



Board of Governors Meeting

September 10, 2021 - 1:00 - 4:30 p.m.

<https://zoom.us/j/98342064719?pwd=QWpBcWRwRXUvSWdYOFVzOGZlb2V6UT09>

Meeting ID: 983 4206 4719 Passcode: 350205



BOARD OF GOVERNORS AGENDA

Friday September 10, 2021, 1:00 – 4:30 p.m.

Zoom Link:

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A. Open Session

1. **Call to Order**, Lynda Hawton Kitamura, 1:00 p.m.
 - a. Declaration of Conflicts of Interest
 - b. Movement of Consent Items to the Main Agenda
Motion: that the Board of Governors approve the Consent items listed for approval under Item C.1.

2. **Chair's Report**, Lynda Hawton Kitamura, 1:05 p.m. (15 min)
 - a. Welcome to Incoming Board Members
 - b. Round of Introductions

3. **Leadership Update**, 1:20 p.m. (10 min)
 - a. President's Report*, Deb MacLatchy
 - b. Q and A on Reports of the Senior Executives*
 - c. Report on Senate Activities

4. **Strategic Plan Update***, Deb MacLatchy, 1:30 p.m. (10 min)

5. **Return to Campus: Pandemic Recovery Planning Update**, Dan Dawson 1:40 p.m. (10 min)

6. **Budget & Fiscal 2021-2022 Update**, 1:50 p.m. (20 min)
 - a. **Review of Fiscal 2020-2021 Year-End**, Lloyd Noronha
 - b. **Enrolment & Budget Update~**, Tony Vannelli/Lloyd Noronha

7. **A Climate Charter for Canadian Universities***, Lloyd Noronha/
Zeynep Danis, 2:10 p.m. (10 min)
Motion: That the Board of Governors endorse Wilfrid Laurier University joining as a signatory to the Climate Charter.

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8. **Reports from the Standing Committees of the Board,**

2:20 p.m. (15 min total)

- a. Q&A on Chair's Updates on Committee Activity* Page 36

- b. Audit & Compliance Committee, Paul Elliott
 - 1. WLU Audited Financial Statements
 - a. Approval of Audited Financial Statements as at April 30, 2021* Page 37

Motion: That on the recommendation of the Audit, Risk & Compliance Committee, the Board of Governors approve the Wilfrid Laurier University Audited Financial Statements for the year ended April 30, 2021 and authorize any two members of the Board of Governors to sign the financial statements as evidence of such approval.

 - 2. Commentary to the Audited Financial Statements* Page 66
 - 3. Management Report on Budget vs. Actuals 2020-21* Page 72

9. **Other Business**

--BREAK--2:35 p.m. (10 min)

B. In Camera Session

Motion: to move the meeting *in camera*.

C. Consent Items

The following items are provided for approval or information. The Agenda, Minutes and items noted for Approval will be approved by consent unless otherwise highlighted during Item A.1.b.

1. **Items for Approval**

- a. Agenda
- b. Minutes, Board of Governors, June 3, 2021* Page 93

* Materials Attached

~ Presented during the Meeting

Note: If you need assistance or have a question about this agenda or the Board of Governors, please contact the University Secretariat office, by email to alukin@wlu.ca.

Board of Governors Meeting

President's Written Report

September 10, 2021

*All meetings held virtually unless otherwise noted. Selection of external and internal events.

- On June 4, Dr. MacLatchy attended 'Diversity, Equity & Inclusion – The Journey', a keynote address from Ken Bouyer, Diversity & Inclusion Recruiting Leader at EY. The event was hosted by Laurier's AVP-EDI office and the Lazaridis School of Business and Economics.
- On June 6, the president attended the National Forum on anti-Asian racism hosted by the University of British Columbia.
- On June 14, President MacLatchy attended the Universities Canada Women Presidents' Leadership Forum.
- On June 15, the president chaired the OUA (Ontario University Athletics) Board of Directors meeting.
- On June 16, the president participated in a graduate student welcome video, sponsored by the GSA, with other senior leaders.
- On June 17, Dr. MacLatchy attended the provincial announcement of the approval for the new Wilfrid Laurier University campus in Milton. Also in attendance were Premier Doug Ford, MCU Minister (at the time) Ross Romano, MPP Parm Gill (now Minister for Citizenship and Multiculturalism), Milton Mayor Gordon Krantz, and President John Tibbitts of Conestoga College. The event was held in-person on the site of the future campus in Milton.
- On June 17, the president hosted the Laurier Philanthropy Award virtual event, honouring Larry and Margaret Marsland, for the family's significant and ongoing support of the university and community of Kitchener-Waterloo.
- On June 18, President MacLatchy attended the COU virtual workshop for Ontario University Board members. Also in attendance were Board members Lynda Hawton Kitamura, Patricia Polischuk and Jim Phillips, and Secretariat members Anna Kornobis and Anne Lukin.
- On June 22, the president, along with members of Laurier's executive leadership team, hosted a Town Hall for staff and faculty to share information and answer questions about the Milton campus approval.

- Also on June 22, Dr. MacLatchy attended the Ontario Council on Articulation and Transfer (ONCAT) annual general meeting.
- On June 23, Dr. MacLatchy attended Waterloo Mayor Dave Jaworsky's State of the City address.
- On June 23, July 27 and August 31, the president attended her monthly meetings with Laurier's Graduate Students' Association. On June 9, July 29 and Aug. 26 she attended her monthly meetings with the WLU Students' Union.
- On June 24, Dr. MacLatchy attended the monthly meeting with WLUFAs executive.
- Also on June 24, President MacLatchy was on-site at the Brantford campus to hand out degrees to graduates to celebrate convocation. On June 26, she participated in giving out degrees on the Waterloo campus.
- On June 25, Dr. MacLatchy gave opening remarks at the Laurier Employee Achievement Awards and presented the 50-year service and president's awards.
- On June 28, the president facilitated a session on *Preserving institutional autonomy and academic freedom in times of crisis: lessons for the future* as part of the Transatlantic Dialogues, hosted by Universities Canada with the American Council on Education (ACE) and the European University Association (EUA).
- On July 5, the president shared a pre-recorded greeting for Laurier's inaugural SHAD program, which welcomed 64 grade 10 and 11 students from across Canada to participate (virtually this year) in STEAM and entrepreneurship workshops, lectures, panel discussions and group work over 20 days.
- On July 13, President MacLatchy attended D2L's Executive Conversation on *Accelerating the Shift to a Learning-Integrated Life*. The event featured a keynote address from Dr. Sean Gallagher of Northeastern University who shared early results of Northeastern's survey on COVID-related accelerations of online learning and AI in the workplace.
- On July 15, Dr. MacLatchy met in-person Laurier alumnus Dolf Dejong, CEO of the Toronto Zoo, for a walking meeting and tour of the zoo.
- On July 22, President MacLatchy met with Halton Region CAO Jane MacCaskill and Chair Gary Carr, along with VPs Jason Coolman, Lloyd Noronha and Jonathan Newman.
- On July 22, Dr. MacLatchy, along with other COU Executive Heads, met with the new MCU Minister Jill Dunlop.
- On July 28, the president attended the ORION Board of Directors meeting.
- On Aug. 5, Aug. 16, and Aug. 24, President MacLatchy chaired OUA (Ontario University Athletics) Board of Directors meetings focused on "return to play".

- On Aug. 9, Dr. MacLatchy hosted MCU Minister Jill Dunlop for an in-person meeting and tour of Laurier's Waterloo campus. Also in attendance for the tour were MPP Mike Harris, Lazaridis School Dean Micheál Kelly, Assistant Professor Laura Allan and Assistant Professor Sarah Poynter.
- On Aug. 17, President MacLatchy hosted a small virtual celebration for Laurier's first McCall MacBain scholar. Laurier student Hayley Newman-Petryshen was one of only 20 Canadian students awarded a full scholarship to pursue a Master's degree at McGill University.
- On Aug.23, the president attended a community meeting focused on developing a new comprehensive regional hospital strategy for the Region of Waterloo. This committee is focused on obtaining government approval and funding for a new hospital as a vital component of reimagining an integrated and holistic health care system for the community.
- On Sept. 7, the president attended Laurier's International Student Orientation.



Ivan Joseph

Vice-President: Student Affairs

1. Ancillary

With recent developments Residence has moved to mandatory vaccinations for all students unless exemptions are approved with certain criteria. For the time being all internal control for residence will stay in effect, relating to no guests, restricted access to spaces, mandatory masks etc. It does however, allow us to continue forward with close to full occupancy.

2. Athletics and Recreation

Laurier Brantford Highlights

- Preparing to open our facility doors for the first time to have the full week of O-week events held in our facility as well as the Laurier 201 events hosted out of LBYMCA.

Recreation/Clubs/Intramurals/Aquatics/Camps

- Summer saw a successful Multi-sport Camp with every week sold to capacity with great feedback from parents of their children's experience.

Interuniversity Sport

- Justin Serresse represented Canada at the FIBA U19 world championships (assistant coach). Canada captured a bronze medal.
- Formulation of EDI internal committee to launch in the fall

Facilities and Events

- Stadium modifications for press box and stand bleachers completed by FAM who have done a great job with construction. Stadium Field turf repairs are complete and in good order with teams training through July and August.
- Ticketing planning is dependent on public health spectator protocols. Working through public health officials and Sherm prior to final plan for spectator management to be sent to PRSG for approval.

3. Dean of Students (Brantford and Waterloo)

Laurier Leaders – A new peer support program with the Dean of Students Office

- Laurier Leaders is an opportunity for upper-year students to provide navigational support, wayfinding, and encouragement to engage in our community for our students coming to campus for the first time to re-introduce them to what makes Laurier special.

Laurier 201: a joint program between Transition & Learning Services and Laurier's Off Campus Initiatives Program.

- Laurier 201 is a campus-wide program designed specifically for second-year students. This exclusive program will set you up for success both in- and outside of the classroom. We will provide you with opportunities to connect with your peers, faculty members and the greater campus community to help you understand what it's like to be a student on or off-campus.



4. Teaching & Learning

Experiential Learning

- During 2021-2022, \$1.2M in federal government funding has been secured to support experiential learning opportunities for students employed in part-time and co-op work term opportunities throughout Laurier.
- To-date, 92% of co-op students have secured positions for the fall 2021 work term, and an increased number of employers are anticipating that students will be able to work in person or in hybrid roles, particularly by the winter 2021 term.
- Staff in Community and Workplace Partnerships worked with faculty and partners to develop innovative ways of offering experiential learning opportunities for 2235 students in 56 courses during the last year and 93.5% of students reported having a positive overall experience.

Career Development

- The Canadian Association of Career Educators and Employers recognized the Laurier Career Centre in June with the CACEE Excellence in Innovation Award for Remote Career Education Delivery by a Career Centre. During 2020-2021, all services were offered remotely with major increases in student and alumni engagement including a 27% increase in appointments (total appointments 9362) and an 87% increase in workshop attendance (total attendance 4231). In addition, over 16,000 students were engaged in other Career Centre programs. The department supported 1238 employers with 4,073 job postings representing over 11,500 opportunities.

Student Academic Success

- **Laurier Scholars Award:** This is a prestigious new entrance scholarship for high-achieving undergraduate students offering recipients the opportunity to participate in a dynamic learning environment that will foster innovative thinking and ethical, visionary leadership. In fall 2021, Laurier will welcome its first cohort of six Scholars, representing the faculties of Science, Business and Economics, Arts, Music, Human and Social Sciences, and Liberal Arts
 - Program research: Program facilitators applied to Laurier's Research Ethics Board entitled "Laurier Scholars Program: Assessing Leadership Development in High-Achieving Students", which will focus on informing and understanding transformative learning, experiential learning, and youth leadership studies of the program.

Jonathan Newman

Vice-President: Research

1. Throughout the summer, the Office of Research Services (ORS) has been busy developing strategic initiatives to enhance the research culture at Laurier in response to questions/concerns that were brought forward in the Research Culture Survey that was circulated in December 2020. We have been tracking our progress on the new [Research Initiatives](#) page on SharePoint. Some of these initiatives include:
 - **Faculty Mentorship Program:** Starting September 2021, the ORS will be rolling out a new program of monthly lunch and learn sessions for new faculty members. New faculty may choose to complete the program in one year by attending monthly workshops, or over two years by



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attending ever other month. The workshops cover various themes including research integrity, networking and partnership development, research funding, promoting your research, managing your research group and more.

- **Research Theme Ambassadors:** The ORS has appointed six faculty members as Research Theme Ambassadors. These individuals are responsible for helping the ORS learn about and communicate the research achievements happening across our campuses. Each ambassador will represent one of the six [research themes](#) identified in our [Strategic Research Plan](#):
 - i. Environments and Sustainability: [Hind Al-Abadleh](#)
 - ii. Psychological and Social Determinants of Health and Well-Being: [Cameron McKenzie](#)
 - iii. Governance and Policy: [Timothy Donais](#)
 - iv. Indigeneity, Decolonization, Equity, Diversity and Inclusion: [Stacey Wilson-Forsberg](#)
 - v. Business, Technology and Innovation: [Sapna Isotupa](#)
 - vi. Society, Culture and Community: [John W. Schwieter](#)

We are also recruiting six graduate students to fill equivalent roles for our graduate and postdoctoral researchers.

2. The Office of Research Services released their 2020/21 Annual Report “[Research Excellence: A Year in Review](#)”. This report highlights research excellence across various departments and disciplines at Laurier. During a year where many researchers were impacted by travel bans and restrictions of working remotely due to COVID-19, some Laurier researchers were able to adapt and find new ways to safely continue their work.
3. Laurier is recruiting for an internal [Tier 2 Canada Research Chair \(CRC\) in Advanced analytics in Supply Chain](#). Hosted by the Lazaridis School of Business and Economics, the CRC will enable Laurier to become a leader in the development of Canadian innovation in the area of supply chain management using data analytics and be a bridge between academia and industry in this field by leveraging and building on the existing relationships with the supply chain industry.
Laurier is also currently recruiting for an external [Tier 2 Canada Research Chair \(CRC\) in Indigenous Histories and Historical Practise in Canada](#). Hosted by the History Department in the Faculty of Arts, the CRC will work to decolonize the discipline of Canadian history by integrating and bridging traditional historical practice with cutting-edge approaches to community-based research and Indigenous ways of knowing, including memory, oral tradition, and material culture.
4. Over the summer, the Department of Health Sciences in the Faculty of Science selected an internal candidate for a [Tier 2 CRC in Social Inequalities and Pathways to Wellbeing and Marginalized Populations](#). The candidate will now be nominated via the standard CRC process in Fall 2021.

Jason Coolman

Vice President: Advancement and External Relations

No report at this time.



Lloyd Noronha

Vice-President: Finance & Administration

1. Ancillaries Update

The Laurier Bookstore will open the last week of August in a soft launch format to prepare for the fall term. All course materials support has been moved to an e-commerce transaction as many course materials are digital access. This will enable the store locations on both campuses to focus on the general merchandise and supplies for in-person transactions. The success of the academic materials will be monitored carefully for future consideration. In addition, the HawkShop formerly located in the Athletic Complex has been relocated back into the main store in the Concourse. There was a comprehensive business review completed and this should enable more efficiency and centralization of the services provided.

The RICOH fleet copier rollout is almost complete with several new enhancements to the printing strategy of the university. This will align with an overarching digital strategy that will be coming forward over the next year. These enhancements will improve customer service significantly with minor changes in the business model that now facilitates printing anywhere and secure print.

Digital Lockers will now be available on both campuses for a continuation of the pilot project that was started in 2020 to offer enhanced services to mail, distribution and package management.

2. Budget Update

Under the leadership of the Provost and the VP Finance & Administration, the Budget Council delivered the 2021/22 proposed budget to the Board of Governors on June 3, 2021. The budget included considerations for scaling to post-pandemic operations, with anticipated increases in on-campus presence, returning to normal capacity in January 2022. Multi-year forecasting and capital planning components were also presented through the governance cycle in the budget approval document. On the heels of the 21/22 budget approval, Financial Resources and Integrated Planning and Budgeting have begun work and planning for the 2022/23 budget development.

3. Divestment Update

On June 3, 2021 the Board of Governors approved an important component of the university's approach to addressing climate change. As per the recommendation of the Investment Oversight Committee, with significant input and consultation undertaken by the Responsible Investment Working Group formed in 2016, the university will pursue the goal of reducing the carbon intensity of investments in the endowment fund by 40% by 2030. As a complementary solution, the university will also establish a fossil fuel free investment fund for donor contributions. With these endeavours, the university will pursue becoming a signatory to the University Climate Change Charter in fall 2021.

4. Year End

The 2020/21 Audited Financial Statements and Year-End Management Report will be presented at the upcoming committee and board meetings. Laurier ended the year more favourably than expected (in comparison to the 20/21 budget) and has completed a second year of audit through remote and paperless processes.



5. Research and Finance

Through collaboration with the Office of Research Services, and through consideration of the results of the Research Culture Survey 2020, Financial Resources will initiate a review of Research Finance services. The purpose of the review is to identify recommendations to improve the approach to supporting all post-award financial aspects of research funding. The review will take place in the fall with recommendations to be delivered by the end of 2021.

6. Financial Sustainability Initiative

The office of the VP F&A has committed to a Financial Sustainability Initiative through the creation of a Comprehensive Fiscal Health and Decision Analysis Tool. Aligned with the Critical Enabler of “the stability and sustainability of our finances, technology, systems, and physical infrastructure”, this initiative will support the strategic objectives of Laurier through the provision of clear, comprehensive financial information, which can facilitate effective and informed decision-making. The Decision Analysis Tool will incorporate all factors of fiscal opportunity and risks to allow for an understanding of the cumulative ramifications and impacts of decisions on Laurier’s fiscal health. An overview of the project components and timelines will be provided through the fall governance cycle.

7. Campus Operations and Risk Management Update

In 2020 SHERM applied for and was approved to be a member of the [WSIB Health and Safety Excellence](#) program. This program has helped Laurier create a healthier and safer workplace that will result in earning rebates and additional recognition for our commitment to health and safety.

8. Facilities and Asset Management (FAM) Update

Progress has been made on many strategic projects, including:

- Waterloo Campus Master Plan Update is in the process of being finalized.
- Alumni Field was outfitted with four large tents and picnic tables to provide a new open-air social and study space for the fall 2021 term.
- The design development of the Savvas Chamberlain Music Building renovation and addition has been completed and construction documentation is underway.
- The Milton Campus Master Plan is on track to go to the Board of Governors in the January/February cycle.
- Commissioning of the microgrid system on the Waterloo campus has been on-going since mid-Spring requiring a series of campus wide power shutdowns. Final commissioning steps are taking place now. The system will be operational by early October.

9. Information and Communication Technologies (ICT) Update

To provide an additional layer of security to Laurier employee accounts and provide controlled access to resources on Laurier’s networks when off-campus, ICT enacted a policy requiring all staff and faculty to enrol in two-step verification. Employees received advance notice of this through email, and as of August 16, 2021 the verification is now required for all employees.



10. Return to Campus Update

All teams within the VP Finance & Administration portfolio play a key role in safely returning students, staff, and faculty to our campuses this fall. Units within the portfolio have spent the summer creating and implementing processes in alignment with public health and government regulations and communicating them campus-wide to help other departments prepare for on-campus operations.

Anthony Vannelli

Provost & Vice President: Academic

1. Fall & Winter 2021/2022 Planning

- Following the direction from the Ministry of Colleges and Universities in July, the Office of the Provost planned vigorously over the summer months in preparation for a transition to more in-person teaching on campus in Fall 2021 and returning to regular, in-person operations by the start of Winter 2022. Our planning is driven by our commitment to provide a safe environment for everyone on our campus, in alignment with public health guidelines; which are subject to change.
- The University will require all students, staff and faculty to be fully vaccinated or have plans to be fully vaccinated with an approved COVID-19 vaccine to return to campus this fall unless there is a medical accommodation or other grounds protected under the Ontario Human Rights Code.
- Over the course of the 2020-2021 academic year, the Vice-President's Academic Advisory Council (VPAC) completed a comprehensive review of AI-driven proctoring solutions that considered equity, privacy and assessment quality issues. Through this review, it became clear that the advantages of using this technology to deliver remote assessments no longer outweigh the disadvantages. As Laurier was unable to identify an existing AI-driven remote proctoring solution that adequately addressed the concerns, the University has decided to transition away from the use of AI-driven remote proctoring solutions starting in the fall 2021 academic term. We are making this decision to allow us to move to different assessment tools for course components that will enhance the teaching and learning experience.

2. Milton

- The Province approved a new campus in Milton under the Government of Ontario Major Capacity Expansion Policy Framework. Approval includes expanded corridor funding to support growing Laurier's domestic student numbers in Milton.
- The focus of the campus will be planetary health, through STEAM programming. Programs being proposed include Software Engineering, Environmental/Sustainable Engineering, Computer Science, Climate Change Management, and Environmental Health Sciences, among others. All program ideas are placeholders at this point and will need to be developed and approved through the relevant collegial and Senate processes, as well as external approval through the Quality Council and Ministry of Colleges and Universities.
- I will be working with VPAC and particularly with the Dean of Science, Anthony Clarke, to develop detailed academic program plans for the campus.



3. 2021/22 Operating, Ancillary, and Capital Budgets

- Under the leadership of the Provost and the VP Finance & Administration, the Budget Council delivered the 2021/22 proposed budget to the Board of Governors on June 3, 2021. The budget included considerations for scaling to post-pandemic operations, with anticipated increases in on-campus presence, returning to normal capacity in January 2022. Multi-year forecasting and capital planning components were also presented through the governance cycle in the budget approval document. On the heels of the 21/22 budget approval, Financial Resources and Integrated Planning and Budgeting have begun work and planning for the 2022/23 budget development.

4. Inclusive Education Initiative

- The VPA office received 46 expressions of interest, including at least one from every Faculty.
- The expressions of interest were reviewed and ranked by the Inclusive Excellence Steering Committee, which consists of Jonathan Newman, Vice President: Research; Pam Cant, Chief HR and Equity Officer; Barrington Walker, AVP: Equity, Diversity and Inclusion and Darren Thomas, AVP: Indigenous Initiatives and the Provost as Chair.
- I am currently working with relevant deans and departments to announce the searches in September.

5. Wilfrid Laurier International College (Navitas)

Bruce McKay, incoming Dean of the Faculty of Human & Social Sciences, assumed the role of the lead decanal liaison with WLIC and the Institutional Lead for the partnership on July 1.

- Ben Collins has been appointed as the WLIC College Director and Principal.
- 21 students have confirmed to start in Fall 2021, and these students are from 12 different countries.
- We are anticipating about 80 additional students that will start in the Winter 2022 term, and an even larger cohort to start in the Spring 2022 term.
- This fall all courses will be delivered remotely, and with the hope to be fully in-person for the Winter 2022 term.
- We have a full slate of services ready to deploy for these students, to give them both a high caliber academic experience, and student experience.

6. Dean/AVP Search Updates

- Kathy Hogarth was appointed for a five-year term as dean of the Lyle S. Hallman Faculty of Social Work starting September 1, 2021. Hogarth previously served as an associate professor in the School of Social Work at Renison University College at the University of Waterloo and Special Advisor on Anti-Racism and Inclusion to the Vice-President: Research & Innovation.
- In August, the start of the search process for the Dean of the Lazaridis School of Business and Economics commenced. Kickoff meetings are slated for late September or early October.



Heidi Northwood

Senior Executive Office, Brantford Campus

Key/Strategic Activities

1. One Market Renovation and Animation
2. BEd @ Brantford Campus Advocacy
3. LaunchPad Brantford
4. Campus Partnerships & Community Outreach

1. One Market

- One Market Planning Steering Committee continued exploration and planning of animation ideas with external consultant, e.g., Pop-Up Market & Street Food Market.
- Space planning for Wilfrid Laurier International College being facilitated by FAM.
- Steering Committee submitted Cultural Hub Proposal to City Task Force May 2021 (to convert three movie theatres in One Market). Proposal accepted by Task Force and received unanimous approval by City Council, August 2021. Next step is to work with City and community Arts groups to fill out plan with next report submitted to Council end of December 2021 including funding request for architectural planning.
- Student games lounge, funded by Student Life Levy, ready for September 2021
- Senate & Board Chamber complete and ready for use.
- Low-Cost refresh of lobby to commence fall 2021, ready for January 2022.
- Tenant Policy Principles being developed.
- Library relocation into One Market remains top priority.
- Community consultations continuing regarding perceptions of One Market.
- Conversations continue about E-Sports and strategy.
- Vaccination clinic in One Market opened March 2, 2021 and will continue until end of September.

2. BEd @ Brantford Campus Advocacy

- Work with internal groups to develop proposal and advocacy strategy
- Work with Six Nations Polytechnic on potential partnership

3. LaunchPad Brantford

- Regular programming for students and community initiated; LaunchPad Connect initiated; Further differentiation of LaunchPad Brantford explored through social innovation and e-sports

4. Campus Partnerships and Community Outreach

- Member of Community Committees/Task Forces:
 - Brantford Brant Drug Strategy Committee
 - Brantford Community Safety and Well-Being Advisory Committee
 - Brantford Downtown Improvement Task Force



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- Created, found funding for, and filled 9-month contract Downtown Experience Coordinator position to enable positive experience for returning students.
- Commenced work exploring Urban Innovation Research Hub
- Relationship development with community, various levels of government, industry and PSE partners ongoing: Brant Community Healthcare System, Brant County Health Unit, Federal and Provincial members of parliament, City of Brantford Mayor and CAO, City Councillors, City's Economic Development & Tourism Office, Chamber of Commerce, Rotary Clubs, Lansdowne Children's Centre, YMCA, Six Nations Life-long Learning Committee, Conestoga College, Six Nations Polytechnic, Aboriginal Health Centre, Mississauga of the Credit First Nation Education, Grand Erie District School Board, Brant Haldimand Norfolk Catholic District School Board, Enterprise Brant, Arts Organizations (Stage 88, Sanderson Theatre, Woodland Cultural Centre, Glenhyrst Art Gallery), Friends & Neighbours (hosting webinar with Tanya Talaga, October 2021).

Pamela Cant

Chief Human Resources & Equity Officer

1. Fall Planning

Human Resources along with many other departments across our campuses has been supporting employees and leaders in their phased return to on-campus work for fall term. The [health and safety](#) of our students, faculty and staff remain at the forefront of our planning and decisions. **Return-to-campus information sessions** were hosted by members of the Pandemic Recovery Steering Group and recordings of the [Phase 1](#) and [Phase 2 information sessions](#) are now available on Connect.

Any employees requiring **accommodation** due to medical or family status reasons, are able to work with the Health & Abilities team within Human Resources to assess needs. Human Resources continues to play a lead role in COVID-19 employee case management with protocols in place to ensure timely reporting of symptoms and case management of all quarantine and sick leave cases. All employees and students are required to complete a [COVID-19 self assessment](#) prior to attending campus and to wear a mask and physical distance while inside Laurier buildings.

On Aug. 13 the University announced a **mandatory vaccination requirement**. All [members of the university community must be fully vaccinated to attend campus beginning fall term](#).

- By Sept. 7, students, staff and faculty will be required to **provide proof of their vaccination status** through the Vaccine Passport on the Safehawk App.
- Those who are not yet fully vaccinated, or who have received a medical or human rights accommodation to allow for an exemption from the mandatory vaccination requirement, will be required to follow the Rapid Testing Program requirements and health and safety protocols and policies.



- The university expects that all students, faculty and staff will have received their **second vaccination no later than Oct. 8** unless they have an approved exemption.

2. Flexible Work Policy & Resources

On July 19th, the University announced a new [Flexible Work Policy 8.14](#). This new Policy demonstrates Laurier's commitment as an *employer of choice*, and meets the desire our employees have expressed for ongoing flexible working arrangements. The Policy provides a flexible model of work that allows eligible employees, based on job requirements and operational needs, the opportunity to request a flexible work arrangement that includes both in-person and remote work, on a schedule that prioritizes service needs and considers, where possible, the employee's personal preferences. Under the Flexible Work Policy, administrative and professional staff and managers (WLUSA/OSSTF, CPAG, PAG and Management) can request a regular Flexible Work Arrangement, with a work schedule that includes up to **a maximum of three days per week** (or the equivalent of 60% of their work week) of remote work with the remainder performed in-person. Requests require review and approval from their direct manager and their AVP, dean or university librarian. Close to 600 requests were received, and approved arrangements will be communicated to employees by September 10th.

[Hybrid Work Resources for Leaders](#) have been developed to help support leaders in leading remote and hybrid teams.

3. Inclusive Washroom Initiative

This project involved a collaboration between Human Resources, the Centre for Student Equity, Diversity and Inclusion, the University Employment Equity Advisory Committee's Women and 2SLGBTQ+ Working Group and the Office of Dispute Resolution and Sexual Violence Support. The project was made possible through the generous support of the Students' Union, with funds from the Student Life Levy.

Everyone has the right to use a washroom in accordance with their lived gender identity and/or gender expression. Accessing a washroom on campus can present a barrier for some trans and gender diverse people due to gender monitoring and fear of harm and harassment. The project provides signage at gender specific, multi-user washrooms indicating and affirming that Laurier respects and supports everyone's right to choose a washroom based on how they identify and present. This signage will also remind people to refrain from commenting on who is accessing a washroom.

The signs say *“Laurier supports everyone’s right to choose a washroom that aligns with their gender identity. People using this space belong here.”*

Information and FAQs about the Inclusive Washroom Initiative and the signage that is now present on our campuses can be found on the [Laurier website](#).

4. Employee Relations and Collective Bargaining

The University is negotiating its first collective agreements with the Public Serviced Alliance of Canada (PSAC) representing Laurier’s Graduate Teaching Assistants. The parties exchanged proposals on



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November 24, 2020 and have met a number of times since, with more bargaining dates scheduled in September.

The University is negotiating its first collective agreement with Ontario Public Service Alliance (OPSEU), representing Special Constable Services employees. The parties exchanged proposals in April 2021 and have met a number of times, with more bargaining dates scheduled in October.

The University and the CUPE Local 926 union representing Custodial, Trades and Grounds employees ratified a renewal collective agreement in June 2021 for the period July 1, 2021 – June 30, 2024.

The University and the United Food & Commercial Workers union representing food services employees reached a tentative agreement on August 10, 2021 for a renewal collective agreement effective August 1, 2021 – July 31, 2024. The Union and the University are in the process of ratifying the agreement with the union members and the University's Board of Governors.

Laurier Strategy
September 2021 Report Back

Laurier Strategy: 2019-2024

September 2021 Report Back

Introduction

The Laurier Strategy: 2019-2024, approved by the Senate and Board in Spring 2019, focuses on two distinct themes: Thriving Community and Future-Readiness. Over the past year, many parts of the University have been actively engaged in making the sub-themes of the Strategy come to life. The Executive Leadership Team has worked across the University to coordinate and resource planning and priorities under the Strategy. The purpose of this report is to provide the University community with a high-level summary of the progress made (2019-2020) and key next steps (2020-2021) in advancing the Laurier Strategy. Some of the projects, which were on track for completion at the end of the 2019-2020 academic year, were delayed due to the disruption caused by COVID-19 in March 2020. The work on these projects has slowed but remains a priority.

Mission 2019-2024

Laurier will excel at creating a thriving community where all members of our comprehensive university can reach their potential. From this foundation, we will develop future-ready people who will transform where they live, work, and continue to learn.

Laurier Strategy
September 2021 Report Back

Thriving community

Sub-Theme	Accountable Leader(s) Bold connotes Executive Team Lead	Highlights (2020-2021)	Next Steps (2021-2022)	Priority 2020-2021	Priority 2021-2022	Status (2021-2022)
Enriching Partnerships	Vice-President: Advancement and External Relations Vice-President: Research Provost and Vice-President: Academic SEO: Brantford Campus Vice-President: Student Affairs	Industry Partnerships Community of Practice (CoP) has launched with strong support from campus partners across both administrative and academic teams. Q1 F2022 Highlights include: <ul style="list-style-type: none"> • <i>Industry Partnerships:</i> <ul style="list-style-type: none"> • Lazaridis “Future of Retail” partnership continues with in-kind, marketing and talent facilitation support from Communitech • New student award established by Brant Mutual Insurance Company (to support students studying business technology) • New student award established by Keypath Education Canada Inc (to support Master Public Safety degree students) • Bell Canada gift to support student mental health 	Industry Partnerships CoP will be completing detailed evaluation of strong relationships for each team involved in the CoP to learn about relationships across campus and to identify how we can work together better across campus to elevate our corporate partnerships for deeper engagement across campus, a more coordinated approach and ultimately increased funding. Work continues within units engaging industry in partnerships. Continue implementation of action plan. Late F2022 set up a parallel Community of Practice for community and non-profit partnerships and data collection.	1	1	Making progress; some delays

Laurier Strategy
September 2021 Report Back

		<ul style="list-style-type: none"> • Waterloo Living Inc gift to support the new Music building • CPA Ontario gift to support Lazaridis School of Business • SSIMWAVE supporting Liberal Arts, UXD for research on How Perceptual Video Quality Shape Viewer Experiences • ZMFY Automobile Glass Services Ltd. (International) supporting LSBE for research on Value Implications of Knowledge Sharing in Online Business Community • Noda Enterprises (Indigenous) supporting Geography & Environmental Sciences for research on Developing Local Economies in Food in Northern Indigenous Communities • <i>Academic Partnerships:</i> <ul style="list-style-type: none"> • Profound Impact partnership on research services in Higher Education • <i>Community Partnerships</i> <ul style="list-style-type: none"> • Langs Farm Village Association partners with Psychology on Assessing Implementation of Integrated Care within the Cambridge-North Dumfries Ontario Health Team • Empowerment Squared partners with LSBE on Empowerment 				
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Laurier Strategy
September 2021 Report Back

		<p>Squared Youth Council: Building a Platform for Newcomer Youth Engagement</p> <ul style="list-style-type: none"> • Caring Hands Uganda (International) partners with LSBE on Framework to Evaluate an Entrepreneurship Training Program for Disadvantaged Youth • Habitat for Humanity partners with Math, Finance on Affordable Housing, Finance and Economic Uncertainty • New student award established by The Jacob Ross Clemens Foundation (to support Dept of Geography and Environmental Studies students) • Musagetes Fund at KWCF gift to support the Carruthers Practice Studios in the Music building • KW Rowing Club gift to support the Sun Life Financial Centre for Physically Active Communities • <i>Government Partnerships:</i> <ul style="list-style-type: none"> • Data sharing agreement with IndigenousTech.ai Corporation • Ontario Ministry of the Solicitor General (Government) and Dark Slope Studios (Industry) partners with Criminology, Psychology on VR-based Mental Health Crisis Response Training Curriculum 				
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Laurier Strategy
September 2021 Report Back

		for Municipal and First Nations Police Services				
Inclusive Community	<p>Chief Human Resources and Equity Officer</p> <p>Associate Vice-President: Equity, Diversity, and Inclusion</p> <p>Associate Vice-President: Indigenous Initiatives</p> <p>Provost and Vice-President: Academic</p> <p>Vice-President: Student Affairs</p> <p>SEO: Brantford Campus</p>	<p>Launched Inclusive Excellence initiative to hire cohort of at least six new Black faculty members; department level expression of interest process in spring 2021 with launch of hiring in fall 2021</p> <p>Development of an EDI Strategic Plan.</p> <p>Established the Dimensions Self-Assessment Pilot Program team and engaged in the assessment of EDI progress at Laurier, in alignment with program goals.</p> <p>Conducted an external review of Special Constable Services (SCS), examining how SCS interacts with the BIPOC community.</p> <p>Implemented new equity procedures in the faculty hiring process, as per the WLUFA collective agreement, to support in the hiring and retention of diverse faculty members.</p> <p>Implemented equity procedures in the staff and management hiring process to support diverse staff hiring and retention.</p> <p>Reviewed Senior Administrator search procedures to further embed equity training and considerations, with the</p>	<p>EDI Strategic Plan to be presented to Senate and Board of Governors for approval in the Fall of 2021; Implementation to begin 2022.</p> <p>Continue to prioritize actions and engage the community in the EDI and Indigeneity Action Plan, including completion of the EDI Strategic Plan by fall 2021.</p> <p>Launch Laurier Legacy Project, a multi-faceted public history initiative that will explore the times and legacy of Sir Wilfrid Laurier; the Laurier Legacy Project will be a scholarly examination of Laurier's life and times that aims to create a better understanding of his legacy, and the ways that the past continues to influence the present day, through public education.</p> <p>Collaborating with campus partners and units to embed EDI practises and restorative justice practises (e.g., Students' Union, Conduct Office, Office of Dispute Resolution and Sexual Violence Support).</p>	2	1	On track

Laurier Strategy
September 2021 Report Back

		<p>goal of increasing the diversity of university senior leadership.</p> <p>Completed development of deep pool of potential Board of Governors members using skills matrix and EDI lens.</p> <p>Inclusive Workplace Certificate Program developed and launched for staff and managers.</p> <p>Leadership Development Day 2021 - Overcoming the Concept of Colour-Blindness to Build an Anti-Racist Workplace hosted in April 2021.</p> <p>Offered education and support sessions based on feedback received from racialized employees on recognizing and responding to incidents of racism in the workplace, May 2021.</p> <p>Provided online equity training for all faculty Department Appointment and Promotion Committee (DAPC) members - spring 2021 launch.</p> <p>Participating in the federal Dimensions Pilot Program supporting the enhancement of EDI in PSE.</p>	<p>Establishing institutional processes for responding to racism; working within the non-academic student code of conduct to address racism.</p> <p>Implement anti-racism training as part of new employee onboarding program.</p> <p>Roll out online training module for leaders on equitable hiring practices.</p> <p>Review and update Employment Equity Policy to reflect institutional goals.</p> <p>Develop and implement plan for Employee Engagement Survey Part II to measure progress vs plans – Winter 2022.</p> <p>Develop a new SEM Terms of Reference and plan that has a strong focus on increase the visible underrepresented population of our Laurier student community.</p>			
Indigeneity	Provost and Vice-President: Academic	Launched Inclusive Excellence initiative to hire a cohort of at least six new Indigenous faculty members;	Onboard Associate Vice-President: Indigenous Initiatives.	1	1	Making progress; some delays

Laurier Strategy
September 2021 Report Back

	<p>Associate Vice-President: Indigenous Initiatives</p> <p>Vice-President: Student Affairs</p> <p>SEO: Brantford Campus</p>	<p>department-level expression of interest process in spring 2021 with launch of the hiring process in fall 2021.</p> <p>Hired an AVP Indigenous Initiatives (July 1, 2021, start date).</p> <p>Launched the 4 Seasons of Reconciliation training program on Indigenous history and ways of knowing and doing; included in onboarding for all new faculty and staff, with mandatory completion by all managers by July 1st.</p> <p>Developed a draft Indigenization strategy for Indigenous student components.</p> <p>Renovations completed to Indigenous student centres (Waterloo and Brantford).</p> <p>Working extensively to provide support the First Nations, Métis, and Inuit (FNMI) populations in a remote environment, while also educating the campus community related on needs. Indigenous Counsellor position developed and onboarded.</p> <p>Supported consultation with embedded Indigeneity section added to Departmental Cyclical review process.</p>	<p>Resourcing and staffing the Office of Indigenous Initiatives to meet increasing demands for Indigenization and Decolonization work.</p> <p>Celebration and honouring of donors in fall 2021.</p> <p>Laurier Legacy Project to include an Indigenous visiting scholar to begin in fall 2021</p> <p>Indigenization strategic planning process to resume in fall 2021 under leadership of AVP: Indigenous Initiatives.</p> <p>Supported consultation with embedded Indigeneity section added to Departmental Cyclical review process.</p> <p>Enhancing and supporting growth for further Indigenous cultural markers across campuses (e.g., a library mural project, 232 King Street mural, Milton development and more)</p> <p>Launch of The Indigenous Academic Success (IAS) program which will aim to increase retention of Indigenous students,</p>			
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Laurier Strategy
September 2021 Report Back

		<p>Created one of the first Third-Party Sponsorship Guides for Indigenous Students in Ontario.</p> <p>Guiding support for Laurier’s new external audience offerings, such as Gladue Principles course and programs offered through Laurier’s Women Entrepreneurship Centre.</p>	<p>in partnership with Teaching and Learning Services, funded by Government of Ontario.</p> <p>Supporting visioning process for enhancing Indigenous Faculty Council’s needs and goals.</p> <p>Supporting Faculty rejuvenation process related to the Indigenous cohort hiring.</p> <p>NSERC sponsored digital Indigenous youth camp, Mama Aki, to launch in 2021.</p> <p>Revitalizing an MOU with Six Nations Polytechnic for potential growth in degree offerings; pathways to faculty of education admission, and research partnerships.</p> <p>Revitalizing an MOU with Mississauga’s of the Credit First Nation on the development of the Milton Campus.</p> <p>Development of an active recruitment strategy for Indigenous graduate students.</p> <p>Discussion with the Faculty of Science on recruitment and</p>			
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Laurier Strategy
September 2021 Report Back

			<p>community engagement opportunities to build interest and recruitment of Indigenous students into the sciences.</p> <p>Discussion of training opportunities for all graduate students and interested faculty on Indigenous ways of knowing, Indigenous research methodologies, and Indigenous research protocols.</p> <p>Examine staffing resources and staffing alignment within Student Affairs to better align with enhancing student supports.</p>			
Intellectual Climate	<p>Provost and Vice-President: Academic</p> <p>Vice-President: Student Affairs</p>	Ongoing implementation of recommendations attached to the Statement of Freedom of Expression .	<p>Develop academic plan in 2021/2022, as part of Integrated Planning Initiative.</p> <p>Reviewing and updating policy 4.10 Booking of University Space and Facilities.</p>	3	2	Making progress; some delays
Internationalization	<p>Chief of Staff and Senior Executive Officer, Internationalization</p> <p>Provost and Vice-President: Academic</p>	<p>Achieved 2019-2020 goals for international recruitment and established 2020-2021 goals.</p> <p>Navitas Partnership approved internally; partnership announced following government approval of Designated</p>	<p>WLIC to welcome first students in Fall 2021 for virtual classes; in-person delivery to begin January 2022.</p> <p>Internationalization Strategy Development – preparation</p>	1	1	Making progress; some delays

Laurier Strategy
September 2021 Report Back

	<p>Vice-President: Research</p> <p>Vice-President: Advancement and External Relations</p> <p>Vice-President: Student Affairs</p>	<p>Learning Institute (DLI) status for Wilfrid Laurier International College (WLIC).</p> <p>Implementation of the Navitas partnership has commenced, with Laurier representatives working directly with Navitas staff in collaborative working groups. Working groups are addressing topics such as academic programs, recruitment and admissions, marketing, student fees & services, physical space, technology and systems, and reporting.</p> <p>Senior Executive Officer: Internationalization appointed on July 1, 2021.</p>	<p>during spring/summer 2021, for launch in fall 2021.</p> <p>Establish clear benchmarks and goals in the SEM committee focused on Internationalization efforts across the campus</p>			
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Future Readiness

Sub-Theme	Accountable Leader	Highlights (2020-2021)	Next Steps (2021-2022)	Priority 2020-2021	Priority 2021-2022	Status (2021-2022)
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Laurier Strategy
September 2021 Report Back

Credential Innovation	<p>Provost and Vice-President: Academic</p> <p>Vice-President: Advancement and External Relations</p>	<p>Implemented the DestinyOne platform to facilitate marketing and registration of short-form and micro-credentials.</p> <p>Consultation Paper on Credential Innovation, including updated Laurier credential framework, drafted and circulated for feedback.</p> <p>Updating Policy 2.7 (Policy on Non-Credit Certificates) to encourage innovation, expand scope, and increase transparency and responsiveness.</p> <p>Continued leadership and engagement in Communitech Coalition on the Future of Work and Learning.</p>	<p>Set faculty targets for developing new credentials.</p> <p>Develop systems, processes, and policies to support credential innovation, as per recommendations on Consultation Paper on Credential Innovation.</p> <p>Identify opportunities for further investment, e.g., government investment in re-skilling/upskilling.</p>	1	1	On track
Engaged Research	<p>Vice-President: Research</p>	<p>Strategic Research Plan completed and approved by Senate on November 16, 2020.</p> <p>Created and implemented a research culture survey in December 2020.</p> <p>Accessed federal government opportunities to recover funds spent to cover extraordinary research costs during pandemic.</p>	<p>The pandemic has interrupted many researchers' progress, severely so in some cases. There will be work needed to help some researchers recover post-pandemic.</p> <p>Reporting back on the outcomes of the culture survey and formulating an action plan to address the identified shortcomings.</p>	1	1	Making progress; some delays

Laurier Strategy
September 2021 Report Back

		Saw a +14% increase in Tri-Agency funding success over the past year.				
Enduring Skills	Provost and Vice-President: Academic Vice-President: Student Affairs	<p>Developed a framework for self-assessment of Laurier's Competency Framework.</p> <p>Developed programming to integrate Laurier's Competency Framework in courses, experiential learning and co-curricular opportunities.</p> <p>Developed a university interdisciplinary course, UU399, on developing competencies through experience to be delivered through the Faculty of Education.</p>	Continue to expand the application of the Laurier Experience Record to incorporate outcome-based competency framework across all curricular and co-curricular offerings, fall 2021.	3	1	On track
Experiential Learning	Vice-President: Student Affairs Provost and Vice-President: Academic	<p>2019-2020 course syllabi review completed (approx. 5,000 courses/sections) to identify inclusion of experiential learning opportunities consistent with Laurier's Curricular Experiential Learning Definitions.</p> <p>Goal is to ensure each academic program incorporates meaningful and discipline-appropriate experiential learning (Fall 2022). Data have been provided to all academic departments identifying</p>	<p>2020-2021 review of course syllabi currently in progress.</p> <p>Data from the 2020-21 experiential inventory will be provided during summer 2021. Outreach to departments to provide support from both Community & Workplace Partnerships and Teaching & Learning in the integration of experiential learning in courses is ongoing.</p>	2	2	On track

Laurier Strategy
September 2021 Report Back

		<p>courses within their respective departments which have embedded experiential learning based on the 2019-2020 experiential learning inventory.</p> <p>Continue to build on the Laurier Experience Record to capture skills developed through paid and volunteer work, and curricular, co-curricular and extra-curricular learning.</p> <p>Ongoing reflection and competency identification promoted through all activities tracked on the Laurier Experience Record.</p>				
Sustainability	<p>Vice-President: Finance and Administration</p> <p>Provost and Vice-President: Academic</p> <p>Vice-President: Research</p> <p>Vice-President: Advancement and External Relations</p>	<p>Laurier had its first student recognized as a WWF Living Planet Leader – a program for post-secondary students across Canada who receive a certificate for sustainability leadership.</p> <p>The Sustainability Office hosted the Winter Fair Trade Campus Committee meeting in January 2020, where action groups were formed.</p> <p>In February 2021, the Sustainability Office participated in the first Brantford Community Climate Change Advisory Committee meeting</p>	<p>Begin preliminary data collection for the next Sustainability Tracking, Assessment, and Rating System (STARS) rating; with a focus on achieving Platinum rating status</p> <p>Focus on achieving remaining goals in the Sustainability Action Plan – specifically in transportation, food systems, and academic partnerships; begin identification of plans and initiatives for next Sustainability Action Plan 2023-2027.</p> <p>Begin planning for the development of the next Sustainability Action Plan; with a focus on integrated initiatives across all campuses,</p>	1	3	On track

Laurier Strategy
September 2021 Report Back

		<p>for the City of Brantford pertaining to climate action planning.</p> <p>In February 2021, the Sustainability Office submitted its renewal documents to keep the momentum going with the Bee Campus program.</p> <p>Hiring of new Manager, Sustainability Office (Eric Meliton), in April 2021.</p>	<p>faculty/academics, student union, athletics, and major gifts.</p> <p>The Fair-Trade Campus Committee will work together to complete five key requirements that will help Laurier achieve a Silver Designation status.</p> <p>The Sustainability Office will continue to be active at future stakeholder meetings and forums and will provide feedback for the Community Climate Action Plan that will positively impact sustainable growth in downtown Brantford.</p> <p>The next steps for the Bee Campus program are to update signage at the Northdale garden, formalize a committee, and determine action items for the remainder of the year</p> <p>In May 2021, restart of Northdale Garden with community partners LSPiRG, Young City Growers, and KW Urban Harvesters; in June 2021, pursued Canada Healthy Communities Initiative grant funding (\$72,190 budgetary value) for FAM to install outdoor furniture and greenhouse refurbishments across eight campus locations.</p> <p>In July 2021, published the 2020-21 Annual Sustainability Report to showcase campus-wide sustainability initiatives/achievements.</p>			
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Laurier Strategy
September 2021 Report Back

			<p>In July 2021, supported the development of a Qualtrics survey on behalf of the Centre for Urban Watershed Research to identify Milton Education Village corporate/stakeholder collaborative partnership opportunities.</p> <p>A university-wide Waste Management Working Group will be formed in 2021/22 to develop a plan to meet Laurier’s waste reduction goals.</p> <p>An Energy Management Working Group will be formed in 2021-22 to develop a plan to meet Laurier’s goals within the Carbon Reduction Roadmap.</p>			
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Legend

Priority Ranking			Status for March 2021	
1	Start immediately			On track
2	Develop assessment tools and measure outcomes			Making progress; some delays
3	Continue with steady-state, and incremental progress			Behind schedule; will not complete



BRIEFING NOTE

Meeting: Board of Governors
Date : September 10, 2021
Agenda Item #: BoG A.7.

Agenda Item: **A Climate Charter for Canadian Universities**

Action Required: Approval Discussion Information

Motion: **That the Board of Governors endorse Wilfrid Laurier University joining as a signatory to the Climate Charter.**

Rationale for Board Oversight/Input: The Board of Governors has overall responsibility for the control of the university's property and revenues, and the conduct of its business and affairs, including borrowing and investing money. Updating the Board on investment options and the detailed work of the Investment Oversight, Finance & Investment and Pension Committees, as well as, requesting approval of divestment opportunities aligns with the Board's oversight responsibilities.

The mandate of the Board of Governors includes the oversight of future strategic directions for Laurier. In addition to the financial considerations associated with the topic of divestment, the recommendations consider the alignment to the Laurier Strategy: 2019-2024, including, the theme of Future-Readiness and objective of Sustainability

Compliance WLU Act 1973 (Amended 2016)
Committee Terms of Reference

Summary (of critical points): WLU has made a number of efforts in recent years to explore the topic of responsible investing and implement strategies to support meaningful actions to reduce climate change. The work of the Responsible Investment Working Group (RIWG), established in 2016, yielded recommendations that were implemented in 2017 and continue to be reported annually to the Board of Governors. The report of the RIWG is available here: <https://downloads.wlu.ca/downloads/public-accountability/responsible-investment-working-group-report.pdf>.

Since then, the Investment Oversight Sub-Committee (IOC) has reviewed a number of approaches to support actions to reduce climate change. This has been undertaken with consideration of recent developments in the sector, and consultation with internal and external stakeholders. There have also been a number of developments in the sector, such as the establishment of "Investing to Address Climate Change: A Charter for Canadian Universities" (<https://climatecharter.utoronto.ca/>), now signed by 15 Canadian Universities. The principles outlined in the charter are closely aligned with the recommendations of the RIWG.



On June 3rd 2021, WLU reached an important milestone as the Board of Governors approved the following approaches in WLU's strategy to address climate change:

- That the University continue to explore establishing a separate fossil free / impact investing endowment fund, as recommended in the 2017 Responsible Investment Working Group Report; and
- That the University set a target of a 40% reduction in carbon footprint (intensity) for equities held within the University Endowment Fund, to be achieved by the end of 2030.

With this direction, WLU is confident in its alignment to the principles of the Climate Charter and will now pursue joining the Climate Charter Initiative.

Purpose and Key Considerations:

Purpose: To provide an update on the intention to join the Climate Charter Initiative, a key milestone and factor in the June 3, 2021 Board approval of WLU's approach to addressing WLU's strategy of meaningful actions to reduce climate change

Recommendation: That the Board of Governors endorse WLU joining the Climate Charter Initiative.

Key Considerations:

- The Climate Charter does not require signatory universities to seek Board approval. However, it is felt that seeking endorsement from Laurier's Board of Governors will send a strong message of support for measures to address climate change action.
- The Climate Charter commits participating universities to the following practices and principles, which as noted align with Board-approved strategy for Laurier:
 1. Adopt a responsible investing framework to guide investment decision-making, in line with recognized standards such as the UN-supported Principles of Responsible Investment (UN-PRI). Such a framework should:
 - Incorporate ESG factors into investment management practices
 - Encourage active engagement with companies to foster disclosure of ESG(including climate) related risks, and adoption of operational practices that reduce carbon emissions and foster ESG-positive behaviour more broadly
 2. Regularly measure the carbon intensity of our investment portfolios, and set meaningful targets for their reduction over time
 3. Evaluate progress towards these objectives on a regular basis, and share the results of such assessments publicly
 4. Ensure that the performance evaluation of our investment managers takes into account their success in achieving such objectives, alongside the other criteria for assessing their performance.

Financial Implications:	Joining the Climate Charter Initiative will not have financial implications but will require resources to participate in various committees and technical working groups.
Proposed by:	Lloyd Noronha, VP, Finance & Administration
Lead Authors:	Zeynep Danis, AVP, Financial Resources Joe Krizmanic, Director, Treasury
Consultation:	Lynda Hawton Kitamura, Chair, Board of Governors Deborah MacLatchy, President & Vice-Chancellor
Alignment:	Laurier Strategy 2019-2024
Risk Assessment:	Becoming a signatory to the Climate Charter will enhance Laurier's reputation as a leader in sustainability.
Attachments:	N/A



**Wilfrid Laurier University
BOARD OF GOVERNORS**

**Joint Meeting of the Audit, Risk & Compliance (ARC) and Finance,
Investments & Property Committees**

Summary of Joint ARC/FIP Committee Meeting
September 2, 2021

This summary report is for information only and does not constitute an official record of the Committee meeting; the formal Minutes will be approved at the October 21, 2021 Committee meeting.

The following business was conducted:

The Committee reviewed and recommended to the Board:

- Wilfrid Laurier University Audited Financial Statements for the Year Ended April 30, 2021

The Committee received:

- Commentary to the Audited Financial Statements
- Management Report on Budget vs Actual Results for for the Year Ended April 30, 2021

For more information, please contact Anne Lukin, Associate University Secretary, Board of Governors, at alukin@wlu.ca.



BRIEFING NOTE

Meeting: Board of Governors
Date : September 10, 2021
Agenda Item #: BoG A.8.b.1.

Agenda Item: **Wilfrid Laurier University Audited Financial Statements**

Action Required: **Approval** Discussion Information

Motion: **That on the recommendation of the Audit, Risk & Compliance Committee, the Board of Governors approve the Audited Financial Statements of Wilfrid Laurier University for the year ended April 30, 2021 and authorize any two members of the Board of Governors to sign the financial statements as evidence of such approval**

Rationale for Board Oversight/Input: The Board of Governors is responsible for approving the Audited Financial Statements of Wilfrid Laurier University

Compliance The Audited Financial Statements of Wilfrid Laurier University are required by legislation; WLU Act; Audit, Risk & Compliance Terms of Reference; Finance & Investments Terms of Reference

Summary (of critical points): The University is required to prepare and file annual audited financial statements. The financial statements and detailed schedules were prepared by the Financial Resources Department and audited by external auditors, KPMG. The statements are presented to the Audit, Risk & Compliance Committee of the Board and are being brought forward, with their recommendation, for approval. The financial statement notes provide related descriptions, basis of statement preparation, and accounting policies.

Purpose and Key Considerations: The University's financial statements provide various users with annual financial information that has been prepared and presented in accordance with Canadian accounting standards for not-for-profit organizations.

Financial Implications: The Board has fiduciary responsibility and oversight of the University operations and financial position.

Proposed by: Lloyd Noronha, VP Finance & Administration
Zeynep Danis, AVP Financial Resources
Katarina Loncar, Director, Financial Services
Joe Krizmanic, Director Treasury

Lead Author: Same as Proposed by

Consultation: N/A



Alignment: N/A

Risk Assessment: Risk is minimal as the statements have been subject to external audit

Attachments: Financial Statements of Wilfrid Laurier University, Year ended April 30, 2021
Commentary to the Audited Financial Statements.
Management Report Budget vs Actual Results for the year ending April 30, 2021

Financial Statements of

**WILFRID LAURIER
UNIVERSITY**

And Independent Auditors' Report thereon

Year ended April 30, 2021

WILFRID LAURIER UNIVERSITY

Statement of Financial Position
(In thousands of Canadian dollars)

April 30, 2021, with comparative information for 2020

	2021	2020
Assets		
Current assets:		
Cash and short-term deposits	\$ 87,708	\$ 58,350
Accounts receivable (note 2)	44,382	42,211
Short-term investments (note 4)	32,096	60,493
Inventories	2,768	3,660
Prepaid expenses and deposits	6,671	7,979
Current portion of notes receivable (note 3)	544	1,548
	174,169	174,241
Notes receivable less current portion (note 3)	7,565	7,038
Capital assets (note 5)	559,566	560,511
Long-term investments (note 4)	146,051	130,893
Restricted cash (note 6)	241	240
Total assets	\$ 887,592	\$ 872,923

WILFRID LAURIER UNIVERSITY

Statement of Financial Position, continued
(In thousands of Canadian dollars)

April 30, 2021, with comparative information for 2020

	2021	2020
Liabilities and Net Assets		
Current liabilities:		
Accounts payable and accrued liabilities (note 7)	\$ 54,399	\$ 55,496
Accrued vacation pay	6,922	5,502
Deferred revenue	44,267	42,568
Current portion of banker's acceptance (note 9)	3,189	3,098
Current portion of obligation under capital leases (note 10)	402	390
	<u>109,179</u>	<u>107,054</u>
Long-term financial liabilities:		
Debentures (note 8)	110,184	110,091
Banker's acceptance (note 9)	97,647	100,836
Obligation under capital leases (note 10)	478	880
	<u>208,309</u>	<u>211,807</u>
Other long-term liabilities:		
Retirement incentive plans (note 11)	1,490	1,791
Pension plans (note 12)	3,035	43,974
Other post-employment benefits (note 13)	75,302	70,951
Deferred contributions - operations (note 15)	56,201	49,919
Deferred contributions - capital (note 16)	203,528	205,087
Forgivable loans (note 17)	354	393
	<u>339,910</u>	<u>372,115</u>
Total liabilities	657,398	690,976
Net assets:		
Unrestricted	(72,617)	(138,448)
Internally restricted (note 18)	53,363	85,274
Invested in capital assets (note 19)	143,784	139,736
Endowments (notes 20 and 21)	105,664	95,385
	<u>230,194</u>	<u>181,947</u>
Commitments and contingencies (notes 22 and 23) Impact of COVID-19 (note 28)		
Total liabilities and net assets	\$ 887,592	\$ 872,923

See accompanying notes to financial statements.

On behalf of the Board:

_____ Director

_____ Director

WILFRID LAURIER UNIVERSITY

Statement of Operations
(In thousands of Canadian dollars)

Year ended April 30, 2021, with comparative information for 2020

	2021	2020
Revenue:		
Government grants	\$ 120,215	\$ 123,372
Student fees	197,687	208,752
Donations	4,847	7,158
Sales and service	15,490	23,095
Amortization of deferred contributions – capital (note 16)	8,348	8,308
Interest and investment income	12,293	7,544
Gain on sale of capital assets	195	126
Other revenues	10,067	12,981
	<u>369,142</u>	<u>391,336</u>
Expenses:		
Salaries	195,797	199,817
Benefits	22,023	25,928
Employee future benefits (note 14)	30,495	29,722
Operating costs	40,037	54,976
Amortization of capital assets	23,735	23,439
Cost of goods sold	8,269	10,457
Taxes, utilities, and rent	18,676	21,063
Scholarships and bursaries	27,561	27,555
Interest	9,399	9,502
	<u>375,992</u>	<u>402,459</u>
Excess (deficiency) of revenue over expenses	\$ (6,850)	\$ (11,123)

See accompanying notes to financial statements.

WILFRID LAURIER UNIVERSITY

Statements of Changes in Net Assets
(In thousands of Canadian dollars)

Year ended April 30, 2021, with comparative information for 2020

April 30, 2021	Unrestricted	Internally restricted	Invested in capital assets	Restricted for endowment	Total
Balance, beginning of year	\$ (138,448)	\$ 85,274	\$ 139,736	\$ 95,385	\$ 181,947
Excess (deficiency) of revenue over expenses	8,342	-	(15,192)	-	(6,850)
Internally imposed restrictions	31,911	(31,911)	-	-	-
Transfers (note 20)	-	-	-	(4,586)	(4,586)
Net endowment contributions and capitalized earnings (note 20)	-	-	-	14,865	14,865
Invested in capital assets	(19,240)	-	19,240	-	-
Employee future benefits (note 14)	44,818	-	-	-	44,818
Balance, end of year	\$ (72,617)	\$ 53,363	\$ 143,784	\$ 105,664	\$ 230,194

April 30, 2020	Unrestricted	Internally restricted	Invested in capital assets	Restricted for endowment	Total
Balance, beginning of year	\$ (112,924)	\$ 95,735	\$ 122,964	\$ 96,067	\$ 201,842
Excess (deficiency) of revenue over expenses	3,882	-	(15,005)	-	(11,123)
Internally imposed restrictions	10,461	(10,461)	(640)	640	-
Transfers (note 20)	-	-	-	(2,669)	(2,669)
Net endowment contributions and capitalized earnings (note 20)	-	-	-	1,347	1,347
Invested in capital assets	(32,417)	-	32,417	-	-
Employee future benefits (note 14)	(7,450)	-	-	-	(7,450)
Balance, end of year	\$ (138,448)	\$ 85,274	\$ 139,736	\$ 95,385	\$ 181,947

WILFRID LAURIER UNIVERSITY

Statement of Cash Flows
(In thousands of Canadian dollars)

Year ended April 30, 2021, with comparative information for 2020

	2021	2020
Cash provided by (used in):		
Operating activities:		
Excess (deficiency) of revenue over expenses	\$ (6,850)	\$ (11,123)
Items not providing or using cash:		
Amortization of deferred contributions – capital (note 16)	(8,348)	(8,308)
Amortization of capital assets	23,735	23,439
Employee future benefits expense	30,495	29,722
Non-cash interest expense	93	166
Gain on sale of capital assets	(195)	(126)
Unrealized loss (gain) on investments	(3,372)	1,358
Increase in deferred contributions - operations	6,282	(2,175)
Net change in non-cash working capital	2,050	8,505
Contributions to employee future benefits	(22,566)	(24,133)
	21,324	17,325
Financing activities:		
Decrease in banker's acceptances - net	(3,098)	(3,009)
Increase in obligation under capital leases	-	2,187
Repayment of obligation under capital leases	(390)	(995)
	(3,488)	(1,817)
Investing activities:		
Decrease in notes receivable	477	1,345
Purchase of capital assets	(22,790)	(34,996)
Proceeds on disposal of capital assets	195	1,806
Increase (decrease) in endowments, net	(368)	2,342
Purchase of investments	(35,741)	(67,044)
Proceeds on disposal of investments	63,000	64,005
Decrease in restricted cash	(1)	298
Deferred contributions - capital received (note 16)	6,750	3,064
	11,522	(29,180)
Increase (decrease) in cash	29,358	(13,672)
Cash, beginning of year	58,350	72,022
Cash, end of year	\$ 87,708	\$ 58,350

See accompanying notes to financial statements.

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements
(In thousands of Canadian dollars)

Year ended April 30, 2021

Wilfrid Laurier University (the “University”) was established in November 1973 as a fully provincially assisted university when Waterloo Lutheran University became Wilfrid Laurier University after Bill 178 “an Act respecting Wilfrid Laurier University” was given Royal Assent.

These financial statements reflect the assets, liabilities, net assets, revenues, expenses, and other transactions related to the operation of the University. Accordingly, these financial statements include the academic, administrative, and other operating expenditures funded by fees, grants, and other general revenue, restricted purpose endowment funds and the ancillary operations such as residences, food services, bookstore, and parking. Wilfrid Laurier University is a registered charity and, as such, is exempt from paying income taxes.

1. Significant accounting policies:

The financial statements have been prepared by management in accordance with the Chartered Professional Accountants of Canada Handbook Part III - Canadian accounting standards for not-for-profit organizations. The significant policies are summarized below:

(a) Valuation of inventories:

Inventories are valued at the lower of cost and net realizable value with cost being determined substantially on a first-in, first-out basis.

(b) Capital assets:

Capital assets are stated at cost, less accumulated amortization.

The carrying amount of an item of capital assets is tested for recoverability whenever events or changes in circumstances indicate the carrying amount may not be recoverable. An impairment loss is recognized when the asset's carrying amount is not recoverable and exceeds its fair value.

The capital assets, excluding land, are amortized on a straight-line basis in accordance with the following annual rates:

Category	Amortization Rate
Buildings and building components	20 – 40 years
Furniture equipment	3 – 10 years
Library books	5 years

(c) Valuation of stocks, bonds and pooled funds:

Investments in equity instruments that are quoted in an active market are recorded at fair value. All other equity instruments are recorded at cost less any reduction for impairment.

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

1. Significant accounting policies (continued):

(d) Art collection:

The University maintains a collection of art work of cultural and historical significance. The collection is not capitalized but rather included in capital assets at nominal value on the statement of financial position. New acquisitions, substantially all received as gifts, are recorded as income and expense at their appraised value in the period received.

(e) Revenue recognition:

The University follows the deferral method of accounting for contributions, which include donations and government grants. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Unrestricted donations are recorded as received. Contributions externally restricted for purposes other than endowment or the acquisition of capital assets are deferred and recognized as revenue in the year in which the related expenses are recognized.

Contributions restricted to the acquisition of capital assets having a limited life are initially recorded as deferred contributions - capital in the period in which they are received. They are recognized as revenue over the useful life of the related assets. Endowment contributions are recognized as direct increases in net assets in the period in which they are received.

Student fees are recognized as revenue when courses and seminars are held. Sales and services revenue is recognized at the point of sale or when the service has been provided.

(f) Pensions:

The University has a pension plan which is available to full and part time faculty and staff. The plan is a money purchase plan with a minimum guarantee supplement based on the member's best five years of earnings.

The University accrues its obligations under the defined benefit plans as the employees render the services necessary to earn the pension benefits. The actuarial determination of the accrued benefit obligations for pensions and other retirement benefits uses the funding valuation method. This cost reflects management's best estimates of the member's salary escalations, mortality of members, terminations, and the ages at which members will retire. The measurement date of the plan assets and accrued benefit obligation coincides with the University's fiscal year. The most recent actuarial valuation of the benefit plans for funding purposes was as of April 30, 2019 and the next required valuation will be as of April 30, 2022.

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

1. Significant accounting policies (continued):

(f) Pensions (continued):

At year end, the University recognizes, on the statement of financial position, the defined benefit obligation net of the fair value of any plan assets. The current service cost and the finance cost for the year are recognized in income through the statement of operations. Remeasurement and other items are recognized as a direct increase (decrease) in net assets and are not reclassified to the statement of operations in subsequent periods.

Remeasurement and other items comprise the aggregate of: the difference between the actual return on plan assets and the return calculated using the discount rate; the actuarial gains and losses; the effect of any valuation allowance in the case of a net defined benefit asset; the past service costs; and any gains and losses arising from settlements and curtailments.

(g) Retirement incentive plans and post-employment benefits:

The University has a plan which provides dental and extended health care benefits for retirees. In addition, the University has a phased in retirement option plan which is available to faculty to provide the individuals with an incentive to retire.

The accrued benefit obligation and current service costs for these plans are recognized using the projected benefit method pro-rated on service, and income is charged with the cost of the benefits in the years in which the employees render the service which gives them the right to receive such benefits. Remeasurement and other items are recognized as a direct increase (decrease) in net assets and are not reclassified to the statement of operations in subsequent periods.

(h) Financial instruments:

Financial instruments are recorded at fair value on initial recognition. Freestanding derivative instruments that are not in a qualifying hedging relationship and equity instruments that are quoted in an active market are subsequently measured at fair value. All other financial instruments are subsequently recorded at cost or amortized cost, unless management has elected to carry the instruments at fair value. The University has elected to carry all bonds, debentures and pooled fund investments at fair value.

Transaction costs incurred on the acquisition of financial instruments measured subsequently at fair value are expensed as incurred. All other financial instruments are adjusted by transaction costs incurred on acquisition and financing costs, which are amortized using the straight-line method (or effective interest rate method).

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

1. Significant accounting policies (continued):

(h) Financial instruments (continued):

Financial assets are assessed for impairment on an annual basis at the end of the fiscal year if there are indicators of impairment. If an indicator of impairment exists, the University determines if there is a significant adverse change in the expected amount or timing of future cash flows from the financial asset. If there is a significant adverse change in the expected cash flows, the carrying value of the financial asset is reduced to the highest of the present value of the expected cash flows, the amount that could be realized from selling the financial asset or the amount the University expects to realize by exercising its right to any collateral.

If events and circumstances reverse in a future period, an impairment loss will be reversed to the extent of the improvement, not exceeding the initial carrying value.

(i) Use of estimates:

The preparation of the financial statements requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the year. Significant items subject to such estimates and assumptions include the carrying amount of capital assets, fair value of investments held in real estate and infrastructure funds, and assets and obligations related to employee future benefits. Actual results could differ from those estimates.

2. Accounts receivable:

	2021		2020	
Student receivables	\$	32,199	\$	31,230
Other receivables		16,006		14,250
		48,205		45,480
Less allowance for doubtful accounts		(3,823)		(3,269)
	\$	44,382	\$	42,211

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

3. Notes receivable:

	2021	2020
Mortgage receivable:		
4.5% note, repayable by monthly payments of \$40 including principal and interest, due August 31, 2023	\$ 6,177	\$ 6,372
Wilfrid Laurier University Students' Union:		
4.1% note, repayable by monthly payments of \$13 including principal and interest, due September 1, 2025	1,094	1,203
Variable interest note, bearing interest at the rate earned by the University on its cash balances with minimum annual principal payments of \$150	838	1,011
	8,109	8,586
Less current portion	(544)	(1,548)
	\$ 7,565	\$ 7,038

4. Investments:

Investments are made up of the following amounts:

	2021	2020
Short-term investments		
Cash and money market	\$ 1,376	\$ 493
Guaranteed interest certificates	30,720	60,000
	32,096	60,493
Long-term investments		
Common stock	2,006	1,974
Bonds	134	134
Canadian equity funds	27,387	21,446
Global equity funds	39,172	32,763
Fixed income funds	15,437	16,120
Balanced funds	15,313	14,923
Mortgage funds	29,921	31,858
Infrastructure funds	13,108	11,675
Real estate funds	3,573	-
	146,051	130,893
Total investments	\$ 178,147	\$ 191,386

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

4. Investments (continued):

Investments are allocated as follows:

	2021		2020	
Endowment investments	\$	105,664	\$	95,385
Sinking fund investments (note 8)		22,550		18,020
Other investments		49,933		77,981
	\$	178,147	\$	191,386

5. Capital assets:

			2021		2020	
	Cost	Accumulated amortization	Net book value	Net book value		
Land and land improvements	\$ 119,664	\$ -	119,664	\$ 118,904		
Buildings	562,190	181,435	380,755	379,326		
Furniture and equipment	145,483	121,920	23,563	25,150		
Library books	59,057	52,530	6,527	6,127		
Assets under capital lease	2,266	610	1,656	1,939		
Construction in progress	27,401	-	27,401	29,065		
	\$ 916,061	\$ 356,495	\$ 559,566	\$ 560,511		

6. Restricted cash:

On April 30, 2021, the University held \$241 (2020 - \$240) of monies received from the Province of Ontario to be used in the construction of an athletic facility in Brantford.

7. Accounts payable and accrued liabilities:

Included in accounts payable and accrued liabilities are government remittances payable of \$305 (2020 - \$2,920), which includes amounts payable for HST and payroll related taxes.

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

8. Debenture payable:

	2021	2020
Debenture payable, bearing interest at 5.429% payable semi-annually, due February 1, 2045 (beginning 2005)	\$ 115,000	\$ 115,000
Less deferred charges	(4,816)	(4,909)
	<u>\$ 110,184</u>	<u>\$ 110,091</u>

The approximate fair market value of the debenture is \$138,000 (2020 - \$161,000).

The Board of Governors has approved that a sinking fund be established for the repayment of the \$115,000 at maturity and that the annual contribution be set at a minimum of \$1,000. Sinking fund investments held to discharge the debenture payable are \$22,550 (2020 - \$18,020) (note 4).

9. Banker's acceptance:

	2021	2020
Banker's acceptance, bearing interest at 2.85%, repayable in blended payments of \$281, due November 28, 2032	\$ 54,353	\$ 56,151
Bank loan, bearing interest at 3.02%, repayable in blended payments of \$227, due November 28, 2035	46,483	47,783
Total	100,836	103,934
Less principal payable within one year	(3,189)	(3,098)
Long-term portion	<u>\$ 97,647</u>	<u>\$ 100,836</u>

The banker's acceptances are issued under a long-term credit facility entered into by the University during fiscal 2014. The banker's acceptance is secured by a mortgage constituting a fixed charge on certain lands and buildings.

The University entered into interest rate swap contracts to manage the interest rate exposure associated with certain long-term debt obligations. The contracts have the effect of converting the floating rate of interest on these debt obligations to a fixed rate.

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

9. Banker's acceptance (continued):

The notional amounts of the derivative financial instruments do not represent amounts exchanged between parties and are not a measure of the University's exposure resulting from the use of financial instrument contracts. The amounts exchanged are based on the applicable rates applied to the notional amounts.

The University is exposed to credit related losses in the event of non-performance by counterparties to these financial instruments, but it does not expect any counterparties to fail to meet their obligations. The University limits its derivative financial instruments' credit risk by only dealing with Canadian chartered banks that are rated AA or better.

The aggregate amount of principal payments in each of the next five years to meet retirement provisions is as follows:

2021/22	\$	3,189
2022/23		3,284
2023/24		3,381
2024/25		3,481
2025/26		3,888
Thereafter		83,613
	\$	100,836

10. Obligations under capital leases:

The University has financed certain equipment by entering into capital leasing arrangements. Capital lease repayments are due as follows:

	2021	2020
Year ending April 30:		
2021	\$ -	\$ 427
2022	427	427
2023	427	427
2024	57	57
Total minimum lease payments	911	1,338
Less amount representing interest at 3.12%	(31)	(68)
Present value of net minimum capital lease payments	880	1,270
Current portion of obligations under capital leases	(402)	(390)
	\$ 478	\$ 880

Interest of \$36 (2020 - \$59) relating to capital lease obligations has been included in interest expense. The total amount of equipment under capital lease is \$2,266 with accumulated amortization of \$610.

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

11. Retirement incentive plans:

The University has a phased in retirement option (PIRO) plan which provides faculty with an incentive to retire. The figures stated here provide information for this plan.

	2021	2020
Change in benefit obligation:		
Benefit obligation, beginning of year	\$ 1,791	\$ 2,075
Current service costs	22	22
Interest costs	95	105
Benefits paid	(1,034)	(253)
Actuarial (gain) loss	616	(158)
Benefit obligation, end of year	\$ 1,490	\$ 1,791
Change in plan assets:		
Employer contributions	\$ 1,034	\$ 253
Benefits paid	(1,034)	(253)
Plan assets, end of year	\$ -	\$ -
For determining benefit obligations as at April 30:		
Discount rate	5.90%	5.90%
For determining benefit costs for the year ending April 30:		
Discount rate	5.90%	5.50%
Components of benefit expense:		
Current service costs	\$ 22	\$ 22
Interest costs	95	105
Benefit expense	\$ 117	\$ 127

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

12. Pension plans:

The University has several pension plans with the membership determined based on stipulated conditions. The figures stated here include the information from all plans.

	2021	2020
Change in benefit obligation:		
Benefit obligation, beginning of year	\$ 723,878	\$ 697,609
Current service costs	17,475	18,319
Employee contributions	14,714	15,886
Interest costs	42,830	38,594
Benefits paid	(28,071)	(26,010)
Actuarial (gain) loss	27,994	(20,520)
Benefit obligation, end of year	\$ 798,820	\$ 723,878
Change in plan assets:		
Plan assets, beginning of year	\$ 679,904	\$ 667,581
Employer contributions	18,757	21,163
Employee contributions	14,714	15,886
Return on plan assets:		
Interest income	36,666	33,967
Actuarial gain (loss)	73,815	(32,683)
Benefits paid	(28,071)	(26,010)
Plan assets, end of year	\$ 795,785	\$ 679,904
Funded status:		
Defined benefit liability	\$ 3,035	\$ 43,974
	2021	2020
For determining benefit obligations as at April 30:		
Discount rate	5.90%	5.90%
Rate of compensation increase	3.75 - 4.00%	3.75 - 4.00%
For determining benefit costs for the year ending April 30:		
Discount rate	5.90%	5.50%
Rate of compensation increase	3.75 - 4.00%	4.00%
Components of benefit expense:		
Current service costs	\$ 17,475	\$ 18,319
Interest costs, net of interest income	6,164	4,627
Benefit expense	\$ 23,639	\$ 22,946

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

13. Other post-employment benefits:

The University has a plan which provides extended health and dental benefits to eligible retirees. The figures stated here include the information from the plan.

	2021	2020
Change in benefit obligation:		
Benefit obligation, beginning of year	\$ 70,951	\$ 71,574
Current service cost	2,477	2,632
Interest cost	4,262	4,017
Benefits paid	(2,775)	(2,717)
Actuarial gain (loss)	387	(4,555)
Benefit obligation, end of year	\$ 75,302	\$ 70,951
Change in plan assets:		
Plan assets, beginning of year	\$ -	\$ -
Employer contributions	2,775	2,716
Benefits paid	(2,775)	(2,716)
Plan assets, end of year	\$ -	\$ -
For measurement purposes, health care and dental trend rates follow the CIA McMaster Model with prescribed rates through 2040. For the year ended April 30, 2021, a 4.26% increase in the per capita cost of health care and a 4.71% annual increase in the cost of dental care was assumed.		
	2021	2020
For determining benefit obligations as at April 30:		
Discount rate	5.90%	5.90%
For determining benefit costs for the year ending April 30:		
Discount rate	5.90%	5.50%
Components of benefit expense:		
Current service costs	\$ 2,477	\$ 2,632
Interest costs	4,262	4,017
Benefit expense	\$ 6,739	\$ 6,649

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

14. Employee future benefits:

	2021	2020
Employee future benefits expense consists of the following:		
Retirement incentive plans (note 11)	\$ 117	\$ 127
Pension plans (note 12)	23,639	22,946
Other post-employment benefits (note 13)	6,739	6,649
Total employee future benefits expense	\$ 30,495	\$ 29,722

	2021	2020
Components of employee future benefits recorded as a direct increase (decrease) to net assets:		
Actuarial gain (loss) - retirement incentive plans (note 11)	\$ (616)	\$ 158
Actuarial gain (loss) - pension benefit obligation (note 12)	(27,994)	20,520
Actuarial gain (loss) - pension plan assets (note 12)	73,815	(32,683)
Actuarial gain (loss) - other post-employment benefits (note 13)	(387)	4,555
Total employee future benefits recorded as a direct increase (decrease) to net assets	\$ 44,818	\$ (7,450)

15. Deferred contributions - operations:

Deferred contributions, which are subject to externally imposed restrictions, consist of the following:

	2021	2020
Research grants	\$ 19,032	\$ 13,349
Scholarships and bursaries	10,952	8,859
Unspent designated donations	18,313	20,927
Other amounts	7,904	6,784
	\$ 56,201	\$ 49,919

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

16. Deferred contributions - capital:

Deferred contributions - capital consist of the unamortized amount of donations and grants received for the purchase of capital assets. These amounts are recorded as income of the University over the same period as the amortization expense for the related capital asset is recorded. The change in the balance consists of the following:

	2021	2020
Balance, beginning of year	\$ 205,087	\$ 210,292
Contributions received during the year	6,750	3,064
Loans forgiven during the year	39	39
Amortization for the year	(8,348)	(8,308)
Balance, end of year	\$ 203,528	\$ 205,087

17. Forgivable loans:

	2021	2020
Interest free loan, from the City of Brantford loan, non-interest bearing, forgivable over a period of 25 years beginning on 2009	\$ 354	\$ 393

The forgiveness of the principal is contingent on the University maintaining certain operations in Brantford over specified time periods.

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

18. Internally restricted net assets:

	2021	2020
Departmental operating budget carryforwards	\$ 13,495	\$ 13,564
Operating budget general reserves	1,780	2,668
Major repairs and maintenance	8,088	8,965
Operating fund specific projects	9,756	26,170
Ancillary operations	(9,786)	9,903
Equipment replacement and renewal fund	2,382	2,494
Research related	4,320	3,382
Real estate fund	-	108
Sinking fund	22,550	18,020
Post-employment benefits, net of internal loans	778	-
	\$ 53,363	\$ 85,274

19. Invested in capital assets:

	2021	2020
Capital assets-net book value (note 5)	\$ 559,566	\$ 560,511
Less: Amounts financed by long-term debt (notes 8 and 9)	(211,020)	(214,025)
Amounts finance by capital leases (note 10)	(880)	(1,270)
Deferred contributions - capital (note 16)	(203,528)	(205,087)
Forgivable loans (note 17)	(354)	(393)
	\$ 143,784	\$ 139,736

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

20. Endowments:

Endowments include restricted donations received by the University and funds restricted internally by the Board of Governors. The University endowment policy has the objective of protecting the value of the endowed principal by limiting spending of investment income earned on endowments and by crediting the capital account by an inflation adjustment factor where applicable.

The details of the endowments are as follows:

April 30, 2021	Externally restricted	Internally restricted	Total
Beginning balance	\$ 89,563	\$ 5,822	\$ 95,385
Donations	506	1	507
Investment income and gains, net of fees and expenses	13,489	869	14,358
Transfers to unrestricted net assets	(3,935)	(651)	(4,586)
	\$ 99,623	\$ 6,041	\$ 105,664

April 30, 2020	Externally restricted	Internally restricted	Total
Beginning balance	\$ 90,852	\$ 5,215	\$ 96,067
Donations	1,356	640	1,996
Investment income and gains, net of fees and expenses	(5)	(4)	(9)
Transfers to unrestricted net assets	(2,640)	(29)	(2,669)
	\$ 89,563	\$ 5,822	\$ 95,385

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

21. Ontario Student Trust Fund:

Externally restricted endowments include grants provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund and the Ontario Trust for Student Support programs. Under these programs, the government matched endowed donations made to the University.

Phase I - Ontario Student Opportunity Trust Fund (OSOTF):

Schedule of changes in expendable funds available for awards for the year ended April 30:

	2021		2020	
Expendable funds available for awards, beginning of year	\$	498	\$	496
Net transfer from endowment funds		366		309
Bursaries awarded		(277)		(307)
Expendable funds available for awards, end of year	\$	587	\$	498
Total OSOTF, Phase I, end of year	\$	7,501	\$	7,450
Number of bursaries awarded		237		259

Schedule of changes in endowment fund balance for the year ended April 30:

	2021		2020	
	Market	Book	Market	Book
Endowment balance, beginning of year	\$ 7,186	\$ 6,952	\$ 7,502	\$ 6,967
Unrealized loss for the year	744	-	(301)	-
Investment income, net of investment related expenses	328	328	294	294
Net transfer from endowment funds	(366)	(366)	(309)	(309)
Endowment balance, end of year	\$ 7,892	\$ 6,914	\$ 7,186	\$ 6,952

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

21. Ontario Student Trust Fund (continued):

Phase II – Ontario Student Opportunity Trust Fund (OSOTF):

Schedule of changes in expendable funds available for awards for the year ended April 30:

	2021		2020	
Expendable funds available for awards, beginning of year	\$	104	\$	102
Net transfer from endowment funds		134		60
Bursaries awarded		(91)		(58)
Expendable funds available for awards, end of year	\$	147	\$	104
Total OSOTF, Phase II, end of year	\$	2,603	\$	2,600
Number of bursaries awarded		70		45

Schedule of changes in endowment fund balance for the year ended April 30:

	2021		2020	
	Market	Book	Market	Book
Endowment balance, beginning of year	\$ 2,560	\$ 2,496	\$ 2,622	\$ 2,453
Unrealized loss for the year	283	-	(105)	-
Investment income, net of investment related expenses	94	94	103	103
Net transfer from endowment funds	(134)	(134)	(60)	(60)
Endowment balance, end of year	\$ 2,803	\$ 2,456	\$ 2,560	\$ 2,496

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

21. Ontario Student Trust Fund (continued):

Ontario Trust Fund Student Support (OTSS):

Schedule of changes in expendable funds available for awards for the year ended April 30:

	2021		2020	
Expendable funds available for awards, beginning of year	\$	954	\$	931
Net transfer from endowment funds		1,251		546
Bursaries awarded		(865)		(523)
Expendable funds available for awards, end of year	\$	1,340	\$	954
Total OTSS, end of year	\$	23,730	\$	23,740
Number of bursaries awarded		662		404

Schedule of changes in endowment fund balance for the year ended April 30:

	2021		2020	
	Market	Book	Market	Book
Endowment balance, beginning of year	\$ 23,370	\$ 22,786	\$ 23,932	\$ 22,388
Unrealized loss for the year	2,584	-	(960)	-
Investment income, net of investment related expenses	855	855	944	944
Net transfer from endowment funds	(1,251)	(1,251)	(546)	(546)
Endowment balance, end of year	\$ 25,558	\$ 22,390	\$ 23,370	\$ 22,786

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

22. Commitments and guarantees:

- (a) Future minimum payments for the next five years under non-cancellable operating leases and other agreements at April 30, 2021 are payable as follows:

2022	\$	8,867
2023		6,716
2024		2,485
2025		1,118
2026		1,132
Thereafter		1,785

- (b) The University has guaranteed debt for the Wilfrid Laurier University Students' Union in the amount of \$1,202 as at April 30, 2021 (2020 - \$1,358).
- (c) Costs to complete major capital projects in progress and commitments to purchase property as at April 30, 2021 are estimated to be \$6,832 (2020 - \$9,148).

23. Contingencies:

The University is the defendant in a number of legal and administrative proceedings. Claims against the University in these proceedings have not been reflected in these financial statements. It is the opinion of the administration that the resolution of these claims will not have a material effect on the financial position of the University.

24. Financial risks and concentration of credit risk:

- (a) Liquidity risk:

Liquidity risk is the risk that the University will be unable to fulfill its obligations on a timely basis or at a reasonable cost. The University manages its liquidity risk by monitoring its operating requirements. The University prepares budget and cash forecasts to ensure it has sufficient funds to fulfill its obligations.

- (b) Credit risk:

Credit risk refers to the risk that a counterparty may default on its contractual obligations resulting in a financial loss. The University is exposed to credit risk with respect to the accounts receivable. The University assesses, on a continuous basis, accounts receivable and provides for any amounts that are not collectible in the allowance for doubtful accounts.

- (c) Interest rate risk:

The University is exposed to interest rate risk on its fixed interest rate financial instruments. Further details about the long-term debt are included in notes 8 and 9.

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

(d) Market price risk:

Market price risk is the risk that the value of an instrument will fluctuate as a result of changes in market prices, whether caused by factors specific to an individual investment, its issuer or all factors affecting all instruments traded in the market. To manage this risk, the University has established a target mix by investment types designed to achieve optimal return with reasonable risk tolerances.

(e) Foreign currency risk:

Foreign currency risk is the risk that fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. Some of the pooled funds are invested in financial instruments and entered into transactions denominated in various foreign currencies, other than the Canadian dollar. Consequently, the portfolio is exposed to risks that the exchange rate of the various currencies may change in a manner that has an adverse effect on the value of the portion of the investment portfolio denominated in currencies other than the Canadian dollar. The portfolio's overall currency positions and exposures are monitored by the University's Investment Managers.

25. Capital management:

In managing capital, the University focuses on maintaining sufficient liquidity. The objective is to have sufficient liquid resources to continue operating even if adverse financial events were to occur and to provide it with the flexibility to take advantage of opportunities that will advance its mission. The need for sufficient liquidity is considered in the preparation of its annual operating, ancillary and capital budgets. The University maintains a line of credit of \$50 million which is available, if needed. The line of credit was not used in 2021. The interest rate on the line of credit, when drawn, is the Bank's Prime lending rate from time to time minus 0.75% (the prime rate at April 30, 2021 was 2.45%). Amounts are due on demand. In addition, the University can, subject to the approval of the Board of Governors, issue unsecured debentures or long-term debt to assist in the financing of capital projects.

26. Related party transactions:

During the year, fees for regulated services were incurred with entities with which certain members of the Board of Governors are related. These transactions are considered to be in the normal course of business. Amounts paid to these entities during the year were \$818 (2020 - \$961).

During the year, donations of \$50 were received from certain members of the Board of Governors.

WILFRID LAURIER UNIVERSITY

Notes to Financial Statements, continued
(In thousands of Canadian dollars)

Year ended April 30, 2021

27. Comparative information:

The comparative financial information has been reclassified, where applicable, to conform to the presentation used in the current year. The changes do not affect prior year deficiency of revenue over expenses.

28. Impact of COVID-19 pandemic:

On March 11th, 2020, the COVID-19 (the “pandemic”) outbreak was declared a pandemic by the World Health Organization. In accordance with Public Health guidelines, Wilfrid Laurier University moved to an online education format and remote work environment for the majority of operations, with exceptions for those services requiring access to campus facilities. This continued through the 2020-21 academic year resulting in significant revenue losses for the University, mainly from ancillary operations due to a significantly reduced on-campus presence.

Wilfrid Laurier University did not receive funding under the province’s relief grant for Ontario Colleges and Universities Impacted by COVID-19 but was able to mitigate some revenue losses with expenditure reductions. The University is planning a phased return to campus beginning in the 2021-22 academic year in accordance with the Province’s reopening plan and subject to Public Health guidelines.

The ultimate duration and magnitude of the COVID-19 pandemic's impact on the University’s operations and financial position is not known at this time. There remains uncertainty over a number of factors such as Public Health guidelines, economic outcomes, and international travel restrictions, which could impact future cash flows and changes to the value of financial assets and liabilities. Management has assessed the going concern assumptions and believes there are no issues given the University has a strong working capital base and access to sufficient liquid resources to see through operations in the coming year.

Wilfrid Laurier University
Commentary to the Audited Financial Statements
For the year ending April 30, 2021

Audit, Risk and Compliance Committee
Finance, Investments and Property Committee
September 2, 2021

WLU Board of Governors
September 10, 2021

Commentary to the Audited Financial Statements

The draft audited financial statements (“AFS”) for Wilfrid Laurier University (the “University” or “WLU”) for the year ended April 30, 2021 are presented on September 2, 2021 to the Audit and Compliance Committee for their review and recommendation for approval by the Executive Committee on behalf of the Board of Governors on September 10, 2021.

These consolidated financial activities include the operating, ancillary, capital, scholarships and bursaries, endowment and sponsored research funds and are prepared in accordance with Canadian accounting standards for not-for-profit organizations. The external auditors, KPMG, have issued an unqualified audit opinion.

The audited financial statements are comprised of the following major components: Statement of Financial Position (Balance Sheet), Statement of Operations (Income Statement), Statement of Changes in Net Assets (equivalent to Shareholder’s Equity for profit entities) and the Statement of Cash Flows. Notes are included which provide supplemental information to the audited financial statements.

The following information will highlight the major components and year over year variances noted in the financial statements. The information is provided for the fiscal year ending April 30, 2021 (referred hereafter as 2021) with comparative information for the year ending April 30, 2020 (referred hereafter as 2020).

Statement of Financial Position

Total Assets: \$887.6 million

Current Assets: \$174.2 million

The total amount of current assets decreased from 2020 to 2021 by \$0.7 million or approximately 0.4%. This decrease was primarily driven by a decrease in prepaid expenses of \$1.3M due to timing, and a decrease in the current portion of notes receivable of \$1.0 million due to the line of credit with Martin Luther University College being fully paid off in 2020. These amounts were offset by an increase in accounts receivable of \$1.6 million due to an increase in student accounts receivable due to higher enrolment and reduced restrictions on carryover of fees from prior term balances. \$28.4 million decrease in short-term investments was offset by an increase of \$29.4 million in cash. Laurier had two \$30 million GIC’s in 2020 vs. one GIC in 2021. The GIC balance was transferred to cash. This \$29.4 million increase in cash is detailed in the **Statement of Cash Flows** (page 5 of the AFS). Other current assets had consistent balances from 2020 to 2021.

Notes Receivable: \$7.6 million

Notes receivable decreased by \$0.5 million in 2021. The University continued to receive payments on the debt owing from the Wilfrid Laurier University Students’ Union and the mortgage receivable for the sale of 50 University Ave. No new loans were issued in 2021.

Capital Assets: \$560.0 million

Construction projects and property acquisitions resulted in a \$22.6 million increase in the cost of capital assets over 2020. After amortization on other properties of \$23.5 million, the 2021 capital asset net book value is \$559.6 million compared to \$560.5 million for 2020, a net decrease of \$0.9 million.

Long-term investments: \$146.1 million

Long-term investments increased by \$15.2 million in 2021. Laurier continued to contribute \$1.0 million to the sinking fund investments, which are assets held for the purpose of meeting the future payment on the debenture maturity in 2045. During the year, Laurier also redeemed \$4.6 million in investments to fund university expenses and invested \$0.5 million in new donations. Net investment returns did very well in 2021 vs. 2020 when returns were nil due to the pandemic. Note that the \$146.1 million in long-term investments does not include the pension plan investments which are netted against the pension plan obligation. This is presented as a net liability in the Other long-term liabilities section of the balance sheet.

Restricted Cash: \$0.2 million

Restricted cash is comprised of \$0.2 million in 2021 for the Brantford athletic facility (joint YMCA/Laurier project). There was virtually no change year-over-year.

Total Liabilities: \$657.4 million**Current Liabilities: \$109.2 million**

Accounts payable and accrued liabilities have decreased by \$1.7 million relating to the timing of amounts due by the University as of April 30, 2021 but not yet paid. Accrued vacation pay increased by \$1.4 million due to fewer vacation hours taken due to the pandemic as well as a waiving of management vacation carryover rules which limit any balances greater than 25 days. Deferred revenue has increased by \$1.7 million mainly due to an increase in government grants of \$1.2 million. This is a common liability for universities as it represents the payment of tuition (primarily for spring term) as at April 30th. These amounts will be earned throughout the summer months. This is considered as a liability since the tuition payment would have to be paid back if the courses were not delivered.

Long-term financial liabilities: \$208.3 million

Long-term financial liabilities consist of the two long-term debts held by the university and a capital lease. The debenture is due in 2045 and the banker's acceptance debt is due in 2032 and 2035. The capital lease is for IT equipment and software and will end in 2024. The details are fully outlined in Notes 8 to 10.

Other long term liabilities: \$339.9 million

This section contains two major categories of long term liability – Deferred contributions and Post employment benefits.

Deferred contributions (operations and capital) are common long-term liabilities for universities as they represent contributions made by external parties such as government capital grants and donations that have been received but not yet recognized as revenue.

- For **deferred contributions – operations**, revenue is recognized in the operating statement when the related expenditure occurs.
- For **deferred contributions – capital**, revenue is recognized in the operating statement at the same rate as the amortization of the related capital asset.

Employee future benefits include the pension plan, retirement incentive plans and other post-employment benefits (OPEB). These obligations are based on actuarial estimates with changes explained in detail in Notes 11 to 14. The OPEB liability increased by \$4.4 million in 2021 due to actuarial losses on the plan obligation; costs increasing faster than benefits were paid during the year. The pension plan liability decreased by \$40.9 million in 2021 primarily due to strong returns on investments causing plan assets to increase by \$116M vs. plan liability increases of \$75M. The Notes provide more detail in 3 main sections:

- **Benefit Obligation** is the actuary's calculation of the amount Laurier is required to have now, in today's dollars, to ensure the University is on track to achieve its goal of having sufficient funds to pay for the full pension obligation when it is due.
- **Plan Assets** is the amount Laurier actually has invested in pension investments.
- **Funded Status: Defined Benefit Liability** is the shortfall between what Laurier has (plan assets) and what it needs (benefit obligation). In 2021 the pension plan shortfall was \$3 million vs. \$44 million in 2020.

Net assets: \$230.2 million

Net assets are the residual of assets less liabilities. A separate **Statement of Changes in Net Assets** (page 4 of the AFS) provides full details. Net assets represent the cumulative surpluses and deficits of the University from an accounting perspective since inception and are segregated into four categories as follows:

- **Unrestricted: \$(72.6) million**
 - This category represents the amount of liabilities in excess of assets that remains after accounting for the remaining three categories (below); internally restricted, invested in capital assets and endowments. Much of the unrestricted deficit is a result of pension and post-employment benefit net liabilities which at April 30, 2021 amount to approximately \$79.8 million.
- **Internally restricted: \$53.4 million**
 - These funds are not externally restricted by government or donors but are internally restricted to be used for specific purposes as designated by the Board. The balance decreased by \$31.9 million from 2020 to 2021. Note 18 provides the details of internally restricted net assets.
- **Invested in capital assets: \$143.8 million**
 - This represents the net amount of the surplus that has been used to acquire and finance capital assets. Depreciation expense draws down the amounts invested in

capital assets. Assets financed with debt are included in this category as the debt repayments are made.

- **Endowments: \$105.7 million**
 - In 2021, the endowments increased by \$10.3 million as investment returns and new donations were in excess of scholarship expenditures.

Statement of Operations

The Statement of Operation includes a consolidated summary of all revenues and expenses of the University prepared in accordance with Canadian accounting standards for not-for-profit organizations. These consolidated financial activities include the operating, ancillary, capital, scholarships and bursaries, endowments and sponsored research funds.

Total revenue is \$369.2 million, a \$22.2 million decrease over prior year.

- Tuition / student fees had the largest decrease of \$11.1 million primarily due to a \$19.2 million reduction in residence revenue due to the pandemic, offset by a \$8.0 million increase in tuition.
- Sales and service decreased by \$7.6 million due to the pandemic.
- Other Revenues decreased by \$2.9 million. \$7.4 million was related to various revenue decreases caused by Covid-19 which was offset by \$4.5 million increase in ancillary residence fees as residence refunds were not required in 2021 but in 2020 residence refunds were provided to students as a result of Covid-19.
- Donations decreased by \$2.3 million due to the Lazaridis Institute's draw on the original deferred donation.
- Government grants decreased by \$3.2 million. A change in the structure of the government grant payments resulted in a decrease by \$1.2 million due to the need to deferral a larger portion of the revenue as compared to prior year. In addition, more grants were recognized in deferred contributions.
- Investment returns increased by \$4.7 million due to strong market returns during the year.

Total expenses are \$376.0 million, a decrease of \$26.5 million over last year.

- Operating costs had the largest decrease of \$14.9 million due to \$6.6 million less in travel resulting from Covid-19 travel restrictions, \$3.0 million fewer externally contracted services due to campus shutdown; \$2.3 million less in movable assets, and \$3 million fewer expenditures in Research and Ancillaries.
- Salaries and benefits expenses decreased by \$4.0 million and \$3.9 million respectively. Salary decrease was due to \$2.7 million reduction of staff due to the pandemic (food services; students in ancillaries / athletics); \$3.2 million reduction in salary accruals (voluntary retirement and administrative leave); offset by a \$0.9 million increase in vacation liability and a \$1.1 million decrease in external salary cost recoveries. Benefit decrease represents a refund group benefit overpayment caused by unrealized claims as employees were unable to access many health services due to Covid-19 lockdowns.

- Taxes, utilities and rent decreased by \$2.4 million due to decreased utility costs and off-campus facility rentals related to campus shut-down due to Covid-19
- Cost of goods sold decreased by \$2.2 million due to decrease in bookstore sales caused by the pandemic

Overall, the result is a deficit of \$6.9 million for 2021 compared to a \$11.1 million deficit in 2020.

Wilfrid Laurier University
Management Report Budget vs Actual Results
For the year ending April 30, 2021

Audit, Risk and Compliance Committee
Finance, Investments and Property Committee
September 2, 2021

WLU Board of Governors
September 10, 2021

The following management financial information reports for the year ended April 30, 2021 are enclosed.

1) Budget to Actual Report for Operating Funds

- a. Table 1: Operating Fund Budget to Actual by Expense Type

2) Budget to Actual Reports for Ancillary Funds

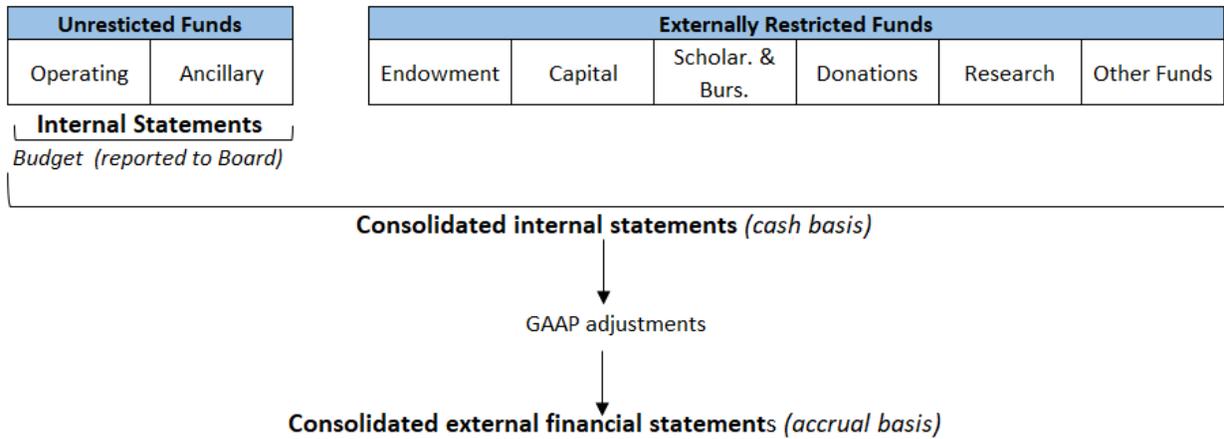
- a. Table 2: Ancillary Fund by Responsibility Centre
- b. Table 3: Ancillary Fund with Appropriations

3) Explanation of GAAP Adjustments for the Audited Financial Statements

- a. Table 4: Summary of GAAP Adjustments for the Audited Financial Statements
- b. Appendix A: Details of GAAP Adjustments for the Audited Financial Statements

Introduction

The consolidated audited financial statements of the university are comprised of eight key funds which include operating, ancillary, real estate, capital, scholarships and bursaries, endowment, donations and sponsored research funds and are prepared in accordance with Canadian accounting standards for not-for-profit organizations.



This management report describes the internal statements only and Table 5 provides a summary of the GAAP adjustments made to adjust the cash basis internal statements to the accrual basis External Audited Financial Statements.

1. Budget to Actual Report for Operating Funds

This operating budget includes the majority of the University general revenues and expenses. This report covers the fiscal year ending April 30, 2021 (referred hereafter as 2020/21). The revenues and expenses of the operating fund include the final actual results and budget to actual variance both in terms of dollars and as a percentage.

The final April 30, 2021 result was a \$9.6 million surplus as compared to a budget deficit of \$4.6 million. The following commentary highlights the variances of final actual results against the original budget. Favorable variances are denoted with an (f) and unfavourable with a (u).

Operating Revenues:

Budget \$307.0 million; Actual \$308.7 million; Variance \$1.3 million (f) or 0.1%

Tuition Fees: Budget \$174.9 million; Actual \$178.4 million; Variance \$3.5 million (f)

Tuition fees ended the year at 104% of budget with a \$3.5 million favorable variance. The variance was attributable to a higher number of total students than budget at 5.0%. Tuition rates for domestic students remained unchanged from the prior year. Tuition rates increases for international students were implemented and are consistent with the budget expectations. Undergraduate students increased by a headcount of 602 and resulted in \$2.4 million while graduate student headcounts increased by 95 students and \$1 million over budget. International students headcounts was better than expected and increased by 18% or \$3.4M over budget. The approved budget for 2020-21 incorporated the best estimates for headcounts and tuition revenue when approved as of November 19, 2020.

The chart below shows the tuition segmentation by total head count and dollars for further information on key drivers and trends.

*Fall Headcount (FT & PT) as of Nov 1, 2020					
	2019-20	2020-21	2020-21	2020-21 /2019-20	2020-21
	Actual	Approved Budget	Actual	Actual / Actual	Actual / Approved
Undergraduate	18,455	18,614	19,216	104%	103%
Graduate	1,993	2,094	2,189	110%	105%
Total	20,448	20,708	21,405	105%	103%
Domestic	18,962	19,510	19,996	105%	102%
International	1,486	1,198	1,409	95%	118%
Total	20,448	20,708	21,405	105%	103%
Full Time	16,628	16,668	16,580	100%	99%
Part Time	3,820	4,040	4,825	126%	119%
Total	20,448	20,708	21,405	105%	103%

Sprummer, Fall & Winter Tuition (in \$000's)					
	2019-20	2020-21	2020-21	2020-21 /2019-20	2020-21
	Actual	Approved Budget	Actual	Actual / Actual	Actual / Approved
	\$149,579	\$152,468	\$154,904	104%	102%
	\$22,523	\$22,436	\$23,469	104%	105%
	\$172,102	\$174,904	\$178,372	104%	102%
	\$135,392	\$139,549	\$139,614	103%	100%
	\$36,710	\$35,355	\$38,759	106%	110%
	\$172,102	\$174,904	\$178,372	104%	102%

* # of registered students in Fall Term

Government Grants: Budget \$100.9 million; Actual \$100.4 million; Variance \$0.5 (u) million (u) Through the SMA process, the government grant essentially remains frozen. The growth in tuition fees does not impact grant revenue.

Other Income & Fees: Budget \$31.7 million; Actual \$29.9 million; Variance \$1.3 million (f) This category includes other general fees and program revenues such as transcript fees, co-op/internship fees, application fees, athletic, financing income, student interest, and teaching support services. Changes in this category can fluctuate, by their nature from year to year. The majority of the variance relates to \$1.3 million in bank interest income.

Operating Expenses:

Budget \$312.0 million; Actual \$299.1 million; Variance \$12.9 million (f) or 4%

Salary & Benefit Expenses: Budget \$232.9 million; Actual \$226.8 million; Variance \$6.1 million (f) Salary expense shows a favourable variance of \$2.7 million or 1%. Faculty and staff savings are typically due to mid-year hires and/or unfilled positions. Generally, faculty appointments are effective July 1st and the salary savings are often retained in the department for faculty start up. Full-time faculty salary budget savings were set-aside in order to support the Voluntary Retirement Incentive Program (VRIP) costs in 20/21 & 21/22. Each year, it is anticipated that underspending of salary costs will occur as the budget is based on approved positions some of which are unfilled.

Statutory & Fringe Benefits & Current Service Costs experienced an underspending of \$3.6M. Benefit actuals are budgeted at an average of 21.6% of salaries; actual benefit costs averaged 18% for the year. The main contributors were health and dental which

averaged 3% lower through the year.

Departmental Expenses: Budget \$55.5 million; Actual \$53.0 million; Variance \$2.5 million (f) Departmental expenses include various non-salary expenses. Supplies & general expense includes a wide-variety of departmental non-salary expenses and spending was at 93% of budget. Fewer purchases were made due to Covid-19 and work from home requirements.

Central Expenses: Budget \$23.6 million; Actual \$19.3 million; Variance \$4.3 million (f) The central expenses include a number of large institution-wide budgets that are not specific to any department. They include debt service costs, capital projects, equipment renewal funding, utilities, insurance and contingency. Capital and deferred maintenance was favourable to budget by \$1.3 million due to delays in timing of projects caused by Covid-19. Only \$1.5 million or 48% of the budgeted contingency was required for 2020/21.

Table 1
Wilfrid Laurier University
Operating Fund Budget to Actual by Expense Type
12 Months Actual Ending April 30, 2021
 In \$000's

	2020 / 21					2019 / 20	YOY
	Approved Budget	Actual	Budget vs Actual %	Actuals Variance to Budget (\$) fav / (unfav)	Actuals Variance to Budget (%)	Actual	Actual Change (12 Months) fav / (unfav)
Revenue							
Tuition Fees	174,904	178,387	102%	3,483	2%	170,390	7,997
Enrolment based Government Grants	100,862	100,394	100%	(468)	-	99,831	563
Other Income & Fees	31,672	29,920	94%	(1,752)	(6)%	32,013	(2,093)
Revenue Total:	307,438	308,701	100%	1,263	-	302,234	6,467
Salary & Benefit Expenses							
Full/Part Time Faculty Costs	108,170	105,933	98%	2,237	2%	103,043	(2,890)
Full/Part Time Staff Costs	77,570	77,131	99%	439	1%	76,465	(666)
Statutory & Fringe Benefits	22,062	19,587	89%	2,475	11%	18,786	(801)
Current Service Cost	18,538	17,480	94%	1,058	6%	17,325	(155)
Pension Plan Deficiency	915	736	80%	179	20%	3,384	2,648
Retirees, Parental, Tuition Exemptions	5,644	5,946	105%	(302)	(5)%	5,620	(326)
Salary & Benefit Expenses Total:	232,899	226,813	97%	6,086	3%	224,623	(2,190)
Departmental Expenses							
Equipment/Software	5,743	5,649	98%	94	2%	5,271	(378)
Library Acquisitions	4,230	4,432	105%	(202)	(5)%	4,253	(179)
Scholarships & Bursaries	18,398	18,665	101%	(267)	(1)%	17,826	(839)
Travel Expenses	1,012	440	43%	572	57%	3,154	2,714
Facility Rentals/Occupancy Costs	1,871	1,260	67%	611	33%	2,020	760
Supplies & General Expense	24,219	22,537	93%	1,682	7%	22,367	(170)
Departmental Expenses Total:	55,473	52,983	96%	2,490	4%	54,891	1,908
Central Expenses							
Debt Service	5,733	5,907	103%	(174)	(3)%	5,240	(667)
Capital and Deferred Maintenance	4,308	3,000	70%	1,308	30%	5,493	2,493
Equipment/Operating Renewal	3,739	3,232	86%	507	14%	3,716	484
Utilities, Insurance & Taxes	6,236	5,716	92%	520	8%	6,175	459
Contingency	3,000	1,445	48%	1,555	52%	628	(817)
International Reserve	600	-	0%	600	100%	-	-
Central Expenses Total:	23,616	19,300	82%	4,316	18%	21,252	1,952
Expenses Total	311,988	299,096	96%	12,892	4%	300,766	1,670
(Deficit) / Surplus before Appropriations & Balancing Options	(4,550)	9,605		14,155	(311)%	1,468	8,137
Budget Balancing Options	4,550						
Surplus / Deficit							-

Appendix 1 (cont'd)

Wilfrid Laurier University Operating Fund Budget to Actual by Expense Type 12 Months Actual Ending April 30, 2021 In \$000's

Appropriations of 2020/21 Surplus

2020/21 Surplus	9,605
Operating Budget Carryforwards and Retained Surplus	(2,110)
Strategic Academic Plan Fund	(1,444)
Faculty PER & Travel	(1,274)
Institutional Expenses	-
Benefit Reserve	(2,504)
Voluntary Retirement Incentive Plan	(2,433)
Draw on Surplus	(9,766)
Surplus after Draws	(161)
Funded through prior Appropriations	161
Surplus / Deficit	-

2. Budget to Actual Reports for Ancillary Funds

Ancillary Services

The Ancillary Services includes self-sustaining operations. The Ancillary Services Budget to Actual Report by Responsibility Centre (Appendix 2) includes the final actual results for each operation with comparative information to the approved budget and the previous year actuals. Furthermore, the summary information for each operation including the appropriations is also enclosed (Appendix 3). –

Bookstore Operations

Bookstore Operations faced a challenging year in 2020/2021 with all physical Campus Stores (Waterloo Bookstore, HawkShop, Stedman Community Bookstore and Branford HUB) closed due to the Pandemic Outbreak and COVID restrictions. This resulted in the need to swiftly adapt and transition the business to an e-commerce environment.

The Campus Stores were able to quickly pivot to support the academic departments move to online courses in the Spring, Fall and Winter terms through the use of digital textbooks. The course materials team was able to immediately scale up the Digital Textbook Program (DTA) to provide e-books on the first day of classes and to provide physical textbooks to students through our e-commerce site.

During the months of April through to June 2020, due to Government imposed Pandemic restrictions, the Campus Stores were unable to sell General Merchandise at physical store locations. During these early months, the team focused on web development, increased general merchandise selection and advertised online promotions to support and drive sales in these categories once curbside pickup was permitted.

Bookstore Operations ended 2020/2021 in a net deficit position of \$906K. Overall revenue was 8% lower than budgeted or (-\$818K). Physical textbook sales did not meet budgeted revenue targets but were offset with significant increases in digital textbook sales for a net positive revenue position. Remote learning and no in-store foot traffic on all campuses significantly impacted General Merchandise revenue which was (-34%) or (-\$832K) unfavourable to budget. The demand for in-person lab supplies and computer accessories such as earbuds, network cables, print cartridges and toners were lower in the current fiscal year. Special events and occasions, such as Convocations and Homecoming, did not occur and revenue targets for Gifts and Jewelry and clothing merchandise were lower than budgeted targets in the current fiscal year as compared to previous fiscal years.

Cost of Goods Sold (COGS) actuals were consistent with the budget expectations. The shift from higher margin traditional print materials to lower margin digital course materials impacted the

margin calculation for course materials. To adapt to remote learning and e-commerce ordering, increased courier costs resulted in Freight and Shipping expenses 65% higher or by \$31K than budget. The missed opportunities throughout the fiscal year to sell aging inventory in clothing, gift and general merchandise categories through in-store promotions and sidewalk sales translated to increase write-offs and markdowns of approximately \$300K. In addition to aging inventory, increased write offs were required to address expired unsaleable items such as confectionary, beverages, print and toner cartridges.

Salaries and benefits expenses were favourable by \$105K or 6% to budget. This result was achieved through careful resource planning and re-deployment of existing resources to support the shift to e-commerce including online development, order fulfilment and customer service. The reduction of student labour that would normally support in-store activities also contributed to the salaries and benefits favourability. The retirement of 1.5 full-time staff positions two-thirds of the way through the fiscal year allowed for additional savings with the delayed replacement of these positions.

Loan commitments represent the interest expense for the inventory on hand. With the decrease of the interest rate from 2.2% at the beginning of the fiscal year to 0.8% at the end of the fiscal year contributed to this favourability. Although some expense categories had increased expenses due to shift to online order fulfilment, Other Expenses were \$54K or 11% favourable to the approved budget. Processing of online orders required additional spending on boxes, shipping labels and packing materials. Banking and credit cards cost were also 18% higher than budget due to all sales being processed online via credit card. Careful planning and expense management in the remaining categories to offset the unfavourability and to contribute a variance in this category.

The Campus Stores are looking forward to the gradual reopening of physical locations for the fall of 2021, with plans to resume full operations in winter of 2022. As students return to campus, in-store foot traffic will increase providing opportunity to capture general merchandise, supply and technology sales. Through strong planning, inventory control and cost containment, overall gross margins on these categories will improve and begin to return the Campus Stores to profitability. The planned replacement of the existing ERP system will provide further operational efficiencies and assist in managing key areas of our business. Overall, Bookstore Operations was in a net deficit position of \$906K.

Conference Services

Conference Services is comprised of Hotel Laurier, Conference Groups and the Junior University Multidisciplinary Program (JUMP). The Pandemic Outbreak and the closure of the campus in March 2020 resulted in the closure of all conference service activities in the spring and summer of 2020. However, Conference Services expertise was invaluable to support the students and community at large throughout the fiscal year.

Revenue exceeded the approved budget by \$55K or 84%. Accommodations were provided to healthcare workers at local hospitals, to chemistry students to complete labs on campus and to international students for quarantine purposes which have contributed to generating revenue throughout the fiscal year. Most of this activity was completed using a cost recovery pricing strategy. Salaries and benefits had a modest positive variance of \$8K. Other Expenses contributed \$60K (58%) in favourability to the financial results of Conference Services. An important focus in the fiscal year was the preparation of the new StarRez Cloud room management platform to be launched in the new fiscal year. The Conference Services result was a net deficit position of (-\$198K) which is \$122K or 38% favourable to the approved budget.

Food Services

The 2020/2021 year was operated under the full impact of the Pandemic Outbreak. The financial outlook was a significant concern as neither party (WLU, Aramark or the Students' Union) could fulfill its' contractual obligations as detailed. After careful review and approval, an amended agreement was implemented which extends the term of the contract. Operating revenue was less than the approved budget but greater than break even. The revenue included the final contractual annual payment of \$600K from Aramark towards capital investments that is included in the budget. There were only two locations open primarily focused on serving those living in Residence: the Fresh Food Co. and the Terrace Food Court. The Terrace operated most of the year as a 'pick up' location supported by an investment into a mobile ordering app introduced by Aramark in the summer of 2020. The Hey Chef app made a significant difference for this operation to be able to function requiring minimal investment from Laurier.

Residence occupancy rate in Waterloo was very low at 30% in September and the projection on mandatory meal plans was fairly accurate for the fall term. There was a significant amount of attrition between terms as students were given flexibility to move out of Residence in December if they chose to. The winter semester operated with increased restrictions from Public Health and less students in residence.

WLU has direct expenses, pension deficiency along with overhead facility costs that are not covered by the Aramark contract. In the Other Expenses category, which includes repair and maintenance, the operation did better than budget primarily due to lower volume of activity which created less wear and tear, by \$133K or 23% favourable. There continue to be facility enhancements and modifications to infrastructure with aging equipment and facility costs that drive this category of expenses but there is a continual review for equipment replacement, which will monitor these expenses strategically. The department took advantage of the restricted seating this year and sent all of the wooden chairs out for refinishing in three rotations so they are ready to move forward in the fall of 2021. There was a minor favourable

variance in salaries and benefits (+4%) for the entire year which primarily related to a significant number of employees that remained on layoff throughout the year related to the Pandemic Outbreak. The financial results for the department are continuing to improve with the implemented changes for the meal plans and other modifications to the contract and will be enhanced by higher residence occupancy in fall of 2021.

The net result for the year is \$49K, which is a variance to budget of (-\$142K) or 11% under budget for Food Services.

Off Campus Housing Portfolio

The Off Campus Housing Portfolio proved to be in a strong position to absorb some of the difficulties of the Pandemic Outbreak as the properties were already close to fully leased prior to the pandemic. The focus turned to the operational aspects necessary to ensure that the accommodations were safe for our tenants. With the new requirements around cleaning and sanitizing as well as the stay-at-home orders, this required some expense areas to be greater than the approved budget. The goal was to monitor all other budget areas to manage the revenue and expenses as best as possible.

Due to the unexpected nature of the change in course delivery from in-person to online and the lack of a need to be present in Waterloo for many well after their lease agreement was signed, a decision was made to offer a 20% discount to all of our tenants. This discount positioned the portfolio to collect the remaining 80% and was a proactive approach to minimize the potential impact of people looking for lease cancellations and/or further abatements. This was well received by guardians and tenants, and the support by WLU in that difficult time was appreciated. These discounts resulted in a revenue shortfall of (-\$738K) to the original budget. However, the approved budget accounted for the discount and this portfolio slightly surpassed the revenue target by \$73K.

The majority of the expenses for the portfolio came in at or below the approved budget targets. The mandated stay at home orders directly contributed to a significant increase in expenses for 'in-unit' maintenance and usage. This ranged from appliance repair and plumbing related issues due to heavier usage along with general wear and tear. Overall utilities expenses were also higher than the approved budget. Maintenance and utilities exceeded the approved budget by \$81K.

Enhanced cleaning and sanitizing evolved throughout the fiscal year as information became available on how best to combat potential spread of the virus. For example, the increased cleaning and sanitizing schedule in all of the high traffic touch points (elevators, door handles, railings etc.) to be three times per day for seven days per week. A final deep clean and sanitizing for all units with new incoming residents to ensure there was a level of comfort when it was time for them to move into their unit. These additional cleaning costs resulted in \$20K

higher in expenses as compared to the approved budget.

The Campus Living Centres (CLC) management team had to change and adapt to meet the ever-changing public health guidelines and regulations. These changes as well as the stay-at-home orders had a direct impact on the bottom-line financial results. However, the close monitoring of expenses helped to minimize the budgetary losses.

The 2020/2021 net deficit position is \$117K for the Off Campus Housing portfolio.

One Card

The 2020/2021 fiscal year was very challenging for the One Card office but it provided great insight into opportunities in service delivery, cost savings and labour reduction. The office seamlessly adjusted to a hybrid service centre model of virtual, curbside, and in-person deliverables based on public health guidelines. With so few students needing physical cards, the transition to a digital One Card allowed students to maintain a core user experience without the physical card. The net deficit results of (-\$225K) was 35% favourable to the approved budget.

Revenue exceeded the approved budget by \$43K or 28%, which came from the Aramark managed food operations and Wilf's sales, which both exceeded the budget target. There was no Concourse revenue with the campus closure during the fiscal year and negligible vending commissions. The limited number of physical One Cards used in the fiscal year had a positive financial savings of \$44K or 50% on the cost of goods sold category. A new inventory tracking approach was created which provided a clearer and more accurate summary of One Card inventory and will continue to be improved in the new fiscal year.

Salaries and benefits were on plan. Reduction in student staffing and advanced scheduling for peak periods contributed to the salaries and benefits results. Other Expenses were tightly managed and contributed to savings of \$35K or 42% below the approved budget. Printing and general supplies were significantly below budget. The need for supplies to print the physical cards (e.g. ribbon, laminate) was not required with digital One Cards.

Overall, the One Card operations were in a net deficit position of \$225K.

Printing Services

Printing Services provides essential academic and student support services across the University. It is critical that Printing Services offer relevant value-added services, deliver excellent quality, remain competitively priced and contain costs wherever possible. The Pandemic Outbreak led to a significant reduction in demand for printing services at all campus locations resulting in closing of The Hub operations in Brantford and Waterloo in the fiscal year. This reduced demand greatly impacted revenue generation in both Printing Services and the

university copier fleet. Some examples include the cancellation of campus events, thesis posters, and printing of final examinations.

Printing Services was deemed essential in July 2020 and continued to operate behind the scenes daily on the Waterloo campus. The Avanti print management system and WebPrint digital storefront enabled the team to work remotely as required to fulfill print requests. Printing Services offered a contactless pick up or delivery option through Distribution Services. The new remote environment also provided key revenue opportunities. There was an increased need for campus signage for the health and safety of the campus community, and a larger number of targeted mail campaigns to increase donor engagement and to support recruitment and learning. Printing Services also created a number of printed pieces including degrees for the student grad boxes in June and October and assisted with the fulfillment and shipment process. Revenues that support the Printing Services budgets are derived from the sale of goods and services to the general University community. During the remote environment there was minimal activity on campus and lack of physical traffic contributed to lower revenue achieved in this physical year. However, based on special projects the revenue was only lower by (-\$78K) or (-20%) than budget.

Printing Services experienced increases in cost of goods multiple times throughout 2020/2021 fiscal year due to the impact of the pandemic on the paper industry. Supply was difficult to obtain with closures and there was an increase cost to our suppliers for freight which was passed onto the university as the customer. Specialty substrates required for pandemic wall and floor signage is substantially more expensive than the standard papers typically used. Printing Services was unable to produce all signage on site and needed to outsource the floor decals involving specialized die cutting equipment. To support the university community, chargebacks for the floor signage were at a reduced margin. Printing Services also outsourced very large mailings (e.g. 20,000 pieces) because of limited resources to turnaround those projects on site in the timeframe requested. The cost per impression expenses were relative to the revenue earned and reduced over budget with the decrease in demand. With the reduction in copier use during the Pandemic Outbreak there was a direct reduction in expenses related to the Xerox copiers. Paper usage and expenses were reduced overall with the previous lease being an all-in cost per copy model. The net cost of goods sold financial impact was favourable at \$7K under budget.

Printing Services was also favourable in salary and benefits by \$41K or 10%. This was directly attributable to the HUB operation remaining closed and a reduction in student labour. Management ensured staff took their holidays to offset vacation liability and overtime was not needed. All of these measures offset the slight increase to labour in the fleet budget attributed to the requirement for having Special Constables available to support the copier fleet renewal project.

Loan commitments were higher than budget with an increased loan payment of \$10K to meet the restructured loan commitment timeframe. Other Expenses were slightly favourable by \$7K or 8%. A new line drop was required in the printshop to enable automatic meter reporting to the vendor. New expenses were incurred to cover the cost of protective personal equipment required for printing staff to conduct their work safely on campus. Fleet expenses increased minimally to support implementation and training for the copier fleet renewal project. In winter of 2021, Printing Services replaced end-of-life Xerox devices with new Ricoh equipment under the Ontario Vendor of Record (VOR) and all staff, faculty and students were onboarded to the PaperCut find-me print solution. The new copier equipment will continue to roll out with a phased in approach in fiscal 2021/2022.

In a period of significant challenge and change, Printing Services ended the year with a net deficit position of \$31K. Printing focused on key partnerships with Alumni, Enrolment, CPAM, FAM and other core areas during the Pandemic Outbreak. However, there was reduced traffic, student interaction and limited print-on-demand orders with library services moving to digital delivery for course materials.

Printing Services will focus on a multi-campus strategy to meet the demand during the return to campus in fall of 2021. With on campus activity, events and written exams resuming volume should increase. Printing Services will continue to build awareness of our services and work to improve student experience. The online store will continue to evolve, offering streamlined ordering and catalog options for Laurier departments to order certificates and other collateral. There is a significant opportunity for further collaboration with departments and to insource print work by expanding wide format print services to meet the needs for campus signage.

Parking

Parking and Transportation Resources ended with an operating deficit for the 2020/2021 fiscal year. Revenue shortfall to budget can mainly be attributed to permit fees remaining ceased for the full fiscal year. Enforcement and student residence (24 hr. parking) permit fees were our primary revenue sources during this fiscal period. The Brantford and Waterloo campus budgets and forecasts continue to be represented as a unified department.

2021/2022 revenue projections reflect staff and faculty permit increases as per the negotiated collective agreements and proposed student permit rate increase of 3%. It is expected that parking fees will be reinstated as the University community transitions back to the campus. However, an approved date for fee reinstatement has yet to be established. Salaries and benefits savings were the result of a significant reduction in student labour to comply with pandemic restrictions.

Parking lot maintenance and repair inclusive of snow removal and lease payments for the City of Kitchener and Brantford parkades were all reduced contributing to lower other

expenses. Capital renewal expenditures over the past year were minimal due to pandemic restrictions which limited projects to those deemed essential. Facility renewal projects that were proposed will be reprioritized until capital funds can be appropriately allocated. The operating deficit for 2020/2021 as well as the forecasted deficit for 2021/2022 will be funded by the existing capital reserve.

Residence Operations

The Department of Residence experienced a year unlike any other due to the global Pandemic. With the corresponding on-line delivery of all courses at the university, most first year students opted to stay home and not come to residence for the academic year. This fact combined with restrictions imposed by Waterloo Region Public Health created an extremely challenging environment for all aspects of residence operations.

Revenues were greatly reduced as a result of shrinking demand and public health requirements such as enhanced cleaning, reduced capacities (physical distancing protocols) and the realities of life during a pandemic. The residence population dwindled to less than 30 percent of normal capacity. Students who had committed to the fall term were not committed to the winter term as is the normal operating procedure. In the winter term the residence population was reduced even further. The net financial impact on both campuses was a revenue shortfall of (-\$702K) or (-8%) less than budget. There were strategies in place to help mitigate the revenue shortfall such as leasing Lucy Marco Place as a cold weather shelter for the homeless population to the City of Brantford.

The Department of Residence experienced some savings over budget in the salaries and benefits category. With reduced capacity and the corresponding reduced student demand, vacancies throughout the fiscal year were not replaced. Student labour to support the occupancy rate was significantly less than previous fiscal years. The department saved \$412K or 12% by not filling 3 full-time positions that became vacant over the fiscal year and also reduced student labour.

Other Expenses had a positive variance \$1.6M to budget. This favourability is directly attributable to the low occupancy rate in residences. Less students meant less damages, wear and tear, maintenance requests, calls for services (e.g. pest control issues), and after-hours calls for externally contracted partners in addition to facility operation charges through FAM. Approximately \$430K in savings contributed to the overall positive variance. Without any hotel and conferencing operations activity in the summer months, it was not necessary to hire summer student custodians which saw savings of approximately \$60K, but also eliminated an annual transfer from Conference Services to Residence Operations for bed usage. Strong controls and prudent decision-making identified capital projects that could be postponed given the financial revenue limitations. Although capital projects were postponed, there were activities related to obtaining engineering designs, feasibility studies, and costing

reports where possible to be ready to engage these capital projects when funding is available. Lower occupancy rates also contributed to savings related to services performed in the residence buildings even with enhanced cleaning protocols. The yearly transfer from Residence Operations to ICT for internet usage on the Waterloo campus was lower than previous fiscal years as this transfer amount is based on the number of students living in residences. The 2020/2021 fiscal year was an extremely challenging one for the Department of Residence. With reduced capacities, public health measures and pandemic protocols reduced revenues based on a significantly low occupancy rate. Expenses were managed responsibly with position vacancies not filled, lower student labour and less services required to support the occupancy rate. The Department of Residence was able to exceed the approved budget expectations by \$1.3M or 9%. Overall, the Residence Operations was in a net deficit position of \$14.0M.

Table 2
Wilfrid Laurier University
Ancillary Services Budget to Actual Report by Responsibility Centre
(figures in \$000's)

	2020/21			2019/20		2021/22	
	Actual	Approved Budget	% Var. ⁽¹⁾ F(U)	Actual	% Var. ⁽²⁾ F(U)	Budget	% Var. ⁽³⁾ F(U)
Bookstore Operations							
Revenue	8,881	9,700	(8)%	11,978	(26)%	10,302	16%
Cost of Goods Sold	7,735	7,732	(0)%	9,505	19%	8,191	(6)%
Salaries and Benefits	1,586	1,692	6%	2,009	21%	1,747	(10)%
Loan Commitments	23	63	63%	66	65%	67	(191)%
Other Expenses	443	497	11%	575	23%	572	(29)%
Bookstore Operations Surplus / (Deficit)	(906)	(284)	(219)%	(177)	(412)%	(275)	70%
Conference Services							
Revenue	121	66	83%	1,855	(93)%	50	(59)%
Salaries and Benefits	275	283	3%	432	36%	265	4%
Other Expenses	43	103	58%	1,167	96%	98	(129)%
Conference Services Surplus / (Deficit)	(197)	(320)	38%	256	(177)%	(313)	(59)%
Food Services							
Revenue	633	913	(31)%	1,295	(51)%	492	(22)%
Salaries and Benefits	89	93	4%	104	15%	113	(27)%
Loan Commitments	50	50	0%	50	(1)%	75	(49)%
Other Expenses	445	579	23%	585	24%	469	(5)%
Food Services Surplus / (Deficit)	49	191	(74)%	556	(91)%	(164)	(436)%
Off Campus Housing - Ezra Bricker Apartments							
Revenue	5,299	5,304	(0)%	5,926	(11)%	5,245	(1)%
Salaries and Benefits	150	156	4%	-	(150)%	223	(49)%
Loan Commitments	3,382	3,382	0%	3,382	(0)%	3,382	0%
Management Fee Expenses	230	195	(18)%	-	(230)%	229	0%
Other Expenses	1,596	1,461	(9)%	1,955	18%	1,684	(6)%
Off Campus Housing - Ezra Bricker Apartments Surplus / (Deficit)	(59)	110	(154)%	589	(110)%	(273)	(363)%
Off Campus Housing - Houses							
Revenue	980	901	(9)%	1,088	10%	1,019	(4)%
Loan Commitments	546	543	(0)%	544	(0)%	626	(15)%
Management Fee Expenses	31	46	33%	-	(31)%	33	(6)%
Other Expenses	461	418	(10)%	524	12%	495	(7)%
Off Campus Housing - Houses Surplus / (Deficit)	(58)	(107)	46%	20	(393)%	(135)	(132)%
One Card							
Revenue	199	156	28%	481	59%	360	(81)%
Cost of Goods Sold	43	86	50%	125	66%	103	(139)%
Salaries and Benefits	333	330	(1)%	334	0%	331	1%
Other Expenses	48	84	43%	97	51%	64	(33)%
One Card Surplus / (Deficit)	(225)	(344)	35%	(76)	(197)%	(138)	39%
Parking Services							
Revenue	214	262	(18)%	1,609	(87)%	432	102%
Salaries and Benefits	326	367	11%	400	19%	365	(12)%
Other Expenses	398	436	9%	522	24%	528	(33)%
Parking Services Surplus / (Deficit)	(510)	(541)	6%	687	(174)%	(461)	10%
Printing Services							
Revenue	305	383	(20)%	1,086	(72)%	647	112%
Cost of Goods Sold	148	158	6%	499	70%	192	(30)%
Salaries and Benefits	383	423	9%	498	23%	447	(17)%
Loan Commitments	103	93	(11)%	103	0%	103	0%
Other Expenses	79	86	8%	79	0%	167	(112)%
Printing Services Surplus / (Deficit)	(408)	(377)	(8)%	(94)	(333)%	(262)	36%
Residence Operations - Brantford							
Revenue	1,001	678	(48)%	3,627	72%	1,601	(60)%
Salaries and Benefits	345	444	22%	460	25%	461	(34)%
Loan Commitments	536	536	0%	1,602	67%	507	5%
Lease Commitments	1,021	1,021	0%	919	(11)%	1,042	(2)%
Other Expenses	885	1,126	21%	1,109	20%	1,153	(30)%
Residence Operations - Brantford Surplus / (Deficit)	(1,786)	(2,449)	27%	(462)	(287)%	(1,561)	13%
Residence Operations - Waterloo							
Revenue	7,526	8,551	12%	21,847	66%	11,185	(49)%
Salaries and Benefits	2,674	2,987	10%	3,099	14%	3,007	(12)%
Loan Commitments	4,154	4,154	(0)%	4,296	3%	4,135	0%
Lease Commitments	8,394	8,394	0%	8,394	0%	5,608	33%
Other Expenses	4,543	5,950	24%	5,826	22%	5,589	(23)%
Residence Operations - Waterloo Surplus / (Deficit)	(12,239)	(12,933)	5%	232	(5383)%	(7,154)	42%
Total Surplus / (Deficit) Before Appropriations:	(16,339)	(17,054)	4%	1,531	(1167)%	(10,737)	34%

⁽¹⁾Variance of 2020/2021 Actual to 2020/2021 Budget

⁽²⁾Variance of 2020/2021 Actual to 2019/2020 Actual

⁽³⁾Variance of 2021/2022 Budget to 2020/2021 Actual

Appendix 3
Wilfrid Laurier University
Ancillary Services Budget to Actual Report with Appropriations
(figures in \$000's)

	2020/21			2019/20		2021/22	
	Actual	Approved Budget	% Var. ⁽¹⁾ F(U)	Actual	% Var. ⁽²⁾ F(U)	Budget	% Var. ⁽³⁾ F(U)
Summary by Revenue and Expense Type							
Revenue	25,159	26,914	(7)%	50,792	(50)%	31,333	25%
Cost of Goods Sold	7,926	7,976	1%	10,129	22%	8,486	(7)%
Salaries and Benefits	6,161	6,775	9%	7,336	16%	6,959	(13)%
Loan Commitments	8,794	8,821	0%	10,043	12%	8,894	(1)%
Lease Commitments	9,415	9,415	0%	9,313	(1)%	6,650	29%
Management Fee Expenses	261	241	(8)%	-	(261)%	262	0%
Other Expenses	8,941	10,740	17%	12,439	28%	10,819	(21)%
Total Expenses	41,498	43,968	6%	49,261	16%	42,070	(1)%
Net Surplus / (Deficit) Before Appropriations:	(16,339)	(17,054)	4%	1,531	(1167)%	(10,737)	34%
Summary Net Surplus / (Deficit) by Ancillary							
Bookstore Operations	(906)	(284)	(219)%	-177	(412)%	(275)	70%
Conference Services	(197)	(320)	38%	256	(177)%	(313)	(59)%
Food Services	49	191	(74)%	556	(91)%	(164)	(436)%
Off Campus Housing	(117)	3	(3453)%	609	(119)%	(408)	(249)%
One Card	(225)	(344)	35%	-76	(197)%	(138)	39%
Parking Services	(510)	(541)	6%	687	(174)%	(461)	10%
Printing Services	(408)	(377)	(8)%	-94	(333)%	(262)	36%
Residence Operations	(14,025)	(15,382)	9%	-230	(5994)%	(8,714)	38%
Net Surplus / (Deficit) Before Appropriations:	(16,339)	(17,054)	4%	1,531	(1167)%	(10,737)	34%
Appropriations							
Transfers to Operating Fund							
Online Learning	(20)	(20)		(100)		(20)	
Athletics & Recreation	(20)	(20)		(20)		(20)	
Ancillary Contribution	0	0		0		(300)	
Total Appropriations	(40)	(40)		(120)		(340)	
Transfers (to) / from Appropriations ⁽⁴⁾							
Bookstore Operations Reserve	946	324		297		315	
Conference Services Reserve	197	320		(256)		313	
Food Services Reserve	(49)	(191)		(556)		164	
Off Campus Housing Reserve	117	(3)		(609)		408	
OneCard Capital Reserve	225	344		76		138	
Parking Lot Reserve	510	541		(687)		461	
Printing Services Capital Reserve	408	377		94		262	
Residence Capital Reserve	14,025	15,382		230		8,714	
Total Transfers (to) / from Capital Reserves	16,379	17,094		(1,411)		10,777	
Total Appropriations and Transfers	16,339	17,054		(1,531)		10,437	
Net Surplus / (Deficit) after Appropriations	-	-		-		(300)	

⁽¹⁾Variance of 2020/2021 Actual to 2020/2021 Budget

⁽²⁾Variance of 2020/2021 Actual to 2019/2020 Actual

⁽³⁾Variance of 2021/2022 Budget to 2020/2021 Actual

⁽⁴⁾Balances for each ancillary moved to the appropriate reserve fund

3. Explanation of GAAP Adjustments for the Audited Financial Statements

The Statement of Operations in the Audited Financial Statements (AFS) includes a consolidated summary of all revenue and expense activities of the University prepared in accordance with Canadian accounting standards for not-for-profit organizations. These consolidated financial activities include the operating, ancillary, real estate, capital, scholarship and bursary, endowment and sponsored research funds.

Typical in not-for-profit entities, financial accounting systems are designed with multiple purposes such as budget control (e.g. operating, ancillary), project funds (e.g. capital projects), segregated fund accounting (e.g. scholarships and bursaries) as well as by funding source (e.g. carry forward and appropriation funds). Furthermore, all financial activities of the University are captured within the central university accounting system (incorporating all these separate funds) and reported throughout the year primarily on a cash basis with only full accrual accounting occurring as of year-end.

The University conducts its general purpose operations through the Operating, Ancillary and Real Estate budget funds. The operating fund comprises the major annual revenues and expenditures (over 80%) of the University's financial operations. The Ancillary fund includes those self-sustaining activities that are auxiliary to the University such as Food Services, One Card, Conferences, Residences, Bookstore, Parking, Printing and Copying Services. The Real Estate fund includes the various real estate activities and profit generating land/building acquisitions that the University has acquired. Projections include budget expenses that are assumed to be spent. In the event that expenditure budgets remain unspent at the end of the year, these unspent funds are not reflected in the AFS but added to reserves (Ancillary & Real Estate) and departmental carryforwards (Operating) for spending in subsequent years.

There are various designated revenues (grants, contracts, donations) received that are not available for general purpose operations but have to be used for a restricted purpose such as externally-sponsored research; student scholarships and capital projects. The revenues and related expenses are included in segregated funds and not included in the budget funds.

Accounting adjustments have been made to ensure full accrual accounting occurs to record various financial activities in accordance with Canadian accounting standards for not-for-profit organizations known as Generally Accepted Accounting Standards (GAAP). There are differences in the accounting treatment of certain revenues and expenses in the AFS from those reported in the budget funds. Often these differences relate to timing between when transactions are known and estimated for the AFS (e.g. retirement incentives) versus when they are paid and expensed in the budget funds. Other differences could be permanent, such as investment returns on sinking funds which will not be recorded as revenue in the operating budget as this interest revenue is not for general operating expenses.

One of the largest differences is with capital related activities. Budget allocations ensure that operating and ancillary type operations cover capital related expenses on a cash basis. For those acquired in the past with debt, these operations have to cover the interest and debt principal payments. Principal payments are not expenses in the audited financial statements. Some are permanent differences (principal payments) and some are timing (capital expenses are recognized over time through depreciation). On the revenue side, government grants and donations received for capital spending projects are typically not included in operating revenues and are recorded into the financial statement revenues at the same rate that the capital asset they funded is depreciated. The amortization of the capital contribution is a mirror image of the capital asset being expensed through depreciation. The unamortized grant/donation is held as a liability referred to as Deferred Capital Contributions. Another major example is pension and post-employment benefits which are expensed on a cash basis in the operating budget but are expensed in the AFS according to the actuarially determined expense amount.

The table below provides a summary of the GAAP adjustments made to adjust the cash basis internal statements to the accrual basis External Audited Financial Statements. Further details can be found in Appendix A.

Table 4
Summary of GAAP Adjustments for the Audited Financial Statements
For the fiscal year ending April 30, 2021 with comparatives

	<u>2020/2021</u> <u>(000's)</u>	<u>2019/2020</u> <u>(000's)</u>
Internal Statements (Cash Basis):		
Operating Fund	9,605	1,447
Ancillary Fund	(15,998)	921
Real Estate Fund	-	(443)
	<u>(6,393)</u>	<u>1,925</u>
GAAP Adjustments (Accrual Basis):		
B/S items recorded in Operating, Ancillary, and Real Estate Funds	15,485	17,510
Actuarial adjustments to expenses	(7,929)	(5,589)
Capital depreciation & grant amortization	(15,387)	(15,131)
Revenues included in AFS	6,618	(357)
Expenses included in AFS	(498)	(2,760)
One-time GAAP Adjustments	<u>1,254</u>	<u>(6,721)</u>
	(457)	(13,048)
External Audited Financial Statements (Accrual Basis)	<u>(6,850)</u>	<u>(11,123)</u>

Appendix A
Details of GAAP Adjustments for the Audited Financial Statements
For the fiscal year ending April 30, 2021 with comparatives

	<u>2020/2021</u> <u>(000's)</u>	<u>2019/2020</u> <u>(000's)</u>
Internal Statements (Cash Basis):		
Operating Fund	9,605	1,447
Ancillary Fund	(15,998)	921
Real Estate Fund	-	(443)
	<u>(6,393)</u>	<u>1,925</u>
GAAP Adjustments (Accrual Basis):		
B/S items recorded in Operating, Ancillary, and Real Estate Funds		
Principal debt payments	4,098	3,859
Capitalized equipment	9,211	9,891
Internal loan payments	<u>2,176</u>	<u>3,760</u>
	15,485	17,510
Actuarial adjustments impacting expenses		
Pension	(4,882)	(1,783)
Retirement	917	126
Other Post Employment Benefits	<u>(3,964)</u>	<u>(3,932)</u>
	(7,929)	(5,589)
Capital depreciation & grant amortization		
Depreciation of capital assets	(23,735)	(23,439)
Amortization of deferred capital contributions (grants / donations)	<u>8,348</u>	<u>8,308</u>
	(15,387)	(15,131)
Revenues recorded in AFS		
Investment income earned on the sinking & internally restricted funds	3,530	(254)
Deferred rental revenue	773	773
Internal Portion of DOC - Operations	2,120	383
Adjustment for sale of building(s)	<u>195</u>	<u>(1,259)</u>
	6,618	(357)
Expenses recorded in AFS		
Record extra costs of senior administrative leaves and other salary	(76)	476
Expenses funded from appropriations, carryforwards & project funds	<u>(422)</u>	<u>(3,236)</u>
	(498)	(2,760)
One-time GAAP Adjustments		
Retirement incentive plan	2,296	(7,622)
Long term disability benefit	<u>(1,042)</u>	<u>901</u>
	1,254	(6,721)
External Audited Financial Statements (Accrual Basis)	<u>(6,850)</u>	<u>(11,123)</u>



BOARD OF GOVERNORS MINUTES

Thursday, June 3, 2021, 2:00 – 6:00 p.m.

Via Zoom

Present: Lynda Hawton Kitamura (Chair), Cameron Anderson, Mitchell Bergin, Ryan Brejak, Mary-Louise Byrne, Kathie Cameron, Savvas Chamberlain, Sharline Doss, Leanne Hall, Pegah Jamalof, Dave Jaworsky, Paul Kwasnik, Kristine Lund, Scott Lyons, Deb MacLatchy, Sara Matthews, Patricia McLaren, Shaun Miller, David Monod, Bill Muirhead, Jim Phillips, Patricia Polischuk, Stephanie Ratzka, Karen Redman, Marc Richardson, Joe Rooney, Ken Seiling, Jillian Swartz, Doug Treleaven

Regrets: Pam Bryden, Eileen Mercier, Mark Straub, Berry Vrbanovic

Secretariat: Ana Juhik, Shannon Kelly, Anna Kornobis, Anne Lukin

A. Open Session

1. **Call to Order**, Lynda Hawton Kitamura

The Chair shared the Land Acknowledgement and commented on the recent discovery of the mass grave for 215 children at the site of the former residential school near Kamloops, noting that Laurier flags are flying at half-mast this week across all campus locations.

- a. Declaration of Conflicts of Interest: None.
- b. Movement of Consent Items to the Main Agenda
Consent items for approval included Agenda; Minutes; Policy 12.3 Non-Academic Student Code of Conduct; the Endowment Spending Rate for Fiscal 2021-2022; and the 2021-2022 Board & Committee Dates.
Motion (Savvas Chamberlain/Patricia Polischuk): That the Board of Governors approve the Consent items listed for approval under Item C.1. Carried.

2. **Chair's Report**, Lynda Hawton Kitamura

The Chair congratulated Dr. Deb MacLatchy for her recent re-appointment by the Board as President and Vice-Chancellor, noting the achievements and challenges navigated during her first term. The President's second term will run July 2022 through June 2027.

The Chair also commented on: welcoming guest Paul Elliott, who will be joining the Board in July; asking Board members to respond to the annual Survey which will be launched tomorrow; noting the dates for meetings in 2021-2022; and a Council of Ontario Universities (COU) education session for Board members on June 18th.

- a. Recognition of Outgoing Board Members
The Chair thanked outgoing Board members whose terms are coming to an end: Jillian Swartz, Stephanie Ratza, Paul Kwasnik, David Monod, Mary-Louise Byrne and Mitchell Bergin. Leanne Hall, Sara Matthews and Bill Muirhead stepped down from the Board in recent months. Further recognition and thanks were provided at the end of the *in camera* session. She noted that Paul Elliott and Chinyere Eni-McLean; student Nazik Amanullah and faculty member Dr. Mary Kelly will join the Board on July 1st.

3. Leadership Update

- a. President's Report, Deb MacLatchy
The President thanked Board members for their service to Laurier. She commented on: a virtual Convocation ceremony on June 22nd; updates on the pandemic and planning for a return to campus, with a goal to be as open as possible in Fall 2021 and a full return to in-person for January 2022; National Indigenous History week in June and a Laurier statement regarding the mass grave in Kamloops; on-going work to enhance Equity, Diversity and Inclusion at Laurier; Pride Month celebrations and educational events in June; COU advocacy with Ministry of Colleges and Universities (MCU) Minister Ross Romano; MCU funding support of \$778K to Laurier as part of a Virtual Learning Strategy; and an earlier government announcement of a one-year extension to the tuition freeze.

Board members discussed: how classrooms will be used in Fall 2021, to meet student and faculty needs and Public Health guidelines; and whether vaccines could be required for students who will live in residence, noting that most universities are not pursuing this requirement at this time.

- b. Senate Reports
Trish McLaren noted that in recent meetings Senate recommended the Budget to the Board; and considered a micro credential framework; credit requirements for the admissions policy; created an admissions pathway for unclassified studies; change the faculty apportionment of senate; approved the continuation of two research centres and three university centres and the termination of one faculty research centre.

Board members discussed the lowering of GPAs within progression, noting that a drop in grades can result in a student moving out of an honours program but still able to achieve a regular degree.

- c. Q and A on Reports of the Senior Executives
Board members received a written report on activity within the various portfolios, and discussed student transfers between universities, especially for student athletes (in light of the ending of sports activities at Laurentian University); and student perceptions of engagement and satisfaction after a year in a virtual learning environment, noting that

some students prefer virtual for some programs and services, but miss the opportunities to create friendships and connections.

d. **Laurier Strategy Update**

Board members received a written summary of progress on strategically focused initiatives. The President commented on achievements in support of the Laurier Strategy in the areas of Enriching Partnerships; Intellectual Climate; and Enduring Skills. She noted the generous donations in support of the Making Space for Music Campaign by Savvas Chamberlain and his family foundation, Bob and Judy Astley, and many gifts in honor of the late Glen Carruthers, former Dean of the Faculty of Music; and the ACERS event in March showcasing undergraduate research. She congratulated the Laurier Enactus team, which won the national competition for Canada for the second year in a row and which will go on to compete in the World Cup in October. The Enactus program recognizes the efforts of students to enable social, environmental and economic progress through entrepreneurial action.

4. **Research Culture Survey Results, Jonathan Newman**

The VP: Research provided a presentation on progress in research at Laurier including metrics on research outputs such as journal articles, and on increased funding; and on the results of a Research Culture Survey. He noted that the land available at the Milton campus will provide opportunities for field-based research in areas such as urban watershed studies.

Board members discussed: the development of standard guidelines for publications to be counted toward tenure consideration; community outreach to communicate the impact of research; community pride in Laurier and its achievements; international sources of funding for research, noting that Laurier receives no significant funding from China; and that with active Board interest in research, a follow-up session with more information will be planned for the Fall.

5. **Reports from the Standing Committees of the Board**

a. **Q and A on Chair's Updates on Committee Activity**

Board members received written updates on recent committee meetings. There were no questions.

b. **Audit, Risk & Compliance, Stephanie Ratza**

1. **Pension Plan Audited Financial Statements**

An annual audit is required for the assets of the Pension Plan.

KPMG undertook the review and issued a clean audit report. Plan assets have increased by \$63M over the past year.

Motion (Scott Lyons/Jim Phillips): That on the recommendation of the Audit, Risk & Compliance Committee, the Board of Governors approve the Audited Financial Statements of the Wilfrid Laurier University Pension Plan for the year ended December 31, 2020 and authorize any two members of the Board of Governors to sign the financial statements as evidence of such approval. Carried.

c. Joint Building & Property / Finance and Investments, Jim Phillips

1. 2021-2022 Budget, Tony Vannelli/ Lloyd Noronha

A comprehensive presentation was included in the package; including an overview of the proposed Budget, reflecting enrolment, revenue, direct teaching costs, pandemic savings and central gapping adjustments; and essential requests. Budget targets of \$19.3M was achieved.

Ancillary operations were also discussed to look at finances comprehensively with a forecasted deficit of \$11.3M in 2021/22. The annual capital budget for 2021-2022 was also shared with members, which included projects such as the Faculty of Music renovation and Milton, among others. A multi-year capital budget will be developed.

A multi-year budget was also forecasted with a number of assumptions/scenario planning regarding enrolment, tuition, grants, salaries, inflation, central gapping adjustments, efficiencies and cost reductions. The estimated range to balance the budget under the 3 scenarios from \$6.0M growing to \$18.4M in 2024/25. Cost containment strategies and revenue generation will be critical.

Board members discussed: the comprehensive approach to the Budget; and the creation of an advisory committee on credential innovation and revenue generation, with engagement at the department level and bringing in external partners for advice and perspectives.

Motion (Patricia Polischuk/Marc Richardson): That on the recommendation of the Finance & Investments Committee, the Board of Governors approve the 2021-2022 Budget. Carried unanimously.

2. Summary of Approaches to Divestment, Joe Rooney / Zeynep Danis

The Board received a summary presentation on the significant work that has gone into this issue over the past five years. Recently the Board tasked the Investment Oversight Sub-Committee (IOC) with looking into further alternatives and making a recommendation on next steps. Their findings were laid out in a briefing note; with two key recommendations as laid out in the motion.

It was noted that the proposed actions are aspirational; and that some stakeholders will be concerned about potential risk, while others will feel these actions do not go far enough. A Board education session was held to update members on this complex topic and there has been robust discussion at the Joint Finance and Investments and Pension committee meeting.

Board members discussed: that the proposed carbon reduction targets will be set for equities within the University Endowment, but not the Pension Fund; that staff will work to identify a benchmark as a starting point for measuring progress on this target; that these actions represent a significant, reasonable and measured approach, and are an important first step on an on-going journey; that they will position Laurier as a leader in sustainability; that after a great deal of discussion, IOC members were unanimous in their recommendation; that some other universities are setting more ambitious targets, with discussion on whether Laurier should be more aggressive in its approach; that progress will be monitored and reported back to IOC and the Board; and that there have been multiple opportunities for discussion and input on this topic.

Motion (Joe Rooney/Cameron Anderson): That on the recommendation of the Finance & Investment Committee, the Board of Governors approve that the following divestment alternatives be pursued:

- **That the University continue to explore establishing a separate fossil free / impact investing endowment fund, as recommended in the 2017 Responsible Investment Working Group Report; and**
- **That the University set a target of a 40% reduction in carbon footprint (intensity) for equities held within the University Endowment Fund, to be achieved by the end of 2030. Carried, with two abstentions.**

d. Human Resources Committee, Shaun Miller

1. Policy 6.1, Harassment and Discrimination

This policy has been reviewed and changes proposed, including a clear definition of racism. It was highlighted that wording in the policy should refer to 'racist ideology' not 'racial ideology' and that correction will be made to the final policy once approved. The scope of the policy covers on-line activity.

Motion: that the Board of Governors approve allowing spectators to address the meeting on this topic. (Patricia Polischuk/Stephanie Ratza) Carried.

Board members discussed: the nexus between personal and university activity; that Laurier uses external investigators as needed; and that the WLU Graduate Students Association (GSA) was consulted in the formation of these revisions and will provide a written presentation on this policy outlining its support for the revised policy as well as further suggestions.

Motion (Jillian Swartz/Stephanie Ratza): That on the recommendation of the Human Resources Committee, the Board of Governors approve Policy 6.1, Prevention of Harassment and Discrimination Policy, as revised. Carried, with one abstention.

6. **Other Business:** None.

B. *In Camera* Session

Motion (Savvas Chamberlain/Jim Phillips): to move the meeting *in camera*. Carried.

C. Consent Items

The following items were provided for approval or information. The Agenda, Minutes and items noted for Approval were approved by consent.

1. Items for Approval

- a. Agenda
- b. Minutes, Board of Governors, April 22, 2021
- c. Policy 12.3 Non-Academic Student Code of Conduct
Motion: That on the recommendation of the Audit, Risk & Compliance Committee, the Board of Governors approve Policy 12.3, Non-Academic Student Code of Conduct as revised. Carried.
- d. Endowment Spending Rate for Fiscal 2021-2022
Motion: That on the recommendation of the Finance & Investments Committee, the Board of Governors approve the following for all endowment funds:
 - a. the inflation adjustment factor be set at 2%, and
 - b. the spending rate be set at 3% with the option of an additional spending allocation of 2% for endowments with a stabilization account valued at greater than 20% of market value. Carried.
- e. 2021-2022 Board & Committee Dates
Motion: That the Board of Governors approve the dates for Board and Committee meetings for 2021-2022, as proposed. Carried.

2. Items for Information

- a. Gendered Violence Data Report
- b. Confirmation of Statutory Remittances November 2020 April 2021
- c. Employment Equity Annual Report
- d. Future of Work & Learning
- e. Annual Sustainability Report
- f. Q1 Investment Performance Summary - Proteus
- g. Pension Plan Annual Brochure
- h. Board of Governors Membership 2021-2022
- i. Incoming Board Members