

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

Monday, January 23, 2012
5:30 p.m. – 8:30 p.m.

- 5:30 p.m.** 1. Call to Order
2. Adoption of the Agenda
3. Adoption of Minutes – November 28, 2011
- 5:45 p.m.** 4. Reports
- 4.1 Chair's Remarks
- 4.2 President & Vice-Chancellor's Report
- 4.3 Governance & Community Relations Committee Report
- 6:15 p.m.** 5. In Camera
- 7:00 p.m.** 6. Presentation and Discussion on Strategic Plan
- 8:30 p.m.** 7. Adjourn

THE UNIVERSITY OF WINNIPEG
(the "University")
Meeting of the Board of Regents (the "Board") held on
Monday, November 28, 2011 at 5:30 p.m.

PRESENT: L. Adeleye-Olusae, L. Axworthy, L. Bosc, P. Campbell, J. Corlett, R. Coles, Z. Fleisher, L. Fox, M. Golden, K. Haig-Anderson, A. Holowka, E. Johnstone, D. Jones-Drewniak, L. Kakegamic, B. Keyser, J. Knox, R. Lewis, P. McCleod, A. Moran, N. Murdock, G. O'Farrell, H. Petzold, B. Suderman, R. Taylor, G. Van Den Bosch, M. Weinrath

PRESENT WITH CONSENT OF THE BOARD: B. Balan, J. Currie, B. Daly, J. Duffy, T. Einarson, M. Emslie, D. Fitzpatrick, V. Gilroy, D. Hurley, S. Kirby, S. Kreiner, A. Lajoie-O'malley, R. Martin, R. Nakoneczny, P. Pearson, R. Peden, D. Radi, J. Rattray, J. Read, L. Repski, R. Sitarz, E. Stewart, M. Vadamchino

REGRETS: S. Biswas, S. Gemmel, L. Hastings, C. Lee, W. Leslie, R. McCrae, J. Rodgers, G. Salmon, R. Silver

B. Keyser acted as Chair of the meeting and V. Gilroy 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**

B. Keyser tabled the Agenda. On a motion by K. Haig-Anderson and seconded by H. Petzold:

RESOLVED THAT the Agenda is approved.

Carried.

2. **Approval of Minutes of the Meeting of September 26, 2011**

B. Keyser tabled the Minutes of the Meeting of September 26, 2011, and requested a motion for the approval of same. On a motion by A. Moran and seconded by G. O'Farrell:

RESOLVED THAT the Minutes of the Meeting of September 26, 2011 be approved.

Carried.

3. **Board Education**

A. Lajoie-O'Malley gave a presentation on Campus Sustainability.

4. **Remarks of the Chair**

B. Keyser introduced two new Regents appointed by the United Church, Z. Fleisher and L. Fox. She also introduced B. Daly, as the new Chief Executive Officer of The University of Winnipeg Foundation, and R. Peden, who will be replacing V. Gilroy on her retirement, as Corporate Secretary and General Counsel.

5. **Report of the President and Vice-Chancellor**

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

- The University of Winnipeg was singled out in the 2011 Maclean's magazine University Rankings as one of Canada's most innovative and successful campuses, in fostering Indigenous scholarship, and providing a respectful and relevant place for Indigenous students to learn. The University ranks 4th for overall reputation (up from 5th last year) and 1st in Western Canada, among primarily undergraduate universities;
- McFeetors Hall and the UWSA Daycare have been awarded Silver Status for LEED Buildings, by the Green Council of Canada;
- a holiday reception will be held for the Board, at 49 Oak Street, on Monday, December 12, 2011, from 7:00 p.m.- 9:00 p.m.;

- W. Davis will be on campus from November 28 – December 2, 2011, and will be holding a series of lectures as well as a book launch;
- the Faculty of Business and Economics has welcomed M. Percy as its Acting Dean;
- C. Taylor was recently appointed for a two-year term as Chair of the Senate Committee on Ethics in Human Research and Scholarship;
- R. Crowe was honoured by the Government of Manitoba for her work as an artist working for social change;
- W. Josephson will partner with the Family TV Channel, in creating relevant bullying prevention programs and techniques for children, which is one of 10 collaborative projects between Canadian researchers and national organizations, to meet the needs of children and youth, supported by a grant from the Networks of Centres of Excellence of Canada;
- The University of Winnipeg has been accepted as a joint member of the prestigious Newberry Consortium in American Indian Studies;
- the University hosted the Art and Science of Math Education Conference took place on November 19, 2011;
- N. Dixon has been appointed Acting Director of the English Language Program;
- the partnership between The University of Winnipeg and the Louis Riel Institute, the education arm of the Manitoba Metis Federation, has been renewed;
- the five students from Haiti are continuing their studies at the University;
- work continues on the China high school project;
- the Bhanohar Library and Learning Centre project in India is also continuing, with the building nearing completion, and plans for educational programming are underway;
- collective bargaining continues with AESES;
- two contracts will expire in March, 2012, Contract Faculty and Collegiate Instructors. C. Sztaba has been hired as Senior Labour Relations Manager, to assist with collective bargaining requirements;
- Garbonzo's Pizza Pub and Starbucks are set to open in the AnX, in early December;
- the 2012-2013 budget process has begun, with the goal of submitting a budget for Board approval to the March, 2012 Board meeting;
- the strategic planning process has begun with a campus information session held this past week. A community information session is planned for November 28, 2011; and
- the official opening of the Asper Centre for Theatre and Film will be held on December 19, 2011.

6. **Governance & Community Relations Committee Report**

P. McLeod presented the proposed Indigenous Advisory Circle Policy, which has been reviewed by the Governance & Community Relations Committee. On a motion by P. McLeod and seconded by L. Kakgeamic:

RESOLVED THAT the Board of Regents approve the Indigenous Advisory Circle Policy.

Carried.

7. **Nominating Committee Report**

B. Keyser presented an updated Committee Membership List, for information.

L. Axworthy requested approval from the Board, to reappoint P. Fraser to The University of Winnipeg Foundation Board: On a motion by L. Axworthy and seconded by M. Weinrath:

RESOLVED THAT the Board approve the reappointment of P. Fraser to The University of Winnipeg Foundation.

Carried.

8. **Audit Committee Report**

R. Lewis gave a brief report with respect to the Audit Committee's November 23, 2011 meeting.

9. **Finance Committee Report**

(a) Proposed Athletic Facility Fee

G. O'Farrell presented the proposed Athletic Facility Fee, and noted that students had been asked to support the fee in a referendum question. L. Bosc advised that voter turnout for this referendum was up by 4%, although turnout for student elections is generally low, and a significant majority of voters supported the fee. A question was raised as to whether the \$30 per term fee would affect part-time and mature students unfairly, and G. O'Farrell responded that this issue has been discussed, and that paying the fee will give part-time and mature students the same access to the new athletic facilities as full-time students. On a motion by G. O'Farrell and seconded by E. Johnstone:

RESOLVED THAT the Board of Regents approve the implementation of a \$30 per term student fee, in support of the construction of a new field-house and wellness facility on campus, to commence for the Spring Term 2012.

Carried, with three opposing.

(b) Financial Policies

G. O'Farrell tabled five proposed financial policies. Following a detailed discussion regarding reporting relationships, the definition of "affiliated" and "associated" entities, and the fact that these policies would be subject to the provisions of the Collective Agreements, on a motion by G. O'Farrell and seconded by E. Johnstone:

RESOLVED that the Board of Regents approve the following policies:

- Relationship with Affiliated and Associated Entities;
- Asset Management;
- Capital Project and Renovation Policy;
- Financial Oversight and Budgeting; and
- Risk Management.

Carried.

(c) Financial Statements

The second quarter financial statements were presented, for information.

(d) Updated Signing Authority

An updated signing officers list was presented, for information.

10. **In Camera Discussion**

11. **Adjournment**

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

RESOLVED THAT the meeting be terminated.

Carried.

Chair

Secretary

PRESIDENT'S REPORT

MONTHLY REPORT TO THE BOARD OF REGENTS

January 23, 2012

Academic Excellence

Outstanding Faculty and Staff

- **Winnipeg playwright Debbie Patterson** will be seventh Carol Shields Writer-in-Residence, from January to April, 2012. Inaugural reading, which is free and open to the public: Wednesday, January 18, 2012, 12:30 pm Eckhardt-Gramatté Hall
- The 2012 Olympic and Paralympic Games has chosen **Dr. Sandra Kirby** UWinnipeg Associate Vice-President (Academic) and Dean of Graduate Studies as the only Canadian selected to umpire at the Paralympic Games in London, United Kingdom from August 28 – September 3, 2012. Kirby is an Olympic Athlete from the 1976 Games in rowing. Kirby has a strong history with the games not only as an athlete but as an internationally recognized expert, researcher and advocate on child protection in sports.
- **Herb Enns**, first Director of Cisco Innovation Centre. Professor Enns is the Founding Director, Experimental Media Research Group (EMRG) at the University of Manitoba. He is Co-Chair (with Tomi Knuttila, University of Lapland) of the Arctic Digital Media Collaborative, a Thematic Network of the University of the Arctic. He has served as a member of the Cultural Human Resources Council (CHRC) National Digital Media Technology Roadmap Expert Advisory Committee.
- **Dr. Julie Pelletier**, Chair of the Department of Indigenous Studies and Director of the Master's in Development Program (MDP) is pleased to announce the appointment of **Allan Benoit** as the MDP Program Coordinator, and **Leona Boucher**, Employment Placement Counsellor in the new CN Indigenous Resource Centre. As the MDP Program Coordinator, **Allan Benoit** will be responsible for ensuring the smooth functioning of the program by providing leadership in field placement selection and evaluation, and overseeing logistics involved in ensuring a rigorous and culturally appropriate experience for students during their fieldwork. He will provide information to students, faculty, and staff about the MDP, and coordinate student recruitment and retention efforts. As the Employment Placement Counsellor in the new CN Indigenous Resource Centre, **Leona Boucher** will be responsible for initiating and maintaining relationships with various governmental agencies, NGO's, businesses, both Indigenous and non-indigenous, in order to find temporary and permanent employment primarily for Indigenous graduate students.
- **Craig Willis in Biology** has had his research featured in the **Wall Street Journal**. His study of the mysterious fungal ailment killing millions of bats across North America says the experiences of European bats that have been infected with a similar fungus that they've survived could provide lessons in the best way to control white nose fungus. Most scientists believe the fungus that causes white nose syndrome in North America was brought from Europe where it was first introduced into caves in New York state. Definitive proof that the fungus is an invasive species has not yet been shown but Craig's study that could make that link is nearing completion.

Academic Excellence

Outstanding Student Experience

- Five students from The University of Winnipeg - **Abhilash Tyagi, Geneviève Coulombe, Matt Friesen, Kevin Gooch and Shantel Saliga** - placed second in the 30th annual Manitoba International Marketing Competition (MIMC) held over the weekend of January 6 and 7, 2012. The MIMC is the largest competition for business students of its kind held in Canada, organized by the Commerce Students Association of the University of Manitoba. This year's competition included teams from Mexico, Brazil and Ghana, Africa.
- A future climate change researcher and chemistry professor today received The University of Winnipeg's prestigious **Sir William Stephenson Scholarship** and a future teacher received the **Dr. and Mrs. Roderick Hunter Scholarship** for demonstrating exceptional leadership qualities and the potential to make a valuable contribution to Canada. UWinnipeg students **Paul Sarte, Matthew Morison** and **Natalie Fitkowsky** each receive \$6,500 to assist them in completing their undergraduate degrees.
- **Abigail Greaves** is the first recipient of UWinnipeg's **Garnet Kyle Scholarship**, worth up to \$40,000 - the largest offered to a Canadian student at UWinnipeg. It allows for \$10,000 per year of studies to cover tuition and books, accommodation and food. It is unique in that it specifically supports a rural student from Dominion City and the surrounding area for undergraduate or graduate studies at UWinnipeg.
- The Research Office facilitated the research internship of a PhD student from the National University of Singapore funded by the Canadian Bureau for International Exchange program. **CBIE** provided \$10,000 to the student to support travel to, and room and board at UW.
- The Research Office received \$22,000 in additional funding from the **NSERC Discovery Grant** program for the 2011-12 year. These funds were split among 5 UW early career researchers as decided by NSERC: **Pradeep Atrey, Harinder Aujla, Jenny Chen, Majid Khabbazian, and Tabitha Wood**.

International Students

- On December 28th, the South Sudanese community in Winnipeg, welcomed **Mayuen Mou**, to the city. On January 3rd after he was settled into his room in McFeetors Hall, Mayuen began classes at the Faculty of Theology. Because we have a strong relationship already with the Southern Sudanese refugee community at the University of Winnipeg, thanks in part to the initiative of Dr. Lloyd Axworthy, Faculty of Theology believes that we can offer the kinds of supports necessary to welcome a student from this region, the Reverend Mayuen (Stephen) Mou. Reverend Mou is the General Secretary to the Bishop of Aweil, and has been in the middle of the crisis in Aweil, in Southern Sudan, providing basic humanitarian assistance to the thousands of refugees who look to the church for support. He will come to the University of Winnipeg under the Bishop's recommendation to train with us and to receive the benefit of both theological education and Conflict Resolution training at the Faculty of Theology, the Global College and Menno Simons College. He has received promised a scholarship from the University

International Students *Continued*

of Winnipeg, to cover the cost of his fees. The Faculty of Theology, with the support of local churches, interested individuals and a grant from the St. Stephen's Broadway Foundation has raised to defray his expenses. We welcome Mayuen to the University of Winnipeg.

- Approximately 150 students began the 14-week English Language Program, starting in January. This includes 40 students from Korea who are taking part in a customized 7-week program that involves study of Canadian History and Culture, and participation in a Work Experience program.

Student Services

- In collaboration with the UWSA and in support of students who neither identify as male or female, The University has designated a minimum of one washroom per campus location to re-purpose as a gender neutral washroom. Signage on the washrooms will indicate male, female and gender neutral signs as well as indicating that they are accessible for students with disabilities as well. As part of the Positive Space Campaign, informational Q & A's will be posted inside the washrooms to assist in informing members of our university community why this has been accomplished.

Community Learning

Indigenous

- It was publically announced that The University of Winnipeg's Board of Regents recently approved the creation of an Indigenous Advisory Circle to ensure the inclusion of Indigenous Peoples' perspectives in the governance of The University of Winnipeg. The Circle will be chaired by **Dr. Phil Fontaine**, former National Chief of the Assembly of First Nations. The University of Winnipeg Indigenous Advisory Circle evolves from the successful Master's of Development Practice Indigenous Advisory Circle constituted in September, 2010 to guide the development of the MDP program.
- The **Survey of Indigenous Students** was launched on Monday, January 9, 2012. This informational survey was developed to improve on the data we collect on Aboriginal students with topics ranging from housing to daycare to employment. Our goal is to reach 100 completed surveys.

Human Resources

Sustainability

- The **Campus Sustainability Office** has finalized and will post the 2010 Annual Report on its website. The Strategic plan which sets out key initiatives for the next 4 years has been endorsed by the Sustainability Council, the Senior Executive Group, the President and will be presented to the Board of Regents through the Governance Committee for approval at the January 2012 Board meeting. We are very excited about the opportunities that the new strategic plan presents the University with, and look forward to moving forward towards our goal of Kyoto compliance by the end of 2012.
- **McFeetors Hall: Great-West Life Student Residence** and **The University of Winnipeg Students' Association Daycare Centre** joined an elite group of eco-friendly buildings in Manitoba. Following an in-depth LEED certification process by the Canada Green Building Council, both buildings have achieved **Silver LEED status**.
- The **Sustainability Office** is moving in January to take up residence in the Richardson College for the Environment. **Alana Lajoie-O'Malley** and her team will be located on the third floor, and be in an excellent position to partner and collaborate with various faculty members in Science, as well as other departments and organizations located there

Collective Bargaining

- Collective bargaining continues with the union representing support staff on campus – AESES. Preparations for bargaining are underway to establish a first contract for the students working as Lab Demonstrators, Markers and Teaching Assistants. It is anticipated that bargaining will commence in the New Year. Another new bargaining unit has also been certified with PSAC for English Language Program Instructors. Lab Instructors will be transitioned to the Contract Academic Staff collective agreement in the next round of bargaining. It should also be noted that two contracts expire in 2012 – Contract Academic Staff (July 2012) and Collegiate (March 2012). As a result of expiring contracts as well as new contracts, 2012 will be another very busy year for collective bargaining.
- The first increase to member and employer pension plan contribution increases has been implemented effective January 1, 2012. This has increased Defined Benefit contributions for both plan members and the employer by 1%. Increases of 1% to below earnings subject to CPP have been implemented for members and the employer in the Defined Contribution component of the University's pension plan as well. A second increase for both Defined Benefit and Defined Contribution members is planned for January of 2013.

HR Policy Development

- Policy Development continues, and two policies will be moving forward for consultation and discussion with our unions - a new Respectful Learning and Working Environment policy as well as a Protected Disclosure policy will be being tabled. Human Resources has been doing preparatory research and will also be commencing the required stakeholder consultation process on the development of a Violence Prevention policy which we are required to prepare to comply with provincial legislation.

Faculty/Staff Update

- Active searches are underway for three Dean positions – Dean of Science (first priority) is being handled internally, and the Dean of Arts and Dean of Business and Economics.
- The search process for General Counsel and University Secretary is underway.
- **Sharon Redsky**, has been hired as the new Manager of Wii Chiiwaakanak Learning Centre. Previously she worked for the Ma Mawi Wi Chi Itata Centre as a project manager implementing Housing Plus, a partnership with Ma Mawi Wi Chi Itata Centre and the Mental Health Commission of Canada. Sharon is a board member of Ndinawemaaganag Endaawaad, Maples Daycare, Manito Abhee and a member of the YM/YWCA Women of Distinction nominating committee.

Sustainable Infrastructure

Capital

- Construction in the **AnX** is virtually completed with CanadInn's slated to open both **Garbonzo's** and **Starbucks** on January 16. The other spaces housing UCN's Midwifery program and our ELP Administration Offices will be completed in February. The official opening of the AnX has been set for February 10.
- Work on the 3rd floor of The **Richardson College for the Environment and Science Complex (RCFE)** containing various academic, research and policy programs are complete. These departments are currently relocating in Richardson to their new quarters.
- Discussions are underway with a new tenant for the main floor space in the **RCFE** that was formerly planned for the **Digital Lab**. We expect to have an Offer to Lease by the end of January and for construction to be completed in about 12 weeks.
- A new **TelePresence** suite has been constructed in **RCFE** and is undergoing sound and lighting quality tests. This site will host the suite currently in Centennial Hall, and will be expanded from an 8-seat configuration to an 18-seat facility.
- The replacement of outdated staff and faculty PCs is underway and will continue for the remainder of the fiscal year with a target of 20 systems being deployed each week. Priority is being given to the oldest PCs.

Capital Continued

- Renovations on the 9th floor of the **Rice Building** are underway. This will provide some of the relocation space needed as a result of the Field House project. Once complete, the Foundation will move to the 9th floor (by the end of January), with Human Resources moving to the Foundation's current space on the 7th Floor.
- The Corporate Secretary and Legal Counsel's current office in 520 Portage Ave will be vacated as they join Internal Audit in new space on the 7th floor of the Rice Building before the end of January.
- Planning for **Project Rubik 2** is nearing completion. This phase will focus on retrofitting the former Biology research labs in Centennial Hall, and includes the relocation of staff, services, and classrooms from MacNamara Hall and Young St. to make way for the new field house.

Finance

- The 2012-2013 budget process continues with the ambitious goal of bringing a budget for Board approval to the March Board of Regents meeting.

Strategic Planning

- After our soft deadline of January 13, 2012, we have received a total of 60 submissions with 11 more expected. The deadline for submissions is **January 27, 2012**. Of the 60 we have received, approximately 10 are from the community and the remainder are represented by the university - approximately half have been provided by the academic group and the other half by the non-academic group. The Steering Committee have met and reviewed the current submissions. Once we have reached the January 27, 2012 deadline, the Steering Committee will determine which groups they will further have 1/1 consultations. For those groups that we did not receive a submission from may be contacted for consultation.

Enrollment Update

A. Undergraduate enrollment update: based on students who enrolled either fall and/or winter section.

	2011/12	2010/11
Domestic	9,387	9,186
International	500	486
Total	9,887	9,672

B. Graduate Studies (GS) and related programs

GS (excluded JMP)	267	255
JMP	121	119
Total	388	374

Grand Total (A + B) 10,275 10,046

External Affairs & Communications

- **Dan Hurley** resigned from his post as Associate Vice-President (External Affairs) effective January 16, 2012 to pursue other career interests.

A UWinnipeg alumnus, Dan returned to the University in 2006 as Executive Director of Government, External and Alumni Affairs, and later took on the additional role as Senior Executive Officer and Advisor to the President from 2008-2011. During his time here, he led a number of important initiatives including the You of W marketing campaign, the 40th Anniversary Homecoming celebrations, and the Arctic Gateway Summit.

Additionally, he worked closely with The University of Winnipeg Foundation in planning and successfully completing the "A World of Opportunity" Capital Campaign.

We thank Dan for his contributions and dedication to the University during this time of growth and renewal, and wish him well in his future endeavors.

In the interim, Bill Balan will take on responsibility for the External Affairs Department until a replacement is found.

Top UWinnipeg stories and initiatives – December/January

- Wade Davis on campus – CKUW, WFP, CBC
- Garnet Kyle scholarship winner – CBC Radio, WFP (on-line)
- Business whiz kid Ethan Baron in next 36
- Three Stephenson/Hunter scholarships awarded – WFP (on-line) noodles.com
- Silver LEED plaques unveiled (McFeetors & Day Care)
- UWinnipeg meeting Kyoto commitments
- Indigenous Advisory Circle announced for UWinnipeg
- First Director CISCO Innovation Centre named
- Asper Theatre Centre renamed and Babs Asper garden dedication
- Haitian Student bursary – Canstar news, CBC, CTV
- New Carol Shields Writer in Residence named

The University of Winnipeg Alumni Association

- The **Alumni Association** held another successful “Food For Thought” event on Friday, December 9 for the students writing during the December examination period. The Alumni Association provided free nutritious snacks to all students who passed by their table on the 4th floor of Centennial Hall at the top of the escalators. The students were very appreciative.
- The **Alumni Association** is currently soliciting nominations for this year’s Distinguished Alumni Awards. Please contact Steve Pataki, Alumni Development Coordinator at s.pataki@uwinnipeg.ca or call at 988-7122 for more information.

Alumni Affairs

- Dr. Axworthy's Holiday Message was sent via e-mail to 6,950 alumni.
- The University of Winnipeg's "**Hockey Night in Ottawa With Alumni and Friends**" event on January 16, 2012 at Scotiabank Place when the visiting Winnipeg Jets took on the hometown Ottawa Senators was a sold out event.
- Production of the next issue of *The Journal* is underway. The thematic focus for this issue, to be published in May 2012, is Athletic Renewal. Any Journal ideas or submissions are welcome. Please contact *The Journal* editor Helen Cholakis at h.cholakis@uwinnipeg.ca or 988-7139.
- Reunion interest for **Homecoming Weekend 2012** is building. So far, the Classes of 1957, 1962 and 1972 have expressed an interest in having a reunion.
- Homecoming Weekend 2012 will take place Wednesday, September 5th to Sunday, September 9th. All departments, groups or individuals interested in planning Homecoming events are asked to contact Helen Cholakis, Manager of Alumni Affairs at h.cholakis@uwinnipeg.ca or 988-7139.

Conferences & Events Services

- Events of significant note were the Staff & Faculty Holiday Reception which was held this year in the Power Corporation Atrium in the Richardson College for the Environment drew a very large crowd and the renaming ceremony of the Asper Centre for Theatre and Film coupled with the announcement of the **Babs Asper Lilac Garden**.

Other Events:

- Action Canada Conference & Reception
- Holiday Café Reception - Collegiate
- Meet the Faculty – Collegiate
- University of Winnipeg Presentation – Collegiate
- International Students Holiday Party – Collegiate
- Green Spaces – Campus Sustainability
- IGBO Lecture – Global College
- The Art & Science Math Education Conference
- Canadian Ministers of Education Council
- Entrepreneur Business Plan Challenge-Junior and High School
- Graduation Ceremony – English for Specific Purpose
- Canada History Society Lecture
- Paddell Manitoba Film Screening
- Virtuosi Concerts
- Cinema Politica Lecture/presentation
- Winnipeg Aboriginal Film Festival
- UW Downtown Jazz Band Concert
- Graduation – English Language Program
- Santa Claus Parade Workshops
- Federal Correction Exams
- Career Trek "M" Project
- Catholic Latin Mass
- NDAEB December Exams

University Advancement

Since the last board report, 4 donations have been finalized:

- Paul Swaity - Towards Community Learning - \$500,000
- Coppinger Family Award - Endowment - For returning students - \$26,000.00
- Jim Burns – Duff Roblin Scholars - \$100,000
- North West Company – Rupertsland - \$100,000
- MTS Allstream – Gary Doer Award (MDP) - \$10,000

Total: \$736,000.00

We are working with 84 active prospects, and are awaiting response on several proposals with 3 proposals to be realized by March 2012 to be distributed as follows:

- \$1,000,000 – RCFE
- \$100,000 – Green Corridor
- \$250,000 – Community Learning

Total: \$1.35 million

Marketing & Social Media

- As previously reported, Deborah Bowers, the new Director of Strategic Marketing and Social Media, began her position on November 7.
- To the end of November, significant gains have been made on the social media front:
 - Twitter followers grew from approximately 2,200 to 2,874 followers
 - Facebook increased from 1,057 to 1,072 likes
 - A UWinnipeg LinkedIn account was launched in early December, with 64 people now in our network
 - All social media stats are accurate as of Jan. 5.
- UWinnipeg's mobile website was publicly launched the week of Jan 9
- Field House brochure has been in development
- MDP brochure and website update are in development
- Finalizing 2012 marketing plans
- Draft of branding working group participants developed. This working group will help to provide valuable insight into the Director's 2012 plans to develop a marketing and branding strategy for the University, factoring in the disparity between certain programs and departments and developing a more cohesive overall UWinnipeg brand, both internally and externally
- **Leaders of Tomorrow** advertising strategy drafted (to be executed in Q1). Ad series will build UWinnipeg's brand while showcasing expertise from both the student and faculty perspective.

Notice of Motion – For Approval at the March 26, 2012 Board of Regents Meeting:

1. That By-Law No. 2/85 be amended in accordance with the attached revisions; and
2. That By-Law No. 4/92 be amended in accordance with the attached revisions.

By-Law No. 2/85 of The University of Winnipeg (being a by-law related generally to Conflict of interest Policy and Guidelines)	<i>unchanged</i>
Whereas:	<i>unchanged</i>
A. The Board of Regents ... the community as a whole, have the right to a university which is conducted with efficiency, impartiality, and integrity;	<i>Punctuation change: Add a comma after “whole” to delineate an intervening phrase, and add a comma after “impartiality” to delineate a separate item in a series.</i>
B. The right gives rise to the obligations that there neither be, nor appear to be, any conflict between the professional or personal interests of members of the Board , or members of the committees established by the Board, and their responsibility to the University;	<i>Add “professional or” to enhance complete understanding.</i> <i>Change “Board members” to “members of the Board” to be consistent with the following phrase, “members of the committees established by the Board.”</i>
C. The range and complexity of activities generated within the U niversity are such that it is not possible to produce a complete list of prohibitions of uniform application:	<i>Capitalize “U” to indicate that we are referring specifically to the University of Winnipeg.</i> <i>Change “is” to “are” – plural form of the verb to agree with the plural subjects, “range” and “complexity.”</i> <i>Change “an exhaustive” to “a complete” for simplicity and accuracy.</i>
D. The following provisions of this by-law are, therefore, intended as guidelines to all Board members. O ther kindred questions arising should be settled in accordance with the general principles contained herein;	<i>Delete “since this by-law is not intended to be exclusive” and capitalize “Other.” We could not decide what this phrase was intended to mean. We are open to discussion, of course.</i>
THEREFORE, the Board ...	<i>Remove “now,” previously appearing before “therefore.”</i>
1. APPLCATION OF...	<i>unchanged</i>
This by-law applies to all members of the Board of Regents, invited observers and guests to the Board meetings and activities , members ...	<i>Add “guests” to make the meaning all inclusive of people who are present at any Board function regardless of their role at that function.</i> <i>Add “and activities” to broaden the functions included.</i>
The policy ...	<i>unchanged</i>
2. DEFINITION: “CONFLICT...	<i>unchanged</i>
A conflict of interest occurs when the personal or professional interests ... For the purposes of this by-law, personal or professional interests include... commercial, ...or arising from personal relationships or from former, existing, or prospective business associations.	<i>Add “or professional” as reasoned above.</i> <i>Punctuation: Insert a comma after “commercial” to delineate separate items in a series.</i> <i>Change “family or marital relationships, friends” to</i>

	<i>“personal” to be all-inclusive.</i>
A finding of conflict ...	<i>unchanged</i>
3. GUIDELINES...	<i>unchanged</i>
3.1 Duty to ...	<i>unchanged</i>
Members of ...	<i>unchanged</i>
(a) are party to ...	<i>unchanged</i>
(b) have a personal or professional interest in any person who, or organization which, is party ...	<i>Add “or professional” as reasoned above. Insert commas to delineate an intervening phrase.</i>
(c) Have any other...	<i>unchanged</i>
Shall immediately ...	<i>unchanged</i>
When members are uncertain whether a conflict of interest exists, it is their responsibility to declare their interest ...	<i>Change “a person” to “members” for consistency. Change pronouns to be inclusive and to agree with the plural antecedent.</i>
Any 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.	<i>Change “person” to “member” for consistency. Change “chairman” to “chair” to avoid gender bias.</i>
4. CONFIDENTIALITY ...	<i>unchanged</i>
4.1 Board members ...organization, or affairs of the University, nor shall they use any such ...	<i>Insert a comma to delineate separate items in a series, and reverse the order of the phrase “nor shall any such information be used” to avoid the switch from active to passive voice.</i>
4.2 Board members shall not seek to obtain personal or professional gain for themselves , or for anyone with whom they are not dealing ... in the course of Board members shall not seek to obtain personal or professional gain for themselves, or for anyone with whom they are not dealing ... in the course of Board duties ...	<i>Revise first phrase to be consistent with the style of previous clauses. Change “himself” to “themselves” and “his duties” to “Board duties” to avoid gender bias.</i>
4.3 Board members , having attended ... shall not disclose to, or discuss with, anyone ...	<i>Revisions for consistency and to avoid gender bias. Insert commas to delineate intervening phrases.</i>
4.4 The responsibility...	<i>unchanged</i>
5. WHERE CONFLICT ...	<i>unchanged</i>
5.1 Members of the Board who have a conflict of interest shall disclose ... and shall exclude themselves ... any matter in which they may have ... they shall not receive ... materials, or ...	<i>Revise for consistency, to avoid gender bias, to achieve correct punctuation – a lifelong mission.</i>
5.2 The member in question ... be relieved of Board responsibilities ...	<i>Revised for consistency and clarity.</i>

6. BREACH ...	<i>unchanged</i>
6.1 If any person...	<i>unchanged</i>
7. AMENDMENT ...	<i>Make consistent with s. 18 of By-Law No. 1/2010 (attached)</i>
7.1 This by-law may be amended...	
(a) A vote of two-thirds ... or repeal has been ...	
(b) The consent ...	<i>Unchanged, but this section should be made consistent with the by-law on participating in meetings and votes electronically. Refer to and quote S.3.14 of By-Law No. 1/2010 (attached)</i>

By-Law No. 4/92 Of The University of Winnipeg (being a procedural by-law of The University)	<i>unchanged</i>
The Board of Regents ...	<i>unchanged</i>
I PARLIAMENTARY ...	<i>unchanged</i>
(1) Except as otherwise ...	<i>unchanged</i>
(a) Kerr and ...	<i>unchanged</i>
(b) Kerr and ...	<i>unchanged</i>
(c) Any procedural ...	<i>unchanged</i>
(2) The secretary is ...	<i>unchanged</i>
(3) Any procedural ...	<i>unchanged</i>
2 RULINGS OF THE ...	<i>unchanged</i>
(1) In all cases ...	<i>unchanged</i>
(2) When the Chair rules, ...	<i>unchanged</i>
(3) The Chair shall ...	<i>unchanged</i>
(4) The Chair shall not ...	<i>unchanged</i>
(5) A ruling of the Chair shall only be overturned by a simple majority of negative votes. The ruling is sustained if the vote is tied.	<i>Added: "simple" as a descriptor of "majority" to avoid any question. Elsewhere, a two-thirds majority is required.</i>
3 VOTING	<i>unchanged</i>
	<i>Remove this paragraph and replace with a reference to the voting by-law, rather than risking the confusion that might result from references to voting instructions by different item numbers when the instructions – even if they are identical – are written in two places.</i>
4 NOTICE OF MOTION	<i>unchanged</i>
(1) The Board may, by ... Board (that is, a majority ... rescind a previously- approved ...	<i>Punctuation change: add a comma after the introductory phrase, "that is," and a hyphen in the compound adjective, "previously-approved."</i>
(2) The Board may, ...	<i>unchanged</i>
5 WITHDRAWAL OF MOTIONS	<i>unchanged</i>
Any motion properly moved and seconded, may be withdrawn only with the consent of the mover, the seconder, and a majority of the Board.	<i>Punctuation change: add a comma after "seconder" to delineate each item in a series.</i>
6 DEBATE	<i>unchanged</i>
(1) When a debate ...	<i>unchanged</i>
(a) A former speaker ...	<i>unchanged</i>
(b) A person who has spoken may answer questions addressed by the Chair, unless the Chair rules the person out of order;	<i>Change "them" to "the person" to avoid confusion in the antecedent of the pronoun (could be the questions or the person which is out of order; furthermore, "the person" is singular so the pronoun would more correctly be "him or her," but perhaps that is getting just too Miss-Jean- Brody.</i>
(c) Remove	<i>Despite considerable pondering and discussion, we</i>

	<i>could not see the sense of this clause: "The mover of a substantive motion has the right to close the debate before the vote is taken." We are, of course, open to input.</i>
(2) The Chair ...	<i>unchanged</i>
PASSED AND ...	<i>Presumably the date on this will change when appropriate.</i>

By-Law No. 1/2010
of
The University of Winnipeg
(being the General By-law of the University)

The Board of Regents of The University of Winnipeg, under the powers vested in it by The University of Winnipeg Act C.C.S.M. c. U70, as amended from time to time, enacts the following as By-law No. 1 of The University of Winnipeg.

1 GENERAL PROVISIONS

- (1) In this by-law,
- (a) “academic staff” means employees of the University holding the rank of Instructor, Lecturer, Assistant Professor, Associate Professor, Professor, or Collegiate Instructor, and shall include Librarians and Counsellors;
 - (b) “Act” means The University of Winnipeg Act C.C.S.M. c. U70, as amended from time to time;
 - (c) “Alumni Association” means the Alumni Association of The University of Winnipeg;
 - (d) “Alumni regent” means a regent appointed or elected by the Alumni Association, pursuant to clause 5(2)(c) of the Act;
 - (e) “board” means the Board of Regents of the University;
 - (f) “by-law” means an enactment of the board regulating:
 - (i) its own internal governance and structure, including its committees;
 - (ii) the regulation of the behaviour of its members in matters pertaining to the University;
 - (iii) the establishment of a trust relationship with respect to the assets of the University; and
 - (iv) matters which are fundamental to the governance of the University and which is within the board’s jurisdiction pursuant to the Act;
 - (g) “committee” means a committee of the board and includes:
 - (i) a standing committee of the board established by this by-law;
 - (ii) an *ad hoc* committee of the board established by resolution;
 - (h) “electronic communication facilities” means telephone; teleconferencing; e-mail or any other method as they develop and are made available;
 - (i) “external regent” means a regent elected or appointed by:
 - (i) the Alumni Association;
 - (ii) the General Council; or
 - (iii) the Lieutenant Governor in Council;
 - (j) “policy” means an enactment of the board dealing with the management and regulation of the University in matters which embrace the general goals and fundamental principles of the

University, and which is within the board's jurisdiction pursuant to the Act;

- (k) "President" means the President of the University;
 - (l) "regent" means a member of the board pursuant to subsection 5(2) of the Act;
 - (m) "resolution" means any enactment of the board which is within the board's jurisdiction pursuant to the Act and which is not a by-law or a policy;
 - (n) "Secretary" means the Corporate Secretary or such other person as the board may designate;
 - (o) "Senate regent" means a regent elected by the Senate pursuant to paragraph (5)(2)(e) of the Act;
 - (p) "support staff" means employees of the University not designated as academic staff;
 - (q) "support staff regent" means a regent elected by the support staff pursuant to paragraph 5(2)(j) of the Act;
 - (r) "University" means The University of Winnipeg; and
 - (s) "UWSA regent" means a regent who is:
 - (i) the President of The University of Winnipeg Students Association or
 - (ii) appointed or elected by The University of Winnipeg Students Association pursuant to paragraph 5(2)(i) of the Act.
- (2) Nothing in this or any other by-law shall be construed as interfering with the Senate's responsibility for the academic policy of the University.

2 APPOINTMENTS AND ELECTIONS

- (1) The result of any election or appointment to the board made by:
- (a) the Alumni Association;
 - (b) the board;
 - (c) the Senate;
 - (d) the General Council;
 - (e) the Lieutenant Governor in Council; or
 - (f) The University of Winnipeg Students' Association
- shall be communicated in writing to the Secretary no later than June 15 of the year in which the election or appointment is to take effect.
- (2) The Human Resources department of the University shall be responsible for securing nominations and conducting elections for support staff regents in a timely manner, so that the Secretary can be notified in writing of the result no later than June 15 in the year in which an election is required.

3 MEETINGS

- (1) The annual meeting of the board shall be held not later than the 30th day of June in each year, or at such other time as a majority of the board may from time to time decide. Notice of the date, time and place of the meeting shall be given to each regent at least seven days prior to the meeting. The meeting:
 - (a) shall receive the annual report of the President;
 - (b) shall receive the annual reports of the standing committees;
 - (c) may receive such other annual reports as may properly be brought before the board;
 - (d) shall elect a Chair, and a Vice-Chair, to serve until the next annual meeting;
 - (e) shall elect the chairs of standing committees to serve until the next annual meeting; and
 - (f) may transact such other business as may properly be brought before the annual meeting of the board.
- (2) A general meeting of the board shall be held at least six times in each year, on such days as a majority of the board may from time to time decide. Notice of the date, time and place of each meeting, together with any further information that may be deemed appropriate by the Chair, or in the absence of the Chair, by the Vice-Chair of the board, shall be given to each regent at least five days prior to the meeting.
- (3) A special meeting of the board may be called at any time with written notice to the Secretary by:
 - (a) the Chair; or
 - (b) in the absence of the Chair or at the request of the Chair, by the Vice-Chair; or
 - (c) any six regents.

The Secretary shall give to each regent not less than forty-eight hours notice of the date, time and place of the meeting and of the general nature of the business to be transacted at the meeting.
- (4) The accidental omission to give notice of any meeting or the non-receipt of any notice by any regent shall not invalidate any resolution passed or any proceedings taken by the board.
- (5) The Chair may with the consent of any meeting adjourn the same from time to time to a fixed time and place and no notice of the time and place of the holding of the adjourned meeting need be given to any regent. Any business may be brought before or dealt with at any adjourned meeting which might have been brought before or dealt with at the original meeting in accordance with the notice calling the same.

- (6) Fifteen regents shall constitute a quorum. The absence of a quorum shall render invalid any proceedings conducted, save only a motion to adjourn the meeting to a new date, time and (if so specified in the motion) place, or a motion to terminate the meeting.
- (7) Except as otherwise provided in this by-law, questions arising at any meeting of the board shall be decided by majority vote.
- (8) The Chair shall vote only in the case of an equality of votes.
- (9) Questions of procedure arising at any meeting of the board shall be decided in accordance with the Procedural By-law of the board.
- (10) The Chair or other presiding officer may invite administrative officers of the University to attend meetings of the board, to assist the board in its deliberations.
- (11) The following persons shall be entitled to attend meetings of the board as observers, namely:
 - (a) the President of The University of Winnipeg Faculty Association (or designate);
 - (b) the Vice-President of the Association of Employees Supporting Educational Services for The University of Winnipeg (or designate);
 - (c) a representative of the International Union of Operating Engineers, The University of Winnipeg local.
- (12) Every person entitled to attend a meeting of the board as an observer under subsection (11) shall withdraw from the meetings when an item under consideration is, or relates to, a matter that is, or relates to labour relations within the University.
- (13) Every person entitled to attend a board meeting as an observer under subsection (11) shall have the right to speak on all matters coming before that meeting, with the prior approval of the Chair, unless precluded by subsection (12) above, but shall not have the right to propose, second or vote upon any motion coming before the meeting.
- (14) Any regent may participate in a meeting by means of electronic communication facilities, and be counted as present at the meeting, and vote on questions arising at the meeting, if:
 1. meeting materials have been distributed by the usual methods;
 2. regents participating in a meeting by electronic means are able to participate fully in the meeting; and

3. arrangements for participating by electronic means are made with sufficient time in advance of the meeting, as determined by the University Secretary.

Resolutions may be submitted to the board for consideration and decision, without an in-person meeting of the board, by means of electronic communication facilities, if:

1. urgent consideration is required, as determined by the Chair of the board; and
2. all regents have received the resolution(s) and appropriate background materials by the usual methods.

4 CHAIR, VICE-CHAIR, AND PAST CHAIR

(1) CHAIR

The Chair shall be elected from among the external regents. The Chair shall preside at all meetings of the board, shall perform the duties imposed by the Act and by any by-law or resolution of the board, and shall exercise such powers and perform such functions as are customarily incumbent upon the presiding officer of a board.

(2) VICE-CHAIR

The Vice-Chair shall be elected from among the external regents. If the Chair is unable or unwilling to act, the Vice-Chair shall perform all the duties and have all the powers of the Chair and shall perform such duties and exercise such powers as may from time to time be delegated by the board.

(3) PAST CHAIR

The Past Chair shall be the immediate past Chair of the board. If the immediate Past Chair is unable or unwilling to serve, the previous Past Chair shall be the Past Chair.

5 BOARD OFFICERS

- (1) The Board Officers shall be the Chair, the Vice-Chair, the Past Chair, and the Chancellor.

- (2) The Board Officers shall:

- (a) establish search and re-appointment committees for the office of President;
- (b) negotiate and conclude terms and conditions of employment for the President, and recommend appointment or re-appointment of the President to the board;

(c) perform an annual compensation and performance review of the President.

- (3) The Board Officers may require or invite the attendance of the President or other employees at meetings of the Board Officers as they deem appropriate.
- (4) The Board Officers shall keep or cause to be kept adequate minutes of all meetings of the Board Officers.

6 PRESIDENT

The President shall be the chief executive officer of the University and shall be the executive officer of the board and of the Executive Committee.

7 SECRETARY

The Corporate Secretary, or other such person as the board may designate, shall be the Secretary of the board. The Secretary shall keep or cause to be kept adequate minutes of all meetings of the board and of the Executive Committee and of such other meetings as the board may direct, and shall give, or cause to be given, notices of all meetings of the board and of the Executive Committee. The Secretary shall supervise or otherwise attend to all correspondence and perform all duties incidental to the office of Secretary, and shall present to the board all communications addressed officially to the Secretary or to the board as a whole, and shall be the custodian of the records of the board and of the seal of the University.

8 POWERS OF THE BOARD

(1) BORROWING POWER

The board may from time to time, by resolution, but subject always to the limitations contained in the Act:

- (a) borrow money upon the credit of the University in such amounts and upon such terms as the board may deem expedient;
- (b) issue and re-issue debt obligations of the University;
- (c) pledge or sell its debt obligations for such amounts and upon such terms as the board may deem expedient;
- (d) mortgage, hypothecate, pledge or in any other manner create a security interest in any of the real or personal property (or both) of the University, whether owned at the time of the creation of that security interest or acquired subsequently, in order to secure the payment of any existing or future debt of the University or the University's performance of any covenant.

(2) POWER TO DEAL WITH PROPERTY

The board may, by resolution, authorize the sale, leasing, exchange or acquisition of any real or personal property or rights by the University upon such terms as the board deems fit.

9 SIGNING AUTHORITY AND CORPORATE SEAL

- (1) Contracts or instruments in writing requiring the signature of the University may be signed by any two of the Chair, Vice-Chair, President and Controller of the University or by such other person(s), shown on the signing officers list as amended from time to time by the President. All contracts and instruments in writing so signed shall be binding upon the University without any further authorization or formality. In particular, but without limitation, the signing officers are authorized to make, draw, accept, endorse, sign and deal with cheques, promissory notes, bills of exchange, and other negotiable instruments on behalf of the University, whether under seal or not; they may sell, transfer, exchange, convert and otherwise deal in and with securities owned by or registered in the name of the University.
- (2) The Secretary may affix the corporate seal of the University to contracts and other instruments in writing, signed in the manner outlined in subsection (1).

10 POLICY DEVELOPMENT

- (1) Pursuant to subsection.12(1) of The University of Winnipeg Act, the board has overall responsibility for the University, and may determine all matters of University policy, except those specifically assigned to the senate by the Act.
- (2) The Governance and Community Relations Committee of the board shall be responsible for the board's policy development processes, and shall make recommendations to the board for approval of statements of policy, and review board statements of policy, and make recommendations for amendment to statements of policy, as it determines to be necessary, or as directed by the board.
- (3) The statements of policy made by the board shall be broad, and contain principles to direct the University Administration in formulating detailed University policies, outlining required operational practices and procedures.
- (4) University policies shall be based on, and be consistent with statements of policy made by the board.

- (5) The University Administration may formulate University policies in subject areas, where the board has not made statements of policy, in accordance with the overall values and operational requirements of the University.
- (6) University policies shall be submitted to the Governance and Community Relations Committee of the board, and any other appropriate committee, for information.
- (7) The University Administration shall consult on a proposed University policy with all those members of the University community who will be affected by the proposed policy.
- (8) The University Secretary shall be responsible for the coordination, distribution, and communication of board statements of policy and University policies, and liaison between the board and the University Administration, with respect to policy development.

11 COMMITTEES OF THE BOARD

- (1) The standing committees of the board shall be:

Executive
Finance
Audit
Governance & Community Relations
Nominating

which shall have the powers and duties outlined below.

The board may establish *ad hoc* committees as it deems necessary.

- (2) Chairs and members of standing committee shall hold office until the adjournment of the next annual meeting, or until their respective successors have been elected or appointed, whichever is later.
- (3) Except as otherwise provided in this By-law, the President shall appoint an executive officer for each standing committee; the executive officer shall appoint a secretary for the committee.
- (4) The chair or other presiding officer may invite any person(s) to attend meetings of the committee, to assist the committee in its deliberations.
- (5) Except as otherwise provided in this By-law:
 - (a) questions arising at any meeting of a committee shall be decided by a majority vote;
 - (b) meetings shall be at the call of the chair, or at the request of any three members;
 - (c) the chair shall vote only in the case of an equality of votes;

- (d) questions of procedure arising at any meeting of a committee shall be decided in accordance with the Procedural By-law;
 - (e) reasonable notice of the date, time and place of each meeting shall be given, either in writing or orally, to every member unless all members have waived notice of the meeting; attendance of a member at a meeting shall constitute that member's waiver of notice of that meeting;
 - (f) one-half of those members who are eligible to vote shall constitute a quorum for any meeting, not including *ex officio* members; the absence of a quorum shall render invalid any proceedings conducted, save only a motion to adjourn the meeting to a new date, time and (if so specified in the motion) place, or a motion to terminate the meeting;
 - (g) the secretary of the committee shall make, or cause to be made, a reasonable record in writing of all material matters dealt with at each meeting and shall cause copies of that record to be sent to all members promptly;
 - (h) the committee shall perform its duties in such a manner as it may deem expedient, but, with the exception of the Executive Committee, no committee shall commit University funds or bind the board to a course of action without the approval of the board;
 - (i) the committee shall undertake all matters that may be assigned to it under this or any other by-law or resolution or referred to the committee by the board;
 - (j) the committee shall report on its activities at such times and in such detail as the board may direct;
 - (k) each standing committee shall submit a report to the board no later than the annual meeting in each year;
 - (l) except as otherwise provided in this By-law, the Chair of the board, the Chancellor and the President shall be voting members of all standing committees, *ex officio*, but shall not be counted in determining a quorum;
 - (m) the chair of each standing committee shall be elected by the board from amongst the external regents;
 - (n) subject to the foregoing, each committee may establish its own rules for the calling and conduct of meetings;
 - (o) no committee shall initiate or engage in fund-raising activities without the approval of the board;
 - (p) a majority of the members of each standing committee shall be external regents.
- (6) If at any time a member of a standing committee has been absent without permission of the committee recorded in its minutes for three or more consecutive meetings, the member's seat shall be declared vacant by the committee.

- (7) A member of a committee of the board, may participate in a meeting by means of electronic communication facilities, and be counted as present at the meeting, and vote on questions arising at the meeting, if:
1. all members have received the meeting materials by the usual methods;
 2. members participating in a meeting by electronic means is able to participate fully in the meeting; and
 3. arrangements for participating by electronic means are made with sufficient time in advance of the meeting, as determined by the University Secretary.

Resolutions may be submitted to a committee of the board, for consideration and decision, without an in-person meeting of the committee, by means of electronic communication facilities, if:

3. urgent consideration is required, as determined by the Chair of the board, in consultation with the Chair of the committee; and
4. all members have received the resolution(s) and appropriate background materials by the usual methods.

12 EXECUTIVE COMMITTEE

- (1) The Executive Committee shall:
- (a) exercise all the powers and perform all the duties of the board in the management and direction of the property and affairs of the University during all intervals between meetings of the board, save only that the Executive Committee shall not be empowered to pass, modify or repeal any by-laws of the University.
 - (b) report all actions of the Executive Committee to the next meeting of the board, which shall have the same powers to review, amend, repeal and ratify actions of the Executive Committee that the board has with respect to its own actions.
- (2) The Chair of the board shall be the chair of the Executive Committee, and the Vice-Chair of the board shall be the vice-chair of the Executive Committee.
- (3) The Executive Committee shall be comprised of:
- (a) the Board Officers;
 - (b) the President;
 - (c) the chair of each standing committee;
 - (d) one Senate regent;
 - (e) one UWSA regent;
 - (f) one support staff regent.

13 FINANCE COMMITTEE

- (1) The Finance Committee shall advise the board on matters pertaining to the income and expenditure of the University, including:
 - (a) budgets and financial reporting;
 - (b) insurance;
 - (c) construction, acquisition, uses and maintenance of the capital assets of the University, including buildings and grounds;
 - (d) long term planning for the University's capital needs.
- (2) The Finance Committee shall be comprised of not fewer than seven regents including at least:
 - (a) five external regents;
 - (b) one Senate regent;
 - (c) one UWSA regent; and
 - (d) one support staff regent.

14 AUDIT COMMITTEE

- (1) The Audit Committee shall advise the board on matters pertaining to internal control, financial reporting, internal and external auditing, and compliance with laws, regulations and any internal code of conduct, including:
 - (a) consideration of the accounting practices and financial reporting of the University;
 - (b) review of the University's system of internal controls and its accounting procedures; and
 - (c) monitoring the effectiveness of internal auditing.
- (2) In carrying out its duties, the Audit Committee shall:
 - (a) meet as required to discuss observations and recommendations from the annual audit of the University's finances;
 - (b) meet with the internal and external auditors of the University, at least once annually; and
 - (c) bring before the board any matters which the Committee considers appropriate.
- (3) The Audit Committee shall be comprised of:
 - (a) not fewer than three external regents, two of whom shall not be members of the Finance Committee and one of whom shall be the Vice-Chair of the Finance Committee;
 - (b) one of the three external regents shall be the chair of the Committee;
 - (c) at least one but not more than two persons who are not regents;
 - (d) at least one member of the Audit Committee shall be a member of a self-regulating professional accounting body;

- (e) all of the members of the Audit Committee shall, in the view of the Nominating Committee, be competent to assess processes related to internal control and financial reporting; and
 - (f) the Audit Committee shall not include any members *ex officio*.
- (4) The Secretary shall provide to the members of the Audit Committee, copies of all financial reports and other documents provided to the Finance Committee, and, upon request, any other such information.

15 GOVERNANCE and COMMUNITY RELATIONS COMMITTEE

- (1) The Governance and Community Relations Committee shall advise the board on matters pertaining to board governance and relations with the external community, including policy on:
- (a) board orientation;
 - (b) board training, education and professional development;
 - (c) community linkage;
 - (d) social responsibility and civic engagement.
- (2) The Governance and Community Relations Committee shall be comprised of not fewer than eight regents including at least:
- (a) five external regents;
 - (b) one Senate regent;
 - (c) one UWSA regent; and
 - (d) one support staff regent.

16 NOMINATING COMMITTEE

- (1) The Nominating Committee shall advise and recommend to the board on matters pertaining to the operation of the board, including:
- (a) persons to be elected as Board Officers;
 - (b) persons to be elected as chairs of standing committees .
- (2) The Nominating Committee shall appoint vice-chairs and other members of committees, and board representatives to other bodies.
- (3) The Nominating Committee shall be responsible for identifying the areas of expertise most suitable and necessary for the board to carry out its functions and duties at any time, and shall liaise with the United Church of Canada, the Provincial Government, and the Alumni Association, regarding their appointments to the board.
- (4) The Nominating Committee shall be comprised of not fewer than seven regents, including:
- (a) the Past Chair of the board who shall be the chair;
 - (b) the Chair of the board;
 - (c) one Senate regent;

- (d) one UWSA regent; and
- (e) one support staff regent.

17 THE UNIVERSITY OF WINNIPEG STUDENTS ASSOCIATION

- (1) The students of the University shall be entitled to organize and to continue a students association to be called “The University of Winnipeg Students Association” (the UWSA).
- (2) The UWSA shall submit to the board, for the board’s information, articles of incorporation, constitution, and by-laws of the UWSA and all amendments to same as enacted.

18 ENACTMENT, AMENDMENT, OR REPEAL OF BY-LAWS

- (1) Any enactment of the board which meets the definition of a by-law shall be enacted by the board as described below; the same process shall be used whether for the adoption of a new by-law, the amendment of a by-law, the repeal of a by-law, or the simultaneous repeal of a by-law and adoption of a replacement by-law.
- (2) Any by-law may be adopted, amended, or repealed by either of the following methods:
 - (a) by a vote of two-thirds of those regents present and voting at a properly called and constituted meeting of the board, provided that a statement of the substance of any proposed new by-law, amendment, or repeal shall have been either tabled in writing at the previous meeting of the board or distributed to each regent at least fifteen days prior to the meeting at which the vote is taken; or
 - (b) by the consent in writing of all regents.

19 REPEAL OF ALL PRIOR BY-LAWS

By-law No. 1/2009 of the University and all its predecessors are repealed. That repeal, however, shall not in any way affect the validity of anything done or omitted pursuant to any such previous General By-law.

EFFECTIVE July 1, 2009.

CONSOLIDATED as of July 1, 2011

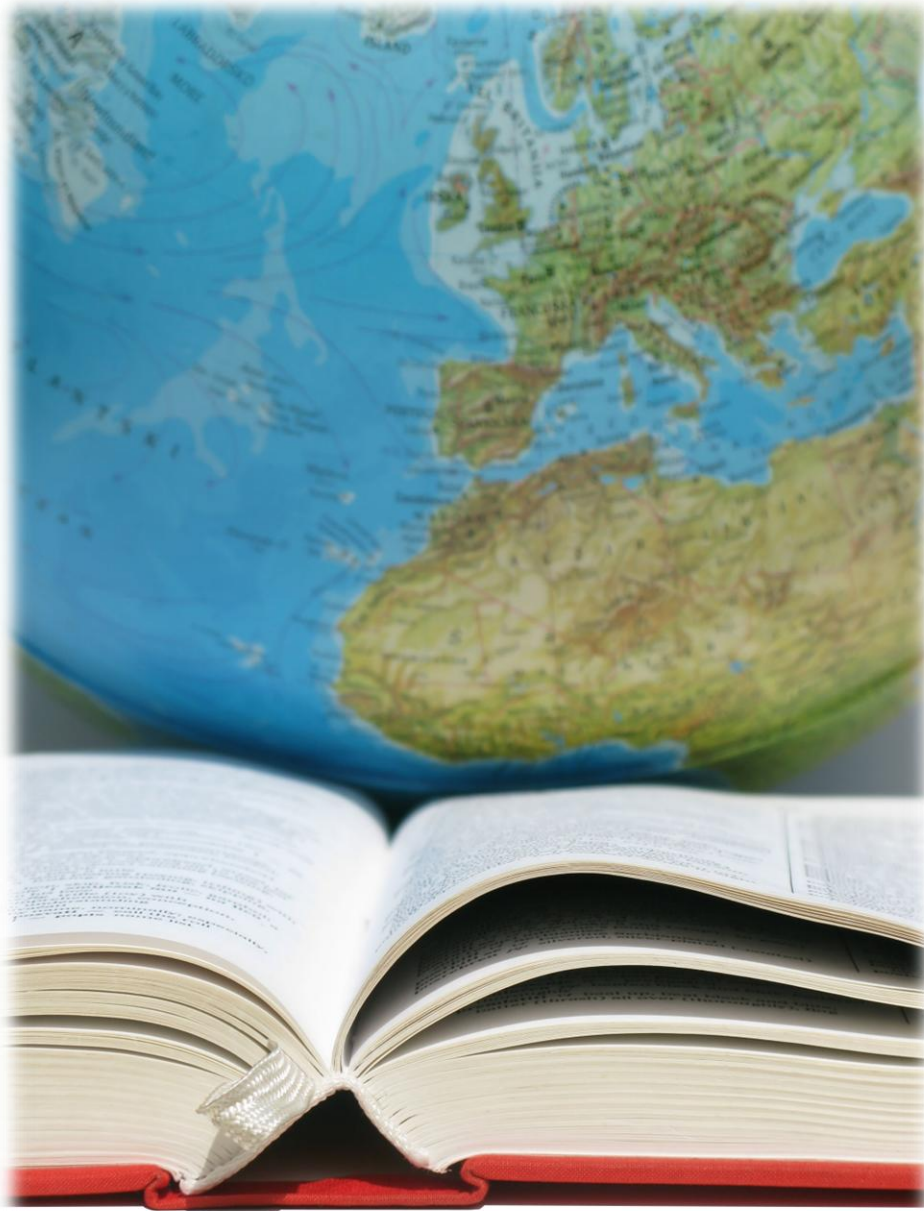
Amended:

May 10, 2010

Delete entirely provisions regarding Policy Development (Articles 10, 11 and 12) and replaced with new provisions (Article 10).

June 20, 2011

Board members and members of Board committees to be allowed to participate in and vote at meetings, via electronic communication facilities.



UWinnipeg Sustainability Strategy

Published January 2012



THE UNIVERSITY OF
WINNIPEG

Contents

List of Abbreviations	4
Executive Summary.....	5
Context, Structure, Implementation Plan, Monitoring & Evaluation	5
Decision-Making Criteria.....	6
Vision.....	6
Mission.....	6
Values.....	6
Goals & Targets.....	7
Messages.....	8
Message from the President.....	8
Message from the Vice-President Human Resources, Audit & Sustainability.....	9
Message from the Manager, Campus Sustainability	10
Introduction	11
Background/Context.....	11
Purpose	11
Process.....	11
Current Situation.....	12
UWinnipeg Profile.....	12
Strengths, Challenges & Opportunities.....	13
Strengths.....	13
Challenges & Opportunities	14
Strategic Direction	16

Decision-Making Criteria.....	17
Vision.....	17
Mission.....	17
Values.....	17
Goals, Targets, Reporting Structure & Target Committees	18
Action Themes & Initial Action Plans (IAPs).....	20
Goal #1: Air (GHG); #2: Energy; #3: Water (Air, Energy, Land & Water Target Committee).....	20
Goal #4: Waste Diversion (Waste Diversion Target Committee).....	21
Goal #5: Waste Reduction; Target #6 Procurement (Waste Reduction, Finance & Procurement Target Committee)	21
Goal #7: Transportation (Transportation Target Committee)	23
Goal #8: Administrative Systems (Administrative Systems Target Committee).....	23
Goal #9: Academics (Academics Target Committee).....	24
Goal #10: Sustainability Governance (Campus Sustainability Council)	24
Monitoring & Evaluation.....	25
Conclusion.....	25
Appendix A: Campus Sustainability Council & Working Group Composition & Terms of Reference.....	26

List of Abbreviations

AVP – Associate Vice President

CO2e - Carbon Dioxide Equivalent

CSC - Campus Sustainability Council

CSO - Campus Sustainability Office

EcoPIA - Ecological People in Action

FY - Fiscal Year (April 1 - March 31)

GESA - Geography & Environmental Studies Students' Association

GHG - greenhouse gas

IAP - Initial Action Plan

ISO - International Standards Organization

LEED - Leadership in Energy & Environmental Design

MMSM - Multi Materials Stewardship Manitoba

RCFE - Richardson College for the Environment

ROI - Return on Investment

STARS - Sustainability Tracking, Assessment, & Rating System

TOR - Terms of Reference

UWCRC - University of Winnipeg Community Renewal Corporation

UWSA - University of Winnipeg Students' Association

VP Finance & Admin - Vice President Finance & Administration

VP HR, Audit & Sustainability - Vice President Human Resources, Audit & Sustainability

Executive Summary

Context, Structure, Implementation Plan, Monitoring & Evaluation

The University of Winnipeg has been formally engaged in a sustainability process since 2005, when President and Vice-Chancellor Lloyd Axworthy established a Campus Sustainability Task Force and committed UWinnipeg to achieving greenhouse gas reduction targets that correspond to the Kyoto protocol's (6% below 1990 levels by 2012).

Much has been accomplished over the past six years, both in terms of sustainability governance and concrete sustainability achievements. There is, however, more that can and will need to be done to achieve campus sustainability targets. This plan, developed by the Campus Sustainability Office in consultation with members of the University and broader community over the course of a year, is intended as a roadmap for the next phase of UWinnipeg's evolving sustainability mission. It has been reviewed and approved by the University's Board of Regents.

The plan benefits from senior level commitment to sustainability at UWinnipeg. It builds on achievements such as the imminent installation of a hybrid heating system, the completion of a comprehensive facilities audit, the construction of a bike lab in partnership with the University of Winnipeg Students' Association, the commencement of a washroom retrofit project, the establishment of a pre- and post-consumer composting program, the banning of the sale of bottled water on campus, and the launching of Diversity Foods – a social enterprise offering more sustainable food services for the University and community.

It draws on UWinnipeg's successes in mitigating the impacts of campus expansion. All new buildings on campus are built to at least LEED Silver standard and prioritize maximum energy efficiency. This institutional experience with greener building and campus development planning has set an important foundation. This foundation positions UWinnipeg to establish even stronger linkages between campus development planning, budgeting processes, and campus sustainability planning in order to ensure that the social benefit and public good offered by campus expansion are carried out in a manner that reflects an understanding and respect for the carrying capacity of the planet.

The core content of this plan consists of updated decision-making criteria in the form of vision, mission, and value statements; ten goals with associated targets and action plans; and new Target Committees. Composed of individuals with operational responsibility over given areas of campus sustainability, these committees will coordinate the execution of Initial Action Plans (IAPs). These IAPs include activities from five action themes (technology, design, behaviour, measurement & reporting, curricular, co-curricular & research) to ensure that targets are achieved through the complementary and mutually reinforcing interaction of a variety of activities and initiatives. Provisions for measurement and evaluation are either already established or will be developed as part of this plan. The core components of this plan are summarized below.

Decision-Making Criteria

Vision

The University of Winnipeg fulfils its commitment to deliver excellent and accessible post-secondary education in a manner that fosters and embodies the principles and practices necessary to support healthy, equitable and ecologically sustainable human communities and natural environments.

Mission

The mission of the Campus Sustainability Office is to (1) provide leadership, coordination, support, and data tracking assistance to operational departments as they implement the University's Sustainability Policy and associated Administrative Policies; (2) to facilitate linkages between sustainability-related learning, research, and operations and; (3) to support academic dialogue and participation within the campus community to ensure that all benefit from the pedagogical and research value of our physical campus.

Values

Inclusion: Sustainability planning, operations, and initiatives will emphasize broad multi-stakeholder engagement and will seek to generate action items from those most affected by them.

Synthesis: As much as practicable, operational sustainability and the academic study of sustainability will be in dialogue and will be mutually supportive to create a climate of creativity, inquiry, research, and collaboration.

Integration: Sustainability planning, operations, and initiatives will be integrated into the overall planning, operations, and initiatives of University activities.

Simplicity: Sustainability initiatives and activities will seek to support campus community members in doing things *differently* rather than doing *more* and will seek to make more sustainable choices and actions practical and simple.

Fiscal Responsibility: Sustainability initiatives and activities will be financially responsible and contribute to the long-term financial health of the University.

Academic Better Practice: Sustainability initiatives and activities will be responsive to scholarly work related to sustainability from the sciences, arts, and humanities.

Transparency: Consistent with the requirements for ISO 14000 standards for Environmental Management, the University of Winnipeg will be transparent in its sustainability planning, processes, and reporting.

Goals & Targets

#	Goal	Current Target	Sustainability Policy Target
1	Reduce total GHG emissions (1990 baseline).	6% reduction by 2012 10% reduction by 2016	Net 0
2	Reduce intensity of campus energy consumption (2009 baseline).	18% reduction by 2016	Continuously reduce overall demand
3	Reduce water consumption	IAP Implemented by 2014	Continuously reduce overall demand
4	Divert solid, hazardous, and electronic waste.	65% diversion rate by 2015	100%
5	Reduce solid, hazardous, and electronic waste.	IAP Implemented by 2014	Zero net waste
6	University strives for better practices in sustainable procurement.	IAP Implemented by 2014	Achieve goals set in Green Procurement Policy
7	University strives for better practices in sustainable transportation.	IAP Implemented by 2014	Achieve goals set in Sustainable Transportation Policy
8	University provides tools and resources for improving the sustainability performance of administrative systems throughout campus.	IAP Implemented by 2013	NA
9	Active culture of sustainability teaching, learning, and research.	IAP Implemented by 2013	NA
10	Sustainability planning and governance reflect better practices in campus sustainability and is integrated into University planning and governance processes.	IAP Implemented by 2014	Achieve goals set in Sustainability Policy

Messages

Message from the President



It is well known that climate change is one of the most pressing issues of our time. As state leaders negotiate global solutions, it remains up to local institutions to lead the charge in the reduction of greenhouse gas emissions and to develop the necessary leadership in the quest for sustainability.

The active promotion of human rights, social justice, and environmental responsibility at The University of Winnipeg is a necessary step if we are to prepare our future leaders for the world they are inheriting. We understand this to be our responsibility, because we benefit from having the knowledge and capacity, right here on campus, to act as innovators in this endeavour.

Our ultimate goal at The University of Winnipeg is to create a truly sustainable campus, by which I mean a campus that acts upon its local and global responsibilities to protect and enhance the health and well being of humans and ecosystems, while actively engaging the University community. This goal is the foundation upon which we operate, the way we educate, the way we conduct research, and the way we serve and interact with local and global communities.

From the outset we set some very ambitious targets. As we continue to work towards achieving them, we remain committed to seeking out innovative ways in which our campus development efforts can contribute to an overall decrease in our resource use. Some of our greatest achievements have been made this year, with the opening of our Richardson College for the Environment and Science Complex, only the most recent of our new buildings to be built to LEED certification standards. We have also celebrated the recent opening of the student-initiated UWSA Bike Lab which will help turn The University of Winnipeg into a hub for active transportation.

The Campus Sustainability Council and Working Groups, under the leadership of the Campus Sustainability Office have all made - and continue to make - important contributions to campus sustainability. In this, the outcome of our first strategic review since 2005, The University of Winnipeg is committed to continuing to work on its successes and to strive for leadership in campus sustainability. I am pleased to present to you our latest Sustainability Strategic Plan.

Sincerely,

A handwritten signature in black ink, appearing to read "Lloyd Axworthy".

Dr. Lloyd Axworthy
President and Vice- Chancellor

Message from the Vice-President Human Resources, Audit & Sustainability



The University of Winnipeg and our Senior Management team remain committed to taking definitive and sustainable actions towards ensuring that the University becomes and remains a sustainability leader in post-secondary education in our country.

In order to accomplish this vision, as set by the President and the Board of Regents, we have built a strong foundation over the past five years, working our way towards our goal of achieving Kyoto compliance by 2012. This is evidenced through the achievements that have been made over the past several years on a variety of fronts, including University operations, transportation, and waste reduction. As a result of the efforts of a multitude of individuals, and through the leadership provided by the Campus Sustainability Office (CSO), we are now poised to implement a number of key initiatives, outlined through the strategic planning process that will enable our Kyoto goal to be achieved.

That is not to say that there are no challenges left to overcome – there certainly are. While the University continues to provide increasing access, and enhances programs and services that continue to attract a growing number of students, pressures have grown on our existing infrastructure and resources. We have, by necessity, grown to accommodate the increasing expectations and requirements of our students and community – growth that has included ensuring that recent additions are built to LEED standards. The new Sustainability Strategic Plan, as laid out in the pages that follow presents both a challenge and an exciting opportunity for our campus. It recognizes that we are changing and growing to meet Manitoba’s needs, but also calls on us all to take the steps necessary to ensure that those changes come through a strong sustainability lens. It is our goal to be a leader in campus sustainability in Manitoba, Canada and yes, the world.

It is a privilege to serve as the administrative leader on our campus for sustainability, and to work with all our staff and faculty dedicated to achieving our ambitious sustainability initiatives. I want to thank all of those who have been involved in our Sustainability efforts over the past five years, members of our Sustainability Council and its working groups, our past and current Manager of our CSO and staff. I want to particularly recognize Alana Lajoie-O’Malley, who led this important initiative, as well as thank those who took part in enabling us to develop this new plan through participation in surveys, town halls and focus groups. I look forward to working with all of you as we move forward with our latest Sustainability Strategic Plan.

Sincerely,

A handwritten signature in black ink, appearing to read 'Laurel Repski'.

Laurel Repski
Vice-President, Human Resources, Audit & Sustainability

Message from the Manager, Campus Sustainability



In the lead-up to the upcoming Rio+20 conference, the UN reports that “despite [...] progress on sustainable development, negative trends continue to prevail. Economic growth since the Rio Summit has been fed by unprecedented resource and material consumption and related environmental impacts.”¹ The lesson is clear. All institutions, whether public or private, local, or global, must redouble efforts to reorient values, decision-making processes, economic tools and approaches to finance & management. We must grow the movement working to do what scientists tell us is necessary and what current technology has demonstrated is possible. We must strive for quality of life, equity and justice in a manner that reduces, rather than increases, our consumption of natural resources.

As an institution of teaching, learning, and research, UWinnipeg recognizes its responsibility to not only be a part of this movement, but a leader in it. Five years into the implementation of our Sustainability Policy, this document builds on our successes to set the foundation for the next phase of our sustainability leadership. Our strategy outlines specific goals and targets, provides initial action plans aimed at realizing these targets, and distributes accountability and responsibilities to individuals throughout the University. It is meant to support a process of further integrating sustainability into UWinnipeg’s institutional culture. It is a roadmap for a process of change, and it is my hope that it provides us with the structure we need to move through this change smoothly.

Sustainability experts often comment that the key barriers to achieving sustainability goals are not economic or technological. Instead, they are policy and governance challenges that point to the core competencies required for the transition to a sustainable future: imagination, perseverance, and commitment. Through my role in developing this plan, I have come to see that at The University of Winnipeg we are imaginative, we are committed, and we are persistent. I am incredibly thankful to all those who brought these qualities to this planning process by participating in our town halls, focus groups, surveys, Campus Sustainability Council, and target-setting meetings. As we continue to direct these qualities to achieving our sustainability goals, it is my hope that we will all find tremendous opportunity for leadership, innovation, and collaborative action not only within our institution but with partners in Winnipeg, Manitoba, Canada, and the world. Now more than ever, we must be a global community collaborating for our future together.

Sincerely,

A handwritten signature in black ink, which appears to read "Alana Lajoie-O'Malley". The signature is written in a cursive style.

Alana Lajoie-O'Malley
Manager, Campus Sustainability

¹ *Sustainable Development: From Brundtland to Rio+20: Background paper prepared for consideration by the High Level Panel on Global Sustainability*, Published by the United Nations, September, 2010, p. 15.

Introduction

Background/Context

The University of Winnipeg has been formally engaged in a sustainability process since 2005, when President and Vice-Chancellor Lloyd Axworthy established a Campus Sustainability Task Force and committed UWinnipeg to achieve greenhouse gas reduction targets that correspond to the Kyoto protocol's (6% below 1990 levels by 2012).

Over the past six years the original Task Force developed into a permanent multi-stakeholder Campus Sustainability Council; the Board of Regents passed UWinnipeg's Sustainability Policy; 8 administrative policies were written to address various environmental aspects of campus sustainability; measurement indicators and procedures were developed to monitor and track progress on the goals set down in the policies; and sustainability progress reports have been published annually.

These sustainability governance achievements have been met with ongoing efforts and progress in sustainability performance (discussed below). More recently, President Axworthy signed the *University and Colleges Presidents' Climate Change Statement of Action for Canada* and the Campus Sustainability Office came under new management as its first Director retired from the position.

These recent developments, alongside the fact that UWinnipeg's initial Kyoto target deadline of 2012 is quickly approaching, mean that the time is ripe to take stock of the last six years of campus sustainability work and to set the direction for the next phase of UWinnipeg's initiative.

Purpose

This Strategic Plan is intended as a roadmap for the next phase of UWinnipeg's evolving sustainability mission. It has been developed to provide focus and motivation within the University by setting achievable signposts on the way to the ambitious goals set in our Sustainability Policy. It provides the University with:

- An updated vision & mission statement for campus sustainability;
- An updated organizational structure for campus sustainability governance and action;
- Broad 'marching orders' approved by UWinnipeg's Board of Regents in the form of concrete targets, initial action plans, assigned responsibilities, and timelines.

Process

This strategic planning process was launched in October 2010, and was developed through three phases. The first phase (October-December 2010) was an environmental scan that served to establish an understanding of the internal and external policy priorities, funding opportunities, and emerging issues that may impact UWinnipeg's sustainability planning and performance. The internal scan consisted of 2 meetings between the Campus Sustainability Council and senior University administrators and students. The external scan was conducted by the Manager of the

CSO via one-on-one telephone and in-person meetings with various individuals from government, non-profits, and local community groups. Results were compiled by the Manager of the CSO and are on file in the office.

The second phase of the process (January-March 2011) consisted of a campus-wide consultation process involving a town hall, an online survey, focus group meetings, and further awareness building during the Grass Routes Sustainability Festival. Consultation results are available on the CSO website and are on file in the office.

The results of these two phases of the process were used to generate a SWOT (strengths, weaknesses, opportunities, threats) analysis of the University's sustainability efforts, along with draft values, vision, mission, and governance structure. These drafts were tabled with the Campus Sustainability Council, and further refined through the spring of 2011.

The third phase of the process consisted of meetings between the CSO Manager, the VP HR, Audit & Sustainability, and individuals with operational control over the various aspects of the University's sustainability performance. Through these meetings, specific targets and initial action plans were developed. The results of these meetings are contained in this document.

Current Situation

UWinnipeg Profile

The University of Winnipeg, located in the heart of Canada, is a compact, diverse, multicultural academic community committed to access and excellence. The University of Winnipeg is a provincially and privately funded post-secondary institution with undergraduate and select graduate programs, as well as Collegiate and Continuing Education divisions.

Over the 2011/2012 academic year, UWinnipeg is undergoing a University and community consultation exercise to review and update our strategic plan. The goal is to provide focus to our initiatives, highlight innovation, identify needed resources, and define our measures of success. This process will draw on the existing strategic priorities of UWinnipeg, and will reference the work done during the 2008-2009 Academic Renewal.

UWinnipeg's 2004-2010 Strategic Plan set in motion an ambitious campus development plan. Over the past five years, four new buildings have been built, enrolment has increased steadily and total campus area has increased by nearly 25%. Over the same period, the University has increased its commitment to community and adult learning while also establishing several new graduate programs. UWinnipeg is growing and diversifying physically and in its academic offerings.

Strengths, Challenges & Opportunities

An integral element of all strategic planning processes is the need to identify those things that we are doing well and those things that we need to address in order to achieve our vision and mission. This has been accomplished through the participation and valued input of key stakeholders on campus, as well as through research conducted by the Campus Sustainability Office. This strategic plan has been developed to build off of our current strengths, to identify and address current challenges to our ability to achieve our strategic goals, and to take advantage of potential opportunities relative to UWinnipeg's sustainability performance. A high level summary is provided below to provide context for the plan and its initiatives.

Strengths

Sustainability is one of the key measures of the success of UWinnipeg, and one of six presidential outcomes. This illustrates senior level commitment to sustainability and concern about seeing progress made on it. This senior level commitment to sustainability is foundational to the development and success of this plan.

UWinnipeg's Sustainability Policy, alongside its eight strong aspect-specific policies and measurement indicators, has facilitated a number of concrete sustainability achievements over the past five years. These include the imminent installation of a hybrid heating system that could reduce GHG emissions in core campus buildings by as much as 1000 T CO₂e per year (just under 25% of 2009 emissions); the completion of a comprehensive facilities audit which provides a blueprint for significant campus energy and greenhouse gas reduction activities; the construction of a bike lab in partnership with the University of Winnipeg Students' Association; the commencement of a washroom retrofit project that promises to save the University upwards of one million imperial gallons of water per year; the establishment of a pre- and post-consumer composting program on campus; expanded recycling programs in campus buildings; the banning of the sale of bottled water on campus; and the launching of Diversity Foods – a social enterprise offering more sustainable food services for the University and community.

UWinnipeg can also boast considerable achievements in mitigating the impacts of campus expansion. All new buildings on campus are built to at least LEED Silver standard and prioritize maximum energy efficiency. This commitment to greener building practices has led to the construction of one of North America's most energy efficient laboratory buildings - the Richardson College for the Environment & Science Complex.

The University's sustainability policies and indicators were developed to reflect better practice found in current scholarship on sustainability management and sustainable development. This emphasis on drawing on academic better practice is a value that we will seek to continue to adhere to through the next phase of our sustainability efforts.

UWinnipeg's capacity for measurement and monitoring energy performance in particular provides the necessary prerequisite for the energy and GHG targets contained in this document. A recently completed facilities audit provides excellent empirical basis for making cost-effective changes to facilities that will further advance environmental sustainability. Existing work done by the CSO to compile performance data on a number of sustainability indicators provides further empirical data for decision-making. In spring 2011, a Controls Technician joined the

University's Physical Plant. This new position significantly increases the University's capacity to develop, undertake, and monitor energy efficiency initiatives. The audit, existing data, and work undertaken by our Controls Technician form the foundation of the energy and GHG action plans contained in this document.

The success of Diversity Foods, especially pertinent to illustrating a synergy among social, economic and environmental sustainability solutions, offers a useful model for potential future endeavours. This model informs elements of the procurement initial action plan contained in this document.

Finally, UWinnipeg has strong research and academic offerings relative to sustainability. The University currently offers both a BA and a BSc in Environmental Studies, as well as degrees in Geography, Urban & Inner-City Studies, and International Development, which involve significant sustainability-related material. In 2010, the Faculty of Education launched its Post-Baccalaureate program in Education for Sustainability. The new Master's in Development Practice also promises significant sustainability-related content. Individual courses with sustainability content can be found throughout University departments, from Classics to Politics to Chemistry. Several UWinnipeg faculty members also offer hands-on learning and research experiences related to sustainability through practicums, field work, and other similar opportunities. These facts provide a strong foundation for increased attention to tracking and encouraging sustainability content in UWinnipeg's academic life, as is present in this plan. They also offer entry points for greater integration between sustainability learning and sustainability in operations at UWinnipeg, as reflected in our updated mission statement.

Challenges & Opportunities

In its background paper to Rio+20, the UN describes a 20-year struggle to integrate sustainability governance and planning into existing frameworks for social and economic development. The document concludes that despite 20 years of progress on sustainability governance nationally and internationally, "[d]eep structural changes are needed in the ways that societies manage their economic, social and environmental affairs; and hard choices are needed to move from talk to action."² The document outlines the particular challenge and necessity of integrating environmental and economic development priorities by establishing "government (and corporate) fiscal, tax, budget, trade, energy, agriculture and other policies"³ as the key levers for addressing the roots of current environmental sustainability challenges.

To date, this integration has not been achieved globally or nationally, nor does the considerable progress made in this respect at UWinnipeg represent a completed process. The University's Sustainability Policy, monitoring and reporting framework, and concrete achievements demonstrate significant progress in the integration of sustainability into the overall operation and governance of the institution.

²*Sustainable Development: From Brundtland to Rio+20: Background paper prepared for consideration by the High Level Panel on Global Sustainability*, Published by the United Nations, September, 2010 http://www.un.org/wcm/webdav/site/climatechange/shared/gsp/docs/GSP1-6_Background%20on%20Sustainable%20Devt.pdf p. 6

³ *Ibid*, p.13

As is the case in governments, public institutions and corporations globally, UWinnipeg will benefit from continued progress in integrating overall campus development, operations and governance planning with campus sustainability planning.

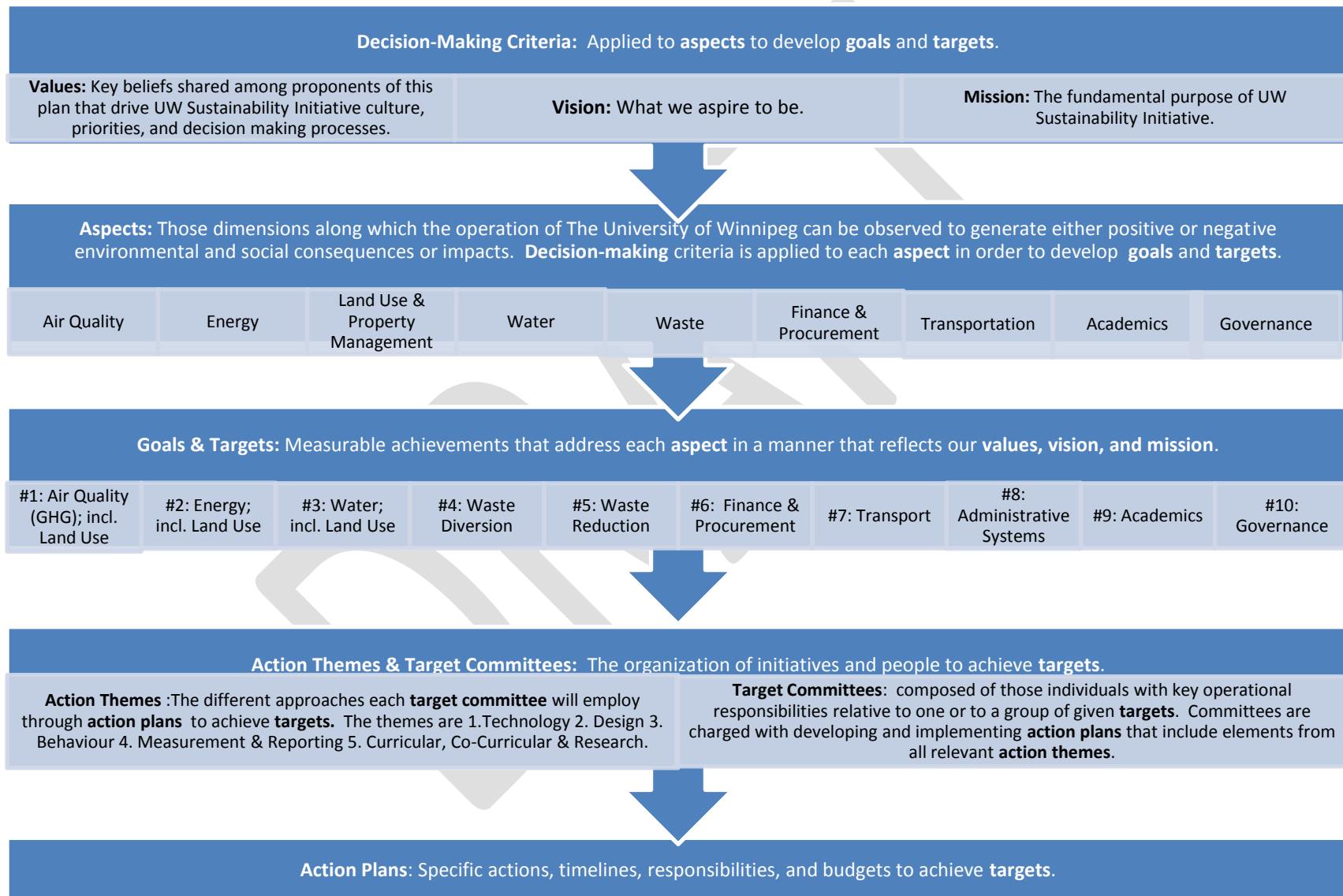
The impacts of this continued integration will be noted most strongly with respect to the growth in physical scale of University facilities and related growth in campus population. UWinnipeg's growing campus is contributing to the densification and revitalization of our downtown – key elements of intelligent urban design for sustainable cities. Alongside these and other benefits, to date this growth has also represented a net increase in the University's ecological footprint. The University can proudly say that green building principles sit at the heart of its campus development plan. Our campus now boasts four buildings built to LEED standards. While substituting natural gas (which accounts for approximately 80% of the University's greenhouse gas emissions) with renewable heating sources continues to prove economically challenging, our commitment to greener building principles serves to significantly mitigate the impacts of demand for natural gas and other natural resources.

The key challenge and opportunity for leadership ahead is to work with public and private partners in maintaining the University's notable commitment to sustainable building practices for new development while at the same time attending to the sustainability performance of our current building stock. In many respects, innovative building retrofits represent the future of truly progressive greener building. UWinnipeg is poised to lead the way here, pushing the boundaries of what can be achieved through ongoing commitment to marked improvements in the efficiency of existing buildings in Manitoba. Success in achieving the University's sustainability targets will undoubtedly draw on UWinnipeg's significant achievements in developing greener new buildings, just as it will require the same commitment and valued partnerships that made these achievements possible. Striving for the further mitigation and reduction of the University's energy consumption impacts and associated GHG emissions from existing campus buildings therefore sits at the core of this plan.

In turning our attention to campus retrofits, while maintaining and strengthening our commitment to greener building principles for new development, we will continue to be able to say that UWinnipeg is on the road to achieving the social and economic benefits of development in a manner that works to decrease, rather than increase, total net resources use.

Strategic Direction

The elements of this plan will be coordinated by the Manager of the Campus Sustainability Office, who reports directly to the VP Human Resources, Audit & Sustainability. The plan has been reviewed and approved by UWinnipeg’s Board of Regents and is organized as follows:



Decision-Making Criteria

Vision

The University of Winnipeg fulfils its commitment to deliver excellent and accessible post-secondary education in a manner that fosters and embodies the principles and practices necessary to support healthy, equitable and ecologically sustainable human communities and natural environments.

Mission

The mission of the Campus Sustainability Office is to (1) provide leadership, coordination, support, and data tracking assistance to operational departments as they implement the University's Sustainability Policy and associated Administrative Policies; (2) to facilitate linkages between sustainability-related learning, research, and operations and; (3) to support academic dialogue and participation within the campus community to ensure that all benefit from the pedagogical and research value of our physical campus.

Values

Inclusion: Sustainability planning, operations, and initiatives will emphasize broad multi-stakeholder engagement and will seek to generate action items from those most affected by them.

Synthesis: As much as practicable, operational sustainability and the academic study of sustainability will be in dialogue and will be mutually supportive to create a climate of creativity, inquiry, research, and collaboration.

Integration: Sustainability planning, operations, and initiatives will be integrated into the overall planning, operations, and initiatives of University activities.

Simplicity: Sustainability initiatives and activities will seek to support campus community members in doing things *differently* rather than doing *more* and will seek to make more sustainable choices and actions practical and simple.

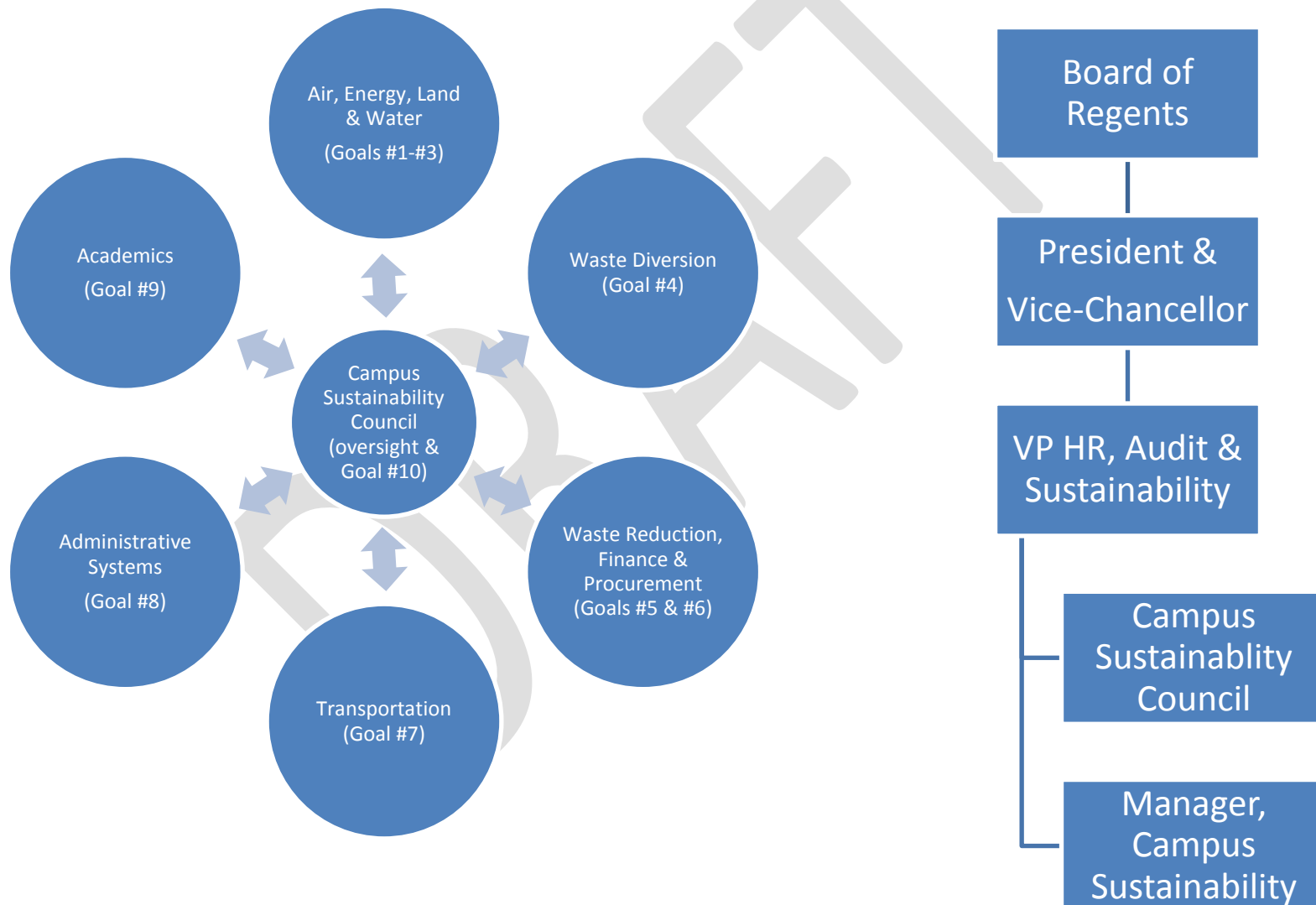
Fiscal Responsibility: Sustainability initiatives and activities will be financially responsible and contribute to the long-term financial health of the University.

Academic Better Practice: Sustainability initiatives and activities will be responsive to scholarly work related to sustainability from the sciences, arts, and humanities.

Transparency: Consistent with the requirements for ISO 14000 standards for Environmental Management, the University of Winnipeg will be transparent in its sustainability planning, processes, and reporting.

Goals, Targets, Reporting Structure & Target Committees

The targets below were developed collaboratively with members of Target Committees. These committees include those individuals with operational control over each target area and the ability to ensure that action plans for targets are included into the overall operation of the University. Targets and initial action plans (IAPs) represent the best fit between better practice and scholarly insight into ideal targets on one hand, and what is realistic and achievable given fiscal and other constraints on the other. Target Committee structure, reporting structure, and targets are represented in the charts below. Terms of Reference and Composition are included in *Appendix A* of this document.



#	Goal	Current Target	Sustainability Policy Target
1	Reduce total GHG emissions (1990 baseline).	6% reduction by 2012 10% reduction by 2016	Net 0
2	Reduce intensity of campus energy consumption (2009 baseline).	18% reduction by 2016	Continuously reduce overall demand
3	Reduce water consumption	IAP Implemented by 2014	Continuously reduce overall demand
4	Divert solid, hazardous, and electronic waste.	65% diversion rate by 2015	100%
5	Reduce solid, hazardous, and electronic waste.	IAP Implemented by 2014	Zero net waste
6	University strives for better practices in sustainable procurement.	IAP Implemented by 2014	Achieve goals set in Green Procurement Policy
7	University strives for better practices in sustainable transportation.	IAP Implemented by 2014	Achieve goals set in Sustainable Transportation Policy
8	University provides tools and resources for improving the sustainability performance of administrative systems throughout campus.	IAP Implemented by 2013	NA
9	Active culture of sustainability teaching, learning, and research.	IAP Implemented by 2013	NA
10	Sustainability planning and governance reflect better practices in campus sustainability and is integrated into University planning and governance processes.	IAP Implemented by 2014	Achieve goals set in Sustainability Policy

Action Themes & Initial Action Plans (IAPs)

The following initial action plans consist of specific actions or initiatives that will serve progress in meeting targets. These plans were developed with the individuals listed in the 'Responsibility' columns in order to ensure that they are achievable within the framework of their other priorities. In addition to the role played by the individuals listed in the 'Responsibility' columns, each Target Committee will play a coordinating role in ensuring that actions are carried out.

These initial plans represent only first steps towards target achievement and will require further action planning as progress is made. The University also acknowledges that these plans may require modification as other opportunities, risks, and challenges emerge.

These actions plans employ activities that cut across five action themes:⁴

1. **Technology:** Building systems (heating, cooling, plumbing), product upgrades, equipment, IT infrastructure etc....
2. **Design:** New building design and planning, renovation design.
3. **Behaviour:** Social marketing campaigns, workshops, trainings, sustainable lifestyle incentives etc...
4. **Measurement, Reporting & Governance:** Policy, strategic planning, indicator development, reporting practices, consultations etc...
5. **Curricular, Co-Curricular, and Research:** Incentives, supports, and programs to connect campus sustainability performance with the academic mission of the University.

Goal #1: Air (GHG); #2: Energy; #3: Water (Air, Energy, Land & Water Target Committee)

Target: Reduce GHG emissions to 6% 1990 levels by 2012 and to 10% below 1990 levels by 2016.			
Target: Reduce energy intensity of operations by 18% relative to 2009 baseline by 2016.			
Target: Reduce water consumption.			
Action	Timeline	Budget	Responsibility
Control, ventilation, and heating system changes to existing buildings (1200 T CO ₂ e) completed.	Phase I 2011/2012 Phase II by FY2015	\$2.5 M 7-9 year ROI	VP, Finance & Administration; Director, Physical Plant; Controls Technician, Physical Plant
Develop & implement UWinnipeg-specific 'Green Building Standards' to apply to all new building projects.	FY2011/2012	Within existing budgets	Director, Community Renewal Corporation; Manager, Campus Sustainability Office
Ensure that all new building acquisitions undergo an evaluation of their impact on the energy and GHG profile of campus.	Immediately/Ongoing	Part of capital development budgets	Director, Community Renewal Corporation
Utility data for owned and leased space is collected	FY2011	Within existing	Chief Engineer, Physical Plant;

⁴Action Themes informed by those developed in the *Dalhousie University Sustainability Plan*

http://www.dal.ca/content/dam/dalhousie/pdf/sustainability/Dalhousie_University_Sustainability_Plan_June_2010%20%28389%20KB%29.pdf

directly from utility providers.		budgets	Manager, CSO
Water consumption tracking challenges addressed.	FY2011	Within existing budgets	Chief Engineer, Physical Plant; Manager, CSO
Washroom retrofit project complete.	FY2012	Within existing budgets	VP, Finance & Administration; Director, Physical Plant
Green Office Certification program includes criteria for water, energy & GHG reduction.	See Goal #8	See Goal #8	Manager, CSO

Goal #4: Waste Diversion (Waste Diversion Target Committee)

Target: Achieve 65% waste diversion by 2016.			
Action	Timeline	Budget	Responsibility
Improved waste, recycling, and composting volume tracking system in place.	FY2012	TBD	Manager, CSO; Director, Physical Plant
Compost collection sites in all food service areas and main thoroughfares.	FY2012	TBD	Manager, CSO; Director, Physical Plant
Office-sized compost bins in place in department offices.	FY2013 – 40% FY2014 – 60%	TBD	Manager, CSO; Director, Physical Plant
Recycling bins in all classrooms, hallways, and offices throughout campus.	FY2011	External funding	Manager, CSO; Director, Physical Plant
Zero stand-alone garbage bins on UW campus.	FY2011	External funding	Manager, CSO; Director, Physical Plant
Establish UW as community battery recycling drop off location.	FY2011	Within Existing Budgets	Manager, CSO
Establish UW as community E-Waste drop off location.	FY2012	Within Existing Budgets	Manager, CSO
Green Office Certification program includes criteria for composting, recycling, e-waste, and battery waste.	See Goal #8	See Goal #8	Manager, CSO
Student peer-to-peer waste stream education programming in place.	See Goal #9	See Goal #9	Manager, CSO

Goal #5: Waste Reduction; Target #6 Procurement (Waste Reduction, Finance & Procurement Target Committee)

Target: Reduce solid, hazardous, and electronic waste.			
Target: University strives for better practices in sustainable procurement.			
Action	Timeline	Budget	Responsibility
Investigate options for Mass/Volume/Composition based procurement tracking system.	Summer 2012 – hire summer student to develop basic tracking tool.	\$7000 (Purchasing Department summer student)	AVP Finance & Comptroller; Manger, CSO

	Fall 2012 – assess feasibility of implementing basic tracking tool. 2012-2016 – refine tool as required.	Tool implementation within existing budgets. Tool refinement cost TBD	
Ensure CSO participation in selection and implementation of new financial/resource management system.	FY2014	TBD	AVP Finance & Comptroller; Manager, CSO
Revised administrative policies relative to procurement reflect better practices in sustainable procurement practices.	FY2012	Within existing budgets	AVP Finance & Comptroller; Purchasing Agents; Manager, CSO
Incorporate ‘disposal’ clause into RFP’s for purchases as appropriate.	FY2013	Within existing budgets	UW Purchasing Agents
Investigate opportunities to replicate Diversity Foods model for other areas of campus operations.	FY2011/2012	Within existing budgets	Manager, CSO
Green Office Certification program includes criteria for waste reduction.	See Goal #8	See Goal #8	Manager, CSO
Student peer-to-peer waste reduction education programming in place.	See Goal #9	See Goal #9	Manager, CSO
University computer purchases EPEAT Gold Certified.	FY2012 – 60% FY2014 – 75% FY2015 – 90%	Within existing budgets	AVP Finance & Comptroller; Purchasing Agents
Increase post-consumer content of all paper products purchased on campus (pending quality testing, increase to: 50% post consumer content for office paper and letter head; 100% recycled content for business cards).	FY2012	TBD	AVP Finance & Comptroller; Purchasing Agents; Coordinator, Printing & Parking
Negotiate product discounts for greener office supplies in office supply contract.	FY2013	Within existing budgets	AVP Finance & Comptroller; Purchasing Agents
Maintain commitment to purchase 100% EcoLogo certified cleaning products.	Ongoing	Within existing budgets	Director, Physical Plant
Develop a vendor code of conduct outlining UW expectations for environmental and social responsibility.	FY2012	Within existing budgets	AVP Finance & Comptroller; Manager, CSO; Purchasing Agents

Goal #7: Transportation (Transportation Target Committee)

Target: University strives for better practices in sustainable transportation.			
Action	Timeline	Budget	Responsibility
Sustainable commuting criteria included in Green Office certification program.	September 2012	See Goal #8	Manager, CSO
UW established as car co-op site.	FY2012/2013	Within existing budgets	Manager, CSO
Adequate bicycle parking in place in all UW buildings.	Ongoing	Within existing budgets	Manager, CSO
Ongoing UWSA Bike Lab programming in place.	Ongoing	UWSA budgets	UWSA Outreach & Special Projects Coordinator
Tracking system in place for GHG impacts from commuting to and from campus.	FY2012	TBA	Manager, CSO
UPass and EcoPass transit options revisited as opportunities arise.	As possible	TBA	Manager, CSO
Green commuting criteria incorporated into Green Office System.	See Goal #8	Within existing budgets	Manager, CSO

Goal #8: Administrative Systems (Administrative Systems Target Committee)

Target: University provides tools and resources for greening University administrative systems.			
Action	Timeline	Budget	Responsibility
Green Office Certification in Place.	September 2012 - implemented FY2014 – revised system to respond to roll out of needs assessment	\$10,000 for program development; Ongoing costs TBD, sources of funds will include work study program	Manager, CSO
Needs assessment of administrative systems tools for greening processes complete.	FY2012 – needs assessment FY2013 – action plan roll out	TBA	Manager, CSO
Sustainability related professional development needs are identified and an action plan is rolled out.	FY2012 – needs assessment FY2013 – action plan roll out	TBA	Manager, CSO

Goal #9: Academics (Academics Target Committee)

Target: Active culture of sustainability teaching, learning, research, and work.			
Action	Timeline	Budget	Responsibility
Student peer-to-peer co-curricular education programming in place.	FY2014	\$10,000 for development; Ongoing costs TBD	Manager, CSO
Establish means of tracking STARS academic indicators.	FY2011/2012	Within existing budgets	Manager, CSO
Provide opportunities for students to engage in campus-based sustainability learning through the CSO.	Ongoing	Within existing budgets	Manager, CSO

Goal #10: Sustainability Governance (Campus Sustainability Council)

Target: Sustainability Planning and Governance reflects better practices in Campus Sustainability and is integrated into University Planning and Governance procedures and processes.			
Action	Timeline	Budget	Responsibility
Deliver a written submission to The University of Winnipeg Strategic Review consultation process.	By January 13, 2012	Within existing budgets	Campus Sustainability Council; Manager, CSO
Register UWinnipeg to report GHG emissions through The Climate Registry.	FY2011	Within existing budgets	Campus Sustainability Council; Manager, CSO
In compliance with College & University Presidents' Statement on Climate Change Action, publish UWinnipeg Climate Action Plan.	April 2012	Within existing budgets	Campus Sustainability Council; Manager, CSO
Review sustainability performance indicators for data collection feasibility, clarity, concision, and STARS compatibility.	FY2014	Within existing budgets	Campus Sustainability Council; Manager, CSO
Review sustainability policies for greater integration into other campus policies, completion, clarity, and concision.	FY2014	Within existing budgets	Campus Sustainability Council; Manager, CSO
Become participating member of STARS (Sustainability Tracking Assessment & Rating System).	FY2012 – register FY 2013 – first report FY 2015 – second report	Within existing budgets	Campus Sustainability Council; Manager, CSO

Monitoring & Evaluation

Since 2006, UWinnipeg has reported annually on its sustainability performance. This annual sustainability progress report will now document progress relative to the targets and actions plans contained in this document, while also reporting on the University's internally developed indicators.

Existing indicators provide the basis upon which the GHG and energy targets included here can be monitored and evaluated. The University's current indicators for waste, procurement, and transportation continue to represent challenges for data collection and will require more considerable measurement methodology review, as reflected in the action plans developed for these areas.

UWinnipeg currently does not have a set of indicators with which to measure the culture of sustainability in teaching, learning, research, and work. The implementation of measurement indicators for this area of campus sustainability is reflected in its action plan.

The University's participation in STARS will benefit from an overall review of measurement and evaluation processes. This plan has been developed to be sensitive to this requirement and positions UWinnipeg to maintain progress relative to the goals set down in its sustainability policies while it works to improve its measurement and evaluation processes.

Conclusion

Strategic plans are living documents that must be flexible to unexpected opportunities and circumstances. This plan is intended to provide a framework for sustainability action at UWinnipeg that is responsive to the priorities identified through consultation and to the current organizational and external environment.

The University recognizes that this plan does not address every aspect of campus sustainability, but that it does provide a rich set of initial action plans that will advance its sustainability agenda in the years ahead. UWinnipeg remains committed to continually improving its sustainability performance. While maintaining its capacity to respond to new sustainability opportunities, challenges, and risks, the University will work to meet or exceed the goals and targets set in this plan.

Appendix A: Campus Sustainability Council & Working Group Composition & Terms of Reference

CAMPUS SUSTAINABILITY COUNCIL
<p>COMPOSITION</p> <p>Chair: Manager, CSO</p> <p>Members:</p> <p>Student representatives appointed by their respective organizations according to procedures decided by the organizations themselves, for terms of one year, or until such organizations should cease to exist:</p> <ul style="list-style-type: none">• Vice President Internal, UWSA• Environmental Ethics Director, UWSA• 1 GESA representative (Geography and Environmental Studies Students Association) appointed according to procedures decided by the organization• 1 EcoPIA representative (Ecological People in Action) appointed according to procedures decided by the organization• 1 Bike Lab representation appointed according to procedures decided by the organization• Other students as necessary to fulfil TORs <p>Faculty representatives appointed by the VP, Human Resources, Audit & Sustainability, (or his/her designate), in collaboration with the Deans of Academic Departments, and comprised of individuals with interest, commitment and expertise appropriate to the purpose of the CSC. Appointments will be for one year terms and can be renewed by mutual agreement.</p> <ul style="list-style-type: none">• Up to 6 Faculty representatives <p>Administration and support staff representatives named by the VP, Human Resources, Audit & Sustainability, (or his/her designate) in any number and selected from positions with substantial responsibility for the implementation of sustainability initiatives at the University. Administrative and support staff representatives shall include at least one member from each working group, or a delegated staff member capable of reporting on the efforts of each Target Committee.</p>
<p>MEETING FREQUENCY</p> <p>Meet <i>at least</i> 4 times per year (September, December, February, April)</p>

TERMS OF REFERENCE

- Provide broad oversight and coordination of UW Sustainability strategic plan as a means of making progress towards goals set down in the University's Sustainability Policy.
- Assist in coordinating & advising on governance and planning issues related to campus sustainability, including policy reviews, strategic planning, climate action planning, benchmarking, consultation, and research activities.
- Provide a forum for coordination across Target Committees.
- CSC members collaborate and consult with their respective departments and/or constituencies as appropriate to further the targets set in UW Sustainability's strategic plan.

AIR, ENERGY, LAND & WATER TARGET COMMITTEE

COMPOSITION

Chair: Manager, CSO

Members: VP, Finance & Admin; VP, HR, Audit & Sust.; Chief Operations Officer; Director, UWCRC; other members as necessary to fulfill TORs.

MEETING FREQUENCY

At least once per academic term

TERMS OF REFERENCE

- Coordinate the achievement of sustainability targets set in UW Sustainability strategic plan related to facilities operations, maintenance, and development as a means of meeting goals set down in the University's sustainability policies.
- Ensure that sustainability targets are integrated into broader planning and decision making related to facilities operations, maintenance, and development.
- Report back to the Campus Sustainability Council on progress relative to targets and ensure that efforts related to other areas of campus sustainability are coordinated with efforts related to facilities operations, maintenance, and development.

WASTE DIVERSION TARGET COMMITTEE	
COMPOSITION	<p>Chair: Manager, CSO</p> <p>Members: Materials Conservation Coordinator, CSO; Director, Physical Plant; University Safety Officer, other members as necessary to fulfill TORs.</p>
MEETING FREQUENCY	<p>At least once per academic term</p>
TERMS OF REFERENCE	<ul style="list-style-type: none"> - Coordinate the achievement of sustainability targets set in UW Sustainability strategic plan related to diverting municipal solid waste as a means of meeting goals set down in the University's sustainability policies. - Ensure that sustainability targets are integrated into broader planning and decision making related to waste stream management. - Report back to the Campus Sustainability Council on progress relative to targets and ensure that efforts related to other areas of campus sustainability are coordinated with efforts related to waste stream management.

WASTE REDUCTION, FINANCE & PROCUREMENT TARGET COMMITTEE	
COMPOSITION	<p>Chair: Manager, CSO</p> <p>Members: AVP Finance & Comptroller; Purchasing Agents; other members as necessary to fulfill TORs.</p>
MEETING FREQUENCY	<p>At least once per academic term</p>
TERMS OF REFERENCE	<ul style="list-style-type: none"> - Coordinate the achievement of sustainability targets set in UW Sustainability strategic plan related to waste reduction, finance

& procurement as a means of meeting goals set down in the University's sustainability policies.

- Ensure that sustainability targets are integrated into broader planning and decision making related to finance & procurement.
- Report back to the Campus Sustainability Council on progress relative to targets and ensure that efforts related to other areas of campus sustainability are coordinated with efforts related to finance & procurement.

TRANSPORTATION TARGET COMMITTEE

COMPOSITION

Chair: Manager, CSO

Members: TBA – as required based on current activities.

MEETING FREQUENCY

At least once per academic term

TERMS OF REFERENCE

- Coordinate the achievement of sustainability targets set in UW Sustainability strategic plan related to transportation as a means of meeting goals set down in the University's sustainability policies.
- Ensure that sustainability targets are integrated into broader planning and decision making related to transportation.
- Report back to the Campus Sustainability Council on progress relative to targets and ensure that efforts related to other areas of campus sustainability are coordinated with efforts related to transportation.

ADMINISTRATIVE SYSTEMS TARGET COMMITTEE

COMPOSITION

Chair: Manager, CSO

Members: Composed of staff from a reasonable distribution of academic and non-academic departments throughout University; other members as necessary to fulfill TORs.

MEETING FREQUENCY

At least once per academic term

TERMS OF REFERENCE

- Inform the selection and achievement of sustainability targets set in UW Sustainability strategic plan related to greening administrative systems (waste, energy use, printing, and other impacts particular to particular offices).
- Serve as a consulting body in the development of office-system related initiatives and tools such as a green office certification system.

ACADEMIC TARGET COMMITTEE**COMPOSITION**

Chair: Manager, CSO

Members: VP Academic; VP HR, Audit & Sustainability; VP Research & International; Principal RCFE; other members as necessary to fulfill TORs.

MEETING FREQUENCY

At least once per academic term

TERMS OF REFERENCE

- Coordinate the achievement of sustainability targets set in UW Sustainability strategic plan related to teaching, learning & research.
- Ensure that sustainability targets are integrated into broader planning and decision making related to teaching, learning & research.
- Report back to the Campus Sustainability Council on progress relative to targets and ensure that efforts related to other areas of campus sustainability are coordinated with efforts related to campus development.