



## BOARD OF GOVERNORS MINUTES

Thursday, February 16, 2023, 2:00 – 6:00 p.m.

Virtual via Zoom

Attending: Paul Elliott (Chair), Royce Bodaly, Shelley Boettger, Pam Bryden, Kathie Cameron, Savvas Chamberlain, Simon Chan, Andrew Herman, Chantal Huinink, Abas Kanu, Mary Kelly, Lynda Hawton Kitamura, Lindsay Lawrence, Sarah Lewis, Kristine Lund, Deb MacLatchy, Shaun Miller, Avvey Peters, Jim Phillips, Patricia Polischuk, Marc Richardson, Joe Rooney, Ken Seiling, Rick Sterne, Cynthia Sundberg, Doug Treleaven, Tyler Van Herzele, Brandon Vale, Berry Vrbanovic

Regrets: Nasik Amanullah, Chinyere Eni-McLean, Eileen Mercier

Secretariat: Anna Kornobis, Anne Lukin, Parker Nicholls

### A. Open Session

1. **Call to Order**, Paul Elliott, 2:00 p.m.
  - a. Declaration of Conflicts of Interest: None.
  - b. Movement of Consent Items to the Main Agenda  
**Motion (Lynda Hawton Kitamura/Brandon Vale):** that the Board of Governors approve the Consent items listed for approval under Item C.1. **Carried.**
2. **Chair's Report**, Paul Elliott
  - a. Welcome to Incoming Board Members  
The Chair welcomed new municipal appointees Royce Bodaly (City of Waterloo) and Chantal Huinink (Region of Waterloo). He noted that faculty member Pam Bryden is stepping down from the Board.
3. **Leadership Update**
  - a. President's Report, Deb MacLatchy  
Deb MacLatchy highlighted several updates in her report to the Board, such as: the mask mandate; Budget Town Hall summary and feedback; government relations advocacy; awaiting for Blue Ribbon Panel to start their work, with no announcement to date; her visit to Ottawa around infrastructure needs and visa processing; and attending the Universities Canada Accelerate conference in Ottawa.
  - b. Q and A on Reports of the Senior Executives  
The Board received a written summary of work on key initiatives in the various portfolios. The Board discussed various student-focused topics

such as: student care supports, ongoing mental health challenges and strategies other than counseling; a systematic approach to wellness (e.g. recreation; counseling etc.); and the importance of having supports for Laurier's gender identity students.

c. **Report on Senate Activities**

Doug Treleaven provided an update on the last two Senate meetings and recent program approvals such as the Masters of Music.

4. **Academic Update: Faculty of Music**, Cynthia Johnston Turner

The Board received a presentation from Cynthia Johnston Turner, Dean, Faculty of Music, on new partnerships for Laurier Music and new developments for the Savvas Chamberlain Music Building renovations. The Board noted a great presentation and discussed the new partnerships, diversity initiatives, and exciting innovation in the music program; including the new entryway to the Waterloo campus and new programs; intersections between music and other faculties; genre-less music; and the ongoing conversations with social work and education.

5. **Strategic Accountability Report**, Deb MacLatchy

The Board received a written update on progress in various areas of the Laurier Strategy. The President highlighted the new format and noted that the next education session will be about the Strategic Plan and the context for 2023.

The Board discussed: the visual nature of the Strategic Plan, specifically how green circles indicate that everything is going well and not of concern, instead of what's not going well that the Board should be discussing (e.g. Strategic Academic Plan which has been a concern for a while and is now moving through this academic year; and how credential innovation needs more quantifiable information over the next 6 to 12 months; and that over 90% of students experienced experiential learning and how that is addressing the skill gaps identified by the community, noting that staff will report back on the impact of experiential learning at a future meeting. Furthermore, the Board discussed when the Strategy should be adapted to account for the turmoil over the past few years; and how the impacts of that turmoil will that be reflected in the update to the Board.

6. **Reports from the Standing Committees of the Board,**

a. **Q&A on Chair's Updates on Committee Activity**

There were no questions related to the written summaries of recent committee meetings.

b. **Audit, Risk & Compliance Committee**, Lynda Hawton Kitamura

1. **Policy 5.18, Fraud**

The current Policy 5.18 has been in place for a year. The Board received a brief update on the changes proposed to broaden the policy, including references to academic fraud and bribery.

**Motion (Berry Vrbanovic/Jim Phillips): that on the recommendation of the Audit, Risk & Compliance Committee, the Board of Governors approve Policy 5.18, Fraud, as revised. Carried.**

c. Finance, Investments and Property Committee, Jim Phillips

1. 6-month Fiscal Update 2022-2023, Zeynep Danis/John Fraser

The Board received a written summary of the consolidated operating and ancillary performance for the first six months of the fiscal year.

Zeynep Danis noted that the consolidated reports reflect an \$11M deficit to date, trending close to budget, but that staff are projecting a small surplus by year end. Staff note that reductions in expenses, such as savings due to a new Pension valuation, are expected to offset a revenue shortfall. The Board discussed: revenue shortfall and savings; considerations/budget discipline by the various heads of units (e.g., hold on discretionary spending to 97%; delays in hiring); and the difficulty of finding so many savings, with the hard work of the management team noted.

2. 2023-2024 Budget Planning Process Update, Heidi

Northwood / Lloyd Noronha

The Board received a budget planning process update and discussed: consideration to increasing non-tuition fees, even smaller increases (noting that the proposed non-tuition fees come to committee and Board in the March/April cycle); the rules and caps for non-tuition fees; expiry of collective agreements and inflationary and cost-of-living updates (more questions moving to the *in camera* session); how the Board gets a view to non-financial metrics (such as employee satisfaction and turnover, etc.); and given the importance of international recruitment within the Laurier strategy, an update on how that is going (more questions moving to the *in camera* session).

3. Research Funding Update Q&A, Jonathan Newman

The Board received a brief update on the current research funding environment at Laurier, noting that the pandemic impacted research with some faculty members struggling while others used the time to submit more grant applications. Currently, research revenue is growing at the same rate as pre-pandemic.

d. Governance Committee, Lynda Hawton Kitamura

1. Board By-Laws Review Process and Notice of Revision

The Board received a brief update on the broader Board By-Law revisions and notice of a proposed amendment to section 8, "Place of Meeting" to be brought to the April board meeting. The Board discussed the rationale for the proposed change; and including a sector scan during the review process.

7. **Other Business:** None.

**B. In Camera Session**

**Motion (Lynda Hawton Kitamura/Berry Vrbanovic): to move the meeting *in camera*. Carried.**

**C. Consent Items**

The following items are provided for approval or information. The Agenda, Minutes and items noted for Approval were approved by consent unless otherwise highlighted during Item A.1.b.

**1. Items for Approval**

- a. Agenda
- b. Minutes, Board of Governors, Nov. 17, 2022
- c. 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.**
- d. Lazaridis Gift Fund Statement of Investment Policies and Procedures  
**Motion: that on the recommendation of the Finance, Investments & Property Committee, the Board of Governors approve the Lazaridis Gift Fund Statement of Investment Policies and Procedures, as revised.**

**2. Items for Information**

- a. Ontario Auditor General's Value-for-Money Audit: Governance Process Update
- b. Upcoming Dates for Board Education & Events
- c. Audit Update: Direct Loans Audit
- d. Q3 Investment Performance Summary – HUB Proteus
- e. Donor Engagement: Thank You Note
- f. Streamlining Board Materials
- g. New Board Members

*Note: If you need assistance or have a question about this meeting or the Board of Governors, please contact the University Secretariat office, by email to [alukin@wlu.ca](mailto:alukin@wlu.ca).*