

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. D. Hiebert-Murphy,
Acting Chair
Mr. E. Abanto
Dr. A. Abra
Dr. C. Adams
Prof. J. Anderson
Prof. K. Anderson
Ms. N. Andrew
Prof. J. Arino
Prof. L. Balneaves
Prof. W. Bonness
Rectrice S. Bouffard
Very Rev. R. Bozyk
Dean D. Brown
Ms. A. Bruce
Prof. A. Bunt
Ms. Y. Cha
Prof. R. Chernomas
Prof. D. Churchill
Prof. N. Cicek
Prof. S. Ciurysek
Prof. R. Coates
Prof. M. Docker
Dean N. Dyck
Prof. P. Ferguson
Prof. C. Figley
Prof. J. Gamble
Ms. H. Garber
Prof. M. Garcia-
Holguera
Prof. J.-E. Ghia
Prof. N. Greidanus
Ms. A. Groeneveld
Prof. S. Herath
Acting Dean R. Hoppa
Prof. M. Hudson
Mr. C. Ives
Dean R. Jochelson
Dean E. Jurkowski
Prof. E. Keating
Ms. V. Koldingnes
Prof. S. Kouritzin
Prof. T. Lakowski

Dean M. Locher
Prof. L. MacDonald
Prof. N. MacLeod
Schroeder
Mr. C. McNab
Prof. P. Mai
Dean K. Main
Prof. J. Mammei
Prof. D. Martin
Prof. H. Marzban
Prof. D. Medoro
Prof. M. Morris
Dean P. Nickerson
Prof. D. Oliver
Prof. J. Patzer
Prof. S. Prentice
Prof. M. Rafay
Dean L. Raman-Wilms
Ms. H. Rezasoltani
Prof. K. Rochon
Ms. J. Rothney
Dean M. Scanlon
Ms. C. Shaw
Prof. M. Shaw
Prof. J. Sorensen
Prof. R. Souleymanov
Prof. V. Sparks
Dean J. Stewart
Prof. A. Stewart-
Tufescu
Prof. S. Teetzel
Prof. J. Thorpe
Acting Dean M.
Torchia
Prof. BC Wang
Prof. S. Webber
Mr. J. Leclerc,
University Secretary
Dr. S. Coyston,
Recording Secretary

Assessors Present

Mr. J. Adams
Dr. T. Chen

Ms. C. Cyr
Prof. A. Farenhorst
Prof. S. Kirkland
Prof. K. Kumar
Prof. D. McNeill
Dr. T. Peter
Mr. L. Pittman
Prof. T. Reeve
Prof. J. Sinclair
Dr. G. Smith
Prof. E. Thomson
Mr. C. Yendt

Regrets

Prof. M. Anderson
Prof. T. Arnold
Prof. D. Beach
Ducharme
Dr. M. Benarroch
Prof. R. Biscontri
Ms. J. Biz
Prof. M. Campbell
Prof. J. Chen
Prof. S. Clark
Prof. A. Clay
Mr. A. Diego
Prof. A. Doshi
Ms. M. Dumontet
Prof. P. Eck
Prof. S. Ferris
Prof. J. Ghomeshi
Ms. C. Granberg
Ms. C. Kachulak
Dean A. Kelekis-
Cholakakis
Prof. M. Kramer
Prof. S. Kuss
Prof. F. Laurencelle
Prof. D. Lobb
Prof. H. Luo
Chancellor A. Mahon
Prof. M. McKenzie
Prof. K. McManus
Dean B. Mark

Ms. K. Mashru
Mr. U. Nwankwo
Ms. L. O'Hara
Prof. J. Peeler
Dean S. Pflugmacher
Lima
Dr. M. Pinto
Dr. D. Radi
Ms. L. Schnarr
Ms. R. Smith
Mr. G. Sobie
Dr. D. Stewart
Prof. G. Tranmer
Dean R. Urbanowski
Prof. F. Zeiler

Absent

Mr. A. Aghajani
Mr. B. Behboodie Nejad
Mr. T. Dobrowney
Ms. C. Follows
Dean M. Friesen
Prof. A. Halayko
Prof. M. Hart
Ms. T. Karuhogo
Ms. A. Laureano
Prof. K. Levasseur
Ms. E. Masresha
Mr. M. Moore
Dean B. Silvestre
Prof. S. Strachan
Ms. B. Usick
Prof. H-J Wieden
Dean M. Yellow Bird

Also Present

Ms. K. Evans
Ms. C. Davidson
Ms. M. Hudson
Prof. K. Koczanski
Ms. R. Krentz
Ms. L. Orsak-Williams
Ms. M. Watson

Ms. M. Yoshida
Prof. S. Zelenitsky

President Benarroch welcomed Ms. Bruce, Vice-President (Indigenous) to Senate. Ms. Bruce had joined the University of Manitoba on February 1st.

The Chair informed Senate that the Speaker was Professor John Sorensen, Faculty of Science.

**I CANDIDATES FOR DEGREES,
DIPLOMAS AND CERTIFICATES – FEBRUARY 2024**

Page 4

Mr. Adams informed Senate that 1,076 graduands would convocate in February, which was the highest ever number for a February convocation session.

Mr. Adams reviewed requests from several academic units, for Senate’s approval of degrees notwithstanding a deficiency, as detailed in the *Graduands Report, February 2024* and outline below.

- The Faculty of Social Work recommended that a student be granted a Bachelor of Social Work degree notwithstanding that the student had not completed the University’s Mathematics course requirement due to a documented medical diagnosis. The student had completed the required 123 credit hours.
- The Faculty of Science recommended that a student be granted a Bachelor of Science (General) degree notwithstanding that the student had not completed the University’s requirement for a Written English course due to an advising error.
- The College of Nursing recommended that a student be granted a Bachelor of Nursing – Registered Nursing notwithstanding a deficiency of 4 credit hours. The student had been granted an extension to the program, to complete the 4 credit hour course on a letter of permission, but was unable to do so due to a family illness. The student had completed an equivalent course previously, but not within the allowable timeframe to receive transfer credit.
- The Faculty of Graduate Studies was recommending that a student be granted a Doctorate of Philosophy in Biological Sciences posthumously, notwithstanding that the student had not completed the candidacy exam or the final thesis defense. The student had completed the required coursework and had successfully defended the thesis proposal.

Professor Sorensen MOVED, on behalf of the Senate Executive Committee, THAT the candidates recommended for a degree notwithstanding a deficiency be approved.

CARRIED

Professor Sorensen 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 University Registrar up to February 9, 2024.

CARRIED

II MATTERS TO BE CONSIDERED IN CLOSED SESSION - none

III ELECTION OF SENATE REPRESENTATIVE

1) To the Senate Executive Committee

Page 5

The Chair said one Senator was to be elected to the Senate Executive Committee from amongst the Vice-Presidents, Deans of Faculties, and Directors of Schools, for the balance of a three-year term ending on May 31, 2025, to replace Dr. Cook, whose membership on Senate had ended on January 31st.

The Chair called attention to the nomination for Dean Stewart, Faculty of Education, included with the agenda. The Chair called for further nominations from the floor.

On a motion duly moved and seconded, Ms. Bruce was nominated.

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

Ms. Bruce was ELECTED to the Senate Executive Committee for the balance of a three-year term ending on May 31, 2025.

IV MATTERS RECOMMENDED FOR CONCURRENCE WITHOUT DEBATE

1. Revised 2023-2024 Academic Schedule for the Max Rady College of Medicine

Page 8

Professor Sorensen MOVED, on behalf of the Senate Executive Committee, THAT Senate approve the revised 2023-2024 Academic Schedule for the Max Rady College of Medicine, effective upon Senate approval.

CARRIED

V MATTERS FORWARDED FOR INFORMATION

1. Annual Report of the University Discipline Committee

Page 9

Professor Zelenitsky, Chair, University Discipline Committee, called attention to several observations made in the covering memo included with the *Annual Report of the University Discipline Committee, September 1, 2022 to August 31, 2023*, including that:

- the number of incidents of misconduct (n = 942) reported to the UDC during the reporting period declined by 25 percent compared to the previous year (n = 1,257);
- approximately 90 percent of the 942 incidents involved academic misconduct and 10 percent involved non-academic misconduct;
- most incidents of academic misconduct related to inappropriate collaboration and plagiarism;
- the use of unauthorized content generation, which is included under the category for “Other” types of misconduct, warrants further investigation;
- the Academic Integrity Advisory Committee will develop a definition for unauthorized content generation;
- several disciplinary authorities noted a decrease in the number of incidents of academic misconduct, which they attributed to the return to in person classes and examinations.

Dr. Hiebert-Murphy thanked Professor Zelenitsky and other members of the University Discipline Committee for the Report and for their work on the Committee.

2. **Report of the Senate Committee on Awards
[December 19, 2023]** Page 136
3. **Correspondence from President and Vice-Chancellor
RE: Request to Extend Suspensions of Admissions to
Bachelor of Science (Major) and Bachelor of Science (Honours)
in Biotechnology, Faculty of Science – President’s Approval** Page 146
4. **Correspondence from Provost and Vice-President (Academic)
RE: Implementation of Micro-Certificate in Essentials in
Advanced Patient Care for Pharmacists** Page 147

VI **REPORT OF THE PRESIDENT**

1. **Report of the President**

Dr. Hiebert-Murphy reported, on behalf of the President, that the University was waiting to receive a funding letter from the province. Dr. Hiebert-Murphy, President Benarroch, and Mr. Emslie, Chief Financial Officer and Comptroller, had presented to the Treasury Board the previous Monday. Once the funding letter was received, the 2024/25 budget would be finalized and forwarded to the Board of Governors, for approval.

Dr. Hiebert-Murphy said the University is concerned about the federal government’s recent announcement regarding the introduction of a cap on international student visas and a process for attestation that will need to accompany international student visa requests and what this will mean for international student enrolment at the University next year. She reported that the University is working with other postsecondary institutions and the province to determine what the attestation process might be like in Manitoba. The University and other institutions are concerned about the implications for international applicants receiving their acceptances and then moving through the attestation and visa application processes to receive their visas in time to arrive for the start of the Fall Term in September. Dr. Hiebert-Murphy said President Benarroch was in Ottawa to meet with other university presidents and Minister Miller about this matter, and there had been significant advocacy across the postsecondary sector, to raise concerns with the federal government.

2. **President’s Response to Liberal Members’ of Parliament Open Letter to University Presidents** Page 148

Dr. Hiebert-Murphy referred Senators to the President’s response to several Liberal MP’s open letter to university presidents. The letter has been provided to Senate for information based on a request made at the Senate Executive Committee.

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.

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.

The following question was submitted by Professor Shaw, Faculty of Science.

Senate recently passed a new procedure for Student Ratings of Instruction (SRIs) ... The new procedure includes the option for individual instructors to opt out if they do not wish to have their personal information displayed online. However, when student evaluations (then SEEQ's) were first made available online for students, the evaluations could only be posted online if the instructor explicitly opted in to having them posted (see Senate agenda from October 3, 2007, page 95): "Later when the online display was implemented, FIPPA required us to obtain instructor consent."

Since student evaluations of individual instructors have only ever been permitted to be posted online with the express permission of the instructor, as part of FIPPA protections, should the new policy on SRIs be updated to comply with FIPPA?

Dr. Torchia recalled that, around the year 2010, a pilot project was conducted to assess the value and opportunity to convert the existing paper-based SEEQ (Student Evaluation of Educational Quality) process to a digital one. The pilot was not successful and the process was returned to a paper-based one. It is not clear from available documentation whether the SEEQ results were ever published online for student access as part of the pilot study. The results continued to be made available to all students in paper format through the Library, with the return to a paper-based process.

Dr. Torchia said the Access and Privacy Office was consulted and confirmed the provision for instructors to opt out of having SRI results for their courses posted online, as provided for in the *Student Reflections on Instruction and Courses (SRI)* procedure, does not violate any provision within the *Freedom of Information and Protection of Privacy Act (FIPPA)*.

VIII CONSIDERATION OF THE MINUTES OF THE MEETING OF JANUARY 10, 2024

Dean Jurkowski MOVED, seconded by Dean Brown, THAT the minutes of the Senate meeting held on January 10, 2024, 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 150

Professor Sorensen said the Senate Executive Committee had met on January 24, 2024. The comments of the Committee accompany the reports on which they were made.

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

Professor Oliver informed Senate that the Senate Planning and Priorities Committee did not meet.

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

1. **Report of the Joint Senate Committee on Master's Programs
RE: Revised Terms of Reference** Page 151

Professor Sutherland said the Joint Senate Committee on Master's Programs had considered proposed revisions to the terms of reference for the Committee. The revisions were made to ensure the Chair of each of the Joint Master's Programs was a voting member of the Committee and to better reflect the collegial nature of the Committee's work.

Professor Sutherland MOVED, on behalf of the Committee, THAT Senate approve the Report of the Joint Senate Committee on Master's Programs concerning revised terms of reference for the Committee, effective June 1, 2024.

CARRIED

XII **ADDITIONAL BUSINESS**

Dean Brown took over the Chair.

1. **MOMENTUM: Leading Change Together, University of
Manitoba Strategic Plan, 2024-2029** Page 156

On behalf of the Strategic Planning Committee, Dr. Hiebert-Murphy presented the document, *MOMENTUM: Leading Change Together, University of Manitoba Strategic Plan 2024 – 2029*, for Senate's consideration and endorsement to the Board of Governors in February. A copy of the presentation, with the same title, is appended to the minutes of the meeting. Dr. Hiebert-Murphy highlighted revisions that had been made based comments on a draft version of the *Strategic Plan* that was shared with Senate, the Board of Governors and the community in December.

Dr. Hiebert-Murphy acknowledged the work of members of the Strategic Planning Committee, which had required a significant commitment of their time. She introduced members of the Committee who were in attendance. There was a round of applause.

Dr. Hiebert-Murphy said, pending approval by the Board of Governors, there would be a formal launch of the Strategic Plan. The date for the launch was yet to be determined. Dr. Hiebert-Murphy will chair the Strategic Plan Implementation Committee, which will be charged with developing a plan and a framework for moving forward to implement the recommendations and directions set by the *Strategic Plan*. The Committee will work with academic and administrative units as they initiate work on unit-level plans that align with the institutional *Strategic Plan*. Other responsibilities of the Committee will be to identify strategies and actions to guide the implementation of the Strategic Plan and to monitor and provide regular progress reports to the University and broader community on progress made toward implementation of the Strategic Plan.

Dr. Hiebert-Murphy MOVED, seconded by Dean Jurkowski, THAT Senate recommend that the Board of Governors approve the University of Manitoba Strategic Plan, 2024-2029.

Professor Wang wanted to better understand the process for implementing the *Strategic Plan*. He asked about any major outcomes that might be desired or anticipated for the next five or ten years based on the various aspirations and strategic themes set out in the *Strategic Plan*.

Dr. Hiebert-Murphy said one responsibility of the Strategic Plan Implementation Committee will be to discuss strategies to move from the high-level recommendations and framework established in the *Strategic Plan* toward tangible and identifiable impacts on the University community. One aspect of this work will involve working with academic and administrative units, to ensure unit-level strategic plans include specific tactics, activities, and initiatives that units will engage in to support the high-level goals and strategic themes identified in the institutional *Strategic Plan*, and to track the progress. This will be an ongoing process over the period in which the plan will be in place, with regular reporting from the Strategic Plan Implementation Committee. In response to a question, Dr. Hiebert-Murphy confirmed the Strategic Plan Implementation Committee would be responsible for identifying ways to measure and document changes and outcomes and the impact these have on the institution.

CARRIED

2. Proposed Deans of Faculties, Directors of Schools of the University, and College Deans Policy and Related Procedure re: Appointment and Review

Page 175

Dr. Hiebert-Murphy briefly reviewed proposals to establish the *Deans of Faculties, Directors of Schools of the University, and College Deans* policy and *Deans of Faculties, Directors of Schools of the University, and College Deans Appointment and Review* procedure. The policy and procedure were developed following a review of existing policies and procedures and would replace the *Deans of Faculties Bylaw*, the *Directors of the Schools of the University Bylaw*, and the *Deans of Faculties and Directors of Schools of the University: Appointment and Review* policy and procedure. The primary impetus for the review was to address that the existing documents did not contemplate or take into account the structure of the Rady Faculty of Health Sciences and its constituent Colleges, including that there is both a Dean of the Faculty and Deans of the Colleges of the Faculty. Other changes confirm and make more explicit the possibility for

a Dean, Director, or College Dean to be appointed as the head of more than one unit and clarify the appointment and review procedures to be followed, including how potential conflicts in reporting lines would be managed. Also, language used in the documents has been revised to replace binary gender language with language that reflects the importance of attending to gender diversity and representation of members of systemically disadvantaged and marginalized groups in hiring, including by ensuring the membership of advisory committees is reflective of the community.

Dr. Hiebert-Murphy referred Senators to the list of stakeholders consulted during the development of the proposed policy and procedure, as detailed in her memo to Mr. Leclerc (dated January 12, 2024).

Dr. Hiebert-Murphy MOVED, seconded by Dean Scanlon, THAT Senate recommend that the Board of Governors approve the following changes, effective upon approval by the Board, including to establish:

- ***Deans of Faculties, Directors of Schools of the University, and College Deans policy***
- ***Deans of Faculties, Directors of Schools of the University, and College Deans Appointment and Review procedure;***

and to rescind:

- ***Deans of Faculties Bylaw***
- ***Directors of Schools of the University Bylaw***
- ***Deans of Faculties and Directors of Schools of the University: Appointment and Review policy and procedure.***

Professor Thomson proposed, for Senate's consideration, that section 2.7 of the policy, should be amended to require the Dean/Director of a Faculty/School to share the annual budget for the Faculty/School and the written report on the work of the Faculty/School that is prepared for the President, with the Faculty Council/School Council and Senate. The sharing of this information could be valuable and important in terms of supporting collegial governance.

Professor Chernomas MOVED, seconded by Professor Sparks, THAT the proposed *Deans of Faculties, Directors of Schools of the University, and College Deans* policy be amended, in section 2.7 (a) to specify that the Dean/Director shall submit an annual budget for the Faculty/School to the President, or to such person or persons, as the President may designate, and the Faculty/School Council and Senate and in section 2.7 (b) to specify that the Dean/Director shall present to the President and the Faculty/School Council and Senate at the end of each academic year a written report on the work of the Faculty/School during the preceding year, as well as the state and needs of the Faculty/School.

In response to a question, Professor Thomson said he had anticipated the annual reports on the work of the Colleges of a Faculty would be included in the Faculty's report to the President.

Comments of several Senators suggested Senate, generally, was supportive of increasing transparency, including financial transparency. Questions were raised

regarding whether requirements to share the budget and the annual report on the state of the Faculty/School would more appropriately be captured in some other governing document(s) and whether Faculty/School Councils and Senate would be consulted on these things or receive them for information.

Dr. Hiebert-Murphy observed that the powers and duties of the Dean/Director set out in the proposed policy, including specifically, section 2.6 (m), which requires the Dean/Director to support the University's mission, vision, and uphold the core institutional values, incorporates requirements for transparency and accountability, as these are established in the *Strategic Plan* endorsed under item XII (2) on the agenda.

Professor Thomson clarified that, in his view, the Faculty/School Councils and Senate should receive these things, for information. He observed that the University is a large and complex institution that is asked to act in the interest of the University, and it would be useful for Senators to know the financial and operational context of what is happening in Faculties and Schools across the institution, including any challenges. Although the Senate is not involved in budgetary decisions, some decisions of Senate can have implications for academic units' budgets, which can be difficult to understand if Senate does not receive information on those budgets.

Professor Chernomas contended that the Faculty/School Council should receive information on the unit's budget before the Dean/Director submits the budget presentation to the President's Budget Advisory Committee, at which decisions would be made about the unit's finances for the coming year, so the Faculty/School Council would both be aware of the principles followed by the Dean in developing the presentation and have an opportunity to provide input.

Dean Jochelson said it would be important to carefully consider the operation of sharing the annual budget with the Faculty/School Council, given the budget may contain sensitive information, for example, involving disciplinary and other human resource matters. He agreed that transparency was important but proposed the language in the policy should be clear about whether this would be a different document than the one provided to the President.

Dr. Hiebert-Murphy suggested that sections 2.7 (a) and (b) in the policy might be amended to reflect the various considerations raised. Mr. Leclerc proposed that it might be necessary to add an additional clause, as 2.7 (c), to be clear that the annual budget and written report on the work of the Faculty/School would be provided to the Faculty/School Council for information.

Professor Prentice proposed that the policy and procedure might be referred back to the Provost and Vice-President (Academic) to revise the language in section 2.7, and the revised documents might be returned to Senate following consideration of the revisions at the Senate Executive Committee.

Professor Chernomas MOVED, seconded by Professor Sparks, THAT Senate refer the proposed *Deans of Faculties, Directors of Schools of the University, and College Deans* policy and the *Deans of Faculties, Directors of the Schools of the University, and College Deans Appointment and Review* procedure to the Provost

and Vice-President (Academic), to consider the language in sections 2.7 (a) and (b) in the policy in view of the comments provided by Senate.

The Chair called for a vote on motion to refer.

The motion was **CARRIED**.

Professor Rafay observed that it might be useful to also review the language in section 2.8 in the policy. Dr. Hiebert-Murphy agreed.

Dr. Hiebert-Murphy thanked Senators for their feedback on the documents.

Dr. Hiebert-Murphy resumed the Chair.

3. Report of the Senate Committee and Process Review Working Group re: Terms of Reference for the Senate Executive Committee

Page 227

Mr. Leclerc thanked members of the Senate Committee and Process Review Working Group for their work in developing revised terms of reference for the Senate Executive Committee. He reported that members of the Working Group had been meeting regularly during the last eighteen months, including with meetings of two sub-groups.

Mr. Leclerc said the revised terms of reference for the Senate Executive Committee incorporate some of the Committee's existing roles but document these more clearly, including with respect to expectations for the Committee's role for steering work plans for Senate. The revised terms of reference also identify new roles, including oversight of education and orientation of Senators and Senate committee members, review and assessment of Senate and Senate committees, and academic freedom policy matters when these arise. The last responsibility currently rests with the Senate Committee on Academic Freedom, which has met infrequently.

Mr. Leclerc said the revised terms of reference would be effective for June 1, 2024, to allow time for the Committee and the Office of the University Secretary to create and implement an annual work plan as provided for under the revised terms of reference.

Professor Oliver MOVED, seconded by Professor Churchill, THAT Senate approve the Report of the Senate Committee and Process Review Working Group concerning revised terms of reference for the Senate Executive Committee, effective June 1, 2024.

CARRIED

XIII ADJOURNMENT

The meeting was adjourned at 2:36 p.m.

These minutes pages 1 to 11, together with the agenda, pages 1 to 231, and the presentation, *MOMENTUM: Leading Change Together, University of Manitoba Strategic Plan 2024 – 2029*, comprise the minutes of the meeting of Senate held on February 7, 2024.

MOMENTUM

LEADING CHANGE TOGETHER

University of Manitoba, Strategic Plan 2024-2029

Senate, February 7, 2024



**University
of Manitoba**

How we got here

Strategic Planning Committee

CO-CHAIRS:

Michael Benarroch
Diane Hiebert-Murphy

FROM SENATE:

Stephan Pflugmacher
Lima
Susan Prentice
John Sorensen

FROM BOARD OF GOVERNORS:

Lynette Magnus

FROM FACULTY:

Shawn Bailey
Namita Bhatnagar
Afra Bolefski
Katherine Boyer
Robert Mizzi
Kim Ominski
Leisha Strachan

FROM STUDENTS:

Tracy Karuhogo
Uche Nwankwo
Jaron Rykiss
Christopher Yendt

FROM DEANS/DIRECTORS AND SENIOR ADMINISTRATIVE LEADERS:

Tina Chen
Peter Nickerson

FROM SENIOR EXECUTIVE TEAM:

Naomi Andrew
Catherine Cook
Vanessa Koldingess
Mario Pinto

FROM STAFF:

Jeff Adams
Carla Loewen

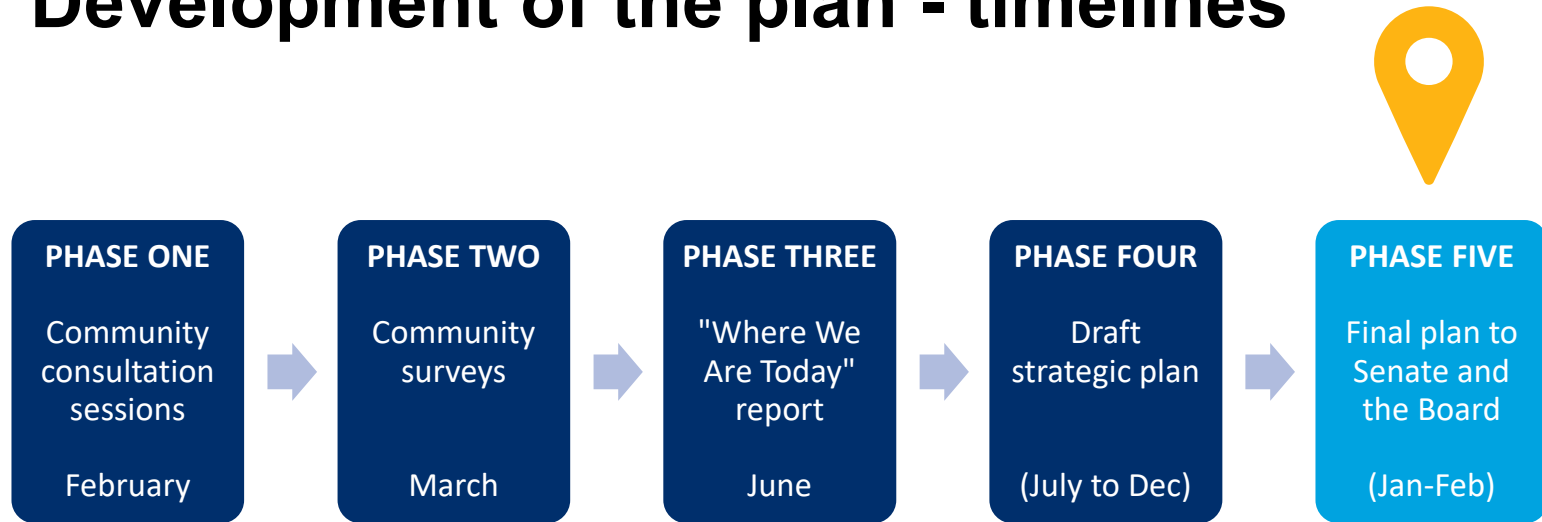
RESOURCES:

Cassandra Davidson
Kelsey Evans
Kerry McQuarrie
Smith
Randy Roller



How we got here

Development of the plan - timelines



Changes from December 2023

Traditional Territories Acknowledgement

- Elevated into 'What guides us' as an institution.
- Incorporates traditional languages.
- Acknowledges all campuses and academic sites.
- Includes a statement on how it guides the university's mission, priorities, and decision-making.



Changes from December 2023

Mission, Vision, Values

- More concise language.
- MISSION:
 - Begins with “We advance learning...”
 - Addition of reference to ‘health.’
 - Removal of second statement referencing the Traditional Territories Acknowledgement.



Changes from December 2023

External partnerships and relationships

- Strengthened narrative around 'Reimagining engagement' to highlight outreach and engagement with external partners.
- Addition of new goal and associated strategies focused on external relationships.



Changes from December 2023

Graduate education

- Introduced new strategy under ‘Creating knowledge that matters’ elevating graduate-level training.

Role of support staff

- Strengthened narrative around value of support staff in the success of the institution.
- Ensured language around building community is inclusive of staff.



How we get there

Leading Change Together

Guided by:

- Three strategic themes that focus aspirations.
- Three fundamental commitments that guide what we do and how we move forward.



Gaining momentum

Next steps – approvals



Jan. 11, 2024: Endorsement of final plan by Strategic Planning Committee.

Feb. 7, 2024: Final plan to Senate for approval and recommendation to Board of Governors.

Feb. 27, 2024: Final plan to Board of Governors for approval.

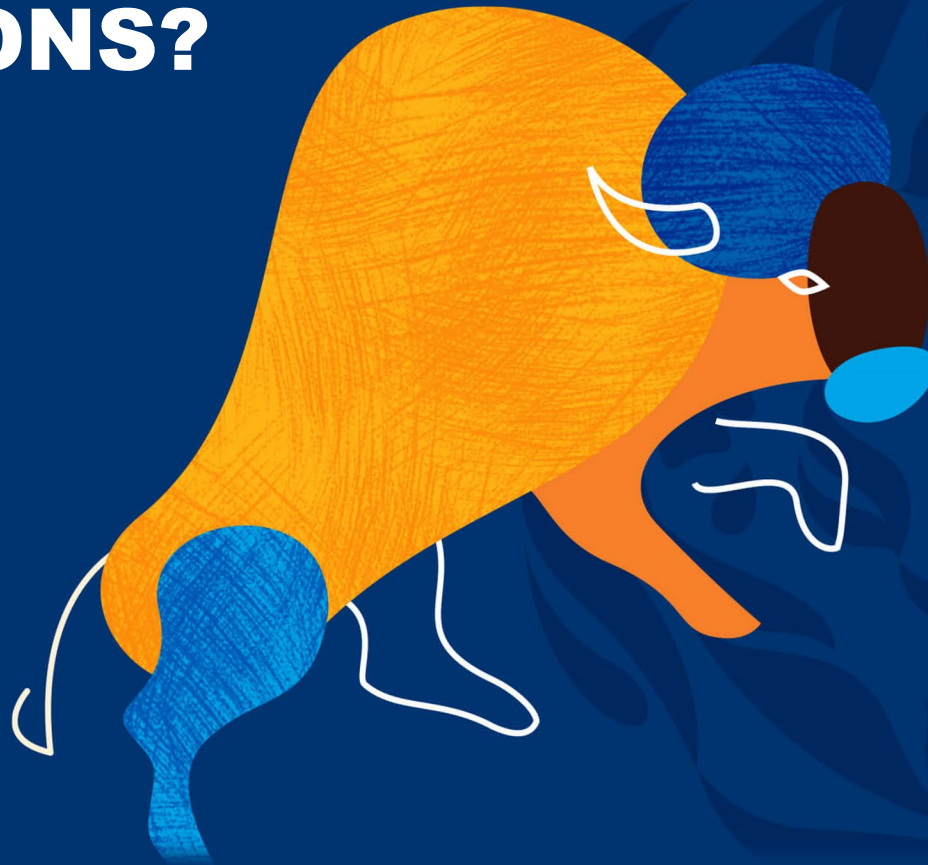
Gaining momentum

Next steps – implementation

- Form Strategic Plan Implementation Committee, led by the Provost.
- Work with academic and administrative units to develop unit-level plans that build on unique strengths.
- Identify strategies and actions that will guide implementation and monitor progress.



QUESTIONS?



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