who are missing some of the prerequisite courses, be eliminated. Very few students have used this option and those who did were disadvantaged as they were out of sequence with other students admitted in the same cohort.

**Ms. Gottheil MOVED, on behalf of the committee, THAT Senate approve the Report of the Senate Committee on Admissions concerning revised admission requirements for the Bachelor of**

**Nursing Program, Faculty of Nursing, effective for the September 2015 intake.**

**CARRIED**

- b) **RE: Proposal from Enrolment Services to Establish Five Categories of Admission Requirements for Direct Entry Programs** Page 352

Ms. Gottheil recalled that Senate had previously approved a template for faculties and schools to propose admission requirements for Direct Entry (Senate, October 6, 2010). Several faculties and schools have since introduced Direct Entry options and the University now has fifteen different sets of admission requirements into those faculties and schools that offer Direct Entry. Enrolment Services is proposing to reduce the number of admission requirements. The objectives are, first, to make the admission requirements clearer to applicants by reducing the number of admission pathways from fifteen to five, and, second, to ensure the admission requirements are appropriate for each particular program, versus general admission to a faculty or school, so students have the requirements to be successful in the programs they are admitted to. Ms. Gottheil said Enrolment Services had consulted with the Faculty and School Councils concerned and with high school guidance counselors.

**Ms. Gottheil MOVED, on behalf of the committee, THAT Senate approve the Report of the Senate Committee on Admissions concerning a proposal from Enrolment Services to establish five categories of admission requirements for direct entry programs, effective for the September 2015 intake.**

**CARRIED**

- c) **RE: Revised Admission Requirements for the Direct Entry Option, School of Dental Hygiene** Page 360
- d) **RE: Revised Admission Requirements for the Direct Entry Option, Faculty of Environment, Earth, and Resources** Page 362
- e) **RE: Revised Admission Requirements for the Direct Entry Option, Faculty of Human Ecology** Page 365
- f) **RE: Revised Admission Requirements for the Direct Entry Option, Faculty of Kinesiology and Recreation Management** Page 368

Ms. Gottheil said revised admission requirements proposed for the School of Dental Hygiene and for the Faculties of Environment, Earth, and Resources, Human Ecology, and Kinesiology and Recreation Management, are required to implement the five categories of admission requirements for Direct Entry programs approved by Senate under item XII(5)(b).

**Ms. Gottheil MOVED, on behalf of the committee, THAT Senate approve the Reports of the Senate Committee on Admissions concerning revised admission requirements for the direct entry options in the School of Dental Hygiene and the Faculties of Environment, Earth, and Resources, Human Ecology, and Kinesiology and Recreation Management, effective for the September 2015 intake.**

**CARRIED**

- 6. Report of the Senate Committee on Academic Review** Page 371  
**RE: Proposal for a Centre for Engineering Professional Practice and Engineering Education**

Dr. Collins said an ad hoc Committee of the Senate Committee on Academic Review had reviewed a proposal for a Centre for Engineering Professional Practice and Engineering Education and had found that it meets all of the requirements for an academic centre, as outlined in the procedures on Academic Centres and Institutes. He said the proposal clearly articulates the mission and objectives of the Centre and the benefits that would be accrued by membership. Dr. Collins said the Centre is the first to be considered under the policy on Academic Centres and Institutes.

**Dr. Collins MOVED, on behalf of the committee, THAT Senate approve, and recommend that the Board of Governors approve, the establishment of the Centre for Engineering Professional Practice and Engineering Education, for a period of five years, with continuation subject to a review process.**

**CARRIED**

- 7. Reports of the Senate Committee on Instruction and Evaluation**

- a) RE: Revised Entrance and Continuation Requirements, B.A.(Hons.) in Psychology, Faculty of Arts** Page 385

Dr. Ristock said the Faculty of Arts is proposing changes to the entrance and continuation requirements for the Bachelor of Arts (Honours) in Psychology. The primary change is to increase the grade point averages for entrance and continuation, as described in the report, from 3.25 to 3.50. The proposed requirements are consistent with those for Honours programs in Psychology at other Canadian institutions; would help the Department of Psychology limit the number of students coming into the program; and would better convey the level of academic standing required to pursue graduate studies in the field, which is relevant given that most students in the program have a desire to undertake graduate studies.

**Dr. Ristock MOVED, on behalf of the committee, THAT Senate approve the Report of the Senate Committee on Instruction and Evaluation concerning revised entrance and continuation**

**requirements for the Bachelor of Arts (Honours) in Psychology, Faculty of Arts, effective September 1, 2015.**

**CARRIED**

- b) **RE: Limit on Time in the Preliminary Engineering Program and Students Transiting to Departments, Faculty of Engineering** Page 389

Dr. Ristock introduced a proposal from the Faculty of Engineering to modify the wording for two 2 regulations, the Limit on Time in the Preliminary Engineering Program and Students Transiting to Departments. The revised wording clarifies for students that admission to departments is competitive and involves an application process. It also makes clear that students are not necessarily guaranteed their first choice of department. The revised wording reflects practices currently in place within the Faculty.

**Dr. Ristock MOVED, on behalf of the committee, THAT Senate approve the Report of the Senate Committee on Instruction and Evaluation concerning the Limit on Time in the Preliminary Engineering Program and Students Transiting to Departments, Faculty of Engineering, effective September 1, 2014.**

**CARRIED**

- c) **RE: Revised Entrance Requirements, B.Sc.(Hons.) in Psychology, Faculty of Science** Page 391

Dr. Ristock said the Faculty of Science is proposing changes to the entrance requirements for the Bachelor of Science (Honours) in Psychology, to correct an earlier error and to ensure the requirements are consistent with the general requirements for Honours programs in the Faculty.

**Dr. Ristock MOVED, on behalf of the committee, THAT Senate approve the Report of the Senate Committee on Instruction and Evaluation concerning revised entrance requirements for the Bachelor of Science (Honours) in Psychology, Faculty of Science, effective September 1, 2014.**

**CARRIED**

- d) **RE: Proposal for Field Instruction Policy, School of Social Work, Université de Saint-Boniface** Page 393

Dr. Ristock said the School of Social Work at the Université de Saint-Boniface is proposing to establish a Field Instruction policy to set out expectations for students who want to undertake a placement at their current place of employment. The document also includes a Policy on Vaccines for students who complete a placement within the Winnipeg Regional Health Authority.

Dr. Ristock **MOVED**, on behalf of the committee, **THAT Senate approve the Report of the Senate Committee on Instruction and Evaluation concerning a proposal to establish a Field Instruction Policy (*Enseignement dans le cadre d'un stage*) for the Bachelor of Social Services program, Université de Saint-Boniface, effective September 1, 2014.**

**CARRIED**

**8. Reports of the Senate Committee on Rules and Procedures**

**a) RE: Revisions to the Faculty of Graduate Studies Council Bylaws**

Page 399

Dean Doering said the Faculty of Graduate Studies Council Bylaws were to be revised to include the Registrar as a non-voting member. Given the volume of course and curriculum changes considered by the Faculty Council, the Registrar had asked to be included on the committee to facilitate the execution of those changes.

**Dean Doering **MOVED**, on behalf of the committee, **THAT Senate approve the Report of the Senate Committee on Rules and Procedures concerning proposed revisions to the Faculty of Graduate Studies Council Bylaws.****

**CARRIED**

**b) RE: Clarification to the Senate Rules with respect to Designates/Proxies at Senate and the Eligibility of Those in Acting Roles**

Page 403

Dean Doering said section 10 of the Standing Rules of Senate were to be revised to clarify, first, the role of designates or proxies at Senate. He said section 10 currently references delegates but does not speak to proxies. Second, section 10 was to be amended to specify when individuals serving in an acting capacity for an *ex officio* member have voting rights at Senate, including in instances when they are formally appointed to their role by the Board of Governors or are temporarily serving in the role. Dean Doering reviewed the revised wording for section 10, as outlined on page 404 of the agenda.

**Dean Doering **MOVED**, on behalf of the committee, **THAT Senate approve the Report of the Senate Committee on Rules and Procedures concerning clarification of the Senate Rules with respect to designates/proxies at Senate and the eligibility of those in acting roles.****

**CARRIED**

9. **Report of the Senate Committee on University Research  
RE: Periodic Review of Research Centres and Institutes:  
Institute of Cardiovascular Sciences** Page 405

**Dr. Jayas MOVED, on behalf of the committee, THAT Senate approve the Report of the Senate Committee on University Research, on the periodic review of the Institute of Cardiovascular Sciences, regarding a recommendation that the Institute be renewed for a period of five years, effective May 14, 2014.**

**CARRIED**

10. **Report of the Senate Committee on Nominations**

The Report of the Senate Committee on Nominations [May 14, 2014] was circulated at the meeting. Professor Edwards acknowledged members of the committee and Ms. Utsunomiya (Governance Systems Coordinator, University Secretary's office) for their work in preparing the slate of nominees included in the Report.

There were no further nominations.

**Professor Edwards MOVED, on behalf of the committee, THAT Senate approve the Report of the Senate Committee on Nominations [May 14, 2014].**

**CARRIED**

### **XIII ADDITIONAL BUSINESS**

1. **Request from President for Senate to Nominate Karen Adams  
to Public Library Advisory Board** Page 409

Mr. Leclerc said the Senate has the responsibility, under the Public Libraries Act, to appoint a member to the Public Library Advisory Board. He said Ms. Adams had indicated her willingness to serve.

**Professor Owens MOVED, seconded by Professor McMillan, THAT Senate approve the nomination of Ms. Karen Adams, University Librarian, to serve as the representative of the Senate of the University of Manitoba on the Public Library Advisory Board of the Province of Manitoba, for a three-year term.**

**CARRIED**

### **XIV ADJOURNMENT**

The meeting was adjourned at 3:25 p.m.

These minutes, pages 1 to 20, combined with the agenda, pages 1 to 409, and together with the presentations on "University of Manitoba International Strategy: Manitoba's Gateway to the World," and "Strategic Enrolment Management Goals: Assessment After One Year – Spring 2014," comprise the minutes of the meeting of Senate held on May 14, 2014.

ADVENTURER EXPLORER TRAILBLAZER REBEL PIONEER CREATOR DEFENDER ADVENTURER EXPLORER TRAILBLAZER  
REBEL PIONEER CREATOR DEFENDER ADVENTURER EXPLORER TRAILBLAZER REBEL PIONEER CREATOR DEFENDER ADVENTURER EXPLORER TRAILBLAZER REBEL PIONEER CREATOR DEFENDER

# UM International Strategic Plan

## Manitoba's Gateway to the World



UNIVERSITY  
OF MANITOBA

## Internationalization Steering Committee

- James Blatz (VPRIO)
- Gary Glavin (VPRIO)
- Susan Gottheil (Provost)
- David Collins (Provost)
- Jay Doering (Provost)
- Tyler MacAfee (VPE)
- Kerry McQuarrie (President)
- Andrew Konowalchuk (VPA)
- Ralph Stern (Dean)
- Michael Trevan (Dean)
- Jeff Taylor (Dean)
- Mark Whitmore (Dean)
- Tony Iacopino (Dean)
- Brendan Hughes (Student Life)
- Susanna Ally (UMSU)



## Process to Date

- Steering group called together in Fall of 2012
- Spring of 2013 CHERD completed baseline environmental scan survey of 'where we are, what we are doing and why we are doing it'
- Fall 2013 open consultations and feedback solicited on both Fort Garry and Bannatyne Campus
- Spring 2014 International Strategy document completed and distributed for consultations.
- Consultations completed on both Fort Garry and Bannatyne campus and final documents revised for presentation to Senate and Board.



ADVENTURER EXPLORER TRAILBLAZER REBEL PIONEER CREATOR DEFENDER ADVENTURER EXPLORER TRAILBLAZER  
REBEL PIONEER CREATOR DEFENDER ADVENTURER EXPLORER TRAILBLAZER REBEL PIONEER CREATOR DEFENDER ADVENTURER EXPLORER TRAILBLAZER REBEL PIONEER CREATOR DEFENDER

# UM International Strategy: Vision, Mission and Values



UNIVERSITY  
OF MANITOBA

## **UM Institutional Vision:**

Our students, staff and alumni will have an association with the University of Manitoba that is transformative and their discoveries will be of the greatest possible benefit to their own lives, and to the lives of others.

## **UM International Vision:**

To be a globally engaged institution linking Manitoba with the world



# UM International Values



## Directly Linked to Strategic Planning Framework

***SPF Priority #1 - Academic enhancement through meaningful and sustainable international partnerships; An internationally engaged university with local relevance and global impact***

***SPF Priority #2 - Exceptional student experience through international and intercultural learning opportunities***

***SPF Priority #3 - Indigenous achievement through global engagement with indigenous communities***

***SPF Priority #4 - An outstanding employer that values the international engagement of staff***



ADVENTURER EXPLORER TRAILBLAZER REBEL PIONEER CREATOR DEFENDER ADVENTURER EXPLORER TRAILBLAZER  
REBEL PIONEER CREATOR DEFENDER ADVENTURER EXPLORER TRAILBLAZER REBEL PIONEER CREATOR DEFENDER ADVENTURER EXPLORER TRAILBLAZER REBEL PIONEER CREATOR DEFENDER

# UM International

## International Strategic Plan Delivery



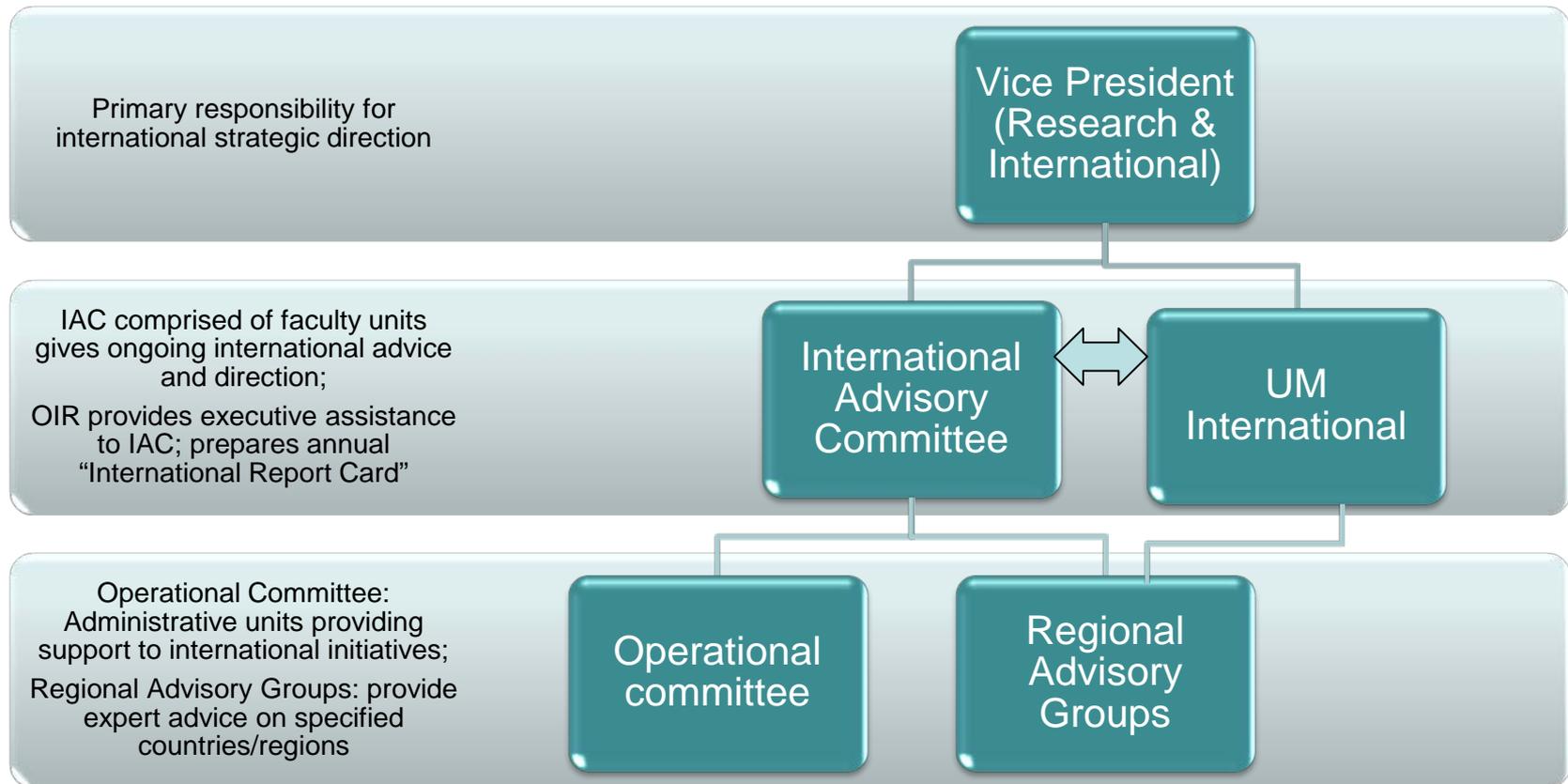
UNIVERSITY  
OF MANITOBA

## UM International Core Service Delivery Areas

- International Agreements
- International Mobility
- International Development Projects
- Visiting Delegations
- University Missions Abroad
- International Monitoring and Reporting



# International Strategy Governance



EXPLORER INNOVATOR ADV

REBEL ADVENTURER TRAILBLAZER

INNOVATOR CHALLENGER REBEL VISIONARY

REBEL PIONEER CREATOR EXPLORER TRAILBLAZER INNOVATOR

ADVENTURER EXPLORER ADVENTURER TRAILBLAZER REBEL PIONEER CREATOR EXPLORER REBEL PIONEER

PIONEER CREATOR EXPLORER DEFENDER TRAILBLAZER REBEL PIONEER EXPLORER ADVENTURER TRAILBLAZER REBEL EXPLORER PIONEER DEFENDER TRAILBLAZER CREATOR



UNIVERSITY  
OF MANITOBA

# **Strategic Enrolment Management Goals:**

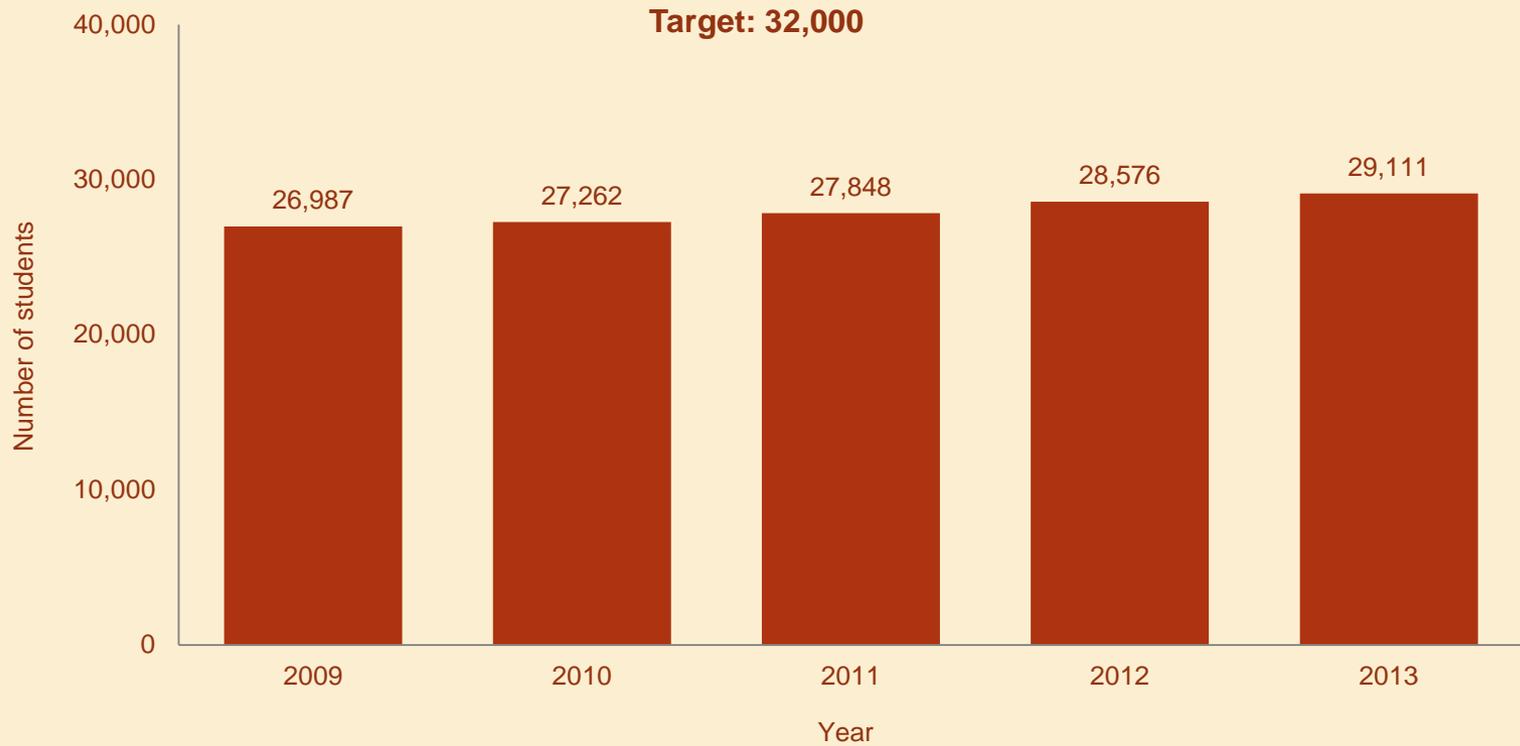
## **Assessment after One Year**

**Spring 2014**

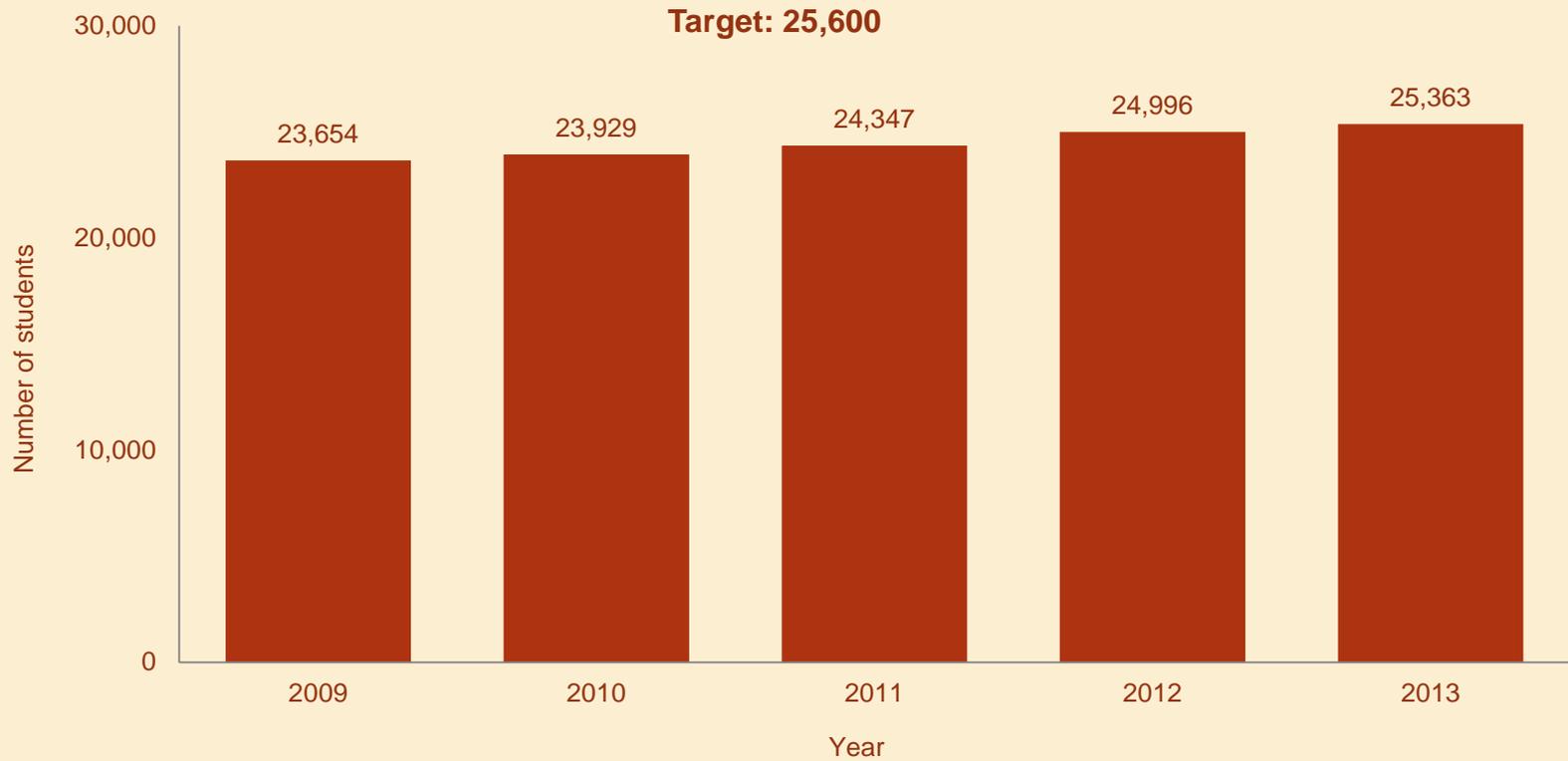
---

Presentation to Senate – May 14<sup>th</sup>, 2014

## Total student enrolment (as at November 1)

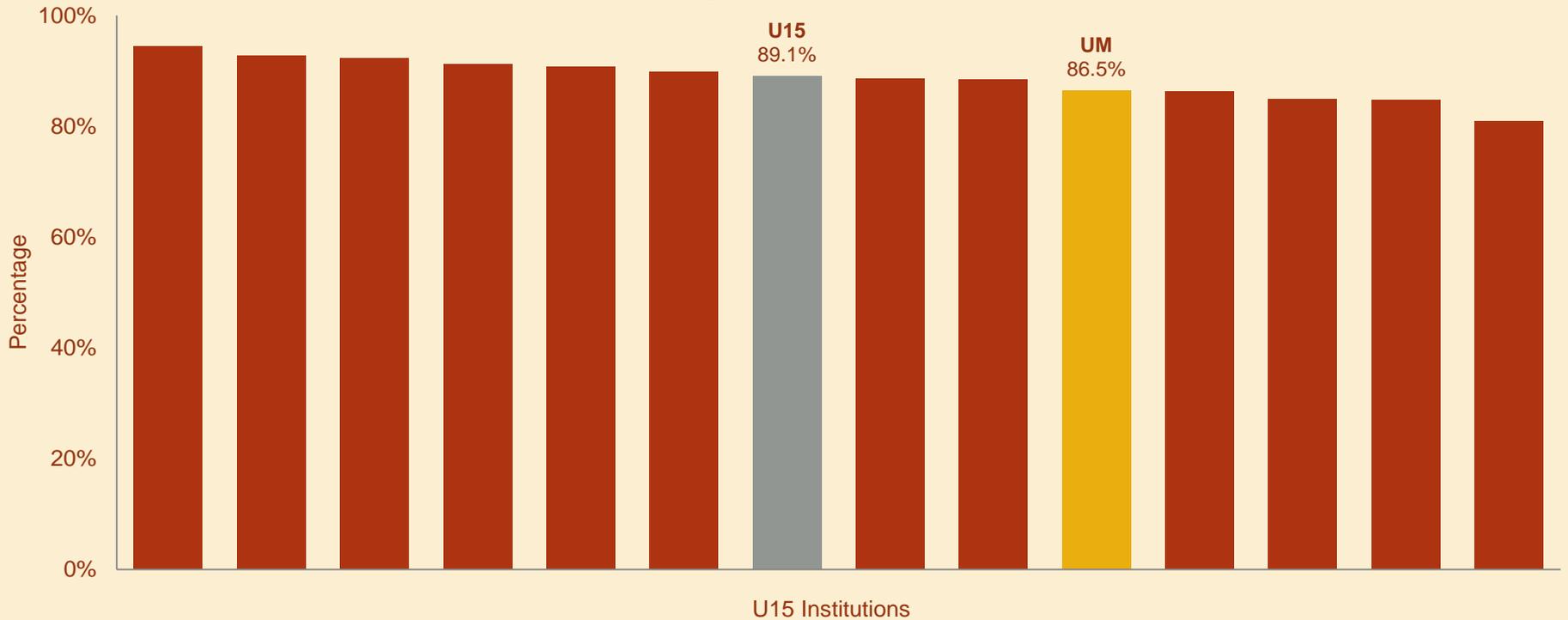


## Total undergraduate student enrolment (as at November 1)



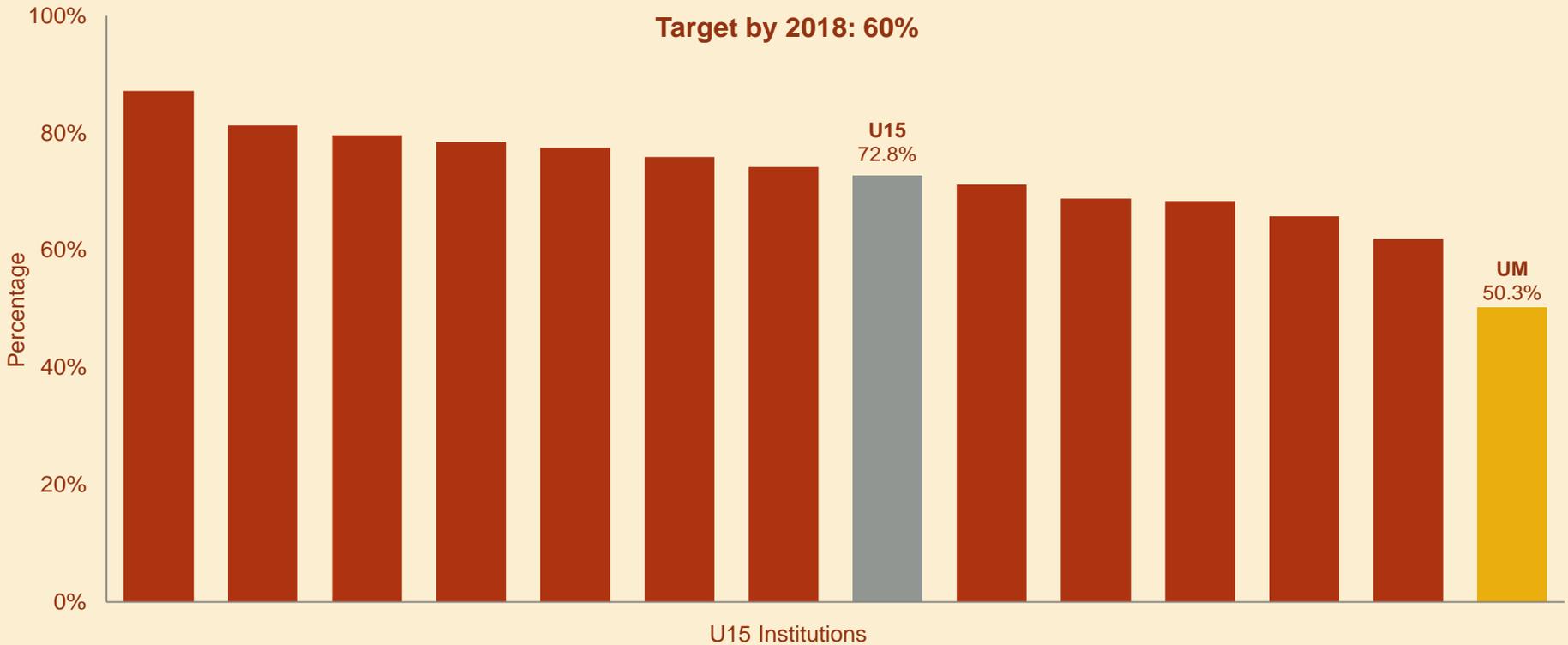
## Undergraduate retention rates – first year to second year U15 Institutions (2011 cohort)

Target by 2018: 90%



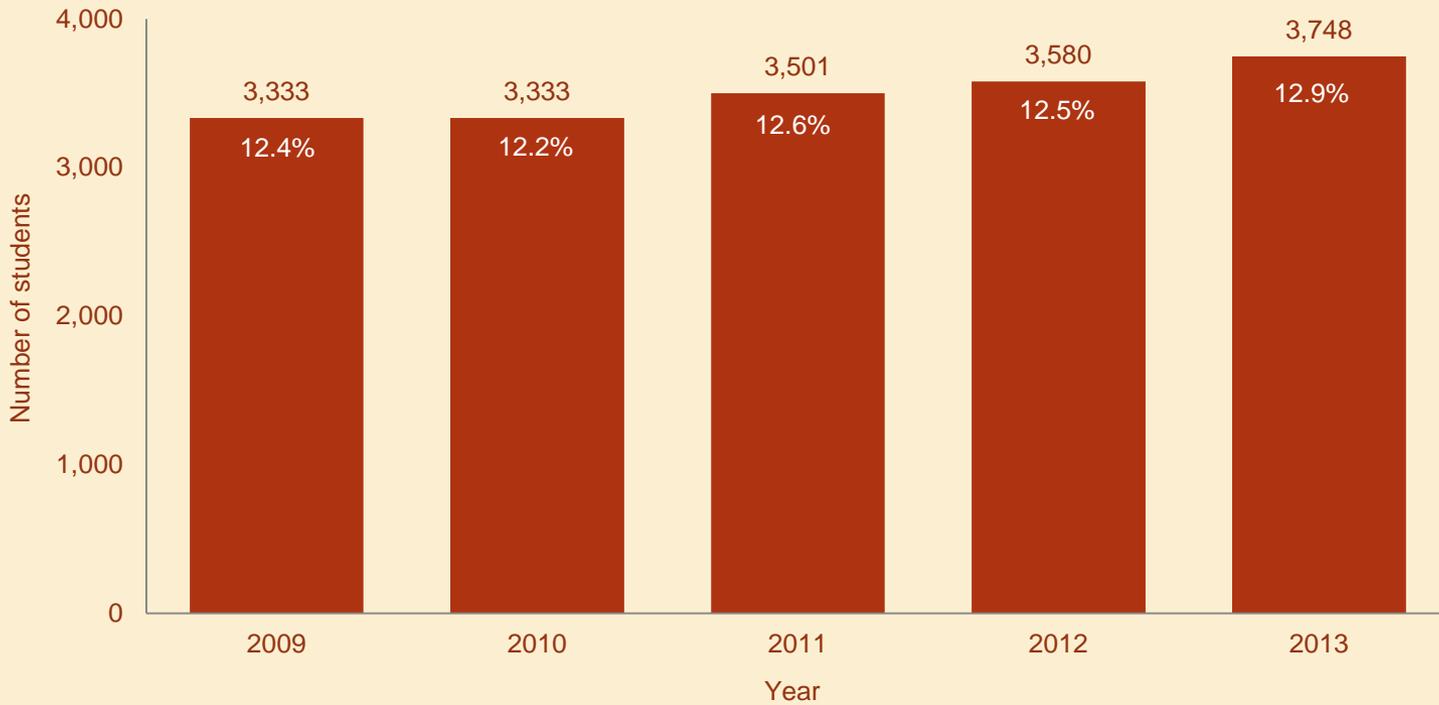
## Undergraduate graduation after 6 years – U15 Institutions (2006 cohort)

Target by 2018: 60%



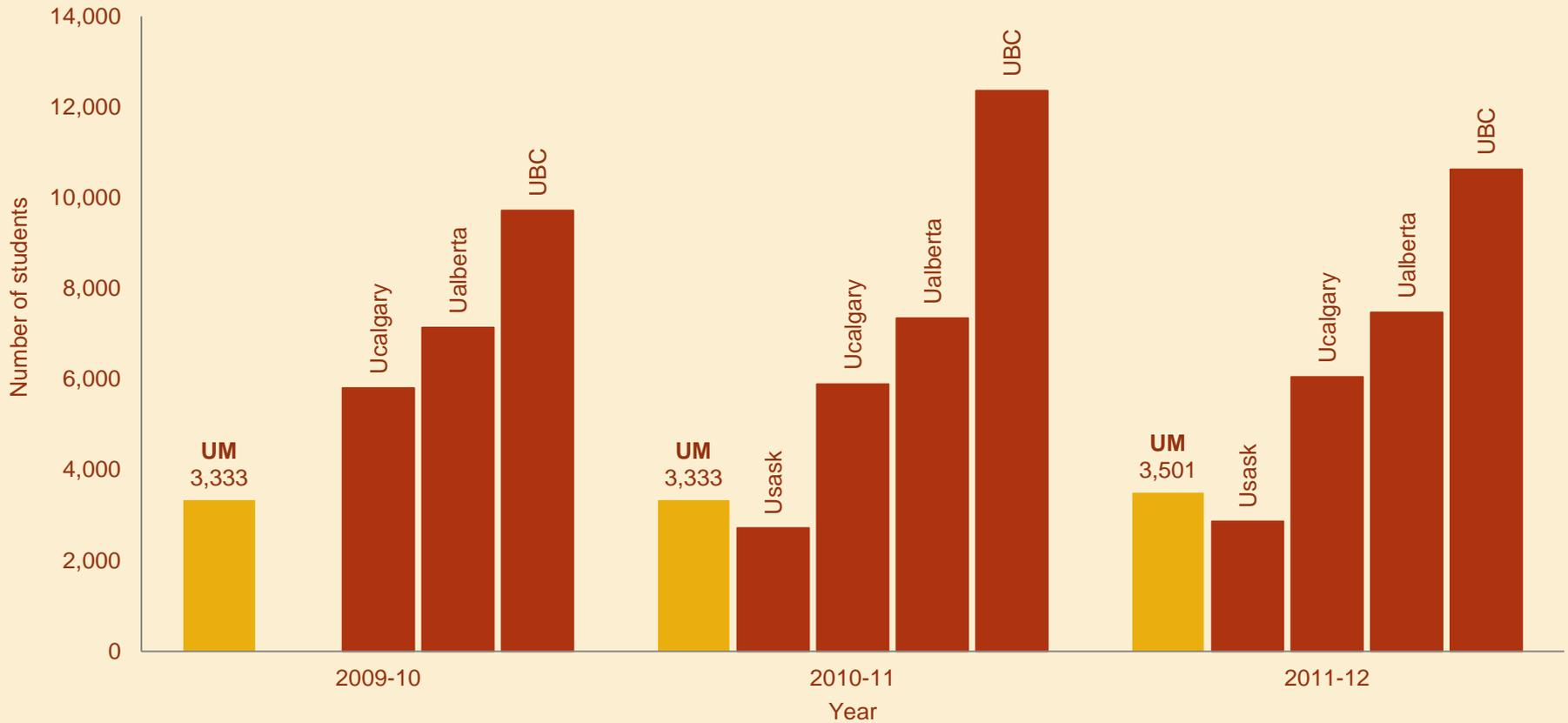
## Total graduate enrolment (as at November 1)

Target by 2023: 20%



## Total graduate enrolment – Western Canadian universities

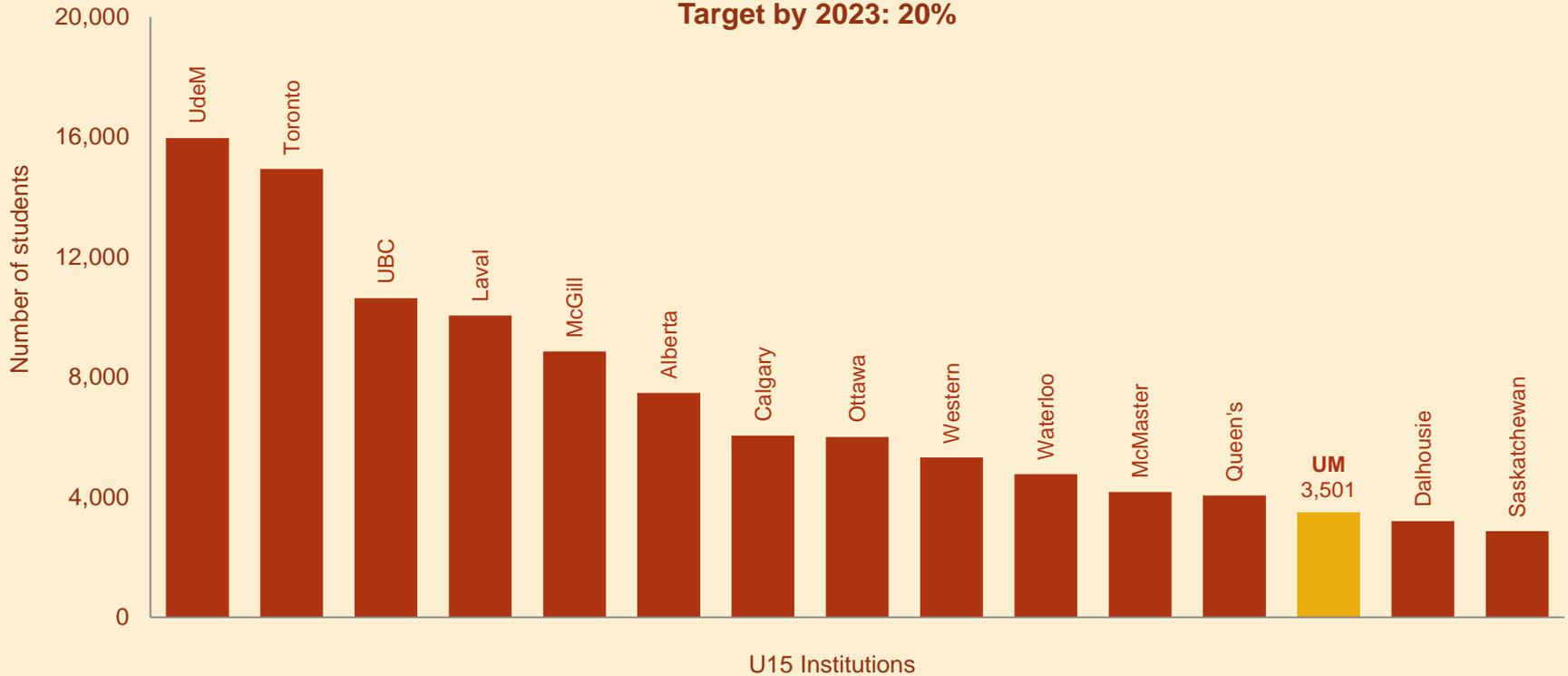
Target by 2023: 20%



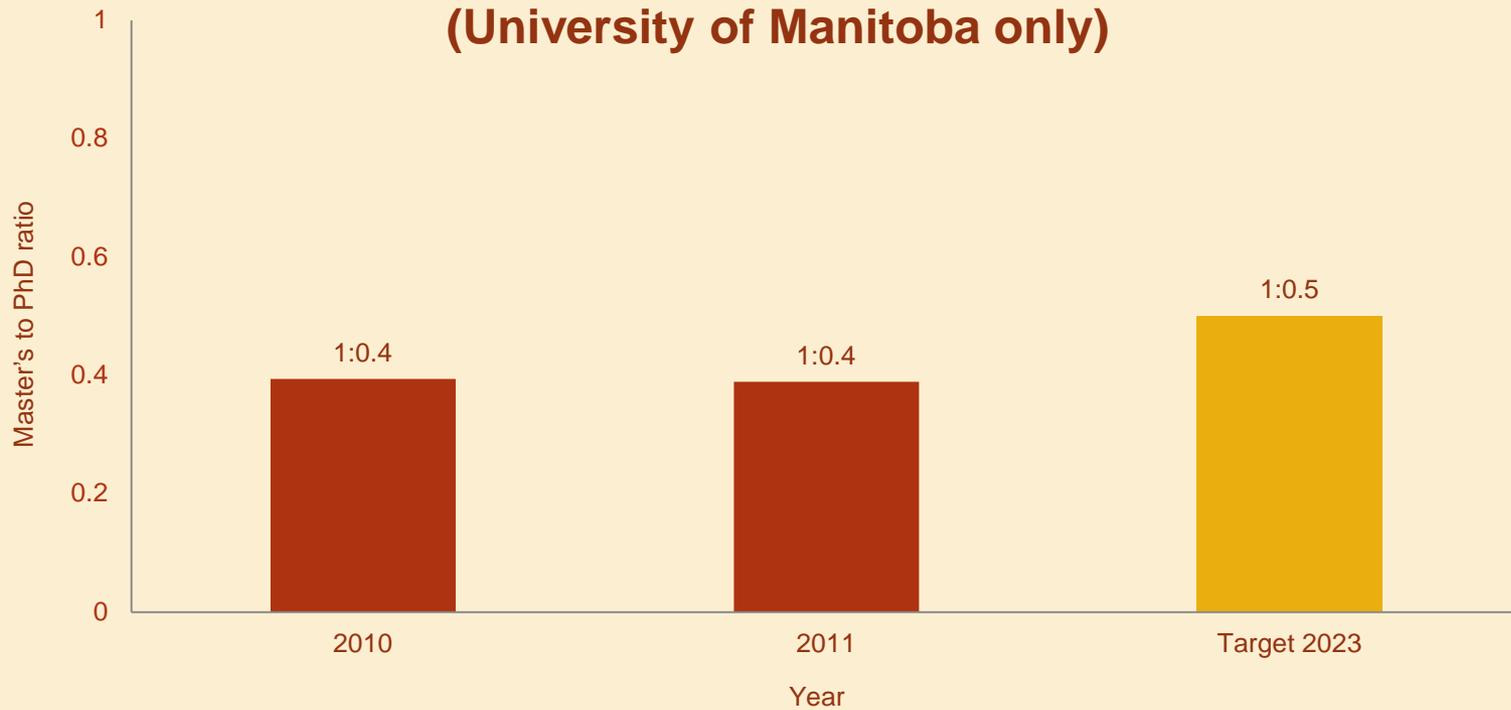
**Note:** The University of Saskatchewan did not submit data for 2009-10.

## Graduate enrolment – U15 Institutions (2011-2012)

Target by 2023: 20%



## Ratio of Master's to Doctoral students (University of Manitoba only)



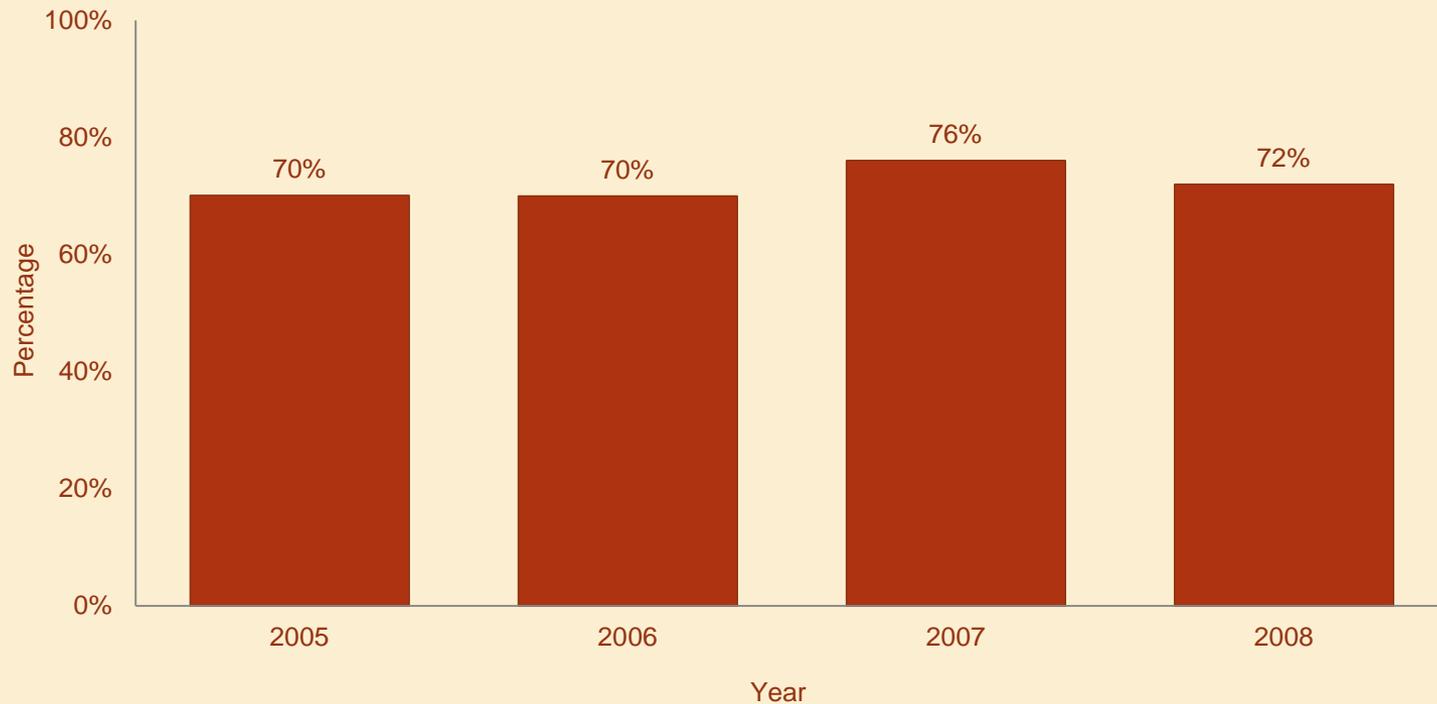
## Ratio of Master's to Doctoral students – U15 Institutions (2011-2012)

Target by 2023: 1:0.5



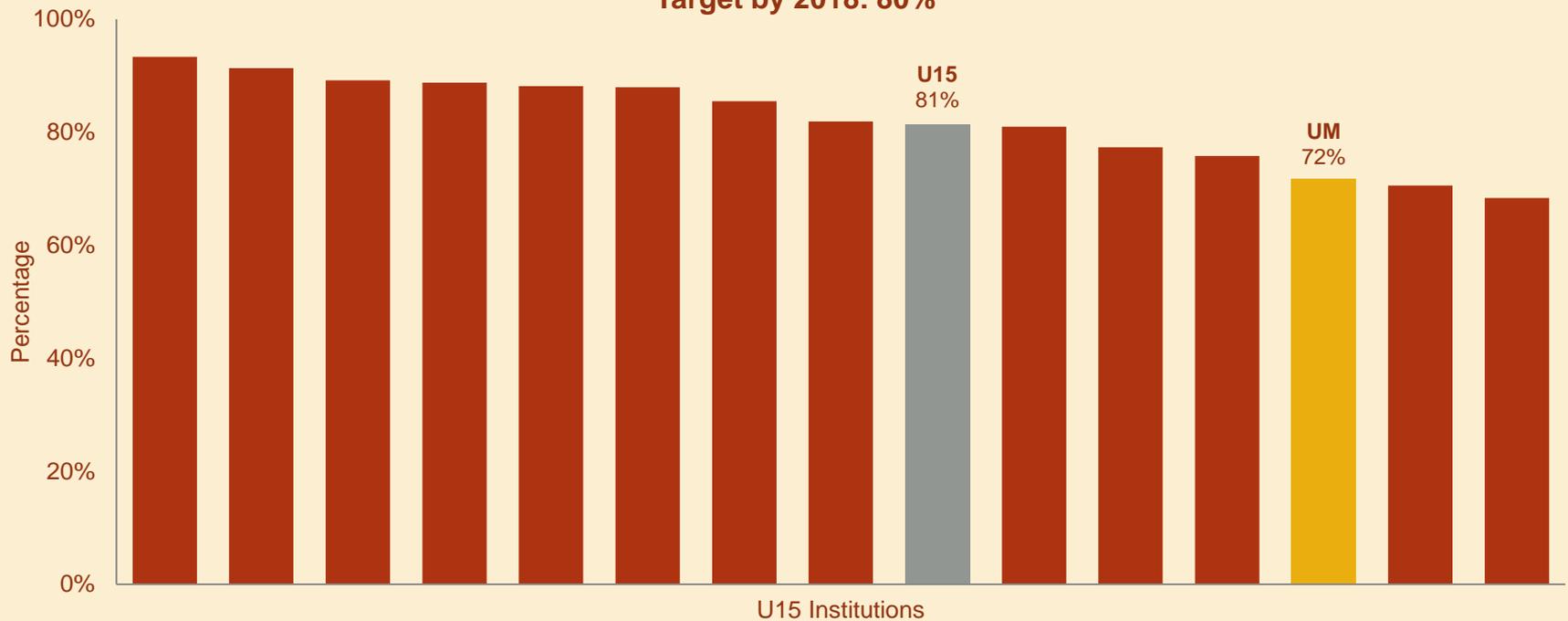
## Master's graduation rates after 5 years (University of Manitoba only)

Target by 2018: 80%



## Master's graduation rates after 5 years – U15 Institutions (2006 cohort)

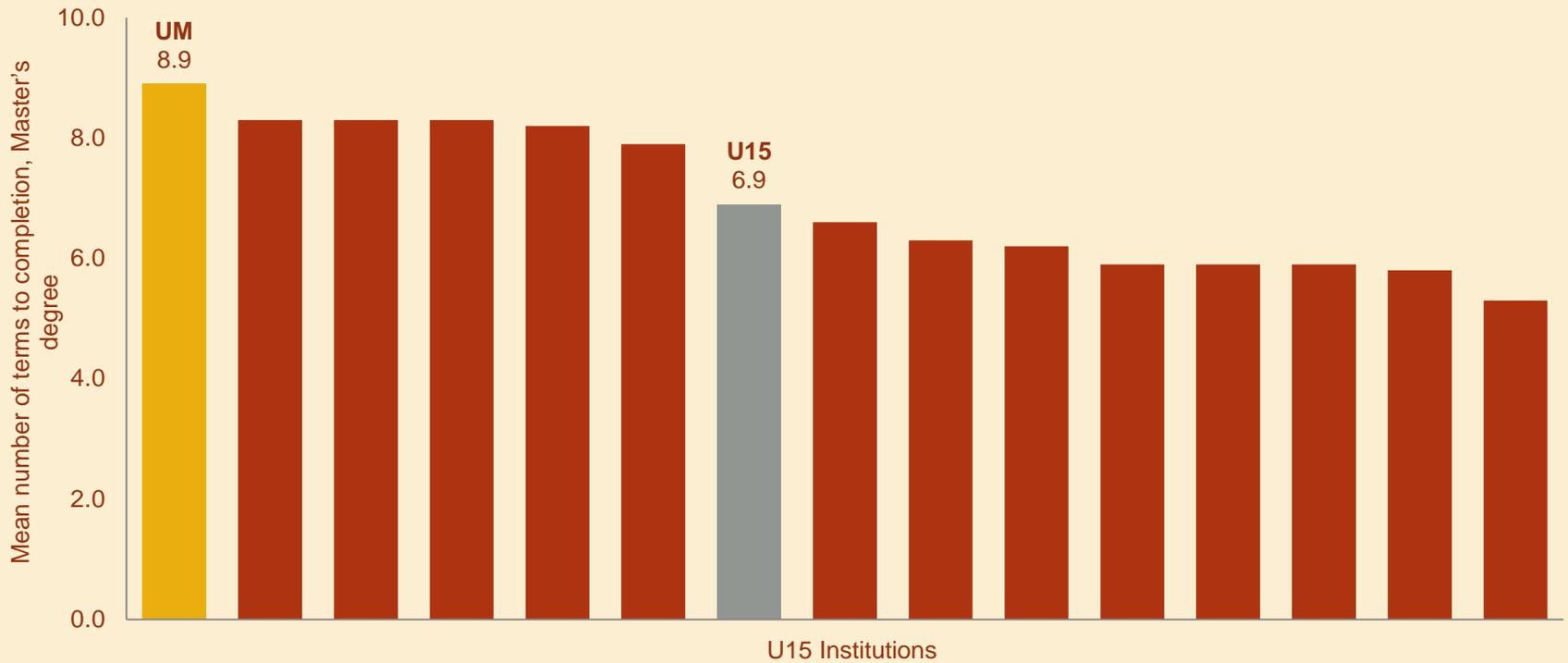
Target by 2018: 80%



**Note:** Figure includes those students who were promoted to a doctoral program.

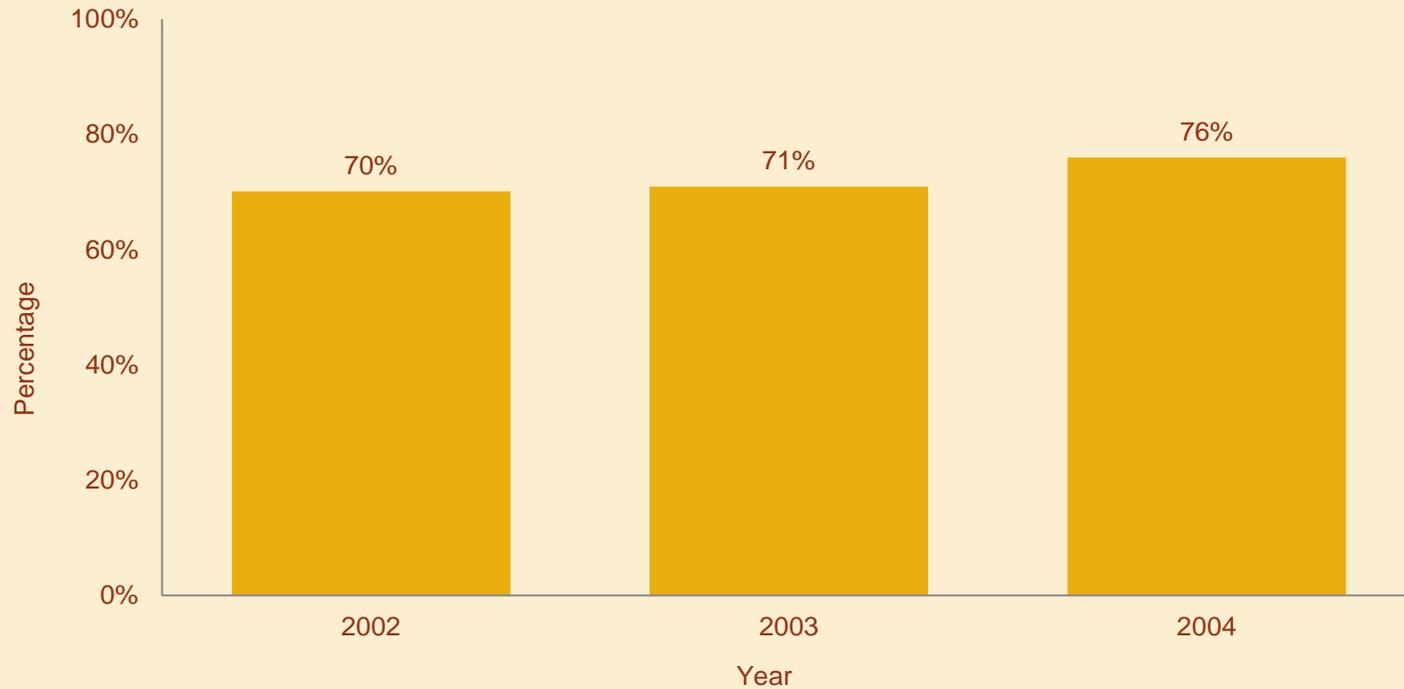
## Mean Number of Terms to Completion for Master's degree – U15 Institutions (2006 Cohort)

Target by 2018: 6.5 terms



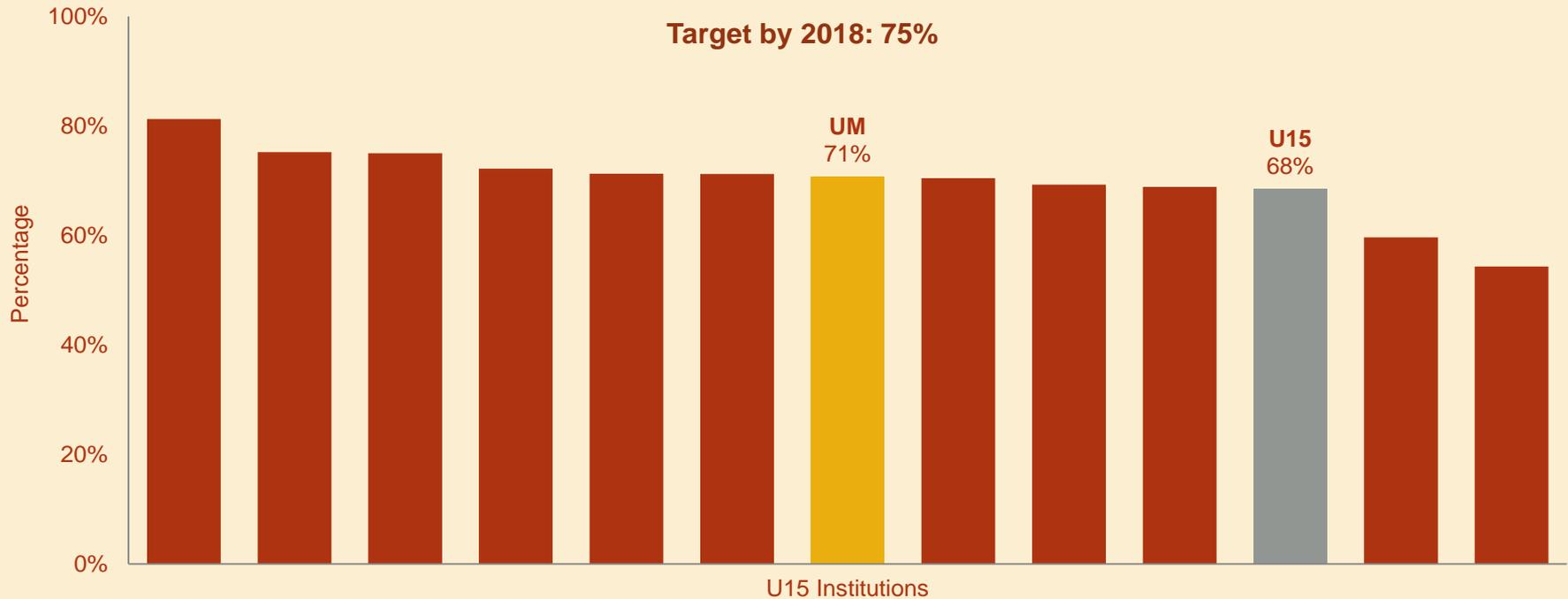
## Doctoral graduation rates after 9 years (University of Manitoba only)

Target by 2018: 75%



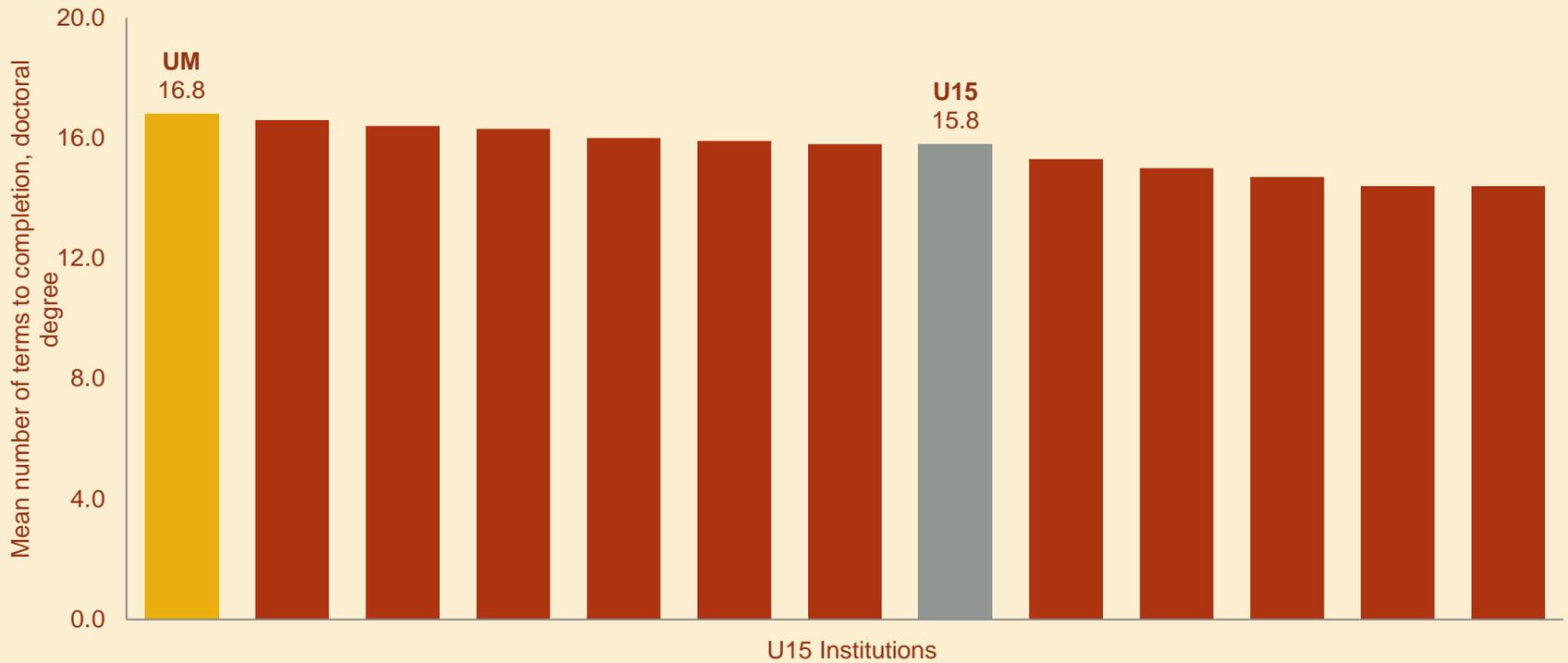
## Doctoral graduation rates after 9 years – U15 Institutions (2002 cohort)

Target by 2018: 75%



## Mean Number of Terms to Completion for doctoral degree – U15 Institutions (2002 Cohort)

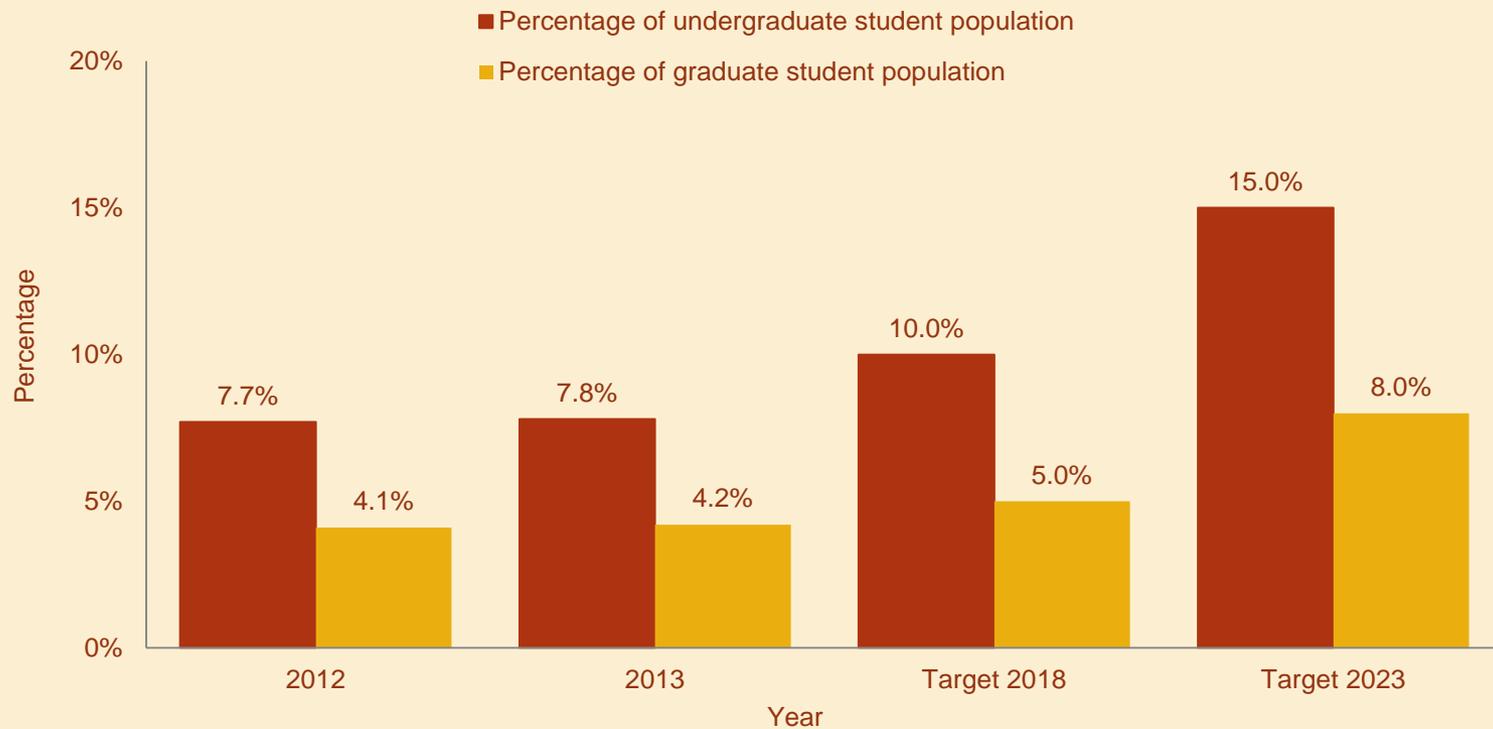
Target by 2018: 15 terms



## Self-declared Indigenous enrolment (as at November 1)

	Undergraduate		Graduate	
	Count	% of total undergraduate population	Count	% of total graduate population
<b>2012</b>	1,930	7.7%	147	4.1%
<b>2013</b>	1,973	7.8%	158	4.2%
<b>Target 2018</b>		10.0%		5.0%
<b>Target 2023</b>		15.0%		8.0%

## Self-declared Indigenous enrolment as a percentage of enrolment (as at November 1)



## International undergraduate enrolment as a percentage of enrolment (as at November 1)



## International graduate enrolment as a percentage of enrolment (as at November 1)

Target by 2018: 20%



# Observations – Enrolment Goals

- To achieve several of our SEM goals (Indigenous undergraduate and graduate students; graduate enrolment growth; improvement in student outcomes) will require more intentional planning and additional resource allocation
  - How do we “scale up” our efforts?
- We have surpassed our goals for both undergraduate and graduate international student enrolment
  - Should we re-set/increase our goals, keep these targets, or limit international student enrolment (in some or all programs)?
- We have not set enrolment targets for Arts, Science or Univesity1; it is recommended that we develop admission targets for these large programs

# Observations – Enrolment Planning

- On-line enrolments have increased significantly in some undergraduate programs; there has been no institutional approach to enrolment planning in this regard and this should be considered.
- The need to develop better processes to control admissions in a number of Faculties (e.g., dual-entry streams from direct entry and University 1; international enrolment) is becoming evident.
- Several policies related to enrolment have not been revised in several decades. Priority should be given to developing a new enrolment policy, including processes and criteria for adjusting enrolment in academic programs.

# Observations – Student Outcomes

- Undergraduate:
  - There is a need to address the high volume of VWs and repeat courses
  - Retention and graduation rates need to increase significantly
- Graduate:
  - Time-to-completion for both Master's and doctoral students needs to decrease

## Next Steps

- A SEM Plan is being drafted that outlines strategies to help achieve the SEM goals.
- The achievement of SEM goals are being considered in the development of other institutional plans (institutional SPF, campus planning, Case for Support, budget allocation)
- Annual updates will continue to be provided to Senate and the Board.

EXPLORER INNOVATOR ADV

REBEL ADVENTURER TRAILBLAZER

INNOVATOR CHALLENGER REBEL VISIONARY

REBEL PIONEER CREATOR EXPLORER TRAILBLAZER INNOVATOR

ADVENTURER EXPLORER ADVENTURER TRAILBLAZER REBEL PIONEER CREATOR EXPLORER REBEL PIONEER

PIONEER CREATOR EXPLORER DEFENDER TRAILBLAZER REBEL PIONEER EXPLORER ADVENTURER TRAILBLAZER REBEL EXPLORER PIONEER DEFENDER TRAILBLAZER CREATOR



UNIVERSITY  
OF MANITOBA