

February 1, 2023

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 and Room A106 Chown Building

Members Present

Dr. M. Benarroch,
Chair
Dr. A. Abra
Prof. J. Anderson
Prof. M. Anderson
Ms. N. Andrew
Prof. J. Arino
Ms. M. Babb
Prof. L. Balneaves
Prof. R. Biscontri
Prof. P. Blunden
Prof. T. Bone
Very Rev. R. Bozyk
Dean D. Brown
Prof. A. Bunt
Prof. M. Campbell
Prof. J. Chen
Prof. T. Chen
Prof. R. Chernomas
Prof. D. Churchill
Prof. N. Cicek
Prof. S. Ciurysek
Prof. S. Clark
Prof. J. Detwiler
Mr. T. Dobrowney
Prof. M. Docker
Mr. Wm. Dowie
Dean N. Dyck
Prof. E. Eftekharpour
Acting Dean C. Enns
Dr. I. Fakankun
Prof. P. Ferguson
Prof. S. Ferris
Prof. R. Field
Prof. C. Figley
Prof. J. Gamble
Prof. J.-E. Ghia
Prof. J. Ghomeshi
Prof. N. Greidanus
Prof. S. Herath
Dr. D. Hiebert-Murphy
Prof. M. Hudson

Mr. C. Hutchison
Prof. I. Jeffrey
Dean R. Jochelson
Dean E. Jurkowski
Ms. E. Kalo
Dean A. Kelekis-
Cholakis
Ms. V. Koldingnes
Prof. J. Lavoie
Mr. P. Layug
Mr. Wm. Lazarenko
Ms. A. Leger
Prof. D. Lobb
Dean M. Locher
Prof. H. Luo
Prof. L. MacDonald
Prof. M. McKenzie
Prof. K. McManus
Acting Dean K. Main
Prof. S. Mallory-Hill
Dean B. Mark
Prof. D. Medoro
Prof. M. Morris
Ms. C. Neilson
Mr. D. Ness
Mr. U. Nwankwo
Prof. D. Oliver
Prof. J. Paliwal
Prof. J. Patzer
Dean S. Pflugmacher
Lima
Dr. M. Pinto
Prof. S. Prentice
Dean L. Raman-Wilms
Prof. T. Reeve
Prof. K. Rochon
Dean. M. Scanlon
Ms. L. Schnarr
Ms. D. Segal
Mr. M. Shaw
Dean B. Silvestre
Prof. C. Simonot-
Maiello
Prof. J. Sinclair

Ms. R. Smith
Prof. J. Sorensen
Prof. V. Sparks
Prof. A. Stewart-
Tufescu
Prof. G. Tranmer
Dean R. Urbanowski
Prof. S. Webber
Mr. J. Leclerc,
University Secretary
Dr. S. Coyston,
Recording Secretary

Assessors Present

Mr. J. Adams
Prof. K. Kumar
Prof. D. McNeill
Dr. C. Miller
Dr. D. Radi
Ms. V. Romero
Prof. G. Smith
Dr. D. Stewart
Prof. E. Thomson
Dr. M. Torchia

Regrets

Dr. C. Adams
Prof. A. Alessi-Severini
Prof. K. Anderson
Rectrice S. Bouffard
Ms. C. Carkener
Prof. A. Clay
Dr. C. Cook
Ms. C. Cyr
Dean M. Friesen
Mr. J. Funk
Ms. D. Gutierrez
Prof. A. Halayko
Prof. M. Hart
Prof. S. Kouritzin
Prof. M. Kramer
Acting Dean R. Lastra

Prof. F. Laurencelle
Prof. D. Mackey
Chancellor A. Mahon
Prof. D. Martin
Dean P. Nickerson
Ms. L. O'Hara
Prof. J. Peeler
Prof. C. Reitano
Mr. J. Rykiss
Mr. G. Sobie
Ms. J. Sprague
Dean J. Taylor
Prof. S. Teetzel
Prof. G. Thompson
Dean M. Yellow Bird

Absent

Mr. A.K.M. Alam
Ms. R. Antymis
Ms. M. Baier
Prof. D. Beach
Ducharme
Mr. N. de Hoop
Dr. A. Farenhorst
Mr. K. Harb
Prof. S. Kirkland
Ms. C. Kokolo
Prof. Q. Mujawar
Ms. Z. Odribets
Prof. T. Peter
Ms. S. Sekander
Ms. M. Singla
Ms. B. Usick
Prof. F. Zeiler

Also Present

Prof. U. Abdullaev
Mr. R. Daudet
Ms. K. Evans
Prof. J. Hughes
Ms. R. Krentz
Ms. G. MacNeil

Ms. M. Sabourin
Prof. S.
Sivaramakrishnan
Ms. L. Taylor
Ms. M. Watson
Ms. M. Yoshida
Prof. S. Zelenitsky

The Chair welcomed Senators joining the meeting via video link from Room A106 Chown Building, at the Bannatyne Campus.

The Chair informed Senate that the Speaker of the Senate Executive Committee was Dr. T. Chen, Faculty of Arts.

President Benarroch congratulated Ms. Koldingnes on her appointment that day as Vice-President (External).

**I CANDIDATES FOR DEGREES,
DIPLOMAS AND CERTIFICATES – FEBRUARY 2023**

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A summary report on graduands was emailed to Senators, prior to the meeting. A complete list of candidates, provided by the University Registrar and Executive Director, Enrolment Services, was available at the front table for perusal by Senators.

Mr. Adams remarked that the number of graduands was the second highest number for February Convocation in the last fifty years.

Dr. T. Chen MOVED, on behalf of the Senate Executive Committee, THAT the list of graduands provided to the University Secretary by the University Registrar be approved, subject to the right of Deans and Directors to initiate late changes with the Registrar up to February 3, 2023.

CARRIED

II MATTERS TO BE CONSIDERED IN CLOSED SESSION - none

III ELECTION OF SENATE REPRESENTATIVES

1) To the Senate Executive Committee

Page 5

The Chair said one Senator was to be elected from among members of Senate elected by faculty and school councils, for a five-month term, effective upon election by Senate and ending June, 30, 2023.

The University Secretary opened nominations. No nominations were made.

IV MATTERS RECOMMENDED FOR CONCURRENCE WITHOUT DEBATE - none

V MATTERS FORWARDED FOR INFORMATION

1. In Memoriam: Dr. Fred Shore

Page 7

Professor Patzer offered a memorial tribute for Dr. Fred Shore. After completing his M.A. and a Ph.D. in History at the University of Manitoba, Dr. Shore joined the Department of Native Studies in 1984. He served as Head of the Department at various points in the mid-1990s and early 2000. As Executive Director, Office of University Accessibility, Dr. Shore was instrumental in supporting Indigenous leaders to design and build Migizii Agamik. Dr. Shore retired from the University in 2020.

President Benarroch said he had heard from many members of the University community how Dr. Shore will be missed, given his many contributions to the institution, to students, and to the Indigenous community.

2. **Correspondence from President and Vice-Chancellor Concerning Requests for Temporary Suspension of Admissions**
 - a) **RE: Post-Baccalaureate Diploma in Engineering, Price Faculty of Engineering** (for consultation) Page 8
 - b) **RE: Bachelor of Commerce (Honours) Majors in International Business, Leadership and Organization, and Management Information Systems, Asper School of Business** (for consultation) Page 19

The Chair reminded Senate that, under the *Admission Targets* policy, it is the President who approves changes to, or the introduction of, enrolment limits following consultation with the dean or director and with Senate and the Board of Governors, subject to the provisions of the provincial *Programs of Study Regulation*. He invited any questions or comments on requests for a temporary suspension of admissions to the Post-Baccalaureate Diploma in Engineering (Internationally Educated Engineers Qualification Program) and to several Major programs in the B.Comm.(Hons) degree.

No concerns were raised regarding the requests from the Faculty.

3. **Correspondence from the Vice-President Research and International RE: Report on Research Contracts and Amendments Received, July 1 – December 31, 2022** Page 40
4. **Report of the Senate Committee on Awards [December 20, 2022]** Page 49
5. **Report of the Senate Committee on Curriculum and Course Changes RE: Corrections to the Report of November 3, 2022** Page 61
6. **Undergraduate Admission Targets, 2023 - 2024** Page 62
7. **Annual Report of the University Discipline Committee** Page 64

VI **REPORT OF THE PRESIDENT**

1. **Report of the President**

President Benarroch provided an update on the strategic planning process that was underway at the University. The Strategic Planning Committee had met twice; Mr. Usher, CEO, Higher Education Strategy Associates (HESA), had presented on the pan-postsecondary education context in Canada at a town hall held on January 26th; more than sixty consultation sessions had been scheduled, including with Faculty and School

Councils and two sessions with Senators, to receive feedback on five questions; and an online survey would be available in the coming weeks. At the conclusion of the consultation sessions, the Strategic Planning Committee will work with HESA to develop a document summarizing what was heard. The document will be shared with the University community to ensure it does reflect what was said. The Committee will then use that document to develop a draft strategic plan, which will be shared with Senate before the final strategic plan is brought to Senate and the Board of Governors for approval, in the Fall.

President Benarroch said the Honorable Sarah Guillemard had been appointed as the new Minister of Advanced Education and Training for the province.

President Benarroch said the University was waiting for information on the provincial grant and any changes to tuition fees for 2023-24. For this reason, the presentation on budget planning involves assumptions that will need to be adjusted when this information is received from the province. President Benarroch reported that the President's Budget Advisory Committee (BAC) met for the third time on the previous day and had one final meeting scheduled.

President Benarroch said he would comment on the continuing mask mandate at the University in his response to a question submitted for question period.

2. Presentation: Budget Planning 2023 - 24

President Benarroch invited Ms. Hopkins, Executive Director, Financial Planning and Budgeting, to speak to Senate about planning for the 2023-2024 budget. A copy of the presentation, *Introduction to 2023-24 Budget Planning*, is appended to the minutes of the meeting. Mr. Emslie, Chief Financial Officer and Comptroller, Ms. Andrew (Vice-President, Administration), and Dr. Hiebert-Murphy, Provost and Vice-President, (Academic) were also present to address questions.

Referring to the slide showing the annual source of surplus for the years 2018-19 through 2021-22, Professor Chernomas asked about the University's total accumulated surplus. Given the higher rate of return on investments in the previous year, he was interested in knowing whether a portion of the surplus was invested and how it was invested.

Mr. Emslie said he did not have the figure but said he could provide it. He recalled that the accumulated surplus was reported in the budget presentation at a town hall in the fall, which was available on the [website](#) for the Office of the President. He said the University invests some funds in bonds, GICs, and other short-term investments. As various investments reached maturity over the previous year, the University reinvested the funds at higher rates, which positively impacted investment income.

President Benarroch noted that some of the surplus funds that are invested are reserved for committed projects in future years.

In response to a question regarding the results of the UM Budget Survey, Ms. Hopkins said more granular data was available, including for faculty and student priorities and other demographics, and could be shared based on a request.

Mr. Dowie asked if there was an opportunity for the University to take advantage of higher interest rates and, perhaps, to work with the province to identify funds to provide financial support for students, to offset any increase to tuition fees for 2023/2024.

President Benarroch said the University continues to make the argument to the province that it cannot rely solely on tuition increases to fund postsecondary education and that a balanced approach, with moderate increases to both tuition and the provincial grant, is needed. If these things were more balanced, it would be more feasible for the University to identify additional funds for student support, including bursaries.

Mr. Emslie said the University has an endowment fund of approximately \$1 billion that, among other things, supports students with financial need, although the funds were not invested in GICs.

The Chair thanked Ms. Hopkins and Mr. Emslie for the presentation.

VII 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.

The following questions were received from Professor Clark, Price Faculty of Engineering.

We are quickly approaching the three-year mark of the global pandemic. The severity of outcomes has risen and fallen throughout this time. Many people believe that Covid will be with us from now on.

- 1. What exactly will need to change for the University of Manitoba to drop its mask mandate in favour of a strong recommendation to wear a mask and the requirement to stay home when sick?*
- 2. If you don't plan to lift the mask mandate in the very near future, would you consider creating an online poll to allow students, staff, and faculty to vote on whether they are supportive of the mask mandate?*

I can't help but wonder what the results of such a vote would be. A strong vote in favour of lifting the mask mandate would provide you with a more accurate view of how many people upon which you are forcing a behavior that they do not wish to participate in. It would help demonstrate to a vocal minority that they are actively suppressing many peoples' freedom of choice. It would help you to realize that even though there is strong compliance with the mask mandate, it does not mean that people are not frustrated with it. Canadians just seem to be too polite to complain.

Conversely, a strong vote in favour of keeping a mask mandate would provide you with a strong justification to keep it in place. Some people

would be much more likely to comply with the wish of the majority of UM stakeholders rather than complying with the decision of one individual.

President Benarroch said he receives a diversity of views on the mask mandate. He recalled that in recent communications to the University community he had signaled the mandate cannot continue indefinitely. The President's Executive Team (PET) continues to evaluate information, including advice from experts in the Rady Faculty of Health Sciences, and to consult with union representatives and Department Heads. The PET was continuing to discuss how and when to move to a voluntary policy based on, first, what is responsible considering, first, the impact of current rates of COVID-19, respiratory syncytial virus (RSV), and other respiratory diseases on hospitals and, second, what has occurred at other institutions, which shows many people will not choose to wear a mask under a voluntary policy. The priority is to continue to keep the University community safe, including when the mandate is relaxed. President Benarroch said an assessment of ventilation and air quality systems in buildings across the campus would be completed at the end of March. The results received up to this point meet air quality requirements.

President Benarroch said he was not in favour of a survey as the decision about the mask mandate cannot be based on whether people like to wear a mask. The decision should be based on the need to keep the University community safe. The University had committed to continuing the mask mandate for the Winter Term. When a decision was made to change the mandate, sufficient notice would be given so individuals can prepare and adjust to the change.

The following question was received from Professor Sinclair, Faculty of Science.

It is likely that many of us on Senate have been discussing and thinking through the implications of AI Language models like ChatGPT in our units over the past while. Applying the technology produces impressive outcomes that we all need to pay attention to, and these will only improve. There is significant potential for this to be used productively to improve written communication throughout the university, and there are serious academic integrity issues to consider as well. How will the University be proceeding to develop best practice and use guidelines related to AI Language models, on what timeframe (the horse is out of the barn already) and how will Senate be involved?

President Benarroch invited Dr. Torchia, Vice-Provost (Teaching and Learning), to respond.

Dr. Torchia said The Centre for the Advancement of Teaching and Learning (The Centre) has been aware of ChatGPT, DALL•E2, and other artificial intelligence (AI) text and video generation technologies for a while, including both the potential for the technologies to be integrated into teaching and learning practices in beneficial ways and negative consequences that can sometimes lead to academic integrity concerns that might require instructors to adjust or reconsider how students are evaluated in courses. The sophistication of the systems will continue to improve. It will be important for faculty and others at the University to expand their own and students' knowledge of the advantages and the limitations of the technologies, to be better prepared and more

confident in how the University moves forward with respect to any practices and policies. Dr. Torchia said, Dr. Stoesz, Senior Faculty Specialist (Science of Teaching and Learning and Academic Integrity), who is an authority in academic integrity, recently offered a tutorial for staff in The Centre, to prepare them to discuss the implications of AI for teaching and learning with instructors. Dr. Stoesz had developed slides for instructors, to facilitate discussions with students, and The Centre will develop more tools and information for instructors.

Dr. Torchia proposed that Senate might ask the Senate Committee on Instruction and Evaluation (SCIE) to consider best practices and guidelines for AI text and video generation technologies. Senators supported the suggestion to refer the matter to SCIE.

**VIII CONSIDERATION OF THE MINUTES
OF THE MEETING OF JANUARY 11, 2023**

Professor Oliver MOVED, seconded by Professor Blunden, THAT the minutes of the Senate meeting held on January 11, 2023, be approved as circulated.

CARRIED

IX BUSINESS ARISING FROM THE MINUTES - none

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

1. Report of the Senate Executive Committee Page 214

Dr. T. Chen reported that the Senate Executive Committee met on January 18, 2023. The comments of the Committee accompany the reports on which they were made.

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

Professor Oliver said the Senate Planning and Priorities Committee (SPPC) had met with representatives of Huron Consulting on January 30th, as part of the budget model review process. Otherwise, no items of business had been received for the meeting.

Professor Oliver said the comments of the Committee associated with the proposed introduction of two new Major programs in the Asper School of Business were included with items XI (1) (b) and (c) on the current agenda.

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

**1. Reports of the Faculty Council of the Faculty of Management
(Asper School of Business)**

**a) RE: Major Curriculum Revisions, Bachelor of
Commerce (Honours)**

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Dean Silvestre said the Faculty of Management was proposing modifications to the Bachelor of Commerce (Honours) degree, to modernize the curriculum to include topics

in demand for the current job market, including business analytics, globalization, and technology competencies. The modified curriculum also aligned with the University's priorities to address reconciliation, equity, diversity and inclusion, and sustainability.

i) **Report of the Senate Committee on Curriculum and Course Changes** Page 215

Professor McNeill said the Senate Committee on Course Changes (SCCCC) had reviewed proposed changes to courses and curricula at meetings in the Spring and Fall 2022. The major curriculum review involved changes to the B.Comm.(Hons.) core and ten existing Major programs, including the renaming of two Majors. The Majors would continue to require 12 to 18 credit hours of course work. Professor McNeill highlighted some of the more significant changes to the curriculum, including the introduction of professional and soft skills courses in response to feedback from employers; the formalization of a structure that would facilitate students to complete an optional double Major; clarification and simplification of the electives structure across the various Majors; the introduction of a required course in Indigenous business (IDM 2010 Indigenous Peoples and Canadian Business) as part of the core curriculum, which would take effect for the 2024/2025 academic year; the removal of a requirement for an ethics course because ethics content has been distributed in courses across the curriculum. Professor McNeill noted, at the request of the SCCCC, the Faculty had provided modified courses descriptions for those courses, to highlight where the ethics content is included.

Professor McNeill said the Faculty had provided a transition plan for continuing students to follow either the current or modified curriculum based on their catalogue year.

Professor McNeill noted that, overall, the Faculty was proposing to delete sixteen (16) courses, introduce twelve (12) courses, and modify fifty-nine (59) courses.

Professor McNeill MOVED, on behalf of the Committee, THAT Senate approve the Report of the Senate Committee on Curriculum and Course Changes concerning major changes to the curriculum of the Bachelor of Commerce (Honours), Faculty of Management (Asper School of Business), effective for the 2023 Fall Term.

Referring to a summary of proposed changes to the core curriculum included with the Faculty's proposal, Professor Hudson said it appeared that important parts of the curriculum would be removed, including requirements for an ethics and an alternative management course, and the requirement for 12 credit hours of non-business electives would be replaced by a requirement for 18 credit hours of business or non-business electives. He asked if there had been any discussion within the Faculty or with the SCCCC about the breadth of education that would be provided by the modified degree.

Professor McNeill said the SCCCC had discussed these changes, in addition to a proposal to replace a requirement for 6 credit hours from disciplines in the Faculty of Arts with a broader requirement for 6 credit hours of non-business electives. The objective for proposed adjustments to the elective structure was to give students more flexibility to select courses that would either focus their studies on a particular business discipline or broaden their studies to other areas beyond business. For similar reasons, the Faculty was proposing to provide clearer pathways for students who wish to complete a double Major, which are not clearly laid out currently. Regarding the ethics

requirement, rather than requiring students to complete one ethics course, the Faculty had integrated ethics content specific to each of the business disciplines in twenty-six (26) courses offered across the curriculum. The content has been highlighted in modified course descriptions to be included in the Academic Calendar, so there is no risk that the topic would not be adequately addressed in the course delivery.

Dean Silvestre said courses that can be completed toward the current requirement for a single ethics course do not deal specifically with business ethics. The Faculty's objective was to expand and embed content on business ethics, including for specific business disciplines, for example, finance and supply chain management, because, in the modern context, it is not possible to study business without it being centred in ethics within the disciplinary domain that students will navigate.

Professor Prentice congratulated the Faculty on the proposal, which was important to ensure the curriculum was current. She observed that, given many students in the Asper School of Business also complete courses offered by Departments in the Faculty of Arts, it would be important to consider, as the University contemplates changes to its budget model, that major curriculum modifications in one Faculty or School can sometimes have significant financial implications for another Faculty or School.

In response to a question, Dean Silvestre said the proposed Indigenous business course would be offered by the Faculty of Management. Dr. Miller said the Faculty had informed the SCCCC it would hire one Indigenous tenure track faculty member and one Indigenous Instructor to develop and teach the course.

CARRIED

**b) RE: Proposal for Bachelor of Commerce (Honours)
in Business Analytics** Page 320

Dean Silvestre said a proposal for a Bachelor of Commerce (Honours) in Business Analytics was an example of the reorganization of the degree. The proposed Major would replace the existing Major in Management Information Systems, which was weakly subscribed but would incorporate courses in business analytics.

**i) Report of the Senate Committee on Curriculum
and Course Changes** Page 320

Professor McNeill said the Business Analytics Major would follow the general structure of other Majors offered by the Faculty. It would require 15 credit hours of coursework, including 6 credit hours of required courses and 9 credit hours of electives. The Major would be introduced to address interest and rapid growth in an area critical to contemporary business. Professor McNeill observed that many business schools at other Canadian institutions already offer programs in Business Analytics. The maximum seat capacity in the program would be forty-five (45) students.

**ii) Report of the Senate Planning and Priorities
Committee** Page 322

Professor Oliver said the proposed Major in Business Analytics would primarily use

existing courses but would also draw on four new courses proposed for introduction as part of the major modifications to the B.Comm.(Hons.) curriculum. Referring Senators to observation 9 in the Committee's Report, he said the Faculty's proposal to develop and offer IDM 2010 was extensively discussed given the Committee's consternation about whether appropriate faculty appointments would be made to support the course.

Professor Oliver noted that, on the basis of its review of the proposal, the SPPC was recommending that a high priority level be assigned to the proposal.

Dean Silvestre MOVED, THAT Senate recommend that the Board of Governors approve a Bachelor of Commerce (Honours) in Business Analytics, in the Faculty of Management (Asper School of Business).

CARRIED

- c) **RE: Proposal for Bachelor of Commerce (Honours) in Strategy and Global Management** Page 358

Dean Silvestre said the proposed Bachelor of Commerce (Honours) in Strategy and Global Management would amalgamate or combine content from two existing Major programs that were not well subscribed, the Majors in Leadership and Organization and International Business, and add a component on strategy, which was an important element that was missing from the current programs.

- i) **Report of the Senate Committee on Curriculum and Course Changes** Page 358

Professor McNeill said the proposed Major in Strategy and Global Management would require 15 credit hours, including 9 credit hours of required courses and 6 credit hours of electives. Maximum enrolment in the Major would be thirty (30) students.

- ii) **Report of the Senate Planning and Priorities Committee** Page 360

Professor Oliver said the SPPC had discussed with Faculty representatives that the amalgamation of the existing Majors, which would require that faculty currently teaching in the International Business and Leadership and Organization Majors be reassigned to teach in the new Major in Strategy and Global Management, would involve satisfactory and teaching assignments for those individuals. The Faculty had assured the Committee this would be the case.

Professor Oliver noted that, on the basis of its review of the proposal, the SPPC was recommending that a high priority level be assigned to the proposal.

Dean Silvestre MOVED, THAT Senate recommend that the Board of Governors approve a proposal for a Bachelor of Commerce (Honours) in Strategy and Global Management, in the Faculty of Management (Asper School of Business).

Professor Blunden asked about the significance of assigning a high priority to a proposal that would combine two existing Majors with low enrolments into a single program.

President Benarroch anticipated the proposed program would more closely align with institutional priorities.

CARRIED

d) **RE: Revised Advanced Entry Admission Requirements, Bachelor of Commerce (Honours)** Page 397

i) **Report of the Senate Committee on Admissions** Page 397

Ms. Schnarr said, at its meeting on September 22, 2023, the Senate Committee on Admissions had endorsed a proposal from the Asper School of Business with three modifications to the Advanced Entry admission requirements for the Bachelor of Commerce (Honours) degree, to ensure alignment with proposed modifications to the curriculum for the degree. The Faculty was proposing, first, to modify the list of courses that applicants can use to fulfill a requirement for 6 credit hours of electives, to provide students with greater flexibility in course selection; second, to add MATH 1524 Mathematics for Management and Social Sciences as the preferred mathematics course for admission, as the course will provide students with a strong foundation in algebra and calculus; and third, to replace the requirement for 3 credit-hours of non-business electives with a requirement for GMGT 1010 Business and Society, to ensure all Advanced Entry students had completed at least one business course prior to admission. With respect to the mathematics prerequisite, Ms. Schnarr noted that applicants who did not present MATH 1524 would continue to be permitted to use one of several other mathematics courses, as detailed in the proposal.

Ms. Schnarr MOVED, on behalf of the Committee, THAT Senate approve the Report of the Senate Committee on Admissions concerning revised Advanced Entry admission requirements for the Bachelor of Commerce (Honours), Asper School of Business, effective for the 2024 Fall intake.

CARRIED

e) **RE: Revised Academic Regulations, Bachelor of Commerce (Honours)** Page 406

i) **Report of the Senate Committee on Instruction and Evaluation** Page 406

Dr. Torchia said the SCIE had considered revisions to several academic regulations for the B.Comm.(Hons.) degree. He highlighted several of the changes, including, first, that the regulation on *Completing Two Majors (Second Major)* would be revised to specify that, where a course was a requirement in both major programs declared by a student, the course could not be counted toward both majors. Second, the *Probation Regulations* would be amended to clarify that a student who had exceeded the maximum limit of 15 credit hours of failure will be placed on probation if their Degree Grade Point Average was 2.00 or higher. Third, several revisions would be made to the regulation on *Repeating, Substituting and Extra Courses*, including to permit students to repeat a course as soon as possible, rather than in the following Fall or Winter Term, as currently required, and to specify written approval of the Undergraduate Program Office is required to substitute another course for a Core course. Throughout the regulations, the

terminology “Electives” and “Business Options” would be changed to “Non-Business Electives” and “Business Electives,” for consistency with proposed modifications to the B.Comm.(Hons.) curriculum.

Dr. Torchia MOVED, on behalf of the Committee, THAT Senate approve the Report of the Senate Committee on Instruction and Evaluation concerning revisions to the following academic regulations for the Bachelor of Commerce (Honours), Asper School of Business, effective September 1, 2023:

- ***Completing Two Majors (Second Major)***
- ***Degree Grade Point Average Requirement for Graduation***
- ***Probation Regulations***
- ***Repeating, Substituting and Extra Courses***
- ***Withdrawal from Individual Courses***

CARRIED

President Benarroch thanked Dean Silvestre and others in the Asper School of Business for their work, to modify the B.Comm.(Hons.) curriculum.

XII ADDITIONAL BUSINESS

1. Report of the Senate Committee and Process Review Working Group [January 5, 2023]

Page 414

President Benarroch invited Mr. Leclerc, University Secretary, to provide an update and report from the Senate Committee and Process Review Working Group.

Mr. Leclerc said a review of Senate committees and processes had been initiated in response to a variety of feedback from a Senate survey, academic units, and colleagues in the University community more broadly. Mr. Leclerc made a brief presentation to the Committee. A copy of the presentation, *Senate Committee and Process Review Working Group – Report 1, February 2023*, is appended to the minutes of the meeting.

Mr. Leclerc said the Senate Committee and Process Review Working Group had been struck to explore how Senate committees and processes might be made more effective. The Working Group had met twice in the fall. Mr. Leclerc said that Senate was being asked to consider the four recommendations arising from discussions at those meetings. The Working Group had decided to bring forward recommendations as the review progresses, rather than providing one report with many recommendations at the end of the review. The decision reflects that some recommendations for changes to Senate committees and processes will be relatively straightforward and can be made in the shorter term while others will be more complex and will require more time to consider and develop.

Mr. Leclerc briefly reviewed the recommendations of the Working Group, as outlined in the Report. First, the Working Group was recommending that Senate approve key principles to guide the Senate committee system, as well as the review to be carried out by the Working Group. Second, it was recommending revised terms of reference for the Senate Committee on Medical Qualifications (SCMQ), to delegate Senate’s authority for

approving faculty members for registration as physicians under section 181 of The Regulated Health Professions Act to the Committee. One rationale for the change is to recognize that the membership of the SCMQ includes individuals with the requisite expertise for making these decisions. Another is to streamline the approval process. Currently, decisions of the SCMQ are forwarded to Senate following consideration by the Senate Executive Committee. Finally, the Working Group was recommending revised terms of reference for the Senate Committee on Honorary Degrees (SCHD), which are intended to clarify the functions of the Committee. The responsibilities of the Senate Committee on Academic Dress (SCADR) would be transferred to the SCHD. Mr. Leclerc noted the revised terms of reference include changes to the membership, to specify that at least one Indigenous member of Senate must be among the five academic members of the Senate elected to serve on the Committee.

Mr. Leclerc said the Working Group had met twice in the Fall. It had struck two subgroups; one to consider recommendations for a more consolidated and holistic approach to the review and approval of undergraduate curricula, programs, and academic regulations and one to consider a recommendation to consolidate the various Senate committees that deal with student appeals under one unified Senate Committee on Appeals. Mr. Leclerc said the Faculty of Graduate Studies was also reviewing its processes for reviewing graduate courses and programs, and how these might best connect with the Senate process.

In response to a question, Mr. Leclerc confirmed the Working Group was recommending that the Senate Committee on Academic Dress (SCADR) be disbanded and that the Senate Committee on Honorary Degrees take over the function of the SCADR.

Referring to Recommendation 24 in the *Senate Committee and Process Review Discussion Paper* for the creation of a Senate Committee on Teaching and Learning, Professor Hudson remarked on what seemed to be an extremely broad mandate that was envisioned for the Committee, given that many activities at the University were related to teaching and learning. He asked what sorts of things the Committee might have responsibility for.

Mr. Leclerc replied that, following an initial discussion, the Working Group had decided to deal with Recommendation 24 after it considers other recommendations in the *Discussion Paper* that relate to libraries and teaching and learning technologies and how these things are interconnected, as some of these things are currently the responsibility of the Senate Committee on Instruction and Evaluation. Mr. Leclerc suggested it might be useful to contemplate a Senate committee structure that would allow for discussions at Senate about broad issues of teaching and learning, such as the discussion of the place for ChatGPT in teaching and learning at the University.

Professor Shaw MOVED, seconded by Mr. Dobrowney, THAT Senate approve the Report of the Senate Committee and Process Review Working Group [dated January 5, 2023] concerning the following recommendations, which are to take effect upon Senate approval:

- **Approve the Key Principles to Guide the Senate Committee System.**
- **Approve the revised terms of reference for the Senate Committee on Medical Qualifications.**

- **Approve revised terms of reference for the Senate Committee on Honorary Degrees.**
- **Disband the Senate Committee on Academic Dress.**

CARRIED

President Benarroch thanked the Working Group for its Report.

Mr. Leclerc invited Senators to contact him to share any comments or suggestions on the recommendations in the *Senate Committee and Process Review Discussion Paper*.

XIII ADJOURNMENT

The meeting was adjourned at 3:04 p.m.

These minutes pages 1 to 15, together with the agenda, pages 1 to 431, and the presentations, *Introduction to 2023-24 Budget Planning* and *Senate Committee and Process Review Working Group – Report 1, February 2023*, comprise the minutes of the meeting of Senate held on February 1, 2023.

Introduction to 2023-24 Budget Planning

Senate

Feb 1, 2023



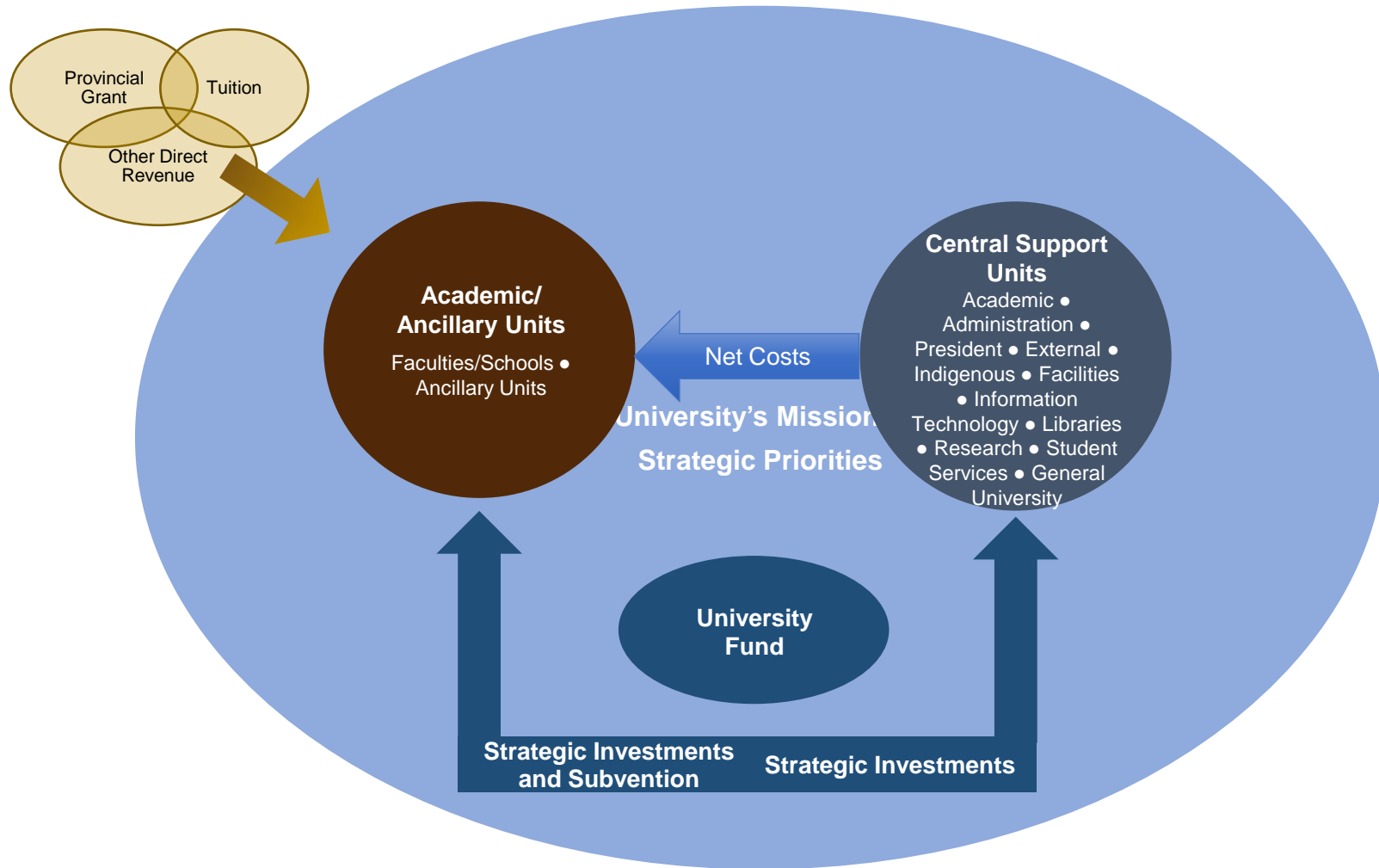
**University
of Manitoba**

Agenda

1. Budget Model Overview
2. Financial Update 2022-23
3. 2023-24 Budget Planning
4. Budget Survey Results
5. Next Steps



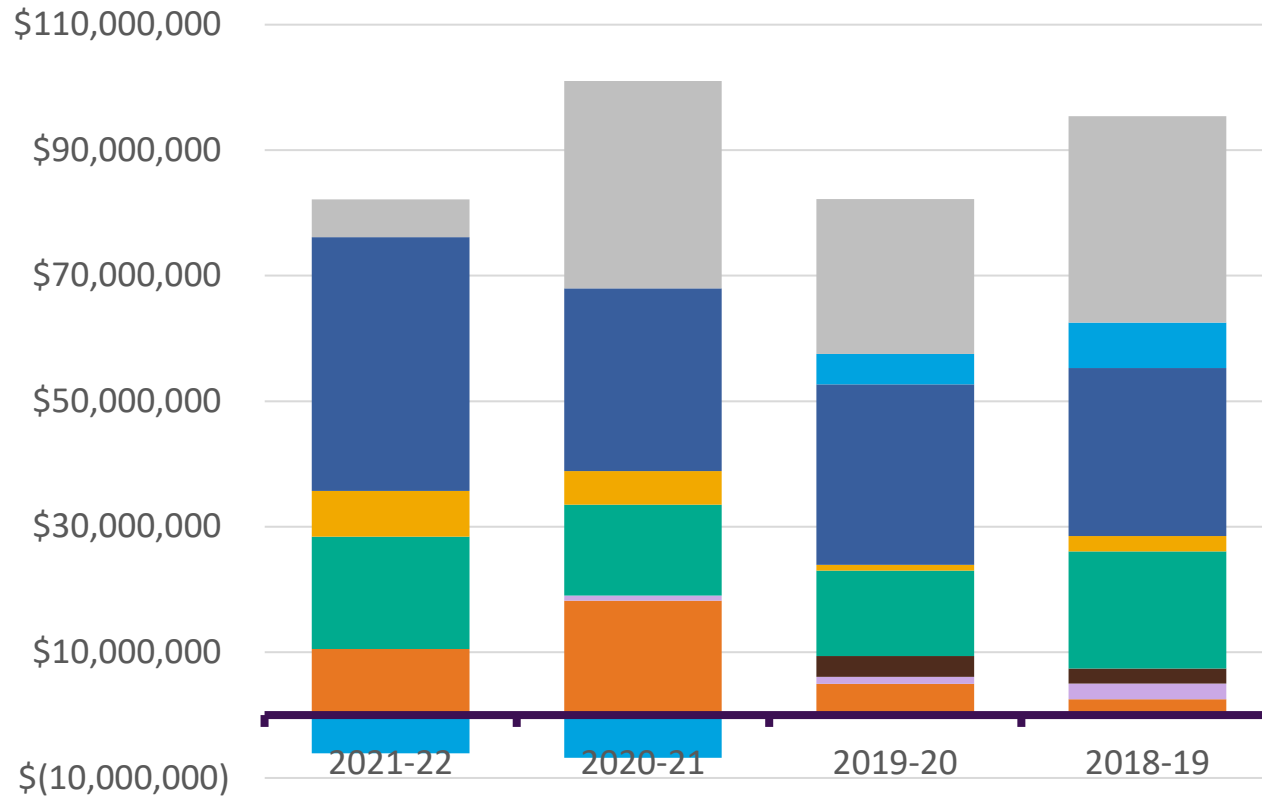
UM Budget Model



Finance Update



UM Annual Source of Surplus



- Tuition > Budget
 - Other Revenue > Budget
 - Other Savings
 - Ancillary Surplus (Deficit)
- ICM
 - Reserve Fund Savings
 - Faculty / Unit
 - Non-Operating Surplus (Deficit)

2022-23 Forecast

- Consolidated UM forecast is a surplus of \$25M versus a budget of \$4.2M deficit
- Non-Operating surplus \$4.1M
- Operating surplus of \$20.9M which is comprised of:
 - Compensation lower than budget mainly due to vacancies \$12.7M
 - Operating expenses lower than budget \$1.2M
 - Central surplus - \$7.3M:
 - unspent portion of reserves - \$9.4M
 - investment income higher than budget - \$5.6M
 - offset by tuition less than budget- (\$7.7M)



2023-24 Budget Planning



2023-24 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



Preliminary Planning Parameters

- Multi Year plan for 2023/24 – 2025/26
 - Provincial Operating grant no change over 2022/23
 - Tuition increase of 3.75%
 - Enrolment – same as 2022/23 budget
 - Wage increases estimates based on known settlements and estimates for those not settled
 - Assume staff and students return to on-campus working and learning, post COVID-19
- **Result = Expenditure growth budget to exceed revenue growth in 2023/24 to 2025/26**



Multi Year Preliminary Planning Parameters

	2023/24 Budget (000's) Preliminary	2024/25 Plan (000's) Preliminary	2025/26 Plan (000's) Preliminary
Operating Budget - Unrestricted			
<u>Incremental Revenue</u>			
No change from 22/23 Provincial Grant; Nursing expansion	\$ 1,000	\$ 400	\$ (300)
Tuition Increase (3.75%) - enrolment budget = 22/23	\$ 8,900	\$ 8,600	\$ 7,500
	\$ 9,900	\$ 9,000	\$ 7,200
<u>Incremental Expenditures</u>			
2022/23 Wage increases (funded centrally in 2022/23)	\$ 5,506		
2023/24 Wage Increases	\$ 18,513	\$ 18,503	\$ 18,000
Inflation impacts on non compensation	\$ 3,000	\$ 3,000	\$ 3,000
Total Expenditure change	\$ 27,019	\$ 21,503	\$ 21,000
Incremental Net Operating Budget Change	\$ (17,119)	\$ (12,503)	\$ (13,800)
% of total Operating Budget	2.5%	1.7%	1.9%
Cumulative Net Operating Budget Change		\$ (29,622)	\$ (43,422)
% of Operating Budget		4.2%	6.1%



Preliminary Planning Parameters

- Academic unit planning parameters included:
 - Central Unit allocations based on a 1.2% budget increase to support a portion of wage increases
 - Net budget allocations to accommodate wage increases and inflationary cost pressures in addition to unit plans and priorities
 - No increase to subvention over 2022-23 for most units (Social Work and Music interim subvention increases were reversed in 2023-24)
- Central unit planning parameters included:
 - Plan within target budget increase as provided (overall a 1.2% increase but distributed based on each cost pools share of wage increases)
 - 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.



Strategic Priorities for 2023-24

- Support and sustain a post-COVID teaching, learning, research and work environment;
- Develop and publicize a university-wide anti-racism strategy;
- Enhance and expand opportunities for experiential learning, including research opportunities for students;
- Deliver on our commitment to Indigenous achievement and engagement; and
- Create a more accessible, equitable, diverse and inclusive university.

Institution-wide Considerations

Post COVID Impacts on:

Students and Staff

International
enrolment

Learning infrastructure

IT costs

Maintenance

Research

Tuition and Fees

Evolving Student Needs

Renewing Academic
Programs

Research

Equity, Diversity and Inclusion

Indigenous Engagement and
Leadership

Infrastructure/Deferred
Maintenance

Responding to the labour
market shortage

Increased cost of programming
and providing services



Budget Survey Results



UM Budget Survey

Overview

- UM conducted a budget survey in Sept 2022
- Survey was distributed to students, faculty and staff
- Survey focus was priorities for budget investment
- 19 priorities were included in the survey
- Survey results to be considered in budget planning/allocation of available financial resources

UM Budget Survey

Results – Who filled out the survey

Relationship	Frequency	Percentage (%)
Undergraduate student	1,618	53.88
Graduate student	351	11.69
Postdoctoral fellow	13	0.43
Researcher	21	0.70
Faculty member	294	9.79
Senior or academic administrator	42	1.40
Senior scholar, Emeritus	15	0.50
Staff member	649	21.61
Total (N)	3,003	100.00

UM Budget Survey

The top three priorities, regardless of demographics or relationship to the university are:

- 1. Maintain affordability of tuition and fees (25%)*
- 2. Academic course offerings (20%)*
- 3. Competitive salaries and benefits for staff and faculty (19%)*

NOTE: Financial support for students was the second or third priority for 23% of all respondents (regardless of relationship to the university).

Next Steps

2023-24 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 2023-24 Budget



Senate Committee and Process Review Working Group – Report 1

February 1, 2023



**University
of Manitoba**

Senate Committee and Process Review Working Group

- Established in fall of 2022
- First recommendations to Senate today
- Sharing Discussion Paper
- Opportunity and invitation for community to share views

What we've heard

Too many committees

Committee mandates overlap

Narrow focus of Committees

Right people aren't around the table

Nomination process lacking in diversity

Approval process can be too long

Committees are essential to Senate effectiveness

Minor changes follow same process as major

Incorporate EDI and Indigenous Ways of Knowing

Faculties need to review approval processes

Consider delegation of authority

Lack of understanding of governance

Goals of Review

- To simplify Senate committee structures
 - Clear mandates
 - Appropriate, inclusive composition
 - Provide effective support to Senate
- To review and streamline approval processes and timelines from Faculty/School/College Councils through Senate Committees and Senate
- Enhance and promote understanding of collegial governance at UM

Working Group Terms of Reference

- Review the *Senate Committee and Process Review Discussion Paper* and recommendations;
- Provide advice to the University Secretary on the Discussion Paper and recommendations, and other recommendations to improve the work of Senate;
- Support the University Secretary in advancing recommendations to Senate Executive and Senate for approval.
- Create sub-groups to consider and develop particular recommendations.

Senate Committee and Process Review Discussion Paper

- Drafted to serve as a starting point for discussion and action.
- Informed by 2018 Environmental Scan (Keselman and Cooper), literature on university senates, results of Senate Assessment Survey (2021) and experience and discussions.
- Recommendations in 3 areas:
 - Principles of Senate Committees
 - Committee Structure
 - Process improvements

First Recommendations

Recommendation 1 – Key Principles to Guide the Senate Committee System

Recommendation 2 – Approve revised Terms of Reference for the Senate Committee on Medical Qualifications

Recommendation 3 - Approve revised Terms of Reference for the Senate Committee on Honorary Degrees and disband the Senate Committee on Academic Dress

Next Steps

- Working group has established 2 sub-groups
 - Undergraduate Programs, Standards, Curriculum, Regulations
 - Appeals Committees and Processes
- Developing further recommendations based on Discussion Paper and other feedback
- Welcome comments, suggestions – they can be directed to the Working Group care of the Office of the University Secretary.

Building an Academic Governance Structure that is:

