

Thursday, February 15, 2024, 2:00 – 6:15 p.m.  
Virtual Meeting via Zoom

**Attended:** Paul Elliott (Chair), Royce Bodaly, Shelley Boettger, Simon Chan, Ling Chu, Catharine Dutt, Ryan Eldred, Chinyere Eni, Adam Grogan, Chantal Huinink, Abas Kanu, Lindsay Lawrence, Kristine Lund, Deb MacLatchy, Ken Maly, Janis Monture, Avvey Peters, Jim Phillips, Patricia Polischuk, Michael Ras, Marc Richardson, Ken Seiling, Cynthia Sundberg, Doug Treleaven, Peter Urquhart, Tyler Van Herzele, Brandon Vale

**Regrets:** Mohammad Abu-Rshaid, Andrew Herman, Mary Kelly, Eileen Mercier, Berry Urbanovic

**Secretariat:** Ana Juhik, Anna Kornobis, Anne Lukin, Phil Marfisi

## **A. OPEN SESSION**

1. **Call to Order**, Paul Elliott

- a. Declaration of Conflicts of Interest: None
- b. Movement of Consent Items to the Main Agenda

In addition to the Agenda and Minutes, there are two policies to be considered for approval.

**Motion (Jim Phillips/Brandon Vale): that the Board of Governors approve the Consent items listed for approval under Item F.1. Carried.**

2. **Chair's Report and Meeting Roadmap**, Paul Elliott

The Chair commented on: condolences on the passing of Rick Sterne in December, noting his many contributions to Laurier; enhanced governance practices through the introduction of a 'meeting roadmap' and new formats for a more strategic agenda and streamlined materials; a welcome back to David McMurray who is returning to Laurier as interim VP: Student Affairs; and upcoming events including the March 1 Mid-Year Strategic Session for the Board; the April 18<sup>th</sup> Board meeting in Brantford and Convocation on both campuses in June.

3. **President's Report**, Deb MacLatchy

The President commented on: the loss of Rick Sterne; work underway to refine the Laurier Strategy, now in its 4<sup>th</sup> year, by further defining priorities with measurable indicators, noting that Board members will be asked for input on March 1<sup>st</sup> along with other university-wide consultation and that the next iteration of the Strategy will be shared in June; international study permit cap announced by the federal government along with a requirement for attestation letters from the province for each student's permit application, noting that these changes raise concern for spring and fall enrollments; that Laurier is advocating on this issue along with Council of Ontario Universities (COU); that details from the Blue Ribbon Panel Report and recommendations are included in the Board package, while awaiting provincial

response to the recommendations of the Panel; that safety and risk mitigation measures are being developed in advance of any unsanctioned St. Patrick's Day gathering; and that review processes are underway for the positions of VP: Research and VP: Advancement & External Relations as well as searches for the Dean of Lazaridis School of Business & Economics, the AVP, Equity, Diversity & Inclusion and the Registrar & AVP, Enrolment.

## **B. STRATEGIC DISCUSSION/DECISION ITEMS**

### **1. Presidential Succession Plan, Pamela Cant/Anna Kornobis**

A draft plan was proposed to address succession planning for the position for President, to guide decision making in the event of both planned absences and unexpected vacancies for that role. The plan was developed in part in response to recommendations from the Ontario Auditor General, in conjunction with HR at Laurier and informed by a sector scan of plans at other universities.

Members discussed: ensuring that for identified succession roles, no conflicts of interest exist for serving as president, noting that this is taken into consideration when candidates are hired for the VP: Academic role.

**Motion (Tyler Van Herzele/Chantal Huinink): That on the recommendation of the Governance Committee, the Board of Governors approve the proposed Presidential Succession Plan. Carried.**

### **2. Update on Blue Ribbon Panel Recommendations, Heidi Northwood / Lloyd Noronha**

Staff provided a presentation on recommendations by the Panel along with a Laurier perspective on their potential impacts; and next steps.

Members discussed: how the recommendations might impact the Laurier Budget for 2024-2025, noting that if the province responds in the next month, then the Budget can be adjusted to reflect provincial decisions but that timing is tight; the need for Laurier to communicate clearly the austerity measures it has already put in place, noting that this has been stressed repeatedly with metrics and graphs in meetings with the province; that Laurier administrative costs are among the lowest in the country, which makes further cutting challenging; any possibilities for international students to study from abroad; that the confluence of new federal caps on international students and continued provincial domestic tuition limits is putting additional pressure on universities, noting that the province has to juggle priorities among other sectors; that COU and Ontario universities are working to identify shared efficiencies, noting that there is already collaboration in areas such as procurement and the use of OUAC, but that further collaboration may require investment, for example in shared software solutions.

## **C. FOR DECISION**

**D. FOR DISCUSSION**

1. **Academic Update: Faculty of Human & Social Sciences**, Bruce McKay, Dean, FHSS  
Board members received a presentation on programming in this Brantford-based Faculty, including current successes such as Criminology and opportunities such as course-based Masters programs. The Faculty also includes Public Safety, Policing, Health Studies, Game Design and Development, Psychology and Leadership. Dr. McKay also reported on the Wilfrid Laurier International College (WLIC) offered by Navitas, currently with 190 students enrolled, providing international students a supportive pathway to Laurier.
  
2. **Reports from the Standing Committees of the Board**
  - a. **Finance, Investments & Property Committee**, Jim Phillips
    1. 6-Month Fiscal Update, Zeynep Danis / John Fraser  
Staff provided a summary of financial performance through Q2, noting some favourability due to higher interest income, additional student fees and savings from the Pension Valuation. A favourable consolidated year-end surplus of \$3M is projected. Staff are carefully monitoring small variances resulting in an overspend in operating costs. Capital projects are on track.
  
    2. Q&A on 2024-2025 Budget Planning Process Update, Lloyd Noronha / Heidi Northwood  
Board members were reminded of the challenging fiscal situation, due in part to the impact of recent federal international caps and the new, not-yet-implemented, requirement for provincial attestation letters for each international student. Members discussed that Laurier's comparator universities are in much the same situation, and facing similar challenges.
  
    3. Q&A on Research Funding Update, Jonathan Newman  
Members received a summary of research revenue, including successes and trends. This funding is important both as a source of revenue and as a support for the work of research at the University. Two of the metrics in the Strategic Mandate Agreement with the province are research-based.
  
  - b. **Governance Committee**, Chinyere Eni
    1. Notice of Revision to Board By-Laws  
Staff and the Governance Committee have been considering revisions to the Board By-Laws. Edits include proposed changes and clarifications for quorum, *in camera* sessions, conflict of interest, and new language on members and eligibility to serve. In-house legal counsel was consulted to identify any changes arising from the recent Not-for-Profit Corporations Act. A Code of Conduct has been drafted to accompany the By-Laws. Official notice was provided that

these changes will be brought to the April Board meeting for approval.

3. **Other Business:** None.

## **E. IN CAMERA SESSION**

**Motion (Patricia Polischuk/Tyler Van Herzele): to move the meeting *in camera*. Carried.**

## **F. 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, November 16, 2023
- c. Policy 5.10, Supply Chain Code of Ethics  
**Motion: That on the recommendation of the Finance, Investments and Property Committee, the Board of Governors approve Policy 5.10, Supply Chain Code of Ethics, as revised. Carried.**
- d. Policy 7.18, Workplace Violence Prevention  
**Motion: That on the recommendation of the Human Resources Committee, the Board of Governors approve Policy 7.18, Workplace Violence Prevention, as revised. Carried.**

### **2. Items for Information**

- a. Updates on Recent Activity of the Standing Committees
- b. Government Submitted Audit Reports: Direct Loans Audit
- c. Debt Update
- d. Q3 Summary, Investment Performance – Proteus
- e. Link to corrected Lazaridis Statement of Investment Policies and Procedures (adjustment to target number due to typo)
- f. Invitation to Convocation
- g. Link to Donor Engagement: Thank You Video
- h. Link to Committee Recruitment Profile
- i. Report on Senate Activities