



BOARD OF GOVERNORS MINUTES

Thursday, April 20, 2023, 2:00 – 6:00 p.m.

Hybrid Format – 45 Lodge St., Upper Level, Waterloo ON and via Zoom

Attending: Simon Chan (Chair on behalf of Paul Elliott), Royce Bodaly, Shelley Boettger, Pam Bryden, Kathie Cameron, Paul Elliott, Chinyere Eni-McLean, Chantal Huinink, Abas Kanu, Mary Kelly, Lynda Hawton Kitamura, Lindsay Lawrence, Sarah Lewis, Deb MacLatchy, Jim Phillips, Patricia Polischuk, Marc Richardson, Joe Rooney, Ken Seiling, Rick Sterne, Cynthia Sundberg, Doug Treleaven, Tyler Van Herzele, Brandon Vale

Regrets: Nasik Amanullah, Savvas Chamberlain, Andrew Herman, Kristine Lund, Eileen Mercier, Shaun Miller, Avvey Peters, Berry Vrbanovic

Secretariat: Anna Kornobis, Anne Lukin, Parker Nicholls

A. Open Session

1. **Call to Order**, Paul Elliott, 2:00 p.m.

a. Declaration of Conflicts of Interest: None.

b. Movement of Consent Items to the Main Agenda

The Chair noted items for approval as the agenda, Minutes and Policy 7.1 Environmental/Occupational Health & Safety (EOHS).

Motion (Chinyere Eni/Brandon Vale): that the Board of Governors approve the Consent items listed for approval under Item C.1. Carried.

2. **Chair's Report**, Paul Elliott

The Chair commented on participation in the ribbon cutting ceremony for the newly revamped Alumni Field on the Waterloo campus earlier this afternoon; and noted that Past Chair Lynda Hawton Kitamura will receive the Distinguished Governor Award, to be presented at a convocation ceremony on June 15th.

a. Welcome to Incoming Board Members

The Chair welcomed two new faculty members to the Board, Dr. M. Fabricio Perez and Dr. Karin Schnarr.

3. **Leadership Update**, Simon Chan (on behalf of Paul Elliott)

a. President's Report, Deb MacLatchy

The President commented on: the departure of Laurier's AVP, EDI Barrington Walker, to the role of Vice-Provost, EDI at McMaster University; that searches are underway for the Vice-President Academic, the University Librarian and the Dean, Faculty of Graduate and Post-doctoral Studies, with a goal of bringing candidate

recommendations to the June Board meeting for approval; and that the unsanctioned St. Patrick's Day event drew a crowd of approximately 8,000, with strong efforts to promote safety and responsible behaviour.

In government relations, she noted that: the provincial government introduced its budget in March, with no significant increases for post-secondary education; a Blue Ribbon Panel has been announced, with each university and college to be invited to provide input on five questions; that the Laurier President is participating with a Council of Ontario Universities sub-group to respond to the Panel; that a tuition anomaly review process is underway; and that the Strategic Mandate Agreement (SMA) Round 3 is in its last year, with the Blue ribbon Panel to look at terms for an SMA 4; and, that the federal budget did not introduce much of impact for post-secondary education.

- b. Q and A on Reports of the Senior Executives
The Board received a written summary from each senior leader about priorities in their portfolio. Board members discussed items in the Laurier budget aimed at optimizing the student experience.
 - c. Report on Senate Activities
Doug Treleven reported that Senate reviewed and recommended the Laurier Budget; and that discussion on academic programming in Milton was postponed.
4. Reports from the Standing Committees of the Board
- a. Q&A on Chair's Updates on Committee Activity
The board received written summaries of recent committee agendas. There were no questions.
 - b. Finance, Investments and Property Committee,
Jim Phillips
 - 1. Non-Tuition Fee Protocol Agreement
A committee of internal stakeholders, including students and staff from finance, student affairs and the provost's office, met to review this protocol which outlines the guidelines for setting non-tuition fees. They proposed minor housekeeping changes and to extend the protocol until April 2026. The changes were reviewed and endorsed by this committee, and the boards of the undergraduate and graduate student associations.
Motion (Jim Phillips/Chinyere Eni-McLean): That on the recommendation of the Finance, Investments & Property Committee, the Board of Governors approve the Non-Tuition Fee Protocol Agreement, as proposed. Carried.

2. 2023-2024 Non-Tuition Fee Report

This compilation of proposed administrative and other non-tuition fees comes annually for Board approval, following review by a committee of internal stakeholders. Proposed increases averaging 5-6% for the coming year are larger than average, due to inflation and other factors.

Board members discussed: that not all fees apply to all students; that some previous fees are coming off; that no special communications are planned as the increases are within a normal cycle; and, increases in student supports.

Motion (Jim Phillips/Doug Treleaven): That on the recommendation of the Finance, Investments & Property Committee, the Board of Governors approve the 2023-2024 Non-Tuition Fee Report, as proposed. Carried.

3. 2023-2024 Budget (Operating & Ancillary) Approval, Heidi Northwood / Lloyd Noronha

The Board received the proposed Budget and a presentation. Staff noted the current fiscal challenges resulting in a projected deficit of \$1.9M for the 2023-2024 operating budget. With revenue estimated at over \$327M and expenses of \$334M, there is a structural deficit of \$6.7M which has been largely offset by austerity measures.

Contributing factors include a revenue shortfall, the continued tuition freeze, the constraints of the enrolment corridor, and international recruitment challenges, among others. A multi-year forecast based on conservative estimates reflects a projected return to surplus.

The presentation highlighted: enrolment projections with 2023-2024 assumptions closely aligned to 2022-2023 actuals; direct cost of teaching; essential requests totaling almost \$1M; budget targets of 2% for each VP portfolio; reserves; key assumptions within budget forecast scenarios; ancillaries' contributions to the operating budget; Net income and loss projections. Contributions funded by students will contribute \$5M to significant program enhancements. A business case for the Milton campus will be presented to the Board in June and will be layered on to the Budget later.

Board members discussed: enrolment stability; whether international student visas may be impacted by the federal employees' strike; as well as any impact to processing student loans. The Board then moved *in camera* for discussion on risk and other budget-related matters. **Motion (Doug Treleaven/Sarah Lewis): to move the meeting *in camera*. Carried.**

Following this *in camera* discussion, members returned to open session to consider the motion.

Motion (Jim Phillips/Patricia Polischuk): That on the recommendation of the Finance, Investments & Property Committee, the Board of Governors approve the 2023-2024

Budget, as proposed. Carried.

- c. Governance Committee, Lynda Hawton Kitamura
 1. Board By-Laws Proposed Revision
A change to the current board By-Laws was proposed to update one clause (Section 8, Place of Meetings) to align with current technologies and trends in meeting formats and locations.

Motion (Chantal Huinink/Mary Kelly): That on the recommendation of the Governance Committee, the Board of Governors approve amending Section 8, Place of Meetings, of the Board By-Laws, as revised. Carried.

5. **Other Business:** None.

B. In Camera Session

Motion (Patricia Polischuk/Lindsay Lawrence): to move the meeting *in camera*. Carried.

C. Consent Items

The Agenda, Minutes and items noted for Approval were approved by consent.

1. Items for Approval

- a. Agenda
- b. Minutes, Board of Governors, Feb. 16, 2023
- c. Policy 7.1 Environmental/Occupational Health & Safety (EOHS) – Annual Review

Motion: that on the recommendation of the Audit, Risk & Compliance Committee, the Board of Governors approve Policy 7.1 Environmental/Occupational Health and Safety Policy. Carried.

2. Items for Information

- a. KPMG Audit Planning Report
- b. Pension Plan Annual Compliance Report
- c. 2022-2023 9-Month Fiscal Update
- d. External Debt Update
- e. Year-End Pension Funded Status Update
- f. Q4 Investment Performance Summary – Proteus
- g. Examples of Donor Impact: Thank You Note
- h. Definition of Consent Items for Approval and Information
- i. New Board Member Bios: M. Fabricio Perez and Karin Schnarr