

SECTION 5: GOVERNANCE

Questions:

22. Is the scope of each of our governing bodies, controlled arm's length entities, and advisory groups clear, well understood and appropriate?

23. How efficient and effective are these entities, individually and collectively? Do their subcommittees contribute to efficiency and effectiveness?

24. How does each of these entities relate to the academic and administrative structures of the University and respond to the various government (federal, provincial, municipal) priorities?

25. What could be done to improve policy development and integration within and between the governance, advisory and administrative structures of the University?

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Background

A senior executive group led by the President and Vice-Chancellor manages the operations of UWinnipeg. The senior executive group is comprised of the following:

- Provost and Vice President, Academic
- Vice-President, Finance & Administration and Chief Administrative Officer
- Vice-President, Human Resources,

- Sustainability and Audit
- Vice-President, Student Life and Managing Director, UWinnipeg Community Renewal Corporation
- President and CEO – University of Winnipeg Foundation
- Senior Executive Officer and Advisor to the President
- Associate Vice-President, Finance and Operations
- Associate Vice-President, Indigenous Affairs
- Associate Vice-President, Research and Innovation

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The University of Winnipeg Act, passed by the Manitoba Legislature, provides that governance of UWinnipeg is shared between a Board of Regents and a Senate. The Act sets out the roles, duties and powers of both governing bodies.

Board of Regents

The Board of Regents determines overall policy for UWinnipeg. This includes providing the administration with strategic direction and a broad framework of goals and objectives. These are volunteer (unpaid) positions.



The Board of Regents consists of the 36 members, including: the Chancellor; President; a senior academic administrator; four Senate members; two members of the support staff; an Alumni Association member; the President of the Students' Association; three other Students' Association members; 10 provincial government (LGIC)

appointees, two of whom are students; and 10 United Church of Canada's General Council appointees, two of whom are students. Members are appointed for three-year terms, for a maximum of two consecutive terms.

Operationally, the Board of Regents is currently managed by the Board Officers, composed of the Chair, the Vice-Chair, the Past-Chair, and the Chancellor. The current Board Officers meet monthly prior to every Board meeting to review the agenda and discuss general University business.

The Board of Regents has the following committees: Audit and Risk; Board Executive; Board Nominating; Governance and Community Relations; and Finance.

Senate

The Senate is responsible for the academic policy and practices of The University of Winnipeg, faculty, staff and students. Examples of Senate responsibilities include curriculum development, setting academic standards, student appeals, and conferring of degrees.

The Senate consists of: the President of the University (Chair); the Chancellor of the University; the Deputy Minister of the Department of Education and Advanced Learning; the Vice-Presidents of the University; the Deans of the University and the head of each school in the University; the Chair of each separate academic department that the Board has established within a Faculty; the coordinator of each interdisciplinary program; one representative for every 10 full-time academic staff members, or their equivalent, of each Faculty, division or school (rounded to the nearest multiple of 10), elected by and from the academic staff members of the Faculty or school; two members of the Board who are appointed by the Board and who are not academic staff, support staff or students; the President of UWinnipeg Students' Association, or his or her designate; the President of UWinnipeg Collegiate Students' Association, or his or her designate; one University of Winnipeg Students' Association representative for every three academic staff representatives; two representatives appointed by each affiliated or associated college.

The Senate is responsible for the academic policy and practices of The University of Winnipeg, faculty, staff and students.

Senate has the following committees: Academic Planning; Academic Standards and Misconduct; Budget Review; Curriculum; Executive; Faculty and Staff Awards; Graduate Studies; Honorary Degrees and Fellowships; Library; Membership; Nominating; Professional, Applied, and Continuing Education; Research Policy; Student Appeals; Student Services.

In the past 10 years two controlled arm's length entities have been developed: The University of Winnipeg Community Renewal Corporation and The University of Winnipeg Foundation.

Community Renewal Corporation

The University of Winnipeg Community Renewal Corporation (UWCRC) is a not-for-profit charitable corporation, created to support UWinnipeg by developing a sustainable University community. Half of its 16 member Board is drawn from the UWinnipeg community, including the President, who serves as chair. The other half is drawn from the community, including neighbourhood organizations, developers and development professionals. UWCRC is guided by a four-pillared concept of sustainability (environmental, social, economic and cultural) and is mandated to move beyond the traditional inward direction of the University to develop partnerships with community, private and public sector organizations.



UWCRC has helped UWinnipeg achieve financial gains or cost reductions in many areas. Serving as the University's development arm eliminates the

**(UWCRC) is a
not-for-profit
charitable
corporation,
created to
support
UWinnipeg by
developing a
sustainable
University
community.**

need to hire outside developers and pay development fees. Instead, these fees are paid to UWCRC which, after covering its operating costs, advances them to UWinnipeg.

The Community Renewal Corporation has 16 members. Half of the Board is drawn from the University (including representatives from Board of Regents, UWinnipeg Foundation, director elected by UWSA, one senior administrator or professor). University representatives are appointed by the President, who serves as Chair (and has a casting vote in the event of a tie). The other half of the Board is drawn from the community. Terms are for one year. This portion of the Board is self-perpetuating, similar to other not-for-profit Boards. These directors are elected at the annual general meeting. Community representatives have included development professionals (i.e. architects, landscape architects), representatives of community organizations, members of the business community.

The University of Winnipeg Foundation



The University of Winnipeg Foundation is a registered and incorporated charitable public foundation dedicated to developing short and long-term income streams through fundraising and asset stewardship in support of the mission, vision and activities of UWinnipeg and its Collegiate. The strategic intent of the Foundation is to substantially increase the value of charitable gifts in support of the needs of UWinnipeg by delivering a comprehensive fundraising strategy and by being responsible and accountable for investment

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management and growth. The value of UWinnipeg's endowment when the Foundation began its operations in 2003 was \$18.1 million. As of March 31, 2014, UWinnipeg's endowment was valued at \$51.1 million.

The members of the UWinnipeg Foundation Board are: the Chancellor of the University; the President of the University, the Chair of the Board of Regents of the University; up to four (4) nominated by the Board of Regents; up to eight (8) selected by the directors of the Foundation

To reflect UWinnipeg's increased accessibility to and enhanced partnerships with the community, several advisory groups have been created.

Indigenous Advisory Circle

On November 28, 2011, the Board of Regents established *The University of Winnipeg Indigenous Advisory Circle Policy* to ensure the inclusion of Indigenous peoples' perspectives in the governance of UWinnipeg through an Indigenous Advisory Circle to the President.

The Advisory Circle is appointed by the President and Vice-Chancellor of UWinnipeg and is composed of no fewer than eight Indigenous people. The Advisory Circle is a visionary and advisory body, working together to bring the issues and experiences, expertise and perspectives of Indigenous peoples to UWinnipeg. Members consult regularly with representatives of Indigenous organizations throughout the country, and internationally, and with individuals who are working at the community level on Indigenous issues, and make recommendations to UWinnipeg to achieve its objectives of Indigenous inclusion.

Other Advisory Groups

In addition to the Indigenous Advisory Circle, other more specific advisory groups have also been created in the last decade, such as the Advisory Committee for the Wii Chiwaakanak Learning Centre, advisors to the Global College, and the RecPlex Community Access Advisory Committee.

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Affiliated Associations and Unions

- UWSA - University of Winnipeg Students' Association
- AESES - Association of Employees Supporting Education Services
- IUOE - International Union of Operating Engineers, Local 987
- PSAC - Public Service Alliance of Canada, Prairie Region
- UWFA - University of Winnipeg Faculty Association
- Alumni Association
- UWRA – University of Winnipeg Retirees Association

For the most part, universities in Canada follow a traditional model of governance with a Board and Senate as their primary (and sometimes only) governing bodies.

Some view the creation of controlled arms' length entities (e.g., Foundation, UWCRC) as innovative and progressive. Other post-secondary institutions have expressed interest in our governance model.



Current Direction

Each governing body/entity has an annual schedule of meetings.

The General Counsel and University Secretary provide legal and secretariat support to the Board of Regents and Senate. The Board of Regents and Senate have a process in place for calling and

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holding joint meetings. Additionally, four members of Senate are elected to sit on the Board of Regents and two members of the Board are elected to sit on Senate.

Four members of the Board of Regents are nominated to sit on UWinnipeg Foundation Board, along with the Chair of the Board of Regents.

The President and CEO of the UWinnipeg Foundation is invited to Senior Executive Group meetings (chaired by the President and Vice-Chancellor of UWinnipeg).

The UWinnipeg President is Chair of the Community Renewal Corporation Board. Eight of the sixteen Community Renewal Corporation Board members are UWinnipeg appointees.

Representatives of the Indigenous Advisory Circle are welcomed at Board of Regents' meetings as observers. Board of Regents and Senate representatives are welcomed in the Indigenous Advisory Circle as observers.

As outlined above, cross-appointments are currently the primary, and in many instances the only, mechanism for the various governance bodies to share information and provide guidance and recommendations. For example, any fundraising direction the Board of Regents would like to give to the UWinnipeg Foundation is done through the four individual cross-appointments.

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