



## BOARD OF GOVERNORS MINUTES

Wednesday February 13, 2019, 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, Cody Groat, Mark Harris, Dave Jaworsky, Lynda Kitamura, Paul Kwasnik, Scott Lyons, Deb MacLatchy, Shaun Miller, David Monod, Kristiina Montero, Bill Muirhead, Connie Palenik, Jim Phillips, Patricia Polischuk, Stephanie Ratza, Karen Redman, Joe Rooney, Joseph Small, Melanie Will, Klaudia Wojtanowski

**Regrets:** Karljorgen Feuerherm, Sara Matthews, Eileen Mercier, Berry Vrbanovic

**Secretariat:** Anna Kornobis, Anne Lukin, Eryn Warner, Lauren Kelly

### 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 welcomed new Board members: Jim Phillips, appointed by the Martin Luther University College Board; Karen Redman, appointed by the Regional Municipality of Waterloo; and welcomed back Berry Vrbanovic, appointed by the City of Kitchener.

The Chair commented on participation by more than 2,000 individuals in on-line feedback for the Strategic Plan; and highlighted a student demonstrating Laurier's values of engaged learning: music therapy student Olivia Maveal was awarded the inaugural George Stroumboulopoulos Music Therapy Scholarship, in recognition of her volunteer work bringing music therapy to retirement homes and women's shelters.

3. **Leadership Update**

a. President's Report, Deb MacLatchy

The President provided a written report and also commented on: a story featured in the Record on Laurier's International Students Overcoming War, highlighting 14 refugee students currently studying

with full scholarships at Laurier; Laurier participation in International Day for Women and Girls in Science; Laurier chess team's strong showing in the 2019 Canadian University Chess championships and that Laurier will host the 2020 tournament; Brantford students organizing a Valentine's Day dance and brunch for seniors in long term care.

In government relations, the President commented on: the provincial government's announcement of a 10% reduction in tuition fees for domestic students in all provincial funding eligible undergraduate and graduate programs beginning in September 2019 and frozen for the 2020/2021 academic year; changes in eligibility for OSAP grants; and a new Ancillary Fee Classification Framework intended to permit students to opt out of some fees that have historically been mandatory. The President will be meeting with government officials in the Ministries of Finance and Training, Colleges & Universities, to find out more about government policies and how these might impact Laurier. In Milton, an MOU with the Town of Milton has been extended by both parties, extending the partnership focused on the development of a Milton campus.

The President also commented on: progress in the equity, diversity and inclusion (EDI) initiative, including the creation of student centres on both campuses focused on support, education and community-building; a new reporting structure in the Office of Dispute Resolution and Sexual Violence Support under the leadership of the University Secretary; the creation of a Senior Advisor role for EDI; and that the equity and accessibility team now reports to the AVP Human Resources & Equity.

b. Senate Report, Kristiina Montero

The Board received written summaries of the November 2018 and January 2019 Senate meetings; the Senate meeting scheduled in February was cancelled due to severe weather. An updated version of Policy 11.1, Establishment, Operations and Review of Research Centers, was approved by Senate; along with a number of curriculum changes from various Faculties.

c. Q and A on Reports of the Senior Executives

The Board received written reports from the Vice-Presidents and the SEO, Brantford. Members discussed: Waterloo Region included in the finals of the Smart City competition, which provides an international platform to promote the Region and its strengths; if recent tuition cuts will affect Laurier's budget, with more information provided under Item A.5.

4. **Update on Laurier Strategic Plan Development**, Deb MacLatchy  
The development of the Strategic Plan is currently in the consultation phase. Consultation is focused on what we need to think about to be ready for 2030. Early groups consulted have included retirees, management and senior leaders, and divisional councils, along with three 'world cafes' held in Waterloo and Brantford. A call for comments through the month of January garnered 2072 responses, with more than half of those coming from alumni. Prior to consultation, research and an environmental scan gathered data from enrolment services; sector data from other institutions; human resources on employee equity and engagement; and national student surveys.

Based on this input, a draft Strategic Plan is being developed this month. Looking ahead, the draft plan will be sent out for consultation. This draft will be provided to Senate and Board in April for feedback; with the goal of providing it for approval to Senate in May and to the Board in June.

Board members discussed: wanting to see more about how the various existing component strategic plans (Academic, Research, Campus Master Plan, etc) fit together; the level of involvement of the Board in developing the plan; that three external and four internal members of the Board serve on the Plan Steering Committee which is chaired by the President; that members of Board and Senate will have an opportunity for dialogue on the Plan at a joint dinner set for April 25<sup>th</sup>; that approval by both bodies is key to a successful plan; and finding the balance between practical and aspirational, visionary and grounded as well as academic and fiscal priorities.

5. **Update on Government Changes to Tuition, OSAP and Student Fees**, Deb MacLatchy/ Deborah Dubenofsky/ Rob Gordon  
The Board received a presentation on preliminary information provided by the provincial government on upcoming changes, as shared with the Laurier community in town halls in January. These include a 10% reduction in tuition fees for September 2019 and frozen for the 2020-2021 academic year; changes in eligibility for OSAP grants; and a new framework which will categorize some student fees as essential/mandatory and allow students to opt out of other fees.

While the impact varies somewhat from institution to institution, the 10% tuition reduction represents a 4% decline in revenue for the whole budget at Laurier, based on our present mix of students and programs. New base spending will need to be curtailed, with scarce resources committed to strategic priorities. The presentation included some modelling for 2019-2020 and 2020-2021 and outlined budget balancing options for next year. These include appropriations and internal loans to close a projected \$17.6M gap for 2019-2020. Opportunities for revenue growth were discussed.

The potential impact for enrolment is not yet known from proposed changes in OSAP from grants to more loans; a decrease in income threshold; and less

eligibility. Staff are still waiting to hear more from the government about student fee classifications as well, which will impact student governments' operations and student activities.

Board members discussed: that tuition reduction is a structural change which will have an impact over many years to come; whether student referenda to approve certain fees will be impacted by the new classifications; that staff are still waiting to hear more from the government on the current corridor approach to funding, as well as the future of strategic mandate agreements and how performance against metrics will affect funding; how/if these cuts to post-secondary education appeal to this government's base of supporters; potential impact from OSAP changes; that covering the projected budget gap due to cuts will come mostly from appropriations from the 2017-2018 surplus; that internal loans will also be used and this will limit the amount available to be loaned for projects or initiatives; how and when alternative revenues can be brought in stream; that each Vice-President will need to meet future needs within their existing budget envelope and that cost reductions will be actively identified and pursued; and that the Board approved capital priorities in principle last June and these will be reviewed in light of fewer resources.

6. **Student Survey Results/Rankings**, David McMurray

The Board received a presentation on positive results of recent national student surveys including: the National Survey of Student Engagement (NSSE); Canadian University Survey Consortium (CUSC) International Student Barometer (ISB) and the annual rankings by Macleans magazine. Laurier's performance in these surveys was compared favourably to other Ontario and Canadian institutions in the areas of student experience, supportive environment, student satisfaction and academic focus.

Board members discussed: changes in ranking for Laurier in experiential learning; the volatility in rankings from year to year in satisfaction; that Laurier has adopted a "circle of care" approach to address increased demand for student mental health services; that Laurier's incoming GPA average has been increasing; that Laurier ranked high in the ISB survey, noting that 7% of Laurier students are international; and how we can use these impressive survey results to market Laurier to prospective students and especially parents.

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

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

The board received written reports summarizing recent committee meetings.

b. Nominations, John Bowey

1. Call for Nominations

The chair of the Nominations Committee provided an update on current and upcoming vacancies. There are three current vacancies among Laurier's 34-member Board. Recommended candidates were submitted over a year ago for Lieutenant Governor in Council appointments which remain unfilled by the provincial government. There will be a few openings over the next couple of years among the Board-appointed Community at Large positions. These external positions play key roles in committee assignments and in leadership positions. The Nominations Committee has reviewed and revised the attributes that best support the work of the Board; a written Call for Nominations was provided which outlines the qualities and skills currently being sought. Forms to gather information from nominators and candidates have been developed. Candidates who are diverse in perspective and lived experience are encouraged, as well as those who have demonstrated leadership as champions for diversity. Board members are encouraged to put forward names of potential members.

8. **Enrolment Update**, Rob Gordon

This item was discussed during the *in camera* session.

9. **Other Business**: None.

--Break--

**B. In Camera Session**

**Motion:** 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, November 22, 2018
- c. Policy 6.1, Prevention of Harassment & Discrimination

**Motion: That on the recommendation of the Human Resources & Compensation Committee, the Board of Governors approve Policy 6.1, Prevention of Harassment and Discrimination, as revised.**

**2. Items for Information**

- a. Capital Project Close-Out Reports: Peters Building and Laurier-Brantford Y
- b. Confirmation of Statutory Remittances May–October 2018
- c. Capital Projects Funding & Expense Reports as of December 31, 2018
- d. 2018-2019 6-Month Fiscal Update
- e. Update on Equity and Diversity Initiative
- f. Update on Employee Engagement Survey
- g. External Debt Update
- h. Annual Ancillary Reports
- i. Research Funding Update
- j. 2018 Q3 Investment Performance Summary
- k. Provision for Adverse Deviation (Pfad): Update on Pension Funding Rules
- l. Utilizing the Consent Agenda
- m. Briefing Note Revised Template
- n. Board Candidate Nominator and Nominee Forms

*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](mailto:alukin@wlu.ca) or 519-884-0710 x4291.*