**Academic and Research Division**

A High Level Transition Framework for Reorganizing and Revitalizing the Division

**Purpose**

This document establishes a framework to help guide the implementation of UCN’s new organizational structure in the Academic and Research Division (ARD). The document seeks to provide transparency, clarity, stability, and to articulate a complete and purposeful approach to the reorganization.

While the reorganization effort is complex and will take some time to fully implement, its objectives, articulated below, are straight forward. Principles are shown to the right that help to identify how we will approach the reorganization. Annexes are included that provide greater technical detail.

**Objectives of the Reorganization**

The objectives of the reorganization are to:

- Improve student success
- Reflect our Indigenous and northern context
- Engage with community and industry
- Ensure quality

**Annexes**

Individual annexes and their associated attachments (listed below) present the substance of the transition framework and how we’ll achieve these objectives. The annexes appear in the pages that follow.

A. Defining the Objectives of the Reorganization
   i. ARD’s New Organization Chart
   ii. Sequencing Implementation of the New Organization in ARD
B. Leadership and Accountability
C. Month-by-Month Detailed Action Plan
D. Resource Considerations
E. Communications Strategy
   i. Leadership Communication Plan

---

"Max flex" is our catch phrase. We will each demonstrate “max”imum flexibility”. We won’t abandon our objectives, but we might change how we achieve them as situations change.

**We are ready and willing to abandon old ways of doing things.** We are fully committed to making UCN stronger. This may mean that we have to abandon long-held and cherished ways of doing things. We will do so as required and without fear.

**We work together to make change.** No one has all of the answers. We are open-minded and fully engaged in the process.

**Mistakes will be made.** We will assess our actions as we go and learn from them. When our actions don’t give us the results we want, we will make appropriate corrections, and continue to move forward. Mistakes demonstrate that we are trying new things. They do not represent failure.

**We are positive about our future.** We are making changes to improve UCN, students’ experiences, and to strengthen northern Manitoba. We are convinced that this is the right thing to do.
Annex A: Defining the Objectives of the Reorganization

This annex provides greater definition for each of the objectives, how the reorganization supports them, and how we will measure success.

**Objective 1: Improve student success**

**Defining this objective.** This objective means that UCN recruits more students and retains those students through to graduation.

**Reorganizing to achieve this objective.** The reorganization within ARD supports this objective as follows:

- The Office of the Registrar and Student Life are separated allowing the Registrar to focus on student recruitment, ensuring our students progress efficiently through their program and are achieving the established standards for graduation.
- A Dean of Students is recruited to manage an organization that places greater focus onto supporting students through to graduation. Activities related to student success and support – Learning Assistance Centres, Resident Elders, counselling, etc. – will be centralized in this department.
- An Associate Vice-President of Access is established to manage the upgrading needs of students in northern Manitoba. The Associate Vice-President of Access will take on a leadership role in coordinating with other adult learning centres to develop a strategy that makes sense for individual communities and to reinforce pathways into UCN’s academic programs and also into employment. Adult basic education must be a cornerstone of UCN’s efforts within each Post-Secondary Success Centre (previously known as Regional Centres), main campus and other communities where UCN can play a leading role in transforming the social and economic fabric of communities.

**Measuring success.** We will know that this objective of the reorganization is successfully achieved when...

- UCN fills the new organization. Annex A(ii) presents a summary of the sequence of changes to achieve the reorganization. Annex C presents the technical, human resource processes that are required to ensure that this happens successfully.
- More students are recruited and more students are graduating. Specifically, success includes:

<table>
<thead>
<tr>
<th>Expected Headcount Enrolment¹ Increases: 2018/19 – 2020/21</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Academic Year² Category</strong></td>
</tr>
<tr>
<td>PS Access Centres³</td>
</tr>
<tr>
<td>Main Campuses⁴</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>

---

1. Headcount enrolment considers unique students, whether full-time, part-time in any program of any duration.
2. Headcount enrolment reported is as of June of each year.
3. Includes base budget, upgrading, contract and continuing education programs offered in communities.
4. Includes base budget, upgrading contract and continuing education programs offered on main campuses.
Graduation Rate Expectations

<table>
<thead>
<tr>
<th>Level</th>
<th>Base(^1)</th>
<th>2019/20</th>
<th>2020/21</th>
<th>2021/22</th>
<th>2022/23</th>
<th>2023/24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>65%</td>
<td>67%</td>
<td>69%</td>
<td>71%</td>
<td>73%</td>
<td>75%</td>
</tr>
<tr>
<td>Diploma</td>
<td>54%</td>
<td>55%</td>
<td>56%</td>
<td>57%</td>
<td>58%</td>
<td>60%</td>
</tr>
<tr>
<td>Degree</td>
<td>10%(^2)</td>
<td>15%</td>
<td>20%</td>
<td>30%</td>
<td>40%</td>
<td>50%</td>
</tr>
</tbody>
</table>

1. The base graduation rate for certificate and diplomas as calculated is the average of 2006/07 – 2015/16 graduation rates (Source: Colleges Review). The 2018/19 year is excluded to allow a year for interventions to be implemented.
2. This rate was calculated using data from the Statistical Compendium, 2014, using the average from 2011/12 – 2015/16.

**Objective 2: Reflect our Indigenous and northern context**

**Defining this objective.** In ARD this objective refers to the inclusion of Indigenous and northern content in the curriculum, of Indigenous pedagogy in teaching, research tools such as OCAP (Ownership, Control, Access, and Possession), and more scholars who are Indigenous.

**Reorganizing to achieve this objective.** ARD’s new organization ensures that Indigenous culture and language components are integrated fully within ARD so it will be a key consideration in terms of ongoing curriculum development and review, teaching, learning and scholarly activity within UCN. The reorganization supports the objective as follows:

- Integrate the Centre for Aboriginal Languages and Culture (CALC) into the Faculty of Arts, Business, and Science. Connecting CALC to an academic unit strengthens opportunities for CALC to work with the Aboriginal and Northern Studies program and increase the possibility of achieving funding through federal research granting councils such as the Social Sciences and Humanities Research Council (SSHRC).
- Create a Manager of Indigenous Engagement under the Associate Vice-President of Community and Industry Solutions to strengthen UCN’s connections with First Nations communities, work with UCN’s deans, with industry and with First Nations to develop programming options that support communities’ social and economic development activity. The Manager of Indigenous Engagement will work to align community goals with UCN’s academic priority setting process to help ensure a more consistent and integrated approach to providing education in communities that meets the needs of those communities. The Manager will seek the support of Aboriginal Skills and Employment Strategy (ASETS) agreement holders to help to support programming in communities.
- Create an Associate Vice-President of Access with responsibility for Post-Secondary Access Centres (formerly Regional Centres), to help provide support to communities for the delivery of programming, including upgrading and Adult Learning, and, working with deans, certificate, diploma and degree programming.

**Measuring success.** We’ll know that this objective of the reorganization is successfully achieved when...

- UCN fills the new organization. Annex A(ii) presents a summary of the sequence of changes to achieve the reorganization. Annex C presents the technical, human resource processes that are required to ensure that this happens successfully.
- At least six Post-Secondary Access Centres are offering upgrading and Adult Learning programming by 2020/21, starting with two in 2018/19 (Split Lake and Cross Lake), two additional locations in 2019/20, and two more locations in 2020/21.
- CALC gains additional federal research grants to support research into Indigenous languages and cultures in northern Manitoba.
- Programs are offered in First Nations communities that address social and economic needs of those communities.
- UCN gains a larger proportion of Aboriginal Skills and Employment Training Strategy (ASETS) funding to support programming.

**Objective 3: Engage with community and industry**

**Defining this objective.** This objective seeks to strengthen UCN’s partnerships with external stakeholders, defining their training and professional needs and delivering those needs. Training and professional opportunities will be delivered at any of UCN’s physical locations, including the main campuses and Post-Secondary Access Centres. UCN will be, and will be seen to be, an effective and responsive contributor to Indigenous and northern social and economic development.

**Reorganizing to achieve this objective.** The reorganization within ARD supports this objective as follows:

- The Associate Vice-President of the College of Trades and Technology will be renamed as the Associate Vice-President of Community and Industry Solutions (AVP-CIS) to play a proactive role with all external stakeholders (Indigenous communities, industries, employers, associations, etc.). The AVP-CIS’s team includes four key leaders: a manager responsible for engagement with Indigenous communities throughout northern Manitoba, a manager responsible for engagement with industry and employers, a manager who would coordinate the planning and the delivery of training programs within one or more UCN campuses or Post-Secondary Access centres or another UCN delivery site and a dean responsible for programs associated with Apprenticeship, skilled trades and technology.
- The Research and Innovation Department will be restyled as the “Research and Academic Excellence” (RAE) department, and continue to be headed by a dean. The duties of this department with respect to quality assurance for programming offered throughout UCN’s campuses and centres will be augmented in accordance with the findings of the Quality Assurance Review, expected in fall 2018.
- The AVP of Access, described above, will work with the AVP-CIS and with deans to ensure that upgrading is available to support for-credit, contract training and continuing education programming.

**Measuring success.** We’ll know that this objective of the reorganization is successfully achieved when...

- UCN fills the new organization. Annex A(ii) presents a summary of the sequence of changes to achieve the reorganization. Annex C presents the technical, human resource processes that are required to ensure that this happens successfully.
- UCN is sought out by communities and industry to support their economic and social development needs.
- The Northern Workforce Development Centre, the Swan Valley Workforce Development Centre and the Northern Manitoba Mining Academy see increased growth in their programming offerings and student numbers.
- UCN meets its revenue targets for contract training and continuing education. Specifically, this revenue will grow to $1.5 million in 2018/19, increasing to $2.0 million in 2019/20, and to $2.5 million in 2020/21.
**Objective 4: Ensure quality**

**Defining this objective.** This objective focuses on ensuring excellence in research, teaching and learning in all courses and programs whether they are offered at a main campus, Post-Secondary Access Centre, or another location.

**Reorganizing to achieve this objective.** The reorganization within ARD supports the objective as follows:

- Increasing focus on academic and research excellence, the Research and Academic Excellence (RAE) department is established to strengthen the academic fabric of UCN. The Dean will work with other deans to raise the bar on academic excellence and innovation in the classroom, in program design and development as well as online education. Quality assurance will permeate the activities of the RAE department and will support teaching and learning, wherever courses and programs are offered.
- The Dean of RAE will lead the establishment of the Centre for Learning, Education and Research (CLEAR) to support the development of instructors and innovation in teaching and learning.

**Measuring success.** We’ll know that this objective of the reorganization is successfully achieved when...

- UCN fills the new organization. Annex A(ii) presents a summary of the sequence of changes to achieve the reorganization. Annex C presents the technical, human resource processes that are required to ensure that this happens successfully.
- CLEAR is established in 2018/19 with a strong set of metrics for success.
- Additional resources are committed to quality assurance activity, including support for program reviews, DACUM processes, the management of the program approval process including records keeping and other recommendations expected from the Quality Assurance Review report.
- There will be an increase in research funding awarded to UCN researchers.
- Resources and processes are established to ensure that faculties and program areas have access to resources to more reliably follow the program review schedule established by Learning Council.

**Attachments to this Annex**

(i) ARD’s New Organization Chart
(ii) Sequencing Implementation of the New Organization in ARD
Attachment A(i): ARD's New Organization Chart

Acronyms
- CIS: Community & Industry Engagement
- CITI: Certificate in Teaching Ininiwomin
- CLEAR: Centre for Learning, Education and Research
- EAL: English as a Second Language
- IUS: Indigenous University Services
- LAC: Learning Assistant Centres
- NMMA: Northern Manitoba Mining Academic
- NWDC: Northern Workforce Development Centre
- RAE: Research & Academic Excellence
- STAT: Skilled Trades, Apprenticeship and Technology
- SVWDC: Swan Valley Workforce Development Centre
- T&T: Trades and Technology
- WMI: Waskowimakanaw Meejimwak Ishtawainna

Note 1
The organization of RAE is pending findings from the Quality Assurance Review, expected in early October 2018.

Note 2
IUS may be assigned to a faculty. This is yet to be determined and a decision will be made by April 2020.
Attachment A(ii): Sequencing Implementation of the New Organization in ARD

This annex helps to identify what changes will be put into effect, and when. Until changes implemented, faculty and staff can expect that the current reporting relationships will remain in effect. Additional detail and timings are available in Annex C.

October 2018
- Rename the AVP-CTT to Vice-President of Community and Industry Solutions (AVP-CIS) to plan for transition between October 2018 and April 2019;
- An interim Dean of Skilled Trades, Apprenticeship and Technology is recruited;
- Rename Research and Innovation “Research and Academic Excellence” (RAE);
- Appoint a Dean of Students and implement that organization;
- Rename the Dean of Library Services the “University College Librarian”;
- Transfer Waskawimakanwa Mecimwaci Isihtyawina (WMI) and the Centre for Aboriginal Languages and Culture (CALC) to FABS.

November 2018
- The Swan River Regional Centre becomes the Swan Valley Work Force Development Centre.

April 2019
- Recruit an Associate Vice President of Access (AVP-Access);
- The Adult Learning Centre activities (ALC), including responsibility for English as an Additional Language (EAL), is transferred to the AVP of Access; and,
- All CBS activity is transferred to the Community and Industry Solutions department.

June 2019
- The Certificate in Teaching Inimowin (CITI) is transferred from CALC to the Faculty of Education; and,
- The Centre for Learning, Education and Research (CLEAR) is established.

October 2019
- The Library will become part of the RAE department, and the University College Librarian will report to the Dean of RAE; and,
- The Pas Campus Librarian and the University College Librarian is merged into a single position. Resulting resources are redeployed to support direct service provision within the Library (e.g. circulation desk staff, etc.).

March 2020
- The Inter Universities Services (IUS) administrative unit will transfer to an appropriate faculty or academic department.
Annex B: Leadership and Accountability

Leadership and Direction-Setting

- The Vice-President Academic and Research (VPAR) is responsible for the successful implementation of ARD’s new organization.
- The Senior Academic Leadership Team (SALT) is the coordinating body for ARD’s reorganization.
- The President’s Council steers the overall reorganization within UCN. The VPAR is ARD’s representative on President’s Council.

Senior Academic Leadership Team Accountabilities

- The VPAR initiates human resource processes to recruit, rename and reassign positions reporting directly to the VPAR. The VPAR holds SALT members accountable for successfully achieving their specific outcomes outlined in this Transition Framework.
- The development of the Community and Industry Solutions department shall be led by the Associate Vice President of Community and Industry Solutions (AVP-CIS). This includes the recruitment of staff reporting to the AVP-CIS. Planning will commence upon the announcement of UCN’s organization and will be complete by April 2019.
- The Dean of Students leads the development of departmental responsibilities. The Registrar will be an important player in the administrative separation of the various units that reported to the Registrar prior to the reorganization.
- The Dean of FABS integrates CALC and WMI as individual program/units within the Faculty of Arts, Business, and Science.
- The Dean of Education integrates the Certificate in Teaching Ininimowin (CITI) as an individual program in the Faculty of Education in partnership with the Dean of FABS.
- The Dean of RAE establishes the Centre for Learning, Education and Research (CLEAR) and leads the development of the detailed RAE organization once the Quality Assurance Review is received.
- Working with Human Resources, all SALT members and other supervisors in ARD develop training plans in partnership with those staff members who have new or significantly changed responsibilities.
- All SALT members are responsible and accountable for achieving results in terms of more students, more programs, more partnerships and more efficiency, both individually in their respective areas and collectively along with the VPAR as the leadership team within ARD.
Annex C: Month-by-Month Detailed Action Plan

**October 2018**

<table>
<thead>
<tr>
<th>Action</th>
<th>SALT Lead</th>
<th>Target Date</th>
<th>Process and Other Considerations</th>
</tr>
</thead>
</table>
| President announces the new organization                               | --        | 01 Oct 2018 | Commitment made at Town Halls to share the new org soon.  
- Press release  
- All staff email with org chart  
- Summary of the ARD Transition Framework.                                                                                                                                 |
| Video Newsletter to ARD                                              | VPAR      | 01 Oct 2018 | This is a reassignment. The VPAR will prepare a SAR and PD as required to affect the transition.                                                                                                                                 |
| Reassignment of existing staff to create a Special Advisor to the VPAR | VPAR      | 01 Oct 2018 | The AVP-CIS is expected to plan the establishment of the CIS department. Planning will take place between October 2018 and April 2019 and is led by the AVP-CIS. During this planning period, manager positions will be recruited.  
- The AVP-CIS is expected to work collaboratively with staff from Community Based Services, the Faculty of Skilled Trades, Apprenticeship and Technology and others to develop the working details of the new CIS department, including establishing milestones for the transition. The AVP-CIS and the VPAR will meet on a regular basis to coordinate details of the transition to the new organization and to assess progress towards milestones.  
- CBS will remain operational throughout the planning period with elements transitioning as planning allows. All relevant CBS activity must be transferred to CIS by April 2019 (some CBS activity will be transferred to other areas).  
- As the transition progresses, it will be the responsibility of the AVP-CIS to produce SARs, position descriptions and other documentation associated with transferring personnel and budget centres into the new organization.  
- The interim dean will be responsible for managing the Faculty upon recruitment. A permanent dean will be recruited by July 2019.  
- This roll will be filled through direct appointment and will be an excluded, full-time permanent ongoing position. The VPAR will prepare the SAR, PD, letter of appointment, etc. A process will be |

An Interim Dean of Skilled Trades, Apprenticeship and Technology is recruited (BC 38000)  

Dean of Students appointed (BC 36005 and BC 82000)
<table>
<thead>
<tr>
<th>Action</th>
<th>SALT Lead</th>
<th>Target Date</th>
<th>Process and Other Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dean of Library Services renamed the “University College Librarian” (BC 30100)</td>
<td>VPAR</td>
<td>01 Oct 2018</td>
<td>SAR required to change the name of the position.</td>
</tr>
<tr>
<td>WMI (and full budget) reassigned to FABS (BC 33002)</td>
<td>VPAR</td>
<td>01 Oct 2018</td>
<td>SAR needed to transfer BC 33002 and SY KC293 to FABS.</td>
</tr>
<tr>
<td>CALC (and full budget) reassigned to FABS (BC 11015)</td>
<td>VPAR</td>
<td>01 Oct 2018</td>
<td>SAR needed to transfer BC 11015 and SYs KC187 and KC270 to FABS. Note that the CITI program will remain with CALC until July 2019.</td>
</tr>
<tr>
<td>The Research and Innovation department is renamed as the “Research and Academic Excellence” department (BC 30200)</td>
<td>VPAR</td>
<td>01 Oct 2018</td>
<td>SAR required to change the title “Dean of Research and Innovation” to “Dean of Research and Academic Excellence.” A report on Quality Assurance at UCN, commissioned by the Research, Education and Learning (REAL) Committee of Learning Council is expected to be received by the end of September 2018. Planning around the RAE organization will take place between October 2018 and April 2019 and is led by the Dean of RAE. The Dean of RAE is expected to work collaboratively with staff from within the former Research and Innovation department, as well as other faculties and staff to develop the working details of RAE, including establishing milestones for the transition. The Dean of RAE and VPAR will meet on a regular basis to coordinate details of the transition including assessing progress towards milestones. As the transition progresses, it will be the responsibility of the Dean of RAE to produce SARs, position descriptions and other documentation associated with transferring personnel and budget centres into the new organization.</td>
</tr>
<tr>
<td>SALT full day meeting to discuss quality review</td>
<td>VPAR</td>
<td>26 Oct 2018</td>
<td>This meeting will in part discuss the quality assurance review and how UCN needs to respond and react to the findings. This will include discussion about the appropriate organization of RAE.</td>
</tr>
</tbody>
</table>
### November 2018

<table>
<thead>
<tr>
<th>Action</th>
<th>SALT Lead</th>
<th>Target Date</th>
<th>Process and Other Considerations</th>
</tr>
</thead>
</table>
| Video Newsletter to ARD                     | VPAR      | 01 Nov 2018 | Topics include:                                                                                             - State of current transition planning for specific units in ARD  
                                                                                     - Changes in transition plans and timings                        
                                                                                     - Answers to questions posed as appropriate                        |
| The Swan Valley Workforce Development Centre (SVWDC) is announced (Budget Code to be determined by Chief Administrative Officer) | AVP-CIS   | Early Nov   | This process is led by the AVP-CIS. Timing for the announcement is expected to occur during November, which is Workforce Development Month, dependant on the availability of VIPs. The AVP-CIS is responsible to produce SARs, position descriptions and other documentation associated with transferring personnel and budget centres into the new organization. |
| SALT Retreat                                | VPAR      | End Nov     | Discuss processes and protocols of how CIS will work with deans and other elements of ARD and other departments within UCN.                                                                                                       |

### December 2018

<table>
<thead>
<tr>
<th>Action</th>
<th>SALT Lead</th>
<th>Target Date</th>
<th>Process and Other Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Video Newsletter to ARD</td>
<td>VPAR</td>
<td>01 Dec 2018</td>
<td>Topics as appropriate</td>
</tr>
<tr>
<td>SALT Meeting</td>
<td>VPAR</td>
<td>10 Dec 2018</td>
<td>To include standing agenda item on the reorganization</td>
</tr>
</tbody>
</table>

### January 2019

<table>
<thead>
<tr>
<th>Action</th>
<th>SALT Lead</th>
<th>Target Date</th>
<th>Process and Other Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Video Newsletter to ARD</td>
<td>VPAR</td>
<td>02 Jan 2019</td>
<td>Topics as appropriate</td>
</tr>
</tbody>
</table>

### February 2019

<table>
<thead>
<tr>
<th>Action</th>
<th>SALT Lead</th>
<th>Target Date</th>
<th>Process and Other Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Video Newsletter to ARD</td>
<td>VPAR</td>
<td>01 Feb 2019</td>
<td>Topics as appropriate</td>
</tr>
<tr>
<td>SALT Meeting</td>
<td>VPAR</td>
<td>26 Feb 2019</td>
<td>To include standing agenda item on the reorganization</td>
</tr>
</tbody>
</table>

### March 2019

<table>
<thead>
<tr>
<th>Action</th>
<th>SALT Lead</th>
<th>Target Date</th>
<th>Process and Other Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Video Newsletter to ARD</td>
<td>VPAR</td>
<td>01 Mar 2019</td>
<td>Topics as appropriate</td>
</tr>
</tbody>
</table>

### April 2019

<table>
<thead>
<tr>
<th>Action</th>
<th>SALT Lead</th>
<th>Target Date</th>
<th>Process and Other Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Video Newsletter to ARD</td>
<td>VPAR</td>
<td>01 April 2019</td>
<td>Topics as appropriate</td>
</tr>
</tbody>
</table>
## Action

<table>
<thead>
<tr>
<th>Action</th>
<th>SALT Lead</th>
<th>Target Date</th>
<th>Process and Other Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Provide additional admin support to FABS to support CALC and WMI activities</td>
<td>VPAR and Dean of FABS</td>
<td>01 April 2019</td>
<td>Required only if at least 0.5 Administrative Assistant staff year does not transfer over from gained units.</td>
</tr>
<tr>
<td>Recruit an Associate Vice President of Access (AVP-Access) (Budget Code to be determined by Chief Administrative Officer)</td>
<td>VPAR</td>
<td>01 April 2019</td>
<td>The VPAR will prepare and submit the SAR, PD, and other documentation required to recruit the AVP. The expected start date for the position is April 2019, but may be as late as July 2019. This position will be an excluded full-time ongoing position. The Dean of Education will continue planning for Access programming until an AVP of Access is recruited. CBS will remain operational throughout the planning period with elements transitioning as planning allows. All relevant CBS activity must be transferred to Access by April 2019 (some CBS activity will be transferred to other areas). As the transition progresses, it will be the responsibility of the Dean of Education / AVP-Access to produce SARs, position descriptions and other documentation associated with transferring personnel and budget centres into the new organization.</td>
</tr>
<tr>
<td>ALC will shift reporting to the AVP-Access (BC 48000)</td>
<td>Dean of Education</td>
<td>01 April 2019</td>
<td>A SAR is required to shift the reporting and budget responsibilities from the Dean of Education to the AVP-Access. The AVP-Access is responsibility for producing SARs, position descriptions and other documentation associated with transferring personnel and budget centres into the new organization.</td>
</tr>
<tr>
<td>The AVP-CIS shall complete the transition of all CBS activities that are being integrated into CIS</td>
<td>AVP-CIS</td>
<td>01 April 2019</td>
<td>This includes recruiting into all manager positions and the attendant HR documentation to support the transition.</td>
</tr>
<tr>
<td>SALT Meeting</td>
<td>VPAR</td>
<td>30 April 2019</td>
<td>To include standing agenda item on the reorganization.</td>
</tr>
</tbody>
</table>
### Action

<table>
<thead>
<tr>
<th>Action</th>
<th>SALT Lead</th>
<th>Target Date</th>
<th>Process and Other Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Video Newsletter to ARD</td>
<td>VPAR</td>
<td>01 May 2019</td>
<td>Topics as appropriate</td>
</tr>
</tbody>
</table>

**June 2019**

<table>
<thead>
<tr>
<th>Action</th>
<th>SALT Lead</th>
<th>Target Date</th>
<th>Process and Other Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>Video Newsletter to ARD</td>
<td>VPAR</td>
<td>01 June 2019</td>
<td>Topics as appropriate</td>
</tr>
<tr>
<td>SALT Meeting</td>
<td>VPAR</td>
<td>03 June 2019</td>
<td>To include standing agenda item on the reorganization</td>
</tr>
<tr>
<td>The Centre for Learning, Education and Research (CLEAR) is established (Budget Code to be determined by the Chief Administrative Officer)</td>
<td>Dean of RAE</td>
<td>30 June 2019</td>
<td>The Research, Education and Learning (REAL) Committee of Learning Council will oversee the establishment of CLEAR with the Dean of RAE as the administrative lead. The Dean of RAE is responsible to produce the required SARs and other documentation to effect the establishment of CLEAR.</td>
</tr>
</tbody>
</table>
| Dean of Education prepares SAR to shift responsibility for the Certificate in Teaching Ininimowin (CITI) from CALC to the Faculty of Education (a portion of BC 11015) | Dean of Education; Dean of FABS | 30 June 2019| The Deans of Education and FABS will have to plan throughout the 2018/19 academic year for the shift, including understanding workload assignment, recruiting, etc.  
  Note that resources associated with CITI are combined in the BC 11010 (Aboriginal Knowledge and Culture Division) and BC 11015 (Centre for Aboriginal Languages and Culture). The deans of Education and FABS shall determine the appropriate division of resources in consultation with the Chief Administrative Officer. |

**Actions in Future Academic Years**

<table>
<thead>
<tr>
<th>Action</th>
<th>SALT Lead</th>
<th>Target Date</th>
<th>Process and Other Considerations</th>
</tr>
</thead>
<tbody>
<tr>
<td>The University College Librarian shifts reporting from VPAR to the Dean of RAE (BC 30100)</td>
<td>Dean of RAE</td>
<td>October 2019</td>
<td>The Dean of RAE shall be responsible for producing the required HR and financial documentation to effect the transition.</td>
</tr>
<tr>
<td>The Pas Campus Librarian and the University College Librarian will be merged into a single position (BC 30100)</td>
<td>Dean of RAE</td>
<td>October 2019</td>
<td>Resulting resources will be redeployed to support direct service provision within the Library (e.g. circulation desk staff, etc.). The Dean of RAE shall be responsible for producing the required HR documentation to effect this change and determine the appropriate process for recruiting into the position.</td>
</tr>
<tr>
<td>The Inter Universities Services administrative unit will report to an appropriate faculty or academic department (BC39120)</td>
<td>VPAR</td>
<td>April 2020</td>
<td>Likely candidates are RAE or FABS. The receiving faculty/department will be responsible for producing the required HR documentation to effect the transition.</td>
</tr>
</tbody>
</table>
Annex D: Resource Considerations

New Positions

Training. All leaders are accountable for developing training plans in partnership with those staff members who have new or significantly changed responsibilities.

Recruiting. The new organization will be composed of new and renamed positions that will be filled by combination of reassignments, direct appointments, and competitions as follows:

- Special Advisor to the Vice-President Academic and Research: reassignment in October 2018
- Manager positions: combination of competitions and reassignments as appropriate to the position by no later than April 2019
- Dean of Skilled Trades, Apprenticeship and Technology: filled on an interim basis in October 2018 and filled permanently by July 2019
- Dean of Students: reassignment/direct appointment in October 2018. Director of Student Life position will be discontinued.
- Dean of Research and Academic Excellence: title change from Dean of Research and Innovation in October 2018
- University College Librarian: title change from Dean of Library Services in October 2018
- Associate Vice-President, Community and Industry Solutions: renamed in October 2018
- Associate Vice-President, Access: recruited either directly or by competition in April 2019

Budget Assumptions

It is assumed that where there is a transition of a discrete program (e.g. WMI or CITI) or a discrete unit (e.g. CALC), the full budget and resources of that unit will be transferred to the receiving entity. Where this does not happen, the receiving entity will be provided with clarity as to the new deliverables or functions that are expected in the new budget configuration.

Salary Assumptions

The reorganization in ARD and throughout UCN will occur using the principle that, unless there is a reclassification of a position as a result of the reorganization, there will be no increases in salary level. UCN is reorganizing for success and while the intention is not to save money, neither is the intention to see a general shift upward in salary costs. This principle shall apply to all faculty members and staff, including the President and Vice-Chancellor, Vice-President Academic and Research, Chief Administrative Officer, Associate Vice Presidents, Deans and other direct reports to senior executives, whether they are excluded from the Collective Agreement or not.
Annex E: Communications Strategy

Main Messages

The five main messages for the reorganization as identified by the consultant are:

- UCN has become an internal-facing organization, developing programs and hoping that learners and employers come. This passive model was resulting in fewer and fewer students in regional centres, and fewer industry and community partnerships. The new model of an Associate Vice-President, Community and Industry Solutions working in partnership with an Associate Vice-President, Access, both under the leadership of the Vice-President, Academic and Research, can significantly help transform UCN’s activities while better responding to the needs of learners, Indigenous communities and employers.

- UCN is increasingly putting a focus on student success, and the Dean of Students will play the leadership role in helping all students reach their full potential through individualized learning plans, more services, greater coordination between administrative units and increasing retention and graduation rates.

- UCN is launching the Centre for Indigenous Community Development as a unit dedicated to the further growth and prosperity of Northern Manitoba.

- UCN has become increasingly top heavy with four vice-presidents and an uneven number of direct reports contributing in very different ways to direction setting for UCN. The leadership of UCN should be solidified with the president being supported by two senior executives – the Vice-President, Academic and Research and the Chief Administrative Officer.

- A more streamlined organizational structure will allow UCN to put a greater focus on performance management, outcomes, strongly embedding Indigenization in all that it does and ensuring that student success remains the first priority of all employees at the university college.

ARD Audiences

<table>
<thead>
<tr>
<th>Internal Audiences</th>
<th>Specific Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council of Elders, Governing Council, Learning Council</td>
<td>Changes are being made to align UCN’s organizational structure with strategic direction to ensure stronger outcomes in terms of more students, more programs, more partnerships and more efficiency. UCN is aligning its organizational structure with its key priorities of student success, Indigenization, community and industry engagement, and better governance and administration.</td>
</tr>
<tr>
<td>AVPs / Deans / Registrar</td>
<td>Greater responsibility with respect to the development and delivery of programming in communities, as well as more connection to contract training and continuing education courses and programs. More involvement in academic planning and greater responsibility for achieving outcomes.</td>
</tr>
</tbody>
</table>
## Internal Audiences

<table>
<thead>
<tr>
<th>ARD Staff</th>
<th>Specific Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>For most staff, reporting relationships may change, however their functions will remain the same. Some staff can expect reassignments and retraining for new or significantly changed job responsibilities. All staff can expect greater responsibility for effective performance and achieving outcomes.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Faculty members</th>
<th>Specific Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courses and programs will be taught as per usual. More focus and effort will be placed on quality assurance, helping to ensure students have more equitable experiences regardless of whether they are taking courses on a main campus or at a Post-Secondary Access Centre.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Students</th>
<th>Specific Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>Courses and programs will be taught as per usual. The experiences and supports provided from registration through to graduation, and the quality of programs, will continue to improve.</td>
<td></td>
</tr>
</tbody>
</table>

## External Audiences

<table>
<thead>
<tr>
<th>Government</th>
<th>Specific Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCN is ensuring that it is focusing its resources on delivering the programs and research outcomes that it is expected to deliver. UCN is an effective and efficient organization that is responsibly using public resources to focus on directly serving the social and economic needs of Indigenous and northern Manitobans.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Communities</th>
<th>Specific Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCN is committed to community social and economic development through partnerships with communities to deliver the training and education programs that those communities need to thrive.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Sponsors</th>
<th>Specific Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCN is strengthening relationships with sponsors to better align UCN and sponsor objectives with respect to sponsored students. UCN is also better linking its programming with the needs of northern communities and industry, and is focusing on ensuring quality programming regardless of where students take their courses.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Industry</th>
<th>Specific Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCN is committed to supporting the needs of industry, contributing to innovation and to labour force development. UCN is “back in the business” of supporting workforce development.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>School Divisions</th>
<th>Specific Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCN will work with school divisions to provide upgrading programming, and to provide opportunities for high school students to pursue dual credits and other advanced placement arrangements.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Families</th>
<th>Specific Message</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCN provides high quality training and education that helps individuals and families grow and contribute to their communities.</td>
<td></td>
</tr>
</tbody>
</table>

## Attachments to this Annex

(i) Leadership Communications Plan
(ii) Questions and Answers
Annex E(i): Leadership Communication Plan

The number of staff assigned to the ARD, approaching 300, presents a significant challenge in terms of communicating effectively in a distributed environment. Planning communication opportunities is therefore essential, and some communications have already been scheduled (see Annex C). Communications opportunities with ARD leadership include (but are not limited to!):

- Video Newsletters about the Reorganization
  - Lead: VPAR
  - Topics (may include): ARD Plan Overview; status report; changes; answers to questions (all questioners will remain anonymous!)
  - Audience: all ARD faculty and staff

- Faculty Council meetings
  - Lead: VPAR
  - Topics: rather than a presentation, the VPAR will be available to answer questions and concerns
  - Audience: Faculty members
  - Timing: Upon invitation

- Other group and individual in-person/video-conferenced meetings
  - Lead: VPAR (contact Lori Munroe – lmunroe@ucn.ca – to arrange a meeting time and location)
  - Topics: various, depending on the needs of those requesting the meeting
  - Audience: various
  - Timing: upon request

- “All ARD staff” email from the VPAR
  - Lead: VPAR.
  - Topics: various
  - Audience: all ARD faculty and staff
  - Timing: periodic

- Individual and confidential email/phone calls to the VPAR
  - Lead: VPAR (dsmith@ucn.ca; 204-627-8433)
  - Topics: various, depending on the interests of the sender. All conversations to remain confidential.
  - Audience: various
  - Timing: as required