



BOARD OF GOVERNORS MINUTES

Thursday April 25, 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, Karljurgan Feuerherm, Cody Groat, Dave Jaworsky, Lynda Kitamura, Scott Lyons, Deb MacLatchy, Sara Matthews, Shaun Miller, David Monod, Kristiina Montero, Bill Muirhead, Connie Palenik, Patricia Polischuk, Joe Rooney, Joseph Small, Berry Vrbanovic, Klaudia Wojtanowski

Regrets: Mark Harris, Paul Kwasnik, Eileen Mercier, Jim Phillips, Stephanie Ratza, Karen Redman, Melanie Will

Secretariat: Ana Juhik, Lauren Kelly, Anna Kornobis, Anne Lukin

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 moment of silence was observed for the passing of Leanne Holland Brown, who had served as Laurier's Dean of Students, Waterloo.

- a. Declaration of Conflicts of Interest: None.
- b. Movement of Consent Items to the Main Agenda: None; approved/accepted as is. The Chair noted the items included for approval by consent.

Motion (Tom Berczi/Michael Dell): that the Board of Governors approve the Consent items listed for approval under Item C.1. Carried.

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

The Chair commented on: the cancellation of a dinner scheduled for tonight for members of Board & Senate to discuss the draft Laurier Strategy; a donor celebration on April 24th marking the close of the Catalyst Campaign which raised \$130M for Laurier initiatives and leveraged an additional \$137M in government support; welcoming Tony Araujo to the role of interim VP: Finance & Administration; welcoming Ana Juhik and Tameera Mohamed to the Secretariat team; Laurier's LaunchPad program receiving \$470,000 over five years to help Laurier students, alumni and community members create companies and social ventures as announced last week by Prime Minister Justin Trudeau in Kitchener; and Laurier Economics students winning the Bank

of Canada Governor's Challenge national competition for the second year in a row. Ms. Swartz also noted that the June Board meeting would be held in Waterloo.

3. Leadership Update

a. President's Report, Deb MacLatchy

The President provided a written report on recent activity and also commented on: Leanne Holland Brown's contributions and her impact on the Laurier community; that the joint Board/Senate dinner to discuss the Strategy will be re-scheduled; scholarships made available to students from war-torn countries by the student club Laurier International Students Overcoming War; Laurier being recognized as Canada's Top 100 Greenest Employees; executive leaders' work on priority projects; that the President will be leading the Milton file during this transition period; an alumni event hosted at Queen's Park on March 29; the search underway for the new senior advisor position for equity, diversity and inclusion; and interviews taking place for the Senior Executive Officer, Brantford.

Dr. MacLatchy also commented on the tabling of the federal and provincial budgets and their potential impact on Laurier. Federally: the establishment of a new federal training benefit and the targeted creation of 84,000 new student placements as well as funding to create new international educational opportunities. Provincially, early indications include that: under Strategic Mandate Agreement (SMA) 3, 25% of funding will be tied to metrics demonstrating employment outcomes and economic and community impacts; executive performance pay likely to be tied to these metrics; increased funding for facilities renewal in 2020-2021; a focus on sustainability; and concerns regarding faculty ability to draw pension payments and salary at the same time.

b. Senate Report, Sara Matthews

The Board received a written report on recent Senate activity. Dr. Matthews noted that Senate was cancelled in February due to severe weather, with items brought forward to March. Senate has reviewed the draft Strategy; and approved curriculum changes.

c. Q and A on Reports of the Senior Executives

The Board received written reports on activity within the portfolios of the senior executives. Board members discussed renovations to Market Square, now known as One Market, in Brantford. These include repairs to the roof and HVAC system, and renovations for five new classrooms and office space. With leases ending at two other buildings; some services will be centralized at One Market. Student space is anticipated to be ready for September 1st.

4. **Draft Laurier Strategic Plan**, Deb MacLatchy

The President presented on the draft Strategic Plan 2019-2024 provided to the Board. The draft plan includes a preamble to set context; notes Laurier's foundational vision, mission and values approved in 2008; and identifies critical enablers. Through extensive consultation, twelve themes were identified which were deemed to be important to Laurier from our current context through to 2030, clustered in the areas of thriving community, future-readiness and community impact.

This strategic plan will become the overarching guide to component plans (Academic, Research, Campus Master Plans, etc.). This plan is aimed at high level goals and priorities, with specific plans and metrics to follow for areas such as internationalization. Faculty-specific plans will be coordinated by the Provost.

A final draft of the Strategic Plan will be presented to Senate on May 22nd and the Board on June 6th. The Board discussed: that once the plan is approved, then specific goals will be set for the next five years to ensure that the Plan is achievable and measurable; how the results of the Employee Engagement Survey will be reflected in the Plan; how the plan will help support Laurier's reputation, particularly around large student events; faculty reaction to the draft plan; how to distinguish Laurier's approach from similar points in other institutions' strategic plans; that community is identified as an enduring trait at Laurier; how the draft might change between now and the final version to be seen in June; and, given that strategic plans are successful when all members of the community buy in to them, how to ensure integration of the entire Laurier community.

5. **Update Laurier Budget Planning Process**, Rob Gordon / Tony Araujo / Mary Anne Banks

The Board received a verbal update on the development of the annual operating budget for 2019-2020, which has been impacted by the timing of the provincial budget. Given the impact of recently announced tuition cuts, staff will propose using appropriations to achieve a balanced budget in 2019-2020. Projections for future years will be reviewed at the June Board meeting along with the proposed budget for next year.

6. **Update on Northern Initiatives and GNWT Partnership**, Rob Gordon / Kelly Munkittrick

The Board received a presentation on research initiatives and a successful decade-long partnership with the government of the Northwest Territories (NWT). This partnership, a differentiator for Laurier, has led to \$34M in operating and infrastructure funding. The goals of this program include expanding research capacity in the NWT, informing public policy

development and training highly qualified personnel (HPQ) to do research. In addition to funding, successes include 140 HPQ trained and actively working in research in the north, with 60 different projects now underway. A new partnership agreement for the next ten years is drafted and close to being signed. Board members noted a recent wlu.ca feature on water, and congratulated staff on achieving significant results in this area.

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 of recent discussion and recommendations by the committees. There were no questions.

b. Nominations, John Bowey

1. Officer and Chair Role Descriptions

Chair and officer positions are mandated by the Act and Board By-Laws but had not previously been clarified through job descriptions. Staff researched other universities and organizations and drafted descriptions for Laurier positions. These descriptions will help with succession planning and recruiting future leaders. It was noted that the traditional duties of Board secretary and treasurer are supplied by professional staff at Laurier; and that therefore these positions are described as advisory rather than hands-on.

Motion (John Bowey/Kristiina Montero): That on the recommendation of the Nominations Committee, the Board of Governors approve role descriptions for the Officers and Chairs of the Board and Standing Committees. Carried.

8. Other Business: None.

B. In Camera Session

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

C. Consent Items

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

1. Items for Approval

a. Agenda

b. Minutes, Board of Governors, February 13, 2019

c. Policy 7.1, Environment, Occupational Health and Safety

Motion: That on the recommendation of the Audit and Compliance Committee, the Board of Governors approve University Policy 7.1, Environmental/ Occupational Health and Safety, as revised.

- d. Policy 7.14, Indigenous Use of Traditional Medicines
Motion: That on the recommendation of the Audit and Compliance Committee, the Board of Governors approve University Policy 7.14, Indigenous Use of Traditional Medicines, as revised.

2. **Items for Information**

- a. KPMG External Audit Plan 2018-2019
- b. Capital Projects Funding & Expense Reports as of February 28, 2018
- c. Update on Sustainability
- d. 2018-2019 9-Month Fiscal Update
- e. Pension Plan Year-End Funded Status
- f. Introduction to Responsible Investing
- g. 2018 Q4 Investment Performance Summary
- h. Pension Plan Compliance Report 2018
- i. Imagine Canada Re-Accreditation
- j. Invitation to Participate in Convocation Spring 2019

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.