

Thursday, April 24, 2025, 2:00 – 6:00 p.m.
Senate & Board Chambers, Waterloo Campus

Present: Simon Chan (Chair), Shelley Boettger, Ling Chu, Rachel Dann, Scott Davey, Catharine Dutt, Paul Elliott, Chinyere Eni, Miguel Gonzalez, Adam Grogan, Chantal Huinink, Abas Kanu, Lindsay Lawrence, Kristine Lund, Deb MacLatchy, Ken Maly, Robert McLeman, Ife Odeleye, Avvey Peters, Jim Phillips, Patricia Polischuk, Michael Ras, Marc Richardson, Ken Seiling, Reina Stewart, Cynthia Sundberg, Peter Urquhart, Jin Wang

Regrets: Royce Bodaly, Janis Bomberry, Nadir Patel

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

A. OPEN SESSION

1. Call to Order, Simon Chan

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

The Chair highlighted the meeting dates for the next two years, included in the package. Board member Robert McLaren communicated three questions from the WLU Faculty Association's Climate Action Committee on future governance structures to oversee sustainability. In response, it was reported that options will be considered at the May 20th governance committee meeting. Once a structure is identified, then the mandate and composition will be determined.

Motion (Ling Chu/Peter Urquhart): That the Board of Governors approve the Consent items listed for approval under Item C.1. Carried.

2. Chair's Report and Meeting Roadmap, Simon Chan

The Chair commented: on insights from the April 11th Education Session where Board members reviewed asking questions at the right 'altitude' for a strategic focus; that staff have been piloting a shareable document to allow members to ask questions in advance of Board meetings; that Paul Elliott and Patricia Polischuk will be recognized with Distinguished Governor Awards this June; that Doug Treleaven is currently on leave from the Board as a candidate in the federal election; that Catharine Dutt has stepped into the role of chair for the Audit, Risk & Compliance Committee; that in support of enhanced cyber security, external Board members are asked to sign up for a wlu.ca email address, and participate in on-line training modules, as required of all faculty and staff.

3. **President's Report**, Deb MacLatchy
The President reported on: winter term exams finishing up this week; the Brantford Campus Impact Report and the unveiling of the new mural on that campus in honour of the 25th anniversary; Faculty of Arts 100th anniversary events; Open Houses for prospective students and their families on the Brantford, Waterloo and Milton campuses; a recent announcement by the Ontario government of \$750M to support STEM enrolment over the next 5 years, which will result in Laurier receiving \$16M/year in additional funding; advocacy work for on-going funding, noting that while grateful for additional support, universities need to be able to rely on on-gong funding rather than term-limited dollars; opportunities for capital revitalization in Brantford; the federal election currently underway, with Universities Canada monitoring the various party positions on PSE; monitoring ongoing Canada-US trade negotiations and any impacts, noting a Laurier web page with tariff information; continuing work with municipal partners on unsanctioned public gatherings; and a search underway for the Vice-President: Student Affairs position. The Chair expressed the Board's thanks for advocacy with the provincial government and congratulations on the additional STEM funding.

STRATEGIC DISCUSSION/DECISION ITEMS

FOR DECISION

4. **Governance Committee**, Paul Elliott
 - a. **By-Law #1 Proposed Amendment**
A minor change to the Board By-Law #1 was proposed, to document a previously-approved delegation of authority to outline who would serve to confer degrees at Convocation if both the Chancellor and President were not available. Secretariat staff proposed documenting this delegation by adding a new clause (e) to the Board By-Law # 1, section 27.
Motion (Michael Ras/Adam Grogan): That on the recommendation of the Governance Committee, the Board of Governors approve Board By-Law #1, as revised. Carried.
5. **Finance, Investments & Property Committee**, Jim Phillips
 - a. **2025-2026 Non-Tuition Fee Report**
The Board is asked annually to approve proposed compulsive, administrative and ancillary fees, which are negotiated between the University and the student associations, within Ministry guidelines. Anticipated revenue from these fees next year is approximately \$94M plus variable admin fees, split between the University and various service providers. Members reviewed a written report outlining the proposed fees.
Motion (Ken Maly/Avvey Peters): That on the recommendation of the Finance, Investments & Property Committee, the Board

of Governors approve the 2025-2026 Non-Tuition Fee Report, as proposed. Carried.

FOR DISCUSSION

6. **Academic Update: Lazaridis School of Business & Economics (LSBE),**
Kyle Murray

The Dean of LSBE presented an overview of application numbers, programs, and graduation outcomes and other successes, as well as challenges such the need for an up-to-date CRM system; international graduate student recruitment; and declining retention rates.

Members discussed: graduate accomplishments; the impact of grade inflation, and whether standardized testing might be a solution; that professional programs such as the Executive MBA can drive revenue but are rarely profitable; that Laurier produces the most school medals in accounting of any Canadian business school; that accounting is less popular with students now despite industry demand for graduates; lots of opportunity for cross-disciplinary connections, such as the management option in Environmental Studies; opportunities for indigenous entrepreneurship programming; identifying strong applicants, noting that while high grade point can be a good indicator, sometimes other students bring strengths not reflected in their GPA; promoting the economics program; preparing younger students to learn problem-solving skills; that mentorships between older and younger students can help share knowledge, especially in labs; and that Laurier is one of the best in the world with experiential learning.

7. **Finance, Investments & Property Committee,** Jim Phillips

a. 9-Month Fiscal Update, Zeynep Danis / Christine Dale

The Board received a presentation and written report on budget-to-actual variances for operating, ancillary and consolidated budgets. The consolidated budget is currently showing a \$6.2M surplus, which reflects a favourable variance of \$8.6M. Salaries and benefits are \$1.1M over budget. The year is projected to end with a \$8M surplus, thanks in part to revenue higher than anticipated. This is a positive picture for the 24/25 year, but staff noted that there are still sustainability challenges for the long term. The recently announced STEM funding will be incorporated into the Budget. Staff noted that the audited financial statements will differ from internal management reports.

Members discussed: whether capital budgets are forecasting as balanced, noting that the capital budget is carefully tracked in accordance with capital policies and that projects are carefully tracked; and that the impact of tariffs is not yet known.

b. 2025-2026 Budget Update, Lloyd Noronha / Heidi Northwood

Due to the recent changes impacting the budget, this will be discussed

during the *in camera* session. Members discussed conservatism in projections.

8. **Other Business:** None.

B. IN CAMERA SESSION

Motion (Cynthia Sundberg/Ling Chu): to move the meeting *in camera*.

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, February 13, 2025
- c. Policy 7.1 Environmental/Occupational Health and Safety (EOHS) Annual Review
Motion: That on the recommendation of the Audit, Risk and Compliance Committee, the Board of Governors approve Policy 7.1, Environmental/Occupational Health and Safety, as revised.
- d. Policy 4.13, Sustainability
Motion: That on the recommendation of the Finance, Investments & Property Committee, the Board of Governors approve Policy 4.13, Sustainability, as revised.
- e. 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.
- f. Annual Compliance Report for Bill S211 - Fighting Against Forced Labour and Child Labour in Supply Chains Act
Motion: That on the recommendation of the Audit, Risk and Compliance Committee, the Board of Governors approve the 2024-2025 Annual Compliance Report as required for Bill S211 - Fighting Against Forced Labour and Child Labour in Supply Chains Act and that an officer of the Board be authorized to sign the report.
- g. Correction to the 2025-2026 Tuition Fee Report
Motion: That on the recommendation of the Finance, Investments & Property Committee, the Board of Governors approve the 2025-2026 Tuition Fee Report, as corrected.
- h. Committee Dates Revised for 2025-26 and Proposed for 2026-27
Motion: That on the recommendation of the Governance Committee, the Board of Governors approve the Board and Committee Dates for 2025-26 as revised and 2026-27 as proposed.

2. Items for Information

- a. Updates on Recent Activity of the Standing Committees
- b. Report on Senate Activities, March 4, 2025 and April 7, 2024
- c. Potential Impact of Tariffs at Wilfrid Laurier University

- d. KPMG Audit Planning Report
- e. Employee Insights Survey - Results Summary
- f. Laurier Trends and Statistics in Workplace Violence
- g. Year-End Pension Funded Status Update
- h. Q4 Summary, Investment Performance – Hub International
- i. Examples of Donor Impact: Video Expression of Thanks
- j. Hold the Date: Convocation Ceremony Dates June 2025

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.