

**Minutes of a meeting of Senate held on the above date at 1:30 p.m. Remotely via Zoom
Audio Conference**

Members Present

Dr. M. Benarroch,
Chair
Dr. A. Abra
Dr. C. Adams
Mr. A.K.M. Monsurul
Prof. A. Alessi-Severini
Prof. J. Anderson
Ms. N. Andrew
Prof. J. Arino
Ms. M. Babb
Prof. R. Biscontri
Dr. J. Blatz
Prof. P. Blunden
Rectrice S. Bouffard
Very Rev. R. Bozyk
Dean D. Brown
Prof. A. Bunt
Ms. K. Cebula
Prof. T. Chen
Prof. N. Cicek
Prof. G. Clark
Dr. C. Cook
Prof. R. Currie
Mr. Wm. Dowie
Dean N. Dyck
Prof. A. Farrell
Prof. M. Faubert
Prof. S. Ferris
Prof. C. Figley
Dean M. Friesen
Prof. Y. Gajpal
Prof. M. Garcia-
Holguera
Ms. S. George
Prof. J. Ghomeshi
Prof. A. Halayko
Dr. D. Hiebert-Murphy
Prof. M. Hudson
Prof. D. Ireland
Dr. D. Jayas
Prof. I. Jeffrey
Dean R. Jochelson
Dean E. Jurkowski
Mr. M. Kalkat

Dean A. Kelekis-
Cholakis
Ms. A. Kilgour
Ms. V. Koldingnes
Acting Dean R. Lastra
Dean M. Locher
Prof. L. MacDonald
Prof. K. MacKendrick
Prof. M. McKenzie
Prof. K. McManus
Acting Dean K. Main
Dean B. Mark
Prof. D. Martin
Ms. C. Neilson
Mr. D. Ness
Prof. G. Nickel
Mx. K. O'Brien
Ms. Z. Odribets
Ms. G. O'Hanlon
Ms. L. O'Hara
Prof. D. Oliver
Prof. S. Passmore
Ms. S. Phillips
Mr. G. Prairie
Prof. S. Prentice
Dean K. Ragoonaden
Dean L. Raman-Wilms
Prof. A. Raouf
Prof. T. Reeve
Ms. L. Schnarr
Mr. B. Scott
Prof. K. Scott
Ms. P. Segal
Mr. M. Shaw
Acting Dean B.
Silvestre
Prof. C. Simonot-
Maiello
Prof. J. Sinclair
Mr. G. Sobie
Prof. J. Sorensen
Prof. V. Sparks
Mr. R. Talukder
Dean J. Taylor
Prof. J. van Lierop
Prof. C. Van Winkle

Prof. D. Walker
Prof. D. Watt
Prof. F. Zeiler
Mr. J. Leclerc,
University Secretary
Dr. S. Coyston,
Recording Secretary

Assessors Present

Mr. J. Adams
Prof. A. Farenhorst
Ms. E. Kalo
Prof. S. Kirkland
Dr. M. Miller
Prof. T. Peter
Dr. D. Radi
Prof. G. Smith
Dr. D. Stewart
Dr. M. Torchia
Ms. B. Usick

Regrets

Prof. T. Bone
Mr. J. Cariou
Ms. C. Cyr
Dr. J. Doering
Ms. K. Everitt
Mr. J. Funk
Ms. A. McGregor
Chancellor A. Mahon
Ms. S. Palani
Dean S. Pflugmacher
Lima
Dean. M. Scanlon
Prof. E. Thomson
Prof. G. Thompson
Dean R. Urbanowski
Prof. S. Webber

Absent

Prof. N. Boorberg
Ms. M. Bremfowaa-
Mensah

Prof. S. Clark
Prof. E. Eftekharpour
Prof. R. Eskicioglu
Prof. J.-E. Ghia
Prof. N. Greidanus
Prof. G. Hicks
Ms. K. Kerr
Mr. M. Koldon
Mr. V. Krishnan
Prof. J. Lavoie
Mr. A. Leslie
Prof. D. Lobb
Prof. H. Luo
Prof. D. Mackey
Prof. S. Mallory-Hill
Prof. Q. Mujawar
Ms. K. Nicolasora
Prof. J. Paliwal
Prof. J. Peeler
Dean B. Postl
Ms. S. Sekander
Ms. H. Smeltzer
Prof. R. Souleymanov
Prof. M. Tamtik
Prof. G. Tranmer
Mr. A. Vij
Ms. M. Villegas
Dean M. Yellow Bird

Also Present

Mr. R. Daudet
Prof. M. Edwards
Mr. M. Emslie
Ms. P. Gareau
Ms. S. Hopkins
Prof. K. Kumar
Ms. K. McQuarrie Smith
Ms. L. Orsak-Williams
Ms. M. Watson

The Chair informed Senate that the Speaker of the Senate Executive committee was Ms. O'Hanlon, University Libraries.

The Chair asked that an urgent item from the University Registrar and Executive Director, Enrolment Services, be added to the agenda under Additional Business. The item concerned a change to the last date to drop courses without a penalty for 2022 Winter Term and 2022 Winter/Summer Term spanning courses. The proposal responds to a request from students to defer that date until a decision has been made on whether courses will be delivered in person or remotely during those terms. Given the timing, it was not possible to have Senate Executive review and recommend the proposal to Senate.

Professor Currie MOVED, seconded by Professor Chen, THAT the Senate agenda be modified to include proposal from the University Registrar and Executive Director, Enrolment Services concerning a modification to 2021 – 2022 Academic Schedule under item XI Additional Business.

CARRIED

**I CANDIDATES FOR DEGREES,
DIPLOMAS AND CERTIFICATES – FEBRUARY 2022**

The Chair informed Senate that, in addition to the report Mr. Adams would provide at the meeting, there will be two additional reports on graduands, on February 16th and March 9th. The University Registrar and Executive Director Enrolment Services will provide those reports to the President and the Provost for approval on behalf of Senate, in accordance with the process put in place in 2006.

Mr. Adams said the Faculty of Graduate Studies was recommending that a student be granted a Master of Arts (Native Studies) posthumously notwithstanding that the student had not completed GRAD 7300 – Research Integrity Tutorial. The student completed 18 of the 18 credit hour course work requirement with at least 12 credit hours at the 7000 level. The department indicated the student completed enough of the thesis for the Department to be confident the student was deserving of being awarded the degree.

Ms. O'Hanlon MOVED, on behalf of the Senate Executive Committee, THAT the candidate recommended for a degree notwithstanding a deficiency be approved.

CARRIED

II MATTERS TO BE CONSIDERED IN CLOSED SESSION - none

III MATTERS RECOMMENDED FOR CONCURRENCE WITHOUT DEBATE

1. Revisions to 2022 – 2023 Academic Schedule RE: Master of Occupational Therapy, College of Rehabilitation Sciences

Page 3

Ms. O'Hanlon MOVED, on behalf of the Senate Executive Committee, THAT Senate approve revisions to the 2022 – 2023 Academic Schedule concerning the Master of Occupational Therapy, College of Rehabilitation Science, effective upon approval.

CARRIED

IV MATTERS FORWARDED FOR INFORMATION

1. **Revisions to 2021 – 2022 Academic Schedule RE: Winter/Summer Spanning Distance and Online Courses** Page 8
2. **Report of the Senate Committee on Awards [December 15, 2021]** Page 9
3. **In Memoriam: Professor Emeritus John Adair** Page 23

Dean Taylor offered a memorial tribute for Professor Emeritus John Adair, who joined the Department of Psychology, Faculty of Arts, University of Manitoba after receiving a Bachelor of Arts and Master of Arts from Trinity University, San Antonio, Texas, and a Doctorate of Philosophy from the University of Iowa, Iowa City, Iowa. Professor Adair's early research clarified the understanding of the Hawthorne effect and the role of social perceptions in research methodology. Later, he was concerned with the study of ethics in human research, cross-cultural influences, and the evolution of psychology in developing countries. During his tenure at the University, Professor Adair served as Head of the Department of Psychology (1973 – 1978) and as a member of the Board of Governors. Beyond the University, he contributed to various professional organizations, including as a fellow and former president of the Canadian Psychological Association, the Social Science Federation of Canada, and the Canadian Association for the Advancement of Science, among others. His many awards and honours include the inaugural CPA Gold Medal for Lifetime Contributions to Canadian Psychology, in 2002, and the UM Arts Faculty Award in Internationalization, in 2006.

4. **Correspondence from Provost and Vice-President (Academic)**
 - a) **RE: Extension of Suspension of Admissions, Approvals**
 - (i) **Baccalaureate Program for Registered Nurses, College of Nursing** Page 25
 - (ii) **Master of Arts in Icelandic Language and Literature, Department of Icelandic Language and Literature** Page 27
 - (iii) **Post-baccalaureate Diploma in Agronomy, Faculty of Agricultural and Food Sciences** Page 29
 - b) **RE: Program Implementations**
 - (i) **Micro-Certificate in Artificial Intelligence: Machine Learning Solutions, Division of Extended Education** Page 31
 - (ii) **Master of Arts (Music Research), Desautels Faculty of Music** Page 32

V REPORT OF THE PRESIDENT

1. Report of the President

Page 34

President Benarroch announced that the University had become a signatory to the *Scarborough Charter on Anti-Black Racism and Black Inclusion in Canadian Higher Education: Principles, Actions, and Accountabilities*.

President Benarroch announced that Professor Chen had been appointed as the University's inaugural Executive Lead (Equity, Diversity and Inclusion), effective February 1st. He congratulated Professor Chen on the appointment. Professor Chen has done significant work in the area of equity, diversity, and inclusion (EDI) over the course of her academic career. She was beginning to meet with individuals from across the campus to make connections and receive input from members of the University community.

President Benarroch said an Anti-Racism Task Force had been struck and would hold its first meeting on February 11th. The Task Force would be co-Chaired by Dr. Cook, Vice-President (Indigenous), and Ms. Andrew, Vice-President (Administration). Its membership includes Professor Chen, in her role as Executive Lead (EDI), students, staff, faculty, and alumni. The mandate of the Task Force is, first, to make recommendations to inform the development of an anti-racism strategy for the institution and, second, to identify immediate priorities to address racism at the University. Individuals who were interested in serving on one of several sub-committees to be struck should contact either Ms. Andrew or Dr. Cook.

President Benarroch provided an update on planning for a partial return of priority in-person teaching and learning activities on campus following February 28th. A detailed announcement would be made no later than February 11th. The health and safety of students, faculty, and staff are paramount. The University is continuing to consider public health advice and to monitor what is happening in the broader community with respect to the spread of the Omicron variant of the COVID-19 virus, and the number of patients in hospital and intensive care units. Dr. Hiebert-Murphy, Provost and Vice-President (Academic) had met with and requested that Deans provide plans that identify the most essential activities for in-person delivery based on pedagogical demands of the particular programs in their units.

2. Presentation: UM Budget Model and Financial Results

Mr. Emslie, Chief Financial Officer and Comptroller, made a presentation on *University of Manitoba Financial Results: Background Information*. A copy of the presentation is appended to the minutes of the meeting.

Mr. Dowie asked whether the University or other postsecondary institutions were beginning to factor in climate risk indicators in assessments of their institution's financial health.

Mr. Emslie said members of the Canadian Association of University Business Officers (CAUBO) were discussing and sharing besting practices about how to move in this direction, but he was not aware of any changes to the Composite Financial Index (CFI) that would account for climate indicators.

Referring to a graph in the presentation comparing general salary increases (GSI) and revenue changes, Professor Blunden observed that the graph showed that expenses would change by slightly less than \$4 million with a 0 percent GSI. He asked, first, whether this was the actual cost in the given year or the cost of only career progress increments and, second, how savings from retirements would factor into revenue changes. He observed that the average age of faculty members in each of the last three years was 51 years, which would also have implications for salaries.

Mr. Emslie confirmed that the graph in question did show the cost of career progress increments for the year ending in 2020. Savings resulting from retirements would mitigate but would not offset salary increases. Mr. Emslie said some research shows the average age of retirees across Canada is increasing, which might relate to the end of mandatory retirement in various jurisdictions in the last twenty years.

Ms. Hopkins, Executive Director, Financial Planning and Budgeting, made a presentation on *Introduction to 2022-23 Budget Planning*. A copy of the presentation is appended to the minutes of the meeting.

President Benarroch informed Senate that the Province has requested a meeting to discuss tuition fees. The Province has also advised that it would provide the University's funding letter by the end of February.

Professor Blunden observed that a slide showing 2022-23 preliminary planning parameters includes salary increments. He asked if the figure shown assumes any savings from retirements.

Ms. Hopkins said the figure reflects existing staff at the time data is loaded from the Human Resources system. Individual units do take into consideration known retirements and vacancies when preparing their annual salary budgets.

Referring to the slide titled "Cost Allocation," Mr. Dowie asked how decisions are made to add new expenses to the list of costs and allocations; for example, expenses for climate crises, perhaps.

Ms. Hopkins said when an initiative that supports an institutional priority is identified, initially, the University redirects funds allocated specifically for strategic initiatives. If a particular initiative proved to be an ongoing need, budget sources will be identified to sustain any ongoing expenditures going forward.

President Benarroch cited as an example, the recent establishment of the Office of the Vice-President (Indigenous), which was initially supported through the strategic initiatives fund and is now an ongoing cost within the budget funded by revenue from the University Fund.

Professor Watt said he wanted to better understand the subventions that are made to most Faculties and Schools, including how decisions are made to change a unit's subvention and any factors that might be considered.

Ms. Hopkins said when the University implemented a decentralized budget model several years earlier, a period of hold harmless that formed the basis for subvention to units. Subvention was provided to ensure units' budgets following the implementation of the budget model were consistent with what they had been prior to that point. Ms. Hopkins said units include any changes to subvention, including requested increases, in their budget templates and presentations to the President's Budget Advisory Committee (BAC). There are many factors that may be taken into account when reviewing a request for increased subvention.

Dr. Hiebert-Murphy said there are different considerations for academic versus central administrative units. Central units' budgets are reviewed by the Central Unit Allocation Committee, which makes its recommendations to the Provost and Vice-President (Academic) and the Vice-President (Administration) for their decision. Academic units' budgets are reviewed by the BAC, which considers how a unit has built its budget, including, for example, whether it uses any of the unit's surplus funds to fund some of the increased costs or whether requests for subvention relate to strategic initiatives that might be supported through the University's strategic initiatives fund. In the latter scenario, the matter is discussed at BAC which makes a recommendation to the Provost for a decision.

President Benarroch said one challenge with the budget model is that it is designed to be a market that would, without a provision for subvention, would result in a significant redistribution of resources across the institution that would present major challenges for some units to balance their budgets. He anticipated that a pending review of budget model would result in some adjustments based on strengths and weaknesses of the current model.

VI QUESTION PERIOD

Senators are reminded that questions related to matters not on the agenda shall normally be submitted in writing to the University Secretary no later than 10:00 a.m. of the Monday preceding the meeting.

Senators are reminded that questions pertaining to items on the agenda can be asked during the Senate meeting and do not require submission in advance.

No questions were received.

VII CONSIDERATION OF THE MINUTES OF THE MEETING OF JANUARY 12, 2022

Dean Jurkowski MOVED, seconded by Professor Faubert, THAT the minutes of the Senate meeting held on January 12, 2022 be approved as circulated.

CARRIED

VIII BUSINESS ARISING FROM THE MINUTES - none

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

1. Report of the Senate Executive Committee Page 45

Ms. O'Hanlon said Senate Executive met on January 19, 2022. The comments of the committee accompany the reports on which they were made.

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

Professor Watt said the Senate Planning and Priorities Committee did not meet in November or December. At its meeting on January 31, 2022, the committee had discussed a Report from the Faculty Council of the Faculty of Graduate Studies regarding a proposal to establish a Master of Applied Human Nutrition.

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

1. Report of the Senate Committee on Nominations Page 46

Professor Edwards referred Senators to the Report of the Senate Committee on Nominations dated January 17, 2022. She said the committee was making recommendations for leave replacements and to fill vacancies following resignations, for several committees.

Professor Edwards MOVED, on behalf of the committee, THAT Senate approve the Report of the Senate Committee on Nominations [dated January 17, 2022].

CARRIED

XI ADDITIONAL BUSINESS

Mr. Adams reviewed a proposal to give the Provost and Vice-President (Academic) authority to modify the last date to drop a course without penalty for 2022 Winter Term and 2022 Winter/Summer Term spanning courses, for the reasons outlined by President Benarroch at the start of the meeting. February 4, 2022, is the date established in the 2021/2022 Academic Schedule. The Provost's decision will be communicated to Senate once the revised date is finalized. A copy of the proposal is appended to the minutes of the meeting.

Ms. Schnarr MOVED, seconded by Professor Watt, THAT Senate delegate to the Provost and Vice-President (Academic), authority to modify the 2021 – 2022 Academic Schedule, specifically to revise the last date to drop without penalty for the 2022 Winter Term and for 2022 Winter/Summer Term spanning courses.

In response to a question, Mr. Adams confirmed that the date to add courses would continue to be February 7th.

CARRIED

XII ADJOURNMENT

The meeting was adjourned at p.m. 3:15 p.m.

These minutes pages 1 to 8 together with the agenda, pages 1 to 52, the presentation on *University of Manitoba Financial Results: Background Information*, the presentation *Introduction to 2022-23 Budget Planning*, and the memo from Mr. Adams (dated February 2, 2022) RE: Modification to the last date to drop without penalty, comprise the minutes of the meeting of Senate held on February 2, 2022.

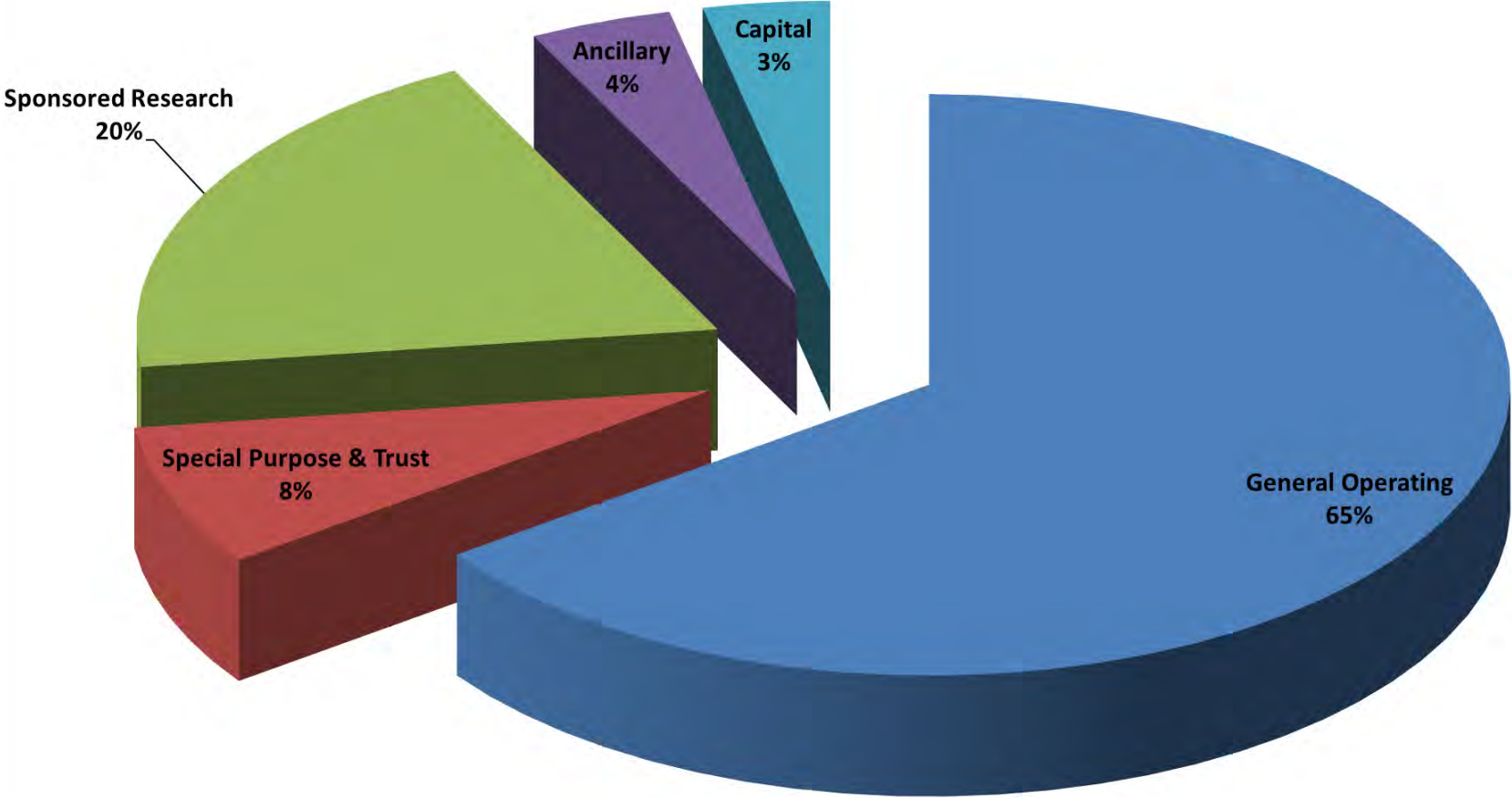
University of Manitoba Financial Results

Background Information



**University
of Manitoba**

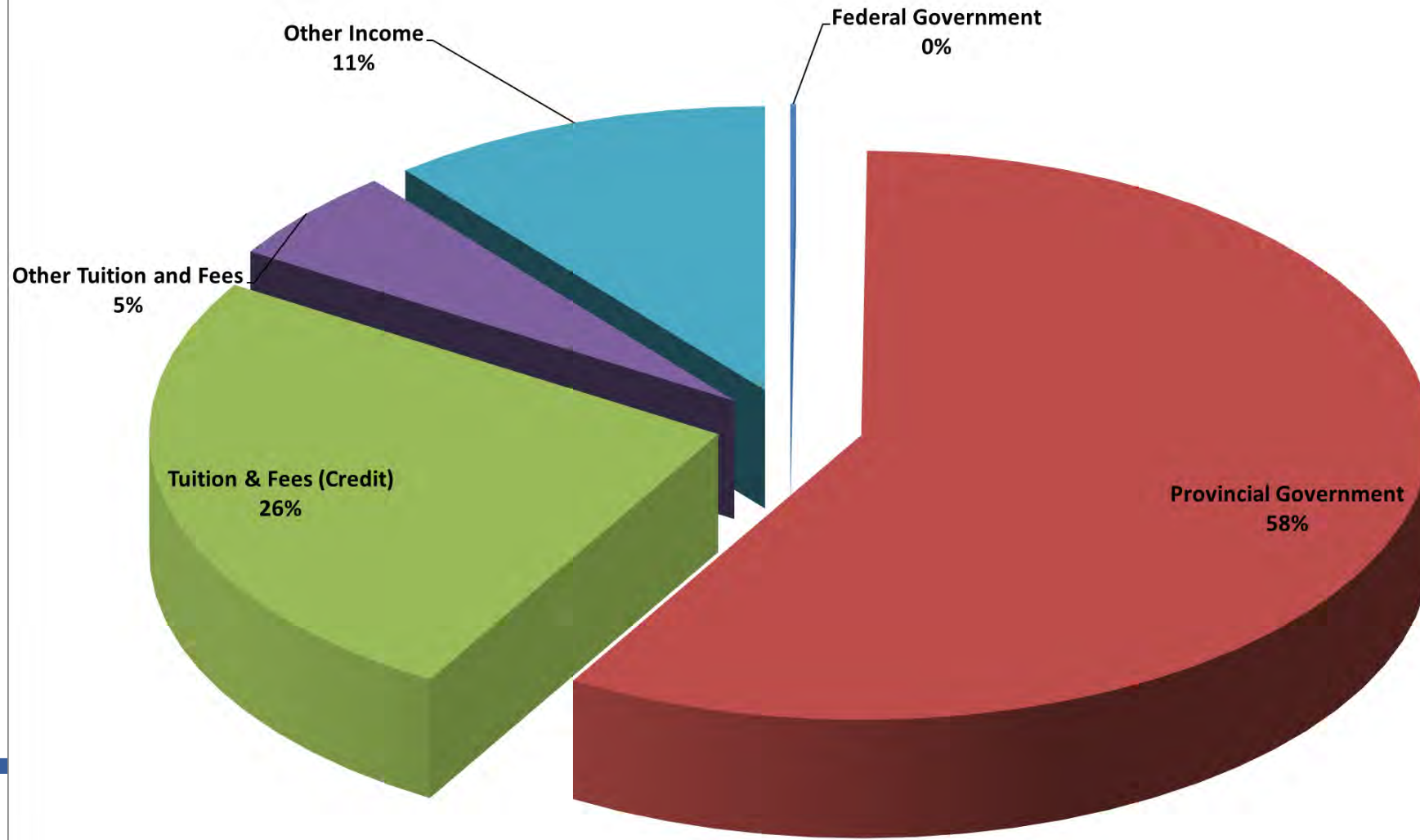
2019-2020 Income by Fund



Total Revenue \$940 million

Source: CAUBO FIUC

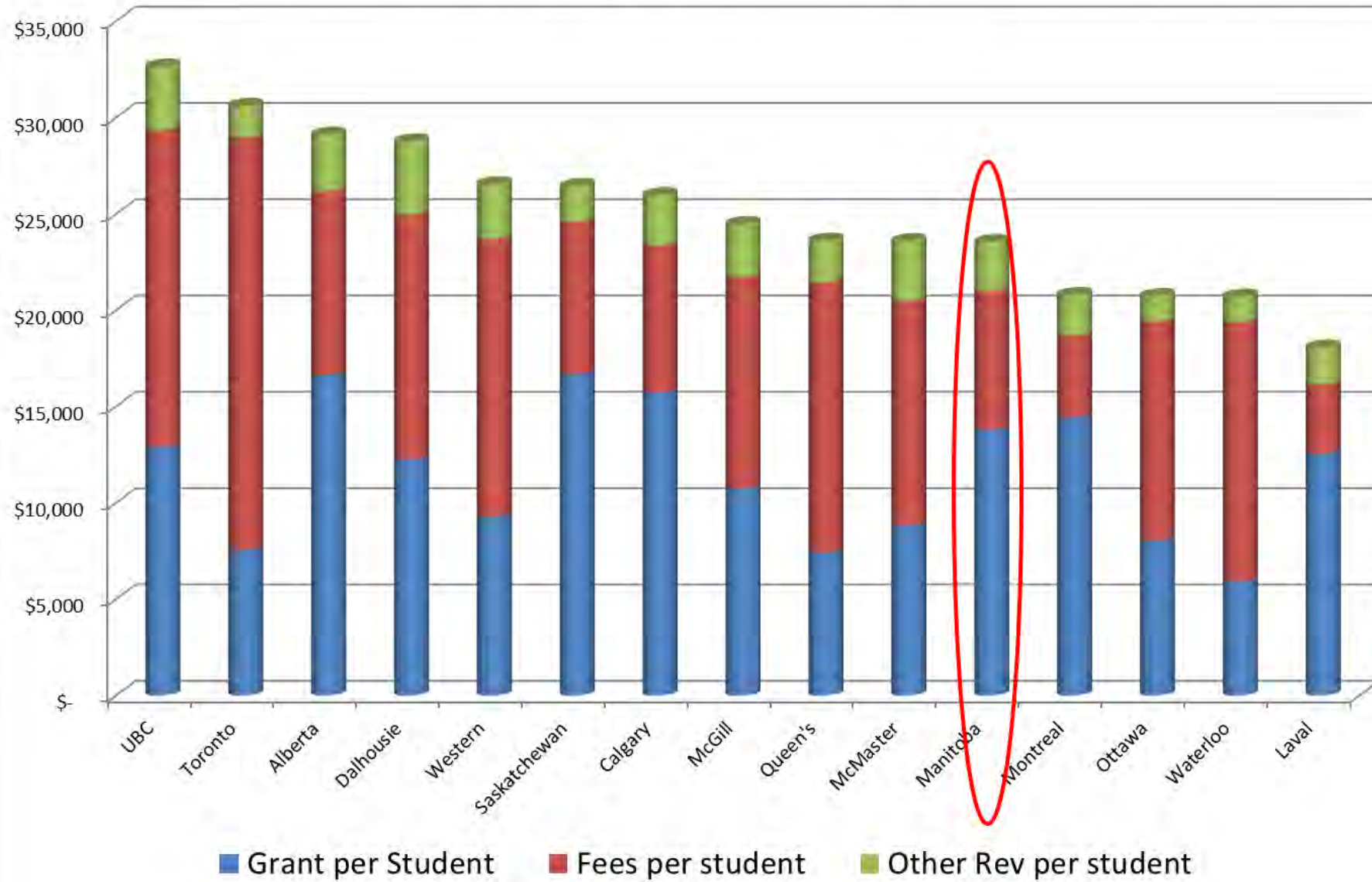
2019-2020 Operating Revenue



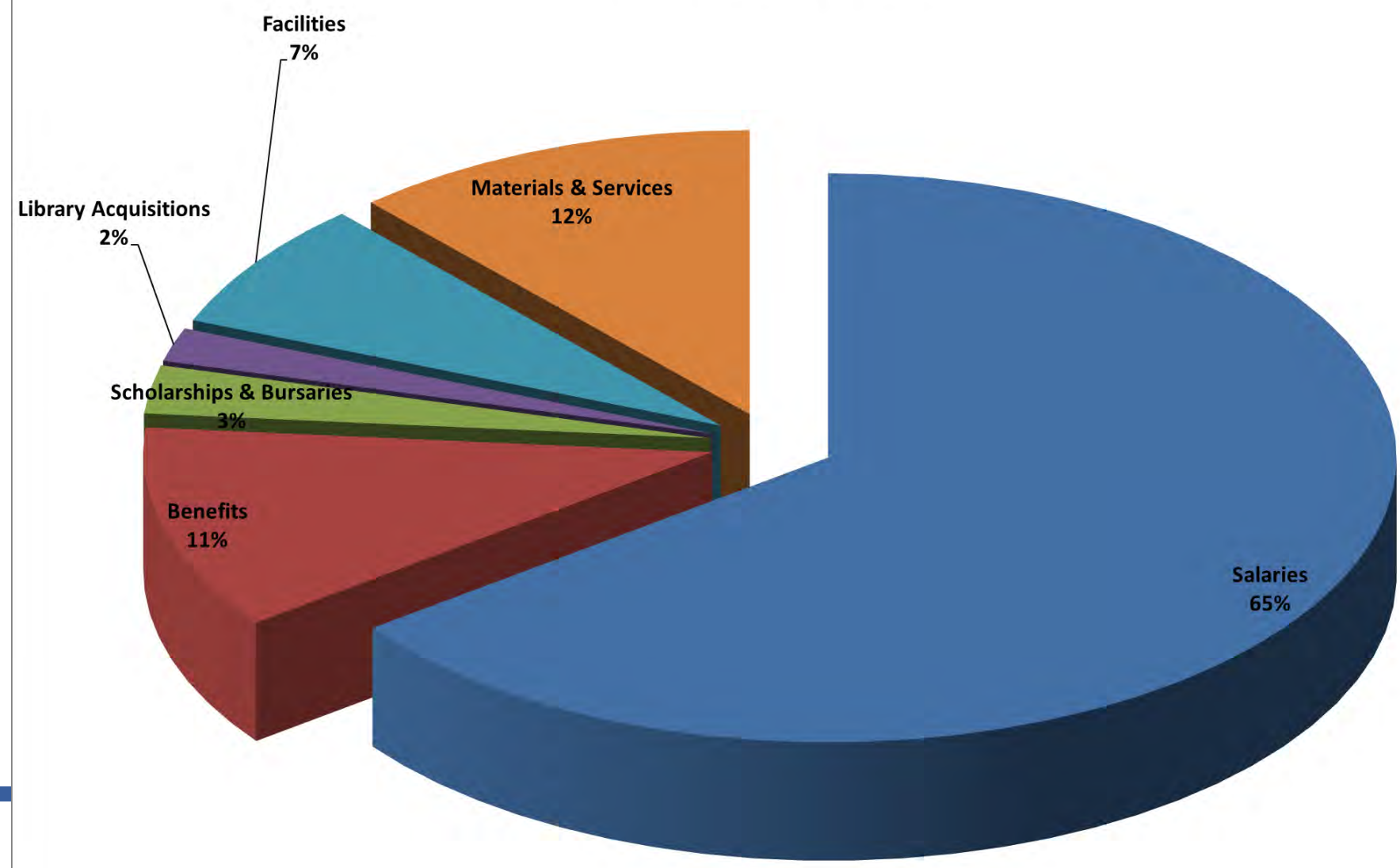
Total Operating Revenue \$638.7 million

U 15 - Operating Revenue per FTE Student 2019-2020

Data Source: CAUBO FIUC & Universities Canada

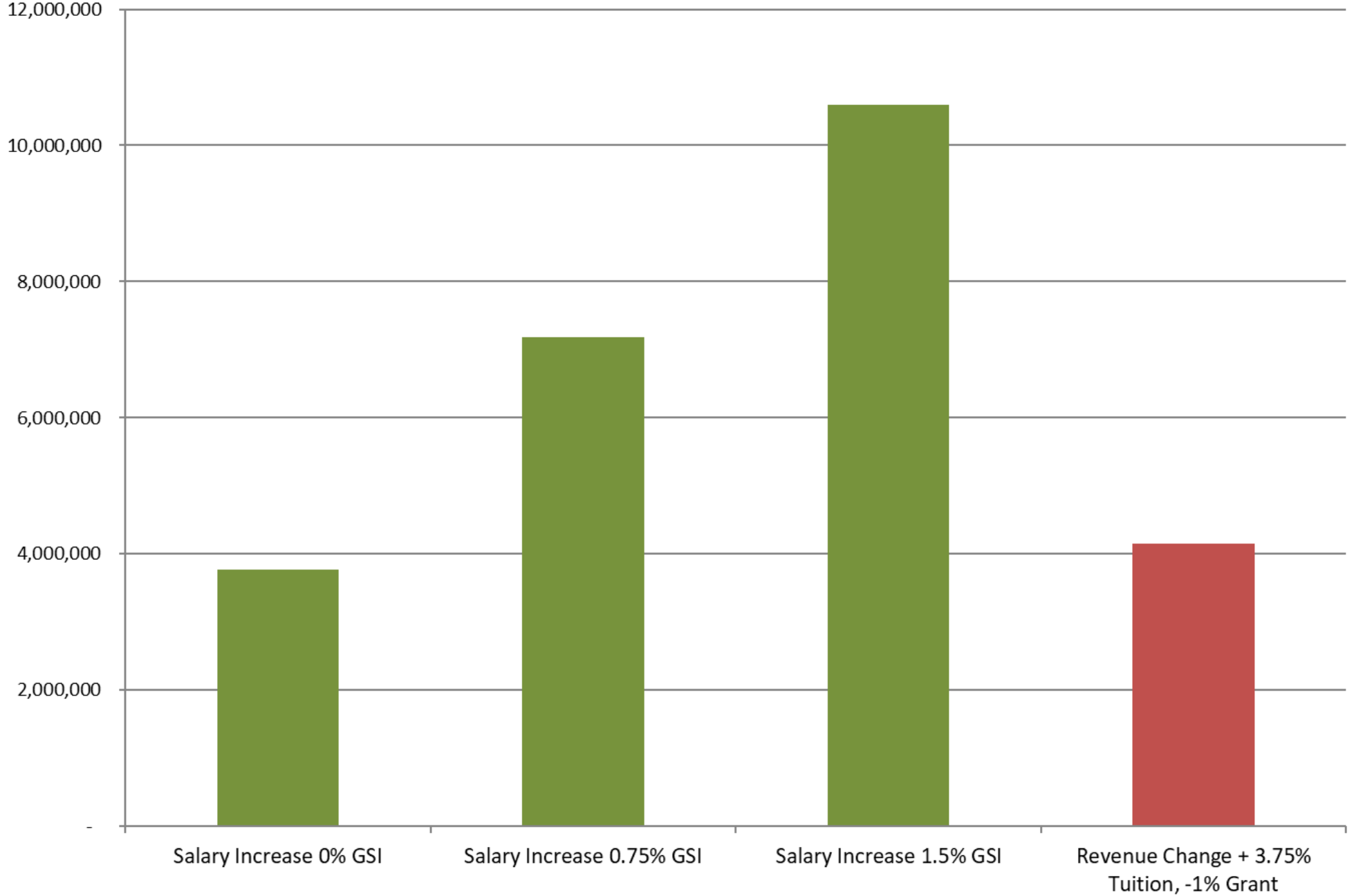


2019-2020 Operating Expenditures



Total Operating Exp \$570.5 million

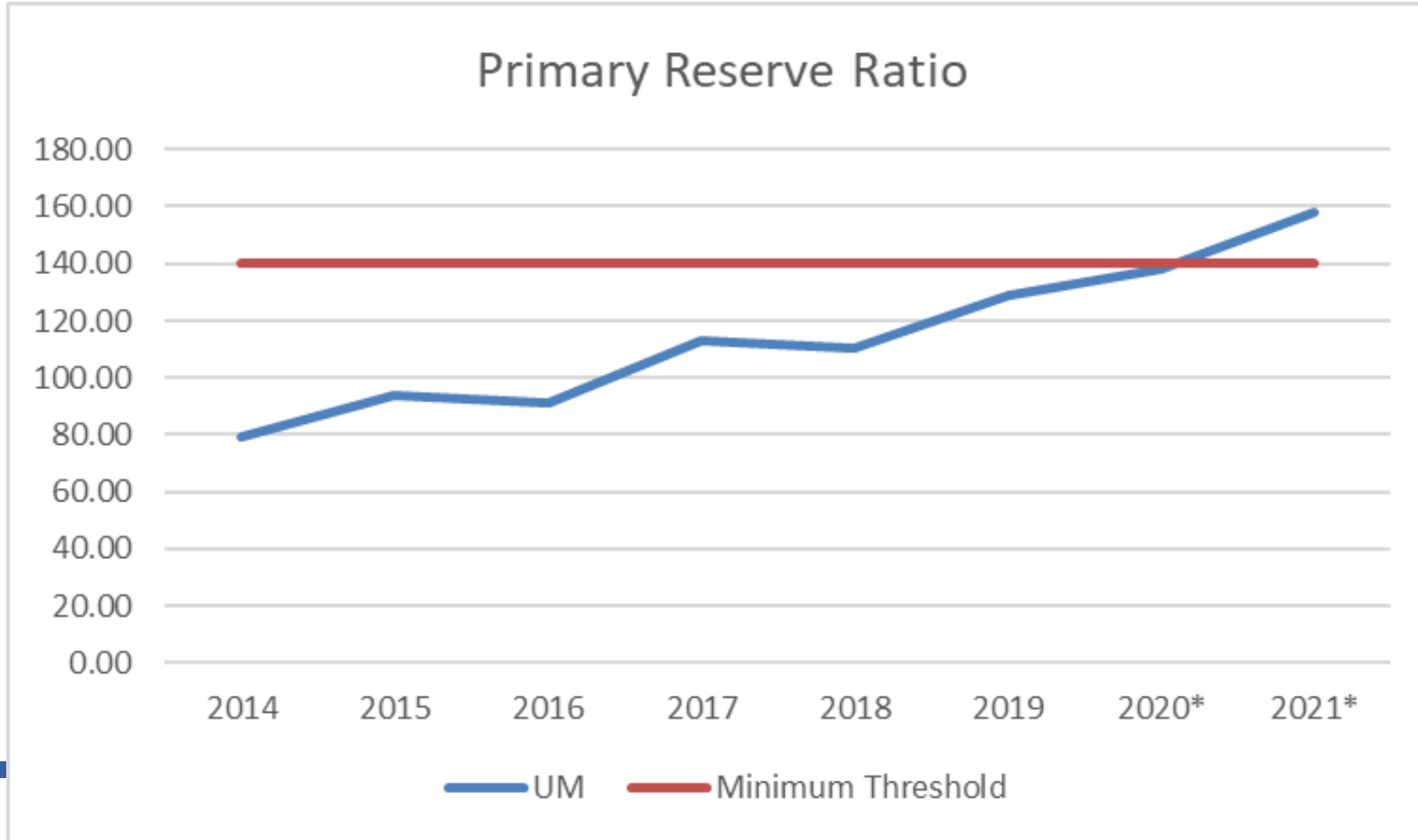
Salary vs. Revenue Changes



CFI Calculation

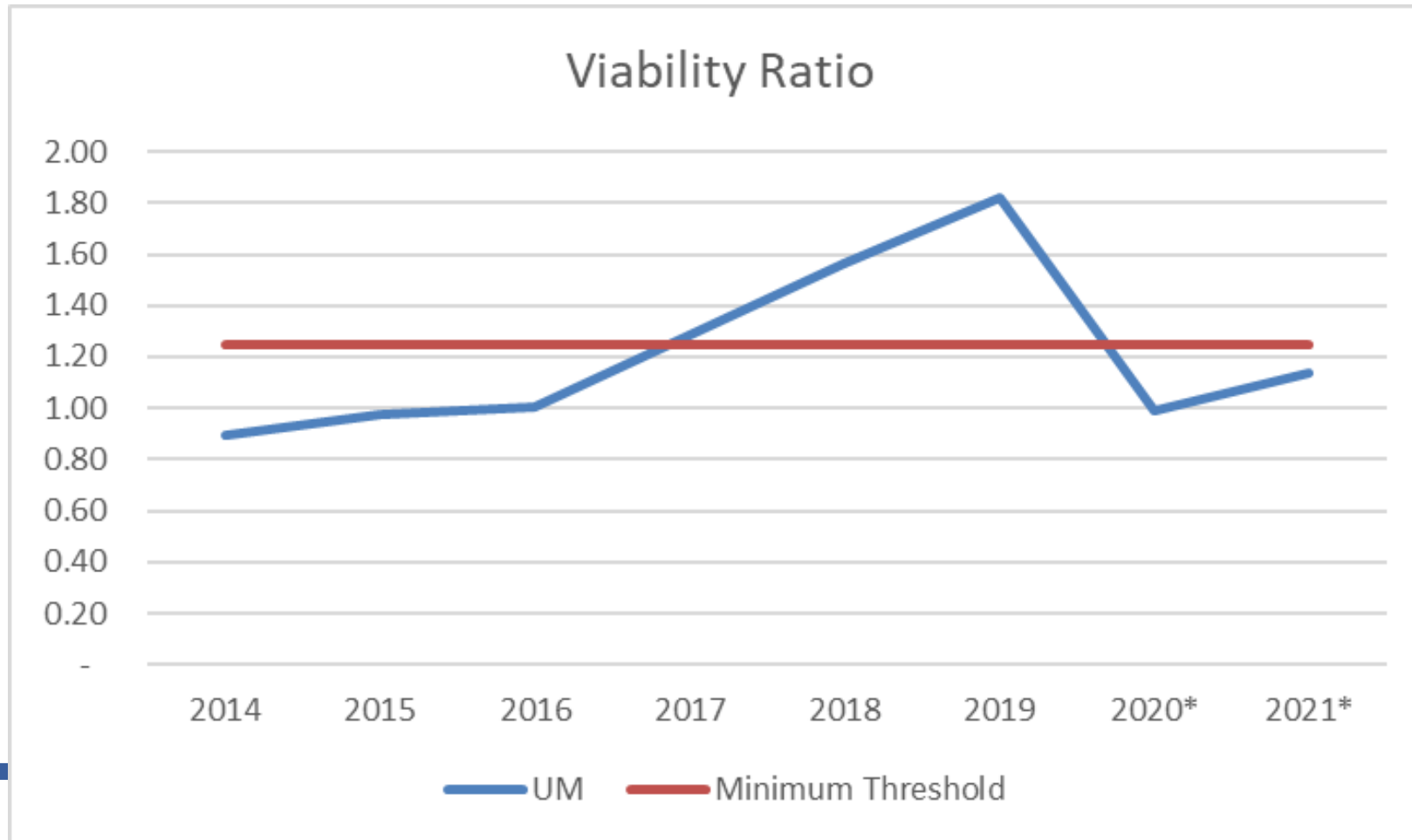
- The Composite Financial Index was developed and presented in 1999 by Ron Salluzzo and included in the seventh edition of *Strategic Financial Analysis for Higher Education* released in 2010. There are four ratios which provide an easy way to compare the financial performance and health of institutions. The four ratios can be combined to provide a measure of a University's overall financial health.

Primary Reserve Ratio



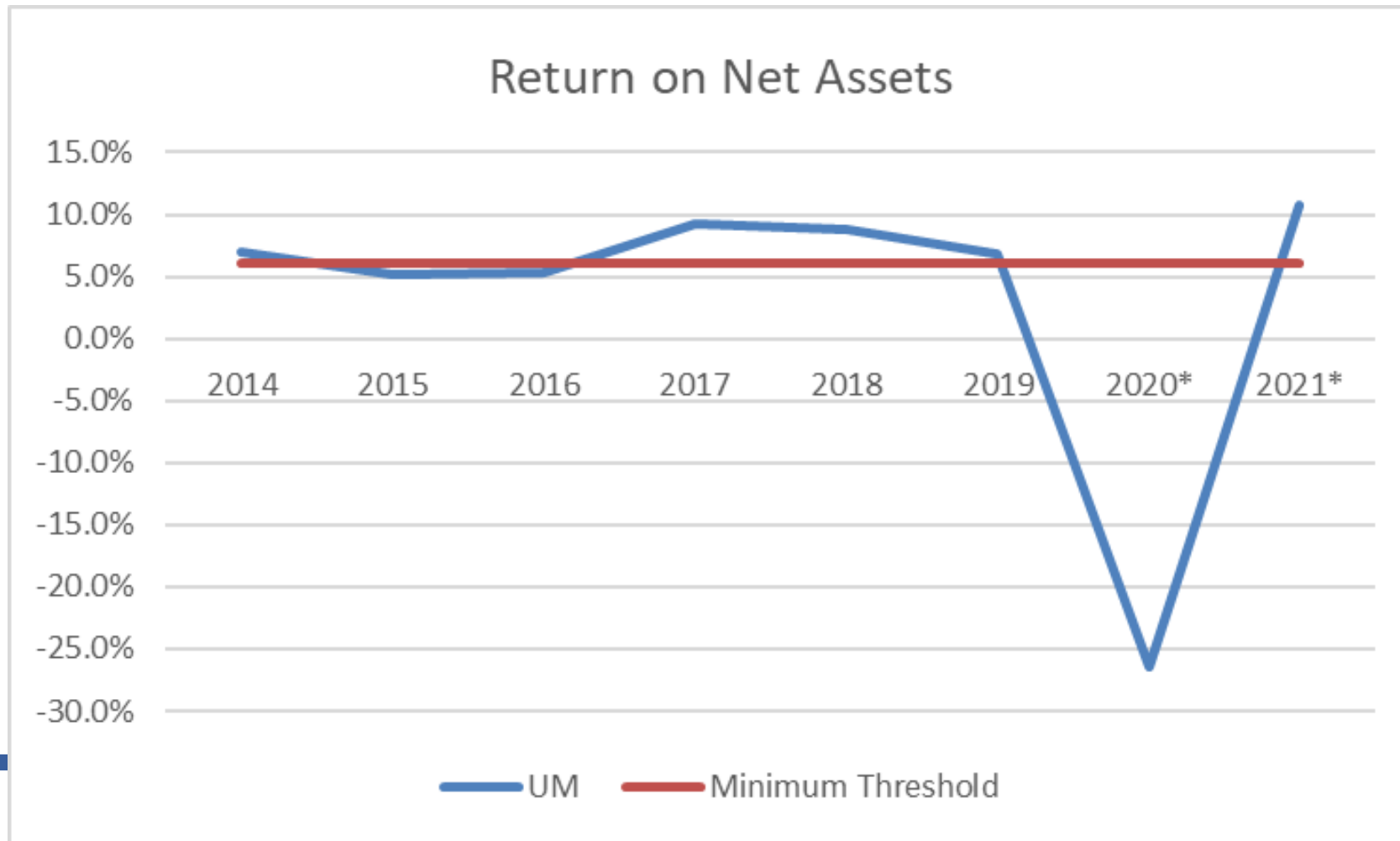
* University transitioned from NPO to PSAS accounting standards in 2020

Viability Ratio



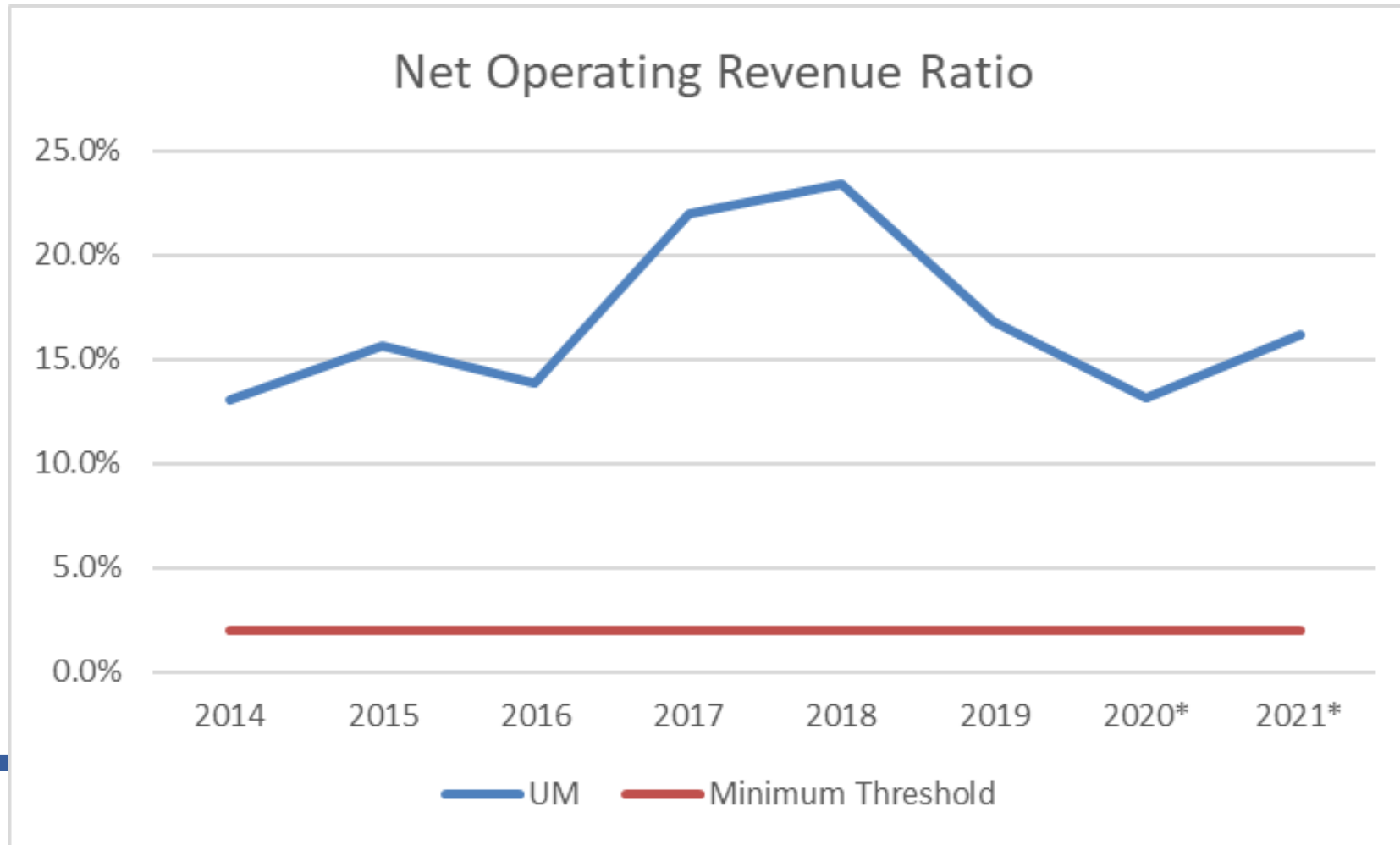
* University transitioned from NPO to PSAS accounting standards in 2020

Return on Net Assets



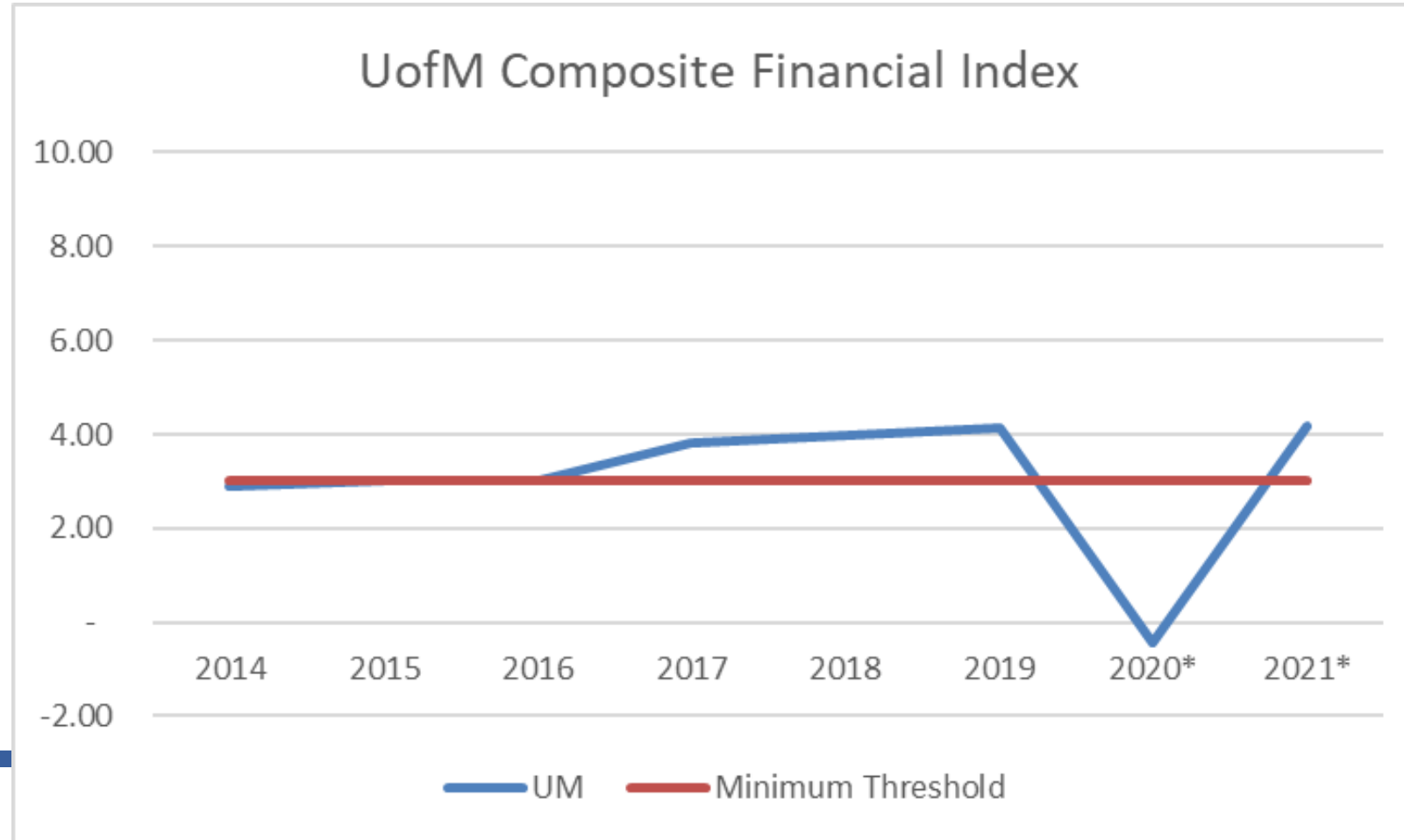
* University transitioned from NPO to PSAS accounting standards in 2020

Net Operating Revenue Ratio



* University transitioned from NPO to PSAS accounting standards in 2020

Overall Indicator

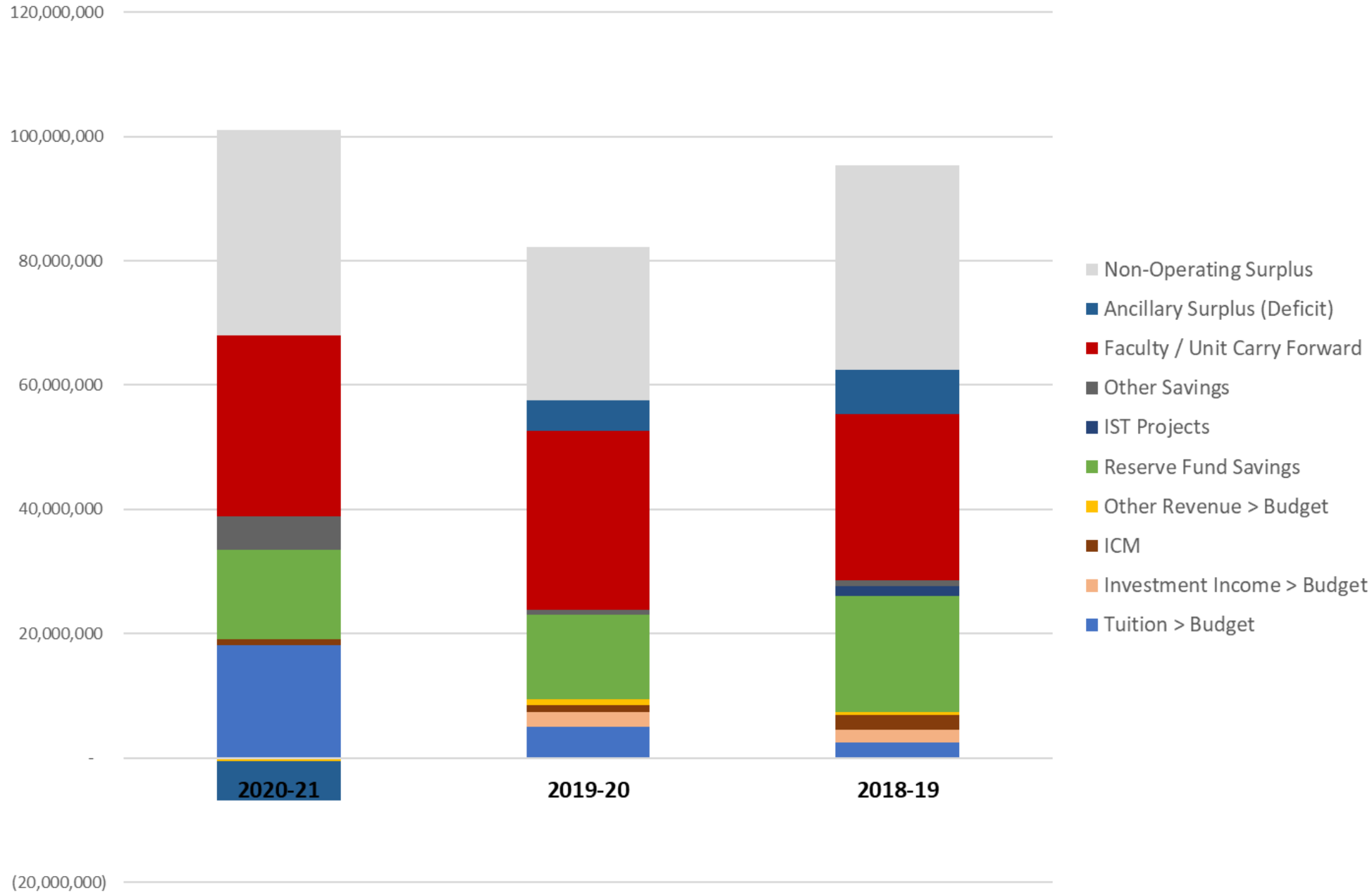


* University transitioned from NPO to PSAS accounting standards in 2020

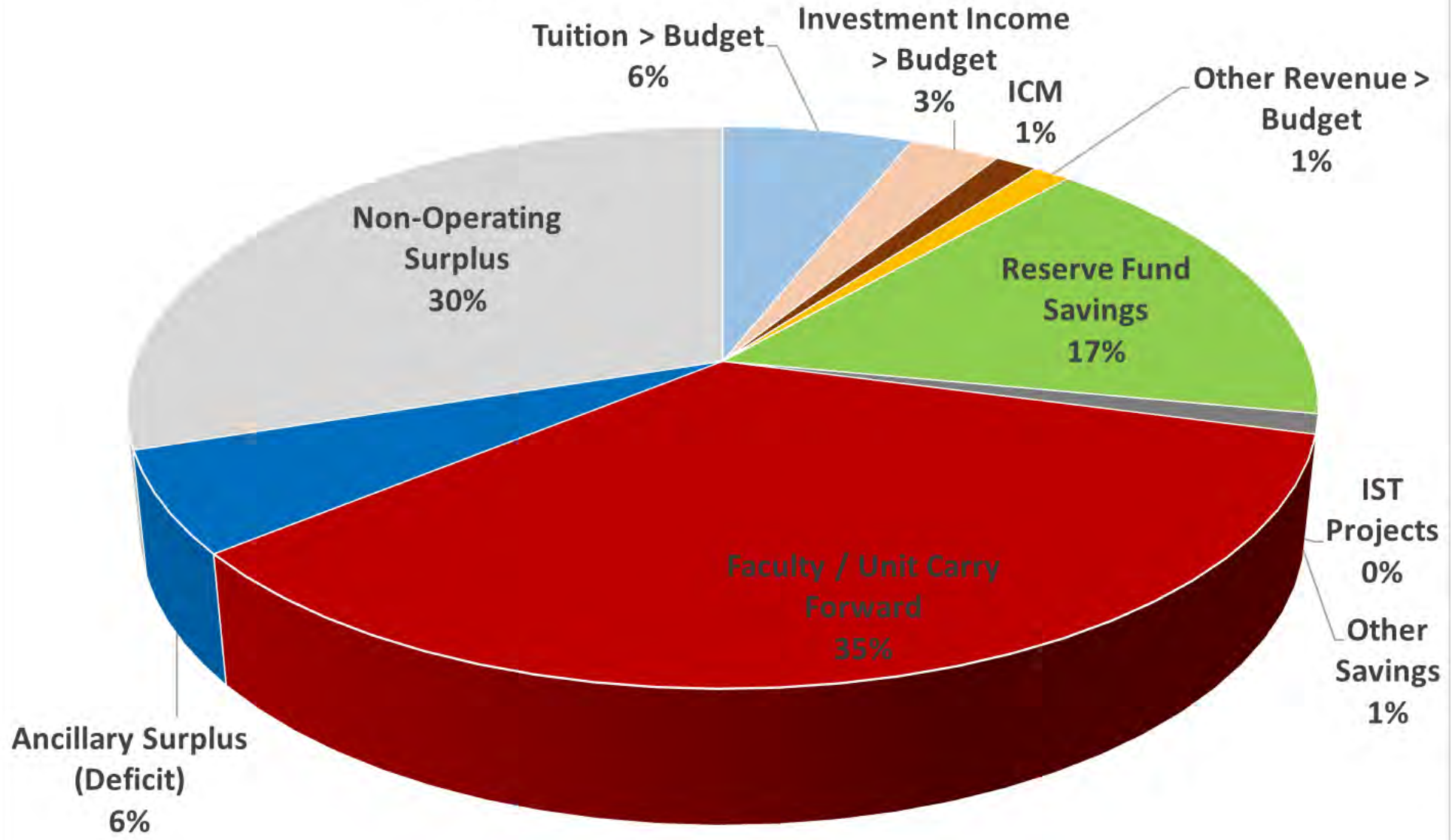
What is a Budget?

- An estimate of income and expenditures for a set period of time
 - An allocation of resources for a purpose
-

UM Surplus by Source

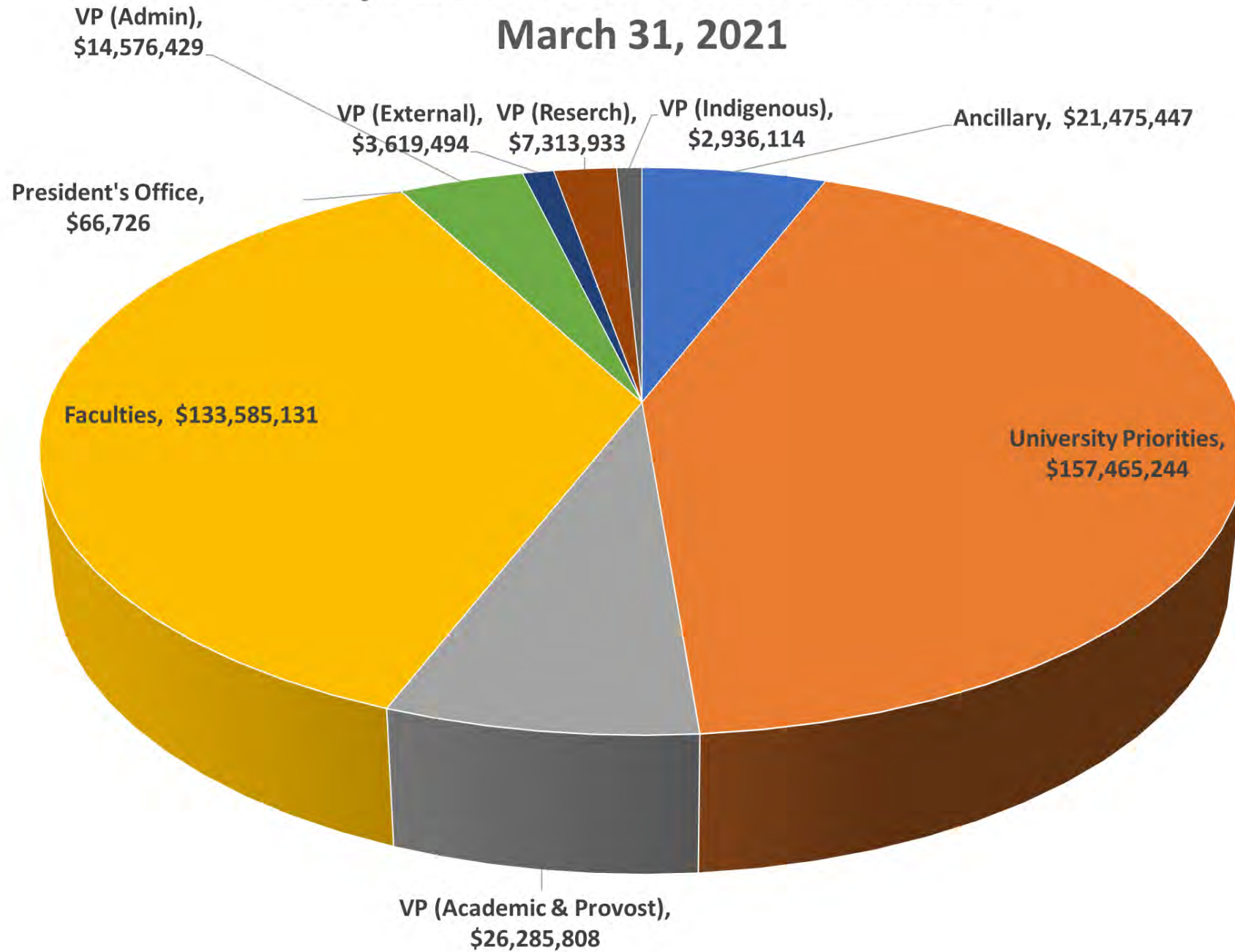


2019-2020 UM Surplus by Source

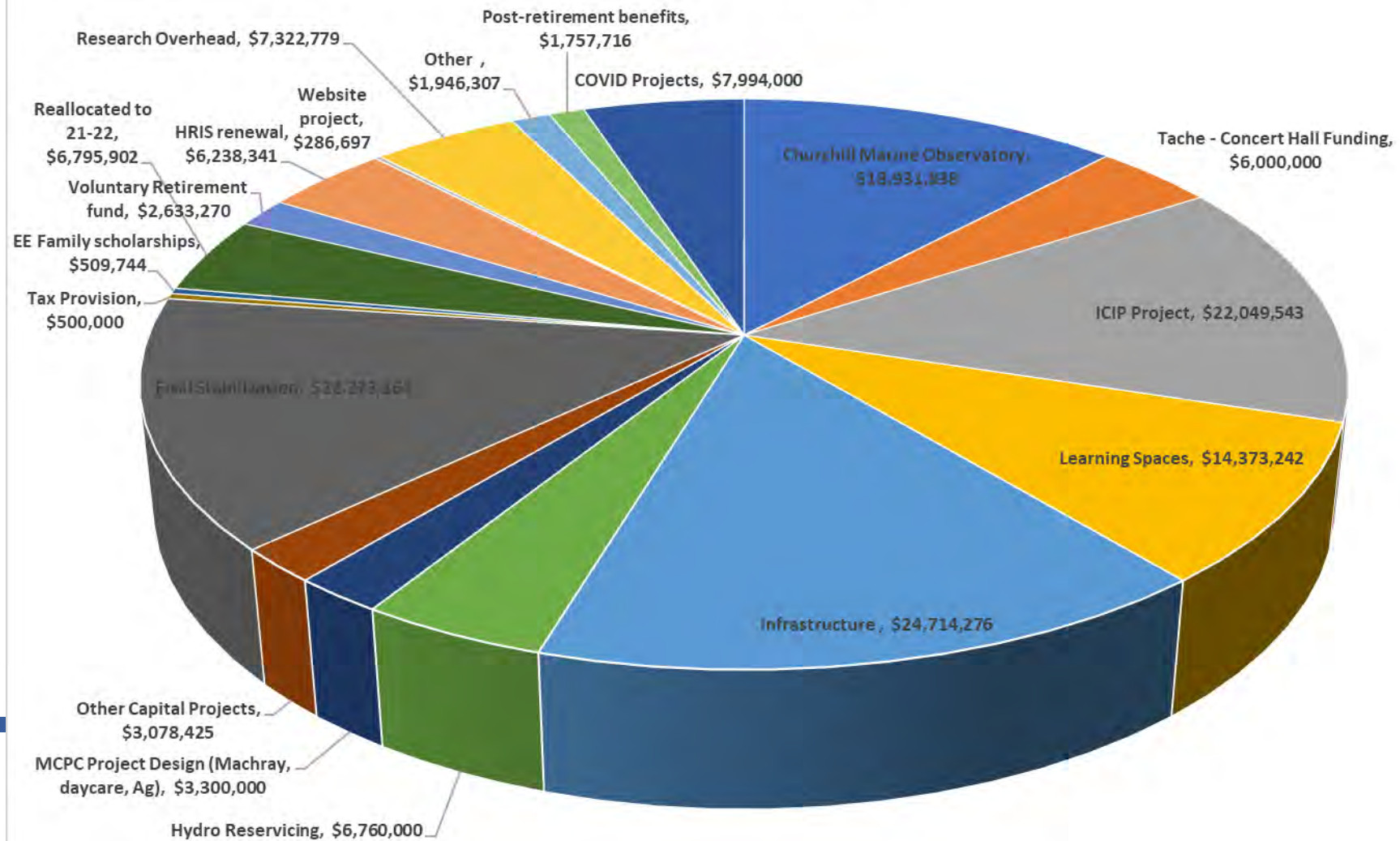


Carry Forward and Provisions

Carry Forward and Provisions Balances March 31, 2021



University Priorities Provisions March 31, 2021



Introduction to 2022-23 Budget Planning

Feb 2, 2022



**University
of Manitoba**

UM Budget Model



**University
of Manitoba**

Budget Model Overview

- Budget Model Redesign Initiative – Why, How and What
- Budget Model Overview
- Budget Model Process and Roles

**UM
Budget
Model
Redesign
Initiative
(BMRI)**

**Why, how
and what?**



Budget Model Redesign - Guiding Principles

A set of **Guiding Principles** were developed to anchor UM's budget model development and implementation:

- **Align** resource management, planning, and allocation **with the University's mission and strategic priorities.**
- **Enhance collaboration** between and within academic and central support units.
- **Incent creativity, innovation and the pursuit of revenue opportunities** to position the University for a strong, sustainable future.
- **Promote fiscal understanding, responsibility, and accountability** throughout the University.
- **Be straightforward and transparent.**

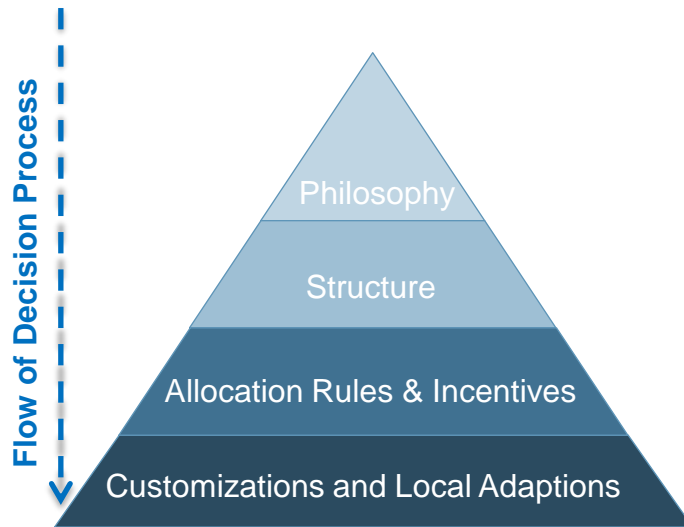
Budget Model Redesign - Expectations

Budget models are guidelines and principles that define how institutional funds are divided amongst its constituencies (faculties/colleges/schools and central support units). The budget model alone will not change budgets or dictate strategy.

Without initiatives/actions by the University community as a whole a budget model will NOT on its own:

- Create new revenues
- Achieve strategic goals
- Drive academic priorities
- Assess validity of budgets
- Produce operational efficiencies

Budget Model Redesign – The Process



- **Philosophy** – reflects the university’s desired financial management model, considering elements such as centralization, authority, accountability and responsibility
- **Structure** – reflects the elements of the model with respect to scope of funds, categorization of operating units, presentation of data, etc.
- **Rules** – reflects how the model will portray the institution’s internal economy and drive behavior
- **Customizations** – reflects model tweaks to address operational realities, institutional culture, and local unit needs

Budget Model Redesign - Recommendations

- A more decentralized approach was recommended:
 - Academic units retain a majority of their revenue, share central support unit costs, and give up some revenues (i.e., tax) to create a central pool
 - Central pool or “University Fund” will allow for cross-subsidies across units and strategic investments
 - Resource allocation process will be transparent
 - New technology solution tool (UM Plan) will optimize planning and budgeting
- The 2018/19 budget was the first developed using the new budget model.

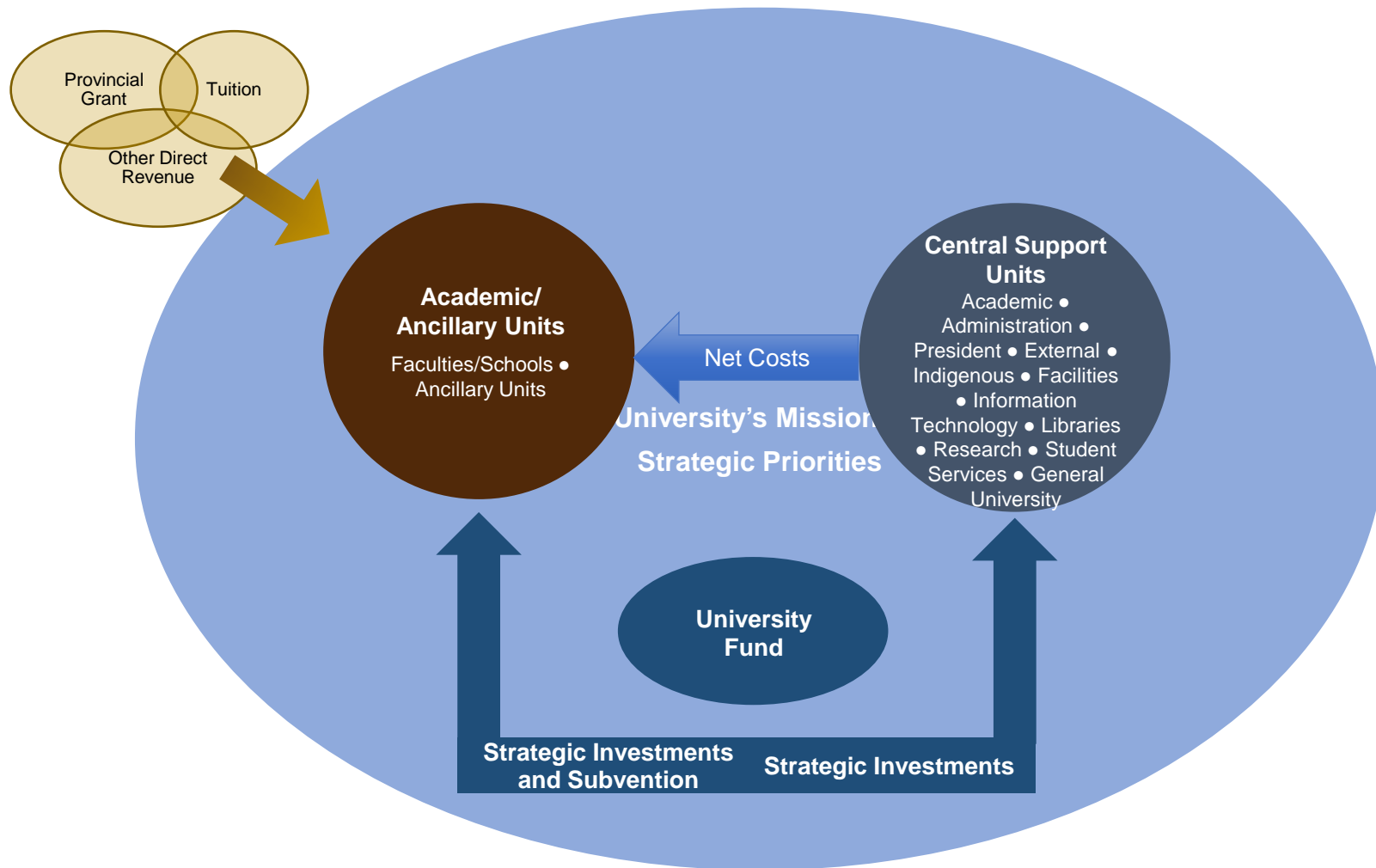
The Budget Model Overview



Overview – Budget Model

- All units are placed into two groups:
 1. Academic and Ancillary Units (revenue units): comprised of faculties, schools, and ancillary units; units to which funds/revenues are directly allocated in support of teaching, research and service activities.
 2. Central Support Units: comprised of units that support the academic goals of the University; (e.g. student/research services and administration); units which receive funds from Academic Units based on a set of cost allocation variables.
- Shared revenues and central support unit costs are allocated to academic units based on various drivers
- University Fund (UF) created through a tax on select revenues generated by Academic and Ancillary Units, used to support the University's strategic priorities and operations.

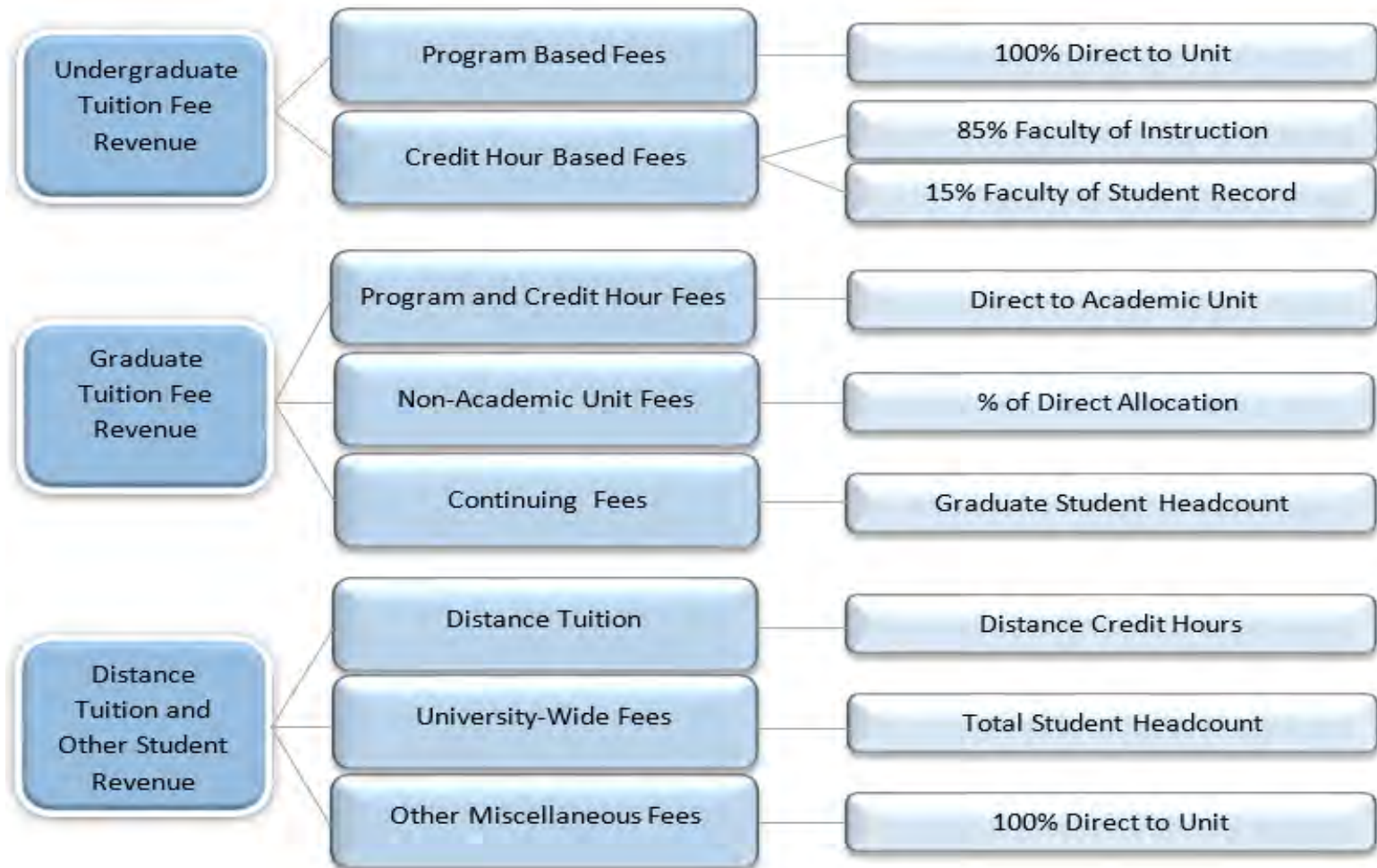
UM Budget Model



Revenue Allocation



Revenue Allocation - continued



How are Expenses Allocated?

- Academic units are responsible for their expenses.
- Ancillary units are responsible for their expenses.
- Central support units expenses are allocated to the academic units based on a range of allocation variables.
- The University Fund is available to subvent expense shortfalls, as well as to fund strategic investments.

Cost Allocation

Cost Pool/Allocation	Driver
Academic	Credit Hours by Student Major (Taught To) – Total
President, External, Indigenous	Faculty and Staff FTE
Information Technology	Faculty, Staff, and Student (Fall) Headcount
Administration	Total Direct Expenses (incl. Restricted) - Clinical Expenses Removed
Facilities	Net Square Footage Occupancy - All Units
Research	Sponsored Research Expense (3 Year Average)
Student Services	Credit Hours by Instructor (Taught By) - Total
Libraries	Adjusted Faculty and Student (Fall) Headcount
General University	Total Direct Expenses (Incl. Restricted) - Clinical Expenses Removed
Recreational Space Facilities Allocation	Student Headcount (Fall) - Total

University Fund

Critical element of more decentralized budget model; designed to address University strategic priorities and operations.

University Fund Overview	
Rationale	The University as a whole needs the ability to act as one entity with respect to key strategic initiatives.
Fund Principles	<ul style="list-style-type: none">▪ Created through a tax rate on tuition (undergraduate, graduate, distance), differential fees, and Provincial Operating Grant.▪ Designed to ensure academic units are “held harmless” at implementation; the rate needs to be high enough to ensure surpluses are available to cover deficits▪ Fund also designed to support long-term initiatives by advancing capital; provide support to seed initiatives; and encourage specific actions by units, as a few examples.▪ Size of University Fund should enable leadership to guide the institution in the direction that will ultimately benefit the University as a whole.▪ Allocations provided to any unit should not be viewed as an annual entitlement.

UM Budget Model Process and Roles



Budget Governance Structure

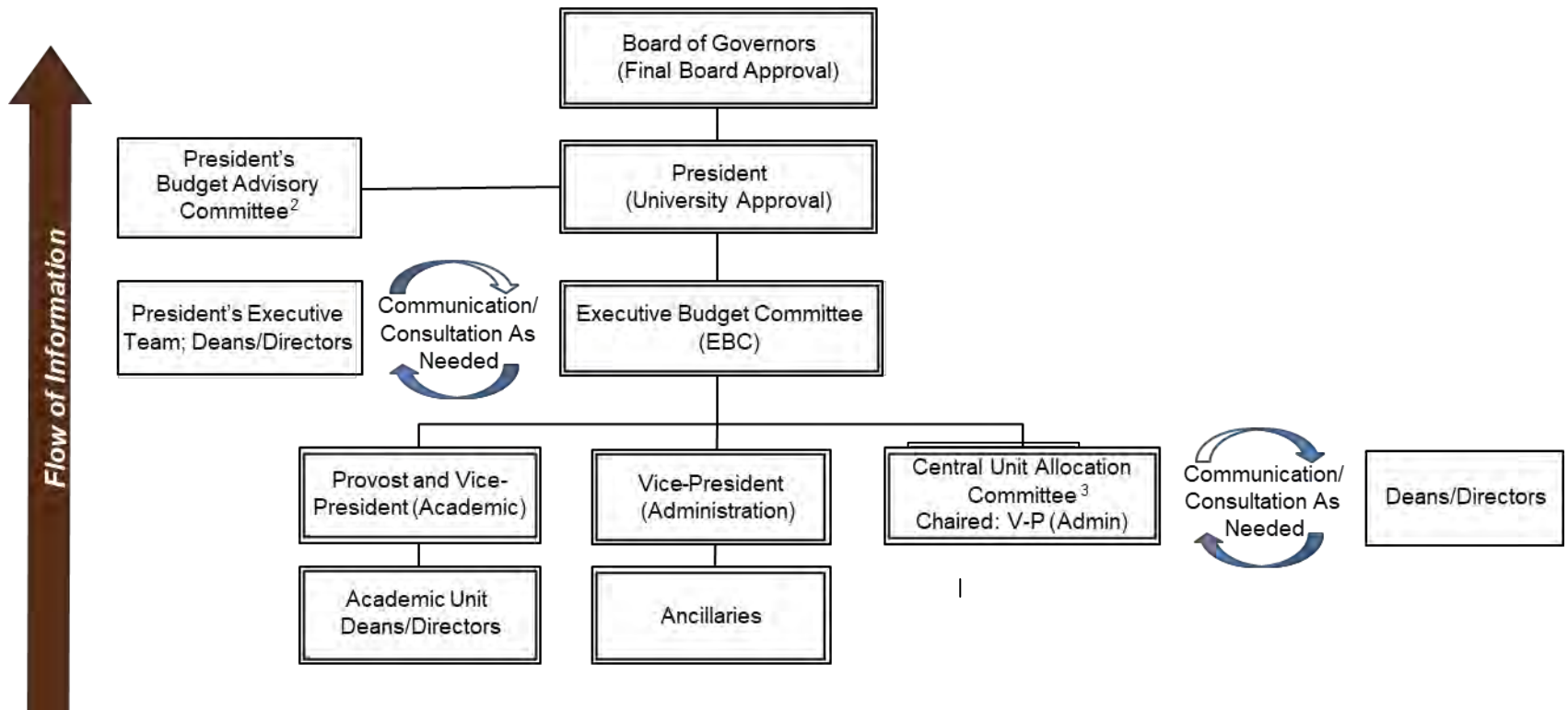


Illustration Notes:

1. Does not and is not intended to depict all consultation or activity that will occur as part of the budget development process.
2. President's Budget Advisory Committee includes 16 members: 6 SPPC/Faculty members; MFA Assessor; UMSU President; Graduate Student President; 2 Support Staff; BOG Finance, Admin, and HR Committee Representative; 4 Vice-Presidents.
3. Central Unit Allocation Committee includes 4 Deans; 4 Academic and Administrative Unit representatives; 2 Faculty representatives; 1 ex-officio representative

Roles in Budget Process

Financial Planning Office & Financial Services

- Develop institutional fiscal projections, including Estimates required by the provincial government
- Coordinate budget process, including support for the budget model
- Institutional monitoring and reporting of actuals & forecast to the Board of Governors and the provincial government

Office of Institutional Analysis

- Enrolment projections
- Budget model driver data
- Other data (student, faculty, tuition) in support of budgeting

Office of the Provost

- Guide planning and coordination of academic programs, enrolment, academic hiring and other processes and initiatives that inform and support budget planning

Central Unit Leadership

- Develop proposed budgets based on budget planning parameters and other budget development guidelines
- Present to Central Unit Allocation Committee
- Monitor and manage within approved budgets

Deans and Directors

- Develop Faculty/School plans and priorities in context of institution-wide priorities and plans
- Determine Faculty/School operational requirements
- Direct unit budget development
- Manage approved unit budget, including resource allocation within the Faculty

Business Managers

- Analyze unit budgetary requirements in relation to budget guidelines and unit plans and priorities
- Develop unit budget requests within UM Plan
- Support unit leaders in budget planning, resource allocation within the Faculty/Unit, and in-year financial monitoring



Committee Roles in Budget Process

Central Unit Allocation Committee (CUAC)

- Review central unit budget requests / financial plans and make recommendations to the Executive Budget Committee.
- Provide guidance on central unit services

Executive Budget Committee (EBC)

- Review budget requests and recommendations from CUAC and BAC
- Prepare final recommended draft budget and financial plans for all funds for the Board of Governors

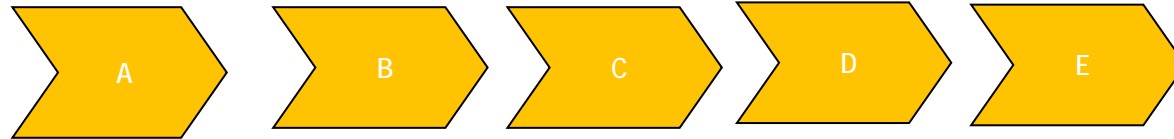
President's Budget Advisory Committee (BAC)

- Provide advice on the priorities for allocation of funds to meet the University's strategic objectives
- Review draft budget recommendations to the Board of Governors

Board of Governors

- Approve operating budget and financial plans for all funds

Budget Process Overview



Process Component	Data & Assumptions	Central Support Unit Budgets	Academic and Ancillary Unit Budgets	Finalize Funding Decisions	In-Year Monitoring
Purpose	Collect data used to forecast & allocate University revenues & central costs	Develop proposed budgets and allocate costs	Develop proposed budgets	Review proposed budgets and set University budget	Update forecast based on current data and emerging information
Primary Process Participants	Financial Planning Office; Office of Institutional Analysis	Central unit leadership; Business Managers; Financial Planning Office; Central Unit Allocation Committee	Deans/Directors; Ancillary unit leadership; Business Managers; Financial Planning Office	Financial Planning Office; Office of the Provost; Executive; Budget Committees; Board of Governors	All units; Financial Services; Executive
Timing	May – June	July – October	July – December	Jan-March	April - March

Budget Process & Planning Parameters



2022-23 Process Timeline

Jul-Nov

Unit preliminary planning and budgeting

Preliminary budget allocation to faculties

Unit budget and submission development

Oct

CUAC meetings

Dec-Jan

Deans meet with Provost

Central Budget Review

Budget Consultations

President BAC meeting

Feb-Mar

Final Budget allocations and Committee reviews

March

Budget finalization and approval



Strategic Priorities for 2022-23

- To engage in post-COVID planning for teaching, learning and research work
- To enhance experiential learning opportunities for all students
- To further our commitment to Indigenous achievement and engagement
- To further our commitment to an accessible, equitable, diverse and inclusive campus



Preliminary Planning Parameters

- Provincial Operating grant 1% less than 2021-22
- Tuition increase of 2.75%
- Enrolment 2% less than 2021-22
- Wage increases estimated for 2021-22 and 2022-23, budget centrally and allocated out to units
- Assume all staff and students return to on-campus working and learning, post COVID-19

Result = Expenditure growth budget to exceed revenue growth in 2022-23

2022-23 Preliminary Planning Parameters

	2022-23 Budget
	Planning Assumptions
<u>Revenue</u>	
1% Grant Reduction	(3,350,000)
Tuition Increase (2.75%) - Enrolment 1% increase	8,100,000
Net Revenue Change	4,750,000
<u>Expenditures</u>	
GSI with benefits (cumulative 2021/22 and 2022/23)	12,600,000
Salary Increments with benefits	3,400,000
Total Expenditure change	16,000,000
Net Operating Budget Change 2022/23	(11,250,000)
UM Central Strategies to partially offset expenditure increases:	
Reduce Wage Reserve Budget and redirect	(2,610,000)
Reduce Utility Budget and redirect to Central Unit GSI	(500,000)
Total Central Strategies	(3,110,000)



Preliminary Planning Parameters

- Academic unit planning parameters included:
 - Central Unit allocations based on no budget increase over 2021-22
 - Anticipated General Salary Increases associated with contract settlements budget centrally and allocated as part of net allocations
 - No increase to subvention over 2021-22
- Central unit planning parameters included:
 - Plan within a flat budget over 2021/22
 - Salary increases for existing staff complement to be absorbed
 - Contractual and other obligations & cost escalation to be absorbed
 - Other – new requirements, pressures, etc. to be included and strategies to mitigate, impacts and risks to be identified.



Next Steps

2022-23 Budget Planning

- Review and Update/Validate Planning Parameters
- Receipt of Provincial Funding letter
- Finalize Central Unit and Academic Budgets
- Develop Draft Consolidated Budget
- Committee meetings to review draft budget
- Finalize Consolidated budget
- Board of Governors approval of 2022-23 Budget





**University
of Manitoba**

Office of the Registrar and
Enrolment Services

421 University Centre
Winnipeg, Manitoba
Canada R3T 2N2
T: 204-474-8820
F: 204-474-7554

TO: Jeff Leclerc, University Secretary

FROM: Jeff Adams, University Registrar and Executive Director, Enrolment Services

DATE: February 2, 2022

Subject: Modification to the last date to drop without penalty

Given the current state of the COVID-19 pandemic, a desire exists to delay the last day for students to drop courses without academic or financial penalty; the current date as identified in the academic schedule is February 4, 2022. The new date has yet to be identified; however, to provide some flexibility, I am requesting that Senate delegate the authority to the Provost to modify the last date to drop without penalty for the winter 2022 term and for winter/summer 2022 term spanning courses. The Provost will report back to Senate once the final date has been determined.

CC:

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

Mark Torchia, Vice-Provost (Teaching and Learning)

Laurie Schnarr, Vice-Provost (Students)

Shannon Coyston, Associate University Secretary (Senate)