



# Board of Governors Meeting

Thursday April 21, 2022 - 2:00 - 6:00 p.m.

Senate and Board Chambers, Waterloo



## BOARD OF GOVERNORS AGENDA

Thursday April 21, 2022, 2:00 – 6:00 p.m.

Senate and Board Chambers, Waterloo Campus

### A. Open Session

1. **Call to Order**, Lynda Hawton Kitamura, 2:00 p.m.
  - a. Declaration of Conflicts of Interest
  - b. Movement of Consent Items to the Main Agenda  
**Motion: that the Board of Governors approve the Consent items listed for approval under Item C.1.**
  
2. **Chair's Report**, Lynda Hawton Kitamura, 2:05 p.m. (5 min)
  
3. **Leadership Update**, 2:10 p.m. (10 min)
  - a. President's Report\*, Deb MacLatchy Page 5
  - b. Q and A on Reports of the Senior Executives\* Page 8
  - c. Report on Senate Activities\* Page 20
  
4. **Strategic Accountability Report\***, Deb MacLatchy, 2:20 p.m. (15 min) Page 21
  
5. **Reports from the Standing Committees of the Board**, 2:35 p.m. (65 min total)
  - a. Q&A on Chair's Updates on Committee Activity\* (5 min) Page 34
  
  - b. Finance, Investments & Property Committee, Jim Phillips  
    1. 2022-2023 Budget (Operating, Ancillary & Capital) Approval\*, Tony Vannelli / Lloyd Noronha, (50 min) Page 41  
(Opportunity for in camera discussion)  
**Motion: That on the recommendation of the Finance, Investments & Property Committee the Board of Governors approve the 2022-2023 operating and ancillary budget, as proposed.**
  
  - c. Governance Committee, Cynthia Sundberg (10 min)
    1. Format and Guidelines for Future Meetings
  
6. **Other Business**  
  
--BREAK--3:40 p.m. (10 min)

### B. In Camera Session

**Motion: to move the meeting *in camera*.**

### C. Consent Items

*The following items are provided for approval or information. The Agenda, Minutes and items noted for approval will be approved by consent unless otherwise highlighted during Item A.1.b. (Consent material posted as separate agenda package unless otherwise noted)*

#### 1. Items for Approval

- a. Agenda
- b. Minutes, Board of Governors, February 10, 2022\*
- c. Policy 7.13, Contract Labour^  
**Motion: That on the recommendation of the Audit, Risk and Compliance Committee the Board of Governors approve University Policy 7.13, Contract Labour, as revised.**  
  
**Motion: That on the recommendation of the Audit, Risk and Compliance Committee the Board of Governors delegate the approving authority of Policy 7.13, Contract Labour, to the President.**
- d. Policy 5.16, Enterprise Risk Management^  
**Motion: That on the recommendation of the Audit, Risk and Compliance Committee the Board of Governors approve University Policy 5.16, Enterprise Risk Management, as revised.**
- e. Policy 7.18, Prevention of Workplace Violence^  
**Motion: That on the recommendation of the HR Committee the Board of Governors approve University Policy 7.18, Prevention of Workplace Violence, as revised.**
- f. 2022-2023 Non-Tuition Fee Report^  
**Motion: That on the recommendation of the Finance, Investments & Property Committee the Board of Governors approve the 2022-2023 Non-Tuition Fee Report, as proposed.**
- g. Proposed Guidelines for Recognition of Outgoing Board Leaders and Members^  
**Motion: That on the recommendation of the Governance Committee, the Board of Governors approve the proposed guidelines for the recognition of excellence among Board and Committee leaders, and the recognition of outgoing members as they complete their terms.**

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- h. Procedures for Search review of Senior Executives\*

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**Motion: That on the recommendation of the Governance Committee, the Board of Governors approve the Board-Approved Procedures for Searches and Reviews of Senior Administrators as revised, as revised.**

2. **Items for Information**

- a. 2021-2022 9 Month Fiscal Update^
- b. KPMG Audit Planning Report^
- c. External Debt Update^
- d. Year-End Pension Funded Status Update^
- e. Q4 Investment Performance Summary – Proteus^
- f. Pension Plan Annual Compliance Report^
- g. Bio: LGIC Appointee Celina Corner^
- h. Hold the Date: Spring 2022 Convocation Ceremonies^

\* Materials Attached

~ Presented during the Meeting

^ Materials released in separate consent package

*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).*

# Board of Governors

## President's Written Report

April 21, 2022

\*Meetings marked with an asterisk held virtually.

- \*On Feb. 11, Dr. MacLatchy gave remarks and recognized the accomplishments of Laurier's staff and faculty during the Celebrating Laurier Achievements showcase.
- \*On Feb 15, Dr. MacLatchy attended the monthly meeting with Laurier's Graduate Student Association.
- On Feb.17, Dr MacLatchy, WLUSU president Pegah Jamalof, GSA president Alishau Diebold, and Waterloo Dean of Students Kate McCrae Bristol handed out treats to welcome students back to the Waterloo campus and to celebrate Random Acts of Kindness Day.
- On Feb. 25, Dr. MacLatchy gave remarks at the annual Brantford/Brant Chamber of Commerce MP/MPP Breakfast. Dr. Heidi Northwood also attended the event.
- Also on Feb. 25, Dr. MacLatchy hosted a tour of the Brantford campus with Brantford-Brant MP Larry Brock and met with Brantford-Brant MPP Will Bouma at his constituency office. She was accompanied by Madison Cox, Chief of Staff and Director of Government Relations and Dr. Heidi Northwood.
- \*On March 4, Dr. MacLatchy attended the International Women's Day Breakfast hosted by Waterloo Regional Chair, Karen Redman.

- \*On March 7, Dr. MacLatchy gave the keynote address at the Laurier International Women's Day Luncheon co-hosted with the International Women's Forum. The theme for this year's event was *Celebrating Women in the Arts*.
- \*On March 9, Dr. MacLatchy chaired the Universities Canada Governance Committee meeting.
- On March 10, the president met with the International Students Overcoming War student leaders for an update on the organization's work.
- \*On March 11, Dr. MacLatchy attended the joint meeting of the COU Executive Heads and Council of Chairs (of the University Boards of Governors). On the agenda was pre-election advocacy, including a panel discussion with government experts and observers.
- \*Also on March 11, the president gave remarks at the awards ceremony for the Academic, Creative and Engaged Research showcase (ACERS).
- \*On March 15, the president had her monthly meeting with the Laurier Students' Union.
- Also on March 15, Dr. MacLatchy had her monthly meeting with the Graduate Student Association (GSA).
- \*On March 18, the president participated in the COU Executive Heads meeting.
- \*On March 25, the president attended a COU Executive Committee meeting.
- On March 29, the president hosted the winter term Laurier Senior Leadership Retreat, which included presentations and updates on the Future of Work from CHERO Pam Cant; Academic Planning from Provost and VPA Tony Vannelli; the Future of Student Experience by VP Student Affairs, Ivan Joseph; and Internationalization from SEO: Global Strategy (and SEO: Brantford),

Heidi Northwood. A next-steps workshop to summarize the day was facilitated by Jonathan Newman, VP Research. The retreat also included a panel discussion on the Future of Higher Education in Canada with Laurier alumnus Darrell Bricker, CEO IPSOS Canada; Sean Speer, Senior Fellow: Munk School of Global Affairs and Public Policy, and Senior Fellow, Public Policy Forum; and Beth Palmer, Senior Consultant, Earncliffe Strategies. The panel was moderated by Dr. MacLatchy.

- On March 30, the president and Ivan Joseph participated in the annual Iron Chef competition with the Wilfrid Laurier University Students' Union at the Fresh Food Company dining hall on the Waterloo Campus.
- On April 4, Dr. MacLatchy attended the Laurier Athletics banquet and gave remarks.
- \*On April 7, the president chaired the Ontario University Athletics (OUA) Board of Directors meeting.
- \*On April 8, Dr. MacLatchy attended the Council of Ontario Universities Meeting of Council.
- \*On April 13, the president gave a lecture as part of the Laurier-Milton Public Library Milton Lecture Series. Titled *Partnering for Planetary Health: All Roads Lead to Milton*, the lecture focused on Dr. MacLatchy's research on fish and aquatic health and Laurier's vision for the Milton campus.
- On April 20, Dr. MacLatchy participated in the graduation celebrations on the Brantford campus for the class of 2020 and class of 2021 who did not have in-person convocation due to the pandemic.



## Ivan Joseph

Vice-President: Student Affairs

### 1. Ancillary Services

- Residence
  - occupancy has held through winter term despite some attrition from fall term and in January which was offset but some students moving for just winter term.

### 2. Athletics and Recreation

Peter Baxter will be retiring after 23 years as the Athletic Director. A celebration is planned in the coming months and will be announced shortly.

Recreation, Intramurals, Clubs, Aquatics

- Condensed intramural season – approx. 3000 students participated in winter programs.

Interuniversity Sport

- Kent Goni (Men's Swimming) won 3 medals (2 silver and 1 bronze) at the OUA Championships – he also qualified for U Sports Nationals in Quebec City.
- Men's and Women's Curling repeat as OUA Championships.

Laurier Brantford

- Women's Varsity Indoor Soccer team made provincials for the first time since we started the team in 2018.
- Kara Hughes was awarded The Phyllis Gretzky Memorial Award for Female Youth Leadership.

### 3. Office of Student Affairs

- Currently negotiating 5 Operating Agreements with Student Unions and key student groups.
- Special Constables Advisory Committee
  - Halfway through review, anticipated end date of May 2021
- SA Strategic Plan
  - 1<sup>st</sup> stage (planning) complete. Moving on to phase 2 (stakeholder engagement)

### 4. Teaching & Learning

Accessible Learning

- On March 14, the Ontario Government announced \$16 million in one-time AFSD funding for Ontario colleges and universities. Laurier's share is \$364,626.

Experiential Learning Career Development

Community & Workplace Partnerships (CWP)

- Fall evaluation data from students shows that 97% of respondents had a positive overall experience and 96% felt that the experience meaningfully contributed to their learning or growth.





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### Co-op

- Co-op staff have been welcoming students back to campus throughout March with in-person sessions on creating targeted application documents and preparing for interviews, cover letter clinics and one-on-one job search appointments.
- Karen McCargar, Director of Co-operative Education & Workplace Partnerships, will be retiring late this summer after 40 years of working at Laurier.

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### Jonathan Newman

Vice-President: Research

1. February and March 2022 mark a busy period for SSHRC competition deadlines. Laurier scholars submitted 2 Connection Grant, 4 Partnership Grant (stage 1), 5 Partnership Engage Grant, and 23 Insight Development Grant (IDG) applications. Notably, this is the largest number of IDG applications that Laurier has ever submitted. The results of these competitions will be announced in Spring 2022.
2. The Office of Research Services has launched a Community of Practice (CoP) for Laurier's Research Centres and Institutes to facilitate opportunities to share best practices, discuss operational challenges, and increase inter-Centre/Institute engagement to foster research collaboration. CoP Initiatives will include:
  - Teams Group/Channels for Centre Directors and administrators
  - Workshops/seminars
  - Roundtable discussions
  - Social/informal events
  - An online repository of resources relevant to Centre operationsLonger-term, the aim is to identify research synergies across Centre mandates and encourage collaboration across student initiatives, outreach events, and research partnerships with industry and the public sector.
3. [Stephanie DeWitte-Orr](#) (Faculty of Science) has been named the 2022-2023 recipient of the University Research Professor (URP) award. The URP is intended to recognize outstanding faculty members who have achieved a continuous record of scholarly excellence over an extended period and will provide Dr. DeWitte-Orr with a \$10,000 research grant and a two-course remission over the next year.
4. March 4, 2022 was the third season launch of the *Get to Know* interview series. This new season will see me sharing the host's seat with Laurier's research theme ambassadors, who will take turns interviewing their fellow faculty researchers. Faculty members will have an opportunity to share their origins, personal triumphs, and their latest findings, among other illuminating topics. Season three will take place each Friday over lunch hour from March 4 to April 8 as half-hour Zoom sessions. Those interested can register [here](#).

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### Jason Coolman

Vice President: Advancement and External Relations

### Alumni & Community Engagement

#### Toast to the Graduating Class of 2022

[Toast to the Graduating Class](#) events were held in person on our campuses with over 600 graduating students attending. Proudly sponsored by the Wilfrid Laurier University Alumni Association and our alumni



affinity partners, events took place in Brantford on March 31 and in Waterloo on April 5. **Toast to the Graduating Class** offers an opportunity for graduating students to come together, celebrate their achievements, and for the alumni association to welcome and toast our newest graduates.

### **Convocation**

Plans are underway for celebrating our 2020 and 2021 graduates, as well as our spring 2022 graduates. At this point, we are planning celebration ceremonies for our 2020 and 2021 graduates to take place in Brantford on April 20 and in Waterloo from April 27 to 29. Our spring 2022 convocation ceremonies are planned to take place June 3 in Brantford and June 13 to 17 in Waterloo. For more information and for updates, visit the [student website](#).

### **Savvas Chamberlain Music Building groundbreaking**

A ceremonial groundbreaking of the Savvas Chamberlain Music Building will take place on April 21. This invitation-only, in-person celebration will provide an opportunity to thank our lead donors and to celebrate this important milestone for Laurier and its Faculty of Music.

### **External Relations**

#### **Integrated Communications**

The communications team focused on strategic storytelling including features and stories celebrating Black History Month, the International Day for Women and Girls in Science, and profiling Laurier's McCall MacBain Regional Award recipient. The team promoted a variety of research, departmental and university events, supported "sprummer" registration and shared supports for the Laurier community in response to Russia's invasion of Ukraine.

In addition to nine news releases, direct media pitches and more than 19 feature stories and spotlights produced for the website and social media, the team responded to a high number of media requests. There were approximately 668 articles and broadcasts mentioning Laurier in February.

Highlights include: CBC Radio and television across the country, National Geographic, NBC News (Geography Professor Robert McLeman speaks about a United Nations' climate change report chapter he co-authored); CTV Kitchener, Edmonton, Ottawa, London and Windsor (Kinesiology Professor Margaret Schneider comments on supports for children with autism); Maisonneuve Magazine (Economics Professor Christine Neill comments on student debt); Toronto Star (Community Health Professor Janet McLaughlin comments on fatalities among migrant workers; op-ed by President and Vice-Chancellor Deborah MacLachy for the International Day for Women and Girls in Science; Political Science Professor Debora VanNijnatten speaks about oil and gas projects and climate change goals; Geography Professor Robert McLeman speaks about RinkWatch research; Finance Professor William McNally speaks about banks freezing the accounts of Ottawa protesters); Vancouver Sun (Criminology Professor Tarah Hodgkinson speaks about a rise in crime in Vancouver during the pandemic).

### **Issues Management**

External Relations worked closely with the City of Waterloo, WRPS and other community partners to actively discourage unsanctioned street gatherings in the leadup to St. Patrick's Day. Media interactions were limited to commenting only in collaboration with partners. There was a strong social media campaign prior to March 17, including encouraging students to "Think Again", "Keep it Small, Keep it Safe", "Look



out for each other” and reminding them that “Unsanctioned gatherings are dangerous” and “March 17 is a regular school day.” Social content was co-created with students. The team also supported the four-stage return to campus with communications to inform our community about provincial government guidance regarding vaccination and masking and prepared Laurier’s response to the Russia-Ukraine conflict with a focus on supporting impacted students.

On April 18, Deirdre Healey will join External Relations as Director, Communications and Issues Management. Previously manager, external communications at the University of Guelph, Deirdre brings more than 10 years experience in communications and the post-secondary sector.

## Marketing

### *Digital Marketing Campaign – Undergraduate Recruitment:*

The final phase of this year’s undergraduate recruitment paid digital advertising campaign launched in February and runs until the June 1 confirmation deadline. The objective of this phase is converting students to accept their offers to Laurier. Paid media includes channels that continue to deliver successful results: search, social and display on key platforms including Google, YouTube, Instagram, Facebook and TikTok. The longest phase of the campaign, there are three waves of creative, featuring a mix of peer-to-peer student messaging and reputational proof points, tied together in the “inspired. together” creative platform.

### *Reputational Research:*

The first phase of the institutional reputational research study, focused on qualitative insights, wrapped up in March. Our research partner, The Strategic Counsel, led an environmental scan of industry learnings and existing insights and led one-on-one interviews with approximately 25 internal Laurier leaders (administration, faculty and student leaders) and 45 external stakeholders (including leaders and/or partners in industry, community organizations, higher education, etc.). Based on these early insights, the team is developing questionnaires to validate learnings in the second phase planned for late April and May. This quantitative phase will invite stakeholders across multiple audiences to participate in online surveys, targeting approximately 5,000 participants. The results and recommendations from this research study are expected in mid-2022.

## Digital Experience

In partnership with the Strategic Initiatives team, Digital Experience launched a new website for [Laurier’s Innovation and Entrepreneurship strategy](#). The site enables community awareness and engagement with the project through the promotion of upcoming focus groups, surveys and an online form. It will also be a space for the entire Laurier community to access updates as the strategy progresses.

## Fundraising

As of Feb. 28, 2022, we have raised \$4,256,539 (65%) of our \$6.5-million goal. This money has been raised from 2,745 donors (83%) of the 3,326 donors we expect to have by fiscal year end. Major Gift fundraisers are actively working to close the fiscal year on goal and target.

## Fundraising Case Design

Fundraising Case Design work that includes draft themes and priority projects is being reviewed by ELT and senior leadership. Leadership and prospects are being identified to assist with testing and socializing draft case, strategy, plan and tactics for the next four months.



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### The Micheál J. Kelly Fund

As Dean Micheál J. Kelly's term nears its end on June 30, 2022, the Lazaridis School of Business and Economics is pleased to announce the creation of the Micheál J. Kelly Fund to honour Dean Kelly. This fund will support Lazaridis School students with the costs associated with participating in transformational and innovative learning opportunities outside of Ontario, such as case competitions, co-op opportunities and other key experiences. To learn more and to make a gift, visit [here](#).

### The Peter Baxter Future Leaders Scholarship

Peter Baxter has served as Laurier's director of Athletics and Recreation for more than 23 years, working tirelessly to grow programs, the development of well-rounded student-athletes, and a vibrant culture of student wellness. He will retire this spring. To honour Peter's legacy at Laurier, we are raising funds to establish a named scholarship, with first preference to support an Indigenous student-athlete. To learn more and to make a gift, visit [here](#).

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## Lloyd Noronha

Vice-President: Finance & Administration

### 1. Ancillaries Update

#### *Campus Stores*

- recent changes have been implemented to the organizational structure that creates new lines of accountability for daily store operations vs procurement/purchasing strategies for the various product categories. These changes started at the management level and have transcended to the rest of the full time employees
- preparing for year end, spring term course material order fulfillment as well as the support needed for Convocation

#### *Food Services*

- activity returning in person has had a very positive impact on daily operations, which is very favourable
- continue to struggle filling all staffing roles which has had a negative impact on the number of retail outlets that are open this term
- confidence that this will be overcome before fall semester

#### *Printing Services*

- custom print work has returned and is well on track for pre-pandemic levels however the fleet copiers (RICOH) have experienced lower volumes than originally targeted due to remote work continuing much longer than originally expected

#### *Mail & Distribution*

- amazing campus contributions from this team supporting the return to in person teaching and work with distribution of RAT kits & N95 style masks
- tremendous uptake and customer satisfaction with the digital locker program for student parcels on both campuses which has exceeded expectations and will lead to more development this coming year



### *Conference Services*

- plans have been developed to restart this department after two years of very low activity, signs are promising for summer activities

## **2. Budget & FSP Update**

Under the leadership of the Provost and the VP Finance & Administration, the 2022/23 budget process is delivering a balanced budget recommendation to the Board prior to the new fiscal year. The budget incorporates revenue generation strategies and budget savings at approximately 1% overall institutional target. The 2022/23 proposed budget includes components introduced with the FSP, such as identified contributions to reserves from both the operating and ancillary services funds and a capital budget (subject to funding). Upcoming phases of the FSP will be the development of a multi-year reserve and debt strategy, and focus on financial health indicator projections and strategies.

### Chrome River

A new electronic expense management system, Chrome River Expense, was implemented in February for Laurier faculty and staff. The new system integrates fillable expense claim forms into one streamlined online process and provides users the ability to enter expense claims using desktop or mobile device, easily attach electronic receipts, and track their expense claims from submission to payment or reconciliation. So far over 400 users have been trained, and 350 users have successfully submitted 476 expense claims. The team continues to provide training sessions and support while working through final enhancements. More training sessions have been added for April to ensure users are supported.

### Fraud Risk Mitigation

Efforts on mitigating and monitoring fraud risks continue across a number of departments with collaboration between ICT and Financial resources. With the introduction of the Fraud Policy in Spring 2021, the obligation for members of the Laurier community to mitigate and report on potential or actual instances of fraud were articulated. Since then, financial resources has worked with a number of departments to establish methods of monitoring and communicating risks that are common to their areas, and build capabilities to identify emerging themes or trends in their risk landscape. The work to mitigate fraud risks will continue to evolve.

## **3. Campus Operations and Risk Management Update**

Unsanctioned Public Gathering – St. Patrick’s Day 2022 - The St. Patrick’s Day Plan and risk management strategies developed jointly with our community partners was very effective in reducing the attendance on EZRA Ave. The overall attendance dropped from a high of 30,000 in 2019 to an estimated 4,000 gathering which occurred on Marshall St. The risk management strategies were successful in disbursing the parties and gatherings across the university district which permitted community partners to respond to each instance in a much more effective manner.

Fleet Management Program - In collaboration with FAM, the Enterprise Risk and Insurance Office is developing a Fleet Management Protocol to provide guidance and promote accountability with key stakeholders in the university who have fleet vehicles and drivers. The objective of the protocol is primarily to ensure appropriate licensing for drivers and vehicles as well as satisfying the risk control



measures recommended by our insurer. Following a consultation period this spring, the protocol is anticipated to be in place for the Summer 2022 insurance renewal process.

#### 4. Facilities and Asset Management (FAM) Update

- Tendering of the subcontract work for the Savvas Chamberlain Music Building is ongoing, with two of the five tender packages closed and the third out for tender now. Shop Drawings for long lead-time items such as mechanical equipment is well underway. The building permit is still pending, therefore the site mobilization work scheduled for March has been pushed until late April. Exterior demolition and excavation will begin on May 2<sup>nd</sup>. The project is on schedule for a fall 2023 completion.
- The Milton Campus Master Plan is nearing completion and will go to the Board of Governors in the May/June cycle.
- The Capital Planning Process has been successfully implemented for 2022-23 with the facilities capital budget coming to the Board of Governors with the operating budget in the March/April cycle.
- Alumni Field project was awarded to Ritchfield Inc. on March 18<sup>th</sup>. Ritchfield's bid price was on budget and the project is proceeding. The site alteration permit is currently under review with the city. Minor geotechnical/soil reviews will be completed throughout April, with the main construction beginning on May 2<sup>nd</sup>. The project is on schedule and expected to be completed in late fall of 2022.
- One Market upgrades underway. Dalhousie Street doors expected to be completed by mid April, but will not open until end of May once further refresh work is completed. The Atrium upgrades (painting, millwork and flooring) are expected to be completed by mid April. Signage work to be completed April 15-30 (interior and exterior). Removal of two concrete planters will take place April 15-30. Exterior work to occur May 1-30, including painting and lighting. The doors for Dalhousie Street can re-open upon completion.

#### 5. Information and Communication Technologies (ICT) Update

Following the successful rollout of Multi-Factor Authentication (MFA) to Laurier faculty and staff in June 2021, ICT has turned its attention to the rollout of MFA for students. Enabling MFA assists with improving security posture by providing an additional layer of security to accounts by requiring two pieces of information in order to use key applications that access and store Laurier information. As such, enrolling in MFA is a top priority for ICT this spring.

A robust communications campaign was launched in an effort to promote enrolment. The timing of the MFA rollout was determined in collaboration with other student-facing units and stakeholders throughout the university.



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**Anthony Vannelli**

Provost & Vice President: Academic

**Milton Academic Planning**

- Preliminary new program development documents (Statement of Intent) as well as the appropriate curriculum change documentation for existing programs that will be offered in Milton will be coming through governance processes starting this term. The current focus is on 24/25 launch year programs, but there is a lot of work underway on programs for the subsequent years. Program developments for 2025-2026 will start formally in the fall.
- A call for other new program ideas for Milton and a call will go out to the deans of all Faculties in the summer of 2022.
- A proposal to create a School of Engineering (to be housed within the Faculty of Science) will come through governance processes in the coming months.

**Enrolment Services**

- The UG Admissions Office is working diligently to ensure qualified applicants are receiving offers as quickly and efficiently as possible. From now until June 1st, our Enrolment Services team together with faculty and administrative partners will continue working hard to convert the applications to confirmations by the provincial deadline.
- Our annual Spring Open Houses were held earlier this month serve a critical role in our institutional conversion strategy. Through an integration of communication technologies and systems we hosted a high-impact, high-quality series of events on an event platform called Acadiate.
- The deadline for all non-Ontario direct from high school applicants is April 1st so the team continues to be in both recruitment and admissions mode at this time

**Inclusive Excellence**

- Many committees are currently interviewing, with one at the offer stage. Boyden has put additional advertising and outreach effort towards Music, Physical Education, Biology/Chem/Geography & Environ Studies and Religion & Culture.

**Senior Search Update**

**Lazaridis School Dean Search**

- In fall 2021, Laurier began a search process for the next Dean of the Lazaridis School of Business and Economics. As per University procedures, a search committee was established to recommend a dean. The search committee has undertaken the search effort with a high degree of commitment.
- After careful consideration, the search committee has made the decision to not bring forward a recommendation at this time and is choosing to remain in progress by continuing the search. We want to thank the community for your engagement in the search process to date.



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### AVP: Academic Search

- The search committee for the AVP: Academic will be meeting at the end of this month to review the long list of candidates.

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### Heidi Northwood

Senior Executive Office, Brantford Campus

#### Key/Strategic Activities

1. One Market Renovation and Animation
2. Brantford 5000 Facilitation
3. Community Research/Innovation Hub
4. Campus Partnerships & Community Outreach

#### 1. One Market

- RFP out in order to engage architects/engineers for next step of Cultural Hub planning (transformation of three movie theatres into mid-sized performance space and art house movie theatre)
- Business plan development for General Store & Street Food Market with external consultant. Reports to One Market Planning Steering Committee
- Space planning for Wilfrid Laurier International College being facilitated.
- Level One Lounge, funded by Student Life Levy, further fitted out.
- Low-Cost refresh of lobby and Market/Dalhousie entrance underway. Completion scheduled for April 2022
- Tenant Policy Principles developed and under review.
- Library relocation into One Market remains top priority.

#### 2. Brantford 5000 Facilitation

- Advocacy for provincial funding for BEd seats in Brantford ongoing.
- Work with Six Nations Polytechnic on potential partnership ongoing.
- Computer Science minor for Brantford campus Fall 2022 approved by Senate.

#### 3. Community Research/Urban Innovation Hub

- MOU developed between City and Laurier in preparation for March 1 Committee of the Whole and City Council March 22.
- LaunchPad regular programming for students and community ongoing with 8 projects; LaunchPad Connect ongoing; Further differentiation of LaunchPad Brantford developed through social innovation.

#### 4. Campus Partnerships and Community Outreach

- Member of Community Committees/Task Forces:
  - Brantford Brant Drug Strategy Committee
  - Brantford Community Safety and Well-Being Advisory Committee
  - Brantford Downtown Improvement Task Force (and Laurier representation on all working groups)





- Downtown Experience Coordinator planning one major event for March: ‘Winter’s A Drag’. Ice skates purchased for Student Skating Library
- Relationship development with community, various levels of government, industry and PSE partners ongoing: Federal and Provincial members of parliament, City of Brantford Mayor and CAO, City Councillors, all City Managers, City’s Economic Development & Tourism Office, Chamber of Commerce, Rotary Clubs, Lansdowne Children’s Centre, YMCA, Conestoga College, Six Nations Polytechnic, Enterprise Brant, Arts Organizations (Stage 88, Sanderson Theatre, Glenhyrst Art Gallery), Woodland Cultural Centre, Friends & Neighbours

### Senior Executive Officer, Global Strategy

#### Key/Strategic Activities

1. Develop Internationalization Strategy
2. Support institutional internationalization across the university

#### **1. Develop Internationalization Strategy**

- Internal (and external) consultations with deans, faculty and staff regarding Internationalization *at Laurier* ongoing
- Internal analysis of market analyses from external consultants regarding in-demand graduate programs. Internal conversations to select priorities.
- Two update presentations to Cabinet
- Strategic themes, research with international reputation and core values developed in draft form

#### **2. Support institutional internationalization across the university**

- Internal and external conversations/conversations on-going
- Gaps identified regarding graduate admissions processes
- Inventory of existing international activities progressing
- Partnership vetting process under review
- Articulation agreement with IKGPTU for pathway into Computer Science at Laurier (as outlined in MOU) being developed
- Conversations continue to deepen relationship with University of Sussex (Education, Development Studies, Business, Faculty/Staff/Student mobility, etc.
- Exploration of partnership with American University of the Caribbean
- Exploration of partnership with Global Business School
- Exploration of Visiting Chinese Scholar in Residence
- Internationalization Coordinator position posted



**Pamela Cant**

Chief Human Resources & Equity Officer

**Vaccine and Mask Requirements for Employees**

Laurier [announced](#) on March 22, 2022 that we will pause our proof of vaccination and mask requirements beginning May 1. This announcement is consistent with the approach being taken by other universities including University of Waterloo and University of Guelph and contingent on continued positive conditions in key public health indicators. We have advised our community that should these recommendations change, vaccination and mask requirements can be brought back on short notice.

Laurier is strongly encouraging students and employees to remain up-to-date with their COVID-19 vaccinations, including third and fourth doses as recommended by public health, so that their work or study is not disrupted should our requirement for proof of vaccinations be reinstated. Continued use of masks in indoor spaces is recommended and supported.

As part of Laurier's mandatory vaccination policy implementation, employees who were non-compliant with the mandatory vaccination policy were placed on a temporary unpaid leave of absence. These employees will be permitted to return to in-person work commencing on May 1<sup>st</sup>.

**Disconnecting from Work Legislation**

As a requirement of [Bill 27, Working for Workers Act](#), employers with 25 or more employees are required to develop and distribute to its employees a written policy around disconnecting from work. The written policy on disconnecting from work must apply to all of the employer's employees in Ontario. This includes all staff, faculty, management and executives - anyone who is an employee under the ESA.

The term "disconnecting from work" is defined in the ESA to mean not engaging in work-related communications, including emails, telephone calls, video calls or sending or reviewing other messages, to be free from the performance of work. However, the ESA does not require an employer to create a new right or benefit for employees to disconnect from work, these rights exist in other areas of the ESA or collective agreements. The requirement is to develop and communicate a policy.

Disconnecting from Work policies are required to be developed by June 2, 2022.

Members of the Council of Senior Human Resources Officers (CSHRO) and representatives of Council of Ontario Universities (COU) legal counsel group have established a working group to review the new requirements and develop common principles and a framework that will provide consistency and common understanding regarding the requirements under the Act for COU member universities.

The Working Group will develop a draft template policy and checklist for a framework that individual universities may use as they customize their own specific policies. At Laurier, we will be consulting with our various union and employee groups, and looking to finalize the policy by the end of May, for distribution to employees as by the June 2<sup>nd</sup> deadline.

**[University Pension Plan \(UPP\)](#)**

Laurier is interested in continuing to provide a competitive and comprehensive defined benefit pension plan for its employees that is financially sustainable and secure into the future. The University feels the UPP achieves this goal and that its multi-employer, jointly sponsored and jointly governed structure provides a sustainable framework, with expanded opportunities for investment diversification and risk mitigation as well as centralized administration.



As part of the ongoing work to explore the UPP as an option for Laurier, an in-depth information session was held on February 1, 2022 for Board members and members of the Finance & Investment and Pension committees. The information session included a detailed presentation by external experts on the features and benefits of the University Pension Plan, how the plan compares to Laurier's pension plan, and the many legislative steps that are required if Laurier chooses to convert its pension plan to the UPP.

The University will endorsement from the Board of Governors continue on the path to explore the UPP with its employee and union groups. This will include commencing more formal discussions and negotiations with each unionized employee group to allow them to provide consent on behalf of their members, and with non-union employees to allow them to provide informed individual consent.

### **Employee Relations and Collective Bargaining**

Wilfrid Laurier University and the Public Service Alliance of Canada (PSAC) representing Graduate Teaching Assistants (GTAs) have been bargaining their first collective agreement since Nov. 2020. To date both sides have met 25 times, and they reached a tentative agreement on March 23, 2022. The tentative deal will be reviewed for ratification by the university's Board of Governors and PSAC members. Both parties have agreed to recommend ratification of the tentative agreement to their constituents. For more information and updates please visit the [PSAC Negotiations Update page](#) on our website.

The University is also negotiating its first collective agreement with Ontario Public Service Alliance (OPSEU), representing Special Constable Service employees. The parties exchanged proposals in April 2021 and have met a number of times, with more bargaining dates scheduled in March and April 2022. The University is preparing for negotiations with WLUFA, representing Contract Teaching Faculty. The parties plan to commence bargaining in the spring. The current collective agreement expires August 31, 2022.



# Wilfrid Laurier University Senate Summary (Open Agenda)

WILFRID LAURIER UNIVERSITY  
Waterloo | Brantford | Kitchener | Toronto

*This summary report is for information only and does not constitute an official record of the Senate meeting; the formal meeting minutes will be approved at the subsequent Senate meeting.*

## Senate Meeting April 11, 2022

### **Reports (written and/or verbal) were provided by the following:**

- President and Vice Chancellor
- Provost & VP: Academic
- Senior Executives (consent agenda)
- COU Academic Colleague (consent agenda)
- 2021-2022 Annual Report of Undergraduate and Graduate Cyclical Program Reviews (consent agenda)

### **The following business was conducted by Senate:**

The Senate recommended to the Board of Governors for approval:

- 2022-2023 Non-Tuition Fee Report
- 2022-2023 Budget Report

The Senate approved:

- Revised By-Laws adding three ex-officio members to Senate including:
  - Associate Vice-President of Indigenous Initiatives
  - Associate Vice-President, Equity, Diversity and Inclusion
  - Associate Vice-President, Academic
- Faculty Apportionment of Senate adding 1 Senate seat to each of the following faculties: Lazaridis School of Business and Economics, Faculty of Human and Social Sciences, and Faculty of Science
- Minutes from the March 8, 2022 Senate meeting (consent agenda)
- Senate Governance Committee Terms of Reference (consent agenda)
- Policy 2.8, Honorary Degree and Order of Wilfrid Laurier University (consent agenda)

The Senate received the following information or presentations (not for approval):

- Update on International Students Overcoming War (ISOW) Update on Senate Research Culture Survey

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The agenda can be found on [wlu.ca](http://wlu.ca). For Laurier Faculty and staff, a full agenda package for the meeting with details of motions and background information, can be found on [Laurier Connect](#).

The next Senate meeting is scheduled for May 18, 2022.

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For more information please contact Ana Juhik, Associate University Secretary, Senate at [ajuhik@wlu.ca](mailto:ajuhik@wlu.ca).

## Laurier Strategy: 2019-2024

### April 2022 Report Back

#### Introduction

The Laurier Strategy: 2019-2024, approved by the Senate and Board in Spring 2019, focuses on two distinct themes: Thriving Community and Future-Readiness. The University has been actively engaged in bringing the sub-themes of the Strategy to life. The Executive Leadership Team continues to work across the University to coordinate and advance priorities under the Strategy. The purpose of this report is to provide the Board of Governors with a high-level summary of the progress made since the previous Board cycle and key next steps (2022-23) in advancing the Laurier Strategy.

#### Mission 2019-2024

Laurier will excel at creating a thriving community where all members of our comprehensive university can reach their potential. From this foundation, we will develop future-ready people who will transform where they live, work, and continue to learn.

#### Thriving community

Sub-Theme	Accountable Leader(s)  <b>Bold connotes Executive Team Lead</b>	Goals and Objectives	Highlights (Q1 2022)	Next Steps (Q2 2022)	Priority 2022-2023	Status (2022-2023)
Enriching Partnerships	<b>Vice-President: Advancement and External Relations</b>	Build reciprocal community relationships by facilitating mutually supportive relationships with alumni, other educational institutions, government, Indigenous	Improved internal communication to capitalize on engagement opportunities throughout the institution	Establish Community of Practice for community and non-profit partnerships (Fall 2022)  Produce first annual report on Industry	1	<b>On track</b>

	<p>Vice-President: Research</p> <p>Provost and Vice-President: Academic</p> <p>SEO: Brantford Campus, SEO: Global Strategy</p> <p>Vice-President: Student Affairs</p>	<p>communities, industry, and the not-for-profit sector.</p>	<p>New corporate conversations explored for prospective mutually beneficial relationships to support the Milton campus</p>	<p>Partnerships (Summer 2022)</p>		
Indigeneity	<p><b>Provost and Vice-President: Academic</b></p> <p>Associate Vice-President: Indigenous Initiatives</p> <p>Vice-President: Student Affairs</p> <p>SEO: Brantford Campus, SEO: Global Strategy</p>	<p>Pursue enhanced and accelerated initiatives to integrate Indigenous knowledge and practices across the university.</p> <p>Create an environment in which Indigenous values are acknowledged and celebrated.</p>	<p><a href="#">AVP: Indigenous Initiatives</a> fully onboarded with continued plans to secure human and financial resources for II operations</p> <p>Mature draft of MOU with Six Nations Polytechnic is in final stages</p> <p>Ongoing engagements with Six Nations Band Council regarding Milton campus development, as well as Laurier’s future plans in Brantford.</p>	<p>Continue to expand partnership opportunities with Six Nations Polytechnic</p> <p>Finalize MOU with Six Nations Polytechnic</p> <p>Further engage with Mississaugas of the Credit First Nation and Six Nations, and the band councils on the development of the Milton Campus.</p>	1	<p><b>Making progress; some delays</b></p>

			<p>AVP: II supported two offers made to Indigenous hires.</p> <p>Completed a draft policy for confirming Indigenous identity of new hires</p>	<p>Provide further support for the Inclusive Excellence initiative</p> <p>Continue to assist and support the engagement of Indigenous candidates and DAPC's in their search processes.</p> <p>Finalize the Indigenous Identity policy and steer through governance process.</p> <p>Establish the Indigenous Faculty Working group to support the hiring/retention of Indigenous Faculty</p> <p>.</p> <p>Complete a detailed logic model by end of June 2022 that will inform the Indigenous strategic plan. This involves a review of current activities and inputs from across the university. This process will help demonstrate the anticipated short term</p>		
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				and long term as well as the ultimate outcomes. This will identify gaps and priorities along with the development of measurable progression		
International-ization	<p><b>SEO, Brantford, SEO, Global Strategy</b></p> <p>Provost and Vice-President: Academic</p> <p>Vice-President: Research</p> <p>Vice-President: Advancement and External Relations</p> <p>Vice-President: Student Affairs</p>	<p>Commit to enhancing our reciprocal global reach and intensifying our cultivation of global citizens with strong intellectual competence.</p> <p>Make an impact as a globally integrated institution.</p>	<p><a href="#">Navitas</a> recruitment, operations, and programming for WLIC ongoing</p> <p>MOU signed with IKGPTU (Indian institution) for pathway partnership into Computer Science</p> <p>Internal and external consultations for Strategic Plan development completed. Draft themes identified and shared with internal groups</p> <p>Gap and market analysis complete for expanded academic programs</p> <p>Vetting process for pathway partnerships drafted. Two new partnerships explored</p>	<p>Complete first draft of Strategic Plan</p> <p>Identify new partnership opportunities and expansions and deepen relationship with University of Sussex</p> <p>Work with Faculties to develop new academic programs based on market analyses</p> <p>Work with internal and external partners to streamline graduate admissions process</p>	1	<p>On track</p>



			Internationalization Coordinator recruited and hired			
Inclusive Community	<p><b>Chief Human Resources and Equity Officer</b></p> <p>Associate Vice-President: Equity, Diversity, and Inclusion</p> <p>Associate Vice-President: Indigenous Initiatives</p> <p>Provost and Vice-President: Academic</p> <p>Vice-President: Student Affairs</p> <p>SEO: Brantford Campus, SEO Global Strategy</p>	<p>Laurier as a place of belonging, opportunity, and possibility for all people.</p> <p>Maintain and advance Laurier’s culture of engagement that develops the whole person and builds reciprocal relationships to develop an equitable, diverse, and inclusive community.</p>	<p>Work continues to embed equity principles and practices into university hiring processes</p> <p>Launched the Flexible Work Policy to support the attraction and retention of diverse talent</p> <p>Completed consultative draft of Strategic Plan for Equity, Diversity, and Inclusion</p> <p>2 Postdocs have been hired as part of the Laurier Legacy Project</p> <p>Navigating the emerging adjudication process for the Dimensions Pilot Program</p> <p>Ongoing internal consultations on draft EDI strategy</p>	<p>Begin implementation of Laurier Legacy Project</p> <p>Implement EDI and anti-racism training for new employees, hiring managers and hiring committees</p> <p>Develop a new Strategic Enrollment Management (SEM) process to increase diversity of student community</p> <p>Laurier’s <a href="#">Dimensions Pilot Program</a> application to be finalized and submitted to the tri-agency by fall</p> <p>Final consultations on draft Strategic Plan for Equity, Diversity, and Inclusion to conclude before seeking Senate and Board approval in the fall of 2022</p>	2	<p><b>Making progress; Some Delays</b></p>

				Finalize EDI Strategic Plan and steer through governance processes		
Intellectual Climate	<p><b>Provost and Vice-President: Academic</b></p> <p>Vice-President: Student Affairs</p>	<p>Facilitate the expression, testing, and challenging of a range of perspectives and ideas grounded in reason, evidence, and frameworks of knowledge and creativity.</p> <p>Support an open and inclusive environment in which vigorous debate and the exploration of ideas is sought and encouraged.</p>	Ongoing implementation of recommendations attached to the <a href="#">Statement of Freedom of Expression</a>	<p>Strategic Academic Plan process will launch in June, with consultation draft presented in September 2022 (process will culminate with Senate approval in Spring 2023). Q2 efforts are focused on gathering research and data to prepare for academic visioning session in June. The June VPAC Academic Planning meeting will lead to the draft of the Academic Consultation Report that will seek deep consultation and feedback through Q3 and Q4 before being finalized at Senate and Board in Spring 2023</p> <p>Reviewing and updating policy 4.10 Booking of University Space and Facilities to ensure that event safety and security processes are consistent with our obligations</p>	3	<b>Making progress; some delays</b>

				under the provincial free speech policy		
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### Future Readiness

Sub-Theme	Accountable Leader(s)  <b>Bold connotes Executive Team Lead</b>	Goals and Objectives	Highlights (Q1 2022)	Next Steps (Q2 2202)	Priority 2022-2023	Status (2022-2023)
Credential Innovation	<b>Provost and Vice-President: Academic</b>  Vice-President: Advancement and External Relations	Expand the range of credentials to address the needs of people at all stages of life and career and enhance lifelong learning.  Drive toward credential development and the growth of microcredential offerings (both credit and non-credit versions).	Ongoing work to operationalize the Credential Innovation Framework through the creation of new credentials (credit and not-for-credit)  26 new offerings developed; YOY enrollment and sales growth; continued progress on non-credit side to create awareness within Faculties to source new program ideas  Office of Continuing Education strategic plan approved	Continue to support the development new credential offerings and future programming planned for the Milton campus  16 new offerings scheduled for completion: <ul style="list-style-type: none"> <li>Office of Continuing Education will develop 1 course and 3 microcredentials;</li> <li>Faculty of Social Work will develop 3 new CE courses</li> </ul>	1	<b>On track</b>

				<ul style="list-style-type: none"> <li>Centre for Indigegogy will develop 9 new CE module offerings for 2 new CE certificates</li> </ul> <p>Respond to internal demand for support with market research, program development and delivery with the benefit of central investment</p> <p>Further the development of the Continuing Education strategic plan</p> <p>Hire and onboard new supporting roles</p>		
Engaged Research	<p><b>Vice-President: Research</b></p> <p>SEO: Brantford, SEO: Global Strategy</p>	<p>Connect research, scholarship, and creative activity with communities and across disciplines to address the most pressing local and global challenges.</p> <p>Engage with the world through enquiry.</p>	<p>Submitted LOI for Canada Foundation for Innovation's <a href="#">Innovation Fund</a> program to support the establishment of a Centre for Urban Watershed Research</p> <p>Made 1<sup>st</sup> Annual Research Culture Update Report to Senate</p>	<p>Continue to support researchers' post-pandemic recovery</p> <p>Launch researchers' handbook</p> <p>Establish community-based research hub in Brantford</p>	1	<p><b>Making progress; some delays</b></p>

		Foster a vibrant and expanding number of research centres, laboratories, and institutes.	<p>Signed MOA with Brantford for city research priorities</p> <p>Workshops continued with Town of Milton, Conestoga College, and Haltech to continue exploring a joint innovation activity in the MEV (MOU signed in Q4 2021)</p> <p>Delegation of Leaders visited Yellowknife to continue expanding research partnership</p>	<p>Continue the development of an Innovation Strategic Plan</p> <p>Developing an MOU with Aurora Polytechnique University for partnership. Exploring new relationships with non-GNWT organizations: Dechinta Centre for Research and Learning and the Northern Indigenous Stewardship Network. Expanding GNWT partnership with: the School of Community Government (Department of Municipal and Community Affairs), the Northwest Territories Health and Social Services Authority, and the Department of Education, Culture and Employment</p>		
Sustainability	<b>Vice-President: Finance and</b>	Lead the sector in environmental sustainability of our campuses and inspiring	11 successful projects for <a href="#">Sustainable Hawk Fund</a>	Begin work to develop the Sustainability Action Plan 2023-2027	1	<b>On track</b>

	<p><b>Administration</b></p> <p>Provost and Vice-President: Academic</p> <p>Vice-President: Research</p> <p>Vice-President: Advancement and External Relations</p>	<p>the incorporation of sustainable practices in society and the economy.</p> <p>Incorporate sustainable practice into our teaching, research, and decision-making.</p>	<p>Move Out program waste diversion and recovery campaign developed for residences, students, staff, faculty from April 5 to April 26 at Waterloo campus</p> <p>Developing a self-audit waste management training capacity to enhance waste diversion data.</p> <p>Completed Energy Management Working Group and Waste Management Working Group sessions.</p>	<p>Begin work on 2021-22 Sustainability Office annual report</p>		
Experiential Learning	<p><b>Vice-President: Student Affairs</b></p> <p>Provost and Vice-President: Academic</p>	<p>Augment experiential opportunities that encourage reflection, expand knowledge, develop skills, clarify values, and heighten self-awareness for all students.</p> <p>Provide valuable opportunities for students to gain work experience while earning their degree.</p>	<p>500 part-time experiential learning opportunities were created at Laurier in Winter term with 75% funding from the federal government. <b>Note:</b> Federal program cancelled as of March 31, 2022</p> <p>Curricular Experiential Learning inventory initiated.</p> <p>Co-ordinated opportunities for international students through the <a href="#">International Student Work Experience Program</a></p>	<p>Promote on-campus employment opportunities for students for 2022-2023 and encourage supervisors to adopt inclusion of experiential learning components such as learning objectives, reflection and competency identification within each. Anticipate 3000 employment opportunities with 60% embedding experiential</p>	2	<b>On track</b>

			<p>Diversity Job Fair launched with 40 organizations participating. P4E Job Fair held with 166 organizations registered. Both delivered virtually</p>	<p>learning components.          Timeline: Q2 and Q3</p> <p>Review syllabi from all courses/course sections taught in 2021-2022 (approx. 4500) for inclusion of experiential learning. Prepare summary reports for distribution to academic departments and Deans and for SMA reporting by June 30, 2022</p> <p>Initiate planning for 2022-2023 Diversity Fair (Nov. 2022), Career Fair (Sept. 2022) and Job Fair (Feb. 2023)</p> <p>Consult with program developers for all degree programs being developed for Milton to recommend and support inclusion of diverse models of experiential learning including Co-op. Initiate feasibility studies and develop financial</p>		
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				<p>modelling accordingly. Timeline: Q2 and Q3</p> <p>Review and determine strategy for Laurier Experience Guides to re-launch in all undergraduate disciplines (approx. 65+) in fall 2022-2023</p>		
Enduring Skills	<p><b>Provost and Vice-President: Academic</b></p> <p>Vice-President: Student Affairs</p>	Support students in the development of a range of competencies (knowledge, skills, and attributes) that lead to innovative and creative thinking, collaboration, adaptability, good judgement, ethical action, and leadership.	<p>Utilized new framework for self-assessment and programming to integrate <a href="#">Laurier's Competency Framework</a> in courses, experiential learning and co-curricular opportunities</p> <p>Further developed <a href="#">interdisciplinary courses</a> that engage with issues, problems or knowledge that can't be addressed within a single disciplinary context and help students develop competencies through experiential learning</p> <p>Promoted awareness and breadth of Laurier Experience Record including importance of competency identification and reflection</p>	<p>Continue to expand the application of the Laurier Experience Record to incorporate outcome-based competency framework across all curricular and co-curricular offerings</p> <p>Preliminary exploration of LER software development to support proficiency levels connected to the Laurier Competency Framework</p>	3	<b>On track</b>



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Legend

Priority Ranking			Status for April 2022	
1	Start immediately			On track
2	Develop assessment tools and measure outcomes			Making progress; some delays
3	Continue with steady-state, and incremental progress			Behind schedule; will not complete



Wilfrid Laurier University  
BOARD OF GOVERNORS

Governance (Gov) Committee

### **Summary of Governance Committee Meeting**

**March 8, 2022**

*This summary report is for information only and does not constitute an official record of the Committee meeting; the formal Minutes will be approved at the April 5, 2022 Committee meeting.*

The following business was conducted:

#### **The Committee received and discussed:**

- Format and Guidelines for Future Meetings
- Proposed Guidelines for Recognition of Outgoing Board Leaders and Members
- Bio: Incoming LGIC Appointee Celina Corner

#### **The Committee Approved:**

- Minutes of the January 25, 2022 Governance Committee Meeting

### **Summary of Governance Committee Meeting**

**April 5, 2022**

*This summary report is for information only and does not constitute an official record of the Committee meeting; the formal Minutes will be approved at the March 8, 2022 Committee meeting.*

The following business was conducted:

#### **The Committee recommended to the Board of Governors:**

- Board Approved Procedures for Senior Searches and Reviews
- Criteria for the Distinguished Governor award, as revised
- Delegation of Authority to the Governance Committee to approve recognition of deserving outgoing Board members and volunteers with Certificates of Excellence

#### **The Committee Approved:**

- Minutes of the March 8, 2022 Governance Committee Meeting

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For more information, please contact Anne Lukin, Associate University Secretary, Board of Governors, at [alukin@wlu.ca](mailto:alukin@wlu.ca).



Wilfrid Laurier University  
BOARD OF GOVERNORS

Executive Committee (Exec)

**Summary of Executive Committee**  
**Meeting March 10, 2022**

*This summary report is for information only and does not constitute an official record of the meeting; the formal Minutes will be approved at the next scheduled Executive meeting.*

The following business was conducted:

**The Committee approved on behalf of the Board of Governors:**

- 2022-2023 Tuition Fee Report (Board members were invited to participate in discussion on this item)

**The Committee received/discussed:**

- President's Report

**The Committee approved:**

- Minutes for Executive Committee meeting on December 16, 2021.

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For more information, please contact Anne Lukin, Associate University Secretary,  
Board of Governors, at [alukin@wlu.ca](mailto:alukin@wlu.ca).



Wilfrid Laurier University  
BOARD OF GOVERNORS

Audit, Risk & Compliance (ARC) Committee

**Summary of ARC Committee Meeting**  
**March 24, 2022**

*This summary report is for information only and does not constitute an official record of the Committee meeting; the formal Minutes will be approved at the May 19, 2022 Committee meeting.*

The following business was conducted:

**The Committee approved:**

- KPMG Audit Planning Report for the year ending April 30, 2022
- Minutes, Audit, Risk and Compliance Committee, January 20, 2022

**The Committee reviewed and recommended to the Board:**

- Policy 7.13, Contract Labour as revised, including delegating approval authority for this policy to the President going forward.
- Policy 5.16, Enterprise Risk Management, as revised

**The Committee received:**

- 2021-2022 9-Month Fiscal Update
- Pension Annual Compliance Report, as information

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For more information, please contact Anne Lukin, Associate University Secretary, Board of Governors, at [alukin@wlu.ca](mailto:alukin@wlu.ca).



Wilfrid Laurier University  
BOARD OF GOVERNORS

**Finance, Investments & Property Committee (FIP)**

**Summary of Finance, Investments & Property Committee Meeting**  
**March 24, 2022**

*This summary report is for information only and does not constitute an official record of the Committee meeting; the formal Minutes will be approved at the May 19, 2022 Committee meeting.*

**The following business was conducted:**

The Committee received/discussed:

- 2021-2022 9 Month Fiscal Update
- External Debt Update

The Committee reviewed and recommended to the Board:

- 2022-2023 Budget (Operating & Ancillary) Approval
- 2022-2023 Non-Tuition Fee Report

The Committee approved:

- Minutes of the January 20, 2022, Finance, Investments & Property Committee meeting

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For more information, please contact Shannon Kelly, Assistant University Secretary, Governance & Policy, at [skelly@wlu.ca](mailto:skelly@wlu.ca) or 519-884-0710 x 2981.



Wilfrid Laurier University  
BOARD OF GOVERNORS

Human Resources (HR) Committee

**Summary of Human Resources Committee Meeting**  
**March 24, 2022**

*This summary report is for information only and does not constitute an official record of the Committee meeting; the formal Minutes will be approved at the next HR Committee meeting.*

The following business was conducted:

**The Committee recommended to the Board:**

- Policy 7.18, Prevention of Workplace Violence, as revised

**The Committee received/discussed:**

- Update on Flexible Work at Laurier and in the PSE Sector
- Update on Disconnecting from Work Legislation

**The Committee Approved:**

- Minutes of the October 21, 2021 Human Resources Committee Meeting

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For more information, please contact Anne Lukin, Associate University Secretary,  
Board of Governors, at [alukin@wlu.ca](mailto:alukin@wlu.ca).



Wilfrid Laurier University  
BOARD OF GOVERNORS

**Joint Finance, Investments & Property / Pension Committee**

**Summary of Joint Finance, Investments & Property / Pension Committee Meeting**  
**March 24, 2022**

*This summary report is for information only and does not constitute an official record of the Committee meeting; the formal Minutes will be approved at the May 19, 2022 Committee meeting.*

**The following business was conducted:**

The Committee received/discussed:

- Investment Oversight Sub-Committee Update
- Year-End Pension Funded Status Update
- Q4 Investment Performance Summary - Proteus

The Committee approved:

- Minutes of the December 9, 2021 Investment Oversight Sub-Committee Meeting
- Minutes of the January 20, 2022 Joint Finance & Investments / Pension Committee Meeting

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For more information, please contact Shannon Kelly, Assistant University Secretary, Governance & Policy, at [skelly@wlu.ca](mailto:skelly@wlu.ca) or 519-884-0710 x 2981.



Wilfrid Laurier University  
BOARD OF GOVERNORS

**Pension Committee**

**Summary of Pension Committee Meeting**  
**March 24, 2022**

*This summary report is for information only and does not constitute an official record of the Committee meeting; the formal Minutes will be approved at the May 19, 2022 Committee meeting.*

**The following business was conducted:**

The Committee received/discussed:

- Pension Plan Annual Compliance Report 2021

The Committee approved:

- Minutes of the March 25, 2021 Pension Committee Meeting

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For more information, please contact Shannon Kelly, Assistant University Secretary, Governance & Policy, at [skelly@wlu.ca](mailto:skelly@wlu.ca) or 519-884-0710 x 2981.





## BRIEFING NOTE

**Meeting:** Board of Governors  
**Date :** April 21, 2022  
**Agenda Item #:** BoG A.5.b.1.

**Agenda Item:** 2022-2023 Budget (Operating, Ancillary & Capital) Approval

**Action Required:**  Approval  Discussion  Information

**Motion:** That on the recommendation of the Finance, Investments & Property Committee the Board of Governors approve the 2022-2023 Operating and Ancillary Budget as proposed.

**Rationale for Board Oversight/Input:** The Board, in accordance with the WLU Act, is responsible for approving the Annual Budget of the University.

**Compliance:** Wilfrid Laurier University Act  
Finance, Investments & Property Committee Terms of Reference

**Summary (of critical points):** The 2022/23 Budget report includes detailed financial information along with commentary.  
The report consists of three major components for approval:

- Operating Budget
- Ancillary Budget
- Capital Budget

**Purpose and Key Considerations:** The Board is required to approve the 2022/23 Budget. The governance process includes reviews and recommendations by the Finance, Investments & Property Committee of the Board (March 24, 2022), Senate Executive & Finance (March 28, 2022), Senate (April 11, 2022) prior to being presented to the Board.

**Financial Implications:** The Budget establishes the revenue and expense plans for the coming fiscal year and as such, establishes the guidelines to align operations with University strategic plans and ministry directives.

**Proposed by:** Lloyd Noronha, VP Finance and Administration  
Anthony Vannelli, Provost & VP Academic

**Prepared by:** Zeynep Danis, AVP Financial Resources  
John Fraser, AVP Integrated Planning & Budgeting  
Sandra Davidson, Director Budget & Planning



**Consultation:** Executive Leadership Team (ELT)  
Budget Council  
Vice-President Academic Advisory Council (VPAC)  
Budget Coordinating Team

Additionally, the preparation of the Budget involves extensive consultation across the university including all faculties and administrative units.

**Alignment:** The Budget aligns with the Laurier Strategy, Strategic Mandate Agreement and Ministry Funding Formula.

**Risk Assessment:** A level of risk is inherent in the budget as it is based on assumptions, forecasts and estimates of revenues and expenses, which may not actualize according to plan. This risk is mitigated through periodic reporting to the Board on budget to actual results throughout the fiscal year.

**Confidentiality:** None

**Attachments:** Draft 2022/23 Budget  
Budget Presentation



# **Wilfrid Laurier University**

*Inspiring Lives of Leadership and Purpose*

## **2022/23 Budget**

***DRAFT***

*April 21, 2022 – Board of Governors*

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# Wilfrid Laurier University 2022/23 Budget

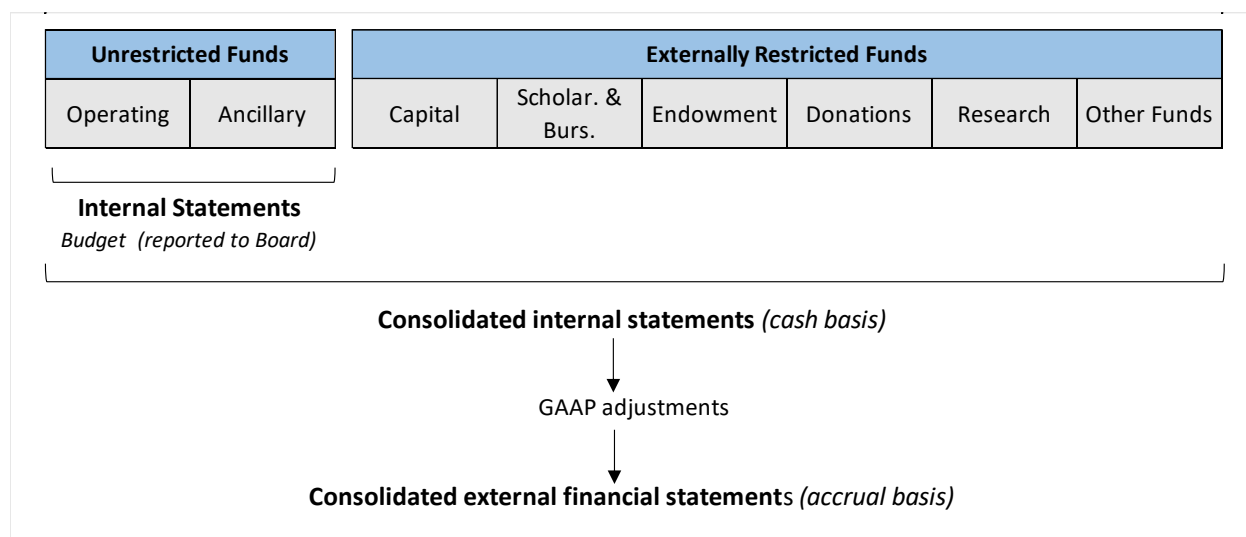
## Part A – Overview

Every budget report contains forward-looking information and is based on information available to management at the time of preparation; actual results may vary from these assumptions. In 2022/23, Laurier will enter its third year with a budget set in the context of a global pandemic. While the organization has been successful in mitigating some of the fiscal impacts of the pandemic, this work continues for 2022/23 as we continue progress towards a full return to an on-campus presence.

Laurier is poised to embark upon a number of exciting initiatives which will contribute to its success in a highly competitive sector. Consideration of financial decisions must be made in the context of the organization’s strategic mandate, as well as the full financial picture inclusive of capital, reserves, debt, and operating and ancillary services budgets. The Financial Sustainability Project, initiated in fall 2021, will strengthen capabilities in maintaining an up-to-date understanding of this full financial picture. The prioritization and focus on key investments with consideration for revenue generation, cost containment and spending to increase priority services or programs will be critical in optimizing limited resources and safeguarding Laurier’s financial health and has served as key principles in the development of the 2022/23 Budget.

This draft report includes the Operating, Ancillary and Capital Funds which are Laurier’s largest funds and components of the overall Consolidated Financial Statement Funds. Figure 1 depicts the different funds which are presented annually in the audited financial statements.

**Figure 1: Consolidated Financial Statement Funds**



Prior to the Board of Governors receiving this final Budget, the draft Budget was presented to the Finance, Investments & Property Committee on Mar 24, the Executive and Finance Committee on Mar 28 and to Senate on April 11. Fee information, which is part of the assumptions included in this 2022/23 Budget report, has been included in a separate 2022/23 Fee Report and was presented and approved at the March Board of Governors meeting.

**For Approval:**

- Operating Budget
- Ancillary Budget
- Capital Budget<sup>1</sup>

**For Information:**

- Multi-Year Operating Budget Forecast
- Multi-Year Ancillary Budget Forecast
- Multi-Year Capital Forecast

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<sup>1</sup> Subject to funding availability and 2021/22 year-end position.



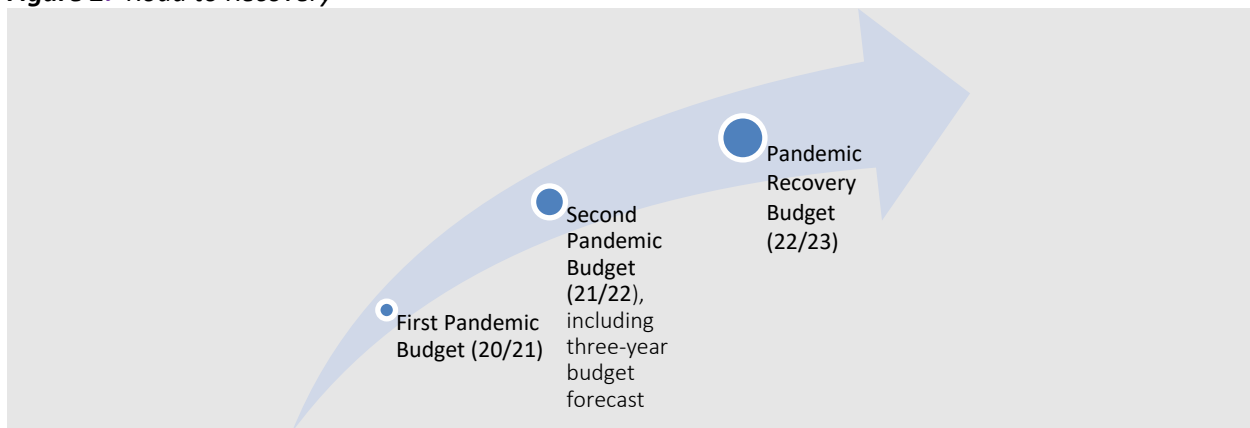
## Executive Summary – 2022/23 Budget Highlights

### Overall Fiscal Outlook

The assumptions and estimates included in the 2022/23 Operating and Ancillary budgets are based on the information available to management at the time of preparation. The prolonged event of the global Coronavirus pandemic compounded the challenges faced in recent years due to Ontario’s tuition rate cut and freeze, Ontario Student Assistance Program (OSAP) funding reductions, and effectively frozen provincial grants tied to performance metrics. Universities across Ontario are facing increased scrutiny on fiscal performance and a greater focus on financial health indicators is expected as part of the province’s overall performance management framework. This will require demonstration of effective financial planning which considers the short-term needs articulated in a fiscal year budget, as well as longer term strategies that tie into strategic priorities and capital planning. Throughout our history, the strength of the Wilfrid Laurier University community has allowed us to capitalize on opportunities and prevail over challenges to become a comprehensive, multi-campus institution focused on excellence in academics, a student experience second to none, and a growing research enterprise.

The 2022/23 Budget marks a transition year as we move out of the pandemic and anticipate full on-campus presence to resume in Fall 2022. As the University continues to monitor and align with public health requirements and guidelines, it maintains strong alignment with the organizational mandate and vision as set out on the Laurier Strategy and the Strategic Mandate Agreement.

**Figure 2: Road to Recovery**



Beyond pandemic recovery, Laurier is faced with frozen tuition and grant values, increasing capital infrastructure needs, continued investment in information technology systems, compounding inflationary pressures and funding requirements for investment in strategic initiatives and programs to succeed in a highly competitive sector.

While Laurier currently meets the minimum benchmark in four out of five financial health indicators and enjoys a DBRS Long Term Debt Rating of “A”, consideration of financial decisions must be made in the context of the organization’s strategic mandate, as well as the full financial picture inclusive of capital, reserves, debt, and operating and ancillary services budgets.

Prioritization and a focus on key investments, with consideration for growth strategies, revenue generation, cost containment and spending to increase priority services and programs will be critical to optimize limited resources and safeguard Laurier’s fiscal health.

While the Operating, Ancillary and Capital Project budgets are separate in their purpose and oversight, they all serve to support the strategic objectives of the university. Separate and distinct funds are set up with each fund comprised of its own revenue (funding sources) and expenses. The Operating Fund includes unrestricted revenue and expenses that are directly related to the mission of the University. The Ancillary Fund includes self-sustaining operations that are supplementary to the University’s operating activities and has a mandate to cover all of its costs with the revenue earned from the specific ancillary operations. The Ancillary budget serves to support the non-academic needs of members of the university community which are a vital complement to the student, staff and faculty experience. The Capital Projects budget provides a prioritized plan for the most immediate capital requirements – ensuring that existing assets are maintained and that the development of new projects is appropriately supported.

The allocation of resources from and across these various budgets considers their distinct revenue sources and expense needs, but also works to mitigate financial risks in any individual budget. The financial strength of Laurier as an entity is determined through the assessment of all funds collectively.

### Financial Sustainability

Financial sustainability is a critical enabler that will equip Laurier with the financial strength and capacity to achieve its strategic objectives. Financial sustainability refers to the balance between the revenues available to institutions to support their academic activities and the expenses they incur in delivering their mission.

Laurier has committed to a Financial Sustainability Project (FSP) and the creation of a comprehensive fiscal health and decision analysis tool to support the strategic objectives of the organization through the provision of clear, comprehensive financial information.

The project will include focus on different aspects of overall, long-term financial sustainability as depicted in Figure 3. To support long-term financial sustainability, the 2022/23 Budget includes a surplus which will be targeted to strengthening reserves and supporting capital and strategic projects.

**Figure 3:** Financial Sustainability Project Components



## **Operating Budget**

The Operating Budget comprises the major annual revenues and expenditures of the University's financial operations. Revenues from student tuition fees and government operating grants account for 90% of the total operating revenues. Faculty and staff salaries and benefits account for 74% of the total operating expenditures.

The 2022/23 Budget (as presented in Table 7) shows forecasted total revenues of \$332.5 million, an increase of \$22.8 million, or 7.4%, over last year's Budget. Tuition revenue has increased significantly by \$21.5 million or 12.2% based on significant growth in projected undergraduate enrolment. Government operating grants remaining steady with a slight decrease of \$0.2 million.

Total expenditures are forecasted at \$330.4 million, an increase of \$18.9 million, or 6.1%, over last year. This includes an increase of \$12.1 million in total salaries and benefits and an increase of \$6.8 million in non-salary expenses.

The 2022/23 Budget being presented is a surplus budget which represents an increase of \$3.9 million compared to the 2021/22 budgeted deficit of \$1.9 million, and will provide contributions towards strengthening reserves to support future capital and strategic projects.

## **Ancillary Budget**

The Ancillary Services Proposed Budget (as presented in Tables 20 & 21) includes the self-sustaining organizations of Bookstore Operations, Conference Services, Food Services, Off Campus Housing (Ezra Bricker Apartments & Houses), OneCard, Parking Resources, Printing Services and Residence Operations (Waterloo & Brantford campuses).

Most of the ancillary organizations proposed budgets are based on pre-pandemic level of activities.

The revenue of the ancillary enterprises is estimated to increase by 75% from an approved budget of \$31.3 million in 2021/22 to \$54.9 million in 2022/23, returning to a more normal pre-pandemic budget level. The revenue projections for Residence Operations and Off-Campus Housing are based on full occupancy. Bookstore Operations' revenue projects to return to 2019 levels with modest growth expected at both campus store locations. The revenue projection for Food Services reflects all food outlets operational for in-person activities in addition to the implementation of an increased contract commission negotiated as a result of the pandemic. Parking Resources revenue assumes full resumption of campus parking operations. Printing Services projected revenue reflects a higher fleet print volume for multi-functional devices and pre-pandemic printing opportunities such as support for special events like Homecoming and in-person exams.

Expenses are expected to be higher than 2021/22 with a budget of \$50.8 million after transfers in 2022/23. The most significant expense impact is the leasing of additional beds to bring total beds back to a pre-pandemic level to fulfill the first-year residence guarantee as well as additional expenses to support all ancillary operations to align with revenue projections. The contribution directly to the operating fund remains consistent at \$0.3 million. The net position after reserves is projected to improve from an approved deficit budget of \$11.3 million in 2021/22 to a surplus of \$4.1 million in 2022/23.

## **Capital Projects Budget**

Capital expenditure requirements may be addressed through a variety of funding sources, including use of established reserves, departmental annual operating budget lines, central operating budget accounts, as well as strategies that rely on fundraising and partnership arrangements.

For the 2022/23 fiscal year, capital project priorities have been identified through the Capital Projects Committee (for Facilities and infrastructure needs) and the ICT Administrative Committee (for ICT projects). A total of \$6.51 million of facilities projects and \$4.09 million of ICT projects has been identified through these prioritization exercises.

The total funding requirements are to be met through a combination of partner contributions, fundraising, and internal funds. The funding strategy for these projects will be finalized as the 2021/22 year-end position, and any contribution from year-end surplus, is confirmed.

While the Milton Expansion will be a significant capital endeavour, the project is being developed separately with operating and capital budget modeling underway.

## **RCM Budget Model Overview**

In 2017/18, the University implemented a Responsibility Centre Management (RCM) budget model. A five-year Transition Plan was developed to guide the budget process toward an incremental implementation of the RCM budget model, by considering resource allocation for both Faculties in surplus and subvention in accordance with allocated revenue and other factors.

For 2019/20, the Transition Plan, which would have been in year three, was paused due to a significant structural deficit that the University was facing in light of changes to tuition policy, which saw a reduction of domestic tuition by 10%, followed by a subsequent and ongoing freeze. During the pause in the Transition Plan, the budget model has remained active and each operating budget includes a full allocation of revenue and expenses by Faculty. The RCM position of each Faculty (whether surplus or deficit) is an important factor in assigning budget targets and in allocating new resources.

The Provost and Vice President: Academic and the Vice President: Finance & Administration engaged expert advice and conducted a series of internal consultations to determine how best to resume the transition to full implementation of the RCM budget model. During the 2022/23 fiscal year, the Provost & VPA and the VP Finance & Administration will be working with the Budget Council, senior leadership, and the university community at large to develop a plan for resuming the transition to full implementation of the RCM budget model.

## **Part B - Operating Budget**

### **1. 2022/23 Budget Context**

The Operating Budget comprises the major annual revenues and expenditures of the University's financial operations. Revenues from student tuition fees and government operating grants account for 90% of the total operating revenues. Faculty and staff salaries and benefits account for 74% of the total operating expenditures.

The Operating Budget does not include those financial activities that are not available for general operating purposes such as direct sponsored research, trust and endowments, and government

grants for major capital projects. These financial activities are consolidated and presented annually in the audited financial statements.

*Several internal and external factors directly influence Laurier's Budget. These include:*

### **Strategic Plan**

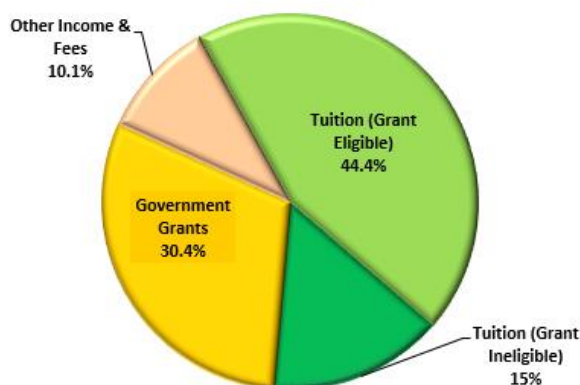
The University is currently operating under the Laurier Strategy (2019-2024) which outlines the University's high-level priorities for the five-year period. The strategy highlights Laurier's role and responsibility in preparing people to be engaged global citizens who will work to address the world's challenges in the coming decade. The strategy focuses on two distinct themes – thriving community and future-readiness — which positions the University to address societal and sector challenges and harness opportunities by leveraging our foundational strengths in teaching and learning, research, partnerships, and community engagement. For the 2021/22 and 2022/23 years, the Executive Leadership Team is focused on five priorities that fall under the Laurier Strategy: Credential Innovation; Indigeneity and Equity, Diversity, and Inclusion; Innovation and Entrepreneurship, Internationalization; and Multi-Campus Growth & Development. These immediate priorities are critical drivers of 2022/23 resource allocation decisions.

### **Tuition Framework**

The Ministry of Colleges and Universities (MCU) provides a regulatory framework that guides the fee setting for publicly-funded tuition fees and the application of the framework for tuition fee set-aside, billing, and program fee policy.

The MCU released their most recent tuition framework on April 30, 2021, which provides requirements for domestic tuition rates up to and including the 2021/22 academic year. The previous MCU 'Tuition Fee Framework and Ancillary Fee Guidelines' [2019] prescribed a 10% tuition fee reduction in 2019/20 and subsequent tuition fee freeze in 2020/21. Per the 2021/22 framework, domestic tuition rates were to remain frozen. The MCU has not given guidance for domestic tuition rates for years beyond 2021/22. The University is maintaining current domestic tuition levels for 2022/23. When the Ministry releases a new tuition framework for 2022/23, any changes from current levels will be presented to the Board of Governors for approval. With the expectation that the framework will continue to include a provision for a 3% increase for domestic, out-of-province students, Laurier is evaluating the impact of these increases and will be bringing forward a proposal to the governing bodies.

For the 2022/23 budget, undergraduate domestic tuition represents 38.5% of total operating revenue and graduate eligible tuition represents 5.9% of total operating revenue for a total of 44.4% of total operating revenue from grant-eligible tuition fees.



**Figure 4:** Breakdown of Total Revenue

### Strategic Mandate Agreement

The Strategic Mandate Agreement (SMA) between the Ministry of Colleges and Universities (MCU) and Laurier is the University's formal agreement with the government regarding the institution's role in support of the provincial government's objectives and priority areas for the postsecondary education system. We are entering year three of a five-year agreement, SMA3, which runs from April 1, 2020 to March 31, 2025. SMA3 continues the previous corridor funding model and introduces a performance/outcomes-based funding system linked to 10 metrics that are being phased in over the life of the SMA. The metrics are mostly system-wide metrics determined by MCU, with two metrics defined in part by the University.

**Table 1:** SMA3 Funding Metrics

Metric	Description
<b>Effective 2020/21</b>	
<i>Graduate Employment in a Related Field</i>	Based on responses to the MCU Ontario University Graduate Survey (OUGS)
<i>Institutional Strength &amp; Focus</i>	Proportion of enrolment in institution's areas of strength and focus (areas determined by each university)
<i>Graduation Rate</i>	Undergraduate seven-year graduation rate
<i>Community/Local Impact of Student Enrolment</i>	Institutional enrolment as a proportion of the city/town in which the institution is located (weighted average for multi-campus institutions)
<i>Economic Impact (institution-specific)</i>	Number of graduating students who are employed in Ontario multiplied by the average salary
<i>Research Funding &amp; Capacity</i>	The University's share of federal Tri-Agency funding
<b>Additional Metrics for 2021/22</b>	
<i>Experiential Learning</i>	Number and proportion of graduates from undergraduate programs who participate in at least one course with required experiential learning component(s)
<i>Research Revenue Attracted from Private Sources</i>	Research revenue from private and non-profit sectors
<i>Graduate Employment Earnings</i>	Based on Statistics Canada's Education and Labour Market Longitudinal Platform (ELMLP)

Additional Metrics for 2022/23	
Skills & Competencies	Methodology under development; to be determined by each university according to criteria provided by MCU

Each metric includes an institutionally designated weighting, and a target and band of tolerance informed by historical performance.

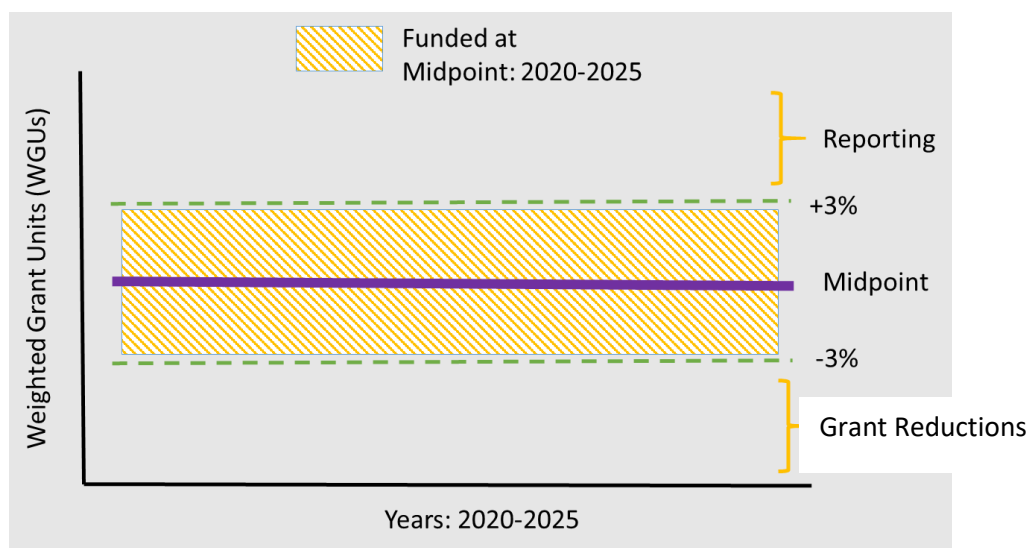
Over the course of the five-year agreement, the proportion of performance/outcomes-based funding included as part of the provincial operating grant was scheduled to increase from 25% in 2020/21 to 60% by 2024/25. In response to the pandemic, the government has announced that for the first two years of the agreement – 2020/21 and 2021/22 – operating grant funding is being de-coupled from the performance metrics. Very recently, MCU has announced that this de-coupling will continue for the 2022/23 year. For final two years of SMA3 (2023/24 and 2024/25), the ramp-up of performance-based funding is being revised to 10% of total grant (~\$10 million) and 25% of total grant (~25 million).

**Corridor Funding Formula for Grants**

The previous three-year SMA2 introduced in 2017/18 moved Ontario universities to a corridor funding model where rather than incrementally funding grant eligible (normally domestic) enrolment, institutions are funded to a mid-point level within a corridor. At that time, the midpoint was established at actual 2016/17 funding levels for undergraduate funding, with negotiated funding growth for graduate enrolment.

The SMA3 continues the corridor funding model with an increase to the midpoint to reflect achieved graduate growth relative to 2016/17. The 3% corridor remains in place, with compliance evaluated relative to a five-year growing moving average.

**Figure 5: Government Corridor Funding Formula Model**



A number of internal factors directly influence Laurier’s Budget. These include:

## **Milton Expansion**

The Government of Ontario announced its approval on June 17, 2021 for Laurier to develop a new university campus in Milton in collaboration with Town of Milton and Conestoga College. The campus, which is a key element of Laurier’s strategic multi-campus growth, will focus on planetary health and offer programming, research and experiential learning in STEAM (science, technology, engineering, arts and mathematics) fields. Academic programming in Milton will strengthen Laurier by diversifying the overall set of programs. Program and campus development are currently underway with a projected campus opening in Fall 2024.

As a multi-campus, multi-community university, Laurier has been working with the Town of Milton since 2008 to bring Laurier’s high-quality academic and student experience to this vibrant and fast-growing community, located midway along the Toronto-Waterloo Innovation Corridor. Laurier has had a presence in the Town of Milton for a number of years, currently offering a Master of Education program in Milton as well as an ongoing Laurier Milton lecture series and participating in research and innovation partnerships.

## **RCM Budget Model**

The Responsibility-Centre Management (RCM) budget model calculations continue to be made to allocate revenue and shared services costs across the institution to track the financial position of each Faculty. Currently, the transition plan within the RCM budget model remains paused. This is a continuation of the pause that was enacted mid-way through the 2018/19 fiscal year to enable the University to manage the financial impact of the 10% tuition cut and ensuing freeze. A pause in the transition plan means that Faculties in surplus do not receive the outlined percentage of their surplus. However, it is important to note that the model continues to operate with full allocation of revenue and expenses; the RCM position of each Faculty is an important variable for determining the allocation of budget targets and for evaluating requests for new resources. During the 2022/23 fiscal year, the Provost & VPA and the VP Finance & Administration will be working with the Budget Council, senior leadership, and the university community at large to develop a plan for resuming the transition to full implementation of the RCM budget model. The RCM allocation by Faculty is included in Section 3.3/Table 16.



## 2. 2022/23 Budget Process

The 2022/23 budget development process was driven by three imperatives:

- Support and maintain excellence in teaching, learning, research, and student engagement;
- Prioritize essential investments that position Laurier for short-term and long-term sustainability and success;
- Support institutional financial sustainability by presenting a balanced budget to Senate and the Board of Governors

To manage this careful balancing act, the Budget Co-Chairs (Lloyd Noronha, Vice President: Finance & Administration, and Anthony Vannelli, Provost & Vice President: Academic) have worked closely with Budget Council, supported by the Budget Coordinating Team in accordance with the roles and responsibilities outlined below.

### **Budget Co-Chairs**

The Provost & Vice President: Academic and the Vice President: Finance & Administration are jointly responsible for overseeing the development of the University Budget and making a recommendation to the President.

### **Budget Council (BC)**

The Budget Council (BC) is an advisory committee to the President regarding the annual budget development and resource allocation decisions. Members fulfill fiduciary responsibilities at an institutional-level basis and advise on overall budget objectives that support the mission and goals of the University.

The Budget Council Provides oversight for the development of the University budget, as informed by strategic and integrated planning.

- Establishes the annual budget development process
- Provides advice and recommendations for transparent resource allocation decisions reflective of the University's strategic priorities
- Informs assumptions on key budget drivers

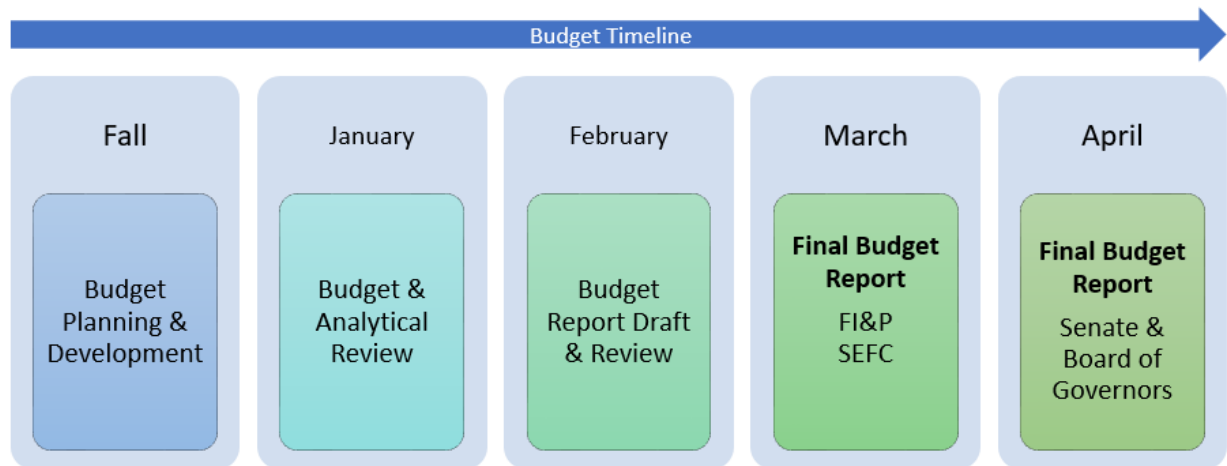
Final approval of all budget recommendations, as presented in the Budget Report, is made by the Co-Chairs. The Budget Council is co-chaired by the Provost & Vice President: Academic and the Vice President: Finance and Administration. The Council membership is representative and ensures appropriate attention to the breadth of the University budget and is structured to balance academic and administrative budget leaders.

### **Budget Coordinating Team (BCT)**

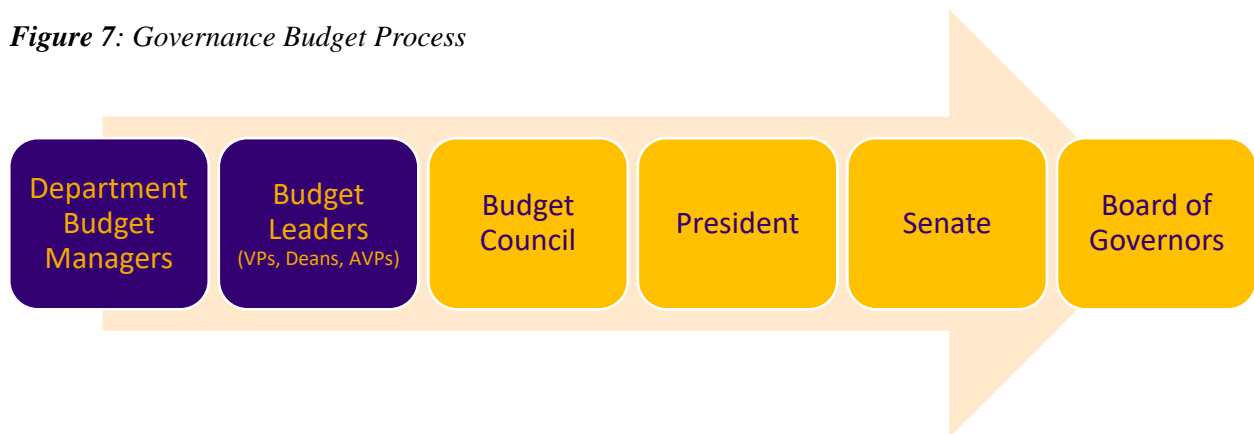
The Budget Coordinating Team is co-chaired by the Assistant Vice President: Financial Resources and the Assistant Vice President: Integrated Planning & Budgeting. The Budget Coordinating Team is responsible for overseeing the operational development of the budget.

Working on the timeline in Figure 6, the ultimate objective of the budget process is to bring forward a recommended budget for consideration by the governing bodies – review and recommendation by Senate and review and approval by the Board of Governors (as depicted in Figure 7).

**Figure 6:** Annual Budget Process Timeline



**Figure 7:** Governance Budget Process



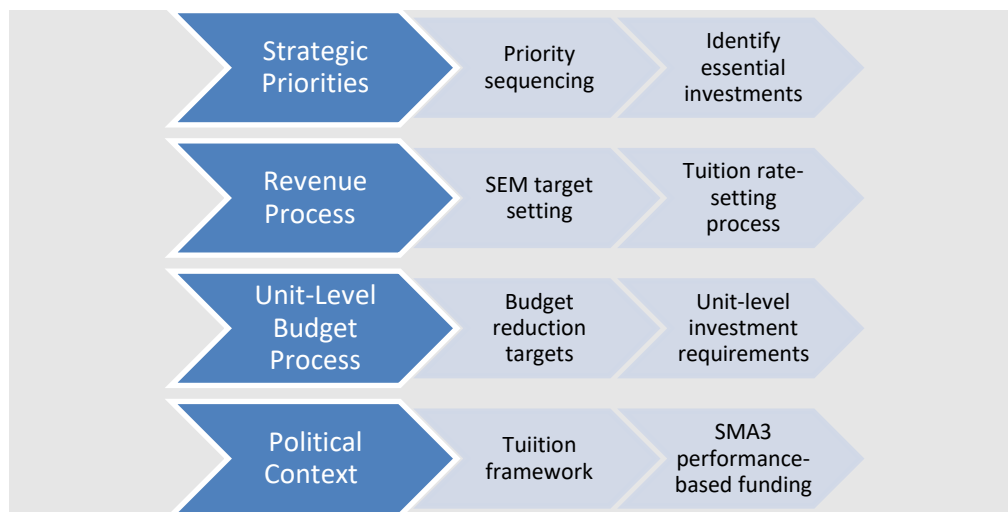
The University is responsible for submitting a budget for consideration by Senate and approval by the Board of Governors.

**The 2022/23 budget development process was divided into three phases:**

- Phase I:** Budget Planning & Development
- Phase II:** Budget Coordinating Team Review
- Phase III:** Budget Council Review

Although the budget process is developed through a phased approach with unit leaders across the university, additional parallel processes occur to build understanding of key inputs early in the process resulting in a framework to facilitate highly strategic decision-making on budget priorities.

**Figure 8: Parallel Process Approach**



### **Phase I: Budget Planning & Development**

The University is operating in a dynamic environment, which requires that we continually examine our priorities to ensure we are keeping current and meeting our obligations. We continue to look to the Laurier community to be future-oriented, innovative, constructive and strategic as reflected in the Laurier Strategy: 2019-2024. This means being alert to opportunities, open to partnerships and synergies, and focused on institutional objectives.

Each budget leader was responsible for completing a budget development template. The purpose of this development template was to provide budget leaders an opportunity to:

- Identify allocated cost reduction/revenue generation assigned targets under two different scenarios.
- Provide VPs the flexibility to assign differentiated budget targets within their respective unit portfolios to achieve their overall allocated target through Senior Leader discussions on template information.

New investments were identified by the Executive Leadership Team, who adopted an approach aligned with the organization's strategic priorities. Strategic priorities were identified by the Executive Leadership Team.

### **Phase II: Budget Coordinating Team Review**

The Budget Coordination Team (BCT) conducted a comprehensive review and analysis of the revenue and expense factors driving the budget:

- revenue;
- institutional costs, unit-level and central;
- inflationary salary costs;
- direct costs of teaching;
- budget targets for 2022/23

The full detail on all these elements is provided in Sections 2.1 through 2.3 below.

### **Phase III: Budget Council Review**

The Budget Council reviewed the overall financial position of the 2022/23 draft budget through the review of the major revenue and expense drivers outlined above to determine what level of budget target would be required at the university level.

## **2.1 Revenue Process**

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The revenue process is made up of three separate components – operating grant, tuition fees, and other revenue.

### **Operating grants**

MCU's funding model allocates enrolment- and performance-driven operating grant revenue in alignment with the SMA3. Operating grant allocations for universities are governed by an enrolment corridor mechanism that includes a negotiated midpoint, indicating the level of funded student enrolments.

The SMA3 funding model allocates enrolment-driven operating grant within two major components, in addition to special purpose envelopes targeted to specific sector priorities. Within the Enrolment Envelope, the Core Operating Grant (COG) is allocated based on enrolment through the corridor funding model. The Differentiation Envelope is composed of the Performance/Outcomes-based Grant, distributed based on outcomes, measured relative to the achievement of SMA3 metric targets. Due to the uncertainty of the pandemic, the Ministry delayed the activation of performance-based funding and recently extended the delay to cover 2022/23. The Ministry has signalled that it aims to introduce performance-based funding at 10% of total grant in 2023/24, rising to 25% in 2024/25.

### **Tuition revenue**

Revenue from tuition is the product of two inputs – tuition rates and enrolment projections.

#### **Tuition rates**

Tuition rates for publicly funded (domestic) students are governed by the Provincial Government's Tuition Fee Framework. At the time of writing, the government has not yet communicated the status of the tuition framework for the coming year. Based on the timing, the university anticipates an extension of the tuition freeze for Ontario students, with a provision for a 3% increase for out-of-province students. This would mirror what occurred last year, when universities were notified on April 30, 2021 that the tuition freeze would continue for 2022/23. Consequently, the university has proposed domestic tuition rates at the same levels as 2021/22 (0% change). With the expectation that the framework will continue to include a provision for a 3% increase for domestic, out-of-province students, Laurier is evaluating the impact of these increases and will be bringing forward a proposal to the governing bodies.

For international students and non-publicly funded programs and courses, the University has discretion over tuition fee increases as these are not eligible for provincial government funding and are not governed by the tuition fee framework. Tuition rates for these programs are guided by the market and Laurier's relative competitiveness.

The Tuition Fee Report recommended by Senate and approved by the Board of Governors in March includes the tuition fee rates that are incorporated into the forecast.

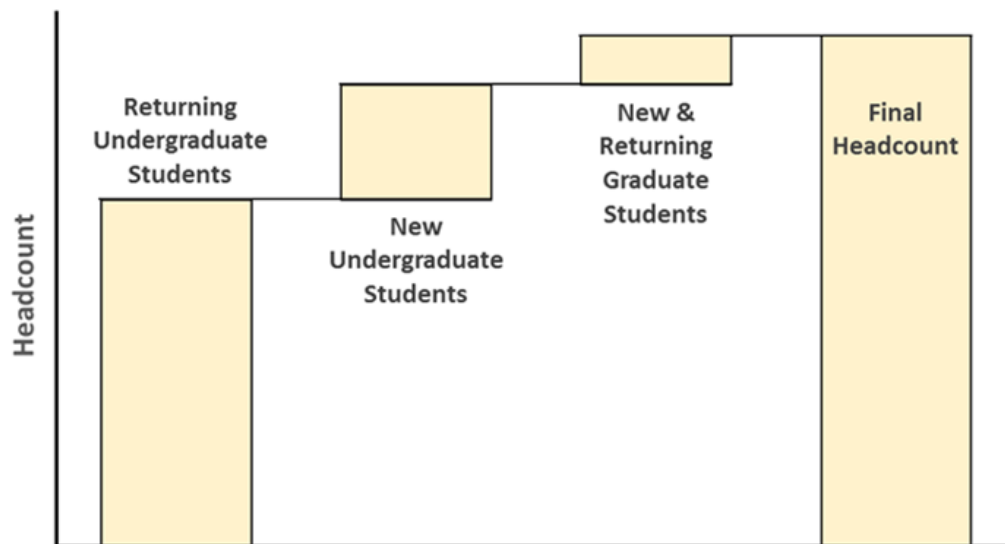
### Enrolment projections

Student enrolment drives almost 90% of operating revenue. The Strategic Enrolment Management (SEM) Committee is responsible for providing strategic direction in establishing the University’s long-term enrolment plan; aligning the enrolment planning process with institutional and academic priorities. A key component of this plan is the development of short-term and long-term enrolment targets for both graduate and undergraduate students. This forms the basis of the enrolment projection, which is then used to project enrolment-driven revenue (tuition and grant) institutionally and by Faculty.

SEM is tasked with developing long-term enrolment plans that reflect a comprehensive and integrated approach to strategic enrolment management. The enrolment plan is intended to enable the University to achieve and maintain optimal student enrolment within the context of the Laurier Strategy, Strategic Academic Plan (SAP) and the Strategic Mandate Agreement (SMA) while responding to external factors, including government policy, demographics, and the competitive landscape.

The enrolment plan considers not only new annual intake, but also student retention, which impacts the flow through of students progressing to graduation. Figure 9 is a conceptual depiction of how the various cohorts of students make up the enrolment projection, which drives the total tuition and grant revenue forecast.

**Figure 9:** Components of Enrolment Forecast (*illustrative example only*)



## 2.2 Enrolment

The following table illustrates the projected change in total students from 2021/22 to 2022/23:

**Table 2: Forecasted Change in Total Students**

Total Fall Headcount (FT & PT) *								
	2020-21	2021-22	2021-22	2022-23	2022-23 /2021-22		2022-23 /2021-22	
	Actual	Projected	Actual	Projected	Projected / Projected		Projected / Actual	
					#	%	#	%
<b>Undergraduate</b>								
Domestic	17,941	17,402	18,833	18,989	1,587	9.1%	156	0.8%
International	1,275	1,190	1,254	1,440	250	21.0%	186	14.8%
Full Time	15,550	15,319	16,173	16,661	1,342	8.8%	488	3.0%
Part Time	3,666	3,273	3,914	3,768	495	15.1%	-146	-3.7%
<b>Graduate</b>								
Domestic	2,055	2,144	2,026	2,045	-99	-4.6%	19	0.9%
International	134	149	150	168	19	12.8%	18	12.0%
Full Time	1,030	1,120	1,035	1,076	-44	-3.9%	41	4.0%
Part Time	1,159	1,173	1,141	1,137	-36	-3.1%	-4	-0.4%
<b>Undergraduate</b>	19,216	18,592	20,087	20,429	1,837	9.9%	342	1.7%
<b>Graduate</b>	2,189	2,293	2,176	2,213	-80	-3.5%	37	1.7%
<b>Total</b>	21,405	20,885	22,263	22,642	1,757	8.4%	379	1.7%
<b>Domestic</b>	19,996	19,546	20,859	21,034	1,488	7.6%	175	0.8%
<b>International</b>	1,409	1,339	1,404	1,608	269	20.1%	204	14.5%
<b>Total</b>	21,405	20,885	22,263	22,642	1,757	8.4%	379	1.7%
<b>Full Time</b>	16,580	16,439	17,208	17,737	1,298	7.9%	529	3.1%
<b>Part Time</b>	4,825	4,446	5,055	4,905	459	10.3%	-150	-3.0%
<b>Total</b>	21,405	20,885	22,263	22,642	1,757	8.4%	379	1.7%

\* # of registered students in Fall term

Overall, the total student headcount for Fall 2022 is projected to increase by 379 students or 1.7% over 2021/22. The increase in enrolment is mainly driven by a higher number of continuing domestic students, resulting from significant intake in 2021/22 as well as international growth. Retention among continuing students has improved, in part due to the temporary offering of the credit relief (CR) grading option throughout 2020/21 and 2021/22 (students can convert one half-credit course per term to a 'CR' which does not negatively impact their GPA). Also reflected is an increased intake of graduate students.

### Undergraduate (UG) Students:

Total projected undergraduate headcount for Fall 2022 is 20,429 reflecting a 1.7% increase over the prior year. Included is a slight increase in domestic enrolment and a 14.8% increase in international enrolment.

The incoming first year class makes up 30% of the total full-time undergraduate enrolment. The intake target is established through the Strategic Enrolment Mangement Committee.

**Table 3: Fall Full-Time Headcounts – Undergraduate**

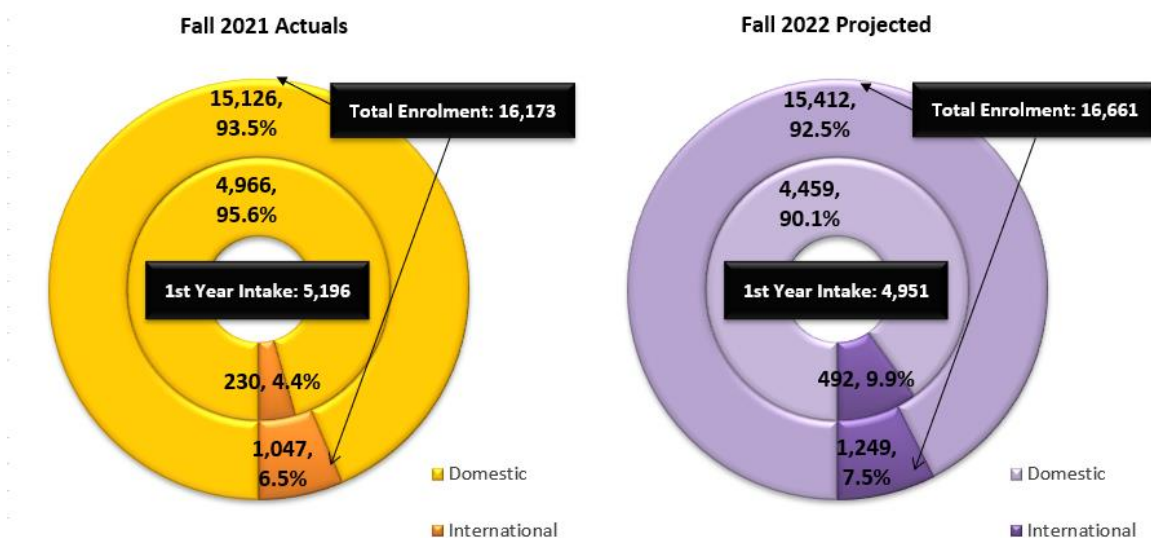
<b>1<sup>st</sup> Year Fall Full-Time Headcount – Undergraduate</b>				
Fall Full-Time Headcount	2020	2021	2022	22p vs 21a
	Actual	Actual	Projected	% Change
Domestic – 1 <sup>st</sup> entry	3,921	4,811	4,289	-10.9%
International – 1 <sup>st</sup> entry	240	230	492	113.9%
<b>1<sup>st</sup> entry Sub-Total</b>	<b>4,161</b>	<b>5,041</b>	<b>4,781</b>	<b>-5.2%</b>
Domestic – 2 <sup>nd</sup> entry (Bachelor of Education)	71	155	170	9.7%
International – 2 <sup>nd</sup> entry	0	0	0	-
<b>Total</b>	<b>4,232</b>	<b>5,196</b>	<b>4,951</b>	<b>-4.7%</b>

The domestic 1<sup>st</sup> entry projected target shows a decline from the prior year actual results. Those 2021 results represent the largest-ever incoming class, generating a year-over-year comparison decline despite overall undergraduate enrolment growth.

In 2<sup>nd</sup> entry programs, the Faculty of Education is planning to increase new students by approximately 10%, as the demand for qualified teachers is increasing.

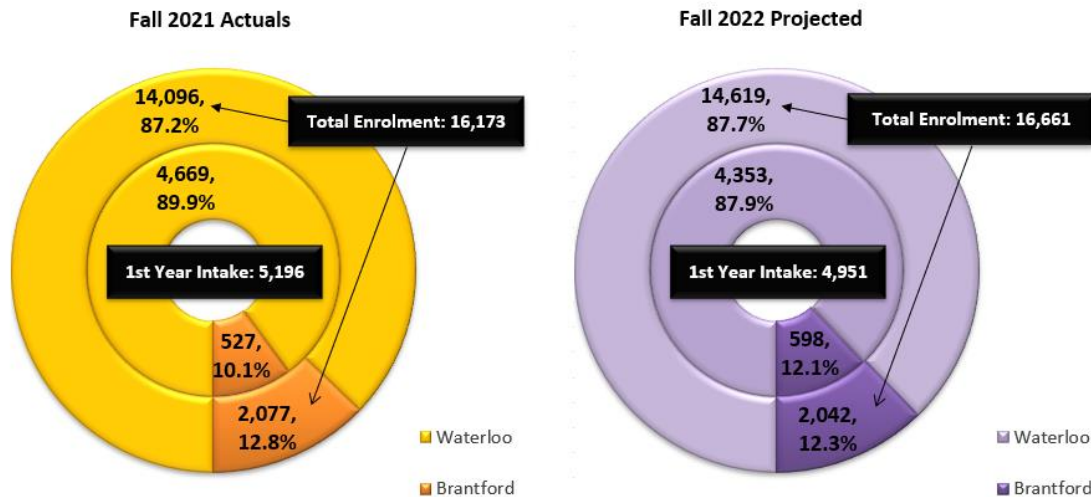
The composition for the projected full-time undergraduate enrolment for both first year intake and overall is displayed by Student Type (Figure 10), by Campus (Figure 11) and by Faculty (Figure 12).

**Figure 10: Total Undergraduate Full-time Headcount by Student Type**



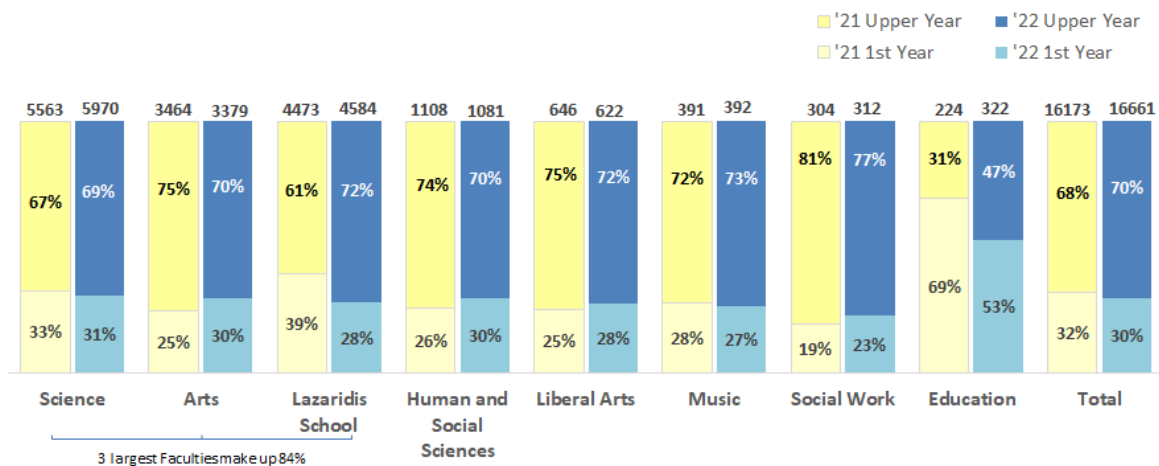
The number of international students in undergraduate programs has grown steadily over the last decade. The above figure demonstrates the breakdown by student type – domestic and international, for both total full-time undergraduate enrolment and 1st year intake in 2021/22 and 2022/23. International full-time students make up 7.5% of the projected full-time undergraduate population; growing from less than 2.0% about 10 years ago.

**Figure 11: Total Undergraduate Full-time Headcount by Campus**



As shown above, the Brantford campus is projecting a 13% increase in intake, aligned with an overall growth strategy for the campus. Intake for the Waterloo campus is shown to be decreasing from the prior year, which was part of the highest-ever incoming class. Strong flow through of continuing students results in overall an increase in total enrolment for the Waterloo campus.

**Figure 12: Total Undergraduate Full-time Headcount by Faculty**



**Note:** The Faculty of Education is a two-year program. Enrolment capacity in the Bachelor of Education (B.Ed) program was expanded during 2021/22. The proportion of upper year students in



*the Faculty of Education is projected to increase significantly in 2022/23 as the larger 2021/22 cohort of first year B.Ed students progress to second year.*

The projected overall 3.0% increase in undergraduate full-time enrolment is not distributed evenly across all Faculties. The most significant undergraduate enrolment growth is projected in the Faculty of Education reflecting the expansion of the Bachelor of Education program and the Faculty of Science. Undergraduate enrolment in the other Faculties is projected to remain relatively stable.

### Graduate Students:

At the graduate level, student enrolment is projected to increase by 2.9%<sup>2</sup>. The projected increase in enrolment relates mainly to growth in Professional Master's programs.

The composition for the projected Graduate Fall FTE is displayed by program category (Table 4), type of student (Table 5) and by Faculty (Table 6):

**Table 4: Graduate Fall FTE by Program Category**

<b>Graduate FTE by Program Category</b>				
<b>Fall FTE</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>22p vs 21a</b>
	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>	<b>% Change</b>
<b>Grant Eligible Programs</b>				
Professional Masters *	488.3	454.2	486.8	7.2%
Research Masters	362.9	384.1	382.5	-0.4%
Doctoral	227.6	223.6	220.6	-1.3%
<b>Grant Ineligible Programs</b>				
Full Cost Recovery **	298.9	315.4	327.2	3.7%
<b>Total</b>	<b>1,377.7</b>	<b>1,377.3</b>	<b>1,417.1</b>	<b>2.9%</b>

\* Including diploma and general graduate studies

\*\* Enrolment in cost recovery programs is not eligible for government grant funding

Note: Graduate enrolment is presented in terms of Full-Time Equivalent (FTE) (1 FT graduate student = 1.0 FTE and 1 part-time graduate student = 0.3 FTE)

<sup>2</sup> Consistent with MCU reporting, graduate enrolment is reported as Fall FTEs

**Table 5: Graduate FTE by Type of Student**

<b>Graduate FTE by Type of Student</b>				
Fall FTE	2020	2021	2022	22p vs 21a
	Actual	Actual	Projected	% Change
Domestic – Grant Eligible	908.7	879.7	914.8	4.0%
Domestic – Grant Ineligible *	337.8	351.1	342.7	-2.4%
International	131.2	146.5	159.6	8.9%
<b>Total</b>	<b>1,377.7</b>	<b>1,377.3</b>	<b>1,417.1</b>	<b>2.9%</b>

\* Includes both domestic students in cost-recovery programs (about 80%) and those students who have exceeded their grant funding limit (about 20%)

The majority of graduate growth is projected to be in programs eligible for provincial grant funding, with an increase of 35.1 FTE or 4.0% over the prior year.

International graduate enrolment is projected to continue growing in 2022/23, with an increase of 13.1 FTE or 8.9% projected over the prior year.

**Table 6: Graduate FTE by Faculty**

<b>Graduate FTE by Faculty</b>				
Fall FTE	2020	2021	2022	22p vs 21a
	Actual	Actual	Projected	% Change
Lazaridis School	414.8	371.5	406.2	9.3%
Social Work	319.5	310.2	320.3	3.3%
Science	250	314.3	309.6	-1.5%
Arts	160.5	110.4	113.4	2.7%
Human and Social Sciences	81.9	109.7	108.8	-0.8%
SIPG	47.6	51.3	51.3	0.0%
Music	54.5	47.1	47.1	0.0%
Education	30.3	39.2	39.2	0.0%
Liberal Arts	18.6	23.6	21.2	-10.2%
<b>Total</b>	<b>1,377.7</b>	<b>1,377.3</b>	<b>1,417.10</b>	<b>2.9%</b>

In total, graduate enrolment is projected to increase by 2.9%. Across Faculties, enrolment numbers are fairly stable, with the majority of growth from the Lazaridis School. This growth relates to master's programs.

## **2.3 Expense Process**

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The current financial expense assumptions incorporate updated salary and benefit information, updated projections including institutional costs, direct costs of teaching, recruitment and student services and new investments in priority areas.

Total expenses for 2022/23 are \$332 million. Expenses are categorized as New Investments (including Direct Cost of Teaching, Recruitment, and Student Services), Institutional Costs – Unit Oversight and Institutional Costs – Central Oversight.

### **New Investments: System Investments and Direct Costs of Teaching, Recruitment & Student Services**

The 2022/23 budget includes significant new investments to support revenue growth and the overall quality of teaching, learning, research, and student engagement.

The majority of the new investments fall under the direct costs of teaching. The direct costs of teaching are associated with the creation of new programs and enrolment changes in continuing programs. Senate Academic Planning Committee and Senate review and approve the creation of new programs and the related detailed multi-year budgets. These necessary expenditures on teaching are offset by incremental revenue from the new programs.

Each Dean reviewed their SEM enrolment plans and identified whether the change in enrolment mix required additional direct teaching resources. Discussions between the Deans and the Provost occurred to review the enrolment numbers to determine if those eligible costs would be funded. Examples of direct cost of teaching expenditures may include the hiring of full-time faculty or Contract Teaching Faculty (CTF), the development and delivery of online courses, teaching assistance, lab supervision, support staff, partnerships, lab equipment, space and operating costs.

To support the projected increase in international students, the budget includes investments in recruitment, instructional costs, and student services.

### **Institutional Costs – Unit Oversight**

Institutional costs with unit oversight are costs that are directly attributable to a unit, and the unit has the responsibility to oversee the cost. However, the unit has limited control over how the cost may increase or decrease (e.g., audit fees, foreign exchange, scholarships, etc.).

These costs were reviewed by the unit as part of the budget process and the proposed changes were reviewed with Vice President: Finance & Administration and the Provost & Vice President: Academic. Budget Council also had an opportunity to review and advise the Co-Chairs.

### **Institutional Costs – Central Oversight**

Institutional costs with central oversight are costs that cannot be directly attributed to a unit. These costs are reviewed for any changes that may cause the cost to increase or decrease (e.g., University Memberships - such as Council of Ontario Universities).

The central costs (both revenue and expense) were reviewed based on actual experience and/or anticipated future changes and adjusted accordingly. The expected change was reviewed with the

Vice President: Finance & Administration and the Provost & Vice President: Academic and brought to Budget Council for information.

### 3. 2022/23 Operating Budget

The 2022/23 Operating Budget detailed information is presented in the following pages beginning with a summary of the Operating Budget (Table 7). The summary is broken out into major revenue and expense types with a comparison to the 2021/22 Budget, noting the major changes year-over-year. Additionally, the summary is further broken out into BASE (ongoing revenue and expense components) and One-Time-Only (OTO), time-limited revenue and expense components.

**Table 7: 2022/23 Budget by Revenue & Expense**

#### 2022/23 Budget by Expense

In \$000's

	Approved Budget 2021/22	BASE Budget 2022/23	OTO Budget 2022/23	Total Budget 2022/23	Change	% Chg
<b>Revenue</b>						
Tuition Fees	176,123	197,661		197,661	21,538	12.2%
Enrolment Based Government Grants	101,248	101,077		101,077	(171)	(0.2%)
Other Income & Fees	32,282	33,723		33,723	1,441	4.5%
<b>Revenue Total</b>	<b>309,653</b>	<b>332,461</b>		<b>332,461</b>	<b>22,808</b>	<b>7.4%</b>
<b>Salary &amp; Benefit Expenses</b>						
Full/Part Time Faculty Costs	108,027	111,200	954	112,155	4,128	3.8%
Full/Part Time Staff Costs	78,524	81,480	1,387	82,867	4,343	5.5%
Benefits	25,114	26,329	640	26,968	1,854	7.4%
Current Service Costs	18,538	20,296		20,296	1,758	9.5%
Pension Plan Deficiency	762	762		762		0.0%
<b>Salary &amp; Benefit Expenses Total</b>	<b>230,965</b>	<b>240,067</b>	<b>2,981</b>	<b>243,048</b>	<b>12,083</b>	<b>5.2%</b>
<b>Non-Salary Expenses</b>						
Scholarships & Bursaries	19,822	20,558	53	20,611	789	4.0%
Operating Costs	46,307	50,750	1,243	51,992	5,685	12.3%
Debt Service	5,733	5,915		5,915	182	3.2%
Utilities, Insurance & Taxes	6,699	6,829		6,829	130	1.9%
Contingency	2,000	2,000	0	2,000	( )	(0.0%)
<b>Non-Salary Expenses Total</b>	<b>80,561</b>	<b>86,051</b>	<b>1,295</b>	<b>87,346</b>	<b>6,785</b>	<b>8.4%</b>
<b>Expense Total</b>	<b>311,527</b>	<b>326,118</b>	<b>4,276</b>	<b>330,394</b>	<b>18,867</b>	<b>6.1%</b>
<b>Surplus/(Deficit)</b>	<b>(1,874)</b>	<b>6,343</b>	<b>(4,276)</b>	<b>2,067</b>	<b>3,942</b>	
Contribution to Operating Reserves	1,000			1,000		
Contribution to Other Reserves <sup>3</sup>				1,067	1,067	
<b>Surplus/(Deficit) After Contributions</b>	<b>(2,874)</b>	<b>6,343</b>	<b>(4,276)</b>	<b>0</b>	<b>2,874</b>	

<sup>3</sup> Contribution to Other Reserves will be determined through the upcoming Financial Sustainability Project reserve strategy

The figure below depicts the key components contributing to the year over year change as shown in Table 7. The details of these key components are further explained in Sections 3.1 (Revenue Projections and 3.2 (Expense Projections). Positive values indicate a favourable impact to the budget, whereas a negative value indicates an unfavourable impact.

**Figure 13:** Key Components of the Budget Build Process

	BASE	OTO	TOTAL
<b>2021/22 Budget - BASE *</b>	<b>-2,866</b>	<b>0</b>	<b>-2,866</b>
Tuition & Grant Revenue	21,337		21,337
Inflationary Salary Costs	-5,338	102	-5,235
<b>New Investments:</b> System Investments, Direct Cost of Teaching, Student Services, and Recruitment	-5,396	-4,705	-10,101
Institutional Costs	-2,717	-1,174	-3,891
Budget Targets	2,323	0	2,323
Gapping Adjustments	-1,000	1,500	500
<b>2022/23 Surplus / (Deficit)</b>	<b>6,343</b>	<b>-4,276</b>	<b>2,067</b>

\* 2021/22 BASE budget of \$2,866 is net of \$1.0 million contribution to reserves

### 3.1 Revenue Projections

Overall, total revenues are expected to increase by \$22.8M or 7.4%. Revenues from student tuition fees and government operating grants account for 90% of the total operating revenues. The following provides a comprehensive review of each major component of operating revenues and the factors causing the change from the previous year.

#### 3.1.1 Tuition Revenue

Total tuition revenue is the product of two inputs – enrolment projections and tuition rates. The process of how each input is determined is described in Section 2.1. Table 8 breaks out the tuition revenue components. Total tuition revenue is projected to increase by \$21.5M or 12.2%.

**Table 8: Budgeted Operating Revenue Components**

	Enrolment (UG Fiscal FTE & GR Fall FTE)					Preliminary Tuition (in \$000's)				
	2020-21	2021-22	2022-23	2022-23 /2021-22		2020-21	2021-22	2022-23	2022-23 /2021-22	
	Actual	Projected	Projected	YoY Change		Actual	Projected	Projected	YoY Change	
			#	%				#	%	
<b>Undergraduate</b>										
Domestic	17,460	16,685	18,378	1,693	10.1%	\$119,891	\$115,205	\$128,127	\$12,921	11.2%
International	1,339	1,249	1,518	269	21.6%	\$35,013	\$36,064	\$45,217	\$9,154	25.4%
Full Time	15,883	15,419	16,933	1,514	9.8%	n/a	n/a	n/a	n/a	n/a
Part Time	2,917	2,515	2,964	449	17.8%	n/a	n/a	n/a	n/a	n/a
<b>Graduate</b>										
Domestic	1,247	1,324	1,258	-67	-5.0%	\$19,723	\$20,777	\$19,546	-\$1,231	-5.9%
International	131	148	160	12	8.1%	\$3,746	\$4,077	\$4,770	\$693	17.0%
Full Time	1,030	1,120	1,076	-44	-3.9%	n/a	n/a	n/a	n/a	n/a
Part Time	348	352	341	-11	-3.1%	n/a	n/a	n/a	n/a	n/a
<b>Undergraduate</b>	18,799	17,934	19,896	1,963	10.9%	\$154,904	\$151,269	\$173,344	\$22,075	14.6%
<b>Graduate</b>	1,378	1,472	1,417	-55	-3.7%	\$23,469	\$24,854	\$24,316	-\$537	-2.2%
<b>Total</b>	20,177	19,405	21,313	1,908	9.8%	\$178,372	\$176,123	\$197,661	\$21,538	12.2%
<b>Domestic</b>	18,707	18,009	19,636	1,627	9.0%	\$139,614	\$135,982	\$147,673	\$11,691	8.6%
<b>International</b>	1,470	1,396	1,678	281	20.2%	\$38,759	\$40,141	\$49,988	\$9,847	24.5%
<b>Total</b>	20,177	19,405	21,313	1,908	9.8%	\$178,372	\$176,123	\$197,661	\$21,538	12.2%
<b>Full Time</b>	16,913	16,539	18,009	1,470	8.9%	n/a	n/a	n/a	n/a	n/a
<b>Part Time</b>	3,264	2,867	3,305	438	15.3%	n/a	n/a	n/a	n/a	n/a
<b>Total</b>	20,177	19,405	21,313	1,908	9.8%	n/a	n/a	n/a	n/a	n/a

**Undergraduate domestic tuition revenue**

Undergraduate domestic tuition revenue is forecasted to increase by \$12.9M or 11.2% over the prior year. This is consistent with the projected increase in the number of students above, and a flat tuition rate change of 0.0% for domestic students.

**Undergraduate international tuition revenue**

Undergraduate international tuition revenue is forecasted to increase by \$9.2M or 25.4% over the prior year. This is consistent with the projected increase in students and an increase in the average tuition rate of 5.0% for international students.

**Graduate tuition revenue**

Graduate tuition revenue is forecasted to decrease by \$0.5M or 2.2% over the prior year, reflecting a decrease in projected enrolment when compared to prior year projections.

**Other**

Cross-registration fees relate to students whose home institution is either Laurier or the University of Waterloo, who elect to take courses at the other institution. Revenue flows between the two institutions and represents an allocation for both tuition and grant. Over time, registration between the two institutions has begun to equalize, resulting in a minimal annual net transfer of funds (approx. \$0.1M).

Incoming international exchange students have no net impact on the tuition revenue as they pay tuition fees to their home institution.

### 3.1.2 Government Grants

Table 9 outlines the major sources of government grant funding in fiscal 2022/23.

**Table 9: Major Sources of Government Grant Funding**

<b>Major Sources of Government Grant Funding</b>				
<b>Budget (In 000's)</b>	<b>2021/22 Budget</b>	<b>2022/23 Budget</b>	<b>Change</b>	<b>%</b>
<b>Enrolment Envelope</b> (Core Operating Grant)	68,071	57,126	-10,945	-16.1%
<b>Differentiation Envelope</b> (Performance/Outcomes Based Grant)	35,513	46,458	10,945	30.8%
<b>International Student Recovery</b>	-974	-1,182	-208	21.3%
<b>Institutional Total</b>	<b>102,610</b>	<b>102,403</b>	<b>-208</b>	<b>-0.2%</b>
Allocation to Martin Luther University College	-1,390	-1,326	65	-4.6%
<b>Total</b>	<b>101,220</b>	<b>101,077</b>	<b>-143</b>	<b>0.2%</b>

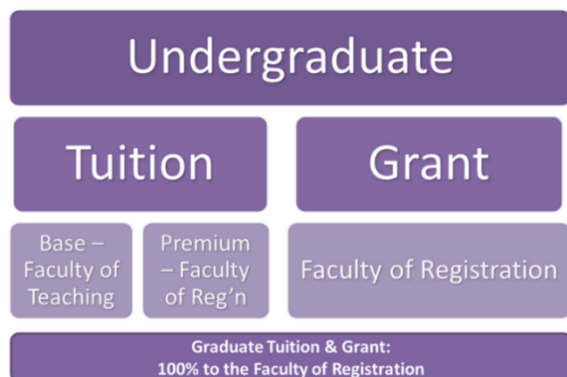
The total revenue from the government operating grant remains flat due to the SMA3 performance/outcomes-based funding system. As 2022/23 is the third year of SMA3, the proportion of funding allocated to the Differentiation Envelope is significantly higher than in 2020/21, reflecting the scheduled increase in the percentage of performance-based funding.

The slight decrease of \$143K or 0.2% in total government operating grant in 2022/23 over 2021/22 is a result of the increased International Student Recovery (ISR) obligation; partially offset by the reduced grant allocation to Martin Luther University College. Of the total operating grant, approximately 87% relates to undergraduate enrolment.

### 3.1.3 Total Revenue by Faculty

Laurier's RCM budget model allocates revenue based on student activity. A base undergraduate tuition amount is allocated to each Faculty based on teaching activity. Operating grant and any undergraduate tuition premium over and above the base tuition, as well as all graduate tuition, is allocated based on students' Faculty of Registration for their program. The figure below illustrates this allocation to the Faculties.

**Figure 14: RCM Tuition/Grant Allocation**



The total revenue for each Faculty is broken down as follows:

**Table 10: Total Revenue by Faculty**

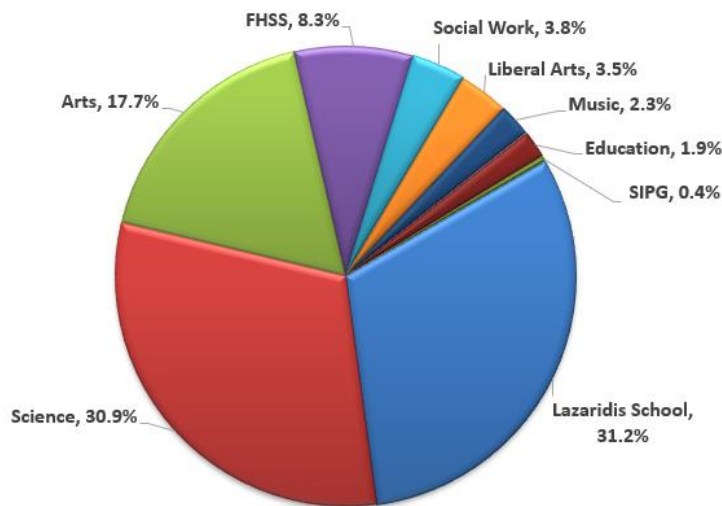
<b>Total Tuition &amp; Grant by Faculty (In Millions)</b>				
<b>Faculty</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Change</b>	<b>%</b>
Arts	55.4	52.8	-2.6	-4.7%
Lazaridis School	83.8	93.2	9.3	11.2%
Education	5.2	5.8	0.6	11.8%
FHSS	22.9	24.8	1.9	8.2%
Liberal Arts	9.5	10.5	1.0	10.6%
Music	6.8	6.8	-0.1	-1.2%
SIPG	1.4	1.2	-0.2	-12.4%
Science	79.1	92.3	13.2	16.7%
Social Work	13.2	11.4	-1.8	-13.8%
<b>Total</b>	<b>277.3</b>	<b>298.7</b>	<b>21.4</b>	<b>7.7%</b>

The change in tuition and grant revenue by Faculty reflects the change in tuition rates as well as changes in student enrolment numbers and program mix. Several Faculties were able to mitigate the impact of the eligible tuition policy through increased enrolment, change in student mix and increases in international tuition rates.

Table 10 includes the impact of the Department of Geography & Environmental Studies moving from the Faculty of Arts to the Faculty of Science (effective July 1, 2021), resulting in a decrease in students for the Faculty of Arts and an increase for the Faculty of Science. Revenue growth in Science and the Lazaridis School also reflects growth in new international students and continuing domestic students. The significant increase in new and continuing in Bachelor of Education students is reflected in the year-over-year revenue growth for the Faculty of Education.



**Figure 15: Total Revenue Allocation by Faculty**



### Other Income & Fees

Other income & fees are expected to increase \$1.4 million from the prior year. This category includes the student fees for essential services as well as other general fees and program revenues such as transcript fees, co-op/internship fees, application fees, athletics, financing income, student interest, and continuing education. Additionally, this year, the main contributors to the overall net increase include:

#### Positive contributors:

- In 2021/22, the pandemic continued to have implications on Athletics revenue for the second consecutive year. It is assumed that for the 2022/23 budget, revenue will resume to its pre-pandemic level. This increase accounts for approximately \$1.0 million year over year revenue change.
- Increase in One Market rent revenue of \$0.6 million due to an increase in revenue from leases.
- Increase in Faculty of Social Work professional development revenue (\$0.1 million).
- The remaining contributors offsetting the positive contributors relate to changes less than \$0.1 million.

### 3.2 Expense Projections

Total expenses are expected to increase by \$18.9 million (6.1%). Faculty and staff salaries and employee benefits account for 74% of the total operating expenditures. Figure 16 depicts the breakdown of total expenses.

**Figure 16: Total Expenses Breakdown**



#### 3.2.1 New Investments: System Investments and Direct Cost of Teaching, Student Services, and Recruitment

Direct teaching costs result from the creation of new programs and from significant changes in student enrolment. A significant shift, such as the projected increase in international students, results in increased costs for recruitment and student service. Based on the significant increase in tuition revenue projected for 2022/23, the budget includes investments in critical areas to ensure the continued quality of teaching and learning and the overall student experience. As a talent driven organization, investments in positions across the university in both faculty and staff are a major focus of these new investments.

**Table 11: New Investments**

In 000's	BASE	OTO	Total	FTE	
				Faculty	Staff
Full-time Faculty	1,723	1,725	3,448	16	
Contract Teaching Faculty	165	504	669 *		
Program Operations	1,663	2,477	4,140		14
Recruitment & Student Services	1,843	-	1,843		5
<b>Total New Investments</b>	<b>5,394</b>	<b>4,706</b>	<b>10,100</b>	<b>16</b>	<b>19</b>

\* Corresponds to 73 CTF stipends

### 3.2.2 Institutional Costs – Unit Oversight

Institutional costs with unit oversight are costs that are directly attributed to a unit, and the unit has the responsibility to oversee the cost. However, the unit has limited control over how the cost may increase or decrease. Reflected below are the changes that have been incorporated into the budget. In Table 12, a positive figure indicates an increase in expense, whereas a negative figure indicates a decrease in expense. The total impact of institutional costs (unit oversight) was unfavourable at \$3.1 million, with the majority attributable to scholarships.

**Table 12: Institutional Costs – Unit Oversight**

<i>In 000's</i>		BASE	OTO	Total
<b>Expense</b>	Scholarships	2,109	53	2,161
	Foreign Exchange		873	873
	Digital Strategy	423		423
	Investments in Technology	117		117
	Academic Support	73		73
	Operations	-525	50	-475
	Contractual Obligations	-42	-4	-46
<b>Total Impact on Operating Budget</b>		<b>-2,154</b>	<b>-972</b>	<b>-3,126</b>

### 3.2.3 Institutional Costs – Central Oversight

Institutional costs with central oversight are costs that cannot be directly attributed to any one unit. These costs are reviewed centrally for any changes that may cause the cost to increase or decrease. Reflected below are the changes that have been incorporated into the budget. In Table 13, a positive figure indicates an increase in revenue/expense, whereas a negative figure indicates a decrease in revenue/expense. The total impact of changes to institutional costs (central oversight) was slightly unfavourable at \$166,000.

**Table 13: Institutional Costs – Central Oversight**

<i>In 000's</i>		BASE	OTO	Total
<b>Revenue</b>	Bank Interest Income	-445		-445
	Internal Loan Interest Revenue	460		460
	Contribution to Operating Fund	-70		-70
<b>Change in Revenue</b>		<b>-55</b>	<b>0</b>	<b>-55</b>
<b>Expense</b>	Bank Charges	32		32
	Supplemental Pension Arrangement	-84	202	118
	Debt Service Cost	182		182
	Internal Loan Interest & Principle	-220		-220
<b>Change in Expenses</b>		<b>-91</b>	<b>202</b>	<b>111</b>
<b>Total Impact on Operating Budget</b>		<b>36</b>	<b>-202</b>	<b>-166</b>

### 3.2.4 Budget Targets

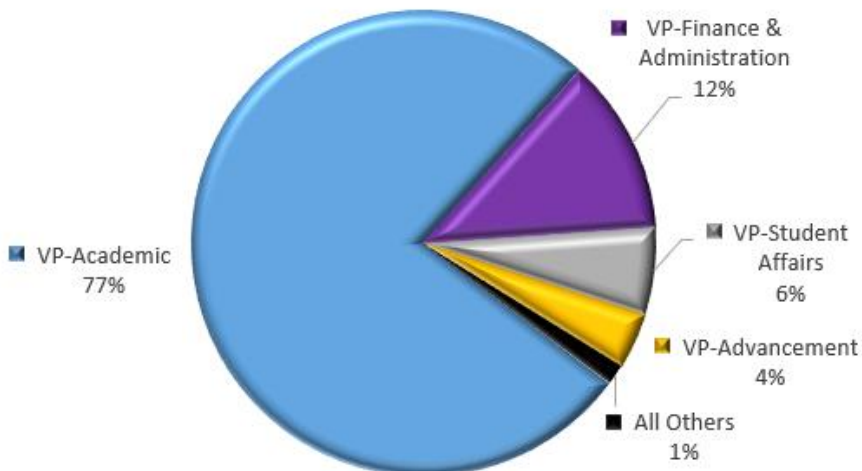
The preliminary 2022/23 forecast reflected an operating deficit even before considerations for contributions to capital and strategic priorities. Additional tactics were required to achieve a balanced budget and support the achievement of Laurier’s strategic objectives.

Through the budget template process, each AVP/Dean was asked to model a 1% and 2% budget target scenario identifying specific activities that would contribute to meeting the unit’s budget target through cost reduction and/or revenue generation. The template information was for modelling purposes only to inform potentially differentiated targets within the overall VP (or equivalent) portfolio.

In order to determine the overall level of budget targets required, the Budget Co-Chairs and Budget Council reviewed the overall financial position of the 2022/23 draft. Based on the key components of the budget and the resulting deficit position, it was determined that an overall budget target of 1% was necessary. To achieve this overall target, some differentiation between VP portfolios was recommended to moderate the impact to smaller VP portfolios which had less flexibility in their budgets, and where even small targets can have significant impacts on operations.

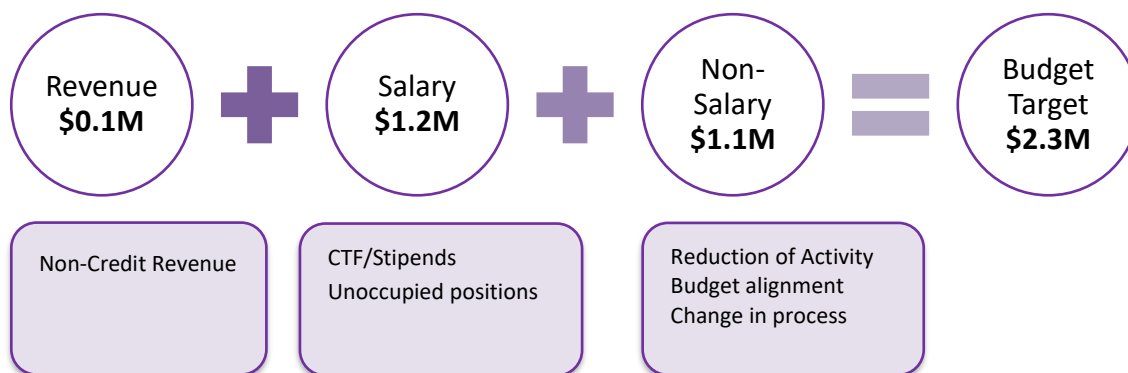
Figure 17 outlines the distribution of the \$2.3 million budget target across the VP portfolios. Figure 18 shows the breakdown of the Operating Units targets by category and highlights the type of activity that is planned to realize the budget target.

**Figure 17: Budget Targets by VP Portfolio**



**Figure 18: Unit Budget Targets by Category**

The salary targets represent a mix between academic and administrative units. All of the savings will be leveraged through anticipated vacancies, contract positions, and positions not currently occupied.



### 3.2.5 Central Review of Preliminary Deficit Position

As in previous years, the Budget Coordinating Team completed a comprehensive review of central and institutional items to identify potential savings and deficit reduction opportunities. The focus continues to be on reducing fiscal conservatism to bring the budget as close as possible to projected actuals; and to reduce the level of unit-level budget targets.

### 3.2.6 Commentary to 2022/23 Budget by Expense

This section provides detailed commentary to the 2022/23 Budget including review of the major drivers influencing the expenditure assumptions. Further, it provides explanation and highlights the major variances to expenditures as noted in Table 7 for 2022/23 as compared to the 2021/22.

#### Salary & Benefit Expenses

Salaries and benefits for faculty and staff (full and part-time) make up the largest portion of the University's operating expenditure budget (\$243 million or 73%).

The salary and benefit assumptions include Bill 124, legislation capping salary rate increases at 1%. The salaries & benefits increase of \$12.1 million or 5.2% over the previous year, is a result of the following major salary and benefit related budget components:

#### Full/Part Time Faculty Costs – Increase of \$4.1 million

Compensation increases of \$2.7 million driven by collective agreements are the largest cost driver of this budget category. Additionally, an increase of direct cost of teaching accounted for a \$2.4 million change year over year. Offsetting this increase was salary savings of \$0.85 million related to the overall university 1% budget target. The salary savings were all related to positions not currently occupied and anticipated vacancies. The remaining decrease in salary related to \$0.5 million in OTO salary expenses that occurred in 2020/21.

Additionally, this year, some atypical factors contributed to the increase including:

- The base gapping adjustments (budgeting of projected salary underspending) incorporated into the 2021/22 budget have been reduced by 50% and converted from base to OTO. The shift from base to OTO is to simplify the reporting and tracking of salary expenditures. The 50% decrease is based on the quarterly management reporting to date.

#### Full/Part Time Staff Costs – Increase of \$4.3 million

Compensation increases of \$1.7 million from known and expected salary rate increases as per collective agreements are the largest cost driver of this budget category. Additionally, direct cost of teaching accounted for a \$2.3 million change year over year. This year, resources related to new investments contributed \$0.7 million. Offsetting this increase was salary savings of \$0.2 million of which were all related to positions not currently occupied and anticipated vacancies, as well as other OTO salary expenses of \$0.5 million that occurred in 2020/21.

Additionally, this year, some atypical factors contributed to the increase including:

- The base gapping adjustments (budgeting of projected salary underspending) incorporated into the 2021/22 budget have been reduced by 50% and converted from base to OTO. The shift from base to OTO is to simplify the reporting and tracking of salary expenditures. The 50% decrease is based on the quarterly management reporting to date.
- Anticipated costs associated with the implementation of the WLUSA/OSSTF Job Evaluation Plan estimated to be \$0.1 million more than originally budgeted

#### Benefits – Increase of \$1.9 million

Statutory & fringe benefits is the main component and is based on the current and projected increase in the faculty and staff complement. This budget is estimated on an average percentage rate. Other benefits such as retirees, maternity, tuition exemptions and the supplemental pension arrangement have been adjusted to reflect current actual spend.

#### Pension Plan: Current Service Costs & Pension Plan Deficiency – Increase of \$1.8 million

The Current Service Cost is set by the Actuary based on the results of the Plan valuation and is intended to cover the cost of benefits earned by Pension Plan members for the coming year. The Current Service Cost is calculated as a percentage of pensionable earnings.

In addition to Current Service Costs, the University must pay for any unfunded deficits that have occurred in the Plan. Pension Plan deficiencies are calculated by the Actuary at the time of the Plan's formal valuation, which, in Laurier's case, was last performed as at April 30, 2019. There are two calculations, both reflecting the funded status of the Plan at a point in time. The Going Concern valuation provides an assessment of the Plan's financial position at the valuation date on the premise the Plan continues into the future indefinitely. Based on the current funding framework, Going Concern Deficits must be amortized over a period not to exceed 10 years. Laurier's Going Concern Deficit as at April 30, 2019 is \$8.9 million. The Solvency valuation is intended to provide an assessment of the Plan's financial position at the valuation date on the premise that certain obligations as prescribed by the act are settled on the valuation date for all members should the Plan wind up. The Actuary must comply with more restrictive assumptions and methodologies when performing this calculation. Laurier's last Valuation showed a solvency deficit of \$36.3 million and a solvency ratio of 0.95. There is no additional funding required so long as the solvency ratio is above 0.85.

The 2022/23 Budget contains a provision of \$0.8 million in Going Concern Deficit special payments and current service costs of \$20.3 million, based on our valuation in 2019.

The next valuation is due no later than April 30, 2022 and will need to be filed with the regulators by January 31, 2023. Any impact on the University Current Service Costs for the supplemental plan would take effect from April 30, 2022 with “catch up” payment made upon filing the valuation in January 2023 for any shortfall (for the period from April 30, 2022 to the date of filing). Any impact on special payments to fund the deficit would not start until one year from the valuation date.

At June 30, 2021, the estimated Going Concern deficit of approximately \$24.2 million would result in special payments of \$3.2 million to begin April 30, 2023. The University Normal Cost for the Minimum Guarantee Pension would increase from 3.2% to 4.12% of pensionable earnings. Based on projected earnings at April 30, 2022 there could be an increase of approximately \$1.8 million over the current normal cost. The University money purchase cost would remain at 7% of earnings and we would continue to have no solvency special payments due to the solvency funded position remaining in excess of 85%.

## Non-Salary Expenses

This category, which includes a number of non-salary budgets, increased by \$6.8 million year-over-year. The following explains the main cost category changes:

### Scholarship & Bursaries - Increase of \$0.8 million

Undergraduate level scholarships increased for two main reasons. First, the proportion of new first-year students who received an entrance scholarship has remained higher than average during 2020/21 and 2021/22 because of strong high-school grades of incoming students during the pandemic. This has resulted in a greater volume of entrance scholarships awarded, and at higher average award values. We expect this trend to continue into 2022/23. Second, Laurier introduced a new Entrance Scholarship grid in 2021 to increase award value for high-performing incoming students as they launch their post-secondary career. The award values for incoming students achieving 85-89.9% and 90-94.9% were both increase by \$1,000. The updated Entrance Scholarship grid remains in effect for 2022/23. Scholarship costs are informed by award rate (%), award value (\$), and enrolment levels.

### Operating Costs - Increase of \$5.7 million

This category includes a multitude of accounts across all units within the University. The largest categories with budget exceeding \$3.0 million include Externally Contracted Services, Equipment/Software, Deferred Maintenance, Library Acquisitions, Online Partner Revenue, and Equipment/Operating Renewal.

*The major changes in operating costs were attributed to the following:*

#### *Travel Expenses – Increase of \$2.0 million*

- The travel budget for 2022/23 assumes moving back to more of a normal pre-pandemic travel activity level. The 2021/22 budget reflected \$2.0 million in OTO budget savings which reflected the continued travel pandemic restrictions last year.

#### *Other COVID-19 Pandemic Savings – Increase of \$2.0 million*

- The 2022/23 Budget assumes that the anticipated continued savings that were incorporated into 2021/22 on a OTO basis are returning back to more of a normal pre-pandemic level.

*Recruitment* – Increase of \$1.5 million

- Increased costs for recruitment resulted from a significant projected increase in international students

### 3.3 Budget by Faculty

Table 14 summarizes the Faculty allocation under the RCM Budget model.

**Table 14:** 2022/23 Budget by Faculty

#### 2022/23 Budget by Faculty (In 000's)

	FACULTIES									Total
	Arts	Lazaridis	Education	HSS	Liberal Arts	Music	SIPG	Science	Social Work	
Tuition & Grant Revenue	52,761	93,170	5,793	24,824	10,538	6,757	1,204	92,271	11,419	298,737
Non-Tuition & Grant Revenue	862	3,674	145	50	28	1,028	0	723	2,106	8,617
<b>Total Revenue</b>	<b>53,622</b>	<b>96,844</b>	<b>5,938</b>	<b>24,874</b>	<b>10,566</b>	<b>7,784</b>	<b>1,204</b>	<b>92,994</b>	<b>13,525</b>	<b>307,353</b>
Total Direct Costs	34,886	51,220	4,086	11,547	8,970	9,101	3,672	42,169	11,687	177,339
<b>Contribution Margin</b>	<b>18,736</b>	<b>45,624</b>	<b>1,852</b>	<b>13,327</b>	<b>1,596</b>	<b>-1,317</b>	<b>-2,468</b>	<b>50,825</b>	<b>1,838</b>	<b>130,014</b>
Shared Service Allocation	27,801	33,446	1,508	8,435	4,958	5,122	696	33,912	5,393	121,272
University Fund Revenue Assessment (8%)	4,221	7,454	463	1,986	843	541	96	7,382	914	23,899
<b>Bottom-Line Position</b>	<b>-13,285</b>	<b>4,724</b>	<b>-119</b>	<b>2,906</b>	<b>-4,205</b>	<b>-6,979</b>	<b>-3,261</b>	<b>9,532</b>	<b>-4,469</b>	<b>-15,157</b>

University Fund Components:	
Unattributable Revenue	4,819
University Fund Assessment (8%)	23,899
Faculty Surpluses	17,161
<b>University Fund In-Flows</b>	<b>45,879</b>
Institutional Cost - Central Oversight	11,198
Subvention Funds	32,319
Direct Attribution	296
<b>Total University Fund Out-Flows</b>	<b>43,812</b>
<b>University Fund Balance</b>	<b>2,067</b>

The contribution margin after shared services costs, but before University Fund assessment, is \$8.7 million.

The University Fund revenue assessment of \$23.9 million flows into the University Fund. The other components of the University Fund are unattributable revenue, Faculty surplus and subvention funds and institutional costs. The net University Fund balance is \$2.1 million.

The bottom-line position of each Faculty reflects net changes in revenue, direct costs and the shared service allocation. Table 10 provides the revenue change by Faculty. The change in revenue is a result of enrolment changes offset by a frozen domestic tuition fee and operating grant. The direct costs change is a result of increases in salary costs (see section 3.2.7) and new direct costs (Table 11) offset by the budget reductions. (Figure 18).



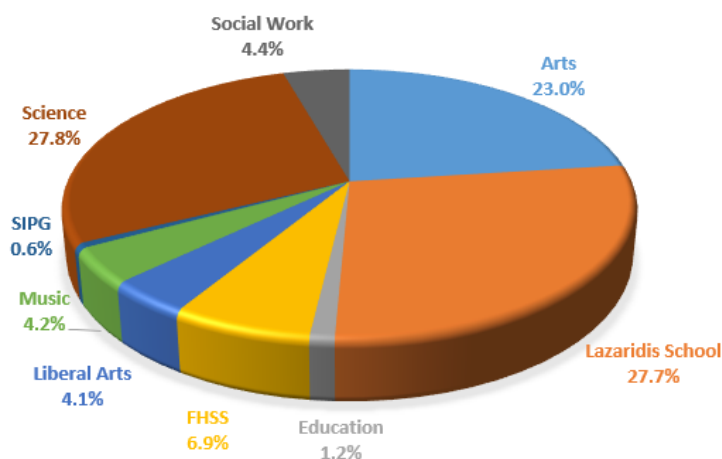
### 3.3.1 Shared Service Allocation

**Table 15: Shared Service Allocation (In 000's)**

Cost Pool	Departmental	Institutional: Unit Oversight	Total 2022/23
Central Support Services	20,962	4,362	25,324
Development & Alumni	4,541	-	4,541
Faculty, Staff & Student Services	21,101	19,863	40,964
Occupancy	17,402	8,423	25,825
Research Support	1,291	-	1,291
Scholarships & Bursaries	137	6,225	6,363
Student Support	16,414	550	16,964
<b>Total</b>	<b>81,849</b>	<b>39,423</b>	<b>121,272</b>

The figure below illustrates the shared service allocation by Faculty using the cost driver methodology.

**Figure 19: Shared Service Allocation by Faculty**



## Part C – Reserves

Internally Restricted Net Assets as shown on Laurier’s audited financial statements represent funds restricted by the University for future commitments and projects. The majority of the reserves are for specific purposes and cannot be repurposed.

Reserves are an important component of the long-term fiscal strategy in a number of ways. Historically, reserves have provided a source of funds to address operating and ancillary fund deficits, and as a source of funding for specific strategic initiatives. More recently, reserves have provided internal loans for capital purposes.

Reserves are regularly monitored and will be replenished through deliberate contributions from operating surpluses in coming years.

Reserves will continue to serve as a key component of the funding strategy for capital and other strategic investments, alongside debt, operating, and ancillary plans. The development of a long-term capital budget will consider the use of, and impact on, Laurier reserves. As part of the quarterly financial report, a review of reserve forecasts is completed which enables the organization to maintain awareness of this key contributor to financial health – and the financial health indicators that will continue to serve as sentinel signals of fiscal strength across the sector.

The reserve strategy will be coming as part of the Financial Sustainability Project.

The table below indicates forecasted reserve balances for 2021/22.

**Table 16: Internally Restricted Net Assets**

Summary (In 000's)	Apr 2022 (forecast)	Apr 2021	YoY Change
Carryforward/Retained Surplus	12,290	13,495	-1,205
Operating Specific Reserves	9,756	9,756	0
Operating General Reserves	2,780	1,780	1,000
Major Repairs and Maintenance	8,088	8,088	0
Equipment Replacement and Renewal Fund	2,402	2,382	20
Research Reserves	4,320	4,320	0
Ancillary Reserves	-8,512	-9,786	1,274
Sinking Fund	23,550	22,550	1,000
Post-Employment Benefits, Net of Internal Loans	0	778	-778
<b>Internally Restricted Net Assets</b>	<b>54,674</b>	<b>53,363</b>	<b>1,311</b>

The Operating General Reserve balance has increased due to a deliberate contribution to reserves starting in 2021/22 of \$1.0 million. As University operations transition from a reduced on-campus presence due to the pandemic, Ancillary reserves should continue to positively improve. The 2022/23 Operating and Ancillary budgets include deliberate contributions to reserve. The operating budget is intended to deliver a surplus which will strengthen reserves that have been depleted in recent years. As these reserves are replenished, they will be available to support strategic and capital projects. The Ancillary fund will make contributions to the ancillary reserve in order to recover the deficit position and will also make specific contributions for the purposes of deferred maintenance to support the infrastructure needs of ancillary services. This practice of regular contributions to reserves serves to strengthen the overall financial sustainability of the organization.

## Part D – Multi-Year Operating Budget Forecast

A multi-year planning approach is critical for ensuring institutional success and sustainability. The 2021/22 budget includes significant revenue generation and cost containment that place the institution on a positive trajectory. Going forward, it will be essential not only to balance the budget, but to generate sustained and predictable operating surpluses to support capital projects and strategic initiatives, and to reduce the institution’s debt burden.

The Multi-Year Operating Budget model starts with 2021/22 Budget as the base and consistently applies assumptions used in developing the 2022/23 Operating Budget. It incorporates revenue expectations reflecting the government’s current policy on the tuition rate framework and the government corridor funding formula for grants, and the University’s enrolment plan and projections. Inflationary factors have been added to non-salary costs; and strategic investments have been incorporated in varying degrees within each scenario.

In preparing the multi-year model, certain assumptions and estimates were necessary. The assumptions and estimates are based on information available to management at the time of preparing the 2022/23 Operating Budget. Users of this information are cautioned that actual results may vary.

To accurately depict genuine uncertainty impacting specific assumptions, three scenarios have been developed in the Multi-Year Budget forecast.

- Base Scenario:** the ‘most likely’ scenario based on current knowledge
- Scenario 1:** represents the impact of financially favourable<sup>4</sup> budget assumptions
- Scenario 2:** represents the impact of financially unfavourable<sup>4</sup> budget assumptions

**Table 17: Multi-Year Assumptions**

Enrolment:	BASE	Scenario 1	Scenario 2
Undergraduate: 1 <sup>st</sup> year domestic intake (full-time headcount)	Stable at medium-term average (~4,300)	Increase to 4,500 by 24/25 and stabilize	Stable at 4,000
Undergraduate: 1 <sup>st</sup> year international intake (full-time headcount)	Increases to 800 by 26/27	Increases to 800 by 25/26	Incremental growth to 550 by 26/27
Graduate: full-time domestic enrolment	increases to 1,200 by 26/27		
Graduate: part-time domestic enrolment	increases to 1,300 by 24/25		
Graduate: international enrolment	steady at 21/22 levels		
Student retention	remains steady at current levels		

<sup>4</sup> Financially favourable / unfavourable: Immediate fiscal impact at a point in time on the budget and should not be construed as commentary on the qualitative impact, nor on the investment value of the increase or decrease.

**Enrolment Commentary:**

- The enrolment projections that are the foundation of the multi-year revenue scenarios are based on a set of potential outcomes given our current plans and knowledge. For this year's multi-year forecast, we have introduced scenario-specific assumptions for undergraduate enrolment (domestic and international) to reflect the very significant financial impact of undergraduate enrolment. The enrolment levels have been factored into the projections for related increases in direct costs of teaching, student services, and scholarships and bursaries.

<b>Tuition Rate: (annually)</b>	BASE	Scenario 1	Scenario 2
UG Domestic tuition increase	1.0%	2.0%	0.0%
UG International tuition increase	5.0%		
Graduate Domestic tuition increase 23/24	1.0%	2.0%	0.0%
Graduate Int'l tuition increase: research programs	2.0%		
Graduate Int'l tuition increase: professional programs	5.0%		

**Tuition Commentary:**

- Because the government has not yet released a new tuition framework, there is significant uncertainty about what increases will be permitted in future years. The range of likely outcomes is captured across the three scenarios.
- International tuition increases are in line with increases approved in recent years, as informed by ongoing market analysis.

<b>Operating Grant:</b>	BASE	Scenario 1	Scenario 2
Operating grant	steady at SMA3 amounts		

**Operating Grant Commentary:**

- As described at the beginning of Part B: Operating Budget, the government has de-coupled operating grant funding from the performance metrics for 2020/21 and 2021/22 and recently extended this de-coupling to cover 2022/23. During the upcoming year, we will receive more information about the timing and format of the resumption of performance-based funding.
- The projected operating grant includes the relevant adjustments to account for the increase in the International Student Recovery as international enrolment increases.

<b>Salary &amp; Benefits:</b>	BASE	Scenario 1	Scenario 2
Salary increases	1.25%	1.0%	1.25%
Student faculty ratio	Impact of enrolment		
Pension service cost/pension deficiency *	Actuary estimate based on next valuation date of no later than April 30, 2022		

**Salary & Benefits Commentary:**

- Salary increases are capped at 1% due to Bill 124 legislation during the 3-year moderation period. Outside of the moderation period, the base and Scenario 2 assume the percentage may increase, as it has been frozen for a number of years. For Scenario 1, different rates are possible as uncertainty exists after this moderation period.

- The Pension Service cost/pension deficiency assumption included in all scenarios is based on actuarial estimate. A conservative approach is being used and more will be known closer to the actual valuation date. Section 3.2.7 explains the Pension Plan: Current Service Costs & Pension Plan Deficiency in more detail.

<b>Non-Salary Expenses:</b>	<b>BASE</b>	<b>Scenario 1</b>	<b>Scenario 2</b>
Strategic Investments	\$1.5 - \$0.75 million OTO	\$1.5 million OTO	\$0
Inflation		2%	

#### **Non-Salary Expenses Commentary:**

- Strategic investments are included for the base case and scenario 1 to recognize the ongoing importance of pursuing new opportunities and investing to respond to technological change and student and societal demand.
- In the BASE scenario, given the low and diminishing level of surplus, the ability to make strategic investment diminishes as well.
- A modest 2% inflation has been included in all scenarios. Despite recent rising rates of inflation, this assumption was deemed reasonable in light of the areas that the university is most exposed to.

<b>Central Gapping Adjustments:</b>	<b>BASE</b>	<b>Scenario 1</b>	<b>Scenario 2</b>
OTO salary savings (\$1.0M)			Savings continue in future years

#### **Central Gapping Adjustments Commentary:**

- The \$1.0M assumption refers to the anticipated annual salary underspending.

#### **Not included in this projection:**

- Milton revenue/expenses

Table 18 provides a very high-level overview of the Operating Budget forecast over the next four years.

**Table 18: Multi-Year Operating Budget Model**

### **Multi-Year Operating Budget Forecast (In 000's)**

	2022/23	2023/24			2024/25			2025/26			2026/27		
	Budget	BASE	Scenario 1	Scenario 2	BASE	Scenario 1	Scenario 2	BASE	Scenario 1	Scenario 2	BASE	Scenario 1	Scenario 2
Tuition Fees	197,661	211,700	218,476	203,772	230,251	245,230	210,335	250,911	272,528	215,017	271,551	294,419	221,300
Enrolment Based Government Grants	101,077	100,871	100,788	100,961	100,618	100,437	100,848	100,298	100,052	100,742	100,039	99,826	100,657
<b>Grant &amp; Tuition Total</b>	<b>298,738</b>	<b>312,571</b>	<b>319,264</b>	<b>304,733</b>	<b>330,869</b>	<b>345,667</b>	<b>311,183</b>	<b>351,209</b>	<b>372,580</b>	<b>315,759</b>	<b>371,590</b>	<b>394,245</b>	<b>321,957</b>
Other Income & Fees	33,723	33,723	33,723	33,723	33,723	33,723	33,723	33,723	33,723	33,723	33,723	33,723	33,723
<b>Revenue Total</b>	<b>332,461</b>	<b>346,295</b>	<b>352,987</b>	<b>338,456</b>	<b>364,593</b>	<b>379,390</b>	<b>344,907</b>	<b>384,932</b>	<b>406,304</b>	<b>349,483</b>	<b>405,313</b>	<b>427,968</b>	<b>355,680</b>
Salary & Benefit Expenses	243,048	250,931	252,263	249,740	262,989	266,300	258,985	275,620	281,030	269,217	290,596	297,296	279,989
Non-Salary Expenses	87,346	93,962	95,182	91,076	98,916	101,578	94,402	105,576	110,006	98,784	114,680	120,158	104,500
<b>Total Expenses</b>	<b>330,394</b>	<b>344,893</b>	<b>347,444</b>	<b>340,816</b>	<b>361,904</b>	<b>367,878</b>	<b>353,387</b>	<b>381,197</b>	<b>391,037</b>	<b>368,001</b>	<b>405,276</b>	<b>417,455</b>	<b>384,489</b>
<b>Surplus(Deficit)</b>	<b>2,067</b>	<b>1,402</b>	<b>5,543</b>	<b>-2,360</b>	<b>2,688</b>	<b>11,512</b>	<b>-8,480</b>	<b>3,736</b>	<b>15,267</b>	<b>-18,519</b>	<b>37</b>	<b>10,514</b>	<b>-28,809</b>

## **Future Years Planning and Impact**

Revenue generation will be an essential part of the university's budget strategy. In accordance with the Laurier Strategy, the university's short-term revenue-generation priorities will depend on new program development, internationalization, credential innovation, and multi-campus development. Concerted action in these areas is aligned with Laurier's vision and mission and will contribute significantly to overall financial sustainability.

## **Part E – Ancillary Budget**

The Ancillary Services Budget is separate and distinct from the Operating Budget. All direct expenditures incurred in service areas of the University (e.g. facilities management) are charged to the ancillary operations as they are required to be self-sustaining.

The Student & Ancillary Services organization includes the ancillary operations of Food Services, One Card, Conference Services, Residence (Waterloo & Brantford campuses), Off Campus Housing (Houses & Ezra Bricker Apartments), Bookstore Operations and Printing Services. Parking Resources remains under the Facilities and Asset Management organization. The collective portfolio of all these organizations is "Ancillary Services". Table 19 provides a breakdown of the reserve funds by ancillary operation and Table 20 provides a summary of the 2022/23 Proposed Budget being submitted for approval. Table 21 summarizes the 2022/23 Proposed Budget by each ancillary operation. The following provides highlights of the major changes in revenues and expenditures for Ancillary Services as compared to 2021/22 approved budget.

### **Summary**

Ancillary Services is projected to be in a surplus of \$4.1 million in 2022/23. Most of the ancillary organizations proposed budgets are based on pre-pandemic level of activities.

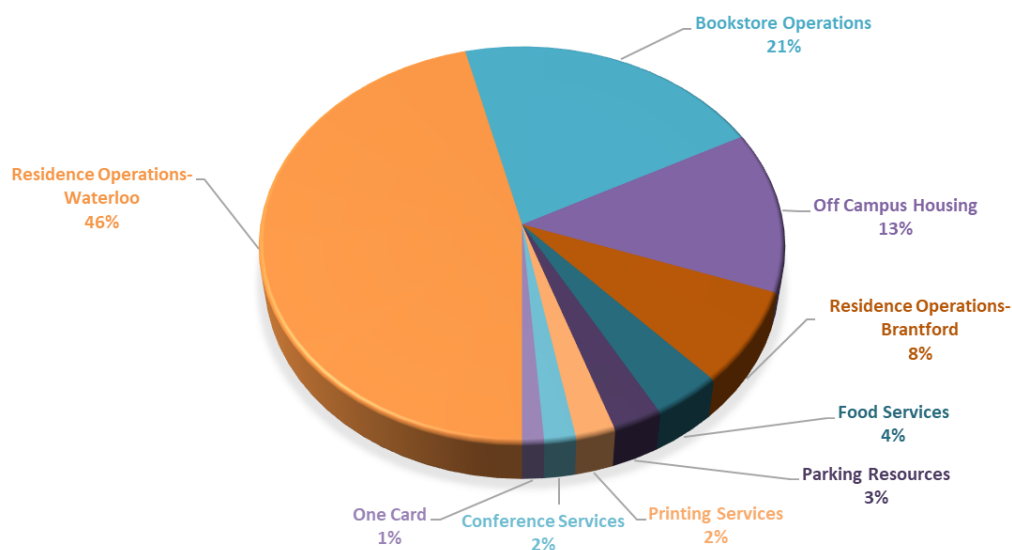
### **Revenue**

The revenue of the ancillary enterprises is estimated to increase from an approved budget of \$31.3 million in 2021/22 to \$54.9 million in 2022/23.

- Overall revenue associated with the Residence Operations is adjusted to reflect occupancy at pre-pandemic levels. The \$16.7 million increase in residence fee revenue represents an increase of 132% from the 2021/22 approved budget.
- Bookstore Operations' revenue projects to return to 2019 levels with growth expected at both campus store locations. The sales growth is attributed to an increase in foot traffic, new merchandise and the return of major events or programs such as convocation, homecoming and used book buyback program.
- Off Campus Housing portfolio also reflects a return to pre-pandemic occupancy levels with a revenue target of \$7.3 million.
- Food Services revenue projection of \$2.1 million reflects all food outlets operational for in-person activities in addition to the implementation of an increased contract commission negotiated during the pandemic.
- Parking Resources revenue is a post pandemic projection of full resumption of campus parking operations.

- Printing Services projected revenue reflects a return to campus which will correspond to higher fleet print volume and pre-pandemic printing opportunities such as Homecoming and in person exams.
- Conference Services expects to return with a modest revenue projection of \$1.0 million. However, the JUMP program will continue to be on hold in fiscal 2022/23 as elementary schools restrict field trips.
- The return of on-campus activities such as concourse rentals and the initial OneCard fee projects a revenue target of \$0.7 million for OneCard operations.

**Figure 20:** Total Revenue Allocation by Ancillary Services Organization

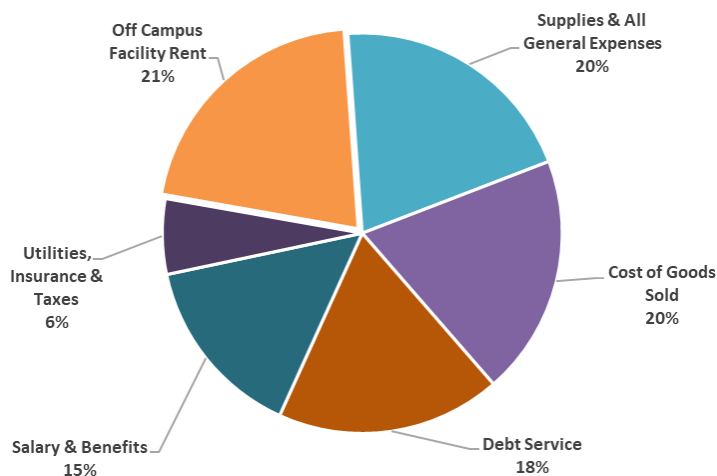


## Expenses

Expenses are expected to be higher than 2021/22 with a budget of \$50.8 million after transfers in 2022/23.

- Salaries & benefits cost is reflective of annual salary increases and the full complement of dons and student employees in applicable departments.
- Off Campus Facility lease commitments increases from \$6.7 million in 2021/22 to \$10.2 million in 2022/23. Laurier leases additional beds to bring the total number of residence beds to pre-pandemic level to fulfill the first-year residence guarantee.
- Supplies and General Expense also increases from \$6.5 million in 2021/22 to \$9.3 million in 2022/23. This reflects expenses to support all ancillary operations at a pre-pandemic level.
- New Capital & Deferred Maintenance budget expense of \$2.0 million.
- Contribution directly to operating fund remains consistent at \$0.3 million.
- Interest on ancillary services reserve debt is projected to be \$0.3 million and is allocated across the applicable Student & Ancillary Services organizations.

**Figure 21: Total Expenses Breakdown – Ancillary Services**



**Table 19: Ancillary Services Internally Restricted Net Assets Forecast – Proposed Budget**

	2020/21	2021/22	2022/23
	Actuals	Forecast	FORECAST
Bookstore Operations	-646	-815	-832
Conference Services	1,089	751	897
Food Services	-3,941	-4,188	-2,942
Off Campus Housing Portfolio	197	315	466
OneCard	-214	-360	-320
Parking Resources	1,373	1,379	1,974
Printing Services	-243	-563	-478
Residence Operations	-10,766	-8,691	-6,880
Residence Buildings - Deferred Maintenance	280	555	830
Food Services Capital Improvements (Meal Plan Levy)	175	90	215
Residence Building Reserve	2,910	3,015	3,152
<b>Ancillary Services Internally Restricted Net Assets</b>	<b>-9,786</b>	<b>-8,512</b>	<b>-3,918</b>

The Ancillary Services Multi-Year Internally Restricted Net Assets is in a deficit position of \$9.8 million. The 2021/22 forecast projects a positive contribution and reduces the deficit by \$1.3 million to \$8.5 million. The proposed 2022/23 budget further reduces the deficit to \$3.9 million.

The Ancillary Services internally restricted net assets strategy is to return to a surplus position. These reserves are important to support strategic initiatives and capital investments within this portfolio. While the operating expenses are significantly different than departments within the operating budget, there are a large value of resources dedicated to equipment and facility renewals within the ancillary portfolio. Much of the technology (hardware or software) requires ongoing investment and the franchise concepts in food services require capital investment for compliance with brand standards. The residence and off campus housing portfolio have a significant amount of facility renewals that are required to address deferred maintenance as well as being competitive with student needs. Each ancillary unit has a dedicated reserve and have distinct criteria that influence the dollar value and the prioritization of how the reserve funds are allocated.



**Table 20: 2022/23 Ancillary Services Budget Summary**

<b>Wilfrid Laurier University</b>					
<b>Ancillary Services Budget Summary</b>					
In \$000's					
	A	B	C	D = C - B	E = D / B
	Actuals	Approved	Budget		
	2020/21	Budget	2022/23	Change	% Change
<b>Ancillary Services</b>					
Revenue - Residence Fees	7,380	12,563	29,105	16,541	132%
Revenue - Other	17,758	18,770	25,779	7,009	37%
<b>Total Revenue</b>	<b>25,138</b>	<b>31,333</b>	<b>54,884</b>	<b>23,551</b>	<b>75%</b>
Full/Part Time Staff Costs	4,179	5,257	5,236	(21)	(0)%
Statutory & Fringe Benefits	1,960	1,672	1,920	248	15%
Pension Plan Deficiency	23	31	31	0	1%
Cost of Goods Sold	7,927	8,486	9,368	882	10%
Debt Service	8,793	9,145	8,769	(377)	(4)%
Equipment	152	324	413	89	28%
Off Campus Facility Rent	9,474	6,734	10,161	3,427	51%
Software	233	323	313	(10)	(3)%
Supplies & General Expense	5,583	6,524	9,270	2,745	42%
Travel Expenses	47	62	117	55	87%
Utilities, Insurance & Taxes	2,206	2,682	2,934	252	9%
Appropriations	141	0	(325)	(325)	(32500)%
<b>Total Expenses</b>	<b>40,719</b>	<b>41,241</b>	<b>48,208</b>	<b>6,966</b>	<b>17%</b>
<b>Total Surplus/(Deficit) Before Transfers</b>	<b>(15,582)</b>	<b>(9,908)</b>	<b>6,676</b>	<b>16,584</b>	<b>167%</b>
<b>Transfers to Operating &amp; Reserves</b>					
Capital and Deferred Maintenance	756	829	2,031	1,202	145%
Contribution to Operating Fund	0	300	300	0	0%
Interest on Reserve Debt*	0	251	292	41	16%
<b>Total Transfers</b>	<b>756</b>	<b>1,380</b>	<b>2,623</b>	<b>1,243</b>	<b>90%</b>
*2022/23 Proposed Budget Interest on Reserve debt is based on the projected 2021/22 year-end results.					
<b>Net Surplus/(Deficit)</b>	<b>(16,338)</b>	<b>(11,288)</b>	<b>4,054</b>	<b>15,342</b>	<b>136%</b>

**Table 21: 2022/23 Ancillary Services Budget Detail**

<b>Ancillary Services Budget Detail by Ancillary Operations</b>					
In \$000's					
Organization	A	B	C	D = C - B	E = D / B
	Actuals 2020/21	Approved Budget 2021/22	Budget 2022/23	Change	% Change
<b>Bookstore Operations</b>					
Revenue - Other	8,881	10,302	11,568	1,266	12%
<b>Total Revenue - Bookstore Operations</b>	<b>8,881</b>	<b>10,302</b>	<b>11,568</b>	<b>1,266</b>	<b>12%</b>
Full/Part Time Staff Costs	1,306	1,432	1,481	48	3%
Statutory & Fringe Benefits	273	267	283	17	6%
Pension Plan Deficiency	7	5	5	0	0%
Cost of Goods Sold	7,736	8,191	8,899	708	9%
Debt Service	23	80	39	(41)	(51)%
Equipment	1	1	8	6	614%
Software	148	155	156	1	1%
Supplies & General Expense	261	375	678	302	80%
Travel Expenses	0	1	8	7	1440%
Utilities, Insurance & Taxes	32	40	27	(13)	(32)%
Capital and Deferred Maintenance	0	0	2	2	100%
<b>Total Expenses - Bookstore Operations</b>	<b>9,788</b>	<b>10,548</b>	<b>11,586</b>	<b>1,038</b>	<b>10%</b>
<b>Bookstore Operations Surplus/(Deficit)</b>	<b>(906)</b>	<b>(245)</b>	<b>(17)</b>	<b>228</b>	<b>93%</b>
<b>Conference Services</b>					
Revenue - Other	121	50	976	926	1852%
Other Grants	0	0	0	0	0%
<b>Total Revenue - Conference Services</b>	<b>121</b>	<b>50</b>	<b>976</b>	<b>926</b>	<b>1852%</b>
Full/Part Time Staff Costs	241	209	199	(11)	(5)%
Statutory & Fringe Benefits	33	31	36	5	16%
Pension Plan Deficiency	1	1	1	0	0%
Software	0	53	53	0	0%
Supplies & General Expense	43	46	540	494	1085%
Travel Expenses	0	0	3	3	1100%
<b>Total Expenses - Conference Services</b>	<b>318</b>	<b>339</b>	<b>830</b>	<b>491</b>	<b>145%</b>
<b>Conference Services Surplus/(Deficit)</b>	<b>(197)</b>	<b>(289)</b>	<b>146</b>	<b>435</b>	<b>151%</b>
<b>Food Services</b>					
Revenue - Other	633	492	2,120	1,628	331%
<b>Total Revenue - Food Services</b>	<b>633</b>	<b>492</b>	<b>2,120</b>	<b>1,628</b>	<b>331%</b>
Full/Part Time Staff Costs	(293)	60	0	(60)	(100)%
Statutory & Fringe Benefits	383	12	12	0	0%
Pension Plan Deficiency	0	13	13	0	0%
Current Service Cost	0	0	0	0	0%
Debt Service	50	154	159	4	3%
Equipment	41	28	36	8	28%
Supplies & General Expense	297	285	511	227	80%
Capital and Deferred Maintenance	0	0	21	21	100%
Utilities, Insurance & Taxes	107	157	122	(35)	(22)%
<b>Total Expenses - Food Services</b>	<b>585</b>	<b>708</b>	<b>874</b>	<b>166</b>	<b>23%</b>
<b>Food Services Surplus/(Deficit)</b>	<b>49</b>	<b>(216)</b>	<b>1,246</b>	<b>1,462</b>	<b>677%</b>

**Table 21: 2022/23 Ancillary Budget Detail-Continued**

<b>Ancillary Services Budget Detail by Ancillary Operations</b>					
In \$000's					
Organization	A	B	C	D = C - B	E = D / B
	Actuals 2020/21	Approved Budget 2021/22	Budget 2022/23	Change	% Change
<b>Off Campus Housing-Ezra Bricker</b>					
Revenue - Other	5,299	5,245	6,038	793	15%
<b>Total Revenue - Off Campus Housing-Ezra Bricker</b>	<b>5,299</b>	<b>5,245</b>	<b>6,038</b>	<b>793</b>	<b>15%</b>
Full/Part Time Staff Costs	150	190	150	(40)	(21)%
Debt Service	3,382	3,382	3,382	0	0%
Equipment	18	20	20	0	0%
Supplies & General Expense	871	900	1,585	686	76%
Utilities, Insurance & Taxes	469	489	499	11	2%
Capital and Deferred Maintenance	468	505	274	(231)	(46)%
<b>Total Expenses - Off Campus Housing-Ezra Bricker</b>	<b>5,358</b>	<b>5,485</b>	<b>5,911</b>	<b>426</b>	<b>8%</b>
<b>Off Campus Housing-Ezra Bricker Surplus/(Deficit)</b>	<b>(59)</b>	<b>(240)</b>	<b>127</b>	<b>368</b>	<b>153%</b>
<b>Off Campus Housing-Houses</b>					
Revenue - Other	980	1,019	1,227	208	20%
<b>Total Revenue - Off Campus Housing-Houses</b>	<b>980</b>	<b>1,019</b>	<b>1,227</b>	<b>208</b>	<b>20%</b>
Debt Service	546	626	632	7	1%
Equipment	1	0	0	0	0%
Supplies & General Expense	117	131	444	313	239%
Utilities, Insurance & Taxes	114	118	127	9	8%
Capital and Deferred Maintenance	251	279	0	(279)	(100)%
Appropriations	9	0	0	0	0%
<b>Total Expenses - Off Campus Housing-Houses</b>	<b>1,037</b>	<b>1,154</b>	<b>1,204</b>	<b>50</b>	<b>4%</b>
<b>Off Campus Housing-Houses Surplus/(Deficit)</b>	<b>(57)</b>	<b>(135)</b>	<b>23</b>	<b>158</b>	<b>117%</b>
<b>OneCard</b>					
Revenue - Other	199	360	672	312	87%
<b>Total Revenue - OneCard</b>	<b>199</b>	<b>360</b>	<b>672</b>	<b>312</b>	<b>87%</b>
Full/Part Time Staff Costs	291	276	294	18	6%
Statutory & Fringe Benefits	41	39	43	3	8%
Pension Plan Deficiency	1	1	1	0	0%
Cost of Goods Sold	43	103	116	13	13%
Debt Service	0	4	7	3	62%
Equipment	4	3	6	3	76%
Software	25	42	41	(1)	(2)%
Supplies & General Expense	19	18	119	100	547%
Capital and Deferred Maintenance	0	0	6	6	100%
<b>Total Expenses - OneCard</b>	<b>424</b>	<b>487</b>	<b>632</b>	<b>145</b>	<b>30%</b>
<b>OneCard Surplus/(Deficit)</b>	<b>(225)</b>	<b>(127)</b>	<b>40</b>	<b>167</b>	<b>131%</b>

**Table 21: 2022/23 Ancillary Budget Detail-Continued**

<b>Ancillary Services Budget Detail by Ancillary Operations</b>					
In \$000's					
Organization	A	B	C	D = C - B	E = D / B
	Actuals 2020/21	Approved Budget 2021/22	Budget 2022/23	Change	% Change
<b>Parking Resources</b>					
Revenue - Other	214	432	1,528	1,097	254%
<b>Total Revenue - Parking Resources</b>	<b>214</b>	<b>432</b>	<b>1,528</b>	<b>1,097</b>	<b>254%</b>
Full/Part Time Staff Costs	275	313	356	43	14%
Statutory & Fringe Benefits	50	44	59	15	33%
Pension Plan Deficiency	1	2	2	0	15%
Equipment	3	5	6	1	10%
Off Campus Facility Rent	58	84	114	30	36%
Software	30	32	29	(3)	(10)%
Supplies & General Expense	275	334	317	(17)	(5)%
Travel Expenses	0	0	4	4	1308%
Utilities, Insurance & Taxes	15	28	16	(12)	(44)%
Capital and Deferred Maintenance	16	45	360	315	700%
Appropriations	0	0	(325)	(325)	(32500)%
<b>Total Expenses - Parking Resources</b>	<b>723</b>	<b>887</b>	<b>937</b>	<b>50</b>	<b>6%</b>
<b>Parking Resources Surplus/(Deficit)</b>	<b>(509)</b>	<b>(455)</b>	<b>591</b>	<b>1,047</b>	<b>230%</b>
<b>Printing Services</b>					
Revenue - Other	305	647	1,224	577	89%
<b>Total Revenue - Printing Services</b>	<b>305</b>	<b>647</b>	<b>1,224</b>	<b>577</b>	<b>89%</b>
Full/Part Time Staff Costs	320	363	362	(1)	(0)%
Statutory & Fringe Benefits	61	63	66	3	6%
Pension Plan Deficiency	2	1	1	0	0%
Cost of Goods Sold	148	192	353	161	84%
Debt Service	103	108	35	(73)	(67)%
Equipment	1	73	151	78	106%
Software	30	38	31	(7)	(18)%
Supplies & General Expense	41	44	116	73	167%
Utilities, Insurance & Taxes	7	13	7	(5)	(43)%
Capital and Deferred Maintenance	0	0	17	17	100%
<b>Total Expenses - Printing Services</b>	<b>714</b>	<b>894</b>	<b>1,140</b>	<b>245</b>	<b>27%</b>
<b>Printing Services Surplus/(Deficit)</b>	<b>(408)</b>	<b>(247)</b>	<b>84</b>	<b>332</b>	<b>134%</b>

**Table 21: 2022/23 Ancillary Budget Detail-Continued**

<b>Ancillary Services Budget Detail by Ancillary Operations</b>					
In \$000's					
	A	B	C	D = C - B	E = D / B
<b>Organization</b>	<b>Actuals 2020/21</b>	<b>Approved Budget 2021/22</b>	<b>Budget 2022/23</b>	<b>Change</b>	<b>% Change</b>
<b>Residence Operations-Waterloo</b>					
Revenue - Residence Fees	6,829	10,986	25,015	14,029	128%
Revenue - Other	674	200	315	116	58%
<b>Total Revenue - Residence Operations-Waterloo</b>	<b>7,503</b>	<b>11,185</b>	<b>25,330</b>	<b>14,145</b>	<b>126%</b>
Full/Part Time Staff Costs	1,681	1,927	2,087	160	8%
Statutory & Fringe Benefits	983	1,045	1,231	186	18%
Pension Plan Deficiency	9	7	7	0	0%
Debt Service	4,154	4,265	4,271	5	0%
Equipment	79	154	148	(6)	(4)%
Off Campus Facility Rent	8,394	5,608	8,984	3,376	60%
Software	0	4	4	0	0%
Supplies & General Expense	3,155	4,075	4,627	552	14%
Travel Expenses	46	58	95	37	65%
Utilities, Insurance & Taxes	1,098	1,298	1,589	292	22%
Capital and Deferred Maintenance	22	0	1,267	1,267	0%
Appropriations	120	0	0	0	0%
<b>Total Expenses - Residence Operations-Waterloo</b>	<b>19,742</b>	<b>18,440</b>	<b>24,310</b>	<b>5,870</b>	<b>32%</b>
<b>Residence-Waterloo Operations Surplus/(Deficit)</b>	<b>(12,239)</b>	<b>(7,255)</b>	<b>1,020</b>	<b>8,275</b>	<b>114%</b>
<b>Residence Operations-Brantford</b>					
Revenue - Residence Fees	551	1,578	4,090	2,513	159%
Revenue - Other	451	23	110	87	375%
<b>Total Revenue - Residence Operations-Brantford</b>	<b>1,001</b>	<b>1,601</b>	<b>4,200</b>	<b>2,599</b>	<b>162%</b>
Full/Part Time Staff Costs	208	288	308	19	7%
Statutory & Fringe Benefits	135	171	190	19	11%
Pension Plan Deficiency	1	1	1	0	0%
Debt Service	536	526	536	10	2%
Equipment	5	40	40	0	0%
Off Campus Facility Rent	1,021	1,042	1,063	21	2%
Software	0	1	1	0	0%
Supplies & General Expense	504	567	632	65	11%
Travel Expenses	1	4	7	4	100%
Utilities, Insurance & Taxes	363	542	547	5	1%
Capital and Deferred Maintenance	0	0	84	84	100%
Appropriations	11	0	0	0	0%
<b>Total Expenses - Residence Operations-Brantford</b>	<b>2,787</b>	<b>3,181</b>	<b>3,407</b>	<b>226</b>	<b>7%</b>
<b>Residence-Brantford Operations Surplus/(Deficit)</b>	<b>(1,785)</b>	<b>(1,580)</b>	<b>793</b>	<b>2,373</b>	<b>150%</b>
<b>Total Surplus/(Deficit) Before Reserves</b>	<b>(16,338)</b>	<b>(10,790)</b>	<b>4,054</b>	<b>14,844</b>	<b>138%</b>

## Part F – Multi-Year Ancillary Services Budget Forecast

The Student & Ancillary Services portfolio includes the following organizations: Bookstore Operations, Conference Services, Food Services, Off Campus Housing Portfolio, OneCard, Printing Services and Residence Operations. Parking Resources is under the Facilities and Asset Management portfolio. The collective portfolio of all these organizations is ‘Ancillary Services’.

A multi-year planning approach is critical for ensuring institutional success and sustainability of Ancillary Services. These projections are building on the work of the 2022/23 Proposed Budget. The strategy includes looking past our current challenges to lay the groundwork for Laurier and the Ancillary Services to succeed in a post-pandemic world.

The Multi-Year Budget Forecast for Ancillary Services model starts with the 2022/23 Proposed Budget as the base. The model consistently applies certain revenue assumptions by organization and inflationary factors added to expenses. The net result is then used to project the year-end reserve balances. These assumptions are based on information available to management at the time of preparing the multi-year budget forecast. However, strategic investment assumptions, essential requests, capital improvements and Milton campus have not been included in future years.

**Table 22:** Multi-Year Budget Forecast for Ancillary Services

	2022/23	2023/24	2024/25	2025/26	2026/27
	PROPOSED BUDGET	FORECAST BUDGET	FORECAST BUDGET	FORECAST BUDGET	FORECAST BUDGET
Bookstore Operations Sales	11,568	11,799	12,035	12,276	12,522
Conference Services Sales	976	1,928	2,024	2,121	2,227
Food Services Sales Commission	2,120	2,442	2,491	2,540	2,592
Off Campus Housing Rental Fees - Ezra-Bricker Apartments	6,038	6,159	6,282	6,408	6,536
Off Campus Housing Rental Fees - Houses Portfolio	1,227	1,252	1,277	1,302	1,328
OneCard Fees & Sales	672	685	699	713	727
Parking Resources Fees	1,528	1,559	1,590	1,622	1,654
Printing Services Sales & Fees	1,224	1,367	1,395	1,423	1,451
Residence Fees - Waterloo Campus	25,330	26,090	26,873	27,679	28,509
Residence Fees - Brantford Campus	4,200	4,239	4,366	4,497	4,631
<b>Revenue Total</b>	<b>54,884</b>	<b>57,519</b>	<b>59,032</b>	<b>60,579</b>	<b>62,177</b>
Cost of Goods Sold	9,368	9,544	9,736	9,930	10,130
Salaries & Benefit Expenses Total	7,187	7,204	7,286	7,377	7,469
Lease Commitments	10,047	10,234	10,439	10,648	10,817
Loan Commitments	8,785	8,894	8,894	8,894	8,894
Management Fees	272	275	281	286	292
Non-Salary Expenses Total	12,911	13,193	13,513	13,676	14,266
Contribution to Operating Fund	300	300	300	300	300
Interest on Reserve Debt	292	229	143	53	-
Deferred Maintenance	1,669	1,818	1,870	1,924	1,979
<b>Expenses Total</b>	<b>50,830</b>	<b>51,692</b>	<b>52,461</b>	<b>53,088</b>	<b>54,147</b>
<b>Surplus(Deficit)</b>	<b>4,054</b>	<b>5,827</b>	<b>6,570</b>	<b>7,491</b>	<b>8,030</b>
<b>Ancillary Services Net Reserve Surplus(Deficit)</b>	<b>(3,918)</b>	<b>2,453</b>	<b>9,573</b>	<b>17,621</b>	<b>26,214</b>

## Assumptions:

The assumptions in the Multi-Year Budget Forecast for Ancillary Services include the following:

### Revenue and Cost of Goods Sold:

The revenue projections are the foundation of the multi-year revenue budget forecast. These projections are based on the most likely outcomes given current plans and knowledge. The revenue assumptions directly impact the cost of goods sold for the applicable organizations.

**Table 23:** Multi-Year Assumptions - Ancillary Services

Organization:	2023/24	2024/25	2025/26	2026/27
Bookstore Operations Sales*	2% year-over-year increase in Academic Materials 7% year-over-year increase in General Merchandise			
Conference Services Sales	Conference Services activities resume in fiscal 2022/23, but will increase more significantly after that initial year			
Food Services Sales Commission	New sales commission structure in place within the contract			
Off Campus Housing Portfolio – Rental Fees	2% year-over-year increase in Rental Fees			
OneCard Fees & Sales*	OneCard Fee revenue remains at 2021/22 first-year enrolment intake Vendor rentals for the Concourse resume in fiscal 2022/23			
Parking Resources Permit Fees	2% year-over-year increase in Permit Fees			
Printing Services Sales & Fees*	2% year-over-year increase on Printing Services and Fleet Printing			
Residence Fees – Waterloo Campus	3% year-over-year increase in Residence Fees			
Residence Fees - Brantford Campus	3% year-over-year increase in Residence Fees			

### Revenue Commentary:

- Residence fees are projected to increase 3% year-over-year with a target occupancy of 97% on both the Waterloo and Brantford campuses.
  - International students admitted through Wilfrid Laurier International College (Navitas partnership) is expected to increase residence occupancy on the Brantford campus.
- Bookstore Operations revenue targets are based on stretch goals to achieve 7% year-over-year growth for general merchandise and 2% year-over-year growth on academic materials.
- Off Campus Housing portfolio rental fees are projected to increase 2% year-over-year with a target occupancy of 90% or greater.
  - At the time of this report, 19 Ezra and 33 Ezra properties were not sold. The 2022/23 budget and multi-year forecast includes these properties until the terms of the sale are complete. However, the financial impact to the proposed 2022/23 budget and the multi-year forecast will be minimal.

- Conference Services activities are expected to resume in the summer of 2022. The JUMP program will resume in the summer of 2023.
- OneCard Fees revenue will remain at the first-year enrolment intake in fiscal 2021/22. OneCard facilities rentals will resume in fiscal 2022/23.
- New sales commissions percentages on meal plans and retail sales for Food Services.
- Printing Services modestly projects a 2% increase year-over-year on both Printing Services activities and fleet printing across the campuses.
- Parking Resources permit fees are projected to increase 2% year-over-year noting that permit fees increases are subject to collective agreement negotiations.

#### **Cost of Goods Sold Commentary\*:**

- Bookstore Operations cost of goods sold is adjusted based on a percentage of revenue for general merchandise to reflect the current changes in operations. A consistent 2% increase in cost of goods sold for academic materials.
- Printing Services cost of goods sold increases by an inflationary factor of 2%.
- OneCard cost of goods sold increases by 2% each year to reflect the inflationary adjustment to the cost of the dual chip cards even though the revenue is consistent with the 2021/22 first-year enrollment.

#### **Salaries & Benefit Expenses:**

<b>Salaries &amp; Benefit Expenses:</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
Salary Increases	1.25%	1.25%	1.25%	1.25%

#### **Salaries & Benefit Expenses Commentary:**

- A consistent 1.25% inflationary factor is applied year-over-year.

#### **Non-Salary Expenses:**

The Non-Salary expenses inflationary factors or assumptions have been held constant for the multi-year budget forecast.

<b>Non-Salary Expenses:</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
Lease Commitments			2%	
Loan Commitments			0%	
Management Fees			2%	
Inflation excluding Utilities			2%	
Utilities Inflation			5%	



Contribution to Operating Fund	\$300K per year
Interest on Reserve Debt	2% per annum on year-end reserve deficit balance by organization
Deferred Maintenance	Waterloo & Brantford Residences – 5% of revenue Off Campus Housing Portfolio - \$274K minimum \$25K for Bookstore Operations 2% of revenue remaining organizations

**Non-Salary Expenses Commentary:**

- Lease commitments inflationary factor is 2% year-over-year.
- Loan commitments do not have an inflationary factor as the payments are constant for the multi-year forecast.
- Property Management fees have a 2% increase year-over-year for the Off Campus Housing portfolio.
- Non-salary expenses have a consistent 2% inflationary factor excluding utilities. Utilities inflation is held constant at 5%.
- Contribution to Operating Fund is fixed at \$300K per year.
- Interest on Reserve Debt is calculated at 2% per annum based on the year-end deficit reserve balance for each organization.
- Deferred Maintenance is a new budget expense that will begin in fiscal 2022/23.

**Not included in this projection are the following:**

- Milton revenue/expenses pertaining to Ancillary Services operations.
- Essential requests, strategic initiatives, and capital improvements in future years.

## Part G – Ancillary Services Multi-Year Internally Restricted Net Assets Forecast

At 2020/21 year-end, Ancillary Services internally restricted net assets (IRNA) is in a net deficit position of \$9.8M. Based on the 2021/22 forecast, the net IRNA balance is projected to be in a deficit of \$8.5M. The Multi-Year Internally Restricted Net Assets Forecast for Ancillary Services demonstrates that in fiscal 2023/24 the net reserve balance is a surplus of approximately \$2.5M. The forecast projects that all ancillary operations will have a surplus in fiscal 2025/26.

In prior fiscal years, ongoing capital improvements on both campuses were funded from Residence Operations reserves. However, the Multi-Year IRNA forecast does not include any ongoing capital improvements.

**Table 24: Multi-Year Internally Restricted Net Assets Forecast**

	2023/24	2024/25	2025/26	2026/27
	FORECAST	FORECAST	FORECAST	FORECAST
Bookstore Operations	(481)	(95)	321	764
Conference Services	1,291	1,752	2,279	2,881
Food Services	(1,309)	388	2,142	3,929
Off Campus Housing Portfolio	985	1,598	2,306	3,111
OneCard	(178)	(27)	132	298
Parking Resources	2,582	3,205	3,841	4,490
Printing Services	(252)	(10)	248	515
Residence Operations	(4,927)	(2,528)	506	3,816
Residence Buildings - Deferred Maintenance	1,105	1,380	1,655	1,930
Food Services Capital Improvements (Meal Plan Levy)	340	465	590	715
Residence Building Reserve	3,295	3,445	3,602	3,766
<b>Ancillary Services Internally Restricted Net Assets</b>	<b>2,453</b>	<b>9,573</b>	<b>17,621</b>	<b>26,214</b>

## Part H – Capital Budget

### Overview

Capital spending includes various types of expenditures such as construction projects, repairs and maintenance, property and building acquisitions as well as equipment, system and information technology expenditures. Funding for capital spending relies on a number of sources, including the use of established reserves, departmental annual operating budget lines, central operating budget accounts, internal and external loans, as well as strategies that rely on fundraising and partnership arrangements.

Through the Financial Sustainability Project the development of a reserve strategy and debt strategy has been identified as critical components of the organization's overall fiscal health. Both of these multi-year financial components are a critical input to capital planning and budgeting. The areas of Financials Resources, Facilities and Asset Management, Advancement, and Integrated Planning and Budgeting have worked to implement a new capital budget process. This new process requires project proposals to include costing analysis, funding source identification, risk and contingency analysis for each funding source, and commitment (sign-off) by areas accountable for funding contributions for each specific

project. The process will enable a clearer understanding of the financial cash flows and potential risks associated with capital projects.

Another strategy that is being implemented with the 2022/23 budget is the practice of operating surplus generation to replenish (and grow) reserves – which can then be available for capital and strategic investments.

## Capital Projects Budget Process

All projects presented in the capital projects budget have been reviewed by the respective committees; Facilities capital projects are reviewed and endorsed by the Capital Projects Committee, and ICT projects are prioritized by the ICT Administrative committee. Facilities capital projects are prioritized based on established principles including; funding status (government, grant, donor funding), risk and regulatory requirements, contractual obligations, accessibility, revenue generation or expense reduction, student experience, as well as sustainability and facilities renewal considerations. For technology projects, prioritization is aligned with priority areas such as digital & technology enablers, compliance, and health and safety, as well as alignment with institutional priority areas and identified strategic risks.

Recommendations from each committee require a funding and finance plan before they can be approved. For the 2022/23 budget, the capital projects budget is presented for approval ‘subject to funding availability’. The funding strategy for these projects will be finalized as the 2021/22 year-end position, and any contribution from year-end surplus, is confirmed.

## Information and Communication Technology

For information and communications technology systems, the 2022/23 Technology Project Priorities list identifies four priority projects with a total capital cost of \$4.09M in 2022/23. These projects have been assessed by the ICT administrative committee based on considerations including alignment to priority areas and mitigation of strategic risks. While it is not anticipated that the full \$4.09M of projects identified will be funded to move forward in 22/23, the endorsed prioritization will enable projects to begin as any contribution from year-end surplus is confirmed.

**Table 25:** 2022/23 Technology Project Priorities List

Project Name	Stakeholder	Brief Description	2022/23 Project Cost (In Millions)
Unified Communications Upgrades	ICT	Replace Laurier’s aging telephone system, creating foundation for a unified communication framework	\$1.14
Renovation of Physical Infrastructure to Support Communications	FAM/ICT	Renovate Arts Wing telecom closets to address critical health and safety concerns	\$0.57
Wi-Fi Renewal	ICT	Consolidate wireless technology and provide more reliable wireless coverage, performance, and security	\$1.35
HyFlex Classroom (Web Conf capabilities)	Faculties	Upgrade existing hardware and infrastructure in classrooms to enable HyFlex teaching	\$1.03
<b>Total</b>			<b>\$4.09</b>

## Equipment - Replacement and Renewal Fund

In the operating budget, a central expense provision exists for the ongoing funding and budget oversight for expenditures related to capital renewal of equipment. No additional capital funding is required to fund these equipment renewal budgets. Table 26 lists the areas in which a renewal budget has been established. The 2021/22 operating budget included the reduction of budget on a OTO basis for three of the units (Music, Library, Academic Furniture) where limited spending had occurred in 2020/21. For the 2022/23 budget, the base budget for these three areas have resumed to their normal budget level. The reserve fund balance is calculated each year to reflect in-year spending

**Table 26: Equipment Renewal Budget**

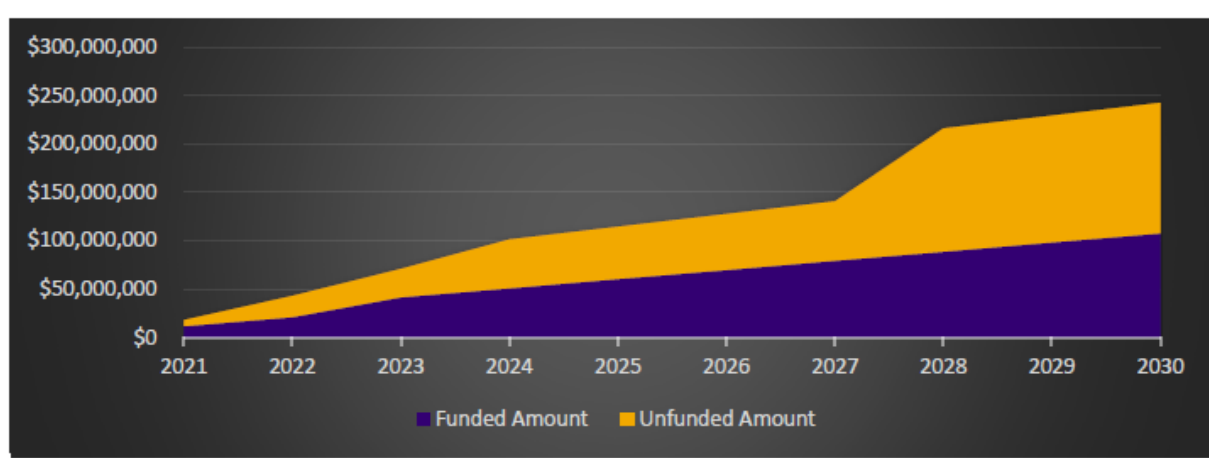
<b>Operating Budget</b>	<b>2021/22</b>	<b>2022/23</b>	<b>Change</b>
Meeting Rooms	53,172	53,172	0
ICT Software	120,000	120,000	0
Desktop PC/Laptops	350,000	708,000	358,000
ICT Infrastructure	1,052,500	1,052,500	0
ICT Classroom Technology (Waterloo)	254,528	254,528	0
ICT Classroom Technology (Brantford)	91,928	91,928	0
Teaching Labs	180,000	245,300	65,300
<b>Total ICT Renewal</b>	<b>2,102,128</b>	<b>2,525,428</b>	<b>423,300</b>
Music Equipment	0	100,000	100,000
Science Equipment	245,000	245,000	0
Library	0	20,000	20,000
Athletic Equipment	100,000	100,000	0
Academic Furniture	0	50,000	50,000
<b>Total Equipment Renewal Budget</b>	<b>2,447,128</b>	<b>3,040,428</b>	<b>593,300</b>

## Facilities Renewal

Facilities renewal expenditures, for most universities, continue to be a major challenge as aging buildings and infrastructure deteriorate. The amount of annual Facilities Renewal Program (FRP) funding through the government is anticipated to be at \$2,882,800 in 2022/23 which will contribute to the capital renewal needs but will not fully address the facilities renewal requirements of the university. These funds will be fully allocated to the Making Space for Music project to address facilities renewal work that was identified in the Asset Management Plan.

As outlined in the Asset Management Plan, a November 2020 review of expected future funding and potential sources for non-funded projects reflects a cumulative shortfall of \$135 million over the next 10 years. To address this shortfall, Laurier plans to secure additional funds from a number of sources, including government incentives and grants, fundraising, alumni donations, student contributions, and additional university contributions. Details of the analysis and cost projections are available in the Facilities Capital Plan 2021-2026.

**Figure 22:** Cumulative Annual Funding Needs included in the Asset Management Plan



Facilities Capital Plan prepared by the Facilities and Asset Management department was approved by the Board in spring 2021. The plan identifies capital projects required to meet WLU’s present and future facilities needs in alignment with WLU’s strategic mandate and objectives. The plan also reflects a high-level prioritization and potential funding sources for these long-term investments.

The implementation of projects within the capital plan is dependent on the magnitude of available funds. The Capital Budget is provided for informational purposes. Any project exceeding \$5M will be brought to Board for separate approval as per policy. The following table identifies the projects that are to be initiated in 2022/23.

**Table 27:** 2022/23 Facilities & Infrastructure Capital Project List

Project Name	Campus	Description	2022/23 Project Cost (In Millions)
Stadium Bleachers and Press Box	Waterloo	Refurbish existing steel frame and install new wood bleachers and press box	\$1.44
Animal Care Wing Air Rebalancing	Waterloo	Required to meet CCAC guidelines for 2023 inspection and install new units	\$0.20
Health & Safety – Fall from Heights Risk	Waterloo / Brantford	Renovations to locations identified by SHERM as having a potential for fall from heights	\$0.15
Alumni Field	Waterloo	Replacement of Alumni Field	\$4.72
<b>Total</b>			<b>\$6.51</b>

The capital plan includes a further listing of projects which are assessed through principles of prioritization and strategic subthemes. Details on the capital planning process, the committee’s work to prioritize capital projects, and further details regarding each of the projects are available in the *Facilities Capital Plan 2021 – 2026*.

## Consolidated Capital Budget and Funding Plan

The 2022/23 capital project lists identifies operating fund facilities capital project requirements of \$6.51 million, \$2.31 million for ancillary services facilities renewal, \$4.09 million for ICT, and \$3.04 million of equipment renewal for a total cost requirement of \$15.67 million, to be funded largely from internal operating funds. The funding strategy for these projects will be finalized as the 2021/22 year-end position, and any contribution from year-end surplus, is confirmed.

**Table 28: Consolidated Capital Budget and Funding Plan**

Project Name	2022/23 Cost (in millions)	2021/22 Surplus Contribution *	Partner Contributions & Fundraising **	General Capital Reserve	Ancillaries Reserves	Equipment Replacement & Renewal
<b>Facilities Capital Projects</b>						
Stadium Bleachers and Press Box***	1.44		0.72	0.72		
Animal Care Wing Air Rebalancing	0.20			0.20		
Health & Safety - Fall from Heights Risk	0.15			0.15		
Alumni Field	4.72	1.40	3.32			
Ancillary Services Facilities Renewal	2.03				2.03	
<b>Information and Communication Technology Projects</b>						
Unified Communications Upgrades	1.14	1.14				
Renovation of Physical Infrastructure to Support Communications	0.57	0.57				
Wi-Fi Renewal	1.35	1.35				
Hyflex Classroom (Web Conf Capable)	1.03	1.03				
<b>Equipment Replacement and Renewal</b>	<b>3.04</b>					<b>3.04</b>
<b>Total</b>	<b>15.67</b>	<b>5.49</b>	<b>4.04</b>	<b>1.07</b>	<b>2.03</b>	<b>3.04</b>

\* 2021/22 Surplus contribution is subject to year-end results

\*\* Reflects Present-Value estimates of partner contributions and fundraising

\*\*\* Revenue mix between partners and general capital reserve is subject to confirmation of funding

## Appendix I: Acronyms used in Budget document

Acronym	Description
AVP	Assistant Vice President
BC	Budget Council
BCT	Budget Coordinating Team
CHREO	Chief Human Resources and Equity Officer
COG	Core Operating Grant
CR	Credit Relief
CTF	Contract Teaching Faculty
DBRS	Dominion Bond Rating Service
EDI&I	Equity, Diversity, Inclusion & Indigeneity
ELMLP	Education and Labour Market Longitudinal Platform
ELT	Executive Leadership Team
FI&P	Finance, Investments & Property
FHSS	Faculty of Human and Social Sciences
FSP	Financial Sustainability Project
FT	Full-Time
FTE	Full-Time Equivalent
GPA	Grade Point Average
GR	Graduate
IA	Instructional Assistant
ICT	Information and Communications Technologies
IGI	International Growth Initiative
ISR	International Student Recovery
JUMP	Junior University Multidisciplinary Program
MCU	Ministry of Colleges and Universities
OSAP	Ontario Student Assistance Program
OSSTF	Ontario Secondary School Teachers Federation
OTO	One Time Only
OUGS	Ontario University Graduate Survey
PT	Part-Time
RCM	Responsibility Centre Management
SAP	Strategic Academic Plan
SEFC	Senate Executive and Finance Committee
SEM	Strategic Enrolment Management
SIPG	School of International Policy and Governance
SMA	Strategic Mandate Agreement
SHERM	Safety, Health, Environment and Risk Management
STEAM	Science, technology, engineering, arts and mathematics
UG	Undergraduate
TA	Teaching Assistant
VP	Vice President
VPA	Vice President Academic
WLU	Wilfrid Laurier University
WLUFA	Wilfrid Laurier University Faculty Association
WLUSA	Wilfrid Laurier University Staff Association

## Appendix II: Glossary of Budget Terms

Budget Term	Description
Enrolment Envelope	Provincial operating grant funding related to enrolment, which includes a Core Operating Grant (COG) under which universities are given a portion of operating funding based on a specific level of eligible enrolment (expressed in Weighted Grant Units).
Performance/ Outcome-based Funding	The establishment of the Differentiation Envelope and creation of the Performance-based Grant, links a portion of operating grant funding to performance outcomes and allows a greater focus on performance and outcomes over successive SMA cycles.
International Student Recovery	A reduction in operating grant based on the number of international undergraduate and Masters students.
OTO	Expenses that occur in the current year only and do not carry forward into the following budget year.
SMA3	Strategic Mandate Agreement (2020-2025). Bilateral agreements established between the Ministry of Training, Colleges and Universities and the Province's publicly funded colleges and universities.
Student FFTE/FTE	The proportion of a full load course taken by a graduate student. Total FFTE refers to the total of all students' individual FFTEs. Revenue from graduate level students is based on full-time equivalents (FTEs), which is based on student headcounts in each academic term (FTE for a full-time graduate student is 1.0, and for part-time graduate student is 0.3).
Student Headcounts	The number of students enrolled in programs at Laurier and refers to the number of students, regardless of course-load and includes both full and part time students. The Fall academic term is used as the benchmark for measuring year-over-year enrolment changes.
Tuition (Grant Eligible)	Tuition fees from students who are eligible for operating grant funding from the Provincial Government. For example, domestic students in publicly funded programs.
Tuition (Grant Ineligible)	Tuition fees from students who are not eligible for operating grant funding from the Provincial Government in programs not eligible for operating grant funding. For example, full cost recovery or self-funded programs, and most international students.
WGU	Weighted Grant Unit. The weighting system that was introduced in 2017-18 as part of the new provincial operating grant funding model. The weighting factors for calculating WGUs were revised from those used previously in order to create equal funding per weighted student enrolment for students in similar program across all institutions as well as a common grant per WGU rate.



# Wilfrid Laurier University

## 2022/23 Budget

BOARD OF GOVERNORS | APRIL 21, 2022

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WILFRID LAURIER UNIVERSITY

**LAURIER**   
*Inspiring Lives!*

- 2022/23 Budget marks a transition year as we move out of the pandemic
- Laurier continues to be faced with frozen tuition and grant, increasing capital infrastructure needs, continued investment in information technology, inflationary pressures, and funding requirements for new investments in priority areas
- Prioritization and focus on key investments is critical to optimize limited resources and safeguard Laurier's fiscal health
- Presenting a **Surplus** 2022/23 Budget to Senate and the Board for approval
  - Budgeted operating surplus at \$2.07 million (0.6% of total budget)

# 2022/23 Operating Budget

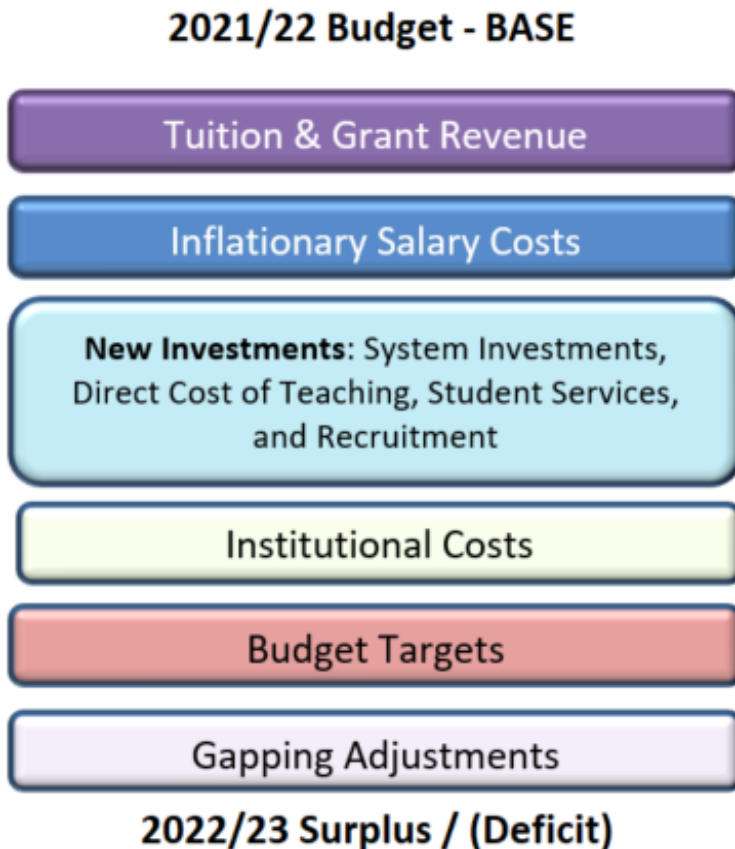
## Budget by Revenue & Expense (In 000's)

	Budget 2021/22	Budget 2022/23	Change	% Chg
<b>Revenue</b>	<b>309,653</b>	<b>332,461</b>	<b>22,808</b>	<b>7.4%</b>
Salary & Benefit	230,965	243,048	12,083	5.2%
Non-Salary Expenses	80,562	87,346	6,785	8.4%
<b>Total Expenses</b>	<b>311,527</b>	<b>330,394</b>	<b>18,867</b>	<b>6.1%</b>
<b>(Deficit)/Surplus</b>	<b>-1,874</b>	<b>2,067</b>	<b>3,941</b>	
Contribution to Operating Reserves	1,000	1,000	-	
Contribution to Other Reserves <sup>1</sup>		1,067	1,067	
<b>Surplus/(Deficit) After Contributions</b>	<b>(2,874)</b>	<b>0</b>	<b>2,874</b>	

<sup>1</sup> Contribution to Other Reserves will be determined through the upcoming Financial Sustainability Project reserve strategy

# Key Components of the Budget Build Process

## Major Drivers Contributing to Year over Year Change (In 000's)



	BASE	OTO	TOTAL
	-2,866	0	-2,866
Tuition & Grant Revenue	21,337		21,337
Inflationary Salary Costs	-5,338	102	-5,235
New Investments: System Investments, Direct Cost of Teaching, Student Services, and Recruitment	-5,396	-4,705	-10,101
Institutional Costs	-2,717	-1,174	-3,891
Budget Targets	2,323	0	2,323
Gapping Adjustments	-1,000	1,500	500
<b>2022/23 Surplus / (Deficit)</b>	<b>6,343</b>	<b>-4,276</b>	<b>2,067</b>

*Positive values indicate a favourable impact to the budget, whereas a negative value indicates an unfavourable impact*

*The 2022/23 draft proposed budget reflects a planned surplus of 0.6% to contribute to reserves, capital, and future investments*

# Enrolment

Total Fall Headcount (FT & PT) *						
	2020-21 Actual	2021-22 Projected	2021-22 Actual	2022-23 Projected	2022-23 / 2021-22 Projected/Projected	
Undergraduate	19,216	18,592	20,087	20,429	1,837	9.9%
Graduate	2,189	2,293	2,176	2,213	-80	-3.5%
<b>Total</b>	<b>21,405</b>	<b>20,885</b>	<b>22,263</b>	<b>22,642</b>	<b>1,757</b>	<b>8.4%</b>
Domestic	19,996	19,546	20,859	21,034	1,488	7.6%
International	1,409	1,339	1,404	1,608	269	20.1%
<b>Total</b>	<b>21,405</b>	<b>20,885</b>	<b>22,263</b>	<b>22,642</b>	<b>1,757</b>	<b>8.4%</b>
Full Time	16,580	16,439	17,208	17,737	1,298	7.9%
Part Time	4,825	4,446	5,055	4,905	459	10.3%
<b>Total</b>	<b>21,405</b>	<b>20,885</b>	<b>22,263</b>	<b>22,642</b>	<b>1,757</b>	<b>8.4%</b>

\* # of registered students in Fall Term

# New Investments: System Investments, Direct Cost of Teaching, Student Services, and Recruitment

- Direct teaching costs result from the creation of new programs and from significant changes in student enrolment. The projected increase in international students, results in increased costs for recruitment and student service
- The budget includes investments in critical areas to ensure the continued quality of teaching and learning and the overall student experience

<i>In 000's</i>	BASE	OTO	Total	FTE	
				Faculty	Staff
Full-time Faculty	1,723	1,725	3,448	16	
Contract Teaching Faculty	165	504	669	*	
Program Operations	1,663	2,477	4,140		14
Recruitment & Student Services	1,843	-	1,843		5
<b>Total New Investments</b>	<b>5,394</b>	<b>4,706</b>	<b>10,100</b>	<b>16</b>	<b>19</b>

\* Corresponds to 73 CTF stipends

# Budget Targets

- An overall budget target of 1% was necessary which equated to **\$2.3 million**
- The recommended budget target for each VP portfolio is in approximate proportion to the % of the university budget that each VP holds

VP Portfolio	21/22 BASE Budget	% of University Budget	Budget Target Assigned
Presidents Area	3,134,150	1.4%	0.34%
Chief Human Resources & Equity Officer	3,128,608	1.4%	0.25%
VP - Student Affairs	7,063,570	3.1%	1.00%
Vice President:Academic	178,166,474	77.3%	1.00%
VP - Research	1,147,731	0.5%	0.50%
SEO Brantford	614,709	0.3%	1.00%
VP - Finance & Administration	28,243,394	12.2%	1.00%
VP - Advancement and External Relations	9,119,829	4.0%	1.00%
	<b>230,618,465</b>	<b>100.0%</b>	<b>1.00%</b>

- \$230 million represents the total University budget of which budget targets are based

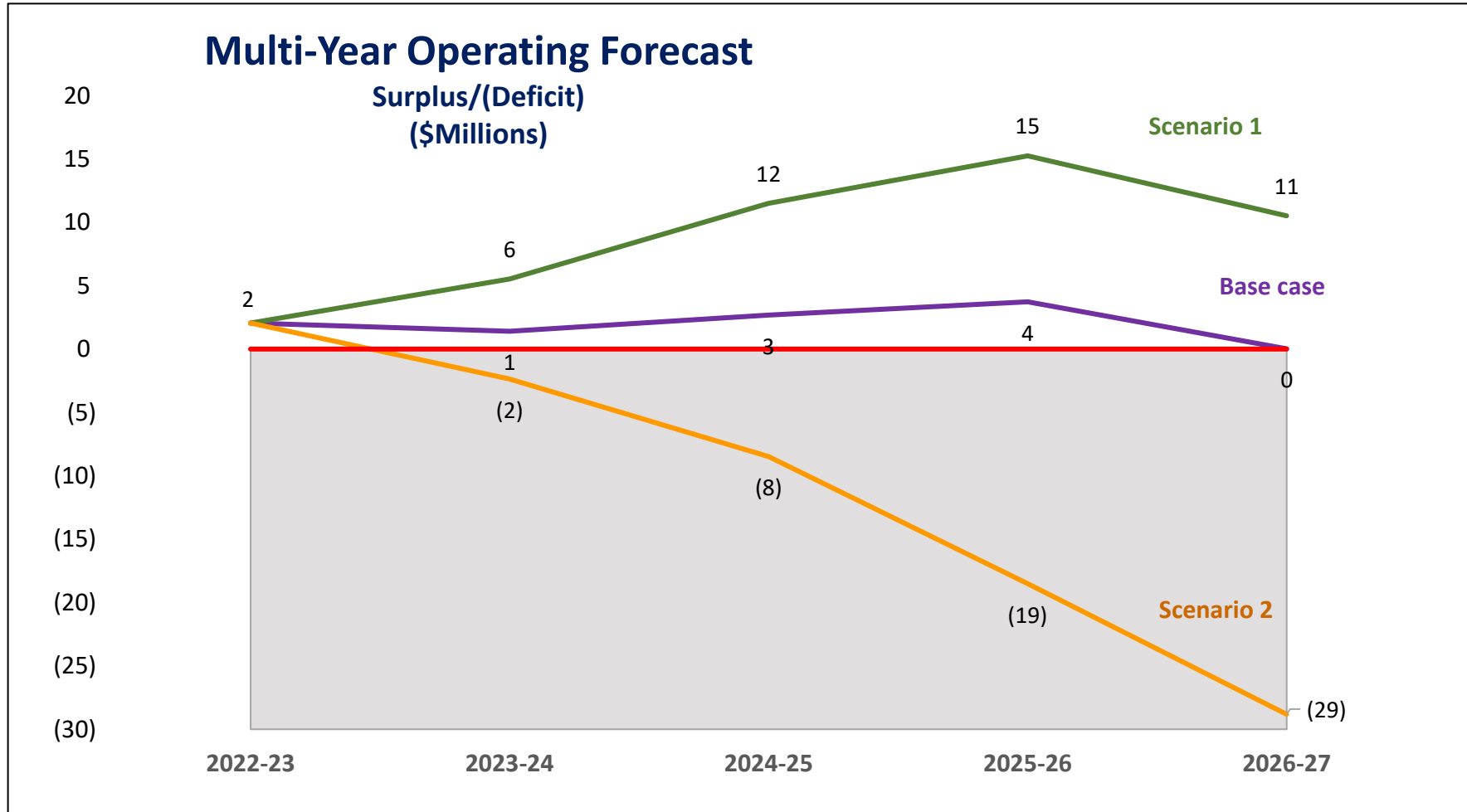
# Reserves

- The reserve strategy will come as part of the Financial Sustainability Project
- April 2022 is a forecast only and year-end entries may impact reserve balances

Summary (In 000's)	Apr 2022 (forecast)	Apr 2021	YoY Change
Carryforward/Retained Surplus	12,290	13,495	-1,205
Operating Specific Reserves	9,756	9,756	0
Operating General Reserves	2,780	1,780	1,000
Major Repairs and Maintenance	8,088	8,088	0
Equipment Replacement and Renewal Fund	2,402	2,382	20
Research Reserves	4,320	4,320	0
Ancillary Reserves	-8,512	-9,786	1,274
Sinking Fund	23,550	22,550	1,000
Post-Employment Benefits, Net of Internal Loans	0	778	-778
<b>Internally Restricted Net Assets</b>	<b>54,674</b>	<b>53,363</b>	<b>1,311</b>

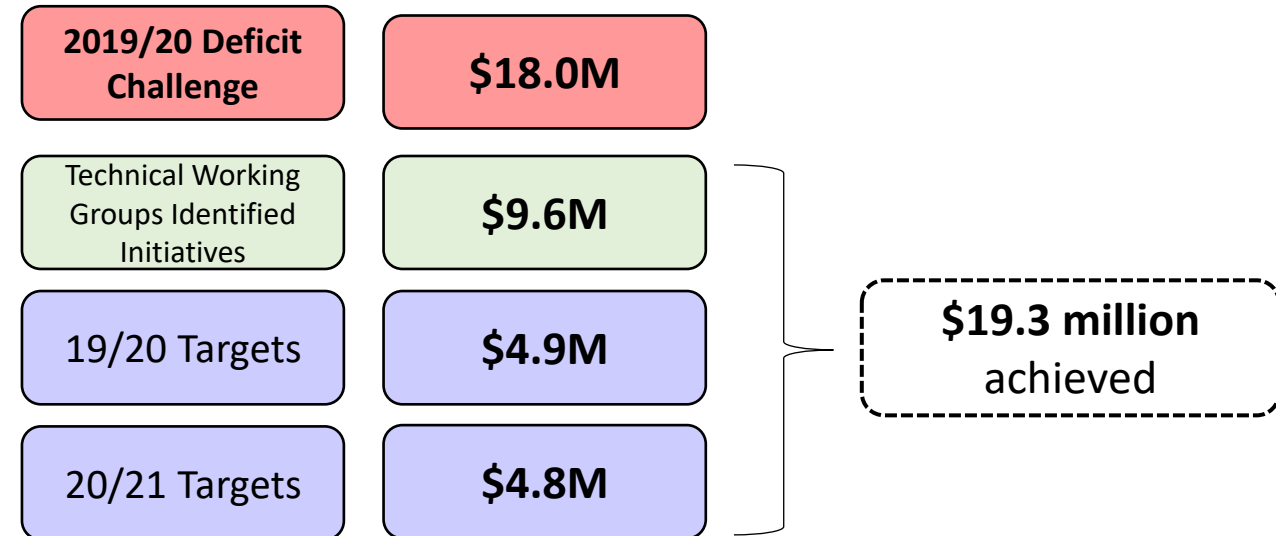


# Multi-Year Operating Budget Forecast

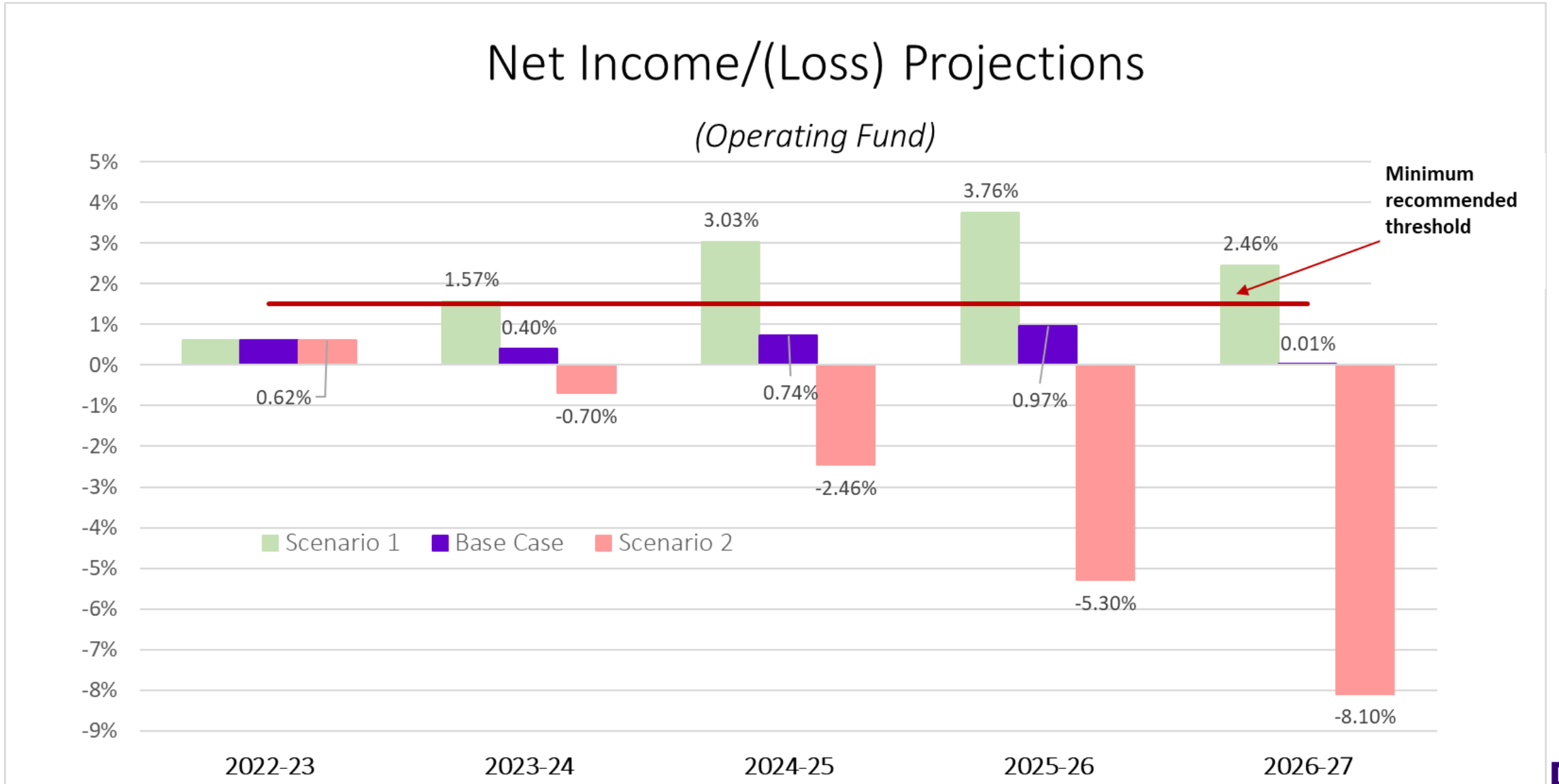


# Multi-Year Budget Commentary

- The significant improvement in the multi-year outlook is attributable to our high enrolment in 21/22 and our plans for revenue generation over the next few years
- It is important to recognize the significant cost containment we've accomplished - a total of \$19.3 million leading into the 2022/23 budget, with a total cumulative savings of \$21.6 million for 22/23
- These efforts, combined with strategies to increase domestic enrolment and international intake, will enable a stronger multi-year projection and fiscal outlook



# Net Income/(Loss) Projections



# Ancillary Services

The Ancillary Services budget is separate and distinct from the Operating Budget and are required to be self-sustaining. The Ancillary Services portfolio includes the following organizations:

- Bookstore Operations
- Conference Services
- Food Services
- Off Campus Housing (Ezra Bricker & Houses)
- One Card
- Printing Services
- Residence Operations (Waterloo & Brantford campuses)
- \* Parking Resources remains under Facilities and Asset Management organization

## 2022/23 Budget Highlights:

- Gross revenue estimated at \$54.9 million
- Residence Operations revenue reflects pre-pandemic occupancy
- Expenses budget estimated at \$50.8 million after transfers
- New capital and deferred maintenance budget expense of approximately \$2.0 million
- Interest on Reserve Deficit of \$0.3 million to cover shortfall from reserves to finance deficit balance
- Contribution to Operating Fund remains at \$0.3 million

# Ancillary Services – Budget Summary

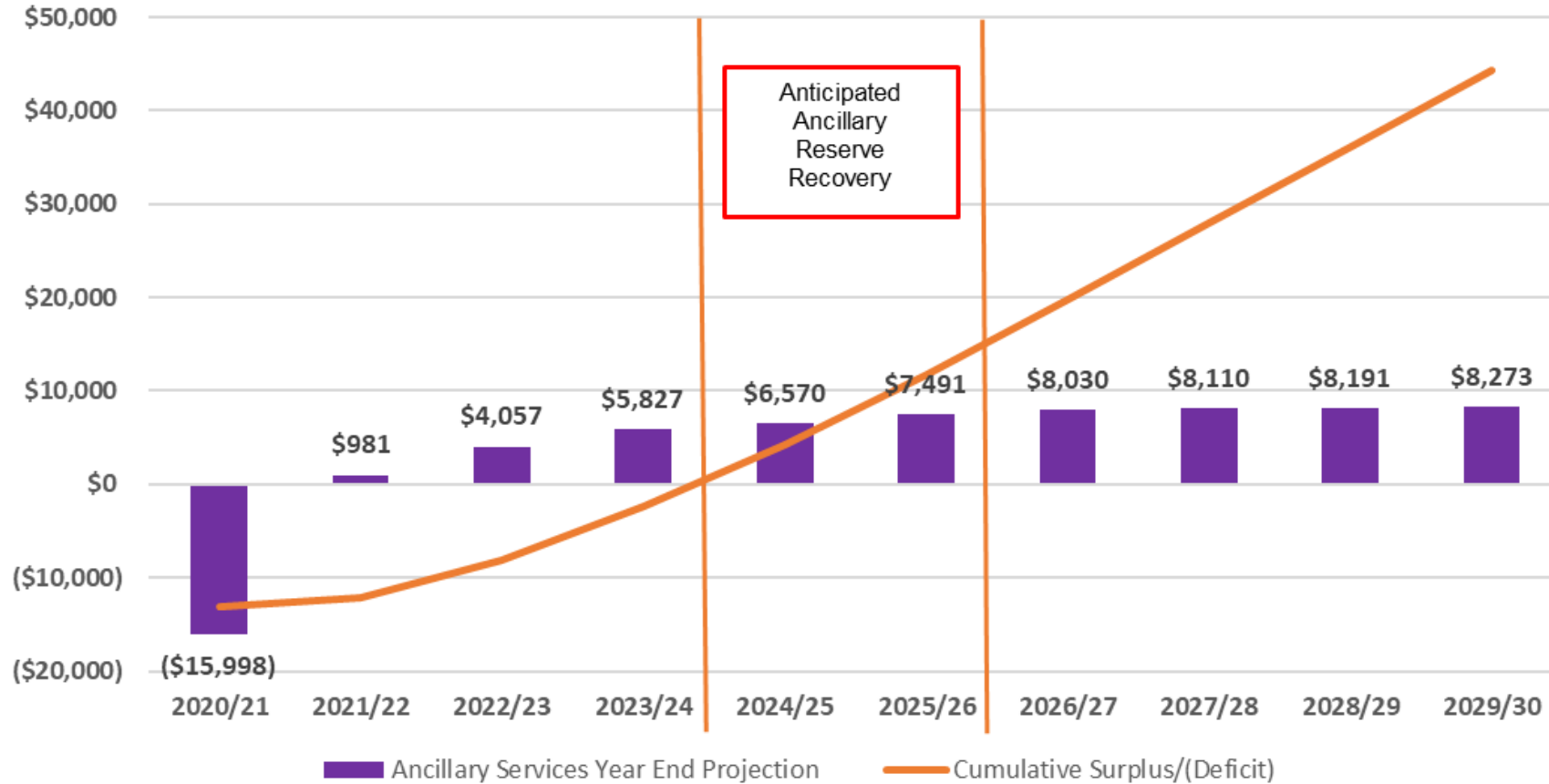
## Budget Summary Projection (in 000's)

	A	B	C	D = C - B	E = D / B
	Actuals 2020/21	Approved Budget 2021/22	Budget 2022/23	Change	% Change
<b>Ancillary Services</b>					
Revenue - Residence Fees	7,380	12,563	29,105	16,541	132%
Revenue - Other	17,758	18,770	25,779	7,009	37%
<b>Total Revenue</b>	<b>25,138</b>	<b>31,333</b>	<b>54,884</b>	<b>23,551</b>	<b>75%</b>
Full/Part Time Staff Costs	4,179	5,257	5,236	(21)	(0)%
Statutory & Fringe Benefits	1,960	1,672	1,920	248	15%
Pension Plan Deficiency	23	31	31	0	1%
Cost of Goods Sold	7,927	8,486	9,368	882	10%
Debt Service	8,793	9,145	8,769	(377)	(4)%
Equipment	152	324	413	89	28%
Off Campus Facility Rent	9,474	6,734	10,161	3,427	51%
Software	233	323	313	(10)	(3)%
Supplies & General Expense	5,583	6,524	9,270	2,745	42%
Travel Expenses	47	62	117	55	87%
Utilities, Insurance & Taxes	2,206	2,682	2,934	252	9%
Appropriations	141	0	(325)	(325)	(32500)%
<b>Total Expenses</b>	<b>40,719</b>	<b>41,241</b>	<b>48,208</b>	<b>6,966</b>	<b>17%</b>
<b>Total Surplus/(Deficit) Before Transfers</b>	<b>(15,582)</b>	<b>(9,908)</b>	<b>6,676</b>	<b>16,584</b>	<b>167%</b>
<b>Transfers to Operating &amp; Reserves</b>					
Capital and Deferred Maintenance	756	829	2,031	1,202	145%
Contribution to Operating Fund	0	300	300	0	0%
Interest on Reserve Debt*	0	251	292	41	16%
<b>Total Transfers</b>	<b>756</b>	<b>1,380</b>	<b>2,623</b>	<b>1,243</b>	<b>90%</b>
<b>Net Surplus/(Deficit)</b>	<b>(16,338)</b>	<b>(11,288)</b>	<b>4,054</b>	<b>15,342</b>	<b>136%</b>

\*2022/23 Proposed Budget Interest on Reserve debt is based on the projected 2021/22 year-end results.

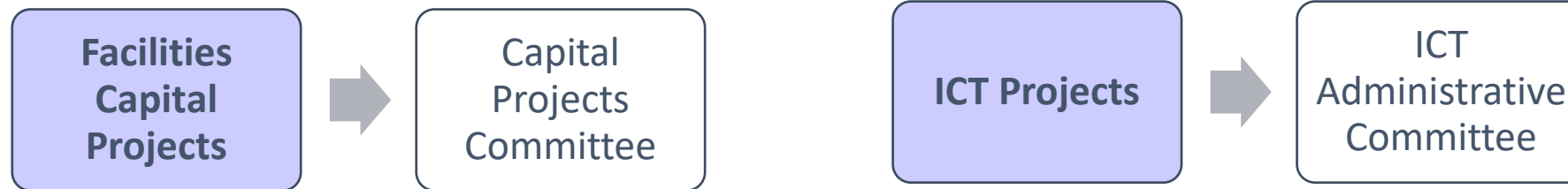
# Ancillary Operations – Internally Restricted Net Assets Recovery Projection

Ancillary Services Internally Restricted Net Assets Recovery Projections  
(\$000's)



# Capital Budget

- All projects presented in the capital projects budget have been reviewed by the respective committees



- Recommendations require a funding and finance plan before they are approved
- 2022/23 Capital Projects being presented for approval are 'subject to funding availability'
- Strategy being implemented with the 2022/23 budget is the practice of operating surplus generation to replenish (and grow) reserves – to be available for capital and strategic investments
- Facilities Capital Project prioritization criteria includes: Funding Status, Risk & Regulatory Requirements, Contractual Obligations, Revenue Generation/Expense Reduction, Student Experience, Sustainability, Facilities Renewal
- ICT Project prioritization considers alignment with digital enablers, compliance, health and safety, as well as alignment with institutional priority areas and identified strategic risks

# Consolidated Capital Budget and Funding Plan

Project Name	2022/23 Cost (in millions)	2021/22 Surplus Contribution *	Partner Contributions & Fundraising **	General Capital Reserve	Ancillaries Reserves	Equipment Replacement & Renewal
<b>Facilities Capital Projects</b>						
Stadium Bleachers and Press Box***	1.44		0.72	0.72		
Animal Care Wing Air Rebalancing	0.20			0.20		
Health & Safety - Fall from Heights Risk	0.15			0.15		
Alumni Field	4.72	1.40	3.32			
Ancillary Services Facilities Renewal	2.03				2.03	
<b>Information and Communication Technology Projects</b>						
Unified Communications Upgrades	1.14	1.14				
Renovation of Physical Infrastructure to Support Communications	0.57	0.57				
Wi-Fi Renewal	1.35	1.35				
Hyflex Classroom (Web Conf Capable)	1.03	1.03				
<b>Equipment Replacement and Renewal</b>	3.04					3.04
<b>Total</b>	<b>15.67</b>	<b>5.49</b>	<b>4.04</b>	<b>1.07</b>	<b>2.03</b>	<b>3.04</b>

\* 2021/22 Surplus contribution is subject to year-end results

\*\* Reflects Present-Value estimates of partner contributions and fundraising

\*\*\* Revenue mix between partners and general capital reserve is subject to confirmation of funding



# Concluding Thoughts

- 2022/23 budget is a significant step toward a fully consolidated budget incorporating Laurier's various funds
- Projected surplus will contribute significantly to overall financial sustainability
- The objective for future fiscal years will be to: a) continue these surplus contributions to further strengthen reserves, support capital and strategic projects, and to reduce the institution's debt burden, b) continue to identify and invest in mitigation of critical risks
- We will continue to work together and engage the entire Laurier community to ensure Laurier's success in meeting our challenges are met through the identification of revenue generating opportunities, potential savings, and efficiencies

# Questions/Discussion





## BOARD OF GOVERNORS MINUTES

Thursday February 10, 2022, 2:00 – 6:00 p.m.

Via Zoom

**Present:** Nasik Amanullah, Shelley Boettger, Ryan Brejak, Kathie Cameron, Savvas Chamberlain, Simon Chan, Paul Elliott, Andrew Herman, Deniza Januzi, Dave Jaworsky, Mary Kelly, Lynda Hawton Kitamura, Sarah Lewis, Kristine Lund, Scott Lyons, Deb MacLatchy, Patricia McLaren, Shaun Miller, Jim Phillips, Avvey Peters, Patricia Polischuk, Marc Richardson, Joe Rooney, Ken Seiling, Cynthia Sundberg, Mark Straub, Doug Treleaven, Brandon Vale, Berry Vrbanovic

**Regrets:** Cameron Anderson, Pam Bryden, Chinyere Eni-McLean, Eileen Mercier, Karen Redman

**Secretariat:** Annika Arnold, Shannon Kelly, Anna Kornobis, Anne Lukin

### A. Open Session

1. **Call to Order**, Lynda Hawton Kitamura, 2:00 p.m.

a. Declaration of Conflicts of Interest: None.

b. Movement of Consent Items to the Main Agenda

In addition to the Agenda and Minutes, a number of policies were included for approval.

**Motion (Savvas Chamberlain/Paul Elliott): that the Board of Governors approve the Consent items listed for approval under Item C.1. Carried.**

2. **Chair's Report**, Lynda Hawton Kitamura

The Chair noted: thanks to LGIC member and Laurier alumnus Mark Straub, whose term on the Board ends April 17<sup>th</sup>, making this his final Board meeting; welcoming two new provincially-appointed Board members, Shelley Boettger and Avvey Peters, who joined in December; proposed dates for 2022-2023 Board and Committee meetings provided in the package, urging Board members to commit these dates in their calendars; that Laurier has been named the third year in a row as one of Canada's Top Employers for Young People; and that Laurier Board was recognized by the Order of Saint Lazarus with a Random Acts of Kindness pin for its leadership role during the pandemic in supporting the students and employees of the University.

3. **Leadership Update**

a. President's Report, Deb MacLatchy

The President commented on: planned events for Black History Month throughout February; a reorganization of staffing in the President's Office, with Madison Cox being appointed ongoing Chief of Staff and

Government Relations; planning for the phased transition back to campus by the end of February, with in-person instruction resuming for some smaller-sized classes on January 31; preliminary enrollment numbers show that applications to Laurier from Ontario high school students is up 6.7%, representing the largest number of applications in Laurier's history for the second year in a row; graduate student numbers are tracking at the level of two years ago, with last year showing a large increase; and a visit in November from MCU Deputy Minister Shelley Tapp to the Waterloo campus and a January virtual meeting with the new Brantford-Brant MP Larry Brock, among other government relations outreach.

Board members discussed: student concerns about missing classwork if sick; messaging to students about accommodations and the importance of staying home if ill; and challenges for faculty in providing accommodations.

- b. Q and A on Reports of the Senior Executives  
Senior leaders provided a written summary of recent strategic activity in their portfolios; there were no questions.
- c. Report on Senate Activities  
Trish McLaren provided an update on recent Senate decisions and activity, including changes to policies and programs; including the extension of a Computer Science Minor to the Brantford campus; and approval of the Duolingo test for English accreditation.

4. **Strategic Plan Update, Deb MacLatchy**

The President provided a written summary of progress and commented on: the Laurier Legacy Project moving forward with academic hirings and a scholarly event planned for 2023; consultations underway for the Equity, Diversity and Inclusion (EDI) Strategic Plan; Heidi Northwood's appointment to a new role of Senior Executive Officer, Global Initiatives; consultation underway on the internationalization strategy; Jonathan Newman overseeing the development of an innovation strategy; progress in indigeneity through a first cohort of indigenous women joining an entrepreneurship program; Lucinda House in Waterloo being retrofitted as a new centre for indigenous students; and success for Laurier students in an international Enactus competition, recognizing a pilot project of recycling plastic bags to form pavement.

5. **Academic Update: Faculty of Science, Dr. Anthony Clarke**

The Board received a presentation on recent developments in the Faculty of Science, including planning work on a future engineering program in Milton.

Board members discussed: the difference between a BA and BSc in Computer Science; what would be considered the powerhouse programs in

Science; and that the Health Sciences programs at Laurier are excellent and in demand, blending science and the social sciences.

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

a. Chair's Updates on Committee Activity

The Board received written reports on recent activity by the Standing Committees. There were no questions.

b. Finance, Investments & Property Committee

The Chair noted that the Tuition Fee Report for 2022-2023 came to the Finance, Investments & Property Committee for recommendation, but still needs to go to the Senate Executive & Finance Committee and to Senate before coming for Board approval. Therefore the Tuition Fee Report will be brought to the March 10 Executive Committee for consideration on behalf of the Board. Board members will be invited to participate in that meeting.

1. Q&A on 2021-2022 6-Month Fiscal Update

The update on Budget vs Actual financials at the six-month mark reflects an increase in domestic enrolment and higher than expected revenue from 90% occupancy in residences. These factors have resulted in a surplus. It should be noted that there are existing commitments against this surplus to support strategic investments, as well as continuing pressures from inflation, salary increases and significant capital needs.

2. 2022-2023 Budget Process Update

A multi-year forecast has been developed, including assumptions regarding a tuition framework and enrolment projections. A proposed budget will be brought to the April meeting for approval. Staff commented on draft building blocks for the budget, and noted that the objective is to present a balanced budget. Budget reduction targets have been set, with an average of 1% reduction differentiated across the University.

3. Q&A on Research Funding Update, Jonathan Newman

The Board received an update on positive trends in research funding for Laurier, including that based on Laurier's current position, as funding grows, research support grants grow.

**7. Other Business:** None.

**B. In Camera Session**

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

## 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, November 18, 2021
- c. Policy 12.4 Gendered & Sexual Violence Policy & Procedure  
**Motion: That the Audit, Risk and Compliance Committee recommend that the Board of Governors approve Policy 12.4 Gendered & Sexual Violence Policy & Procedure, as revised.**
- d. Policy 7.11, Emergency Management  
**Motion: That the Audit, Risk and Compliance Committee recommend that the Board of Governors approve Policy 7.11, Emergency Management, as revised.**
- e. Policy 7.12 Open Flames on Campus  
**Motion: That the Audit, Risk and Compliance Committee recommend the Board of Governors approve University Policy 7.12, Open Flames and Open Air Burning on Campus as revised.**

**Motion: That the Audit, Risk and Compliance Committee recommend the Board of Governors delegate the approving authority of 7.12, Open Flames and Open Burning Policy to the President going forward.**

- f. Policy 9.5 External Information Technology and Cloud Services  
**Motion: That the Audit, Risk and Compliance Committee recommend the Board of Governors approve Policy 9.5 External Information Technology and Cloud Services, as revised.**
- g. Proposed Dates for 2022-2023 Board and Committee Meetings  
**Motion: That the Governance Committee recommend the Board of Governors approve 2022-2023 Dates for Board & Committee Meetings, as proposed.**
- h. Policy 14.3, Administrative Staff Elections\*  
**Motion: the Governance Committee recommend the Board of Governors approve Policy 14.3, Administrative Staff Elections, as revised.**

### 2. Items for Information

- a. Elements of an Effective and Strategic Board
- b. Confirmation of Statutory Remittances May – October 2021
- c. Ancillary Performance Update
- d. Q3 2021 Summary Investment Performance – Hub Proteus
- e. Milton Update



## BRIEFING NOTE

**Meeting:** Board of Governors  
**Date :** April 21, 2022  
**Agenda Item #:** BoG C.1.h.

**Agenda Item:** **Board of Governors Approved Procedures for Searches & Reviews of Senior Administrators: Editorial Updates**

**Action Required:**  Approval  Discussion  Information

**Motion:** **That on the recommendation of the Governance Committee, the Board of Governors approve the Board-Approved Procedures for Searches and Reviews of Senior Administrators as revised, as revised.**

**Rationale for Board Oversight/Input:** The Board of Governors is asked to approve the proposed editorial/housekeeping revisions to a procedures document for senior searches and reviews. The changes reflect two housekeeping updates, most notably the addition of three ex-officio members to Senate; a strategic decision within Senate's oversight and mandate. A request to approve these changes is in alignment with the Board's mandate.

**Compliance** Wilfrid Laurier University Faculty Association Collective Agreement  
Governance Committee Terms of Reference  
WLU Act

**Summary (of critical points):** Last updated in 2020, the procedures are being brought forward for approval of proposed revisions. These updates, noted in the attached track-change document, include the following **"house-keeping" changes:**

- Updating the title for the Vice-Provost Teaching and Learning (previously the Associate Vice-President Teaching and Learning)
- Updating the document to include the hiring and renewal process of three ex-officio members, recently approved by Senate.

As per the WLU Act, Senate has governance oversight and responsibility in deciding whether any other ex-officio members may be added to the composition of Senate, aside from those specified in the Act. On April 11, 2022, Senate approved the addition of three positions to its membership:

- Associate Vice-President of Indigenous Initiatives
- Associate Vice-President, Equity, Diversity and Inclusion
- Associate Vice-President, Academic

These three positions are all senior academic leadership roles with university-wide responsibility for academic policy matters of operational and strategic importance. Senate felt that their membership on Senate would both enrich Senate's engagement with important issues as well as enabling these leaders to be more effective in their roles.



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This approval by Senate has triggered a number of editorial and housekeeping changes to both Senate governance documents as well as a document entitled "Board of Governors Approved Procedures for Searches & Reviews of Senior Administrators". This procedure document outlines the general rules to be followed for senior searches and reviews of ex-officio members of Senate. Searches and reviews are undertaken through a formal committee process. As such, the document needs to be updated to include the hiring and review process for the three positions which are now ex-officio members of Senate.

**Purpose and Key Considerations:**

- Key Considerations:
  - At Laurier, searches and reviews of ex-officio Senate members are undertaken through a formal process. The rules are outlined in the "Board of Governors Approved Procedures for Searches & Reviews of Senior Administrators"; a governance document that is referred to frequently, prior to and during a search and review process. Senators, faculty and other stakeholders look to this process to ensure robust and formal practices and procedures are followed for the searches and reviews for the University's senior leaders.
  - Part of the general rules include a committee process for searches and renewals. These committees support the University in the work of confirming position descriptions and desired qualifications, equitably reviewing, assessing and recommending candidates; or in assessing an incumbent under review for renewal. The prescribed membership helps ensure a broad range of perspectives from representative University stakeholders.
  - The composition of these committees is aligned with clauses in the collective agreement with the WLU Faculty Association (WLUFA), a Letter of Understanding between the union and University along with some general process guidelines.
  - Selected senior administrator positions are hired or renewed with Board approval based on advice from Senate, typically for five-year terms. Therefore, having a document outlining the rules and procedures for such an importance process is in alignment with strong governance practices.

**Financial Implications:**

There are no direct financial implications.

**Proposed by:**

Anna Kornobis, University Secretary  
Michelle Jutzi, Manager, Talent Acquisition

**Lead Author:**

Anna Kornobis, University Secretary

**Consultation:**

Deborah MacLatchy, President and Vice-Chancellor  
Pamela Cant, Chief HR and Equity Officer  
Anthony Vannelli, Provost and VP Academic  
Senate Governance Committee  
Senate

**Alignment:**

Laurier Strategy  
EDI & Indigeneity Action Plan

**Risk Assessment:** The risk of not approving the revisions as proposed would create a gap in the Board Approved Procedures for Searches & Reviews of Senior Administrators and would be misaligned with a Letter of Understanding between the union and the University. There would also be no reference document if any questions arose around governance, process, and/or obligations related meeting proceedings, voting, search and review procedures etc.

**Attachments:** Approved Procedures for Searches & Reviews of Senior Administrators Clean & Tracked versions.

**BOARD OF GOVERNORS  
APPROVED PROCEDURES  
FOR  
SEARCHES & REVIEWS  
OF SENIOR ADMINISTRATORS**

ORIGINAL DOCUMENT APPROVED BY THE BOARD OF GOVERNORS: MAY 30, 1995

AMENDED TO COMPLY WITH THE WLU-WLU FACULTY ASSOCIATION AGREEMENT, EFFECTIVE FROM APRIL 1, 1996 TO JUNE 30, 1999

AMENDED DOCUMENT APPROVED BY THE BOARD OF GOVERNORS' EXECUTIVE AND GOVERNANCE COMMITTEE: AUGUST 28, 1996

AMENDED BY THE UNIVERSITY SECRETARIAT TO COMPLY WITH WLU-WLU FACULTY ASSOCIATION AGREEMENTS EFFECTIVE FROM: JULY 1, 1999 TO JUNE 30, 2002, JULY 1, 2002 TO JUNE 30, 2005; JULY 1, 2005 TO JUNE 30, 2008, JULY 1, 2008 TO JUNE 30, 2011, JULY 1, 2011 TO JUNE 30, 2014, AND JULY 1, 2014 TO JUNE 30, 2017

CHANGES APPROVED BY THE BOARD OF GOVERNORS: SEPTEMBER 11, 2020

**PREAMBLE**

"The government of the University and the control of its property and revenues, the conduct of its business and affairs, except with respect to such matters as are assigned by this Act to the Senate, are vested in the Board of Governors, and the Board of Governors has all powers necessary or convenient to perform its duties and to achieve the objects of the University and, without limiting the generality of the foregoing, has the power to,

- (a) appoint, promote, suspend and remove the President and all other officers of the University, heads and associate heads of faculties, the members of faculty or administrative staff of the University, and all other agents of the University, but no person shall be appointed, promoted, suspended or removed as the head of a faculty or school, as a senior administrative officer or as a member of faculty except on the recommendation of the President".

Excerpt from section 12 of *The Wilfrid Laurier University Act, 1973*.

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## I. GENERAL RULES FOR SEARCH AND REVIEW COMMITTEES

These general rules apply to the composition and proceedings for Search and Review Committees for university officers who are ex-officio members of Senate, except for the Chair of the Board of Governors and the Chancellor, including the following positions: President and Vice-Chancellor, Provost and Vice-President: Academic, Vice-President: Finance and Administration, Vice-President: Advancement and External Relations, Vice-President: Research, Vice-President: Student Affairs, Assistant Vice-President: Enrolment Services and Registrar, Deans of Faculties, University Librarian and ~~Associate~~ Vice-Provost: Teaching and Learning, Associate Vice-President: Equity, Diversity and Inclusion, Associate Vice-President: Indigenous Initiatives and Associate Vice-President: Academic. The procedures for appointment/renewals for each position considered in this document are found in section II, *Procedures for Searches and Reviews of Senior Administrators*.

### A. DEFINITIONS

*Quorum*: two-thirds to the voting committee membership

*Majority*: 50% plus one of the voting committee members in attendance

*Attendance*: present for the meeting either in person, by video or teleconference, or as permitted by the Committee Chair

*Search Committee*: established when a search is undertaken for a position open for competition.

*Review Committee*: established to assess and consider recommendations on whether or not an incumbent with a term appointment should be reappointed for a further term

*Committee*: includes a Search Committee and/or Review Committee

*Board*: means the Wilfrid Laurier University Board of Governors.

### B. COMMITTEE MEMBERSHIP

#### FILLING COMMITTEE POSITIONS

1. A Committee secretary will be designated to a Committee as a non-voting member. An HR resource may be designated to a Committee as a non-voting member.
2. Multi-campus representation should be a consideration when determining Committee membership.
3. Committee membership for each search committee is outlined in section III of this document.

#### MEMBER OBLIGATIONS

4. Before joining a Committee, members are strongly urged to consider the time commitment required for the search or review as well as any other personal or professional obligations that may interfere, or be in conflict with, their duties as a Committee member. Members shall not serve on any Committee where there is a conflict of interest. If a conflict arises during the course of the review or search, the member with the conflict will declare a conflict immediately to the committee chair. If a conflict has been declared, the Chair will determine the appropriate steps as to whether a replacement will be sought. See university policy [8.1 Conflict of Interest Policy](#).
5. Members of a Committee shall sit as individuals and not as delegates or representatives of any group.

6. All consultations, discussions and deliberations of a Committee shall be confidential. Any materials distributed in advance or at a meeting must be kept confidential, as are notes taken by committee members. Violations of confidentiality shall result in such sanctions as the Board deems appropriate subject to the by-laws, regulations and policies of the university.
7. Committee members must come to meetings prepared and having reviewed any materials provided in advance.
8. Although attendance by video or teleconference may be permitted, Committee members are strongly encouraged to attend meetings in person and may be required to attend personally for candidate presentations and interviews.
9. Once appointed to a Committee, a member cannot apply for consideration for the position that is the subject of the search.
10. In the event a Committee member becomes incapacitated or is unable to continue service, the Committee Chair shall determine what action is appropriate considering the circumstances and timeliness of the process.

### **C. MEETING PROCEEDINGS**

1. The Committee Chair shall determine if the services of an external consultant shall be used.
2. All Committee meetings, meeting materials, and minutes shall be *in camera and confidential*.
3. Meetings may be attended by members by telephone conference or video conference when available.
4. Minutes shall be kept by the Committee secretary
5. Normally, the Committee shall complete its work within 8 months from the date of the Committee's first meeting. Approval of the Board of Governors or its Executive Committee is required where a search or review is anticipated to take significantly longer than 8 months.
6. All confidential materials shall be collected by the Committee secretary when the Committee work is finished.

### **D. VOTING**

1. Subject to the provisions governing renewal of an appointment section II.B, all decisions of Search and Review Committees shall be taken by majority vote (see Section A. Definitions).
2. All Committee members who have attended at least one round of interviews for all candidates are eligible to vote unless they are defined as a non-voting member or as may be otherwise specified.
3. When a vote is conducted, any member attending by teleconference or video conference shall cast their vote ballot through a confidential online medium as indicated by the Committee secretary.

4. The Committee shall attempt to make decisions by consensus.
5. Questions other than recommendation for appointment or renewal are to be determined by a majority vote, where the Committee Chair has the right to vote as a Committee member, and their vote does not have any additional weight. In the event the Chair has voted and it is a tie vote, the Chair shall declare the motion defeated.
6. In voting on all appointments or renewals, a secret ballot must be used, abstentions are not allowed, and proxy votes are not permitted. The recommendation for appointment or renewal shall be framed in the affirmative.
7. A recommendation for a renewal without competition requires the support of at least sixty percent (60%) of those voting.
8. Voting by Committee Chair
  - a. With the exception of the Search or Review Committee for the President, the Committee Chair shall not participate in voting on a recommendation for appointment or renewal, but shall cast a vote to confirm or veto the Committee's recommendation of a candidate for the office. In the event of a tie vote, where the Committee cannot recommend a single candidate, the meeting shall be adjourned and another meeting be scheduled at which another vote shall be held. If this second vote also results in a tie and no recommendation, then to overcome the procedural impasse, the Chair shall cast a vote. The Chair retains the right to confirm or veto the recommendation of the Committee arrived at through this procedure.
  - b. For the Search or Review Committee for the President, the Chair has the right to vote as a committee member and generally shall vote; however their vote does not have any additional weight. In the event of a tie vote, where the Committee cannot recommend a single candidate, the meeting shall be adjourned and another meeting be scheduled at which another vote shall be held. If this second vote also results in a tie and no recommendation, then the search/renewal is declared failed.

## **II. PROCEDURES FOR SEARCHES & REVIEWS OF SENIOR ADMINISTRATORS**

### **A. SEARCH PROCEDURES**

1. Except for the procedures and requirements set out in the WLUFA Collective Agreement and below, the Search Committee shall establish its own procedures.
2. The Search Committee shall have the composition as specified for the position and follow all rules in the *General Rules for Search and Review Committees*.
3. The Committee shall establish, through consultation, the specific qualifications expected of the position.
4. The Committee shall take appropriate steps to advertise the position and to invite applications.
5. The Committee shall review all applications, which are to be considered under a set of criteria established by the Committee. The Committee will develop a qualified short list of candidates, seeking diverse representation that takes into consideration the areas of underrepresentation in the University. Such candidates will be invited to meet with the Committee and with such other persons or groups as the Committee considers appropriate.
6. The Search Committee shall recommend one candidate for appointment. In forwarding its recommendation to the President, Senate, or Board as appropriate, the recommendation shall be supported by a comprehensive report of the work of the Committee, including a description of the procedures followed, the number of candidates considered, equity data for the candidate pool and the recommendation. The Committee's recommendation shall be presented to the Senate for its advice and to a subsequent meeting of the Board for approval at the earliest possible time.
7. In considering the report and recommendation of a Search Committee, Senate will meet *in camera* as a committee of the whole, and shall determine its advice which shall be transmitted to the Board (see Senate By-law, section 9.1 for the Procedures for Senate Advice in the Selection of University Officers).
8. Based on the report of a Search Committee and the advice of Senate, the Board of Governors (or as delegated, the Executive Committee) will meet *in camera* and shall determine its decision regarding approval of the recommendation.
9. Should recruitment and selection efforts not result in a recommended candidate for the Board, the Committee shall notify the Board of their next steps.

### **B. REVIEW PROCEDURES**

1. Prior to the expiry of the first term of the incumbent, as indicated under Appointment Term & Renewal of each position in section III, the chair of the Review Committee shall determine if the incumbent intends to seek a renewal of the appointment. If the response is positive, a Review Committee shall be formed. The Review Committee shall have the same composition as a Search Committee and follow all rules in *General Rules for Search and Review Committees*.

2. If the incumbent holds a tenured or continuing faculty appointment and has completed two terms of office, a search shall be undertaken and a Search Committee established. The incumbent may stand for a further term in competition with other candidates for the office, but the incumbent may not stand for a fourth term.
3. The Review Committee shall determine whether or not to recommend renewal. In carrying out its deliberation, the Committee shall use the review process and criteria employed in the annual review of the incumbent, the goals established during the incumbent's current term, and the broad objectives of the University for the next five years.
4. The Committee shall meet with the incumbent at the beginning of the process to discuss the review and to provide an opportunity for the incumbent to submit a self-evaluation.
5. In seeking opinions on the performance of the incumbent, the Committee shall consult with the internal university community (particularly within the relevant Faculty for Deans) and, if applicable, appropriate individuals and groups external to the University. It is expected that such consultations shall be conducted primarily through private interviews and written feedback.
6. Recommendation
  - a. In the case of a positive review for the position of President, the Review Committee shall recommend renewal and the Committee Chair shall present the recommendation to the Senate for advice and to the Board for approval.
  - b. In the case of a positive review for the position of any Vice-President, Dean, Assistant Vice-President, Associate Vice-President, or University Librarian, the Review Committee shall recommend renewal and the Committee Chair shall forward this recommendation to the President. The Committee Chair, subject to the President's recommendation shall present the recommendation to Senate for advice and then to the Board for approval.
  - c. In the case of an unfavourable review or the Committee recommendation is not approved by the Board, the Board will provide direction to the Committee Chair as to next steps.
7. In the case of extenuating circumstances, the Board of Governors may approve an extension of the term of an incumbent.



### **III. SEARCH & REVIEW COMMITTEES**

#### **A. PRESIDENT**

*The President of the university is the chief executive officer of the university and has supervision over and direction of the academic work and general administration of the university, the members of faculty, officers, employees and students thereof, and such other powers and duties as from time to time may be conferred upon or assigned to them by the Board.*

#### **APPOINTMENT TERM & RENEWAL**

The President is appointed by the Board of Governors following advice of Senate. The initial term of appointment is five years (unless fewer years are recommended by the Search Committee) and may be renewed.

No later than 18 months prior to the expiry of the first term of the incumbent, the Chair of the Board shall determine if the President intends to seek a renewal of the appointment.

#### **COMMITTEE COMPOSITION**

The Search and Review Committees for the President shall be composed of:

15 voting members as follows:

- The Chair of the Board who shall chair the Committee;
- 3 external members of the Board of Governors, appointed by the Board, with:
  - one of whom shall be an alumni representative of the Board;
- 1 undergraduate student, appointed by WLUSU;
- 1 graduate student, appointed by WLUGSA;
- 1 staff representative of the Board, appointed by the Board;
- 2 members holding the office of Vice-President, Dean, or University Librarian, appointed by the Board; and
- 6 faculty members with tenured or continuing appointment, elected by the University Faculty Council, with:
  - not more than one representative from any one faculty or from the library ,
  - at least one representative from the Brantford campus, and
  - at least one representative from the Waterloo campus.

The University Secretary or designate shall serve as the non-voting Committee secretary.

## **B. PROVOST & VICE-PRESIDENT: ACADEMIC**

*The duties of the Provost & Vice-President: Academic are delegated from the Board through the President and include responsibility for the overall plan, coordination and supervision of the academic components of the University in cooperation with the Deans of the Faculties and implementing the Collective Agreements with the Wilfrid Laurier University Faculty Association.*

### **APPOINTMENT TERM & RENEWAL**

The Vice-President: Academic is appointed by the Board of Governors on the recommendation of the President following advice from Senate. The term of appointment is five years (unless fewer years are recommended by the Search Committee) and may be renewed.

No later than 18 months prior to the expiry of the first term of the incumbent, the President shall determine if the incumbent intends to seek a renewal of the appointment.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the Vice-President: Academic shall be composed of:

15 voting members as follows:

The President who shall chair the Committee;

1 external members of the Board of Governors, appointed by the Board;

1 member holding the office of Dean, appointed by the committee Chair;

1 member holding the office of University Librarian, or Assistant/Associate Vice President/Provost reporting to the Provost & VP: Academic appointed by the committee Chair;

1 undergraduate student representative of Senate, appointed by WLUSU;

1 graduate student representative of Senate, appointed by WLUGSA;

1 staff representative of the Board, appointed by the Board;

7 faculty members with tenured or continuing appointment, elected by the University Faculty Council, with:

not more than one representative from any faculty or from the library at least one representative from the Brantford campus,

at least one representative from the Waterloo campus; and

1 Senate member, elected by Senate.

## **C. VICE-PRESIDENT: FINANCE & ADMINISTRATION**

*The Vice-President: Finance and Administration is responsible for financial resources, risk management and campus operation, facilities and asset management, information and communication technologies and for a number of ancillary services.*

### **APPOINTMENT TERM & RENEWAL**

The Vice-President: Finance and Administration is appointed by the Board following the advice of Senate. The initial term of appointment is five years (unless fewer years are recommended by the Search Committee) and may be renewed.

No later than 18 months prior to the expiry of the first term of the incumbent, the President shall determine if the incumbent intends to seek a renewal of the appointment.

There shall be a review after the conclusion of the initial five-year term of office, according to section II.B. Thereafter, any review may be initiated by the President, or by a motion of Senate passed by a 60% majority.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the Vice-President: Finance & Administration shall be composed:

13 voting members as follows:

The President who shall chair the Committee;

2 external members of the Board, appointed by the Board, with:

one either the Chair of the Audit & Compliance Committee or Finance & Investments Committee (or designate);

1 member holding the office of Dean or University Librarian, appointed by the Chair;

1 undergraduate student, appointed by WLUSU;

1 graduate student, appointed by WLUGSA;

2 staff members with a continuing position, chosen from the areas that report to the Vice-President: Finance & Administration. The Chair will select one staff representative of whom holds an office of Director or Assistant Vice-President that reports directly to the Vice-President: Finance & Administration, and

One staff representative will be selected by an election where all relevant staff members in a continuing position can vote. The elected staff member must include:

one management or non-management staff members;

not more than one representative from any area

4 faculty members with tenured or continuing appointment, elected by the University Faculty Council, with:

not more than one representative from any faculty or from the Library,

at least one representative from the Brantford campus, and

at least one representative from the Waterloo campus; and

1 Senate member, elected by Senate.

## **D. VICE-PRESIDENT: ADVANCEMENT AND EXTERNAL RELATIONS**

*The responsibilities of the Vice-President: Advancement and External Relations include overall management of external relations, development, alumni relations, and advancement services and other duties included in the position description.*

### **APPOINTMENT TERM & RENEWAL**

The Vice-President: Development & Alumni Relations is appointed by the Board following the advice of Senate. The initial term of appointment is five years (unless fewer years are recommended by the Search Committee) and may be renewed.

No later than 18 months prior to the expiry of the first term of the incumbent, the President shall determine if the incumbent intends to seek a renewal of the appointment.

There shall be a review after the conclusion of the initial five-year term of office, according to section II.B. Thereafter, any review may be initiated by the President, or by a motion of Senate passed by a 60% majority.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the Vice-President: Development & Alumni Relations shall be composed of:

14 voting members as follows:

The President who shall chair the Committee;

1 external members of the Board, appointed by the Board;

1 member holding the office of Dean or University Librarian, appointed by the Chair;

1 alumni representative, appointed by WLUA;A;

1 undergraduate student, appointed by WLUSU;

1 graduate student, appointed by WLUGSA;

2 staff members with a continuing position, chosen from the areas that report to the Vice-President: Advancement and External Relations, The Chair will select one staff representative of one of whom holds the office of Director or Assistant Vice-President, that reports directly to the Vice-President: Advancement and External Relations and one staff representative will be selected by an election where all relevant staff members in a continuing position can vote. The elected staff members must include: one management or non-management member; not more than one representative from any area

5 faculty members with tenured or continuing appointment, elected by the University Faculty Council, with:

not more than one representative from any faculty or from the Library,

at least one representative from the Brantford campus, and

at least one representative from the Waterloo campus; and

1 Senate members, elected by Senate.

## **E. VICE-PRESIDENT: RESEARCH**

*The responsibilities of the Vice-President: Research include overall management of the research enterprise of the university, and other duties as described in the Position Description.*

### **APPOINTMENT TERM & RENEWAL**

The Vice-President: Research is appointed by the Board following the advice of Senate. The initial term of appointment is five years (unless fewer years are recommended by the Search Committee) and may be renewed.

No later than 18 months prior to the expiry of the first term of the incumbent, the President shall determine if the incumbent intends to seek a renewal of the appointment.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the Vice-President: Research shall be composed of:

15 voting members as follows:

- The President who shall chair the Committee;
- 1 external member of the Board, appointed by the Board;
- The Vice-President: Academic;
- 2 Deans, appointed by the committee Chair;
- 1 graduate student, appointed by WLUGSA;
- 1 staff member, either management or non-management, with a continuing position from the Office of Research Services. The staff representative is selected by an election where all relevant staff members can vote;
- 7 faculty members with tenured or continuing appointment, elected by University Faculty Council, with:
  - not more than one representative from any one faculty or from the Library,
  - at least one representative from the Brantford campus, and
  - at least one representative from the Waterloo campus; and
- 1 Senate member, elected by Senate.

## **F. VICE-PRESIDENT: STUDENT AFFAIRS**

*The responsibilities of the Vice-President: Student Affairs include the development, direction and implementation of all student life activities and policies for the University, and other duties as described in the Position Description.*

### **APPOINTMENT TERM & RENEWAL**

The Vice-President: Student Affairs is appointed by the Board following the advice of Senate. The initial term of appointment is five years (unless fewer years are recommended by the Search Committee) and may be renewed.

No later than 18 months prior to the expiry of the first term of the incumbent, the President shall determine if the incumbent intends to seek a renewal of the appointment.

There shall be a review after the conclusion of the initial five-year term of office, according to section II.B. Thereafter, any review may be initiated by the President, or by a motion of Senate passed by a 60% majority.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the Vice-President: Student Affairs shall be composed of:

15 voting members as follows:

The President who shall chair the Committee;

1 external member of the Board, appointed by the Board;

1 Dean of an undergraduate academic unit, appointed by the Chair;

2 staff members with a continuing position, chosen from the areas that report to the Vice-President: Student Affairs, The Chair will select one staff representative of one of whom holds the office of Director, Assistant Vice-President, Associate Vice-President or Dean of Students that reports directly to the Vice-President: Student Affairs and one staff representative will be selected by an election where all relevant staff members in a continuing position can vote. The elected staff members must include:

one management or non-management member;

not more than one representative from any area

3 undergraduate students, appointed by WLUSU;

1 graduate student, appointed by WLUGSA;

5 faculty members with tenured appointment, elected by the University Faculty Council, with:

Not more than one representative from any one Faculty

at least one representative from the Brantford campus, and

at least one representative from the Waterloo campus; and

1 Senate members, elected from Senate.

## G. DEANS OF FACULTIES

### APPOINTMENT TERM & RENEWAL

A Dean is appointed by the Board of Governors following the recommendation of the President and with the advice of Senate. The initial term of appointment is five years (unless fewer years are recommended by the Search Committee) and may be renewed.

No later than 12 months prior to the expiry of the first term of the incumbent, the Vice-President: Academic shall determine if the incumbent intends to seek a renewal of the appointment.

### COMMITTEE COMPOSITION

A representative from Human Resources shall serve as the non-voting Committee secretary for any Search Committee for the position of Dean. The Office of the Vice-President: Academic shall serve as the non-voting Committee secretary for any Review Committee for the position of Dean.

#### 1) Dean of the Lazaridis School of Business and Economics

The Search and Review Committees shall be composed of:

##### 11 voting members as follows:

The Vice-President: Academic who shall chair the committee;

1 Dean from another academic unit, appointed by the committee Chair;

2 students from the Lazaridis School of Business and Economics, with:

not more than one representative from any one department, program or area,

1 undergraduate student, appointed by WLUSU, and

1 graduate student, appointed by WLUGSA;

1 staff member with a continuing position from within the Lazaridis School of Business and Economics, selected by an election where all staff members in the Lazaridis School of Business and Economics with a continuing position may vote;

##### 5 faculty members, as follows:

3 faculty members from the Department of Business, one of whom shall be an Associate Dean; the others shall be elected by the full-time Faculty members of the Department; normally, one of these Members shall be replaced by the CTF members of the Department.

2 faculty members from the Department of Economics, one of whom shall be the Chair of the Department; the other shall be elected by the full-time Faculty members of the Department. If the Chair is not eligible to serve on the Committee, a designate shall be elected by the full-time faculty Members of the Department.

1 Senate members, elected by Senate.

#### 2) Dean of the Faculty of Music

The Search and Review Committees shall be composed of:

##### 9 voting members as follows:

the Vice-President: Academic who shall chair the committee;

1 Dean from another academic unit, appointed by the Chair;

- 1 student from the Faculty of Music, either undergraduate or graduate, nominated by WLUSU or WLUGSA,
- 1 staff member with a continuing position from within the Faculty of Music, selected by an election where all staff members in the Faculty with a continuing position may vote;
- 4 tenured faculty members elected from and by the full-time faculty members in the Faculty of Music; normally one of the Members shall be replaced by a Contract Teaching Faculty member elected from and by the CTF members of the Faculty.
- 1 Senate members, elected by Senate.

3) Dean of the Faculty of Social Work

The Search and Review Committees shall be composed of:

11 voting members as follows:

the Vice-President: Academic who shall chair the committee;

1 Dean from another academic unit, appointed by the Chair

1 undergraduate student from the Faculty of Social Work, appointed by WLUSU

1 graduate student from the Faculty of Social Work, appointed by WLUGSA

1 staff member with a continuing position from within the Faculty of Social Work, selected by an election where all staff members in the Faculty with a continuing position may vote;

5 tenured faculty members elected from and by the full time faculty of the Faculty of Social Work, with at least one representative from the Brantford Campus; normally one of the Members shall be replaced by a Contract Teaching Faculty member elected from and by the CTF members of the Faculty.

1 Senate members, elected by Senate.

4) Dean of the Faculty of Arts

The Search and Review Committees shall be composed of:

11 voting members as follows:

the Vice-President: Academic who shall chair the committee;

1 Dean from another academic unit, appointed by the Chair;

2 students from the Faculty of Arts, with:

not more than one representative from any one department or program,

1 undergraduate student, appointed by WLUSU, and

1 graduate student, appointed by WLUGSA;

1 staff member with a continuing position from within the Faculty of Arts, selected by an election where all staff members in the Faculty with a continuing position may vote;

5 full-time faculty members elected from and by the full-time Faculty of the Faculty of Arts; with (and nor more than 2) Department Chairs and no more than one of these Members shall be from any one department. Normally, one of these Members shall be replaced by a Contract Teaching Faculty member elected from and by the CTF members of the Faculty.

and

1 Senate members, elected by Senate.



5) Dean of the Faculty of Science

The Search and Review Committees shall be composed of:

11 voting members as follows:

The Vice-President: Academic who shall chair the committee;

1 Dean from another academic unit, appointed by the Chair

2 students from the Faculty of Science, with:

not more than one student representative from any one department,

1 undergraduate student, appointed by WLUSU, and

1 graduate student, appointed by WLUGSA;

1 staff member with a continuing position from within the Faculty of Science, selected by an election where all staff members in the Faculty of Science with a continuing position may vote;

5 full-time faculty members elected from and by the full-time Faculty of the Faculty of Science; with 2 (and no more than 2) Department Chairs and no more than one shall be from any department. Normally, one of these Members shall be replaced by a Contract Teaching Faculty member elected from and by the CTF members of the Faculty.

1 Senate members, elected by Senate.

6) Associate Vice-President and Dean of the Faculty of Graduate and Postdoctoral Studies

The Search and Review Committees shall be composed of:

11 voting members as follows:

The Vice-President: Academic who shall chair the committee;

2 Deans from another academic unit, appointed by the Chair;

1 graduate student, appointed by WLUGSA;

1 staff member with a continuing position from within the Faculty of Graduate and Postdoctoral Studies, selected by an election where all staff members in the Faculty of Graduate and Postdoctoral Studies with a continuing position may vote;

5 tenured faculty members, elected by University Faculty Council, with:

not more than one representative from any one faculty,

at least one representative from the Brantford campus, and

at least one representative from the Waterloo campus; and

1 Senate members, elected by Senate.

7) Dean of the Faculty of Human and Social Sciences

The Search and Review Committees shall be composed of:

11 voting members as follows:

the Vice-President: Academic who shall chair the committee;

1 Dean from another academic unit, appointed by the Chair;

2 students from the Faculty of Human and Social Sciences, with:

not more than one representative from any one department or program,

one undergraduate student, appointed by WLUSU, and

one graduate student, appointed by WLUGSA;

1 staff member with a continuing position from within the Faculty of Human and Social Sciences, selected by an election where all staff members in the Faculty of Human and Social Sciences with a continuing position may vote;

5 Tenured Faculty Members elected from and by the full-time faculty of the Faculty of Human and Social Sciences; with 1 (and no more than 1) Department Chair or Program Coordinator

and no more than one faculty representative shall be from any one department or program. Normally, one of these Members shall be replaced by a Contract Teaching Faculty member elected from and by the CTF members of the Faculty.

and

1 Senate members, elected by Senate.

#### 8) Dean of the Faculty of Liberal Arts

The Search and Review Committees shall be composed of:

11 voting members as follows:

The Vice-President Academic who shall chair the committee;

1 Dean from another academic unit, appointed by the Chair;

2 students from the Faculty of Liberal Arts, with:

not more than one representative from any one department or program,

one undergraduate student, appointed by WLUSU, and

one graduate student, appointed by WLUGSA;

1 staff member with a continuing position from within the Faculty of Liberal Arts, selected by an election where all staff members in the Faculty of Liberal Arts with a continuing position may vote;

5 Tenured Faculty Members elected from and by the full-time faculty of the Faculty of Liberal Arts, with 1 (and no more than 1) Department Chair or Program Coordinator and no more than one faculty representative shall be from any one department or program. Normally, one of these Members shall be replaced by a Contract Teaching Faculty member elected from and by the CTF members of the Faculty.

1 Senate members, elected by Senate.

#### 9) Dean of the Faculty of Education

The Search and Review Committees shall be composed of:

10 voting members as follows:

The Vice-President: Academic who shall chair the committee;

1 Dean from another academic unit, appointed by the Chair;

2 students including 1 Teacher Education Candidate from the Faculty of Education, or Teacher Education Graduate who completed the Bachelor of Education program in the Faculty of Education in the previous academic year and 1 graduate student from the Master of Education program;

1 staff member with a continuing position from within the Faculty of Education, selected by an election where all staff members in the Faculty of Education with a continuing position may vote;

5 tenured Faculty Members or Members holding Provisional or Candidacy Appointments elected from and by the full-time faculty of the Faculty of Education. Where necessary, tenured Faculty Members from outside the Faculty of Education elected by full-time members of University Faculty Council; among these, there shall be no more than one Member from each of the Faculties. Cross-appointed members of the Faculty of Education are eligible. Of these tenured Faculty Members, at least one shall hold an Ontario Teaching Certificate, or other equivalent professional designation. Normally, one of these Members shall be replaced by a Contract Teaching Faculty member elected from and by the CTF members of the Faculty.

1 Senate members, elected by Senate.

## **H. UNIVERSITY LIBRARIAN**

### **APPOINTMENT TERM & RENEWAL**

The University Librarian is appointed by the Board of Governors following the recommendation of the President and with the advice of Senate, for a renewable term of five years.

No later than 12 months prior to the expiry of the first term of the incumbent, the Vice-President: Academic shall determine if the incumbent intends to seek a renewal of the appointment.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the University Librarian shall be composed of:

11 voting members as follows:

The Vice-President: Academic who shall chair the committee;

1 Dean, appointed by the Chair;

1 undergraduate student, appointed by WLUSU;

1 graduate student, appointed by WLUGSA;

1 staff member with a continuing position from an area reporting to the University Librarian, selected by an election where all staff members in an area reporting to the University Librarian with a continuing position may vote;

5 librarian members with tenured or continuing appointments elected from and by the full-time Librarians in the Library, with at least one representative from the Brantford Campus and one from the Waterloo Campus.

6 Librarian

1 Senate Members elected by Senate.

## **I. ASSISTANT VICE-PRESIDENT: ENROLMENT SERVICES & REGISTRAR**

### **APPOINTMENT TERM & RENEWAL**

The Assistant Vice-President: Enrolment Services & Registrar is appointed by the Board of Governors following the recommendation of the President and with the advice of Senate, for a renewable term of five years.

No later than 12 months prior to the expiry of the first term of the incumbent, the Vice-President: Academic shall determine if the incumbent intends to seek a renewal of the appointment.

For the position of Assistant Vice-President: Enrolment Services & Registrar, there shall be a review after the conclusion of the initial five-year term of office, according to section II.B. Thereafter, a review may be initiated by the President, or by a motion of Senate passed by a 60% majority.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the Assistant Vice-President: Enrolment Services & Registrar shall be composed of:

11 voting members as follows:

the Provost & Vice-President: Academic who shall chair the committee;

2 Deans, appointed by the Chair

1 undergraduate student, appointed by WLUSU;

1 staff member, either management or non-management, with a continuing position from the areas that report to the Assistant Vice-President: Enrolment Services & Registrar, selected by an election where all staff members in the area with a continuing position may vote;

5 tenured faculty members, elected by the University Faculty Council, with:  
not more than one representative from any one faculty,  
at least one representative from the Brantford campus, and  
at least one representative from the Waterloo Campus; and

1 Senate Member elected by Senate.

## J. ~~ASSOCIATE~~ VICE-PROVOST: TEACHING & LEARNING

### APPOINTMENT TERM & RENEWAL

The ~~Associate~~ Vice-Provost: Teaching & Learning is appointed by the Board of Governors following the recommendation of the President and with the advice of Senate, for a renewable term of five years.

No later than 12 months prior to the expiry of the first term of the incumbent, the ~~Vice~~ Provost & ~~Vice-President~~: Academic and the Vice-President Student Affairs shall determine if the incumbent intends to seek a renewal of the appointment.

### COMMITTEE COMPOSITION

The Search and Review Committees for the ~~Associate~~ Vice-Provost: Teaching & Learning shall be composed of:

15 voting members as follows:

The Provost & Vice-President: Academic and the Vice-President: Student Affairs, one of whom shall chair the committee;

1 Dean or University Librarian, appointed by the Chair

1 undergraduate student, appointed by WLUSU;

1 graduate student, appointed by WLUGSA;

2 staff members with a continuing position, chosen from the areas that report to the Associate Vice-Provost: Teaching and Learning.

The Chair will select one staff representative of one of whom who holds the office of Director or Assistant Vice President that reports directly to the ~~Associate~~ Vice-Provost: Teaching and Learning and one staff representative will be selected by an election where all relevant staff members in a continuing position can vote. ~~The elected staff members must include:~~

~~one management or non-management member;~~

~~not more than one representative from any area~~

7 Tenured or Continuing Appointment Faculty Members, with not more than one representative from any one Faculty, and at least one representative from the Brantford Campus and at least one representative from the Waterloo campus,

1 Senate Member, elected by Senate.

## K. Associate Vice-President: Equity, Diversity and Inclusion

### APPOINTMENT TERM & RENEWAL

A representative from Human Resources shall serve as the non-voting Committee secretary for any Search Committee for the position of Associate Vice-President: Equity, Diversity and Inclusion. The Office of the Provost & Vice-President: Academic shall serve as the non-voting Committee secretary for any Review Committee for the position of Associate Vice-President: Equity, Diversity & Inclusion.

The Associate Vice-President: Equity, Diversity and Inclusion is appointed by the Board of Governors following the recommendation of the President and with the advice of Senate, for a renewable term of five years. No later than 12 months prior to the expiry of the first term of the incumbent, the Provost & Vice-President: Academic shall determine if the incumbent intends to seek a renewal of the appointment.

For the position of Associate Vice-President: Equity, Diversity and Inclusion, there shall be a review after the conclusion of the initial five-year term of office, according to section II.B.

### COMMITTEE COMPOSITION

The Search and Review Committees for the Associate Vice-President: Equity, Diversity and Inclusion shall be composed of:

13 voting members as follows:

The Provost & Vice-President: Academic, whom shall chair the committee;

1 Dean or University Librarian, appointed by the Chair

1 undergraduate student, appointed by WLUSU;

1 graduate student, appointed by WLUGSA;

2 staff members with a continuing position, appointed by the Chair

6 Tenured or Continuing Appointment Faculty Members,

with not more than one representative from any one Faculty,

and at least one representative from the Brantford Campus

and at least one representative from the Waterloo campus,

Normally, one of these Members shall be replaced by a Contract Teaching Faculty member

elected from and by the CTF members of the Faculty.

1 Senate Member, elected by Senate.

## L. Associate Vice-President: Indigenous Initiatives

### APPOINTMENT TERM & RENEWAL

A representative from Human Resources shall serve as the non-voting Committee secretary for any Search Committee for the position of Associate Vice-President: Indigenous Initiatives. The Office of the Provost & Vice-President: Academic shall serve as the non-voting Committee secretary for any Review Committee for the position of Associate Vice-President: Indigenous Initiatives.

The Associate Vice-President: Indigenous Initiatives is appointed by the Board of Governors following the recommendation of the President and with the advice of Senate, for a renewable term of five years. No later than 12 months prior to the expiry of the first term of the incumbent, the Vice-Provost: Academic shall determine if the incumbent intends to seek a renewal of the appointment.

For the position of Associate Vice-President: Indigenous Initiatives, there shall be a review after the conclusion of the initial five-year term of office, according to section II.B. Thereafter, a review may be initiated by the President, or by a motion of Senate passed by a 60% majority.

### COMMITTEE COMPOSITION

The Search and Review Committees for the Associate Vice-President: Equity, Diversity and Inclusion shall be composed of:

13 voting members as follows:

The Provost & Vice-President: Academic, whom shall chair the committee;

1 Dean or University Librarian, appointed by the Chair

1 undergraduate student, appointed by WLUSU;

1 graduate student, appointed by WLUGSA;

2 staff members with a continuing position, appointed by the Chair .

6 Tenured or Continuing Appointment Faculty Members, with not more than one representative from any one Faculty,

and at least one representative from the Brantford Campus

and at least one representative from the Waterloo campus,

Normally, one of these Members shall be replaced by a Contract Teaching Faculty member elected from and by the CTF members of the Faculty.

1 Senate Member, elected by Senate.

## L. Associate Vice-President: Academic

### APPOINTMENT TERM & RENEWAL

A representative from Human Resources shall serve as the non-voting Committee secretary for any Search Committee for the position of Associate Vice-President: Academic. The Office of the Provost & Vice-President: Academic shall serve as the non-voting Committee secretary for any Review Committee for the position of Associate Vice-President: Academic.

The Associate Vice-President: Academic is appointed by the Board of Governors following the recommendation of the President and with the advice of Senate, for a renewable term of five years. No later than 12 months prior to the expiry of the first term of the incumbent, the Provost & Vice-President: Academic shall determine if the incumbent intends to seek a renewal of the appointment.

### COMMITTEE COMPOSITION

The Search and Review Committees for the Associate Vice President: Academic shall be composed of:

11 voting members as follows:

The Vice-President: Academic, whom shall chair the committee;

1 Dean or University Librarian, appointed by the Chair

1 undergraduate student, appointed by WLUSU;

1 graduate student, appointed by WLUGSA;

1 staff member with a continuing position, chosen from the areas that report to the Associate Vice-President: Academic.

5 Tenured or Continuing Appointment Faculty Members, with not more than one representative from any one Faculty, and at least one representative from the Library,

and at least one representative from the Brantford Campus,

and at least one representative from the Waterloo campus,

1 Senate Member, elected by Senate



**BOARD OF GOVERNORS  
APPROVED PROCEDURES  
FOR  
SEARCHES & REVIEWS  
OF SENIOR ADMINISTRATORS**

ORIGINAL DOCUMENT APPROVED BY THE BOARD OF GOVERNORS: MAY 30, 1995

AMENDED TO COMPLY WITH THE WLU-WLU FACULTY ASSOCIATION AGREEMENT, EFFECTIVE FROM APRIL 1, 1996 TO JUNE 30, 1999

AMENDED DOCUMENT APPROVED BY THE BOARD OF GOVERNORS' EXECUTIVE AND GOVERNANCE COMMITTEE: AUGUST 28, 1996

AMENDED BY THE UNIVERSITY SECRETARIAT TO COMPLY WITH WLU-WLU FACULTY ASSOCIATION AGREEMENTS EFFECTIVE FROM: JULY 1, 1999 TO JUNE 30, 2002, JULY 1, 2002 TO JUNE 30, 2005; JULY 1, 2005 TO JUNE 30, 2008, JULY 1, 2008 TO JUNE 30, 2011, JULY 1, 2011 TO JUNE 30, 2014, AND JULY 1, 2014 TO JUNE 30, 2017

CHANGES APPROVED BY THE BOARD OF GOVERNORS: SEPTEMBER 11, 2020

**PREAMBLE**

"The government of the University and the control of its property and revenues, the conduct of its business and affairs, except with respect to such matters as are assigned by this Act to the Senate, are vested in the Board of Governors, and the Board of Governors has all powers necessary or convenient to perform its duties and to achieve the objects of the University and, without limiting the generality of the foregoing, has the power to,

(a) appoint, promote, suspend and remove the President and all other officers of the University, heads and associate heads of faculties, the members of faculty or administrative staff of the University, and all other agents of the University, but no person shall be appointed, promoted, suspended or removed as the head of a faculty or school, as a senior administrative officer or as a member of faculty except on the recommendation of the President".

Excerpt from section 12 of *The Wilfrid Laurier University Act, 1973*.

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## I. GENERAL RULES FOR SEARCH AND REVIEW COMMITTEES

These general rules apply to the composition and proceedings for Search and Review Committees for university officers who are ex-officio members of Senate, except for the Chair of the Board of Governors and the Chancellor, including the following positions: President and Vice-Chancellor, Provost and Vice-President: Academic, Vice-President: Finance and Administration, Vice-President: Advancement and External Relations, Vice-President: Research, Vice-President: Student Affairs, Assistant Vice-President: Enrolment Services and Registrar, Deans of Faculties, University Librarian and Vice-Provost: Teaching and Learning, Associate Vice-President: Equity, Diversity and Inclusion, Associate Vice-President: Indigenous Initiatives and Associate Vice-President: Academic. The procedures for appointment/renewals for each position considered in this document are found in section II, *Procedures for Searches and Reviews of Senior Administrators*.

### A. DEFINITIONS

*Quorum*: two-thirds to the voting committee membership

*Majority*: 50% plus one of the voting committee members in attendance

*Attendance*: present for the meeting either in person, by video or teleconference, or as permitted by the Committee Chair

*Search Committee*: established when a search is undertaken for a position open for competition.

*Review Committee*: established to assess and consider recommendations on whether or not an incumbent with a term appointment should be reappointed for a further term

*Committee*: includes a Search Committee and/or Review Committee

*Board*: means the Wilfrid Laurier University Board of Governors.

### B. COMMITTEE MEMBERSHIP

#### FILLING COMMITTEE POSITIONS

1. A Committee secretary will be designated to a Committee as a non-voting member. An HR resource may be designated to a Committee as a non-voting member.
2. Multi-campus representation should be a consideration when determining Committee membership.
3. Committee membership for each search committee is outlined in section III of this document.

#### MEMBER OBLIGATIONS

4. Before joining a Committee, members are strongly urged to consider the time commitment required for the search or review as well as any other personal or professional obligations that may interfere, or be in conflict with, their duties as a Committee member. Members shall not serve on any Committee where there is a conflict of interest. If a conflict arises during the course of the review or search, the member with the conflict will declare a conflict immediately to the committee chair. If a conflict has been declared, the Chair will determine the appropriate steps as to whether a replacement will be sought. See university policy [8.1 Conflict of Interest Policy](#).
5. Members of a Committee shall sit as individuals and not as delegates or representatives of any group.

6. All consultations, discussions and deliberations of a Committee shall be confidential. Any materials distributed in advance or at a meeting must be kept confidential, as are notes taken by committee members. Violations of confidentiality shall result in such sanctions as the Board deems appropriate subject to the by-laws, regulations and policies of the university.
7. Committee members must come to meetings prepared and having reviewed any materials provided in advance.
8. Although attendance by video or teleconference may be permitted, Committee members are strongly encouraged to attend meetings in person and may be required to attend personally for candidate presentations and interviews.
9. Once appointed to a Committee, a member cannot apply for consideration for the position that is the subject of the search.
10. In the event a Committee member becomes incapacitated or is unable to continue service, the Committee Chair shall determine what action is appropriate considering the circumstances and timeliness of the process.

### **C. MEETING PROCEEDINGS**

1. The Committee Chair shall determine if the services of an external consultant shall be used.
2. All Committee meetings, meeting materials, and minutes shall be *in camera and confidential*.
3. Meetings may be attended by members by telephone conference or video conference when available.
4. Minutes shall be kept by the Committee secretary
5. Normally, the Committee shall complete its work within 8 months from the date of the Committee's first meeting. Approval of the Board of Governors or its Executive Committee is required where a search or review is anticipated to take significantly longer than 8 months.
6. All confidential materials shall be collected by the Committee secretary when the Committee work is finished.

### **D. VOTING**

1. Subject to the provisions governing renewal of an appointment section II.B, all decisions of Search and Review Committees shall be taken by majority vote (see Section A. Definitions).
2. All Committee members who have attended at least one round of interviews for all candidates are eligible to vote unless they are defined as a non-voting member or as may be otherwise specified.
3. When a vote is conducted, any member attending by teleconference or video conference shall cast their vote ballot through a confidential online medium as indicated by the Committee secretary.

4. The Committee shall attempt to make decisions by consensus.
5. Questions other than recommendation for appointment or renewal are to be determined by a majority vote, where the Committee Chair has the right to vote as a Committee member, and their vote does not have any additional weight. In the event the Chair has voted and it is a tie vote, the Chair shall declare the motion defeated.
6. In voting on all appointments or renewals, a secret ballot must be used, abstentions are not allowed, and proxy votes are not permitted. The recommendation for appointment or renewal shall be framed in the affirmative.
7. A recommendation for a renewal without competition requires the support of at least sixty percent (60%) of those voting.
8. Voting by Committee Chair
  - a. With the exception of the Search or Review Committee for the President, the Committee Chair shall not participate in voting on a recommendation for appointment or renewal, but shall cast a vote to confirm or veto the Committee's recommendation of a candidate for the office. In the event of a tie vote, where the Committee cannot recommend a single candidate, the meeting shall be adjourned and another meeting be scheduled at which another vote shall be held. If this second vote also results in a tie and no recommendation, then to overcome the procedural impasse, the Chair shall cast a vote. The Chair retains the right to confirm or veto the recommendation of the Committee arrived at through this procedure.
  - b. For the Search or Review Committee for the President, the Chair has the right to vote as a committee member and generally shall vote; however their vote does not have any additional weight. In the event of a tie vote, where the Committee cannot recommend a single candidate, the meeting shall be adjourned and another meeting be scheduled at which another vote shall be held. If this second vote also results in a tie and no recommendation, then the search/renewal is declared failed.

## II. PROCEDURES FOR SEARCHES & REVIEWS OF SENIOR ADMINISTRATORS

### A. SEARCH PROCEDURES

1. Except for the procedures and requirements set out in the WLUFA Collective Agreement and below, the Search Committee shall establish its own procedures.
2. The Search Committee shall have the composition as specified for the position and follow all rules in the *General Rules for Search and Review Committees*.
3. The Committee shall establish, through consultation, the specific qualifications expected of the position.
4. The Committee shall take appropriate steps to advertise the position and to invite applications.
5. The Committee shall review all applications, which are to be considered under a set of criteria established by the Committee. The Committee will develop a qualified short list of candidates, seeking diverse representation that takes into consideration the areas of underrepresentation in the University. Such candidates will be invited to meet with the Committee and with such other persons or groups as the Committee considers appropriate.
6. The Search Committee shall recommend one candidate for appointment. In forwarding its recommendation to the President, Senate, or Board as appropriate, the recommendation shall be supported by a comprehensive report of the work of the Committee, including a description of the procedures followed, the number of candidates considered, equity data for the candidate pool and the recommendation. The Committee's recommendation shall be presented to the Senate for its advice and to a subsequent meeting of the Board for approval at the earliest possible time.
7. In considering the report and recommendation of a Search Committee, Senate will meet *in camera* as a committee of the whole, and shall determine its advice which shall be transmitted to the Board (see Senate By-law, section 9.1 for the Procedures for Senate Advice in the Selection of University Officers).
8. Based on the report of a Search Committee and the advice of Senate, the Board of Governors (or as delegated, the Executive Committee) will meet *in camera* and shall determine its decision regarding approval of the recommendation.
9. Should recruitment and selection efforts not result in a recommended candidate for the Board, the Committee shall notify the Board of their next steps.

### B. REVIEW PROCEDURES

1. Prior to the expiry of the first term of the incumbent, as indicated under Appointment Term & Renewal of each position in section III, the chair of the Review Committee shall determine if the incumbent intends to seek a renewal of the appointment. If the response is positive, a Review Committee shall be formed. The Review Committee shall have the same composition as a Search Committee and follow all rules in *General Rules for Search and Review Committees*.

2. If the incumbent holds a tenured or continuing faculty appointment and has completed two terms of office, a search shall be undertaken and a Search Committee established. The incumbent may stand for a further term in competition with other candidates for the office, but the incumbent may not stand for a fourth term.
3. The Review Committee shall determine whether or not to recommend renewal. In carrying out its deliberation, the Committee shall use the review process and criteria employed in the annual review of the incumbent, the goals established during the incumbent's current term, and the broad objectives of the University for the next five years.
4. The Committee shall meet with the incumbent at the beginning of the process to discuss the review and to provide an opportunity for the incumbent to submit a self-evaluation.
5. In seeking opinions on the performance of the incumbent, the Committee shall consult with the internal university community (particularly within the relevant Faculty for Deans) and, if applicable, appropriate individuals and groups external to the University. It is expected that such consultations shall be conducted primarily through private interviews and written feedback.
6. Recommendation
  - a. In the case of a positive review for the position of President, the Review Committee shall recommend renewal and the Committee Chair shall present the recommendation to the Senate for advice and to the Board for approval.
  - b. In the case of a positive review for the position of any Vice-President, Dean, Assistant Vice-President, Associate Vice-President, or University Librarian, the Review Committee shall recommend renewal and the Committee Chair shall forward this recommendation to the President. The Committee Chair, subject to the President's recommendation shall present the recommendation to Senate for advice and then to the Board for approval.
  - c. In the case of an unfavourable review or the Committee recommendation is not approved by the Board, the Board will provide direction to the Committee Chair as to next steps.
7. In the case of extenuating circumstances, the Board of Governors may approve an extension of the term of an incumbent.

### III. SEARCH & REVIEW COMMITTEES

#### A. PRESIDENT

*The President of the university is the chief executive officer of the university and has supervision over and direction of the academic work and general administration of the university, the members of faculty, officers, employees and students thereof, and such other powers and duties as from time to time may be conferred upon or assigned to them by the Board.*

#### APPOINTMENT TERM & RENEWAL

The President is appointed by the Board of Governors following advice of Senate. The initial term of appointment is five years (unless fewer years are recommended by the Search Committee) and may be renewed.

No later than 18 months prior to the expiry of the first term of the incumbent, the Chair of the Board shall determine if the President intends to seek a renewal of the appointment.

#### COMMITTEE COMPOSITION

The Search and Review Committees for the President shall be composed of:

15 voting members as follows:

- The Chair of the Board who shall chair the Committee;
- 3 external members of the Board of Governors, appointed by the Board, with:
  - one of whom shall be an alumni representative of the Board;
- 1 undergraduate student, appointed by WLUSU;
- 1 graduate student, appointed by WLUGSA;
- 1 staff representative of the Board, appointed by the Board;
- 2 members holding the office of Vice-President, Dean, or University Librarian, appointed by the Board; and
- 6 faculty members with tenured or continuing appointment, elected by the University Faculty Council, with:
  - not more than one representative from any one faculty or from the library ,
  - at least one representative from the Brantford campus, and
  - at least one representative from the Waterloo campus.

The University Secretary or designate shall serve as the non-voting Committee secretary.

## **B. PROVOST & VICE-PRESIDENT: ACADEMIC**

*The duties of the Provost & Vice-President: Academic are delegated from the Board through the President and include responsibility for the overall plan, coordination and supervision of the academic components of the University in cooperation with the Deans of the Faculties and implementing the Collective Agreements with the Wilfrid Laurier University Faculty Association.*

### **APPOINTMENT TERM & RENEWAL**

The Vice-President: Academic is appointed by the Board of Governors on the recommendation of the President following advice from Senate. The term of appointment is five years (unless fewer years are recommended by the Search Committee) and may be renewed.

No later than 18 months prior to the expiry of the first term of the incumbent, the President shall determine if the incumbent intends to seek a renewal of the appointment.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the Vice-President: Academic shall be composed of:

15 voting members as follows:

The President who shall chair the Committee;

1 external members of the Board of Governors, appointed by the Board;

1 member holding the office of Dean, appointed by the committee Chair;

1 member holding the office of University Librarian, or Assistant/Associate Vice President/Provost reporting to the Provost & VP: Academic appointed by the committee Chair;

1 undergraduate student representative of Senate, appointed by WLUSU;

1 graduate student representative of Senate, appointed by WLUGSA;

1 staff representative of the Board, appointed by the Board;

7 faculty members with tenured or continuing appointment, elected by the University Faculty Council, with:

not more than one representative from any faculty or from the library at least one representative from the Brantford campus,

at least one representative from the Waterloo campus; and

1 Senate member, elected by Senate.



## **C. VICE-PRESIDENT: FINANCE & ADMINISTRATION**

*The Vice-President: Finance and Administration is responsible for financial resources, risk management and campus operation, facilities and asset management, information and communication technologies and for a number of ancillary services.*

### **APPOINTMENT TERM & RENEWAL**

The Vice-President: Finance and Administration is appointed by the Board following the advice of Senate. The initial term of appointment is five years (unless fewer years are recommended by the Search Committee) and may be renewed.

No later than 18 months prior to the expiry of the first term of the incumbent, the President shall determine if the incumbent intends to seek a renewal of the appointment.

There shall be a review after the conclusion of the initial five-year term of office, according to section II.B. Thereafter, any review may be initiated by the President, or by a motion of Senate passed by a 60% majority.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the Vice-President: Finance & Administration shall be composed:

13 voting members as follows:

The President who shall chair the Committee;

2 external members of the Board, appointed by the Board, with:

one either the Chair of the Audit & Compliance Committee or Finance & Investments Committee (or designate);

1 member holding the office of Dean or University Librarian, appointed by the Chair;

1 undergraduate student, appointed by WLUSU;

1 graduate student, appointed by WLUGSA;

2 staff members with a continuing position, chosen from the areas that report to the Vice-President: Finance & Administration. The Chair will select one staff representative of whom holds an office of Director or Assistant Vice-President that reports directly to the Vice-President: Finance & Administration, and

One staff representative will be selected by an election where all relevant staff members in a continuing position can vote. The elected staff member must include:

one management or non-management staff members;

not more than one representative from any area

4 faculty members with tenured or continuing appointment, elected by the University Faculty Council, with:

not more than one representative from any faculty or from the Library,

at least one representative from the Brantford campus, and

at least one representative from the Waterloo campus; and

1 Senate member, elected by Senate.

## **D. VICE-PRESIDENT: ADVANCEMENT AND EXTERNAL RELATIONS**

*The responsibilities of the Vice-President: Advancement and External Relations include overall management of external relations, development, alumni relations, and advancement services and other duties included in the position description.*

### **APPOINTMENT TERM & RENEWAL**

The Vice-President: Development & Alumni Relations is appointed by the Board following the advice of Senate. The initial term of appointment is five years (unless fewer years are recommended by the Search Committee) and may be renewed.

No later than 18 months prior to the expiry of the first term of the incumbent, the President shall determine if the incumbent intends to seek a renewal of the appointment.

There shall be a review after the conclusion of the initial five-year term of office, according to section II.B. Thereafter, any review may be initiated by the President, or by a motion of Senate passed by a 60% majority.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the Vice-President: Development & Alumni Relations shall be composed of:

14 voting members as follows:

The President who shall chair the Committee;

1 external members of the Board, appointed by the Board;

1 member holding the office of Dean or University Librarian, appointed by the Chair;

1 alumni representative, appointed by WLUA;A;

1 undergraduate student, appointed by WLUSU;

1 graduate student, appointed by WLUGSA;

2 staff members with a continuing position, chosen from the areas that report to the Vice-President: Advancement and External Relations, The Chair will select one staff representative of one of whom holds the office of Director or Assistant Vice-President, that reports directly to the Vice-President: Advancement and External Relations and one staff representative will be selected by an election where all relevant staff members in a continuing position can vote. The elected staff members must include: one management or non-management member; not more than one representative from any area

5 faculty members with tenured or continuing appointment, elected by the University Faculty Council, with:

not more than one representative from any faculty or from the Library,

at least one representative from the Brantford campus, and

at least one representative from the Waterloo campus; and

1 Senate members, elected by Senate.

## **E. VICE-PRESIDENT: RESEARCH**

*The responsibilities of the Vice-President: Research include overall management of the research enterprise of the university, and other duties as described in the Position Description.*

### **APPOINTMENT TERM & RENEWAL**

The Vice-President: Research is appointed by the Board following the advice of Senate. The initial term of appointment is five years (unless fewer years are recommended by the Search Committee) and may be renewed.

No later than 18 months prior to the expiry of the first term of the incumbent, the President shall determine if the incumbent intends to seek a renewal of the appointment.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the Vice-President: Research shall be composed of:

15 voting members as follows:

- The President who shall chair the Committee;
- 1 external member of the Board, appointed by the Board;
- The Vice-President: Academic;
- 2 Deans, appointed by the committee Chair;
- 1 graduate student, appointed by WLUGSA;
- 1 staff member, either management or non-management, with a continuing position from the Office of Research Services. The staff representative is selected by an election where all relevant staff members can vote;
- 7 faculty members with tenured or continuing appointment, elected by University Faculty Council, with:
  - not more than one representative from any one faculty or from the Library,
  - at least one representative from the Brantford campus, and
  - at least one representative from the Waterloo campus; and
- 1 Senate member, elected by Senate.

## **F. VICE-PRESIDENT: STUDENT AFFAIRS**

*The responsibilities of the Vice-President: Student Affairs include the development, direction and implementation of all student life activities and policies for the University, and other duties as described in the Position Description.*

### **APPOINTMENT TERM & RENEWAL**

The Vice-President: Student Affairs is appointed by the Board following the advice of Senate. The initial term of appointment is five years (unless fewer years are recommended by the Search Committee) and may be renewed.

No later than 18 months prior to the expiry of the first term of the incumbent, the President shall determine if the incumbent intends to seek a renewal of the appointment.

There shall be a review after the conclusion of the initial five-year term of office, according to section II.B. Thereafter, any review may be initiated by the President, or by a motion of Senate passed by a 60% majority.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the Vice-President: Student Affairs shall be composed of:

15 voting members as follows:

The President who shall chair the Committee;

1 external member of the Board, appointed by the Board;

1 Dean of an undergraduate academic unit, appointed by the Chair;

2 staff members with a continuing position, chosen from the areas that report to the Vice-President: Student Affairs, The Chair will select one staff representative of one of whom holds the office of Director, Assistant Vice-President, Associate Vice-President or Dean of Students that reports directly to the Vice-President: Student Affairs and one staff representative will be selected by an election where all relevant staff members in a continuing position can vote. The elected staff members must include:

    one management or non-management member;

    not more than one representative from any area

3 undergraduate students, appointed by WLUSU;

1 graduate student, appointed by WLUGSA;

5 faculty members with tenured appointment, elected by the University Faculty Council, with:

    Not more than one representative from any one Faculty

    at least one representative from the Brantford campus, and

    at least one representative from the Waterloo campus; and

1 Senate members, elected from Senate.

## G. DEANS OF FACULTIES

### APPOINTMENT TERM & RENEWAL

A Dean is appointed by the Board of Governors following the recommendation of the President and with the advice of Senate. The initial term of appointment is five years (unless fewer years are recommended by the Search Committee) and may be renewed.

No later than 12 months prior to the expiry of the first term of the incumbent, the Vice-President: Academic shall determine if the incumbent intends to seek a renewal of the appointment.

### COMMITTEE COMPOSITION

A representative from Human Resources shall serve as the non-voting Committee secretary for any Search Committee for the position of Dean. The Office of the Vice-President: Academic shall serve as the non-voting Committee secretary for any Review Committee for the position of Dean.

#### 1) Dean of the Lazaridis School of Business and Economics

The Search and Review Committees shall be composed of:

##### 11 voting members as follows:

The Vice-President: Academic who shall chair the committee;

1 Dean from another academic unit, appointed by the committee Chair;

2 students from the Lazaridis School of Business and Economics, with:

not more than one representative from any one department, program or area,

1 undergraduate student, appointed by WLUSU, and

1 graduate student, appointed by WLUGSA;

1 staff member with a continuing position from within the Lazaridis School of Business and Economics, selected by an election where all staff members in the Lazaridis School of Business and Economics with a continuing position may vote;

##### 5 faculty members, as follows:

3 faculty members from the Department of Business, one of whom shall be an Associate Dean; the others shall be elected by the full-time Faculty members of the Department; normally, one of these Members shall be replaced by the CTF members of the Department.

2 faculty members from the Department of Economics, one of whom shall be the Chair of the Department; the other shall be elected by the full-time Faculty members of the Department. If the Chair is not eligible to serve on the Committee, a designate shall be elected by the full-time faculty Members of the Department.

1 Senate members, elected by Senate.

#### 2) Dean of the Faculty of Music

The Search and Review Committees shall be composed of:

##### 9 voting members as follows:

the Vice-President: Academic who shall chair the committee;

1 Dean from another academic unit, appointed by the Chair;

- 1 student from the Faculty of Music, either undergraduate or graduate, nominated by WLUSU or WLUGSA,
- 1 staff member with a continuing position from within the Faculty of Music, selected by an election where all staff members in the Faculty with a continuing position may vote;
- 4 tenured faculty members elected from and by the full-time faculty members in the Faculty of Music; normally one of the Members shall be replaced by a Contract Teaching Faculty member elected from and by the CTF members of the Faculty.
- 1 Senate members, elected by Senate.

3) Dean of the Faculty of Social Work

The Search and Review Committees shall be composed of:

11 voting members as follows:

the Vice-President: Academic who shall chair the committee;

1 Dean from another academic unit, appointed by the Chair

1 undergraduate student from the Faculty of Social Work, appointed by WLUSU

1 graduate student from the Faculty of Social Work, appointed by WLUGSA

1 staff member with a continuing position from within the Faculty of Social Work, selected by an election where all staff members in the Faculty with a continuing position may vote;

5 tenured faculty members elected from and by the full time faculty of the Faculty of Social Work, with at least one representative from the Brantford Campus; normally one of the Members shall be replaced by a Contract Teaching Faculty member elected from and by the CTF members of the Faculty.

1 Senate members, elected by Senate.

4) Dean of the Faculty of Arts

The Search and Review Committees shall be composed of:

11 voting members as follows:

the Vice-President: Academic who shall chair the committee;

1 Dean from another academic unit, appointed by the Chair;

2 students from the Faculty of Arts, with:

not more than one representative from any one department or program,

1 undergraduate student, appointed by WLUSU, and

1 graduate student, appointed by WLUGSA;

1 staff member with a continuing position from within the Faculty of Arts, selected by an election where all staff members in the Faculty with a continuing position may vote;

5 full-time faculty members elected from and by the full-time Faculty of the Faculty of Arts; with (and nor more than 2) Department Chairs and no more than one of these Members shall be from any one department. Normally, one of these Members shall be replaced by a Contract Teaching Faculty member elected from and by the CTF members of the Faculty.

and

1 Senate members, elected by Senate.

5) Dean of the Faculty of Science

The Search and Review Committees shall be composed of:

11 voting members as follows:

The Vice-President: Academic who shall chair the committee;

1 Dean from another academic unit, appointed by the Chair

2 students from the Faculty of Science, with:

not more than one student representative from any one department,

1 undergraduate student, appointed by WLUSU, and

1 graduate student, appointed by WLUGSA;

1 staff member with a continuing position from within the Faculty of Science, selected by an election where all staff members in the Faculty of Science with a continuing position may vote;

5 full-time faculty members elected from and by the full-time Faculty of the Faculty of Science; with 2 (and no more than 2) Department Chairs and no more than one shall be from any department. Normally, one of these Members shall be replaced by a Contract Teaching Faculty member elected from and by the CTF members of the Faculty.

1 Senate members, elected by Senate.

6) Associate Vice-President and Dean of the Faculty of Graduate and Postdoctoral Studies

The Search and Review Committees shall be composed of:

11 voting members as follows:

The Vice-President: Academic who shall chair the committee;

2 Deans from another academic unit, appointed by the Chair;

1 graduate student, appointed by WLUGSA;

1 staff member with a continuing position from within the Faculty of Graduate and Postdoctoral Studies, selected by an election where all staff members in the Faculty of Graduate and Postdoctoral Studies with a continuing position may vote;

5 tenured faculty members, elected by University Faculty Council, with:

not more than one representative from any one faculty,

at least one representative from the Brantford campus, and

at least one representative from the Waterloo campus; and

1 Senate members, elected by Senate.

7) Dean of the Faculty of Human and Social Sciences

The Search and Review Committees shall be composed of:

11 voting members as follows:

the Vice-President: Academic who shall chair the committee;

1 Dean from another academic unit, appointed by the Chair;

2 students from the Faculty of Human and Social Sciences, with:

not more than one representative from any one department or program,

one undergraduate student, appointed by WLUSU, and

one graduate student, appointed by WLUGSA;

1 staff member with a continuing position from within the Faculty of Human and Social Sciences, selected by an election where all staff members in the Faculty of Human and Social Sciences with a continuing position may vote;

5 Tenured Faculty Members elected from and by the full-time faculty of the Faculty of Human and Social Sciences; with 1 (and no more than 1) Department Chair or Program Coordinator

and no more than one faculty representative shall be from any one department or program. Normally, one of these Members shall be replaced by a Contract Teaching Faculty member elected from and by the CTF members of the Faculty.

and

1 Senate members, elected by Senate.

#### 8) Dean of the Faculty of Liberal Arts

The Search and Review Committees shall be composed of:

11 voting members as follows:

The Vice-President Academic who shall chair the committee;

1 Dean from another academic unit, appointed by the Chair;

2 students from the Faculty of Liberal Arts, with:

not more than one representative from any one department or program,

one undergraduate student, appointed by WLUSU, and

one graduate student, appointed by WLUGSA;

1 staff member with a continuing position from within the Faculty of Liberal Arts, selected by an election where all staff members in the Faculty of Liberal Arts with a continuing position may vote;

5 Tenured Faculty Members elected from and by the full-time faculty of the Faculty of Liberal Arts, with 1 (and no more than 1) Department Chair or Program Coordinator and no more than one faculty representative shall be from any one department or program. Normally, one of these Members shall be replaced by a Contract Teaching Faculty member elected from and by the CTF members of the Faculty.

1 Senate members, elected by Senate.

#### 9) Dean of the Faculty of Education

The Search and Review Committees shall be composed of:

10 voting members as follows:

The Vice-President: Academic who shall chair the committee;

1 Dean from another academic unit, appointed by the Chair;

2 students including 1 Teacher Education Candidate from the Faculty of Education, or Teacher Education Graduate who completed the Bachelor of Education program in the Faculty of Education in the previous academic year and 1 graduate student from the Master of Education program;

1 staff member with a continuing position from within the Faculty of Education, selected by an election where all staff members in the Faculty of Education with a continuing position may vote;

5 tenured Faculty Members or Members holding Provisional or Candidacy Appointments elected from and by the full-time faculty of the Faculty of Education. Where necessary, tenured Faculty Members from outside the Faculty of Education elected by full-time members of University Faculty Council; among these, there shall be no more than one Member from each of the Faculties. Cross-appointed members of the Faculty of Education are eligible. Of these tenured Faculty Members, at least one shall hold an Ontario Teaching Certificate, or other equivalent professional designation. Normally, one of these Members shall be replaced by a Contract Teaching Faculty member elected from and by the CTF members of the Faculty.

1 Senate members, elected by Senate.



## **H. UNIVERSITY LIBRARIAN**

### **APPOINTMENT TERM & RENEWAL**

The University Librarian is appointed by the Board of Governors following the recommendation of the President and with the advice of Senate, for a renewable term of five years.

No later than 12 months prior to the expiry of the first term of the incumbent, the Vice-President: Academic shall determine if the incumbent intends to seek a renewal of the appointment.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the University Librarian shall be composed of:

11 voting members as follows:

The Vice-President: Academic who shall chair the committee;

1 Dean, appointed by the Chair;

1 undergraduate student, appointed by WLUSU;

1 graduate student, appointed by WLUGSA;

1 staff member with a continuing position from an area reporting to the University Librarian, selected by an election where all staff members in an area reporting to the University Librarian with a continuing position may vote;

5 librarian members with tenured or continuing appointments elected from and by the full-time Librarians in the Library, with at least one representative from the Brantford Campus and one from the Waterloo Campus.

6 Librarian

1 Senate Members elected by Senate.

## **I. ASSISTANT VICE-PRESIDENT: ENROLMENT SERVICES & REGISTRAR**

### **APPOINTMENT TERM & RENEWAL**

The Assistant Vice-President: Enrolment Services & Registrar is appointed by the Board of Governors following the recommendation of the President and with the advice of Senate, for a renewable term of five years.

No later than 12 months prior to the expiry of the first term of the incumbent, the Vice-President: Academic shall determine if the incumbent intends to seek a renewal of the appointment.

For the position of Assistant Vice-President: Enrolment Services & Registrar, there shall be a review after the conclusion of the initial five-year term of office, according to section II.B. Thereafter, a review may be initiated by the President, or by a motion of Senate passed by a 60% majority.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the Assistant Vice-President: Enrolment Services & Registrar shall be composed of:

11 voting members as follows:

the Provost & Vice-President: Academic who shall chair the committee;

2 Deans, appointed by the Chair

1 undergraduate student, appointed by WLUSU;

1 staff member, either management or non-management, with a continuing position from the areas that report to the Assistant Vice-President: Enrolment Services & Registrar, selected by an election where all staff members in the area with a continuing position may vote;

5 tenured faculty members, elected by the University Faculty Council, with:  
not more than one representative from any one faculty,  
at least one representative from the Brantford campus, and  
at least one representative from the Waterloo Campus; and

1 Senate Member elected by Senate.

## **J. VICE-PROVOST: TEACHING & LEARNING**

### **APPOINTMENT TERM & RENEWAL**

The Vice-Provost: Teaching & Learning is appointed by the Board of Governors following the recommendation of the President and with the advice of Senate, for a renewable term of five years.

No later than 12 months prior to the expiry of the first term of the incumbent, the Provost & Vice-President: Academic and the Vice-President Student Affairs shall determine if the incumbent intends to seek a renewal of the appointment.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the Vice-Provost: Teaching & Learning shall be composed of:

15 voting members as follows:

The Provost & Vice-President: Academic and the Vice-President: Student Affairs, one of whom shall chair the committee;

1 Dean or University Librarian, appointed by the Chair

1 undergraduate student, appointed by WLUSU;

1 graduate student, appointed by WLUGSA;

2 staff members with a continuing position, chosen from the areas that report to the Associate Vice-Provost: Teaching and Learning.

The Chair will select one staff representative who holds the office of Director or Assistant Vice President that reports directly to the Vice-Provost: Teaching and Learning and one staff representative will be selected by an election where all relevant staff members in a continuing position can vote.

7 Tenured or Continuing Appointment Faculty Members, with not more than one representative from any one Faculty, and at least one representative from the Brantford Campus and at least one representative from the Waterloo campus,

1 Senate Member, elected by Senate.

## **K. Associate Vice-President: Equity, Diversity and Inclusion**

### **APPOINTMENT TERM & RENEWAL**

A representative from Human Resources shall serve as the non-voting Committee secretary for any Search Committee for the position of Associate Vice-President: Equity, Diversity and Inclusion. The Office of the Provost & Vice-President: Academic shall serve as the non-voting Committee secretary for any Review Committee for the position of Associate Vice-President: Equity, Diversity & Inclusion.

The Associate Vice-President: Equity, Diversity and Inclusion is appointed by the Board of Governors following the recommendation of the President and with the advice of Senate, for a renewable term of five years. No later than 12 months prior to the expiry of the first term of the incumbent, the Provost & Vice-President: Academic shall determine if the incumbent intends to seek a renewal of the appointment.

For the position of Associate Vice-President: Equity, Diversity and Inclusion, there shall be a review after the conclusion of the initial five-year term of office, according to section II.B.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the Associate Vice-President: Equity, Diversity and Inclusion shall be composed of:

13 voting members as follows:

The Provost & Vice-President: Academic, whom shall chair the committee;

1 Dean or University Librarian, appointed by the Chair

1 undergraduate student, appointed by WLUSU;

1 graduate student, appointed by WLUGSA;

2 staff members with a continuing position, appointed by the Chair

6 Tenured or Continuing Appointment Faculty Members,  
with not more than one representative from any one Faculty,

and at least one representative from the Brantford Campus

and at least one representative from the Waterloo campus,

Normally, one of these Members shall be replaced by a Contract Teaching Faculty member elected from and by the CTF members of the Faculty.

1 Senate Member, elected by Senate.

## **L. Associate Vice-President: Indigenous Initiatives**

### **APPOINTMENT TERM & RENEWAL**

A representative from Human Resources shall serve as the non-voting Committee secretary for any Search Committee for the position of Associate Vice-President: Indigenous Initiatives. The Office of the Provost & Vice-President: Academic shall serve as the non-voting Committee secretary for any Review Committee for the position of Associate Vice-President: Indigenous Initiatives.

The Associate Vice-President: Indigenous Initiatives is appointed by the Board of Governors following the recommendation of the President and with the advice of Senate, for a renewable term of five years. No later than 12 months prior to the expiry of the first term of the incumbent, the Vice-Provost: Academic shall determine if the incumbent intends to seek a renewal of the appointment.

For the position of Associate Vice-President: Indigenous Initiatives, there shall be a review after the conclusion of the initial five-year term of office, according to section II.B. Thereafter, a review may be initiated by the President, or by a motion of Senate passed by a 60% majority.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the Associate Vice-President: Equity, Diversity and Inclusion shall be composed of:

13 voting members as follows:

The Provost & Vice-President: Academic, whom shall chair the committee;

1 Dean or University Librarian, appointed by the Chair

1 undergraduate student, appointed by WLUSU;

1 graduate student, appointed by WLUGSA;

2 staff members with a continuing position, appointed by the Chair .

6 Tenured or Continuing Appointment Faculty Members,

with not more than one representative from any one Faculty,

and at least one representative from the Brantford Campus

and at least one representative from the Waterloo campus,

Normally, one of these Members shall be replaced by a Contract Teaching Faculty member elected from and by the CTF members of the Faculty.

1 Senate Member, elected by Senate.

## **L. Associate Vice-President: Academic**

### **APPOINTMENT TERM & RENEWAL**

A representative from Human Resources shall serve as the non-voting Committee secretary for any Search Committee for the position of Associate Vice-President: Academic. The Office of the Provost & Vice-President: Academic shall serve as the non-voting Committee secretary for any Review Committee for the position of Associate Vice-President: Academic.

The Associate Vice-President: Academic is appointed by the Board of Governors following the recommendation of the President and with the advice of Senate, for a renewable term of five years. No later than 12 months prior to the expiry of the first term of the incumbent, the Provost & Vice-President: Academic shall determine if the incumbent intends to seek a renewal of the appointment.

### **COMMITTEE COMPOSITION**

The Search and Review Committees for the Associate Vice President: Academic shall be composed of:

11 voting members as follows:

The Vice-President: Academic, whom shall chair the committee;

1 Dean or University Librarian, appointed by the Chair

1 undergraduate student, appointed by WLUSU;

1 graduate student, appointed by WLUGSA;

1 staff member with a continuing position, chosen from the areas that report to the Associate Vice-President: Academic.

5 Tenured or Continuing Appointment Faculty Members,  
with not more than one representative from any one Faculty,  
and at least one representative from the Library,  
and at least one representative from the Brantford Campus,  
and at least one representative from the Waterloo campus,

1 Senate Member, elected by Senate