



**University
of Manitoba** | Rady Faculty of
Health Sciences

Orientation and governance handbook

Approved by the Dean's Council, Rady Faculty of Health Sciences:
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Questions:

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OVERVIEW

General Information on Universities

Academics in universities are generally governed by three pillars:

- Research and Scholarly Activities;
- Teaching; and
- Service and Administration.

Research and Scholarly Activities refers to discovering new knowledge and translating that knowledge to peers and society. Examples of research and scholarly activities include research of new knowledge through experiments, observations, reading, analysis, and presentation.

Teaching refers to transferring knowledge to learners and facilitating student learning. Examples of teaching activities include classroom teaching, clinical teaching, and simulation learning for undergraduate and postgraduate students, as well as supervision of graduate students.

Service and Administration refers to administering academic activities. Examples of administrative activities include the management of an academic function, participation in groups that set and define the future of academia (for example peer review groups for grants or publications), sitting on committees of the department, college, faculty, university, or outside organizations directly linked to academia.

A faculty is an administrative body that groups colleges and/or departments who share similar academic interests. A Dean heads a faculty. An academic member of a faculty is an individual who performs activities directly contained under one or more of the three pillars. Academic members can include instructors, professors, academic administrators, librarians, visiting academics, adjuncts, and other academics.

The University of Manitoba

Founded over 140 years ago, the University of Manitoba is a research intensive university offering over 100 academic programs, including professional disciplines. The university community is comprised of close to 30,000 students, over 8,900 faculty and staff, and 138,000 alumni in 137 countries. Over 16 per cent of the current students are international, representing 115 countries. The University of Manitoba is a coeducational, nondenominational, government-supported institution. It is a member of the Association of Commonwealth Universities and of the Association of Universities and Colleges of Canada.

The University of Manitoba Act (Manitoba) (the “Act”) is the legislation that defines the governance of the University of Manitoba. The governance system is a bicameral system, with the governing body defined as the Board of Governors, and Senate defined as the academic authority.

The Board, as the corporate governing body of the University, is responsible for overseeing the administrative and business affairs of the University, including approving the annual budget and appointing and monitoring the performance of the President and Vice-Chancellor. The Chair and Vice-Chair of the Board of Governors are elected annually by the Board of Governors. The Board of Governors has the authority to decide on all matters that are not reserved to Senate. The Board also has the authority to determine all matters on which Senate recommends, whether or not a recommendation is forthcoming. The Board of Governors consists of the Chancellor, the President, members appointed by the Lieutenant-Governor in Council, members elected by the graduates of the University, members elected

by the Senate of the University and members appointed by the University of Manitoba Students' Union. (<http://umanitoba.ca/admin/governance/bog/index.html>).

The Senate, which is the academic body of the University, has general charge of all matters of an academic character, defining and setting up the academic activities of the University. The Rady Faculty of Health Sciences Dean (“Dean”) and Vice-Provost (Health Sciences) (“Vice-Provost”) and the Deans of the Colleges sit on the Senate, members. The Act gives Senate the authority to recommend on any matter that it considers to be of interest to the University. The Senate, under the authority of the Act, establishes Faculty, College and School Councils, and delegates some of its authority to these Councils. The establishment of, abolition of, and any changes in departments, Faculties, Colleges and Schools are items on which Senate recommends. The approval of all courses of study are matters that Senate has the power to determine. However, Senate does not usually act on such matters until it receives recommendations from the concerned Faculty, College or School Councils. (<http://umanitoba.ca/admin/governance/senate/role.html>).

The University of Manitoba prioritizes its work through its Strategic Plan “Taking Our Place”, which can be found at: http://umanitoba.ca/admin/audit_services/media/PRE-00-018-StrategicPlan-WebPdf_FNL2.pdf

The Rady Faculty of Health Sciences

The University brings together its community of health educators, experts and researchers in the Rady Faculty of Health Sciences (“RFHS”). The College of Dentistry and School of Dental Hygiene, Max Rady College of Medicine, and the Colleges of Nursing, Pharmacy and Rehabilitation Sciences are integrated in the RFHS. The RFHS recognize the importance of collaboration in inter-disciplinary research, inter-professional education and training and service delivery to students in the health professions. The RFHS facilitates the following:

- Enhanced research competitiveness;
- Exemplary community outreach and service, particularly to underserved populations;
- Train future generations of health professionals in IPE and practice models;
- Better prepare graduate students to practice in a multi-disciplinary environment;
- Expand rural distributed education models to recruit and retain more health professionals in Manitoba;
- Collaborative research opportunities/more flexible programs of study for students; and
- Singular, more effective liaison with government resulting in greater opportunities for partnerships and external support.

The work of the RFHS is guided by its Strategic Framework (2016-2021) approved in January, 2017 (and will be annually reviewed) and includes its vision, value and strategic priorities with supporting actions:

RFHS Vision

To advance excellence in health care through innovative research and health professional education that supports collaborative practice.

RFHS Values

- Community & Collaboration
- Scholarship & Innovation
- Equity & Inclusion
- Professionalism
- Social Accountability

RFHS Strategic Priorities

- Education and the Learner Experience
- Research
- Teaching and the Working Environment
- Community, Partnerships and Collaboration
- Indigenous Health and Achievement
- Investment in its Resource Base

The RFHS Strategic Framework in its entirety can be found at http://umanitoba.ca/faculties/health_sciences/media/Strategic_Framework_Web.pdf

Given it works within a bicameral system, there are two arms to the RFHS structure:

- A. Academic Structure; and
- B. Administrative Structure.

The Structure Overview (Appendix A) shows the two arms to the structure. Both the academic structure and the administrative structure are described below.

ACADEMIC STRUCTURE

The Senate has established a Faculty Council for the RFHS (the “**Faculty Council**”). The Faculty Council’s membership and meetings of the Faculty Council are set out in the RFHS Bylaw. It meets at least once yearly. The Faculty Council also has an executive council (the “**Faculty Executive Council**”) which meets at least four (4) times per year. Most powers are delegated by the Faculty Council to its Faculty Executive Council. The Faculty Council has a number of standing committees including: a Nominations/Governance Committee, responsible for memberships on Faculty Council, its committees and its members to Senate; and a Local Discipline Committee, responsible for determining student appeals of disciplinary action in accordance with the University of Manitoba Student Discipline By-law.

The Senate has also established a College Council for each of the Colleges within the RFHS (a “**College Council**”). Each College Council has authority to act and recommend on academic matters within the particular College. Each College Council has an executive council or committee (“**College Executive Council**”). In some cases, powers are delegated by a College Council to its College Executive Council.

The Faculty Council Bylaw, the terms of reference for Faculty Council standing committees, and the College Council Bylaws can be found at http://umanitoba.ca/faculties/health_sciences/8945.html.

As well, the RFHS has created an Interdisciplinary Health Program Council, which is responsible for bringing recommendations on the academic content of the Bachelor of Health Sciences and Bachelor of Health Studies degree programs to the Faculty Council.

ADMINISTRATIVE STRUCTURE

The Dean and Vice-Provost, supported by members of the Deanery (Vice-Deans), the College Deans and other senior administrators within the RFHS, is administratively responsible for the RFHS.

As shown on the RFHS Administrative Structure (Appendix B), the Dean and Vice-Provost has three administrative areas that report to the Dean:

- Deanery (Vice-Deans);
- College Deans;
- Senior Administrators.

The above three administrative areas and their reporting structures are described in further detail below.

Deanery (Vice-Deans)

The Deanery is made up of the Vice-Deans of the RFHS and it is responsible to deliver certain necessary functions within the RFHS. Currently, these functions fall within six administrative portfolios:

- Academic Affairs
- Continuing Competency and Assessment
- Education
- Graduate Studies
- Indigenous
- Research

Each Vice-Dean is responsible for one of the above administrative portfolios. Each administrative portfolio has its own administrative structure and committees, set out in more detail below.

Academic Affairs

The following administrative areas report to the RFHS Vice-Dean, Academic Affairs.

Integrated Accreditation Unit: This newly created Unit reports to the Vice-Dean, Academic Affairs, and provides support to, and facilitates the accreditation process for all 86 accredited educational programs within the RFHS. Its mission is to foster and sustain a continuous quality improvement culture within all educational programs in the RFHS.

Career Advancement: The Academic Affairs portfolios administers programs for prospective, new and current faculty in the RFHS including nurses, dentists, dental hygienists, pharmacists, basic scientists, clinical health psychologists, physiotherapists, occupational therapists, respiratory therapists, physician assistants and all branches of clinical medicine. Specifically, this portfolio administers the Promotion and Tenure Committees on behalf of the Dean. Promotion is recognition of past performance at a given academic rank, according to criteria and weightings established by the RFHS, and in accordance with relevant governing policies and procedures of the University of Manitoba. The standards of assessment for promotion increase in relation to the academic rank under consideration. Tenure is recognition by the RFHS and the University of Manitoba that, based on accomplishments and contributions to research and scholarly activity, teaching, and service, the RFHS and the University, should invest in a continuing appointment for an eligible faculty member, with the expectation that previous performance is predictive of continuing success and contributions.

Awards: The Vice-Dean, Academic Affairs chairs the RFHS Awards Committee, responsible for nominating individuals within the RFHS for University of Manitoba, Provincial, National and International awards in research, scholarship and leadership.

Office of Educational & Faculty Development: The Office of Educational and Faculty Development in the RFHS reports to the Vice-Dean, Academic Affairs. It is a resource for promoting excellence in teaching and scholarship across the continua of health professions education. Through evidence-informed practice, office members engage in and support curriculum development and innovation; educational research and program evaluation; and faculty development activities that assist faculty members in their roles as educators, researchers and administrators.

Academic Support: The Academic Affairs office coordinates the recognition of its faculty members through formal University appointments, in accordance with the processes set out in the University of Manitoba policies. In addition, the office is responsible for coordinating research/study leaves, provided to allow eligible academic staff to focus on research, scholarly inquiry or creative work.

Dean/Department Head Search Advisory Committees: The Academic Affairs portfolio facilitates the establishment of advisory committees and the search process, when required to fill a position of Dean of a College or a Department Head within the RFHS.

Appendix C sets out the Administrative Portfolio Structure for Academic Affairs. Please contact the Assistant to the Vice-Dean, Academic Affairs, RFHS, for any Terms of Reference for its Committees or for more information.

Continuing Competency & Assessment

The Continuing Competency and Assessment (“CCA”) office was formed in 2015 as one of the platforms in the RFHS and is led by the RFHS Vice-Dean, CCA. The CCA office is responsible for two kinds of activity that are vital to the mission of the RFHS:

- Continuing Professional Development or Continuing Education: the provision and accreditation of educational activities that maintain and develop the knowledge and skills of health professionals, including the support of interprofessional, collaborative practice;
- Clinician Assessment: the assessment and remediation of health professionals through the hosting of "high stakes" licensure examinations and by offering individualized assessment and remedial learning plans for clinicians re-entering or changing their scope of practice or upon referral from regulatory Colleges or employers.

Appendix D is the Administrative Structure for the Continuing Competency and Assessment portfolio. Please contact the Assistant to the Vice-Dean, Continuing Competency and Assessment, RFHS, for any Terms of Reference for its Committees or for more information.

Education

The following administrative areas fall within the portfolio of the RFHS Vice-Dean, Education:

Office of Interprofessional Collaboration (“OIPC”): The RFHS has created a consultation office tasked with the development of a curriculum focused on enriching collaborative skills. The office is comprised of a faculty member from each of the RFHS Colleges (Dentistry, Medicine, Nursing, Pharmacy and Rehabilitation Sciences). The OIPC’s key objective is to expose all RFHS students to the six competencies of interprofessional collaboration, including: role clarity, team functioning, shared leadership, conflict resolution, interprofessional communication, and client/patient-centred care (CIHC, 2010).

Interdisciplinary Health Program: The Interdisciplinary Health Program (“IHP”) was created in 2007 as a joint program between the Faculties of Human Ecology, Science, and Arts. The IHP is now housed within the RFHS and offered in partnership with the Faculties of Arts and Science. The IHP offers two four-year degree programs: Bachelor of Health Sciences (“BHSc”) and Bachelor of Health Studies (“BHSt”). A major goal of the IHP is to provide a foundation for students who wish to enter professional healthcare programs and offer another route for students to gain access to specialized programs for both health and social science fields (e.g. community health management, graduate programs). The IHP has a Council, responsible for bringing recommendations on the academic content of the BHSc and BHSt degree programs to the RFHS Faculty Council. It is governed by the IHP Council Bylaw.

Clinical Learning and Simulation: The Clinical Learning and Simulation program provides simulation based education resources, coordination and support to RFHS programs including, undergraduate, postgraduate continuing professional development and assessment across all of the RFHS colleges. In addition, the program also supports simulation based education and training activity for the Winnipeg Regional Health Authority (“WRHA”) and its clinical units and a number of other external users. The program is comprised of three key components:

- Clinical Learning and Simulation Facility (CLSF or Sim Lab);
- Clinical and Procedural Skills Lab (or Skills Lab);
- Standardized Patient Program (SPP).

The RFHS, in collaboration with the WRHA, operates the 11,000 square foot CLSF, one of Canada’s most comprehensive simulation teaching facilities. The simulation program utilizes task trainers, standardized patients, immersive mannequin-based scenarios, and combinations of these approaches to recreate clinical events. These are conducted on site in the Sim Lab or Skills Lab, and in-situ in clinical environments across the WRHA.

Clinical Placements: The Vice-Dean, Education, is administratively responsible for coordination of interprofessional clinical placements of RFHS learners, offered in conjunction with various health authorities, hospitals, clinics and other clinical service areas. Currently, College administrators are responsible for coordination of College-specific clinical placements.

Appendix E shows the Administrative Portfolio Structure for the Education portfolio. Please contact the Assistant to the Vice-Dean, Education, RFHS, for any Terms of Reference for its Committees, the IHP Bylaw, or for more information.

Graduate Studies

Many graduate programs, although administered by the Faculty of Graduate Studies, are delivered within the RFHS. Constituting an integral part of the RFHS, they include Diploma, Master's and Ph.D. programs in:

- Dentistry
 - Dental Diagnostics & Surgical Sciences
 - Preventive Dental Science
 - Oral Biology
 - Prosthodontics
- Medicine
 - Biochemistry & Medical Genetics
 - Community Health Sciences
 - Human Anatomy & Cell Science
 - Immunology
 - Medical Microbiology & Infectious Diseases
 - Pathology
 - Pharmacology & Therapeutics
 - Physician Assistant Studies
 - Physiology & Pathophysiology
 - Surgery
- Nursing
- Pharmacy
- Rehabilitation Sciences
 - Respiratory Therapy
 - Occupational Therapy
 - Physical Therapy

Appendix F is the Administrative Structure for the Graduate Studies portfolio. Please contact the Vice-Dean, Graduate Studies, RFHS, for more information.

Indigenous

The Indigenous portfolio is responsible for Ongomiizwin (the Indigenous Institute of Health and Healing), approved by the University of Manitoba Senate on April 5, 2017 and officially launched on June 2, 2017. Ongomiizwin (clearing a path for generations to come) brings together, at the RFHS level, three units that were formerly part of the Max Rady College of Medicine: the Manitoba First Nations Centre for Aboriginal Health Research, the Centre for Aboriginal Health Education and the J.A. Hilde Northern Medical Unit. These units have been renamed Ongomiizwin – Research, Ongomiizwin – Education, and Ongomiizwin – Health Services.

Ongomiizwin has been established as an institute pursuant to University of Manitoba Policy: Academic Centres and Institutes. As such, it is a formally structured organizational unit of the University of Manitoba. Its mandate is to provide leadership and advance excellence in research, education and health services in collaboration with First Nations, Metis and Inuit communities. Its work is guided by Knowledge Keepers and Elders and helps to achieve health and wellness of Indigenous peoples. Ongomiizwin provides leadership in Indigenous health across the five colleges of the RFHS (dentistry, medicine, nursing, pharmacy and rehabilitation sciences) in the areas of education, research and health services.

Ongomiizwin assumes responsibility for the administration, financial management, leadership and management structure, supporting inter-professional education, supporting inter-disciplinary policy electives, supporting international Indigenous exchange programs, and coordinating the activities of the specific units and streams of activity in Ongomiizwin.

Ongomiizwin will lead the implementation of the Rady Faculty's Reconciliation Action Plan, developed in response to the health-related calls to action made by the Truth and Reconciliation Commission of Canada. The Action Plan addresses themes such as honouring traditional knowledge and healing practices; providing safe learning environments and professionalism; improving support and retention of Indigenous students; educating all students and faculty in cultural safety and anti-racism; and removing barriers to health professional education.

Appendix G is the Administrative Structure for the Indigenous portfolio. Please contact the Assistant to the Vice-Dean, Indigenous, RFHS, for any Terms of Reference for its Committees or for more information.

Research

The Research portfolio is responsible for the development and implementation of various research related matters within the Faculty. It looks at ways to enhance research funding, designs strategies to enhance overall research activities, and collaborates with other research partners.

Appendix H is the Administrative Portfolio Structure for Research. Please contact the Assistant to the Vice-Dean, Research, RFHS, for any Terms of Reference for its Committees or for more information.

College Deans

Each College Dean within the RFHS is administratively responsible for its College and its programs. Below is a brief description of the programs within each College (see Appendix I for the structure).

Dentistry

The Dean, College of Dentistry is administratively responsible for the College of Dentistry, educating students to become caring oral health professionals in a progressive learning environment, conducting oral health/related research, and serving the oral health professions and society as a source of knowledge and expertise. The College of Dentistry has evolved, from a single undergraduate degree program which graduated its first class of Dentists in 1962, into a multi-faceted professional academy offering a four-year dental degree, a two-year dental hygiene diploma, five graduate programs, a significant research profile, and a variety of community service activities. The College of Dentistry's Doctor of Dental Medicine program is a fully accredited four-year program. Following a minimum of two years of prerequisite studies, dental students complete four years of intense study including extensive clinical experience and are granted a D.M.D. degree.

Medicine

The Dean, Max Rady College of Medicine is administratively responsible for the College, comprised of 27 departments and administrative units involved in teaching, research, service and clinical activities, with approximately 750 full-time and 1,200 part-time academic staff, approximately 135 research associates, a support staff of approximately 600 and a student population of 1,441 (2014/15), including medical, physician assistant and graduate students as well as residents and fellows. Its educational programs include:

- Undergraduate Medical Education
- Postgraduate Medical Education (including residencies, fellowships, post-docs, Clinician Investigator Program)
- Master of Physician Assistant Studies
- Graduate studies (Masters, PhD)
- International Medical Graduate program
- Continuing Professional Development
- Medical Education

Nursing

The Dean, College of Nursing is administratively responsible for the College of Nursing, which offers programming at the undergraduate and graduate level, as follows:

Bachelor of Nursing: The Bachelor of Nursing program is a four-year program leading to a Bachelor of Nursing (BN) degree. The first year of the program is completed in University 1. Students will be exposed to technical theory combined with hands-on clinical practice, and apply skills in real-life situations.

Baccalaureate Program for Registered Nurses (BPRN): The Baccalaureate Program for Registered Nurses (BPRN) is a program for Registered Nurses leading to a Bachelor of Nursing (BN) degree. The program offers full-time and part-time study. Courses are offered on-campus and by distance education.

Masters in Nursing: There are four streams in the program: Administration, Clinical, Education, and Nurse Practitioner. The graduate program is designed to prepare graduates for leadership roles in practice, education and administration.

PhD in Nursing: The purpose of doctoral program in the College of Nursing is to promote the development of outstanding scholars who will engage in programs of research that will positively influence the health and health care of populations.

Pharmacy

The Dean, College of Pharmacy is administratively responsible to deliver the second-entry four-year Bachelor of Science (Pharmacy) program, a fully accredited program by the Canadian Council for Accreditation of Pharmacy Programs, as well as the graduate programs (MSc in Pharmacy and PhD in Pharmacy). The College of Pharmacy is currently designing a new innovative program leading to a Professional Doctoral Degree in Pharmacy (Pharm.D.) that will provide students with a strong knowledge in the pharmaceutical sciences, and a greater foundational and clinical knowledge base with more practice-oriented experience. This will help pharmacy graduates assume an expanded patient centered practice and novel pharmacist roles within the healthcare system including such areas of practice as community, primary care, ambulatory care, acute and long-term care, industry, government and other specialized fields.

Rehabilitation Sciences

The Dean, College of Rehabilitation Sciences, is responsible to administer the three professional education degree programs of study offered in the College of Rehabilitation Sciences:

- Occupational Therapy: the Master of Occupational Therapy (MOT) degree program is a graduate program that prepares students for entry to practice in the discipline of Occupational Therapy. The MOT is also offered through an Accelerated Program for qualified therapists holding a bachelor's degree or a diploma in occupational therapy.
- Physical Therapy: the Master of Physical Therapy (MPT) degree program is a graduate program that prepares students for entry to practice in the discipline of Physical Therapy.
- Respiratory Therapy: the Bachelor of Respiratory Therapy (BRT) degree program is an undergraduate program that prepares students for entry to practice in the discipline of Respiratory Therapy. The BRT is also offered through a Degree Completion program for qualified therapists holding a diploma in Respiratory Therapy.

The College of Rehabilitation Sciences also offers the Master of Science: Rehabilitation Sciences graduate program, designed to provide research training to individuals in the field of rehabilitation. The program requires the completion of coursework and a research-based thesis, which entails the completion of an original scientific study in rehabilitation.

In conjunction with Kinesiology and Recreation Management and Nursing, the College of Rehabilitation Sciences also offers a multi-unit, research-based Ph.D. in Applied Health Sciences. The program offered is a unique and timely Ph.D. program, which includes the treatment and discussion at a graduate level of applied health science as a multi-dimensional entity, while at the same time allows for individualized high-quality health science research with an individual researcher, or small group of researchers.

Senior Administrators

Below is a brief description of the portfolio area for each RFHS Senior Administrator (see Appendix J for the structure).

Human Resources

The Human Resources unit is a central support unit within the University of Manitoba. The Human Resource Managers and the Human Resource Consultants within the University of Manitoba are resources for both employees and supervisors. Human Resource Consultants are assigned to provide services to specific Colleges within the RFHS, and are situated at both campuses. In addition, the RFHS has a dedicated Human Resources Officer employed by the RFHS. These resources may be contacted with questions or concerns.

Finance

The RFHS Finance office is responsible for the overall financial management of the Rady Faculty of Health Sciences. This includes the oversight and management of all budgets relating to operating funds, research & special funds, and trust and endowment accounts across the five Colleges.

Underlying this oversight are the finance offices responsibilities to ensure that all necessary financial controls, policies, and procedures are established, monitored and followed. Mechanisms for accurate and timely reporting of financial information to College Deans is a key area of responsibility, allowing appropriate financial decisions can be made within the necessary timelines. Additionally, the finance office acts as a liaison to the University's central administration for

reporting on the financial activities of the Faculty, and in turn communicate necessary financial information from central administration to the Faculty.

Administration and Operations

The Administration and Operations portfolio provides centralized support and strategic direction for capital projects, IT, special initiatives of the RFHS and a wide variety of administrative oversight ranging from business manager/managing directors to AESES support. All capital and IT projects originating within the Rady Faculty of Health Sciences are approved by the Director of Administration/Operations. Special projects falling outside of the other portfolios responsibilities fall to this role for strategic direction and oversight. Within the Max Rady College of Medicine, the Director of Administration and Operations is the liaison with University Medical Group and is the administrative report for business managers in the clinical departments.

Planning and Priorities

Governance: This portfolio is a resource for governance issues within the RFHS including support to the Nominating/Governance Committee, this Orientation and Governance Handbook and its annual updates as well as maintaining terms of reference for the administrative committees that report to the Dean and Vice-Provost. The template for developing Terms of Reference for a RFHS Committee is attached at Appendix K.

Planning and Priority Setting: RFHS planning and priority setting can be done in a number of ways, and include the following, coordinated through this portfolio:

1. Through implementation of the strategic priorities and supporting actions of the RFHS Strategic Framework (2016-2021). It is annually reviewed to assess progress and performance;
2. Through the University-wide Planning process (replaces the previous strategic resource planning process);
3. For wide-ranging areas, through the RFHS Dean's Council identifying the need and creating a committee or working group reporting either to the Dean and Vice-Provost or the RFHS Dean's Council (e.g. Social Accountability; Diversity; Indigenous; Immunization; Simulation Planning);
4. For distinct and defined initiatives not currently funded, proposals are received on an ongoing basis, and a running list of proposals is prioritized at RFHS Dean's Council. Should funding become available to be spent in the current fiscal year, a proposal may be approved to proceed. The proposal template for a new initiative or expansion of a program is attached at Appendix L.

Please note that the above does not relate to academic program approvals and changes. Although a new academic program, or changes to an academic program, may be identified through one of the above processes, academic program approvals and changes must follow the process set out in the Vice-Provost (Integrated Planning and Academic Programs) office: http://umanitoba.ca/admin/vp_academic/academic_programs/3722.html

Awards: This portfolio provides support to the RFHS Awards Committee by coordinating and writing award submissions and nomination packages for University of Manitoba faculty or staff that are nominated for University of Manitoba, National and International awards not already coordinated by the University of Manitoba's Research and International office.

Policy Development: As the RFHS continues to mature, more subject areas are identified requiring RFHS policies; this is discussed in greater detail further in this handbook.

External Relations

The RFHS External Relations actively promotes and develops relationships with its community and stakeholders, and promotes and strengthens the reputation of the RFHS provincially, nationally and globally. These relationships help direct the students, faculty, staff and supporters to work together towards the University of Manitoba's vision of a commitment to transformative research and scholarship, and to innovative teaching and learning – uniquely strengthened by Indigenous knowledge and perspectives.

It is the RFHS External Relations' mission to continually develop relationships, raise awareness and secure resources for the support of the RFHS students, researchers, and service delivery at the Faculty level and within the constituent Max Rady College of Medicine, colleges of Dentistry, Nursing, Pharmacy and Rehabilitation Sciences. Important publications are found on the website: http://umanitoba.ca/faculties/health_sciences/10415.html

Legal Counsel

The Office of Legal Counsel is a central support unit of the University of Manitoba. It provides and coordinates all legal services required by the University of Manitoba. Individuals within the Office of Legal Counsel are assigned to the RFHS and its Colleges and are located at both campuses: http://umanitoba.ca/legal_counsel/contact_us.html

RFHS Dean's Council / Other Committees (reporting to the Dean and Vice-Provost)

Collectively, the above three administrative areas (Deanery; College Deans; Senior Administrators) make up the RFHS Dean's Council, which acts as the executive-level management committee of the Dean and Vice-Provost's office. It shares information on the ongoing activities within the RFHS and its Colleges, provides advice, feedback and information to the Dean and Vice-Provost on a wide variety of issues tabled by the Dean and Vice-Provost or other members of the Council. It meets bi-weekly. Currently, the RFHS Dean's Council has two administrative subcommittees/working groups that were created to address issues of priority:

- Immunization Subcommittee
- Simulation Planning Subcommittee

Please contact the Project Coordinator, Faculty Committees, RFHS, for a current copy of these terms of reference or for membership information.

In addition to the RFHS Dean's Council, the Dean and Vice-Provost may determine that other administrative committees are necessary. Currently, the administrative committees reporting to the Dean and Vice-Provost include:

- RFHS Accessibility Advisory Committee
- RFHS Diversity Committee
- RFHS Indigenous Implementation Committee
- RFHS Social Accountability Committee

Please contact the Project Coordinator, Faculty Committees, RFHS, for a current listing of the administrative committees reporting to the Dean and Vice-Provost, their membership or copies of these terms of reference.

UNIVERSITY OF MANITOBA POLICIES

All staff and faculty should be familiar with the University of Manitoba policies that may be applicable:

<http://umanitoba.ca/admin/governance/571.html>

http://www.umanitoba.ca/governance/governing_documents/index.html

In addition, the latest versions of RFHS policies can be found at:

http://umanitoba.ca/faculties/health_sciences/9441.html

Some frequently applicable University of Manitoba policies are noted below.

Travel

The minimum requirements respecting travel approvals are found within the University of Manitoba policy. The details are set out in the procedure, with the link provided below.

[http://umanitoba.ca/admin/governance/media/Travel and Business Expense Claims Procedure - 2017 04 11.pdf](http://umanitoba.ca/admin/governance/media/Travel_and_Business_Expense_Claims_Procedure_-_2017_04_11.pdf)

Purchasing

The process for purchasing is dependent on cost. Please reference the Purchasing Procedure for these details.

[http://umanitoba.ca/admin/governance/media/Purchasing Procedures - 2015 12 11 RF.pdf](http://umanitoba.ca/admin/governance/media/Purchasing_Procedures_-_2015_12_11_RF.pdf)

Signing of Agreements

Routing of contracts and agreements for approval and signature typically involves a number of steps. There are different requirements depending on the dollar value of the contract, whether the agreement is a standard contract or a non-standard agreement, and signing authority limits. The following should be referenced when routing and signing contracts/agreements:

- Instructions – Signing of Agreements
[http://umanitoba.ca/admin/vp_admin/ofp/legal/media/Signing Policy Instructions alone.pdf](http://umanitoba.ca/admin/vp_admin/ofp/legal/media/Signing_Policy_Instructions_alone.pdf)
- Signing of Agreements - Policy
http://umanitoba.ca/admin/governance/governing_documents/community/1113.html
- Signing of Agreements - Procedure
http://umanitoba.ca/admin/governance/governing_documents/community/1114.html
 - Schedule A: [http://umanitoba.ca/admin/governance/media/Signing of Agreements Procedures - Schedule A - 2015 03 23.pdf](http://umanitoba.ca/admin/governance/media/Signing_of_Agreements_Procedures_-_Schedule_A_-_2015_03_23.pdf)
 - Schedule B: [http://umanitoba.ca/admin/governance/media/Signing of Agreements Procedures - Schedule B - 2014 11 21.pdf](http://umanitoba.ca/admin/governance/media/Signing_of_Agreements_Procedures_-_Schedule_B_-_2014_11_21.pdf)

Conflicts of Interest

Conflicts of Interest may arise naturally from an employee's engagement inside the University of Manitoba or an employee's activities outside the University of Manitoba. In order to ensure the maintenance of the public trust in the University of Manitoba and to protect the integrity of its persons, the University of Manitoba has a Conflict of Interest Policy that defines conflicts of interest, and requires recognition, disclosure, and management of them. The policy can be found at: http://umanitoba.ca/admin/governance/governing_documents/community/248.html

Computer Use

University-owned computer systems and networks may be used for authorized purposes only. The Use of Computers Facility policy and procedure sets out authorized and unauthorized uses, found at:

http://umanitoba.ca/admin/governance/governing_documents/community/252.html

RFHS POLICY DEVELOPMENT

As the RFHS continues to mature, more subject areas are identified requiring RFHS policies. The need for a new policy or a revision to a current policy may first become evident to any Faculty member, staff or learner. Attached at Appendix M is the template to be used to develop a RFHS Policy. The types of policy, applicability and approvals are set out below. Academic content includes (without limitation) statements respecting curriculum and academic program requirements. Administrative content includes (without limitation) statements respecting the operations or running of the unit.

Type of Policy	Applicability	Approval(s) Required
RFHS Policy (administrative)	Applicable to all staff, faculty members and/or learners within the RFHS	RFHS Dean's Council Provided to the University Secretary, for information
RFHS Policy (academic content)	Applicable to all staff, faculty members and/or learners within the RFHS	RFHS Dean's Council RFHS Faculty Council/Faculty Executive Council Provided to the University Secretary, for approval by appropriate Senate Committees/Senate
RFHS Program-specific Policy (administrative)	Applicable to all staff, faculty members and/or learners within a particular program/unit/institute of the RFHS	Applicable Program Council/Committee RFHS Dean's Council Provided to the University Secretary, for information
RFHS Program-specific Policy (academic content)	Applicable to all staff, faculty members and/or learners within a particular program/unit/institute of the RFHS	Applicable Program Council/Committee RFHS Dean's Council RFHS Faculty Council/Faculty Executive Council Provided to the University Secretary, for approval by appropriate Senate Committees/Senate
College Policy (administrative)	Applicable to all staff, faculty members and/or learners within a College of the RFHS (does not impact the RFHS/other Colleges within the RFHS)	College Executive/Administrative Committee Provided to the University Secretary, for information.
College Policy (academic content)	Applicable to all staff, faculty members and/or learners within a College of the RFHS (does not impact the RFHS/other Colleges within the RFHS)	College Executive/Administrative Committee College Council/College Executive Council Provided to the University Secretary, for approval by appropriate Senate Committees/Senate
College Program-specific Policy (administrative)	Applicable to all staff, faculty members and/or learners within a particular program/unit/institute of the College	Applicable College Program Council/Committee College Executive/Administrative Committee
College Program-specific Policy (academic content)	Applicable to all staff, faculty members and/or learners within a particular program/unit/institute of the College	Applicable College Program Council/Committee College Executive/Administrative Committee Provided to the University Secretary, for approval by appropriate Senate Committees/Senate
College Department Policy (administrative)	Applicable to all staff, faculty members and/or learners within a particular Department of the College	Applicable Department Council of the College
College Department Policy (academic content)	Applicable to all staff, faculty members and/or learners within a particular Department of the College	Applicable Department Council of the College College Council/College Executive Council Provided to the University Secretary, for approval by appropriate Senate Committees/Senate

GENERAL INFORMATION FOR ALL NEW EMPLOYEES

The Human Resources section of the University of Manitoba website provides comprehensive information for new employees: http://umanitoba.ca/admin/human_resources/lds/5723.html The information contained at this link is very useful orientation material for new employees. In particular, it provides the following information:

Before Starting at U of M

- Welcome
- Review Benefits Package (FT / PT)
- Claim Your UMNNetID
- Parking
- Bus Routes
- Coffee & Lunch Locations

First Day

- Onboarding Checklist
- Direct Deposit Forms
- Sign Benefits Forms
- Enroll in Orientation session
- Employee Self-Serve
- Campus Map

First Week

- Get your U of M Staff ID
- Set up your email signature
- Voicemail Setup

Benefits

- Group Benefits
- Benefit Forms
- Pension
- Employee/Family Assistance Program (EFAP)
- FAQ's

Staff Email / Calendar

- Email and Calendar
- Email and Calendar How-to's
- Spam and Junkmail Filter

Internet Access

- Connect to the Wireless Network
- Connect to the campus Wired Network
- Use an Open-Area Computer Lab
- Campus Wireless Locations
- Service Updates

Phone and Mobile

- Directory Services
- Mobile/Wireless Devices
- Office Phones
- Telecommunications
- Voicemail

Security and Policies

- Acceptable Use Policy
- Guidelines and Practices
- Information Security and Privacy
- Computer Accounts Usage Agreement

Staff Development

- Learning & Organizational Development Registration System

REFERENCES / RECOMMENDED DOCUMENTS TO REVIEW

Orientation to the University of Manitoba:

http://umanitoba.ca/admin/human_resources/lds/5723.html

University of Manitoba's Strategic Plan:

http://umanitoba.ca/admin/audit_services/media/PRE-00-018-StrategicPlan-WebPdf_FNL2.pdf

Rady Faculty of Health Sciences Strategic Framework:

http://umanitoba.ca/faculties/health_sciences/media/Strategic_Framework_Web.pdf

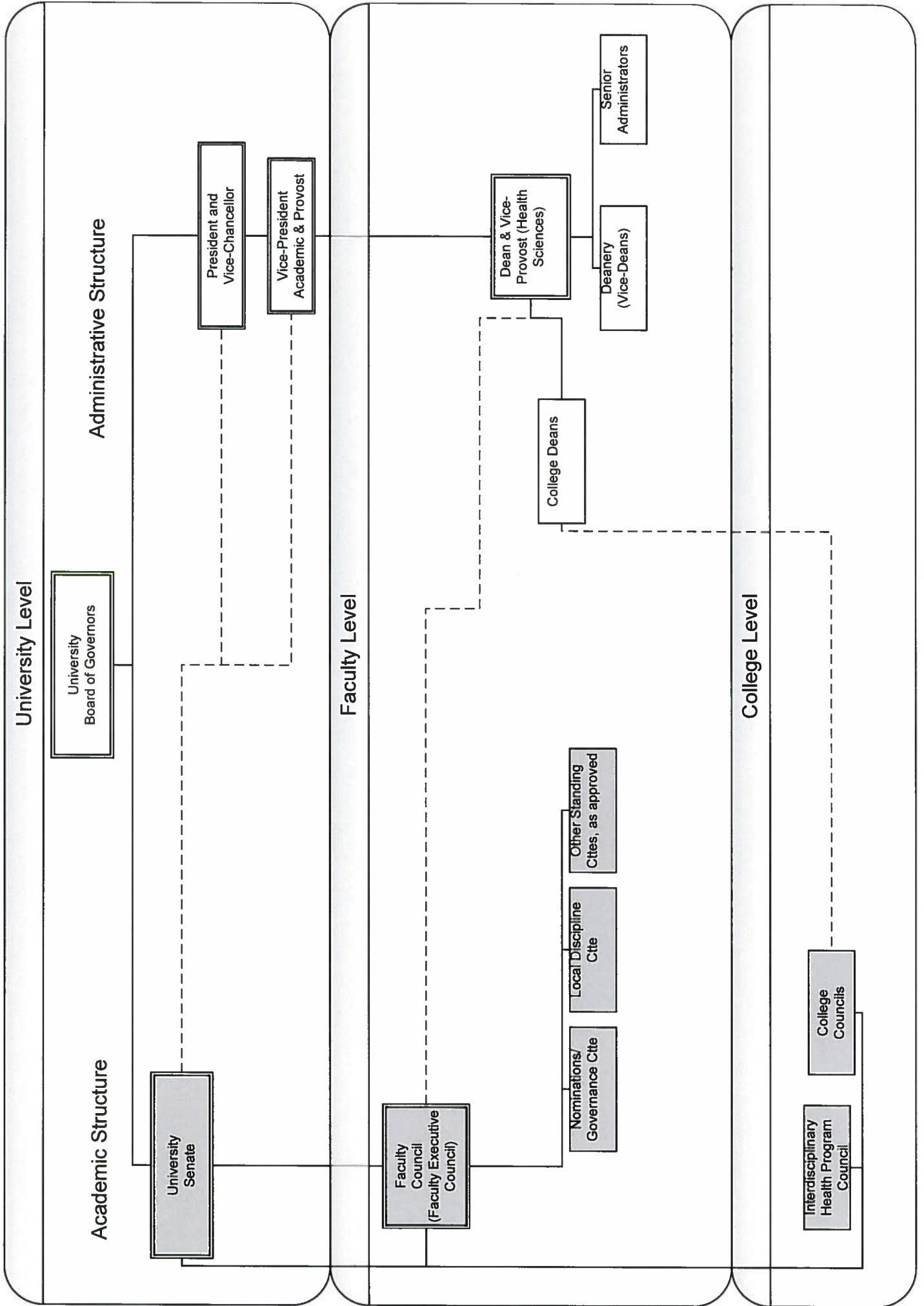
Rady Faculty of Health Sciences By-law, Standing Committee Terms of Reference, College Bylaws:

http://umanitoba.ca/faculties/health_sciences/8945.html

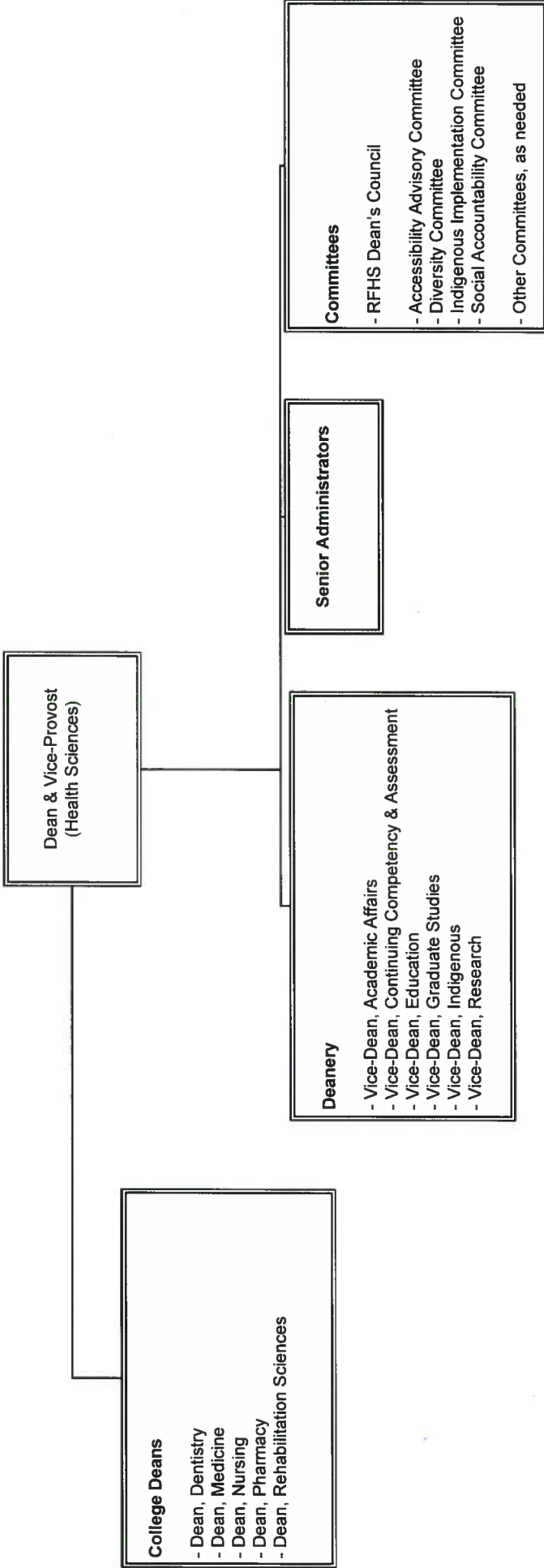
Rady Faculty of Health Sciences Policies:

http://umanitoba.ca/faculties/health_sciences/9441.html

Appendix A Rady Faculty of Health Sciences – Structure Overview



Appendix B Dean, Rady Faculty of Health Sciences & Vice-Provost (Health Sciences) – Administrative Structure



College Deans

- Dean, Dentistry
- Dean, Medicine
- Dean, Nursing
- Dean, Pharmacy
- Dean, Rehabilitation Sciences

Deanery

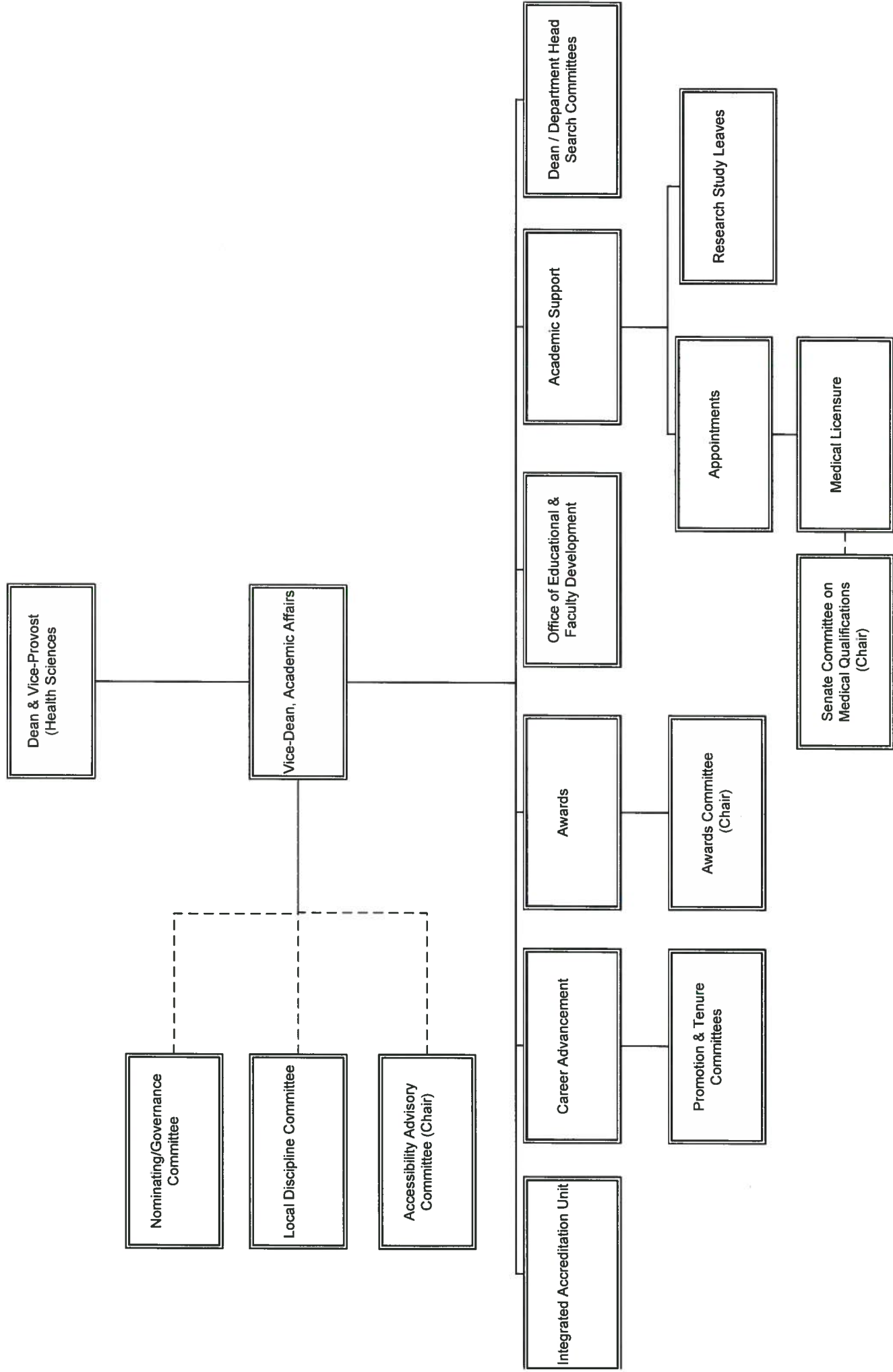
- Vice-Dean, Academic Affairs
- Vice-Dean, Continuing Competency & Assessment
- Vice-Dean, Education
- Vice-Dean, Graduate Studies
- Vice-Dean, Indigenous
- Vice-Dean, Research

Senior Administrators

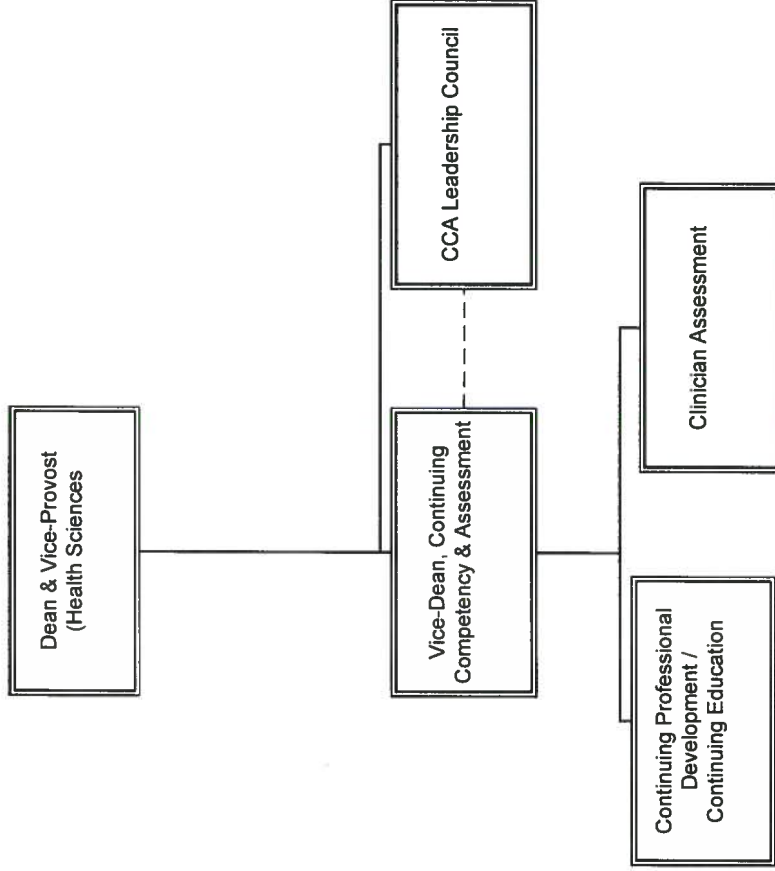
Committees

- RFHS Dean's Council
- Accessibility Advisory Committee
- Diversity Committee
- Indigenous Implementation Committee
- Social Accountability Committee
- Other Committees, as needed

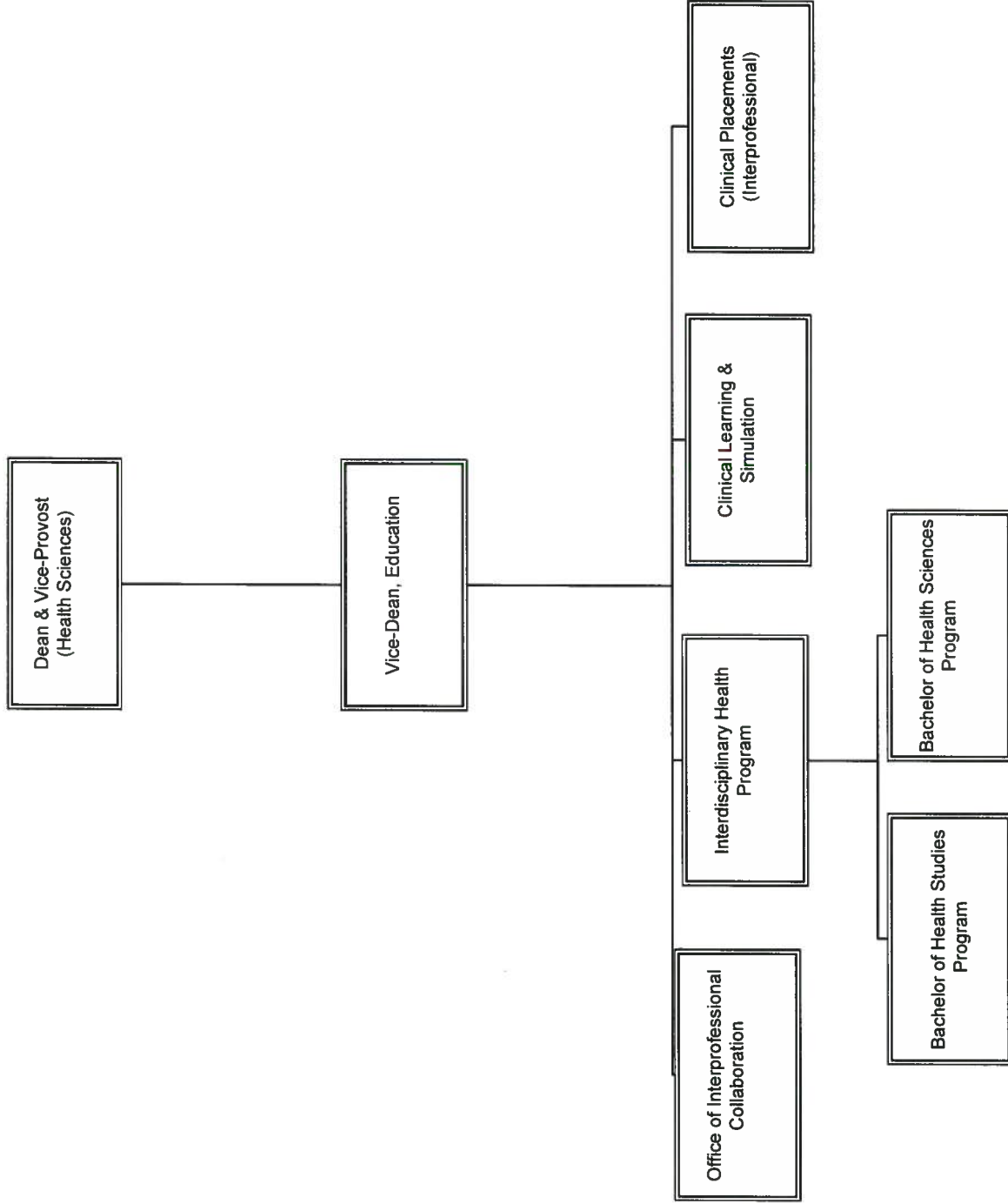
Appendix C Rady Faculty of Health Sciences Academic Affairs – Administrative Portfolio Structure



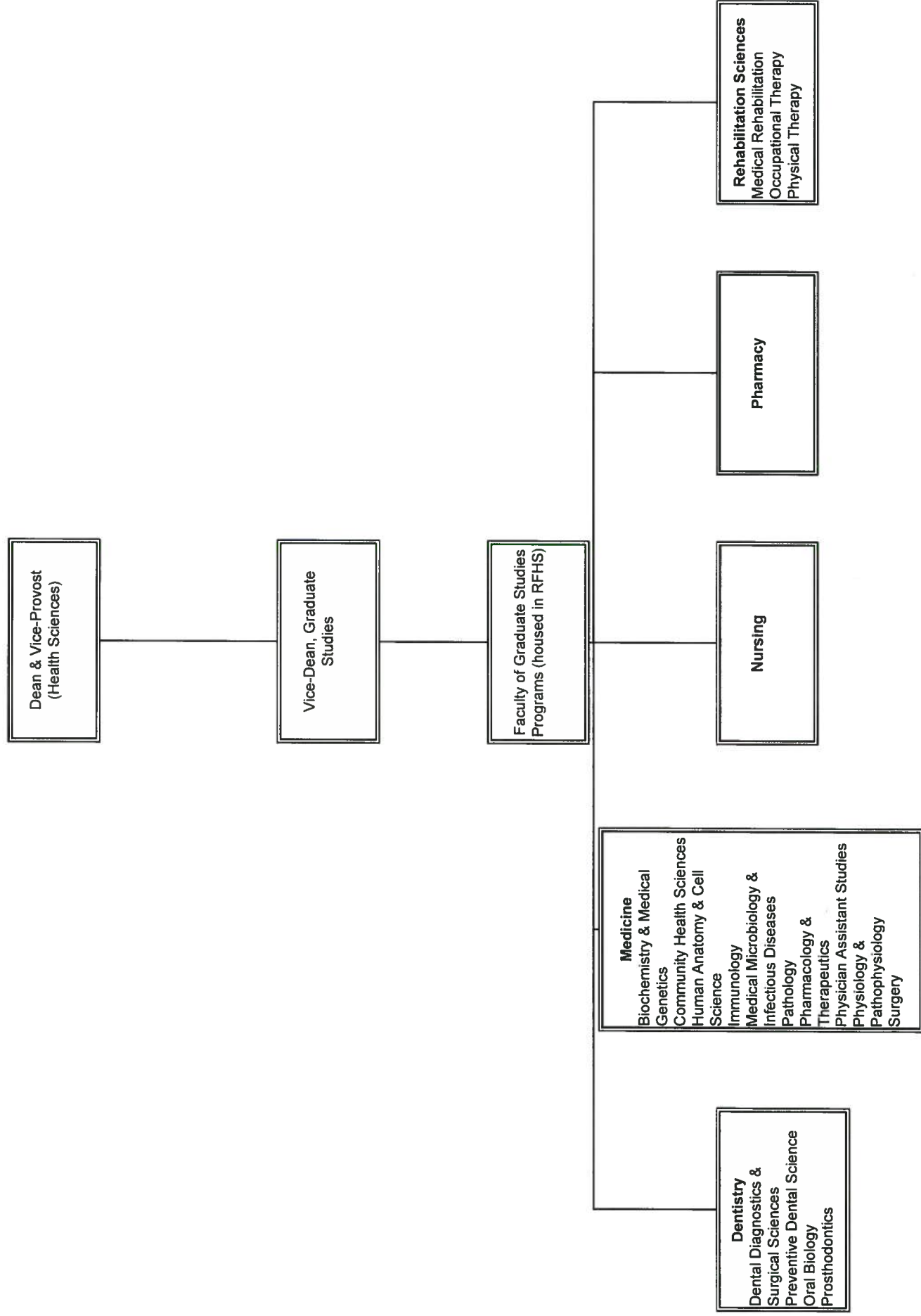
Appendix D Rady Faculty of Health Sciences Continuing Competency & Assessment – Administrative Portfolio Structure



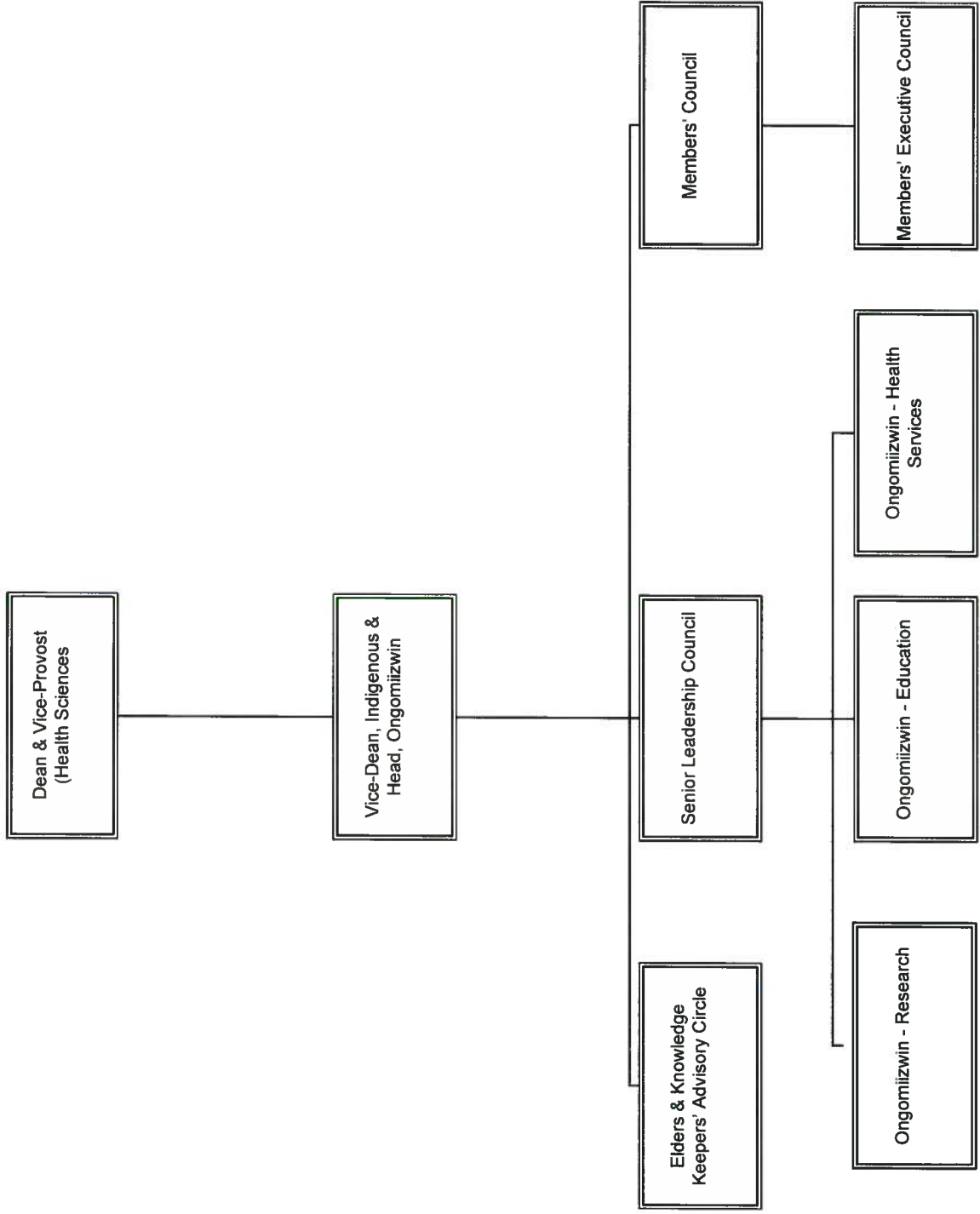
Appendix E Rady Faculty of Health Sciences Education – Administrative Portfolio Structure



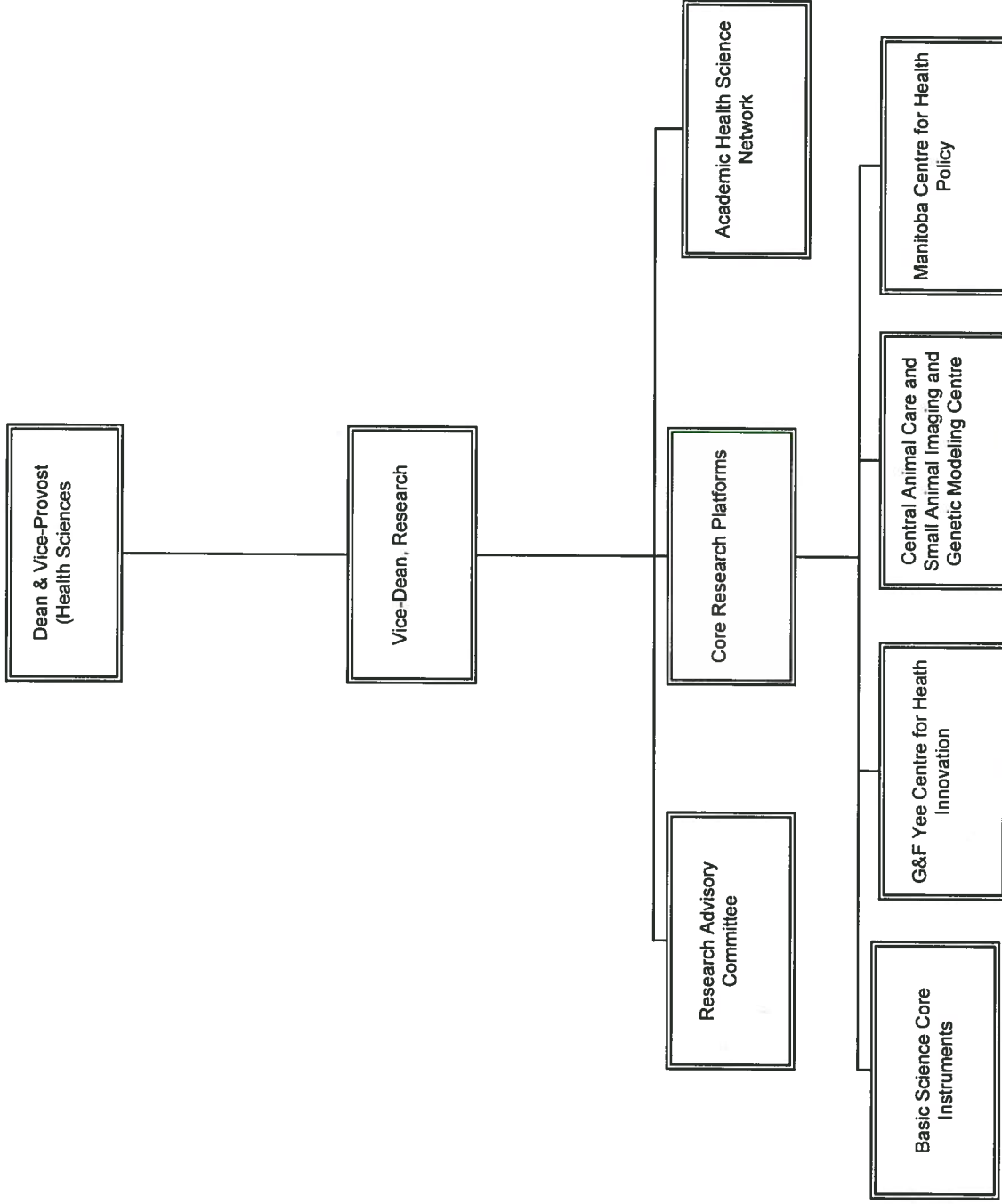
Appendix F Rady Faculty of Health Sciences Graduate Studies – Administrative Portfolio Structure



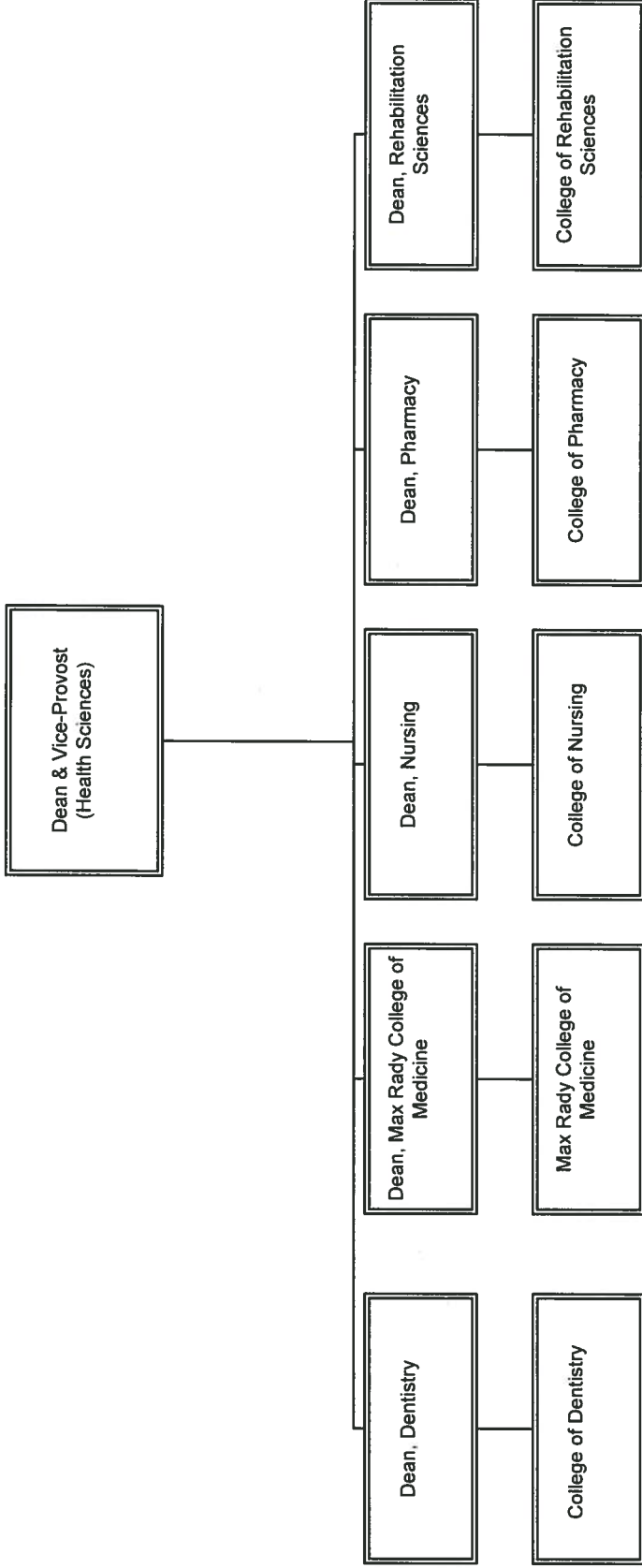
Appendix G Rady Faculty of Health Sciences Indigenous – Administrative Portfolio Structure



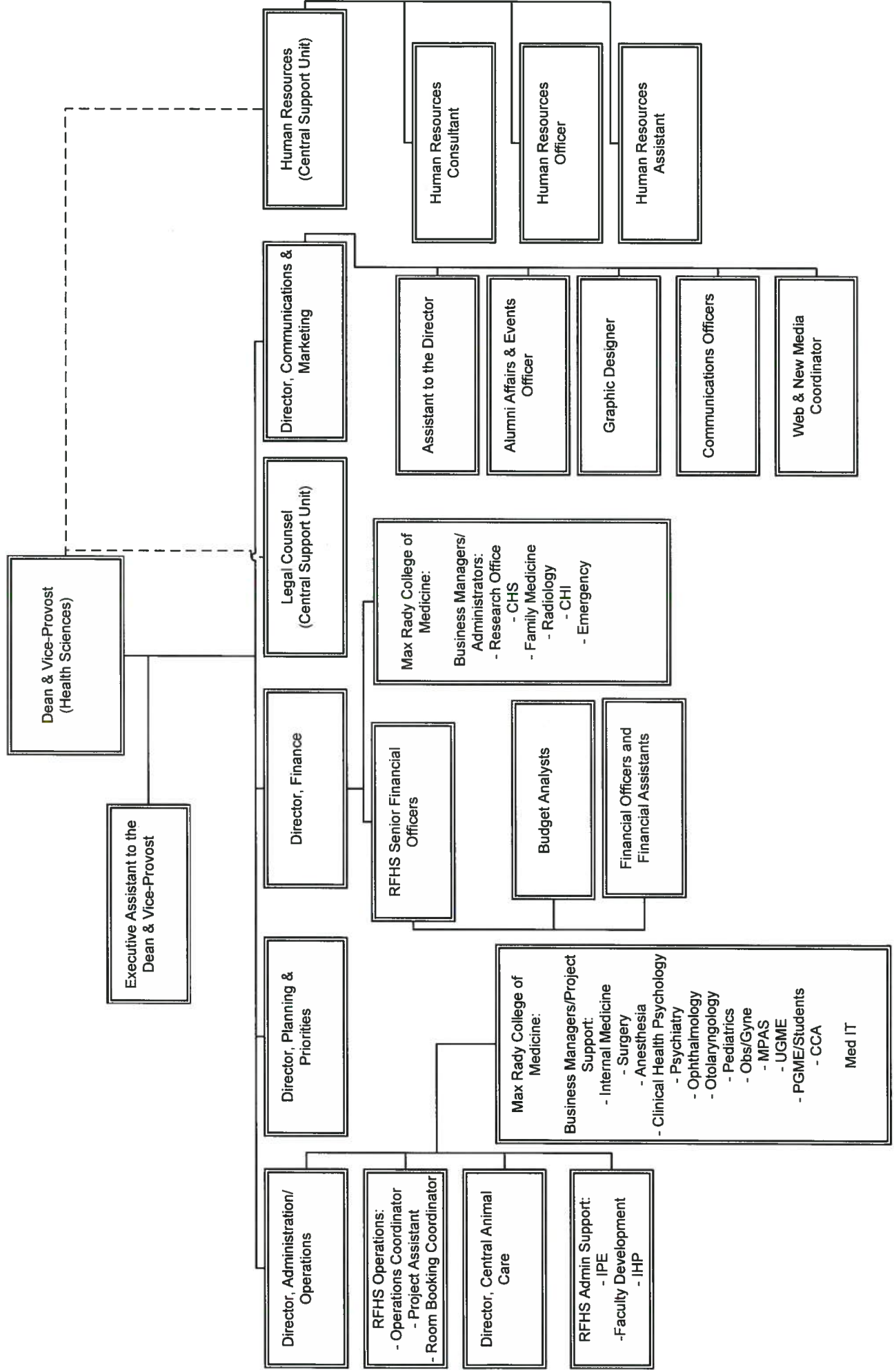
Appendix H Rady Faculty of Health Sciences Research – Administrative Portfolio Structure



Appendix I Rady Faculty of Health Sciences Deans of the Colleges



Appendix J Rady Faculty of Health Sciences Senior Administrators reporting to the Dean & Vice-Provost (Health Sciences)





UNIVERSITY
OF MANITOBA

Rady Faculty of
Health Sciences

[office title]
[office address]

Appendix K – Terms of Reference Template
XX Administrative Committee
Terms of Reference

1. PURPOSE AND MANDATE

1.1 **Purpose/Mandate:** The XX Administrative Committee (“**Committee**”) of the Rady Faculty of Health Sciences (“**RFHS**”) is established to:

- (a) act as the main discussion and advisory body of the RFHS in relation to XX;
- (b) identify XX initiatives as priorities to be implemented within the RFHS and its respective Colleges;
- (c) recommend implementation strategies for XX initiatives within the RFHS and its Colleges, including without limitation XX (i.e., its “**Mandate**”).

1.2 **Definition of XX:**

1.3 **Rationale for Committee Formation:** The RFHS seeks to maintain and further incorporate concepts of XX into its learning, working, research and service environments.

1.4 **Clarification on Purpose/Mandate:** This Committee is intended to complement existing University resources which address matters of XX and to foster collaboration on such matters relating to the RFHS. This Committee is not intended to act as a substitute, duplicate or alternate forum to address issues over which other areas of the University have specific jurisdiction.

2. REPORTING AND ACCOUNTABILITY

2.1. **Accountability:** The Committee is advisory to and accountable to the RFHS Dean (“**Dean**”) and Vice-Provost (Health Sciences) (“**Vice-Provost**”).

2.2. **Reporting:** The Committee, through the Chair, shall provide a written report to the Dean and Vice-Provost once per calendar year.

3. CHAIRPERSON AND COMMITTEE MEMBERSHIP

- 3.1. **Chair:** The Committee Chair or Co-Chairs (i.e., the “Chair”) shall be appointed by the Dean and Vice-Provost. The Chair is responsible for the following at Committee meetings:
- a) Calling the meeting to order;
 - b) Establishing an agenda and ensuring agenda items are addressed;
 - c) Ensuring the minutes from prior meeting(s) are reviewed and approved by the Committee (with or without modification);
 - d) Facilitating discussion to reach consensus on matters under consideration in a professional manner;
 - e) Adjourning meetings after business is concluded; and
 - f) Acting as the main representative of the Committee.
- 3.2. **Membership:** The Committee membership shall then consist of the following members, including the Chair:
- (a) XX
 - (b) XX
 - (c) XX
 - (d) XX
- 3.3. **Diversity of Membership:** The RFHS strives to achieve diverse membership on its committees that is reflective of its commitment to diversity and inclusion and this should be considered in the appointment of Committee members.
- 3.4. **Liaisons:** Committee members shall serve as liaison persons with others in the areas from which they are appointed.
- 3.5. **Best Interests:** Committee members shall deal with matters before the Committee in such a way that the best interests of the RFHS take precedence over the interests of any of its constituent parts, should those interests conflict or appear to conflict.
- 3.6. **Consultation:** In carrying out its role, the Committee may call upon various resources as it deems required.

4. TERM OF OFFICE

The term of office of each Committee member shall be until the first of the following occurs:

- (a) the individual no longer holds the position noted in 3.2;
- (b) the term of the appointment ends;
- (c) the appointment is rescinded by the appointer; or
- (d) the individual resigns from the Committee.

5. FUNCTIONS AND ACTIVITIES OF COMMITTEE

5.1. As part of its Mandate, the Committee will engage in the following activities:

- a) **Inventory:** The Committee will inventory XX activities occurring within the Colleges and/or RFHS.
- b) **Prioritize:** The Committee will identify XX priorities to achieve its Mandate.
- c) **Make Recommendations:** The Committee will make recommendations regarding its Mandate to the Dean and Vice-Provost including the identification of priority issues and implementation strategies.
- d) **Receive Recommendations:** The Committee will receive recommendations regarding its Mandate from the Dean and Vice-Provost, including the identification of priority issues.
- e) **Referral to Working Groups:** The Committee may refer priority issues connected to its Mandate which require review, collaboration and analysis to Committee working groups.

6. MEETINGS

- 6.1. **Number of Meetings:** The Committee shall meet XX (X) times per academic year, or subject to the call of the Chair.
- 6.2. **Notice of Meetings:** Notice of a Committee meeting must be provided to Committee members, at least five (5) business days advance of the meeting, unless waived by the Committee members at the meeting.
- 6.3. **Agenda:** Agenda items should be sent to the Committee secretary at least 48 hours in advance of the meeting. The agenda should be prepared and distributed to the members of the Committee prior to the meeting.
- 6.4. **Quorum:** As the Committee is mainly a discussion and advisory group, a quorum is not required to hold a meeting. **OR** A majority of the Committee membership must be present at a meeting in order to constitute a quorum.
- 6.5. **Decision-Making:** The preferred model for decision-making is consensus. If consensus cannot be reached, the varying recommendations for resolution will be presented by the Chair to the Dean and Vice-Provost for decision. **OR** The preferred model for decision-making is consensus. If consensus cannot be reached, a vote shall be held. The Chair will not vote unless to break a tie.

- 6.6. **Committee Meeting Guests:** All Committee meetings will be limited to members only unless the Chair otherwise grants approval for certain individuals to attend all or a portion of the meeting.
- 6.7. **Telephone Meetings and Email Discussion:** The Chair may consult with Committee members by email or arrange telephone meetings, instead of in-person meetings, as the circumstances may require.
- 6.8. **Confidentiality:** All Committee members, resource persons, consultants, guests, and administrative support persons who may be in attendance at a Committee meeting or privy to Committee information, are required to protect and keep confidential any protected information (e.g., classified or privileged information) received through participation on the Committee, unless such information is otherwise approved for public information.
- 6.9. **Minutes & Confidentiality:** Minutes are to be taken of business occurring during Committee meetings. However, the Committee may move “in camera” to deal with certain items if the subject matter being considered relates to personal and confidential matters that are exempt from disclosure under applicable access and privacy legislation. Once approved by the Committee, meeting minutes shall be publicly available, in accordance with applicable legislation.

7. COMMITTEE ADMINISTRATIVE SUPPORT

The Committee shall receive administrative support from the RFHS. The administrative support shall be provided through an individual whose duties shall include:

- a) Assisting the Chair with preparation of Committee meeting agendas and distributing notification of meetings;
- b) Ensuring follow-up of Committee action items;
- c) Information gathering;
- d) Preparation and distribution of meeting material;
- e) Minute-taking; and
- f) Maintaining Committee records.

8. WORKING GROUPS

- 8.1. **Referral to Working Groups:** The Committee may refer XX issues of priority, confirmed by the Dean and Vice-Provost as requiring review, collaboration and analysis, to one or more Working Groups, which may be College-specific, as the circumstances require.
- 8.2. **Working Group Leads:** Each Working Group shall have one or more Leads, as appointed by the Committee Chair, in consultation with the Committee. The Lead need not necessarily be a Committee member. The Lead shall provide the Committee Chair with periodic updates of the Working Group work and progress and shall provide a final report to the Committee Chair at the completion of the Working Group's project.
- 8.3. **Working Group Reporting:** Committee Working Groups shall report to the Committee Chair through their identified leads ("Leads"), who will then consult with the Committee and report to the Dean and Vice-Provost.
- 8.4. **Working Group Mandate:** Each Lead (or Co-Leads) shall consult with the Committee Chair in clarifying the parameters and timelines associated with the assigned issue/project.
- 8.5. **Working Group Membership:** The Lead(s) of each Working Group shall recruit the membership they deem necessary to carry out the work on their assigned issue/project.
- 8.6. **Working Group Terms of Reference:** In addition to the above provisions on Working Groups:
- a) The Leads shall bear in mind the RFHS commitment to diversity when recruiting Working Group members;
 - b) The terms of office for each Working Group member shall be for the duration of the assigned project, unless the Lead determines otherwise; and
 - c) The above provisions dealing with Committee Meetings shall apply as the circumstances permit (except that minute-taking is not a requirement at Working Group meetings, given that administrative support may not be available).

9. AMENDMENTS TO TERMS OF REFERENCE

Amendments to these Terms of Reference may be proposed by the Committee to the Dean and Vice-Provost for approval.

10. DATES OF APPROVAL, REVIEW AND REVISION

- 10.1. **Date approved:** [date] - [title of approving body]
- 10.2. **Review:** Formal review of these terms will be conducted every ten (10) years. In the interim these terms may be revised or rescinded if the XX deems necessary.
- 10.3. **Supersedes:** _____
- 10.4. **Committee Administrative Support:** _____
- 10.5. **Effect on Previous Statements:** These terms shall supersede all previous RFHS and its Colleges terms on the subject matter herein.

**Appendix L – Proposal Template
New Initiative/Expansion of a Program
(Funding Request)**



UNIVERSITY OF MANITOBA | Rady Faculty of Health Sciences

NEW INITIATIVE/PROGRAM SUMMARY

[Summarize the initiative/program; identify how need for this program/initiative came about; what currently exists within the Colleges/Faculty.]

PURPOSE

[Identify how program/initiative meets the following criteria:

- *Will result in better service or improve function;*
- *Will reduce redundancies and duplication/result in optimal resource allocation;*
- *Better achieves the RFHS strategic priorities of:*
 - *Sustaining and enhancing its education programs and providing and outstanding educational experience;*
 - *Creating a state-of-the-art research environment;*
 - *attracting, retaining and developing staff and faculty of the highest caliber;*
 - *increasing faculty and staff satisfaction within the working environment;*
 - *offering interprofessional education that will enhance the provision of clinically integrated care;*
 - *Actively building and enhancing partnerships to contribute to the communities it services;*
 - *Developing a full range of resources to support Indigenous Health and achievement;*
 - *The capital investments and resource allocations enhance the working and learning environments and meet the current and future needs of the RFHS.*
- *Whether University governance/other requires this to be determined at the Faculty level.]*

EVIDENCE OF BEST PRACTICE

[Advise whether other jurisdictions were researched, internal/external environmental scans, etc.]

CONSULTATION

[Advise whether key stakeholders were consulted; issues identified/resolved; was this tabled at any of the RFHS Committees (e.g. Social Accountability; Diversity; etc.)]

BUDGET AND RESOURCE IMPLICATIONS

[Set out the budget including all expected costs of the Initiative/Program including startup costs, capital costs, ongoing operating funds; identify the expected use of funds per fiscal year; identify any resource/other implications for existing Colleges, Departments or Units that may be impacted]

IMPLEMENTATION

Executive Lead (e.g. RFHS Vice-Dean/College Dean): _____

Operational Lead (operationalizing of the Initiative): _____

Implementation Timeline (including expected start date and time to completion): _____

[Identify the plan for evaluating Initiative/Program outcomes/benefits; plan for sustaining the Initiative/Program]

Submit completed form to: Marcia Langhan, Director, Planning and Priorities, Rady Faculty of Health Sciences
Marcia.Langhan@umanitoba.ca



Appendix M - Policy & Procedure Template

Policy Name:	
Application/Scope:	[Staff, Faculty Members and Learners of the Rady Faculty of Health Sciences]
Approved (Date):	
Review Date:	10 years from approval date
Revised (Date):	
Approved By:	Dean's Council, Rady Faculty of Health Sciences [Faculty Executive Council/Faculty Council, Rady Faculty of Health Sciences] [Senate Committee on XX] [Senate]

1. BACKGROUND

- 1.1
- 1.2
- 1.3

2. REASON FOR POLICY

- 2.1
- 2.2

3. **POLICY AND PROCEDURE STATEMENTS**

- 3.1
- 3.2
- 3.3
- 3.4
- 3.5
- 3.6
- 3.7
- 3.8

4. **REVIEW AND EFFECT ON PREVIOUS STATEMENTS**

4.1 The Review Date for this Policy and Procedure is ten (10) years from the date it is approved by the Dean's Council, Rady Faculty of Health Sciences. In the interim, this document may be revised or repealed if:

- (a) The Dean, Rady Faculty of Health Sciences & Vice-Provost (Health Sciences), with appropriate approvals, deems it necessary or desirable to do so;
- (b) It is no longer legislatively or statutorily compliant; and/or
- (c) It comes into conflict with another governing document of the RFHS or the University of Manitoba.

4.2 If this document is revised or repealed, any related Rady Faculty of Health Sciences documents shall be reviewed as soon as possible to ensure that they comply with the revised document, or are in term revised or repealed.

4.3 This Policy supersedes all previous governing documents dealing with the subject matter addressed in this document.

5. **POLICY CONTACT**

Please contact [] with questions regarding this document.