

**THE UNIVERSITY OF WINNIPEG
BOARD OF REGENTS
BOARD MEETING AGENDA**

Monday, June 23, 2014
Convocation Hall

3:30 p.m.

1. Call to Order
2. Adoption of the Agenda
3. Adoption of Minutes – May 5, 2014
4. Board Education
5. Reports
 - 5.1 Chair's Remarks
 - 5.2 President & Vice-Chancellor's Remarks
 - 5.3 Ad Hoc Committee on Bill 63
 - 5.4 Governance and Community Relations Committee
6. In Camera
7. Adjourn

THE UNIVERSITY OF WINNIPEG
(the “University”)
Meeting of the Board of Regents (the “Board”) held on
Monday, May 5, 2014 at 5:30 p.m.

PRESENT: L. Adeleye-Olusae, L. Axworthy, N. Besner, P. Campbell, R. Campbell-Stovell, A. Forest, R. Hart, R. Ingram, E. Johnstone, L. Kakegamic, J. Knox, C. Lee, P. McLeod, R. McLeod Arnould, A. Moran, N. Murdock, G. O’Farrell, B. Suderman, N. Tajdin, R. Taylor, M. Vachon, G. Van Den Bosch, L. Waters

PRESENT WITH CONSENT OF THE BOARD: S. Albert, B. Balan, J. Duesterdiek, T. Einarson, M. Emslie, D. Fitzpatrick, P. Hossack, S. Kreiner, C. Morrison, R. Nakoneczny, J. Rattray, D. Radi, J. Read, S. Redsky, M. Reimer, L. Repski, C. Russell, C. Sabel

REGRETS: J. Dearborn, Z. Fleisher, K. Grower, R. Hart, B. Keyser, R. Lewis, O. Siddiqui, R. Silver, D. Vanderwel

E. Johnstone acted as Chair of the meeting and C. Morrison acted as Secretary. Notice of Meeting having been given and a quorum of Regents being present, the Chair declared the meeting to be properly constituted for the transaction of business.

1. Approval of Agenda

E. Johnstone tabled the Agenda. On a motion by P. McLeod and seconded by A. Moran:

RESOLVED THAT the Agenda is approved.

Carried.

2. Approval of the Minutes of the Meeting of March 31, 2014

E. Johnstone tabled the Minutes of the Meeting of March 31, 2014, and requested a motion for the approval of same. On a motion by G. O’Farrell and seconded by R. Taylor:

RESOLVED THAT the Minutes of the Meeting of January 27, 2014 be approved.

Carried.

3. Board Education

S. Albert provided an overview of the University’s Online Learning Strategy.

4. Report of the President and Vice-Chancellor

L. Axworthy's report included information on the following:

- L. Axworthy visited the Ukraine as an official delegate with the respect Washington-based National Democratic Institute during its pre-election assessment in early April;
- the UWSA bikeLAB received the 2014 National Urban Design Award;
- J. Distasio is one of the Principal Investigators on the At Home Chez Soi research project, which will target homelessness and mental health;
- Over \$1 million received in a variety of research grants;
- Spring Convocation will be held on June 11 and 12, 2014;
- the I Heart UWinnipeg Dinner will be held on May 21, 2014; and
- the University and CBC will present an Investigative Journalism Conference from June 12-15, 2014.

5. Nominating Committee

C. Lee advised that the Nominating Committee had met and will have a slate of Board Officers and Committee Chairs to present to the June 23, 2014 Board of Regents meeting. He noted that letters have been sent to the appointing bodies, advising of vacancies, and also noting desirable skill sets.

6. Governance and Community Relations Committee

(a) Amendments to By-Law No. 1

P. McLeod advised that a Notice of Motion had been provided at the March 31, 2014 meeting with respect to amendments to By-Law No. 1. On a motion by P. McLeod and seconded by L. Adeleye-Olusae:

RESOLVED THAT By-Law No. 1/2010 be amended in accordance with the attached revisions with respect to:

- a. removal of oversight of insurance from the mandate of the Finance Committee;
- b. addition of oversight of enterprise risk management, including insurance, to the mandate of the Audit Committee;
- c. amendment of the name of the Audit Committee to the "Audit and Risk Committee"; and
- d. editorial revisions to ensure consistency in use of the terms "Secretary" and "University Secretary".

Carried.

(b) Structure of Wii Chiiwaakanak Learning Centre

P. McLeod presented a proposal, with respect to converting the Wii Chiiwakanak Learning Centre to a not-for-profit controlled entity. She noted that changing the structure would allow for more avenues of funding to be accessed, as well as allowing for more community involvement. The membership of the proposed entity was discussed, in particular, the process by which members would be appointed or elected. It was noted that the membership model would be structured in a similar manner as the University of Winnipeg Community Renewal Corporation, and that five community representatives would be elected and six University representatives, including a UWSA representative, would be appointed by the President. A concern was raised that reference to the President making appointments was not contained in the proposal, and it was requested that this amendment be included. P. McLeod accepted this friendly amendment. On a motion by P. McLeod and seconded by M. Vachon:

RESOLVED THAT the Wii Chiiwaakanak Learning Centre be converted into a not-for-profit controlled entity of The University of Winnipeg to continue to serve as a community outreach organization for the University with more firmly established engagement by community partners and broader funding opportunities. Membership would consist of six representatives appointed by the President of The University of Winnipeg, one of whom would be a member of the University of Winnipeg Students Association, and five elected community representatives.

Carried.

(c) Small Appliances Policy

P. McLeod tabled the Small Appliances Policy, for information.

(d) Candles on Campus Policy

P. McLeod tabled the Candles on Campus Policy, for information.

7. **In Camera Discussion**

8. **Adjournment**

As there was no further business to come before the meeting, on a motion by M. Vachon:

RESOLVED THAT the meeting be terminated.

Carried.

Chair

Secretary

Strategic Review Update, 2004 - 2014: A Report and Roadmap

June 23, 2014

Part A: REPORT

1. History (2004 - 2014)

- The Board of Regents provides incoming new President Dr. L. Axworthy with their 2004 Board approved Strategic Plan. Dr. L. Axworthy undertakes extensive consultations both within the university and with the community to develop an implementation plan and operational priorities.
- This series of 2004 consultations commences a multi-year process of maintaining an ‘evergreen’¹ strategic document which is constantly evolving and reflective of the changing realities and demographics of the city, especially the constant demographic changes within the city’s downtown community. This approach reflected the commitment to move the University towards closer connections with the community within a dynamic environment of constant change over the ensuing decade.
- These consultations resulted in a number of major Academic initiatives and results:
 - Enhancement of Research Profile of UW: income from grants increases from **\$2,750,000** in 2003-04 to **\$6,514,800** in 2013-14
 - Growth in enrolment: from **8,435** in 2003-04 to **10,030** in 2013-14 for **18.9%** increase
 - Merging of Social Sciences and Humanities Areas into a new Faculty of Arts (2005)
 - Faculty of Business and Economics founded (2008)
 - Faculty of Kinesiology founded (2012)
- In addition, there was a series of significant initiatives, reports, and policies articulated and adopted during the 2004-2012 period, including:
 - New Aboriginal Student Services Centre opened (2004)
 - Student Central opened (2005)

¹ The Evergreen approach is a model for sustaining excellent business performance that focuses on excelling in 4 primary management practices (Strategy, Execution, Culture, and Structure) and mastery in 2 of 4 secondary management practices (Talent, Innovation, Leadership, Mergers & Partnerships).

- University of Winnipeg Community Renewal Corporation founded (2005)
- Wii Chiiwaakanaak Learning Centre opened (2005); Building named in honour of Helen Betty Osborne (2006)
- Innovative Learning Centre created (2006)
- Access Task Force (2007)
- Opportunity Fund initiated (2007 Fast-Track Bursaries and Tuition Credits), growing out of Access Task Force
- Global Welcome Centre opened (2008)
- Model School opened (2008)
- Graduate Studies Task Force (2008); six autonomous Masters programs initiated (Indigenous Governance; Applied Computer Science and Society; Bioscience, Technology, and Public Policy; Cultural Studies; Environmental, Resource and Development Economics; and Masters in Development Practice)
- Community Learning Policy (2009)
- Experiential Learning Initiative founded (2009)
- 2009 Academic Plan Update
- President's Task Force on Athletics and Academics Report (2009)
- Master's in Development Practice Indigenous Advisory Circle constituted (2010)
- Broader University Indigenous Advisory Circle constituted (2011), growing out of MDP Indigenous Advisory Circle (2011)
- Opportunity Fund Tuition Waiver, for youth raised in the child welfare system component (2012)
- Sustainability Policy (2006; adopted by Board, 2012)

2. Transition (2011-2013)

- 2011 Strategic Review Exercise: Summary and update on Initiatives and Directions during second term of L.A. Presidency
 - Strategic Review Update Committee Co-chaired by VP's John Corlett and Bill Balan (2011-2012)
 - Engagement of both internal and external communities
 - By 2012: 88 submissions and 80 in-person presentations, resulting in recommendations in 11 priority areas related to inputs that were focused on key operational elements of UWinnipeg. These recommendations specifically position the core activities of education and research to meet future challenges by ensuring financial

sustainability and improving efficiencies, while enhancing communications and expanding our collaboration with our inner city and community partners

- These initiatives and recommendations are summarized in an Interim Report in October 2012
 - L. Axworthy State of the University Addresses, Fall 2012 and Fall 2013: key themes are integrated into **Initiatives, Directions, and Achievements, 2012-14**, below
- Strategic Review exercise is resumed in the early Winter of 2013; 2011 committee reconstituted with a few new members and co-chaired by VP's Neil Besner and Bill Balan
 - In the interim period, the President incorporates the essence of recommendations of the 2011 Strategic Review Exercise into a vision going forward in the 2012 and 2013 President's State of the University Addresses. Most of the recommendations that were operational in nature were implemented during the 2012-14 phase
 - The essential elements of these addresses recognize the scenario of unlikely increases in government grants or a significant increase in student tuitions. Therefore, the operational strategy going forward is based on renewing the academic programs by initiating a multi-faceted strategy to reduce costs and improve revenues:
 - Diversify options for delivery of first-year classes
 - Increase choice and flexibility for students in scheduling class times
 - Increase the quality, diversity, and capacity of on-line classes
 - Increase revenues from our non-government funded, cost-recovery programs – PACE, ELP, Theology, Collegiate
 - Achieve the previously established goal of 10% International Students enrollment sooner
 - Create operational efficiencies from increased use of Technology, which requires additional funds
 - Engage the Faculties in a fund raising initiative for the Future Fund, with monies to augment the operating budgets of the Faculties

3. Initiatives, Directions, and Achievements (2012- 2014):

- Presidential Task Force on Academic Renewal is established (2012). Two major outcomes are achieved by April 2014 with the development of an On-line Strategy and the articulation of a Gender Equity Report which will be taken to the Senate and Board
- University of Winnipeg Joint Copyright Committee established (2012)
- Wii Chiiwaakanak Learning Centre embarked on a community-based renewal plan (2012)
- Administrative and Academic Reorganizations (2012-2014): elimination of 1 AVP, 1 VP, 2 Decanal, 1 Principal, 1 Vice-Principal, and 1 Director positions; dissolution of Faculty of Theology and introduction of United Centre for Theological Studies; resituation of PACE within Faculty of Business and Economics. Net savings approximately \$900,000 per annum.
- The Collegiate establishes a Performing Arts specialization (2013); renovations to Bryce to be completed July 2014
- Community Charter for the United Health and RecPlex established (2013)
- Consolidation of campus proceeds, with locations at several remote sites resituated with downtown campus (i.e., relocation of PACE from Massey Building to campus)
- \$200 M Capital Program completed (2004-14), including: Asper Centre for Theatre and Film; Richardson College for the Environment & Science Complex; McFeetors Hall; Great-West Life Student Residence; UWSA Daycare; Buhler Building; Conversion of Greyhound Station into AnX; creation of Spence Mall; creation of the Green Corridor and Portage Avenue Commons; renovation of Wesley Hall (including Convocation Hall) and Duckworth; United Health & RecPlex; conversion and re-purposing of science labs into classrooms (Ashton and Manitoba Halls, Lockhart)
- The provincial government approves an IT student fee (2013) which will generate over \$5 million over the next five-year period. This funding addresses the major technology issues facing the UW, many of which were identified in the Interim Report of the Strategic Review Exercise
- Pilot project in larger classes initiated using the Richardson Auditorium in the WAG (2013)
- Collegiate, PACE, and ELP develop separate and improved revenue generating strategies going forward (2012-14)
- Over \$1.1 million raised in the first year of the Future Fund for the benefit of academic operational and research programs (2013)
- Downtown development strategy created (2013): skywalk proposal across to Portage Place

- May 26, 2014 meeting with the Premier takes place in response to the March 2014 joint letter from UWFA, UWSA, and the Administration, requesting his intervention in resolving the ongoing and documented structural deficit issue of the University

Part B: ROADMAP

To bring temporary closure to the Interim Report and at the same time identify the major themes requiring further development, the 2013/14 Strategic Review Committee identifies the following issues and challenges facing the University of Winnipeg, and poses the following questions that might inform the next full Strategic Planning Exercise:

1. Mandate

The post-secondary sector nationally has been under severe financial pressure for the past decade, as well as for years before that. All provinces are faced with escalating health care costs and stagnant or declining revenues. As a result, lower priority areas, including the post-secondary sector, have been struggling with budget reductions and an increased level of direct government intervention in University operations and academic programs. In most provinces, universities are expected to deliver direct employment and job creation objectives, while the value of offering a traditional liberal arts education has been down-played.

In an attempt to find further budget reductions, provincial governments have focused on streamlining and rationalizing the operations of universities. This exercise has generated review processes across Canada, most of them involving rationalization initiatives which attempt to eliminate or merge faculties, programs, or courses which governments have labeled as duplicate or as overlapping with those of other institutions. One result is that universities' curricula and programs are being defined increasingly by government-prescribed *mandates* which categorize the institutions into either *research* or *teaching* institutions, and which include restrictive measures and imposed budget constraints to ensure that each university functions within the bounds of its mandated category.

The tabling of Bill 63 in Manitoba in June 2014 generated a coordinated series of responses from various UW constituencies delivering a singular

message. This resulted in the Province amending its legislation to incorporate most of the recommendations suggested by the UW community.

Comment:

The impact of developing a united front within the UW community was a significant lesson for other Post-Secondary Education institutions as they now realize what can be achieved when stakeholders within an institution work together.

2. Identity

UW's downtown location on Treaty One lands has been one of the most prominent factors distinguishing the University and defining its character and identity. The University from its inception has developed a special connection to Winnipeg's inner city. The immediate community is very diverse. It includes a large portion of the city's business, financial, and professional sectors as well as a large residential neighbourhood that is socially and economically unique, comprised of aboriginal peoples and large pockets of new immigrants and refugees.

The University is aware of the historical significance of its location on Treaty One lands. This reality informs a major educational, social, and cultural constituent of its mandate and its relationship with the local community. Recognition of this reality informs a central element of the University's community learning policy, which was passed by the Board of Regents in 2009 and, like the University's Experiential Learning Initiative, is still in the early stages of implementation and development.

The challenge for the University is to ensure its knowledge of the community remains current and, where appropriate, that the programs it pursues are relevant and responsive to local neighbourhood needs. This challenge requires the University to constantly pursue open, transparent, and consultative activities with the surrounding community, ensuring UW is a dynamic and innovative contributor to the downtown's continued development and to the enhancement of our inner city neighbours. Moreover, the UW has worked diligently over the past decade to develop a special relationship with the aboriginal community that is prominent in our neighbourhood as well as the inner city. A number of special initiatives that were launched have taken root, and have succeeded in creating a dynamic

and positive relationship. Enrollment of aboriginal students in university programs has increased dramatically, and the presence of aboriginal initiatives and activities has also grown over the years. Recently the Indigenous Advisory Circle was converted into a Board governance body that oversees the entire range of aboriginal programs and initiatives on campus.

Challenge:

Review the University's current level of engagement with the local downtown and neighbourhood communities and establish a UW plan of action going forward in both these areas.

3. Growth

The issue of growth is a challenge which brings together many of the most critical strategic elements affecting the future and character of the University. These include finances, facilities, demographics, services, and, ultimately, sustainability. Understanding each strategic element and the interplay between them is fundamental to charting a growth strategy for the institution.

Clarifying these fundamentals facilitates the process of planning and implementing a growth strategy for the University's next decade. This process gives rise to several questions that need to be addressed: How large should the UW become? How does enrolment impact the University's finances? For example: what is the relationship of enrolment to the UW's sustainability? What are the implications of enrolment growth to 15,000 students by 2020? Of shrinking enrolments from the current level of 10,500 to 8,000? Of remaining at a constant level of 10,500 to 11,000, while diversifying the population by increasing the international enrolment to 10%, and the indigenous enrolment to 20%?

Challenge:

Develop a growth strategy and plan of action to ensure its implementation. Ensure that this strategy addresses issues of diversity, including in faculty and staff complement, demographics, and financial sustainability.

4. Composition

Over the last decade, the demographics of the domestic student population have changed in a number of ways. The traditional cohort enrolling directly from high school has been decreasing. The average age of the student population has been getting older, with a larger proportion being married, or, more frequently, single mothers with children.

Through the successful access programs launched by the University, the number of aboriginal students and new immigrant or refugee students has increased significantly.

As a result of these changes, there are pressures on the administration to provide greater flexibility in course schedules, including greater availability of on-line courses as well as more student housing for single parents. Many of these students are attracted by the bursary support provided by the University. Funds for these bursaries are raised almost totally from private sector donations.

International students currently represent approximately 5% of the overall student body. While the overall number has increased gradually in the last decade, the challenge has become to retain these international students in their second and subsequent years. While there is room to grow the international student cohort, care must be given to ensure there is a distribution of international students spread amongst the faculties and departments and that they are not grouped into a small number of areas where they might radically outnumber the domestic student population.

As well, the increasingly diverse student population – indigenous learners, adult learners, part-time learners, international students, and new immigrants, for example – has meant that our Student Services have become strained in their efforts to meet the needs of this heterogeneous community. These needs are driving a variety of immediate and longer-term staffing issues, such as determining the appropriate resource levels in student service roles, and enhancing the diversity of our staff and faculty complement.

Challenge:

Increase the number of private sector donations for access bursaries devoted largely to students from the aboriginal and new immigrant communities.

Establish international enrolment targets and action plans to achieve these targets.

Increase and diversify our staffing of vital Student Services areas to address the needs of our learning community.

5. Financial Sustainability

UW has been functioning with an ongoing structural deficit in its operating budget for several decades. The government recognizes the problem and during the past decade has provided some additional relief funding to address the critical nature of this situation. The current government funding practice is for sector-wide annual grants with no relation to annual enrolment changes in each institution, plus severe constraints on tuition fee increases. This approach effectively prohibits the UW from ever becoming a financially sustainable institution. Since there is no funding formula that ties resource allocation to the number of students on campus, the University is in effect penalized for growth, as every new student results in an increased operating cost to the institution.

In addition to special funding to offset the basic structural issues, the University must pursue strategies to manage costs and generate new revenues. The academic core of the University consumes approximately 70% of the University's budget. One objective is to increase the revenues generated by the academic core, largely through initiatives set out by the 2013 Academic Task Force. These measures include reducing our complement of contract lecturers; pursuing new revenues from the non-government funded academic programs (PACE and ELP, for example); extending the hours of class times available during the regular teaching week; more fully utilizing our evening, spring, and summer sessions; and introducing a greater variety and quantity of on-line courses. These changes must be carefully planned and implemented over time to ensure that the traditional elements of the UW 'brand' are preserved.

Commercialization initiatives and other strategies involving an expanded development role for the UW Community Renewal Corporation constitute additional areas where additional revenues to the University could be generated.

In June, after several months of intense lobbying, the Premier responded to the coordinated requests that came from President Axworthy and other members of the UW Senior Administration, the UWSA, the UWFA, and the UW Foundation, and met with Dr. Axworthy and a delegation of representatives from these constituencies. During that meeting the Premier and the Minister of Education both indicated they understood the nature of the problems faced by the UW, and undertook to launch a process to address those problems in the long-term.

Shortly after that meeting, DM Gerald Farthing met with Dr. Axworthy and other key representatives of the University, including the VP and AVP Finance, and provided an undertaking to resolve both the current year budget deficit of \$2.5 million, and to establish a joint UW and Province of Manitoba Education working group to address the long-term financial issues.

The government's agreement in the Spring of 2014 to recognize, seriously examine and work towards addressing the UW's decades-long situation of underfunding is a significant historical achievement for the UW which should not be understated.

Challenge:

The Working Group with Manitoba Education must develop a new multi-year, multi-faceted financial strategy to ensure long-term sustainability, and an on-going funding mechanism to allow for annual investments in efficiency and effectiveness.

6. Student-Centered Campus

The student-centered nature of the UW is a key element of its current appeal. With the changing demographic, it is important that the University maintain this orientation towards a student-centered culture as a core value. This orientation involves a careful review of student demands affecting choice of programs, flexible scheduling, on-line options, and greater course offerings involving international programs. These initiatives will require an adequate

level of service support in the area of counseling, advising, and other student supports.

Challenge:

Increase and diversify our staffing of vital Student Services areas to address the changing needs of our learning community.

7. Teaching Excellence, Pedagogy, and Technology

Although we pride ourselves justifiably for our reputation for excellence in teaching, the University in recent years has not done nearly enough to support and promote teaching excellence. Similarly, we have not devoted sufficient resources to the promotion of inquiries into pedagogy with a view to improving, supporting or creating new teaching methods. We have a Centre for Teaching and Learning Technology – CTLT – but it is understaffed and insufficiently integrated with the academic core. We have a promising and quickly growing online initiative, but it, too, is insufficiently integrated across all Faculties in our academic core.

Challenge:

Develop, fund, and act on a specific plan to support and promote teaching excellence and new pedagogies. Integrate CTLT more fully with the academic core and provide it with the necessary staff and technology to refine its activities. Support the online initiative more fully and coherently.

8. Capital Development and Space

For the medium-sized university it has become, The University of Winnipeg continues to operate on one of the smallest footprints in Canada. The effects of this severe shortage of space are felt across the institution: we lack a sufficiently diverse suite of classrooms, from seminar rooms to larger learning spaces; adequate Learning Commons areas for students; adequate Library space (including vitally necessary space for our Archives, as well as our Art Collection); space for an efficiently functioning Student Services;

and space for faculty and staff offices. We also need space to develop and implement plans for the Digital Media Learning Centre already planned by the Cisco Chair.

The Collegiate lacks the requisite space to develop its new Performing Arts Program. In addition, there are several campus spaces – chief among them, Sparling Hall – in sore need of immediate renovation or replacement.

Challenge:

Fund and implement the plan already conceived to build a new “Tony’s”² connected to Wesley Hall. Fund and develop the plan to build a new space to conserve and display our Archives and Art Collection. Consider the prospect of developing the campus eastward along Portage, utilizing space in the Rice Building and in Portage Place.

Appendices:

- [2004 Strategic Plan](#)
- [President’s Task Force on Access - Final Report and Recommendations](#)
- [Sustainability Policy](#)
- [Community Learning Policy](#)
- [2009 Academic Plan](#)
- [President’s Task Force on Athletics and Academics Report](#)
- [President’s State of the University Address 2012 and 2013](#)

² Tony’s has historically been the centre of interaction among faculty and students in the Collegiate. It was the place for meetings, discussions, a cup of coffee, and debates for decades. Tony’s has been absent for the past several years; the Collegiate must re-establish this vital learning centre.

- [Community Charter](#)
- [Wii Chiiwaakanak Learning Centre Renewal Plan](#)

Committee members:

Bill Balan, Neil Besner, Laurel Repski, Danny Blair, Robin Atwill, Jodene Baker, Allyson Menzies, Claire Reid, Judith Huebner, Pamela McLeod, Beverley Fehr, Laura Sokal, John Corlett.

PRESIDENT'S REPORT
MONTHLY REPORT TO THE BOARD OF REGENTS
June 23, 2014

- Spring 2014 Convocation took place in early June and included three convocation ceremonies, Student Medalist Reception and the Convocation Dinner. More than 1000 UWinnipeg students celebrated convocation after completing their studies. Five Honorary Degrees were given out along with four Emeriti Awards, Staff and Faculty Awards. Honorary Doctorates were awarded to outstanding business, political and artistic leaders:IIIIIIIIIIIIIIIIIIII Bonnie and John Buhler, The Honorable Jean Chretien, David Moroni and Robert Sawyer.
- Four outstanding individuals also received the title of Emeritus/Emerita at during Spring Convocation: Dr. Sohrab Abizadeh, Dr. Sandra Kirby, Dr. Kenneth Meadwell and Dr. Deborah Schnitzer. They received the prestigious title for their excellent work in research, scholarship, professional service and teaching. UWinnipeg also recognized Linwood DeLong with a Fellowship in United College, awarded for most distinguished service to The University of Winnipeg.
- In late May, the 2014 I Heart UWinnipeg dinner raised more than \$240,000 for UWinnipeg's Opportunity Fund. An Opportunity Fund bursary was also established at the dinner in the name of university President and Vice-Chancellor Dr. Axworthy and his wife Ms. Denise Ommanney, to honour their longstanding commitment accessible post-secondary education.
- On May 28th UWinnipeg celebrated a private and a corporate gift totaling \$250,000 made by Bob Silver, Chancellor of The University of Winnipeg and President of Western Glove Works (Silver Jeans) and his wife, Kim Silver. The Silvers' generous gifts support the UWinnipeg Master's in Development Practice Fellowships (\$150,000) and the founding gift in support of UWinnipeg's Indigenous Inclusion Initiative (\$100,000).
- Drs Daya and Chander Gupta, members of one of Manitoba's top medical families, have made a substantial donation to The University of Winnipeg which will support high quality applied health research and scholarship inside a newly-named Gupta Faculty of Kinesiology and Applied Health. It is the first proposed faculty naming at UWinnipeg and a first among kinesiology and applied health schools across the country.
- The Wesmen specialty license plate is now available for purchase by students, staff, faculty, alumni and other members of the UWinnipeg community. The plates cost \$70 with \$30 going toward scholarships for Wesmen Athletes and inner-city youth sports and recreation programming. Those interested in purchasing a University of Winnipeg license plate can visit an Autopac agent anywhere in Manitoba.
- Ribbon cuttings:
 - Great West Life has contributed a \$500,000 gift to further develop the Great-West Life Healthy Campus and Research Centre at the new UWinnipeg UNITED Health & RecPlex, which is slated to open in September. A ribbon cutting for the complex occurred on June 17th. Part of this donation supports the new Executive Director, Wellness and Student Life position at UWinnipeg (held by Jan Byrd), enabling development of robust healthy campus initiatives.
 - Mark and Leslie Olson provided a \$60,000 donation to support the Drew Olson Student Lounge at the RecPlex in memory of their son.
 - The Rettie family has made a donation to The University of Winnipeg Wesmen Baseball program, which will allow for the purchase of baseball equipment for the Wesmen

Baseball team and two unique retractable batting cages located inside the new UNITED Health & RecPlex.

- The repatriation of an historic Tyndall stone from the original Manitoba College site to the new RecPlex building was made possible through a generous \$10,000 gift from the Donner Canadian Foundation.
- The community stage at the City of Winnipeg's Saigon Park (at 485 Ellice between Spence and Balmoral streets) has been named the Axworthy Community Stage.

Provost and VP, Academic and International

- Successfully concluded negotiations for the renewal of our agreement regarding rental of the Muriel Richardson Auditorium in the WAG (Winnipeg Art Gallery). This partnership assists in providing relief from the ongoing need for additional classroom space on campus.
- Following several months of hard work by the reconvened committee (with both original and new members), the Draft Strategic Review Update and Roadmap was completed and sent forward.

INDIVIDUAL REPORTS:

Faculty of Arts

It is conference season; the following 5 conferences took place throughout May and June, and have been organized by various departments within the Faculty of Arts:

- Spring Institute, May 12 to 23. Presented by the Department of Religion and Culture, and Global College with Instructor Dr. Carlos Colorado. Guest speakers included:
 - Chantal Hébert, Writer, *Toronto Star*; "At Issue" panelist, CBC's *The National*
 - The Honourable Bill Blaikie, Director, Knowles-Woodsworth Centre for Theology and Public Policy
 - Dr. Lloyd Axworthy, President and Vice-Chancellor, University of Winnipeg
- Educating Justice: Post-secondary Education in the Justice Disciplines, May 8-May 10. Organized by the Department of Criminal Justice and the Centre for Interdisciplinary Justice Studies. This conference provided an opportunity for debate and dialogue on the proliferation of criminal justice and social justice studies programs at universities in Canada. It is intended for scholars of all disciplinary backgrounds, students, community organizations, justice professionals and researchers, artists, activists, and the public engaged in an intellectual conversation on the development, and future direction of post-secondary justice studies.
- *Writing Trans Genres: Emergent Literatures and Criticism*, May 22-24, UW. Writing Trans Genres was funded by the Social Sciences and Humanities Research Council and the UWinnipeg President's office, and was co-hosted by the Department of Women's and Gender Studies and the Institute for Women's and Gender Studies. The conference included writers, performers, critics, and community members to celebrate and theorizing an emerging body of literature by transgender, transsexual, two spirit and genderqueer writers.
<http://www.uwinnipeg.ca/index/siteevent-details-action/id.2137>
- *Masquerade, Masking and Multiculturalism in Canada: An International Symposium*, June 2-4. This event was co-sponsored by The University of Winnipeg (Pauline Greenhill, Women's and Gender Studies), Brandon University, and the Social Sciences and Humanities Research Council of Canada. Issues discussed included cultural appropriation, blackface, and Chinese ethnic drag.
<http://news-centre.uwinnipeg.ca/all-posts/symposium-to-address-multiculturalism-and-representation-in-canada-2/>

- *Holding Power to Account: CBC-UW International Conference on Investigative Journalism*, June 13-15. This conference will see over 300 participants (including 75 students) from all over the world. High profile attendees included Carl Bernstein, Peter Mansbridge, Diana Swain, and Adrienne Arseneault. <http://www.winnipeg2014.ca>

Faculty of Business & Economic, PACE and CTLT

- In association with the India Centre, UWinnipeg hosted a B2B (Business to Business) delegation from India with 14 university Presidents and Provosts in June.
- In conjunction with ICID (International Centre for Infectious Diseases), a proposal was submitted to Western Diversification for a new online BioSafety Officer training program, to meet upcoming legislation.
- Development of the Manitoba Aboriginal Health and Safety Initiative is underway.
- The new Business & Economics website is up and running, and a new CTLT (Centre for teaching, learning and Technology) pedagogical portal has been completed.
- Preparations for the second annual *Fall Leadership Symposium* are underway.

Faculty of Science

- A large cohort from the Faculty of Science met with Dr. Michael Patterson on May 1 to explore how the University of Winnipeg has an opportunity to take advantage of the fantastic opportunities presented by the ELA (Experimental Lakes Area) and its facilities. Dr. Michael Paterson explained how the ELA presents new opportunities for research, partnerships, field courses and trips, workshops, retreats...the possibilities are endless.
- *Science Rendezvous*: This event turned RCFE into a Science museum for the day on May 10, and the event was covered by CTV and CBC.
 - CTV Morning Live, May 8:
<http://winnipeg.ctvnews.ca/video?clipId=359928>
 - CTV News at 6, May 10 (go to t = 5 min):
<http://winnipeg.ctvnews.ca/video?clipId=361478>
 - CBC The National, May 10:
<http://www.cbc.ca/player/News/Canada/Manitoba/ID/2455672521/>

Faculty of Education

- Strini Reddy of the Boys and Girls Clubs of Winnipeg presented a Service Award to Vern Barrett, Faculty of Education Service Learning Coordinator. This award is in recognition of the successes of UW's Service Learning Program, and the impact it has had on children and youth in the community, as well as on our pre-service educators, the teachers of tomorrow.
- Provincial funding was formally approved for the ACCESS Program's "Indigenous Awareness" Post-Baccalaureate Diploma in Education (PBDE). The first cohort of in-service teachers will begin their PBDE studies this summer.

Faculty of Kinesiology

- *UWinnipeg Sun Life Diabetes Project*: Five members of the Department of Kinesiology and Applied Health attended the inaugural "Global Summit on the Physical Activity of Children" (Toronto, May 19-21). Nathan Hall, Robert Pryce, Gerren McDonald, and Jacqueline Hay presented their research findings and successes with the UWinnipeg Sun Life Diabetes Awareness and Education Program. This research program was sponsored by a \$100,000 grant provided by Sun Life Assurance Company Limited.

- Results presented at this global summit included the novelty of activity type, and its positive relationship to physical activity levels. Also presented were qualitative findings regarding the benefits of the hands-on teaching experiences for UWinnipeg students during the Sun Life Program versus peer teaching and coaching experiences. Project Coordinator, Nathan Hall also presented the research group's findings at the "Canadian Society for the Study of Education National Conference" in St. Catharines (May 25-28).
- High School Enrichment Program: Two faculty members from the Kinesiology Department taught in the High School Enrichment program: Valerie Pelleck instructed a one-week course on the "Prevention and Care of Athletic Injuries," while Aman Hussain taught "Examining Kinesiology from a Psycho-Social Perspective."
- SSHRC Grant: Eight University of Winnipeg Faculty members from various disciplines, including two from the Kinesiology & Applied Health Department, were awarded a SSHRC grant.

Graduate Studies

- A Statement of Intent for an M.A. in Criminal Justice (with options for both thesis and professional streams) was passed by Senate and will be forwarded to COPSE for approval.
- A process to ensure the regular, rigorous review of graduate programs was approved by Senate. The first cycle of reviews will begin next year.
- Graduate Studies and the Technical Solutions Centre have signed off on the business requirements for an online application project for graduate applications, with an agreed "go live" date of October 1, 2014.
- To date, Graduate Studies has made 73 offers of places to incoming graduate students, with a further 56 applications awaiting department decision. (The maximum number of new graduate students who can be accommodated in the UW programs in the upcoming year is approximately 115.)

UNITS

Library

- The library has been working with Security Services to tighten security protocols in light of recent thefts and other security incidents.
- Drafting of a communications plan is underway to facilitate and ensure better communication with users.

The Collegiate

- The Badminton team won a gold medal at the Provincial Championships in Senior Women's singles.
- Band instructor search successfully completed with the hire of Renise Mlodzinsky.
- The Performing Arts Program now has 7 active partner organizations: Royal Winnipeg Ballet, Manitoba Conservatory of Music and Arts, Winnipeg Symphony Orchestra, Manitoba Theatre Centre, Manitoba Theater for Young People, and Winnipeg's Contemporary Dancers.

Recruiting and Institutional Relations

- Work on an International strategy with all 5 schools (PACE, ELP, Undergrad, The Collegiate and Graduate Studies) is underway.
- Work on the 2015-16 UWinnipeg Viewbook has begun.

- In the month of May, recruiters visited over 60 schools in Winnipeg, rural Manitoba, and Northwest Ontario giving orientation focused presentations to newly accepted students who will begin their studies in Fall 2014.

English Language Program

- ELP ED travelled to the annual NAFSA conference in USA where major international partners from Korea, Mexico, and Japan were in attendance. Meetings served to strengthen UW's relationship with these schools, and to aid student recruitment; student cohorts from Korean and Japanese universities were confirmed for the UW English Language Program's summer intensive and fall programs. Significant headway was also made on agreements with new partner universities in Japan.
- In May ELP hosted a delegation from Colombia; the focus of these meetings was on providing training for English Language teachers from public and private schools in Cali, Bogotá and Medellín, Colombia.
- In June ELP hosted a delegation from Kansai Gaidai University in Osaka, Japan. This was the penultimate stage of discussions initiated in the Fall of 2012 when the ELP Executive Director, Nigel Dixon, visited Kansai Gaidai to investigate potential collaboration and the signing of an institutional MOU. During this visit MOU language was discussed, and a commitment from Kansai Gaidai to send 20 students to the Spring 2015 and 25 students to the Fall 2015 14 Week Programs was confirmed.
- June saw ELP begin their Summer Intensive English Programs. In summer 2014 two federally funded Explore English programs for Francophone students will run. These programs run for five weeks each starting in June and July, and are funded through CMEC (Canadian Ministers of Education Canada). ELP also offers two 4 week intensive English programs in July and August, and a seven week Canadian Work Experience Program that consists of four weeks of intensive English study followed by a three weeks volunteer work placement.

Global College

- Eleven UWinnipeg students are currently in Colombia as part of a field course on Human and Indigenous Rights in Latin America. Four graduate students from the University of Cartagena are also participating in the course. The course is being led by Dr. Gabriel Nemoga of Indigenous Studies, and is offered jointly by Human Rights and Global Studies and the MA in Indigenous Governance.

Registrar

- Barb Read, Coordinator of PLAR (Prior Learning Assessment and Recognition) and Adult Learner Services, and Colin Russell, Registrar, attended the Spring Learning event of the Manitoba Prior Learning Assessment Network (MPLAN). Barb accepted a PEARL Award (Pursuit of Excellence in the Assessment and Recognition of Learning) on behalf of UW's PLAR Advising Services. Also at that event, Dr. Sylvie Albert, Dean of Business and Economics, was part of a panel discussion comprising previous PEARL Award winners. The Faculty of Business and Economics was a co-winner of a PEARL Award in 2010 for the CIM to BBA (Certificate in Management to Bachelor of Business Administration) laddering program in which UW partnered with Boeing, Standard Aero, Manitoba Hydro to provide opportunities for managers at those companies to complete our degree through a part-time program of studies.

Vice-President, Finance & Administration

Capital

- The \$40 million University of Winnipeg UNITED Health & RecPlex, the most significant recreation and wellness facility ever created in Winnipeg's inner city community, officially opened its doors on June 17th.
- Discussions regarding the NRC Building have stalled, we are working with our partner to determine next steps.
- Deferred maintenance projects for 2014-2015 have begun, the RFP for new Windows for Manitoba Hall, Ashdown Hall and Bryce Hall closed in mid-June. We expect replacement to begin in August.
- 520 Portage Place (Menno Simons Building) – The Global College and The United Centre for Theological Studies assumed renovated space in August 2013 in time for the beginning of the academic year.
- Bryce Hall - The Manitoba Conservatory of Music and Arts developed a partnership with the new music program at eh Collegiate and both will be offering a complete arts and music program in the renovated Bryce Hall space at the start of the fall 2014 academic year.
- Legal Help Centre – The Legal Help Centre accepted new offices on the east side of the 2nd floor of Portage Place. Their space was renovated during the past winter and spring months and ready for a June 4th official opening.

Operations

- The removal of sunshades on the east side of Manitoba Hall has begun as of mid-June, with a target completion date of mid-August
- We are awaiting additional deferred maintenance funding from COPSE, the distribution of which was to be determined at COPSE's final meeting in June 2014.
- COPSE also announced a new envelope of funding of \$1 million available to the sector for sustainability related projects. The University submitted a proposal to obtain a portion of these funds a decision was expected at COPSE's June meeting.

Finance

- The Province of Manitoba is performing a thorough review of the University's detailed financial information as part of their review of our funding. This has required the compilation and presentation of voluminous financial and other operating data.

Technology

- Projects funded through the new student technology fee are underway and proceeding to plan. The top priorities are risk mitigation, network capacity/ redundancy, student degree planning tools, upgrades to the room scheduling/events management system, and classroom technology.
- The mass conversion from Windows XP to Windows 7 is underway. The conversion will require at least a year to complete. Temporary technical staff is being hired, and additional student assistants are being brought on to handle help desk support.
- TSC continues to work with the members of MRnet to define and prepare business cases for a potential broadening of the existing shared services that will deliver collaborative value to Manitoba's education sector. Prospective areas of collaboration include data backup and archive

storage, shared computing pools. Under the new model, different institutions would take a leadership role where they have expertise. For instance, UW would manage a provincial video conferencing network and act as the video bridge to other universities world-wide.

- The annual overhaul and upgrade of classroom systems is underway. This will continue through August as classrooms become available.
- A new audio-visual system has been installed in E-G Hall providing for high-definition video and surround-sound capabilities. This upgrade considerably enhances the venue's rental potential.
- TSC's Executive Director, Kim Benoit, presented at the annual CANHEIT conference on the integration of organizational change management techniques into IT projects using the highly successful UW e-mail migration project as a case study.

Online Learning

- A History Department summer institute set of courses launched in June. This is the first time that video conferencing is playing a significant role in course delivery with instructors in Peru and New York, and students participating in real-time from various locations. Lectures are being recorded for video-on-demand delivery.
- A major upgrade to the learning management system (Nexus) has been completed without incident or disruption.
- Course information has been uploaded to the e-Camus Manitoba web site. This includes the information found internally on Web Adviser and existing transfer credit information.

Conferences & Events Services

The events department executed a number of events this spring, including the United Health and RecPlex ribbon cutting, the announcement of the naming of Axworthy Community Stage at Saigon Park, Dr. Axworthy's Staff & Faculty Farewell, Long Service Awards Ceremony, Retiree Reception and the University of Winnipeg License Plate launch.

Following completion of Spring Convocation, we are focused on completing and fine tuning the Community Event Application and committee. We will also begin planning the upcoming fall events which include Orientation Week, Art Fest, Fall Convocation and AUCC Open Knowledge events.

Upcoming Events:

Agassiz Festival – June 19 through June 22

Eco Kids Graduation – June 24

Midwifery Graduation – June 24

Financial Services

The University's budget continues to be a challenge. Throughout 2013-2014 Financial Services worked diligently throughout the year to prepare and communicate the case for additional funding to internal and stakeholders. This included significant work with COPSE to provide proof of the problem and develop potential solutions in advance of the President's meeting with the Premier in late May. The 2013-2014 budget was very tight and Financial Services monitored the results closely to ensure it was achieved.

The 2014-2015 budget requires continued and expanded cost management and revenue increases. Conversations with the provinces to address short and long-term budgeting issues continue.

Financial Services started the process of identifying a replacement for its aged financial management system. The replacement is becoming more critical as the current system is no longer compatible with updated network system software. We hope to have a solution selected over the summer of 2014, and then start working on obtaining the funding to purchase and implement it.

We continue to look for ways to improve efficiency in transaction processing in Financial Services in order to meet continually increasing transaction volumes without additional staffing. Purchasing Services has developed additional relationships with other organizations in order to reduce the cost of purchases

Risk Management

The University performed its second Enterprise Risk Management risk review and reported the results to the Board in May of 2014. These reviews attempt to give the Board a view of the most significant risks the University faces from Management's perspective.

Facilities

Facilities worked full-out this year to complete a number of sustainability and deferred maintenance projects funded by the Province of Manitoba. These projects included upgrades to the University's HVAC systems, installation of a back-up generator for the central IT "Core" room and several smaller projects. These renovations have had a massive impact - utilities costs on campus have actually declined slightly since 2007 and we met the Kyoto target of 6% reduction in greenhouse gas emissions, in spite of the addition of over 25% in square footage. Facilities has also supported the design and construction of projects managed by UWCRC including the United Health and Rec-Plex and new housing complex.

Alumni Affairs

Alumni Communications

- The first edition of **UWinnipeg Magazine**, a joint publication of Communications, Alumni Affairs and The University of Winnipeg Foundation was published and mailed to approximately 34,000 alumni and friends, faculty and staff of the University in June 2014. The issue was 56 pages long and featured a special section on Dr. Lloyd Axworthy's legacy, as well as other features, alumni profiles and University news. The familiar sections that were mainstays of The Journal and are of particular interest to alumni, including Class Acts, In Memoriam, alumni news and profiles, and reunions coverage continue on as core components of the new publication.

Alumni Events

- Reunion and event planning for Homecoming 2014 continues. Reunion events are being planned for the Classes of 1954, 1964 and 1974. The Collegiate Classes of 1954 and 1964 are being researched to augment the alumni database and will receive a special invitation to the Homecoming Wine and Cheese Reception on Friday, September 26 at 5:00 p.m. which will celebrate the University classes of 1954, 1964 and 1974 and the Collegiate classes of 1954 and 1964.

- If you are interested in organizing or participating in an alumni-oriented event during Homecoming, please contact Helen Cholakis, Manager of Alumni Affairs at h.cholakis@uwinnipeg.ca or 204-988-7139.
- Held a University of Winnipeg Alumni Reception in Hong Kong co-hosted by Mr. J. Ian Burchett, Consul General of Canada in Hong Kong and Macao and Mr. Brian Daly, President and CEO of The University of Winnipeg Foundation in honour of the visit of Dr. Lloyd Axworthy, President and Vice-Chancellor of The University of Winnipeg, on Thursday, May 15, 2014, 6:30 p.m. to 8:30 p.m. at Canada's Official Residence in Hong Kong. This event generated excellent opportunities for the University to re-connect with alumni in Hong Kong. Additional meetings with alumni were also held.

The University of Winnipeg Alumni Association

- The Alumni Association will hold its Annual General Meeting on Wednesday, June 25, 2014 in the Power Corporation Atrium of the Richardson College for the Environment and Science Complex (please note the location change from earlier communications). Dr. Lloyd Axworthy will deliver the keynote address. The AGM will begin at 7:00 pm. Please rsvp to alumni@uwinnipeg.ca.
- Dr. Peter Norton, a leading researcher in the treatment of anxiety disorders and chronic pain and professor of psychology at the University of Houston was selected as the recipient of The Alumni Association's Distinguished Alumni Award for Spring Convocation 2014 and was presented with the award on June 12th, 2013.
- The Alumni Association ran its degree frame sales booth after the Spring Convocation ceremonies on June 11th and 12th. Profits go to supporting the operations and programs of the Alumni Association and to student scholarships, bursaries and awards.

Human Resources, Audit and Sustainability

Collective Bargaining

IUOE

We are pleased to advise that the University and IUOE reached a tentative agreement on Friday, June 13, 2014. The agreement will be subject to ratification by the members, and the parties have agreed not to publically share the terms of the agreement until such a vote has taken place. It is anticipated that the vote will be able to take place in the next few weeks. The University was able to make positive cooperative gains in our negotiations, and we remained within the public sector bargaining mandate. Further details will be shared once ratification has taken place.

Other HR initiatives:

- **Competencies Initiative** – The competencies are going to be launched in June with some select training and development programs planned for as early as a fall 2014 launch.
- **Benefit Program Review** – One key initiative that we are working on with our benefit consulting partner, Strata, is a review of our current benefit plans to determine if we can provide some enhanced flexibility while remaining within our current cost structure.

- **Healthy Campus Initiative** – the Vice-President, Human Resources and the Vice-President Student Life co-chair the Healthy Campus initiative, and working with a broad based Advisory Committee have taken steps to develop a vision, strategy and policy to support wellness and wellbeing for students, staff, faculty and members of the community who access campus services.
- **Human Resource/Payroll Information System Review** – The University presently uses ADP for both our Human Resource Information and Payroll System. We were fortunate enough to successfully recruit to our Human Resource Information Systems Manager position earlier this year, and he has spent several months examining our current systems, as there are significant gaps in what the current system is able to provide for us. Our HRIS Manager has been informally assessing a wide variety of similar systems, and consulting substantially with other Universities across the country. We have also reached out to University of Brandon and others, and Brandon has tentatively agreed to participate in the RFP process with us. Our core premise in this project will be to find a system which addresses several if not all current gaps, within the current budget framework, and ensures our key stakeholders needs are addressed.

Audit

A review of IT systems that are not supported by TSC:

- The audit work involved looking at the systems and ensuring that the applications are planned, managed and maintained to support efficient operations and to ensure that the vendor support system agreements are effective.

Internal Controls

The work done in this area involved assessing and reviewing the financial controls the University has in place. Areas of the University that were looked at: Housing Services, ELP and Collegiate. The internal control work will continue in other departments/areas of the University in the future. No issues/concerns were identified.

Fraud Risk Assessment

Payroll is one of the largest expense to the University. The work done in this area involved reviewing the payroll process the University has and understanding the various reports that are used bi-weekly to ensure that payroll is correct before it is sent to be processed. No issues or concerns were identified.

Sustainability

This is Campus Sustainability's reporting season, and as such the majority of time has been spent gathering and analyzing data for the annual report. In addition to reporting, the University took time to host a celebration of achieving our Kyoto targets.

This event was well attended by the University community, and recognition was provided to our key stakeholders, including Physical Plant and the administration, the architects, and staff of the CRC who have taken steps to support initiatives that have supported our sustainability objectives.

In addition and very importantly:

(1) Energy data has been compiled and based on it we were able to announce a 37% reduction in GHG emissions compared to 2 years ago, or a 25% reduction in emissions compared to 1990. ***This means that even with the addition of the RecPlex and the new housing complex we are on track to achieve our 2016 emission reduction target of 10% below 1990 emissions.***

(2) The Board will notice a new section on the Capital Projects report at the meeting. This addition comes along with a proposed amendment to the Capital Projects Policy that allows for a better integration of capital planning and sustainability planning.

(3) While not an initiative of the Sustainability Office, we were extremely pleased to see that the University's new leadership and management competencies initiative includes a core competency around sustainability. This will further support and assist in gaining buy-in and support for our sustainability initiatives.

(4) The Campus Sustainability Council will be developing its action plan for the 2014/2015 academic year at the end of June. The annual planning process allows for those individuals with key responsibilities that have an impact on the sustainability priorities identified in the UWinnipeg Sustainability Strategy to develop coordinated initiatives.

(5) For the second year in a row, waste diversion has been a challenge on campus. Despite many delays, a major bin infrastructure initiative is underway. The Director of the CSO was successful in securing significant additional funding to acquire new bins. New bins and a new education program will be in place for the fall - approximately six months later than initially hoped.

On a further final note, Alana has been asked to come and present to Fort Whyte's newly-struck Sustainability Committee as they embark on the development of a strategic plan. This outreach was made by Fort Whyte as a direct result of the news of the University of Winnipeg's achievement of Kyoto and our other sustainability wins.

Campus Security

During this period, Campus Security was focused on developing security plans for convocation. No other significant security events occurred during this period.

Indigenous, Government and Community Affairs

This unit is responsible for leading interactions between the University and Indigenous governments, organizations and communities, the federal, provincial and municipal governments, and the broader community, as well as leading and raising external funds to run Community Learning programming at the University. Highlights of recent activity include:

AVP Jennifer Rattray

Fundraising

- Held fifth annual I Heart UWinnipeg dinner in support of the Opportunity Fund. \$230K was raised for Dr. Lloyd Axworthy and Denise Ommanney Opp Fund bursary; produced an Opportunity Fund video and commissioning the final 'Education is Key' charm from alumna Hilary Druxman.
- Funding was raised for 2014 UW Adventure Kids Summer Camp, Science Kids on Campus and Model School for 2014/15.

Indigenous/Access

- Discussions are being held with the Province and WSD on partnering to significantly enhance literacy programming to meet the needs of Indigenous community members.
- Currently assisting the AUCC in the development of its Aboriginal Education strategy
- Presently involved in an ongoing partnership with the four child welfare authorities and the Province to support students enrolled in the Tuition Waiver Program for youth raised in the child welfare system. Interviews are underway for the third cohort of students eligible for this program.
- Developing an Indigenous evaluation model in partnership with UW professors, community leaders and UW Community Learning leaders that will provide UW students with an opportunity to learn and implement Indigenous program evaluation.
- Indigenous Advisory Circle and MDP Advisory Circle meetings were held in June.
- Meetings were held with the new Director of the TRC National Research Centre about UW's engagement with the archives.

Speaking Engagements

- Invited to speak about access, Indigenous and Community Learning initiatives across Canada, including to CASA student leaders in Ottawa, the Canadian Association for the Prevention of Discrimination and Harassment in Higher Education, and a Women in Leadership conference.
- Hosted and arranged day-long learning opportunity for Winnipeg Chamber's Leadership Winnipeg cohort.
- Represented the University at a number of events in the community each month including a Holocaust Memorial Scroll reading at Congregation Shaarey Zedek.

Boards and Committees:

- Represent the University in the community as a member of the Premier's Advisory Council on Poverty, Education and Citizenship, executive of Ka Ni Kanichihk Council, and boards of Villa Rosa, Manitoba Museum and Manitoba Museum Foundation.
- Participate on UN Safe Cities Steering committee led by the Province, and National Research Centre for Truth and Reconciliation Partnership Working Group.
- Member of the UW United Health&RecPlex Community Access Advisory Committee.

Indigenous Inclusion – Director Wab Kinew

- Involved in a variety of initiatives, including:
 - *Indigenous Insights* is 80% complete. A demo reel and completed module entitled "New Beginnings" are complete and being circulated internally and externally as a proof of concept. Feedback will be incorporated with final roll out fall 2014.
 - New language initiative: Dr. Tobasonakwut Kinew Ojibwe language public speaking contest with cash prizes, held during the UW ASC pow-wow
 - Preparations for a relaunch of "Let's Speak Ojibwe to Our Kids".
 - Developing partnership with Cape Breton University which will likely see a full time staff member on The University of Winnipeg campus devoted to developing Business Mentorship opportunities for Aboriginal Youth.
- Inducted as an Honorary Witness by the Truth and Reconciliation Commission of Canada, participated in their panel on the National Research Centre highlighting UWinnipeg's partnership in that initiative.

- Authored many Op-ed pieces and articles including for CBC News on the First Nations Education Act and for VICE News on urban Indigenous Health and public clinics
- Invited to attend numerous conferences and public events across Canada to speak about education and Indigenous inclusion.
- Guest speaker at a number of University of Winnipeg classes.
- Completing Master's in Indigenous Governance.

Wii Chiiwaakanak Learning Centre – Manager Sharon Redsky

- Each month the Wii Chiiwaakanak Learning Centre provides services to more than 1,700 community members. Our diverse range of 10 programs includes educational, cultural and learning opportunities that reach out to children, youth, adults and families. With each program we get closer to bridging the gap between the inner city and The University of Winnipeg.
- Working with Corporate Secretary and General Council and WCWKN Advisory Committee to establish a new controlled-entity which will benefit the Centre.
- Current programming includes: Pow wow club, Let's Speak Ojibwe to Our Kids, cultural teachings, Sacred Seven, Change Ur Tune with the Indigenous Leadership Development Institute, reading circle in partnership with Frontier College, and advanced computer class.
- Centre will be hosting summer camps that include: Math Readiness, Get into Gear – Bike Camp, Literacy/Dance Camp.
- The Director is in the process of completing 2013/14 Annual Report.
- Brochure for the Learning Centre has been completed; web site redesign underway.
- Director was a conference presenter at the Canadian Alliance for Community Service-Learning - Healthy, Resilient, Communities in Ottawa in May, 2014.
- The Centre has hired 3 summer staff.
- Fundraising is ongoing; All staffing and programming externally fundraised as are all Community Learning activities.
- Boards and Committees: Manito Ahbee Board of Governors, Chair of Winnipeg Housing and Homelessness committee, YM/YWCA Women of Distinction nominating committee, RBC Afterschool Proposal Committee, Assiniboine Credit Union Corporate Responsibility Advisory Committee, and The University of Winnipeg's United Health & RecPlex Community Committee.

Innovative Learning Centre – Director Gerri Crilly

Model School

- School is graduating five more students, bringing the total of graduates to 35.
- Interviewing and reviewing new students referred for the 2014/15 academic year; significant planning is underway for the 2014/15 academic year.
- Summer employment partnership with the Manitoba Civil Service Commission, Federal Government, Winnipeg Aboriginal Sport Achievement Centre and the Model School. The partnership with Apprenticeship Manitoba Jobs and Skills Development Jobs and the Economy also continues.
- Working with the Collegiate and the Province of Manitoba to develop a Code of Conduct for the Collegiate and the Model School.
- Working with students in the child welfare system to make sure they have appointed social workers and the supports and guidance needed to navigate through independent living programs.
- Working with the Manitoba Education Research Network and the Treaty Relations Commission to focus on Treaty Relations and the importance of Treaties.
- Several MS students have earned a spot in the Provincial Track meet in June. Eight students will represent Manitoba at the North American Indigenous Games in Regina in July, 2014.

- MS students are working on a Food Security Film, a collective effort by the UW, the Aboriginal Education Directorate and the Harvest Moon Society.

Science-Kids on Campus

- Currently 56 students from Sister Mac are on campus once a week for 10 weeks to participate in hands-on science activities that nurture curiosity, encourage high school graduation while introducing the students to a post-secondary institution.
- Planning for the June 24th Science Kids on Campus graduation.
- Since its inception in 2008, the program has provided almost 200 weeks of programming.

Adventure Kids Summer Camp

- This is the eighth year for the summer camp!
- Junior and Senior leaders are now making presentations at 45 elementary schools, bringing the registration forms, helping families to fill them out and then return them to the camp. It takes a great deal of time and organization to make sure the children are enrolled and ready to go before summer starts.
- Planning has begun for another Funder Day at camp this year.

Shine On Initiative

- We are partnering for the eighth year with Province of Manitoba Aboriginal Education Directorate to promote post-secondary access for under-represented students.
- Working with Apprenticeship Manitoba and the Province of Manitoba to create a 2 week summer camp for students to learn about healthy cooking and eating.
- We have received funding to work with children and youth underrepresented in post- secondary to assist them with school related activities such as applying for bursaries and scholarships, obtaining identification including driver's licenses, birth certificates and Treaty / Metis cards.

Marketing and Communications

Media and News

- From April 18 – June 11, the department generated earned media coverage by producing 63 news stories, including these top headlines:
 - Chancellor's gift of \$250K supports MDP fellowships, Indigenous inclusion
 - UWinnipeg unveils specialty licence plate
 - 5th Annual 'I Heart UWinnipeg' Dinner Raises More Than \$240,000
 - Dedicated Faculty To Receive Prestigious Title of Emeritus and Fellowship
 - Extraordinary Faculty Members to be celebrated at Spring Convocation
 - Five exceptional people to be honoured at Spring Convocation
 - Wesmen volleyball to enter Hall of Fame
 - Generous gift creates Great-West Life Healthy Campus and Research Centre
 - UWinnipeg offers Serious Games Certificate
 - Adapting to climate change – UWinnipeg selected as Prairie hub

- Fourth Chancellor's Research Chair selected
- Wawanesa \$50,000 gift supports new health and recreation options
- From April 18 – June 11, UWinnipeg generated 160 media hits.

Web and Social Media

- Gains made on the social media front from April 18 – June 11 include:
 - Twitter followers increased to 7,161 (2.6% increase)
 - Facebook likes increased to 3,638 (4.7% increase)
 - Linked In: 2,052 connections (4.0% increase)
 - Linked In education page has 14,179 followers
- From April 16 – June 11, there were 166,498 unique visitors (users) to the website and 1,370,372 page views.
- Launched revamped web home page, implemented responsive design to site (for optimized mobile device viewing experience) and introduced new site templates for departments and faculties which offer new look and enhanced functionality (including accordion navigation, feature widgets, and easier embedding of video, images, and social media feeds)
- Held series of campus-wide info sessions for departmental web administrators on the new content management system (CMS) and web templates; began training sessions for staff on new CMS, to continue throughout summer

Marketing and Communications

- Provided comprehensive marketing and communications support for several high profile and major institutional events and initiatives, including:
 - Launch of UWinnipeg specialty licence plate (June 2)
 - 2014 Spring Convocations (June 11,12)
 - Ribbon-cutting launch for United Health & RecPlex (June 17)
 - First-year Orientation Sessions (to be held in August)
- Provided marketing, media and communications support for: Dr. Axworthy's faculty/staff retirement reception (April 30); faculty/staff long service awards and retirement reception (May 7); PACE marketing, including new Viewbook, 55+ brochure, advertisements; Campus Housing collateral; Spring/Summer Institutes at Global College; Kyoto commitment celebration (June 2); Heads Up Dinner and Auction (June 5);
- Developed and published the inaugural issue of UWINNIPEG magazine (Spring 2014), a rebranding of the former Alumni Journal which highlights news, initiatives, people, and stories about the UWinnipeg Community. The 56-page first issue includes a special 12-page tribute to retiring President and Vice-Chancellor Dr. Lloyd Axworthy.
- Produced "In Conversation with Lloyd Axworthy: Reflections on UWinnipeg", and extensive video interview that highlights Dr. Axworthy's insights and thoughts on various topics pertaining to his time as president; it is available for viewing online and also excerpted in UWINNIPEG magazine.



THE UNIVERSITY OF
WINNIPEG

POLICY: Capital Projects and Renovations Policy
PROCEDURES:
APPENDIX:

CAPITAL PROJECTS and RENOVATIONS POLICY

AUTHORITY: The Board of Regents

RESPONSIBILITY: Vice President Finance and Administration

Effective Date: **October 1, 2011**

Purpose: To establish clear principles and guidelines pertaining to the commitment and expenditure of University of Winnipeg resources (financial and other) to new capital construction and/or reconstruction projects.

Scope: This policy applies to the University and any Affiliated and Associated Entities, or agents acting on their behalf in activities of this kind, and pertains to all facilities owned either wholly or partly, or leased, by the University or its affiliates.

Responsibility: The Vice President Finance and Administration, on behalf of The Board of Regents of the University, is responsible for the development, administration and review of this policy.

Definitions:

For the purpose of this policy “The University” refers to the University as well as the Affiliated and Associated Entities included in its financial statements.

Principles:

The University of Winnipeg will only undertake capital construction/reconstruction projects which further the mission of the University.

Any capital construction/reconstruction projects will comply with relevant University policies.

Approved: October 1, 2011

Revised:

Cross Reference:

Purchasing Policy

Asset Management Policy

Sustainability Policy

Health and Safety Policy

Financial Oversight and Budgeting Policy



Before any capital/reconstruction project over \$250,000 is undertaken, a formal business and a social and environmental sustainability impact report will be developed as outlined:

1) a formal business case; including a credible projection of capital costs and funding as well as on-going operating revenues and expenses, and disclosure of planning assumptions.

2) a social and environmental sustainability impact report; considering the University's Sustainability Policy including (i) a projection of the project's impact on the university's energy use profile and greenhouse gas emission profile (ii) the identification of any potential opportunities for leveraging the project to achieve sustainability improvements in adjacent buildings or grounds, (iii) the identification of key social sustainability impacts of the project. All assumptions made in producing this report will be disclosed.

Internal stakeholders (users and maintainers) will be appropriately consulted throughout the project (including the design and construction phases). The design and construction of any project shall ensure that the project meets user needs and balances up-front capital costs with ongoing maintenance costs and environmental impacts.

Capital construction and/or reconstruction projects will be managed so as to ensure they are delivered on time, within budget, and to agreed upon specifications.

Procedures: **Limitations and Reporting**

The University will seek approval of the Board for capital projects exceeding the value of \$250,000.

The University will seek approval from the Board for significant changes to a project, or deviation from an approved budget in any amount greater than the lesser of \$100,000 or 2% of the project budget.

Approved: October 1, 2011

Revised:

Cross Reference:

Purchasing Policy

Asset Management Policy

Sustainability Policy

Health and Safety Policy

Financial Oversight and Budgeting Policy



THE UNIVERSITY OF
WINNIPEG

POLICY: Capital Projects and Renovations Policy
PROCEDURES:
APPENDIX:

The Board of Regents will be provided regular progress reports on significant projects, including financial and physical developments. At a minimum the Board shall receive semiannual financial updates on all Capital Projects over \$250,000.

Review:

This policy shall be reviewed in conjunction with the Procedures review at least once every five years.

Approved: October 1, 2011

Revised:

Cross Reference:

Purchasing Policy

Asset Management Policy

Sustainability Policy

Health and Safety Policy

Financial Oversight and Budgeting Policy

Governance Committee Policy Review Motions for Board Approval June 23, 2014

1) Background:

In developing the Board of Regents Policy Governance Model, the following occurred:

October 6, 2008 – The Policy Governance issue was delegated to the University Affairs (UA) Committee, assisted by the External Relations (ER) committee. The Committee was tasked with reviewing policies developed previously and bringing forward recommendations to the Board.

June 22, 2009 – the Joint ER/UA committee (current version is the Governance and Community Relations Committee) tabled a Final Report and Recommendations on Policy Review that brought forward 13 recommendations. The Board policies recommendation was referred to the Committee for further development (see carried motion below)

Policy Development

8. THAT Board policies be developed that are distinct from administrative policies. Administrative policies are to be consistent with Board policy. The Joint Committee will serve to support policy development working with individuals and committees to bring forward complete policies for Board approval.

May 10, 2010 - Motion to delegate existing University Policies (in Manual and Website) to University Administration *except* those related to 1) strategic planning, 2) financial accountability and 3) image of the University, was carried.

2) Delegation of Board policies to Administration

The Governance and Community Relations Committee now seeks to implement such resolutions to delegate existing University policies to the University Administration except those related to 1) strategic planning, 2) financial accountability and 3) image of the University. Accordingly, it is recommended that the following described policies be delegated to the Administration.

Regarding posted directional signs, campus maps, nameplates on rooms, etc.:

Motion:

That the Governance Committee recommends to the Board of Regents that the authority for the **Signs Policy** be assigned from The Board of Regents to the University Administration and further that the Vice President Finance and Administration be responsible for the development, administration and review of this policy.

Rationale: This policy which was approved circa May/ 88 and is in need of review and possible revision to current practices. The policy purpose could be argued to be about “image of the university” however, practically, the nature of the work is administrative in nature. The Responsibility for the policy is within the portfolio of the Vice President Finance and Administration.

The purpose of this policy is to establish guidelines and standards for all permanent and/or semi-permanent signs at the University, and to establish the procedures for requesting new signs or changes to existing signs.

Regarding the disposal of surplus equipment and furniture (not real estate):

Motion:

- a) That the Governance Committee recommends to the Board of Regents that the authority for the **Disposal of Surplus Assets Policy** be assigned from The Board of Regents to the University Administration and
- b) that consideration be given after review to re-naming to better reflect the scope of the policy as dealing with items surplus to requirements and not to real property assets. It is further recommended that the Vice President Finance and Administration be responsible for the development, administration and review of this policy.

Rationale:

This policy which was approved circa June 24, 1991 and appears not to have been changed since, is in need of review and possible revision to current practices. The purpose of this policy to deal with the disposal and/or sale of furnishings and equipment assets. This would not be considered to be in alignment with the articulated themes of the Board. Additionally it would be recommended that all transactions >\$250,000 require Board approval and so the authority to dispose of property here should be stated to be subject to that overriding limitation. Additionally, upon review of other University Administration policies, the Equipment Inventory Policy was also considered to be out of date. In discussion with Mike Emslie, AVP Finance, who is revising the Equipment Inventory Policy, a recommendation of a combined policy was of interest, perhaps named "Equipment Inventory and Disposal Policy".

Regarding inclusive language:

Motion:

That the Governance Committee recommends to the Board of Regents that the authority for the **Inclusive Language in Publications Policy** be assigned from The Board of Regents to the University Administration and further that the Vice President Human Resources, Audit and Sustainability be responsible for the development, administration and review of this policy.

Rationale:

This policy which was approved circa December 1, 1992 and appears not to have been changed since, is in need of review and possible revision to current practices. With the revised Respectful Workplace and Learning Environment Policy (RWLE) and Procedures now being the responsibility of the University Administration, and the University now having a dedicated Human Rights and Diversity Officer, there may be a benefit in having both policies dealt with by the Vice President Human Resources, Audit and Sustainability.

The purpose of this policy is to ensure that no members of The University of Winnipeg will be excluded or separated on the basis of gender by the use of exclusionary language in University publications.

Regarding library fines:

Motion:

That the Governance Committee recommends to the Board of Regents that the authority for the **Library Fines Policy** be assigned from The Board of Regents to the University Administration and further that the Provost, Vice President Academic and International be responsible for the development, administration and review of this policy.

Rationale:

This policy which was approved circa June 1, 1997 and appears not to have been changed since, is in need of review and possible revision to current practices. This policy does not fit within the articulated themes of Board continuing jurisdiction over policy matters. As The Dean of Library reports to the Vice President Academic, it is this position that should be responsible for this recommended University Administration policy.

Regarding printing the UW crest and logo on written materials pertaining to joint activities between the University and other organizations – activities that are governed by contracts that are the responsibility of the administration; namely, the Vice President of Finance and Administration:

Motion:

That the Governance Committee recommends to The Board of Regents that the authority for the **Crest and Logo Usage Policy** be assigned from The Board of Regents to the University Administration and further that the Vice President Finance and Administration be responsible for the development, administration and review of this policy.

Rationale:

This policy which was approved circa November 4, 2003 appears not to have been changed and therefore is in need of review and possible revision to current practices. Currently the Director of Communications is responsible for this policy. As we are recommending all policies be uniformly dealt with at the level of President or Vice President, we recommend that this policy be delegated to the Vice President Finance and Administration, as this position negotiates contracts on behalf of the University. The matter of approval/ consent to usage of crest/ logo is relatively routine in contracts the University enters into where both parties to the contract agree to permit the other to use their respective crests/ logos for purposes of jointly publicizing what it is the parties are doing together under the contract. So while it could be argued on the one hand that this policy might align with the principle of “image of the university”, if each contract needed to come before the Board for approval, this would be operationally inefficient and may interfere with the University engaging in strategic partnerships.

This policy could also be reviewed in conjunction with the Asset Naming Policy review that will be undertaken by the Governance Committee of the Board and the President.

Regarding review, revisions, and reporting back to the Board of Regents:

Motion:

That the respective Vice Presidents responsible for the development, administration and review of the Policies referred to in the immediately preceding motion(s) be requested to report for information to the Governance Committee of the Board by not later than the last regularly scheduled Committee meeting of the 2014-15 academic year.

Rationale:

This motion would ensure that the policies that were delegated by the Board to Administration receive due attention in a timely manner.

Notice of Motion

For Approval at the September, 2014 Board of Regents Meeting:

1. That By-Law No. 2/ 85 be amended in accordance with the attached revisions, with respect to:
 - a. Introduction of definition of “Members” to describe all persons subject to Bylaw;
 - b. Introduction of definition of “Related Persons” to address a concern that persons related to those subject to the Bylaw were not expressly referenced for purposes of identifying conflicts or potential conflicts of interest ;
 - c. Clarifying that disclosure of conflict or potential conflicts of interest was to be made to the Chair of the Board or committee as may be applicable;
 - d. Clarifying the procedure to be followed by persons subject to the Bylaw where a conflict appears i.e. recusal and voluntary departure from discussions, meetings etc.;
 - e. Clarifying the responsibility to seek rulings on conflicts and to specify that the University Secretary is responsible to make such rulings and that they are final and binding; and
 - f. Clarifying that the obligations in respect of conflicts of interest extend to situations where a conflict may reasonably be perceived as existing.

By-Law No. 2/85
of
The University of Winnipeg
(being a By-law related generally to Conflict of Interest Policy and Guidelines)

WHEREAS:

- A. The Board of Regents, Senate, Administration, faculty, students and employees of The University of Winnipeg, as well as the community as a whole, have the right to a university which is conducted with efficiency, impartiality, and integrity;
- B. That right gives rise to the obligation that there neither be, nor appear to be, any conflict between the professional or personal interests of members of the Board or of member of committees established by the Board and their responsibility to the University;
- C. The range and complexity of activities generated within the University are such that it is not possible to produce a complete list of prohibitions of uniform application;
- D. The following provisions of this by-law are, therefore, intended as guidelines to all Board members. Other, kindred questions arising should be settled in accordance with the general principles contained herein;

THEREFORE, the Board of Regents of The University of Winnipeg enacts the following, as By-law No. 2/85 of the University.

1. APPLICATION OF BY-LAW

This by-law applies to all members of the Board of Regents, invited observers and guests to the Board meetings and activities, and members of committees established by the Board of Regents (all of whom are individually or collectively referred to in this By-law as a "Member" or "Members"). ~~Any reference to members of the Board of Regents shall include invited observers to the Board of Regents and members of committees established by the Board of Regents.~~

The policy and guidelines contained herein are in addition to and in no way derogate from the provisions of the University's enabling legislation or of any other statute or rule of law.

2. DEFINITION:

~~2.~~ 2.1 'CONFLICT OF INTEREST'

A conflict of interest occurs when the personal or professional interests of a ~~person~~ Member or of a Related Person are incompatible with or may have the potential or be perceived to be incompatible ~~clash or have the potential to clash~~ with his or her duties and responsibilities to the University. For the purposes of this by-law, personal or professional interests include, but are not necessarily limited to, a business, commercial, or financial interest, whether of a ~~person~~ Member or of a Related Person involved or

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arising from personal relationships, or from former, existing or prospective business association.

2.2 RELATED PERSON

“Related Person” means a Member’s family member (e.g. spouse, child, parent, sibling, grandparent, aunt, uncle, cousin, nephew or niece), or other person living in the same household, or any other person with whom the Member shares directly or indirectly a financial or personal interest.

A finding of conflict of interest does not depend upon willful wrongdoing by a ~~person~~ Member nor upon the issue of whether the judgment of a ~~person~~ Member has, in fact, been affected. A conflict of interest may exist whether or not a pecuniary advantage has been or may have been conferred upon the ~~person~~ Member.

3. GUIDELINES CONCERNING BOARD MEMBERS

3.1 Duty to Disclose

All Members of the Board of Regents have a duty to disclose a Conflict of Interest. Therefore, where Members or Related Persons who:

- (a) are party to a contract or proposed contract with the University; or
- (b) have a personal or professional interest in any person who, or organization which, is a party to a contract or a proposed contract with the University; or
- (c) have any other interest in any person or organization which may give rise to a reasonable apprehension of bias in connection with the exercise of their official duties,

they shall immediately disclose to the Chair of the Board, or committee as the case may be, the nature and extent of their interest, and shall maintain that information current during their period of appointment.

When discussions arise that relate to the matter on which Members have a conflict, Members shall recuse themselves from the discussion and leave the meeting for the duration of the discussion. If the Member in conflict is the Chair of the Board, or the Committee as the case may be, he or she will follow the same process and relinquish the chair to the vice-chair of the Board or committee as the case may be.

When ~~members~~ Members are uncertain whether a conflict of interest exists, it is their responsibility to ~~declare their interest and to seek a decision determining the matter from the Board~~ seek a ruling from the University Secretary, whose ruling shall be final and binding on the Member.

3.2 Any ~~member~~ Member who becomes aware or has reasonable cause to believe that another member is in a position of conflict of interest, shall report the information, to the Chair of the Board.

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4. CONFIDENTIALITY AND USE OF INFORMATION

- 4.1 ~~Board~~—Members shall not disclose confidential or restricted information concerning the property, organization, or affairs of the University, nor shall they use any such information to benefit themselves or others.
- 4.2 ~~Board members~~Members shall not seek to obtain personal gain for themselves, or for anyone with whom they are not dealing at arm's length, from the use of any information acquired in the course of Board duties which is not generally available to the public.
- 4.3 ~~Board members~~Members, having attended or received minutes or other records of a 'closed' meeting of any Board or committee to which others have not been invited or allowed access, shall not disclose to, or discuss with, anyone (other than a member of that same committee or Board) details of any discussions on matters coming before that meeting, or any decisions made by the Committee or Board which are intended to remain confidential
- 4.4 The responsibility for maintaining the confidentiality of information or documents includes the responsibility to ensure that such information or documents are not directly or indirectly made available to unauthorized persons.

5. WHERE CONFLICT OF INTEREST EXISTS

- 5.1 Members ~~of the Board~~ who have a conflict of interest, shall disclose such interest pursuant to Article 3.1, and shall exclude themselves from any meeting and shall refrain from voting upon any matter in respect of which they may have or may reasonably be perceived as having a conflict of interest; they shall not receive any documents, materials or minutes of any meeting relating to that matter.
- 5.2 When a conflict of interest exists, the ~~member in question~~Member may, ~~in an appropriate case,~~ be relieved of the Board responsibilities causing the conflict of interest.

6. BREACH OF BY-LAW

- 6.1 If any ~~person~~Member breaches the provisions of this by-law, whether by failing to declare ~~a personal interest or~~ a conflict of interest, where one exists or may reasonably be perceived as existing, or by failing in any other manner to comply fully with the spirit and intent of the provisions hereof, the Board may take such ~~appropriate~~ action as the Board deems appropriate.

PASSED AND ENACTED THIS TWENTY-FIFTH DAY OF FEBRUARY 1985.
With amendments 28 September 28, 1998 and May 28, 2012.

Guidelines Governing Board Member Responsibilities

Purpose:

The purpose of this document is to provide:

- 1) guidelines for Board of Regents members concerning Board responsibilities, confidentiality and conduct;
- 2) examples for recognizing and resolving potential conflicts of interest.

Scope

These guidelines apply to all of the Board of Regents members (whether they are appointed, elected or *ex officio* members), invited observers and guests to Board meetings (collectively referred to as “Members”), and activities and members of committees established by the Board.

Also of application to Members, are:

- **The University of Winnipeg Act C.C.S.M. c.U70*;
- **By-Law No. 1/2010 “General Bylaw”* (outlines the power, procedures and function of the Board);
- **By-Law No.2/85 “Conflict of Interest Policy and Guidelines”*;
- **By-Law No. 4/92 “Procedural By-Law of the University”*; and
- *All University Policies and Procedures (refer to: www.uwinnipeg.ca/index/admin-policies-toc).

No member of the Board of Regents will be discriminated against for being involved in a conflict of interest so long as the member has acted in good faith and in accordance with these guidelines and with *The University Conflict of Interest Policy and Guidelines By-law No. 2/85* and any other related University of Winnipeg policies.

Definitions

The University: A university in the broadest sense is the community of students, faculty and staff of an institution of higher education. Under *The University of Winnipeg Act C.C.S.M. c. U70*, the University is “a corporation without share capital” (s.2 (1)) whose purpose is to “establish and maintain such colleges, faculties, schools, institutes, departments, chairs and courses of instruction as the Board considers appropriate (s.3a); “give instruction and training in all branches of learning (s.3b); “grant degrees, including honorary degrees, diplomas and certificates of proficiency (s.3c); “provide facilities for original research in every branch of learning, and to conduct or facilitate the conducting of such research”; (s.3d); and “generally to promote and carry on the work of a university” (s.3e).

Conflict of Interest: A conflict of interest occurs when the personal or professional interests of a person are incompatible, or have the potential to be incompatible with, his or her duties and responsibilities to the University. A conflict of interest can also occur if the interest of a Member may be perceived as being incompatible with the interest of the University. Personal or professional interests include, but are not necessarily limited to, a business, commercial, or financial interest, whether of a person involved or arising from personal relationships, or from former, existing or prospective business association. Personal relationships encompass Related Persons whom are defined to include as well persons living in the same household or with whom the Member shares a financial or personal interest (See *By-law No. 2/85, Article 2.*).

Fiduciary Duty: The Board members primary and overarching duty is the preservation and good health of the University and its community of faculty, staff, students and alumni. As such, there must “neither be, nor appear to be, any conflict between the professional or personal interests of members of the Board or of members of committees established by the Board and their responsibility to the University” (See *By-Law No. 2/85, Preamble B*).

Board solidarity: The Chair speaks for the Board but, as well, those who serve on the Board or as members of committees must support the decisions of the Board in any public statements and actions.

Principles:

- The Board of Regents has the “overall responsibility for the University, and may determine all matters of University policy except those specifically assigned to the Senate” *University of Winnipeg Act C.C.S.M. c.U70*. Thus, Board of Regents members are public trustees for the University of Winnipeg and its assets. A Board member has a fiduciary duty to act in the best interest of the University and to further the preservation and good health of the University and its community of faculty, staff, students and alumni.
- In all University-related activities, Board members are expected to conduct themselves at all times with the highest ethical standards in a manner that will bear the closest scrutiny.
- Board members are expected to exercise independent judgment and may not act as agents of any persons or organization.
- Board members must not use or attempt to use their status as Board members to influence the appointment or promotion of family members or business associates to positions within the University, nor their acceptance as students, nor any of them being awarded scholarships or other honours.
- For the Board to conduct itself with efficiency, impartiality, and integrity, there must be a culture of trust among the Board members.

- Board decisions are considered to be a collective decision of a group. As such, Board members are required to maintain Board Solidarity and must not, by their words or actions outside of Board or Committee meetings, act in a manner that would be at odds with the Board or committee on which they serve.
- The University of Winnipeg and its community of faculty, staff, students and alumni, as well as the general public, must be confident that measures such as the *Conflict of Interest Policy and Guideline By-law No. 2/85* are in place and observed to prevent and address potential conflicts of interest.

Responsibilities of Board Members

Board members have the following responsibilities, individually and collectively:

- 1- To support the mission of The University of Winnipeg and perform his/her duties with honesty, integrity, independence and good faith, acting only in the best interest of The University;
- 2- To be an advocate for The University of Winnipeg with government and the general public;
- 3- To prepare for, attend, and participate in regular meetings and special meetings of the Board;
- 4- To help to promote the public image of The University and the Board;
- 5- To exercise due diligence, critical thinking and independent judgment in the oversight of The University as an active, engaged member of the Board;
- 6- To maintain a proper distinction between the Board's role in setting direction and overseeing policy, and the administration's role in the implementation of policy and management of the University;
- 7- To foster openness and trust among members of the Board, the administration, the faculty, the staff, the students, all levels of government, and the public;
- 8- To understand the ethical responsibilities incumbent upon a member of the Board, and to declare a conflict of interest wherever such conflict arises;
- 9- To respect the confidentiality of information received in the performance of duties, as well as the confidentiality of the deliberations of the Board, both during and after his/her tenure on the Board or Board committees;
- 10- To maintain respect and trust in all interactions with members and officers of the Board;
- 11- To assist The University of Winnipeg Foundation with fundraising;

12- To attend University events such as convocations, receptions, and public lectures;

Procedures:

- 1- Prior to accepting a position on the Board, prospective members will be given a copy of these guidelines and asked to declare their willingness to abide by them.
- 2- All Board members must annually complete *The University Code of Conduct & Performance Declaration* form (Appendix A). Declarations are kept on file by the University Secretary and General Counsel.
- 3- For any given discussion and decision had or taken by the Board, a Member may be in conflict of interest. If so, the Member must “immediately disclose to the Chair of the Board or committee as the case may be, the nature and extent of their interest, and shall maintain that information current during their period of appointment” (*By-Law 2/85, Article 3.1 Duty to Disclose*). Members having a conflict of interest, shall recuse themselves from any discussion or meeting (*By-Law No. 2/85, Article 3.1*), “shall refrain from voting upon a matter which they have a conflict of interest;” and “they shall not receive any documents, materials or minutes of any meeting relating to that matter” (*By-Law No. 2/85, Article 5.1*).
- 4- “When a conflict of interest exists, the Member may be relieved of the Board responsibilities causing the conflict of interest.” (*By-Law No. 2/85, Article 5.2*).
- 5- Any Members who become aware, or have reasonable cause to believe, that another Member is in a position of conflict of interest shall report the information to the Chair of the Board. (*By-Law No. 2/85, Article 3.2*)
- 6- Board members who are considering engaging in activities that may represent a conflict of interest with respect to their role on the Board must inform and seek approval from the Chair of the Board prior to engaging in such activities.
- 7- Where the Chair of the Board is in a conflict of interest situation, or is considering engaging in activities that may represent a conflict of interest with respect to his or her role on the Board of Regents, the Chair shall seek a ruling from the University Secretary.
- 8- If an individual Board member disagrees with any decision taken by the Board, that disagreement may be voiced within the board room, and a dissenting vote may be recorded in the minutes, but the disagreement must not be voiced outside of the board room. The fiduciary duty requires that Board Members not disparage the University in public statements and actions, or otherwise speak in a way that may bring the University into disrepute. If a Board member is unable to reconcile the Board’s decision with the Board

member's own beliefs, the Board member's only option is to resign from the Board. The Board member's confidentiality obligations continue, however.

- 9- "If any Member breaches the provisions of this by-law, whether by failing to declare a conflict of interest, where one exists, or may reasonably be perceived as existing, or by failing in any other manner to comply fully with the spirit and intent of the provisions hereof, the Board may take such action as the Board deems appropriate." (*By-Law No. 2/85, Article 6.1*).

Examples of Conflict of Interest

The following examples are intended to guide board members in situations where they believe there is a potential conflict of interest. The Board Chair and University Secretary are available for advice and consultation to any Member who has concerns or uncertainty about the carrying out of his or her responsibilities.

**Members who participate, or whose immediate family members participate, as directors, officers, or in any other capacity in a firm which is a supplier or prospective supplier of materials or services to the University:* The Member should declare the conflict and refrain from commenting on or voting on any discussion concerning the relationship between the University and the company or agency.

**Members who become aware of corporate opportunities:* If as a result of a matter before the Board, a Member becomes aware of a business or investment opportunity (e.g. the sale of a parcel of real estate) that would not generally be known to other members of the public, the Member must not attempt to take advantage of that opportunity for his or her own personal benefit.

**Members who offer professional services:* Members (e.g. lawyers, investment professionals, consultants, accountants) who offer professional services should declare a conflict of interest where they or a member of their firm are providing services to the University or a subsidiary of the University.

**Members who are offered gifts or other incentives:* Members must not accept or solicit gratuities, gifts or special favours from entities or individuals within the University or with whom the University does or may conduct business, except where such gifts would be considered inconsequential by both parties (so nominally a value less than \$100).

**Members who are privy to confidential information in carrying out their board duties:* Members are bound by their fiduciary duty to the institution, and by provincial and federal laws governing access to information and protection of privacy, to maintain the confidentiality of information received by them in their capacity as Members. Information which is confidential, proprietary to the institution, or non-public must not be divulged to anyone other than persons who are authorized to receive the information, and must not be used in any way for the personal gain of the Member.

**Members who are UWSA representatives:* The UWSA often has contracts, approvals and other matters before the Board. Members who are UWSA representatives may find themselves in a conflict of interest on those matters. UWSA representatives must declare the conflict. With permission of the Board Chair, they may speak to the matter in a Board meeting, although the Chair will need to be

mindful of the possibility of legal implications if, for example, there are competing interests with others who do not have that direct access. Members who are UWSA representatives should not be present in the meeting room for any of the discussion on a tender or contract in which UWSA has an interest, as their presence during the discussion may inhibit other Board members in the comments and views they put forward. Members who are UWSA representatives should abstain from voting on any such matter.

As well, the role of the student leader often requires UWSA representatives to speak publicly on student issues (such as tuition, access, and student financial aid). Many of these issues will touch on the Board's sphere of responsibilities. Care must be taken by Members who are also UWSA representatives not to violate the confidentiality of Board discussions. If a public statement or position of the UWSA relates directly to a specific decision of the Board, the Member who is a UWSA representative should publicly acknowledge the conflict of interest and either arrange for an appropriate individual to represent the UWSA's position or recuse themselves from all discussion and voting.

**Marches, demonstrations and protests:* Universities are places in which debate and the free exchange of ideas are valued. Members, and particularly the student and faculty members, should feel free to participate in such events according to the dictates of their individual conscience, provided that the protest or demonstration is not against actions (or inactions) of the Board.

**Board members who are students or whose family members are students:* When the Board is considering tuition and other fees; it is possible that Board members may be in a conflict situation. Under principles of corporate law, if the amount of any particular fee increase is not material to an individual, they may vote on the resolution. A proposed increase may be very close to the dividing line of material or immaterial and reasonable arguments could be made that student members of the Board are in a conflict of interest on a fee resolution. When in doubt, any student member of the Board, or Board members who pay tuition for dependents, should speak with the Chair.

**Board members who are faculty:* Members who are also members of the academic community need to be particularly sensitive to the intersection of the concept of academic freedom with that of the duty of loyalty. The University of Winnipeg's collective agreement with its faculty recognizes the significance of the concept of academic freedom and the rights of faculty members. However, by accepting membership on the Board, faculty members acknowledge that they will participate under constraints which do not apply to faculty at large (for example, constraints around confidentiality). Moreover, their "freedom to express one's opinion about the University" takes a different form while they serve as a member of the Board. On the one hand, that freedom is strengthened because of the direct access that the individual has to the Board, access that is much greater than most members of the academic community enjoy. On the other hand, the freedom is limited by the duty of loyalty, which stipulates that a decision taken by the Board is a group decision and must be publicly supported by all Board members.

**Board members who are members of bargaining units:* Members who are members of any collective bargaining unit should absent themselves from discussions of labour issues pertaining

directly to their bargaining unit, and from votes on matters pertaining to their contract or compensation.

**Board members and labour action:* Since the Board is a party to collective bargaining, Board members are subject to labour legislation governing the activities of the parties involved. Members of the Board must not participate in demonstrations, petitions, picket lines, or any other activities related to labour action, since such actions would reasonably be perceived as conveying to the community that the Board member is at odds with the Board's position. However, Board members who are members of collective bargaining units may exercise their right not to cross a picket line. When a Board member is also a member of a collective bargaining unit which is participating in job action, the Board member should consider the potential that a conflict of interest exists or may be perceived to exist and may find it appropriate to withdraw temporarily from participation or attendance at Board meetings and/or committee meetings until the job action has been resolved.

APPENDIX A:**THE UNIVERSITY OF WINNIPEG****BOARD OF REGENTS****CODE OF CONDUCT****&****PERFORMANCE DECLARATION****2013/2014**

Board members are responsible for adhering to the policies and by-laws, and all subsequent revisions thereto, of The University of Winnipeg Board of Regents.

Board members are responsible for preventing real or perceived conflicts of interest to protect the integrity of The University of Winnipeg.

Contravention may result in a request for a Board member to resign from the Board and/or other sanctions.

Board members shall:

1. Perform duties with honesty, integrity, independence and good faith and shall act only in the best interests of the University;
2. Act responsibly with the prudence of a reasonable individual;
3. Prepare for, attend and participate in meetings of the Board, and committees as appropriate;
4. Respect the confidentiality of information received in the performance of duties, as well as the confidentiality of the deliberations of the Board, both during and after his/her tenure on the Board or its committees;
5. Respect the authority of the Board and Board decisions once made;
6. Ensure no real or perceived advantage is taken by virtue of their position or from information obtained due to their position as a Board member; and
7. Immediately disclose to the Chair or the members of the Board or Committee as may be appropriate, any existing or potential conflict of any interest on any issue. Such disclosure shall be recorded in the minutes at the meeting where the disclosure is made or, where made between meetings, at the next meeting of the Board or Committee as may be appropriate

I declare that I have read, understood and agree to adhere to this Code of Conduct and all other policies and by-laws with respect to The University of Winnipeg Board of Regents.

Agreed by: _____

Signature: _____

Witness: _____

Date: _____

DRAFT