



BOARD OF GOVERNORS MINUTES

Thursday, November 22, 2018, 2:00 – 6:00 p.m.

45 Lodge, LAB103, Upper Level, Waterloo Campus and
SCJ210, SC Johnson Building, Brantford Campus

Present: Jillian Swartz (Chair), Peter Ansley, Scott Bebenek, Tom Berczi, John Bowey, Mary-Louise Byrne, Michael Dell, Karljorgen Feuerherm, Cody Groat, Dave Jaworsky, Karl Kiefer, Lynda Kitamura, Paul Kwasnik, Scott Lyons, Deb MacLatchy, Sara Matthews, Shaun Miller, David Monod, Kristiina Montero, Patricia Polischuk, Michael Pryse, Joe Rooney, Joseph Small, Melanie Will, Klaudia Wojtanowski

Regrets: Mark Harris, Eileen Mercier, Bill Muirhead, Connie Palenik, Stephanie Ratza, Paul Singh

Secretariat: Anna Kornobis, Anne Lukin, Eryn Warner

A. Open Session

1. **Call to Order**, Jillian Swartz

The Chair acknowledged that the meeting was held on the Haldimand tract, the traditional territory of the Neutral, Anishinaabe and Haudenosaunee peoples.

- a. Declaration of Conflicts of Interest: None.
- b. Movement of Consent Items to the Main Agenda: None; approved/accepted as is.

2. **Chair's Report**, Jillian Swartz

The Chair commented on: a continued shift to strategic Board content, through agenda formation and increased use of the consent agenda, and through upcoming improvements to written briefing summaries; the official opening event for the Laurier Brantford YMCA on December 1; Board members invited to the 2018 Conference of Ontario University Board Members in Toronto on November 30th; Lazaridis Hall Building awarded Gold LEED certification for its sustainable construction and design; useful financial information in the DBRS Credit Rating Report, which raised Laurier's credit rating; and the planned transformation of the historic Lucinda House into a new, larger Indigenous Centre.

3. **Leadership Update**

- a. President's Report, Deb MacLatchy

The President commented: Laurier achieved a rating of # 1 in student satisfaction for comprehensive universities for the third year in a row in the annual Macleans survey, as well as ranking first in Student Life

Staff, Academic Advising Staff, Extracurricular Activities, Residence Living and Administrative Staff; Laurier's Edna Staebler Award for Creative Non-Fiction awarded to author Pauline Dakin for *Run, Hide, Repeat*; celebration of the International Migration Research Centre's 10th anniversary; the recent visit of a Chinese University Presidents' delegation; the special issue of Campus Magazine celebrating Laurier's commitment to Indigenization; senior searches underway for VP Research, VP Alumni and External Relations and upcoming for SEO, Brantford Campus.

In government relations, the President reported: participation by 25 Laurier students at Question Period at Queen's Park on Oct 2; that Laurier alumnus Peter Boehm was appointed to the Canadian Senate; participation by Maria Papadopoulos, director of government relations, at the Ontario Economic Summit; an announcement by the Ontario Minister of Finance of across-the-board spending reviews and likely further budget cuts for most ministries and agencies; and that the Council of Ontario Universities (COU) is forming an advocacy taskforce.

In strategic priorities, the President noted: information meetings across the University on the implementation of the Equity, Diversity and Inclusion (EDI) initiative, including the creation of a tenured faculty role (Senior Advisor, EDI) to be hired by July 2019, along with a new student-centered role earlier in the year; a working group led by Rob Gordon is addressing the province's mandate on freedom of expression; advocacy and information sharing continues with the government on Milton.

Board members also received a written update on activities and viewed a current recruiting [video](#).

- b. Senate Report, Mary-Louise Byrne
At meetings in September, October and November 2018, Senate received updates on the strategic planning process, implementation of the Statement on Freedom of Expression. They approved numerous curriculum changes; the tuition rate for the Masters of Computer Science program; and undergraduate academic dates for 2019-2020.
- c. Q and A on Reports of the Senior Executives
Board members requested more details from the VP, Student Affairs on the transition from the Behavioural Intervention Team (BIT) to Laurier Care and Support Team, the use of care teams and their role in early intervention, and the use of care report forms to share information on concerning behavior.

4. **Update on Laurier Strategic Plan Development**, Deb MacLatchy
The President presented an outline of the process and timeline for the development of the five-year strategic plan, including an update on the work of a Steering Committee. The consultation process is gathering feedback from across the University, to test the resonance of Laurier's mission, vision and values, and collect input on issues facing Laurier currently and aspirations for Laurier by 2030. The President noted that the Plan should be measurable, attainable but also aspirational, with decisions made to align with strategic goals. The goal is to have a draft plan ready for Board and Senate input by the end of 2018-2019.

Board members discussed: including local citizens in community consultation given concerns about the costs and reputational impact of large student events; whether the strategic plan will look at course delivery and the use of contract academic staff; that the strategic plan, once developed will inform the various constituent plans such as those for academics, research, Brantford and the campus master plans; planning for consultation with students as key stakeholders; and that there is already congruence between the various strategic plans currently in place, on which the strategic plan can build.

5. **Update on Milton**, Deb MacLatchy/Deborah Dubenofsky/Sandra Palmaro/Rob Gordon
The Board received a presentation on activities and advocacy since the government's October 23rd announcement that capital funding was cut for the three new planned campuses, including Milton, due to fiscal constraints. Discussion continues with municipal, indigenous and local partners as well as with the Deputy Minister. Laurier is moving ahead to determine how best to offer courses in Milton in the near term, to meet the need for PSE in the western GTA, to ensure a competitive advantage for Laurier and to build on existing partnership opportunities. Academic considerations include that STEAM and engineering, pending a business case analysis, remain the long term goal, while the Provost and deans consider what courses may be offered in the near future. Regular program approvals through Senate and the government will be maintained.
6. **Brantford Strategic Plan**, Heidi Northwood
The Board received a presentation outlining the recently developed strategic plan for the Brantford campus. Focus groups and wider consultation resulted in goals expressed in six key themes, with related indicators of success. These themes included: enhanced student experience; unique campus culture; differentiated and relevant academic offerings; vibrant research community; an identity as an innovative urban campus; and strengthened community relationships.

Board members discussed: praise for the research focus, especially for undergraduates; and how the Brantford campus is recovering from the loss of the concurrent education program, through diversification and flagship programs in criminology, game design and social work.

7. Update on Freedom of Expression, Rob Gordon

On August 31st, the province announced that all universities and colleges had to have a Freedom of Expression policy in place by January 2019; that the responses must address five key questions; and that going forward there will be annual reporting to the Higher Education Quality Council of Ontario (HEQCO). The government further stipulated that all student clubs which receive university funding must comply; and all guests to campus must comply. The definition of guest is still being determined.

Laurier's approach is to allow maximum free expression, while supporting marginalized voices. The University will respond to the government with the Statement Freedom of Expression combined with our existing policy framework. This approach is being used by other universities including the University of Toronto. In December, the Senate Executive and the Board Executive and Governance Committees will receive a full presentation on compliance and will be asked for endorsement for the planned approach on behalf of the governing bodies.

8. Reports from the Standing Committees of the Board

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

The Board received written summaries of presentations, discussion and motions at recent committee meetings.

b. Finance and Investments, Lynda Kitamura

1. Budget Process Update, Deborah Dubenofsky

Anticipating that universities may be impacted by provincial financial constraints in the future, Laurier is keeping spending in line with priorities and being strategic with expenditures. Staff will provide a preliminary budget at the February meeting with the goal of seeking final budget approval in April.

2. Internal Loans

Staff annually review the amount of funds being held for long-term requirements that are available in the near term to fund internal loans. The post-employment benefits reserve balance as of April 30, 2018 was \$9.6M. Staff also review interest opportunity costs and administrative costs and recommend an interest rate.

Motion (Peter Ansley/Michael Dell): That on the recommendation of the Finance and Investments Committee, the Board of Governors approve that the excess cash available for internal loans in '18/19 is \$9.6 million and the interest rate should be set at 3.75%. Carried.

3. Revised Statements of Investment Policies and Procedures (SIPP) for the University Endowment and Balsillie Endowment
The Investment Oversight Committee (IOC) has reviewed the asset mix and allocation ranges of the endowments for the University and the Balsillie gift. Their recommendation to increase investments in equities and reduce fixed income holdings is projected to increase the likelihood of these funds achieving their stated targets.

Motion (Tom Berczi/Shawn Miller): That on the recommendation of the Finance and Investments Committee, the Board of Governors approve the changes to the policy allocation ranges in Section V of the WLU Endowment Statement of Investment Policies and Procedures and the Balsillie Endowment Statement of Investment Policies and Procedures, as revised. Carried.

4. Tuition Fee Approval for Masters of Computer Science
Senate has approved a change to a cost-recovery model for the Master of Computer Science, with a proposed tuition rate of \$3,000 per course based on financial analysis. As a cost-recovery program, this change does not require MTCU approval and is not eligible to receive government grants.

Motion (Melanie Will/Klaudia Wojtanowski): That on the recommendation of the Finance & Investment Committee, the Board of Governors approve the \$3,000 per course tuition fee for the Master of Computer Science cost-recovery program offered online, effective January 1, 2019. Carried.

- c. Joint Finance and Investments and Pension, Lynda Kitamura
 1. Revised Statement of Investment Policies and Procedures (SIPP) for the Pension Plan
The Pension Plan SIPP requires annual review for legislative compliance. The proposed revisions for this year are housekeeping changes to section three based

on the most recent actuarial valuation.

Motion (Patricia Polischuk/Tom Berczi): That on the joint recommendation of the Finance & Investments and Pension Committees, the Board of Governors approve the WLU Pension Plan Statement of Investment Policies and Procedures, as revised. Carried.

9. **Opportunities for Non-Traditional Revenue Streams**, Rob Gordon
The Board received a presentation on opportunities for revenue generation in the face of constraints imposed by the current corridor model for provincial funding and the possibility of provincial grant cuts. Opportunities include on-line/distance learning; international growth; cost-recovery programs; research support funds; programs such as the Laurier Conservatory of Music and paramedic testing for first responders; and specialized training offerings across all faculties. Laurier's Resource Centre Management approach to budgeting is a catalyst for faculties to look at growing revenue opportunities.

Board members discussed: the ability to set tuition without government approval on cost-recovery and training programs; the ability for cost-recovery programs to produce revenue above expenses; comparative costs for in-person courses versus on-line students, noting that on-line courses carry development costs as well as requiring supports for students; the existing relationship and success rate of working with Keypath in the recruitment and marketing of on-line courses; risks associated with the growth of international enrolment, including sensitivity to student satisfaction and the additional supports required; the LEAF program delivering English proficiency programming in Brantford which generates \$100K profit annually; and that international enrolment overall at Laurier has experienced significant growth over six years, from 3.4% to 7.1% of total enrolment.

10. **Other Business:** None.

B. *In Camera* Session

Motion (Shaun Miller/Tom Berczi): to move the meeting *in camera*. Carried.

C. Consent Items

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

1. **Items for Approval**
 - a. Agenda^
 - b. Minutes, Board of Governors, September 13, 2018

- c. Workplace Violence Prevention Policy
Motion: That on the recommendation of the Human Resources & Compensation Committee, the Board of Governors approve Policy 7.18, Workplace Violence Prevention Policy, as revised. Carried.

2. **Items for Information**

- a. Employee Engagement Survey Launch
- b. Office of Dispute Resolution and Support Annual Report
- c. Capital Funding & Expenditures Update
- d. Sustainability Action Plan
- e. DBRS Credit Rating Report
- f. Mid-Year Pension Plan Funded Status Update
- g. Invitation: Laurier Brantford Y Official Opening December 1

Note: If you need assistance or have a question about these Minutes or the Board of Governors, please contact the University Secretariat office, by email to alukin@wlu.ca or 519-884-0710 x4291.