



# Board of Governors Meeting

Thursday, February 10, 2022

2:00 - 6:00 p.m.

<https://zoom.us/j/96893350935?pwd=K3ZweURGYnVyc1FKajZyTnE2SS85UT09>

Meeting ID: 968 9335 0935

Passcode: 920839



## BOARD OF GOVERNORS AGENDA

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

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### 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 11
    - c. Report on Senate Activities\* Page 22
  4. **Strategic Plan Update\***, Deb MacLatchy, 2:20 p.m. (10 min) Page 24
  5. **Academic Update: Faculty of Science\***, Dr. Anthony Clarke, 2:30 (20 min) Page 34
  6. **Reports from the Standing Committees of the Board**, 2:50 p.m. (30 min total)
    - a. Q&A on Chair's Updates on Committee Activity\* (5 min) Page 49
    - b. Finance, Investments & Property Committee
      1. Q&A on 2021-2022 6-Month Fiscal Update\* (10 min) Page 54
      2. 2022-2023 Budget Process Update\* (10 min) Page 75
      3. Q&A on Research Funding Update\* (5 min) Page 92
  7. **Other Business**
- BREAK--3:20 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.)*

### 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\*

\* Materials Attached

~ Presented during the Meeting

*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

February 10, 2022

\*All meetings held virtually unless otherwise noted. Selection of external and internal events.

- On Nov. 22, the president chaired the COU's Standing Committee on Relationships with Other Post-Secondary Institutions meeting.
- On Nov. 23, President MacLatchy chaired the Ontario Council on Articulation and Transfer (ONCAT) search committee meeting for its next Executive Director.
- On Nov. 24, the president hosted her monthly meeting with Laurier's GSA.
- \*On Nov. 25, Dr. MacLatchy, along with Lloyd Noronha and Madison Cox, director, Government Relations and interim chief of staff, hosted MCU Deputy Minister Shelley Tapp on the Waterloo campus.
- On Nov. 29, Dr. MacLatchy met with federal Deputy Secretary to Cabinet Shawn Tupper, Laurier's deputy minister champion.
- \*On Dec. 1, the president attended the Aga Khan evening of Intercultural Exploration at the Aga Khan Museum in Toronto.
- On Dec. 3, the president attended the COU Executive Heads Round Table.
- \*Also on Dec. 3, Dr. MacLatchy and Madison Cox (director of Government Relations and interim chief of staff) hosted Kitchener-Conestoga MPP Mike Harris on a tour of the Centre for Cold Regions and Water Science.
- On Dec. 6, the president gave opening remarks at the Budget and Financial Sustainability Town Hall for faculty and staff, which was hosted by Tony Vannelli, Provost and VP: Academic, and Lloyd Noronha, VP: Finance and Operations.
- \*On Dec. 8, Dr. MacLatchy hosted the Senior Leadership Retreat for Laurier's senior leaders.

- On Dec. 9, Dr. MacLatchy and Dr. Vannelli attended the president and provost's monthly meeting with WLUFA executive leads.
- Also on Dec. 9, the president attended Dr. Heidi Northwood's Fireside Chat for alumni, where Dr. Northwood shared updates on growth and vision for the Brantford campus.
- On Dec. 9, Dr. MacLatchy also attended the Laurier Football Town Hall.
- \*On Dec. 10, the president gave remarks at the launch of the Laurier Centre for the Study of Canada. This is an expansion and renaming of the Laurier Centre for Military Strategic and Disarmament Studies.
- On Dec. 13, Dr. MacLatchy attended a special celebration of the 20<sup>th</sup> anniversary of the Canadian Rivers Institute and presented as one of CRI's four founding Fellows.
- On Dec. 17, Dr. MacLatchy chaired the Ontario Universities Athletics (OUA) Board of Directors meeting.
- On Jan. 4, President MacLatchy and Dr. Heidi Northwood met with Brantford Mayor Kevin Davis and CAO Brian Hutchings to discuss research collaborations and partnerships between the city of Brantford and Laurier.
- On Jan. 6, the president, provost (Tony Vannelli), vice-provost: teaching and learning (Mary Wilson), and director of government relations and interim chief of staff (Madison Cox) met with Communitech VP and Laurier Board of Governors member Simon Chan to discuss credential innovation.
- On Jan 10 & 11, Dr. MacLatchy attended the Universities Canada professional program for presidents and contributed on a session on issues management.
- On Jan. 12-14, the president participated in a (virtual) visiting review committee to St. Mary's University in Calgary for Universities Canada as chair of the governance committee for UC. St. Mary's University has applied for membership in UC.
- On Jan. 12, Dr. MacLatchy attended the Laurier-Milton Library lecture series given by Dr. Heidi Northwood.
- On Jan. 11 & 18, Dr. MacLatchy chaired the OUA Board of Directors meeting.
- On Jan. 19, the president attended the Universities Canada Board of Directors meeting as chair of the governance committee.
- On Jan. 20, Dr. MacLatchy, Dr. Heidi Northwood and Madison Cox had an introductory meeting with Brantford-Brant MP Larry Brock.
- On Jan. 27, the president, Tony Vannelli provost and VP: Academic, Lloyd Noronha, VP: Finance and Administration, Pamela Cant, Chief Human Resources and Equity Officer and

other senior leaders hosted a Town Hall for Faculty and Staff to answer questions around the phased return to in-person activities at Laurier. Similar Town Halls were held for undergraduate and graduate students on Jan. 28.

- On Jan. 31, Dr. MacLatchy and Dr. Heidi Northwood celebrated a memorandum of understanding signing with leadership at I.K. Gujral Punjab Technical University in India to create a new partnership for a 2+2 pathway program for computer science students to complete their studies at Laurier.
- On Feb. 4, the president attended the COU Executive Heads roundtable.
- Also on Feb. 4, Dr. MacLatchy welcomed former Ontario premier and Canadian Ambassador to the United Nations Bob Rae (also former Laurier chancellor) to speak at an event for political science students.
- On Feb. 8 & 9, the president attended the Universities Canada *Accelerate* virtual conference.

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**Ivan Joseph**

Vice-President: Student Affairs

**1. Ancillary Services**

- Residence students return to campus has been gradual but steady. Initially there were some students choosing to cancel their residence contract and move out which has created a busy work flow in early January but since the announcement this week there has been a reversal of that activity and some have now requested to move back.
- Case management of COVID cases has been fairly low volume with asymptomatic students isolating in their buildings.

**2. Athletics and Recreation**

- 144 academic all Canadians were just announced for the 2020/21 season (hoping to have something in person for them when restrictions allow).
- Focus on return to sport for winter term programs (re. basketball, hockey, curling, track & swimming) which will include Rapid Testing Protocol.
- As of January 4, 2022, Ontario citizens are required to use their enhanced vaccine certificate with the official QR code to access sport and recreation facilities. Vaccine receipts without a QR code (paper documentations) will no longer be accepted as valid proof of vaccination.

**3. Dean of Students (Waterloo and Brantford)**

**Awarded 3-year 500k grant.**

- In partnership with Learning Services, received staffing support through Laurier successful OPAI Grant Funding. This funding will support additional multi-campus student support staff.

**4. Office of Student Affairs**

- Special Constables Advisory Committee
  - January 2022 launch of the SCS Review Advisory Committee to review and implementation of recommendations made from SCS Review in 2021.
- Operating Agreements
  - Negotiations for WLUSP Operating Agreement; WLUGSA Operating Agreement extension; WLUSU Operating Agreement extension and planning stages for SAAA Operating Agreement retreat.

**5. Teaching & Learning**

Experiential Learning and Career Development

Laurier Curricular Experiential Learning (EL) Inventory Report for May 2020 to April 2021.

Undergraduate and graduate courses with enrollment that were offered in Spring 2020, Fall 2020 and Winter 2021 were reviewed for experiential learning components as defined by Laurier's institutional definitions. The following provides an institutional overview and a breakdown of the number of courses and sections with at least one curricular experiential learning opportunity based on these definitions.



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Institutional Experiential Learning Statistics

Number of Co-op Work Terms	Number of Courses with EL	Number of Course Sections with EL	Number of Student Experiences	Number of Unique Students	% of Total Students with Curricular EL Experience*
1847	613	1122	51,893	17,880	73.0%

\* Includes co-op work terms

\* Percentage based on a total student body of 24,494

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**Jonathan Newman**

Vice-President: Research

- Friday, February 11, 2022 marks the launch of the inaugural Celebrating Laurier Achievements online showcase. The showcase, which aims to celebrate recent accomplishments of Laurier authors and creators, will feature the following online exhibits:
  - Musical performances
  - Readings from literary works
  - Panel discussion on new ways of sharing research beyond academia
  - Highlights of videos and posters included in the showcase

Those seeking additional information about the event may email [CLA@wlu.ca](mailto:CLA@wlu.ca). Registration for the event will follow shortly.

- From November 30 to December 2, 2021, I had the pleasure of visiting Laurier's Yellowknife research office with a number of senior administrators, including Drs. Clarke, Hogarth, Lachappelle, Parr-Vasquez and Thomas. The research office, which opened in 2017, is an extension of Laurier's research partnership with the Government of the Northwest Territories (GNWT). Since 2010, this partnership has brought several new research and training opportunities to the Northwest Territories. Laurier scholars work at research sites spanning much of the Northwest Territories and Laurier's year-round presence allows for researchers to foster close partnerships at all sites. During the visit, the Laurier team met with a number of local organizations and governments including the NWT Association of Communities, the Tłı̨chǫ Government, the Departments of Land Management, Environment and Natural Resources, and Education, Culture and Employment.
- Laurier is currently in the process of recruiting a [Tier II SSHRC Canada Research Chair \(CRC\) in Business Analytics in Supply Chain](#). The CRC, hosted by the Lazaridis School of Business and Economics (Operations and Decision Sciences area), will advance research that will provide resilient, efficient, and effective solutions to the entire supply chain by incorporating machine learning and data analytics into the decision-making process.
- In December 2021, the Office of Research Services launched a Peer Review Pilot Program for those applying to the February 2022 SSHRC Insight Grant competition. Researchers who applied to the pilot program by December 20th will be given the opportunity to have their grant reviewed by an external peer reviewer.



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**Jason Coolman**

Vice President: Advancement and External Relations

**ALUMNI AND COMMUNITY ENGAGEMENT:**

**Convocation Survey**

In December, the Ceremonies and Events team, in partnership with Alumni Relations, shared a survey with 2020 and 2021 graduates to gain insights regarding their intention to return to an in-person convocation ceremony to support with our planning efforts. We are in the process of reviewing survey results. Early review shows about a 20 per cent response rate and that more than 70 per cent of respondents indicated an interest in having an in-person ceremonial experience.

**Staying Golden Podcast**

Increased pandemic restrictions, decreased testing and concerns about vaccine efficacy have us asking a lot of questions. Listen in as Dr. Elan Tsarfati (BA '04) answers current pandemic FAQs on the latest episode of the *Staying Golden Podcast*. This timely episode serves as an extension to the Inspiring Conversation that took place in August 2021, when Tsarfati joined *Staying Golden* to talk about COVID-19 research at the time. In the new episode, hosted by Mary Neil, Tsarfati discusses omicron, vaccine efficacy, the future of restrictive measures, long COVID, post-infection complications, and where we go from here. [Listen to the podcast.](#)

**Brantford Fireside Chat**

In December, Laurier Alumni was proud to organize the second annual Fireside Chat with Heidi Northwood, senior executive officer of the Brantford campus, to provide alumni and community members an update on the successes of the Brantford campus, as well as the opportunity to learn more about One Market expansion and the ambitious “Brantford 5,000” plan for the campus. The Fireside Chat was moderated by Adam Lawrence, Brantford campus dean of students.

**Football Townhall**

On Dec. 9, Laurier Alumni, in partnership with Athletics and Recreation, hosted a virtual event featuring Laurier and CFL alumni Justin Shakell (BA '03) and Hugh Lawson (BA '92) on a panel with Golden Hawks football coach Michael Faulds and Vice President of Student Affairs Ivan Joseph. The group discussed equity, diversity and inclusion in Canadian football and beyond, and celebrated Shakell as a recipient of the inaugural [Indigenous Champion Award from the Canadian Football League Alumni Association.](#)

**Inspiring Conversation: Music for Mental Health – New Habits for 2022**

On January 17<sup>th</sup> we hosted an Inspiring Conversation event entitled Music for Mental Health – New Habits for 2022. Laurier experts Elizabeth Mitchell (MMT '07), assistant professor of Music Therapy, and Esther Abel (MA '18), PhD student in Social Psychology shared information about how building new habits, such as engaging with music, can positively impact our day-to-day lives. The session was moderated by music therapist Avalon Harris (BMT '14).



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## **EXTERNAL RELATIONS**

### ***Integrated Communications***

The communications team focused on strategic storytelling, including announcing Laurier's participation in the Scarborough Charter on Anti-Black Racism, research highlights, celebrating the university receiving a 2021 Canadian Blood Services Regional Partner Award, and an international award for outstanding student-teacher interactions. In addition to 14 news releases, plus direct media pitches and more than 45 feature stories and spotlights produced for the website and social media, there were approximately 925 articles and broadcasts that mentioned Laurier from November to mid-December.

Highlights include: CBC Radio (Robert McLeman speaking about the COP26 conference; Mary Kelly on insurance repercussions of flooding in B.C.); CBC News (Kelly Gallagher-Mackay on the impacts of online schooling); CBC Ontario Today (Stephen Wenn on Canada's diplomatic boycott of the Winter Olympics); CTV News Northern Ontario, Regina, Saskatoon (Penelope Ironstone on COVID-19 misinformation); Global News Toronto, Durham, Thunder Bay (Kelly Gallagher-Mackay on the state of schoolyards in Ontario); Globe and Mail (report on fake reviews online by student Kristy Smith); Toronto Star (Karen Stote's research on forced sterilization of Indigenous women, Daniel Waeger on governance changes at Rogers); and TVO's The Agenda with Steve Paikin (Scott Blandford on police reform, Jenna Hennebry on migrant workers' rights, Kelly Gallagher-Mackay on the state of schoolyards in Ontario).

### ***Issues Management***

COVID-19 communications dominated issues management, including winter-term vaccination requirements, deregistration communications, a Pandemic Recovery Steering Group Town Hall, an announcement about remote instructional delivery for the start of winter term, winter term international exchange information, and ongoing FAQ updates. The External Relations team has started reviewing communications related to large, unsanctioned street gatherings and Laurier continues to participate in the Town and Gown working group to develop an overall comprehensive communication plan in preparation for St. Patrick's Day 2022.

### ***Marketing and Creative Services***

This year's undergraduate recruitment digital marketing campaign launched in September. The first phase ran until Nov. 30 and focused on building awareness and generating leads among prospective Grade 12 students. Media includes search, display and videos on key platforms including Google, YouTube, Instagram, Facebook, Snapchat and TikTok. The results to date have been very successful, with Phase 1 delivering more than 13 million impressions (+117% over last year), more than 135,000 clicks to our site (+53%), and generating about 2,000 leads directly through the media (+31%). Phase 2 has kicked off with a focus on driving applications before the January OUAC deadline.

Marketing, along with research partner The Strategic Counsel, will lead an institutional reputation research study. The first phase of the study will include an environmental scan of existing insights and industry learnings, as well as individual interviews with key internal and external stakeholders, followed by focus groups. The second phase will include online surveys with multiple stakeholder audiences to validate insights. Results and recommendations are expected in mid-2022.



### *Web Services*

Working with colleagues in communications, the Web Services team delivered significant updates to Laurier's COVID-19 websites to ensure students and faculty were prepared and informed for winter 2022, alongside shifts within the university's scaling framework. Major efforts included: Support for [vaccination and deregistration processes](#); "Be Ready for Winter Term" updates and editorial throughout the [COVID-19 Recovery Hub](#) and students.wlu.ca homepage with a focus on masking, vaccinations and safety training; a major revamp of the students COVID-19 hub, [You're Home, You're Golden](#); and a rollout of [information for faculty members](#).

### **FUNDRAISING:**

As of December 31, 2021, we have raised \$3,087,093 (47%) of our \$6.5-million goal. This money has been raised from 2,527 donors (76%) of the 3,326 donors we expect to have by fiscal year end.

### **Fundraising Case Design**

Phase 1 documents summarizing Fundraising Case Design work are in development. Strategy development is in progress for review by senior leadership specific to Phase 2 of the Fundraising Case Design. Leadership and prospects are being identified to assist with testing and socializing draft case, strategy, plan and tactics.

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## **Lloyd Noronha**

Vice-President: Finance & Administration

### **1. Ancillaries Update**

The academic/course materials to support the winter semester through the Campus Bookstores have been once again been processed exclusively online. A new pick up location for the Waterloo campus has been established in the Turret with the collaboration of the Students' Union rather than using 230 Regina which required students to queue the line outside. Order fulfillment will be ongoing for the first few weeks of the semester.

Food Services was planning to open additional locations in January to supplement the Fresh Food Co., the Terrace and Starbucks but those plans will be paused until in person instruction is confirmed. The online ordering platform Hey Chef introduced in 2020 during the pandemic will be re-launched in the new year facilitating contactless pick up at certain food services locations. More details to follow. An enhanced photo upload software has been successfully launched in the OneCard area which will be more efficient moving forward which was expedited during the past year.

### **2. Budget Update**

Under the leadership of the Provost and the VP Finance & Administration, the 2022/23 budget process continues with the objective to deliver a balanced budget recommendation to the Board by the end of the fiscal year. The budget will incorporate revenue generation and cost containment strategies, in a multi-year perspective, to deliver a budget that supports the organization's strategies priorities and financial sustainability. As well, the budget will include deliberate contributions to reserves and deferred



maintenance through both the operating and ancillary funds, ensuring a stronger linkage between the annual budget and longer-term financial sustainability strategies.

### 3. Campus Operations and Risk Management Update

One Market Leasing Strategy and Principles – work is underway to develop a set of leasing principles for available spaces within the One Market building on the Brantford Campus. Leasing opportunities will be targeted towards retail, food services, and other commercial uses. The goal of the strategy and principles is to provide revenue generation opportunities to contribute to the financial sustainability of the facility, and to provide welcoming and vibrant spaces that are attractive to the community at large.

Canadian Association of University Business Officers (CAUBO) Webinar - Fighting the Good Fight Using a Risk Based Approach – On December 9, 2021 Stacey Smith, Manager, Enterprise Risk and Insurance and Nela Petkovic, Chief Information Officer jointly presented a webinar titled “Fighting the Good Fight Using a Risk Based Approach” to CAUBO. Stacey and Nela shared a case study focused on Laurier’s journey to develop our Enterprise Risk Management program. Highlights included how WLU has tackled the challenge of assessing cyber risk and prioritizing investments as well as how this risk is reviewed as part of our risk matrix.

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

- Work will be tendered for the Savvas Chamberlain Music Building project in January with construction planned to begin in late February/early March 2022.
- The Milton Campus Master Plan will go to the Board of Governors in the May/June cycle. Currently, additional consultation is underway along with the development of the implementation framework.
- The Microgrid system on the Waterloo campus is on track to be operational by the end of this year.
- The Capital Planning Process for 2022-23 is underway and on track to come to the Board of Governors with the operating budget in the March/April cycle.
- Funding has been approved for the Alumni Field project. Tendering of the project will occur in January 2022 with construction starting in the spring as weather permits.

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

ICT continues to work toward the creation of a digital strategy for Laurier. Earlier this fall, students, faculty, and staff were invited to attend focus groups where they could share their input about current technologies at Laurier, as well as what they would like to see encompassed and shaped by a digital strategy. Twelve focus groups were held with over 100 attendees. The faculty and staff sessions were fully booked within 48 hours and more sessions were added to accommodate this high level of interest. From these focus groups five themes emerged and these were used to help guide one-on-one meetings with senior leadership where they provided their vision for the digital strategy. An additional opportunity for feedback was issued through a survey that was circulated to the entire university community and, thus far, over 2,600 responses have been recorded. Lastly, roadshows and presentations have also been conducted. To-date we have gone before the Vice President Finance and Administration Council, the Senate Committee for Teaching and Learning, Human Resources, and various ICT governing bodies. We expect to have the strategy drafted by early spring 2022.





**Anthony Vannelli**

Provost & Vice President: Academic

**1. Winter 2022**

- Classes resumed on Tuesday, Jan. 4, 2022 (January 3 for the Faculty of Education), with all instructional activities will be delivered remotely instead of in person because of increasing concerns about the omicron variant and updated public health guidance.
- For now, in-person classes are scheduled to resume on Monday, Jan. 31, subject to public health guidance. As we progress through the start of term, the university and the faculty association will meet weekly to review the situation. The university will also provide faculty with the health and safety protocols that will be in place for classrooms before in-person resumes.
- Unless their role can only or best be delivered by being in person on our campuses, employees will work remotely from Jan. 3 until Jan. 31.

**2. Student Vaccination Compliance**

- Wilfrid Laurier University has implemented a government mandated vaccination requirement for all students, staff, and faculty. The mandate was developed in consultation with health professionals and aligns with our priority of keeping students, staff, and faculty as safe as possible throughout the pandemic.
- Students who were not in compliance with the policy as of January 4, 2022, were officially deregistered from their in-person winter courses for not uploading proof of vaccination or having a valid exemption. A significant proportion of those deregistered subsequently provided proof of vaccination and were able to re-register for Winter Term courses.

**3. Operating, Ancillary, and Capital Budgets**

- The Budget Council continues to meet, working on developing a balanced budget for 22/23 that will be brought forward to Senate in April 2022. An update will be presented as part of the Senate agenda.

**4. Decanal Searches & Senior Advisor Appointment**

- The Dean of Lazaridis School of Business and Economics search committee has convened three times since the kickoff on October 7th. The committee is reviewing applications and identifying candidates for first round interviews.
- The Associate Vice President: Academic search committee will hold its kickoff meeting in January 2022.
- Dr. Ernest Yanful has been appointed as Senior Advisor, Laurier Engineering, for a two-year term effective Jan. 1, 2022. Dr. Yanful is a professor emeritus in the Department of Civil and Environmental Engineering at Western University, a department in which he also served as chair from 2002-2012. Dr. Yanful's responsibilities in his new role include leading the program approval and accreditation processes for engineering through the Ministry of Colleges and Universities and Engineers Canada, identifying and establishing industry partnerships, and supporting the recruitment of new engineering faculty.



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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. LaunchPad Brantford
4. Campus Partnerships & Community Outreach

**1. One Market**

- Received unanimous approval from Finance Committee and then full City Council for \$150,000 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)
- Continued exploration and planning of animation ideas with external consultant, e.g., Pop-Up Market & Street Food Market.
- Space planning for Wilfrid Laurier International College being facilitated by FAM.
- Student games lounge, funded by Student Life Levy, open to students mid-October.
- Low-Cost refresh of lobby and Market/Dalhousie entrance underway.
- Tenant Policy Principles developed and under review.
- Library relocation into One Market remains top priority.
- Community consultations continuing regarding perceptions of One Market, including tour of One Market with representatives from Six Nations Council Administration
- Conversations continue about E-Sports and strategy.

**2. Brantford 5000 Facilitation**

- Steering Committee: Brantford Academic Programming continues work

**BEd @ Brantford Campus Advocacy**

- Faculty of Education submitted proposal to OCT to offer BEd in Brantford. Approved.
- Proposal completed and advocacy strategy enacted for funding from Province
- Work with Six Nations Polytechnic on potential partnership continuing

**Computer Science courses in Brantford**

- In process.

**3. LaunchPad Brantford**

- Regular programming for students and community ongoing; LaunchPad Connect initiated; Community Changemakers fall program completed; Further differentiation of LaunchPad Brantford developed through social innovation and e-sports

**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



## Board of Governors Reports of the Senior Executives

WILFRID LAURIER UNIVERSITY

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- Brantford Downtown Improvement Task Force (and Laurier representation on all working groups)
- Downtown Experience Coordinator initiated one project and one event for early winter term.
- Continuing work on Urban Innovation Research Hub. Official meeting between Laurier and City planned for early January
- 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 (hosted webinar with Mike Downey and Bob Watts, November).
- Fireside Chat for Alumni, December

### 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/conversations on-going

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

- Internal and external conversations/conversations on-going
- Inventory development underway
- Presentation to VPAC regarding role and identification of opportunities
- Partnership development review underway and opportunities emerging

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### Pamela Cant

Chief Human Resources & Equity Officer

#### **Shift to Remote Work, January 2022**

On December 16, 2021 the University [announced](#) short term emergency modifications to winter term to help address the anticipated rapid spread of the Omicron variant. It was announced that instructional activities will be delivered remotely, and that all employees who are able to perform their work from home should do so from January 3 until January 31<sup>st</sup>. **Since January 3, all employees who are able to perform their work remotely have been working from home**, with only limited numbers of employees working on campus in essential services or in roles that cannot effectively be performed remotely. The University's existing health and safety protocols and the vaccination mandate remain in place for all those working in-person.



The University is continuing to monitor public health information as it becomes available, and will be providing updates to the community on return to campus plans over the coming weeks.

### **Support for Caregivers of School-age Children**

In early January the Provincial government announced that all publicly funded and private schools will move to remote learning from January 5 until at least January 17, subject to public health trends and operational considerations.

The University recognizes that this return to remote learning for school-age children creates significant challenges for parents and caregivers who are trying to balance supporting children engaging in online learning requirements while simultaneously carrying out their work responsibilities.

On January 4, a message was sent to all faculty and staff **emphasizing the University's commitment to supporting employees and being as flexible as possible** as parents balance work and family demands. The following options, individually or in combination, are available to address family care challenges during the pandemic:

#### **For staff and managers:**

- Flexibility in hours of work, to allow for intermittent time needed to support children engaging in remote learning or in need of care. This may mean giving employees the ability to stagger their hours of work to allow for a balancing work and home demands.
- Approval for paid time off in the form of available personal time and/or vacation time or other paid leave options. This may involve partial days, depending on needs.

#### **For full-time and contract teaching faculty:**

- We recognize the potential impact remote schooling may have on parent's ability to deliver course instruction and/or support student learning needs remotely.
- Faculty are encouraged to use an approach to instruction that will allow students to achieve the learning objectives of the course while meeting their own childcare needs during this difficult time, and to contact their Department Chair or Area/Program Coordinator to discuss any additional requirements around support or flexibility in other areas of research and service commitments that may be needed over the coming weeks.

Additional resources for parents and caregivers can be found on the [Working from Home](#) page on Connect. Financial support may also be available through the Canada Recovery Caregiving Benefit (CRCB) for eligible employees unable to work because they must provide supervised care.

### **Updated Testing and Isolation Guidelines in Response to Omicron**

Public Health has updated case and contact management practices to align with the [Testing Eligibility and Case & Contact Management requirements](#) announced December 30<sup>th</sup>, 2021. Public Health staff are prioritizing case and contact management for only the highest-risk settings. Post-secondary institutions are not currently on the list of "highest-risk settings". Positive COVID-19 tests, symptomatic or close contact for faculty, staff and students affiliated with post-secondary institutions will no longer be tracked by Public Health and will not be reported through the Laurier website.



### **Changes to Case Management Process for Employees**

Between Jan 3 and January 31, when the majority of employees are working remotely, HR will be prioritizing case management for employees who are working in-person or who are ill and unable to perform their duties remotely. Employees who are currently working 100% remote and have tested positive themselves, have a household member has tested positive, or are experiencing [symptoms of COVID19](#) **do not** need to report to [absences@wlu.ca](mailto:absences@wlu.ca) at this time, unless their illness is preventing them from working for longer than 5 consecutive days. Absences due to illness of less than 5 days should be reported through the manager as per the normal sick leave notification processes.

Please refer to [COVID19: Stop the Spread](#) for further information on self-isolation requirements. Additional resources can be found here: [COVID-19 Symptoms Guidance](#), [COVID-19 Exposure Guidance](#)

### **Boosters**

Vaccinations are a key tool in defending against COVID-19. We encourage faculty and staff to [book their booster vaccinations](#), which the Government of Ontario has opened up to those 18 and over as of Dec. 20. The Student Health and Wellness Centre are holding COVID-19 vaccination clinics on the Waterloo campus for Waterloo campus students, faculty, and staff on **Jan. 7, 10, 14, and 17**. Employees and students can [Register and book an appointment](#) for their first, second or third dose. Brant County Health Unit is operating regular vaccine clinics at various locations in Brantford and the County of Brant. Visit the [BCHU website](#) for more information.

At this time, proof of booster vaccinations is not required under Laurier's vaccination policy. This may change over the coming weeks, at which time proof of booster vaccinations will be required to be uploaded to the [vaccination passport on the SAFEHawk app](#).

### **Wellness Resources**

We appreciate this is a difficult time for everyone and encourage faculty and staff to explore the many health and wellness resources available to support Laurier employees and their families:

- [Homewood Health](#)
- [Mind Beacon](#)
- [Wellness Together Canada](#)
- ...and much [more on Connect](#)

### **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 21 times. Talks continue and we will be moving forward with the help of a provincially appointed conciliator. The first meeting with the conciliator took place Dec. 9, 2021, with additional dates planned in the New Year. For more information and updates please visit the [PSAC Negotiations Update page](#) on our website.

The University is 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 late January.



# 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 December 2, 2021

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

- President and Vice Chancellor
- Provost & VP: Academic
- Senior Executives (consent agenda)
- COU Academic Colleague Report (consent agenda)
- Laurier Strategy Report (consent agenda)
- Fall Enrolment Report (consent agenda)
- Fall Convocation Report (consent agenda)

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

##### **The Senate approved:**

- Revisions to Policy 2.1, Cyclical Review of Undergraduate and Graduate Academic Programs and Policy 2.2, Approval of New Undergraduate and Graduate Programs
- Change to add an additional required education course for the Education Minor and remove some of the electives
- For existing Computer Science Minor to be offered at the Brantford campus
- Changes to program requirements for BSc Honours Chemistry and Mathematics degree
- The creation of a new graduate field in Public Safety GIS and Data Analytics for the Master of Public Safety program
- Change to the admission requirements for the online Honours BA Policing program
- Minutes from the October 25, 2021 Senate meeting (consent agenda)
- Agenda item & motion for eLearning Definitions was tabled for further consultation with WLUFA

##### **The Senate received presentations/updates on:**

- Update on Winter Planning
- Due to time constraints, Milton Update and *in camera* session were delayed to the next meeting of Senate

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 January 24, 2022.

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



# 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 January 24, 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)

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

The Senate approved:

- The use of the Duolingo English Test on a permanent basis to meet the English Language Proficiency requirement for undergraduate admissions, starting Fall 2022.
- A three-year pilot project consisting of the acceptance of applicants from Kaplan International English School directly into undergraduate academic programs, starting Fall 2022.
- The creation of a new Non-Degree For-Credit Credential Admission Policy to replace the Mature Student Admission Policy from the external admission requirements.
- All major modification and substantive minor curriculum changes from the Faculties as presented, with one motion amended at the meeting (individual motions are listed on the agenda, as well as within each curriculum change document in the agenda package).
- Minutes from the December 2, 2021 Senate meeting (consent agenda)

The Senate received presentations/updates on (not for approval):

- Update on Research Funding (consent agenda)
- Due to time constraints, the following items were delayed to the next meeting of Senate:
  - Milton Update
  - 2022-2023 Budget Progress Update

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 January 24, 2022.

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

## Laurier Strategy: 2019-2024

### February 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



Laurier Strategy  
February 2022 Report Back

Sub-Theme	Accountable Leader(s)  <b>Bold connotes Executive Team Lead</b>	Goals and Objectives	Highlights (Q4 2021)	Next Steps (Q1 2022)	Priority 2022-2023	Status (2022-2023)
Enriching Partnerships	<b>Vice-President: Advancement and External Relations</b>  Vice-President: Research  Provost and Vice-President: Academic  SEO: Brantford Campus  Vice-President: Student Affairs	Build reciprocal community relationships by facilitating mutually supportive relationships with alumni, other educational institutions, government, Indigenous communities, industry, and the not-for-profit sector.	Improved internal communication to capitalize on engagement opportunities throughout the institution  New corporate conversations explored prospective mutually beneficial relationships to support the Milton campus	Establish Community of Practice for community and non-profit partnerships (Fall 2022)  First annual report on Industry Partnerships (Summer 2022)	1	<b>On track</b>
Indigeneity	<b>Provost and Vice-President: Academic</b>  Associate Vice-President: Indigenous Initiatives	Pursue enhanced and accelerated initiatives to integrate Indigenous knowledge and practices across the university.  Create an environment in which Indigenous values	<a href="#">AVP: Indigenous Initiatives</a> fully oriented and in active meetings with stakeholders to construct Indigenous strategic plan.  Planning for additional hires to support the	Revitalize an MOU with Six Nations Polytechnic for potential growth in degree offerings, the Bachelor of Education program, and research partnerships.	1	<b>Making progress; some delays</b>

Laurier Strategy  
February 2022 Report Back

	<p>Vice-President: Student Affairs</p> <p>SEO: Brantford Campus</p>	<p>are acknowledged and celebrated.</p>	<p>demands for Indigenization and Decolonization work.</p>	<p>Engage with Mississaugas of the Credit First Nation and Six Nations on the development of the Milton Campus.</p> <p>Support the interviewing process for the Inclusive Excellence hiring. Establish a process to confirm/validate the Indigenous identity of staff/faculty to combat the increasing issue of “race-shifting” across PSE.</p> <p>Continue work under the <a href="#">Laurier Legacy Project</a> to welcome an Indigenous visiting scholar to Laurier.</p> <p>Establish the Indigenous Faculty Working group that will support the hiring and retention of Indigenous Faculty as agreed to in the WLUF 2020-2023 collective agreement.</p>		
<p>International-ization</p>	<p><b>SEO, Brantford,</b></p>	<p>Laurier commits to enhancing our reciprocal global reach and</p>	<p><a href="#">Navitas</a> recruitment, operations, and</p>	<p>Complete initial consultations for the</p>	<p>1</p>	<p><b>Making Progress;</b></p>

Laurier Strategy  
February 2022 Report Back

	<p><b>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>intensifying our cultivation of global citizens with strong intellectual competence.</p> <p>Make an impact as a globally integrated institution.</p>	<p>programming for WLIC ongoing.</p> <p>Development of new MOUs establishing partnerships with international institutions.</p> <p>Internal inventory of international activities ongoing.</p> <p>Internal and external consultations for Strategic Plan development, gap analysis and market analysis for expanded academic programs ongoing.</p>	<p>development of the Strategic Plan.</p> <p>Identify new partnership opportunities and expansions.</p> <p>Develop and coordinate vetting processes for pathway partnerships</p> <p>Complete gap analysis and market analysis for expanded academic programs.</p>		<p><b>some delays</b></p>
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>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 provide a more flexible work environment for employees that contributes to work-life balance and supports the attraction and retention of diverse talent.</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 the visibly underrepresented</p>	2	<p><b>On track</b></p>

Laurier Strategy  
February 2022 Report Back

	<p>Provost and Vice-President: Academic</p> <p>Vice-President: Student Affairs</p> <p>SEO: Brantford Campus</p>		<p>Completed consultative draft of Strategic Plan for Equity, Diversity, and Inclusion after intensive university wide and alumni consultation.</p>	<p>population of our Laurier student community.</p> <p>Laurier’s <a href="#">Dimensions Pilot Program</a> application to be finalized and submitted to the tri-agency by September 1<sup>st</sup>, 2022, for assessment and potential recognition award.</p> <p>Final consultations on draft Strategic Plan for Equity, Diversity, and Inclusion to conclude before seeking Senate and Board Approval in the spring.</p>		
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>	<p>Ongoing implementation of recommendations attached to the <a href="#">Statement of Freedom of Expression</a>.</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 under the provincial free speech policy.</p>	3	<b>Making progress; some delays</b>

Laurier Strategy  
February 2022 Report Back

Future Readiness

Sub-Theme	Accountable Leader(s)  Bold connotes Executive Team Lead	Goals and Objectives	Highlights (Q4 2021)	Next Steps (Q1 2022)	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)  Four new <a href="#">Undergraduate Certificates</a> developed and delivered  Senate approval for creation of new non-degree for-credit credential admission policy  Senate approval to update the Credential Framework for non-degree for-credit credentials.  Laurier's Office of Continuing Education (CE) became a partner in <a href="#">Microsoft's Canada Skills Program</a> for learners preparing for Microsoft	Continue to support the development new credential offerings and future programming planned for the Milton campus.  Further the development of the strategic plan for the future of the Office of Continuing Education.	1	<b>On track</b>

Laurier Strategy  
February 2022 Report Back

			certifications and to serve as a testing centre for Microsoft Certification Exams.			
Engaged Research	<b>Vice-President: Research</b>	<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>Foster a vibrant and expanding number of research centres, laboratories, and institutes.</p>	<p>Launched a junior faculty mentorship program.</p> <p>Signed MOU with the Town of Milton, Haltech, and Conestoga College to work toward a joint venture innovation hub for the Milton campus.</p> <p>Relaxed restrictions on research with human participants from vulnerable populations.</p> <p>Received approval for the appointment of two new Canada Research Chairs</p>	<p>Support researchers' post-pandemic recovery.</p> <p>Launch researchers' handbook.</p> <p>Apply for Canada Foundation for Innovation's <a href="#">Innovation Fund</a> program to support the establishment of a Centre for Urban Watershed Research (February 2022).</p> <p>Sign MOA with Brantford for city research priorities</p> <p>Establish community-based research hub in Brantford</p> <p>Workshops with Town of Milton, Conestoga College, and Haltech to continue exploring a joint innovation activity</p>	1	<b>Making progress; some delays</b>

Laurier Strategy  
February 2022 Report Back

				in the MEV (MOU signed in Q4 2021)  Continue the development of an Innovation Strategic Plan		
Sustainability	<p><b>Vice-President: Finance and Administration</b></p> <p>Provost and Vice-President: Academic</p> <p>Vice-President: Research</p> <p>Vice-President: Advancement and External Relations</p>	<p>Lead the sector in environmental sustainability of our campuses and inspiring the incorporation of sustainable practices in society and the economy.</p> <p>Incorporate sustainable practice into our teaching, research, and decision-making.</p>	<p>Received twelve applications for <a href="#">Sustainable Hawk Fund</a> to be selected for project contributions (Winter 2022).</p> <p>Established internal working groups related to carbon footprint and waste reduction across campuses (Winter 2022).</p>	<p>Develop the Sustainability Action Plan 2023-2027, with a focus on integrated initiatives across all institutional stakeholders (Winter 2023).</p> <p>Submit Laurier's metrics to the <a href="#">Sustainability Tracking, Assessment &amp; Rating System</a> (STARS) for sector-wide tracking and reporting.</p>	1	<b>On track</b>
Experiential Learning	<p><b>Vice-President: Student Affairs</b></p>	<p>Augment experiential opportunities that encourage reflection, expand knowledge, develop skills, clarify values, and heighten self-awareness for all students.</p>	<p>Secured approval for expansion in co-op to address increased 2021 enrolment</p>	<p>Create winter term experiential learning opportunities supported by federal funding</p>	2	<b>On track</b>

Laurier Strategy  
February 2022 Report Back

	Provost and Vice-President: Academic	Provide valuable opportunities for students to gain work experience while earning their degree.	<p>Secured significant increase in job postings compared with previous year</p> <p>Delivered programming and secured federal funding to support 450 experiential learning opportunities through part-time employment on campus</p> <p>Co-ordinated opportunities for international students on campus through the <a href="#">International Student Work Experience Program</a></p>	<p>Initiate 2021-2022 Curricular EL Inventory</p> <p>Introduce a diversity and inclusion job fair in March in addition to P4E regional February Job Fair to increase and improve quality of employment opportunities for all students.</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>	Continue to expand the application of the Laurier Experience Record to incorporate outcome-based competency framework across all curricular and co-curricular offerings.	3	<b>On track</b>



Laurier Strategy  
February 2022 Report Back

Legend

Priority Ranking			Status for February 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

# 2021/22 State of the Faculty of Science

FEBRUARY 2022

wlu.ca

WILFRID LAURIER UNIVERSITY



## Faculty of Science

Vice Dean – responsible for undergraduate programming

### **Dr. Richelle Monaghan**

- PhD Biology, 2011
- PhD Education, 2021
- Award winning teacher, with pedagogical research interests



Associate Dean Research & Graduate studies

### **Dr. Stephanie DeWitte-Orr**

- PhD Biology, 2006
- Award winning researcher
- Investigates the innate immune response to virus infections



## Faculty of Science

### New Chairs

**Dr. Stephen Perry**, *Kinesiology & Physical Education*  
2020 – 2023



**Dr. Mark Reesor**, *Mathematics*  
2021 - 2024



**Dr. Roger Buehler**, *Psychology*  
2021 -2024



## Faculty of Science

### Renewed Chairs

**Dr. Matt Smith, *Biology***

Renewed for 2021-2024



**Dr. Steve MacNeil, *Chemistry & Biochemistry***

Renewed for 2021-2024



**Dr. Mary-Lou Byrne, *Geography & Environmental Studies***

Renewed for 2022-2025 (***Joined Science in 2021***)



**Dr. Robb Travers, *Health Sciences***

Renewed for 2022 -2025



**Dr. Chinh Hoang, *Physics & Computer Science***

Renewed for 2022-2025



## Faculty of Science

### Research Chairs

- NSERC Chair for Women in Science & Engineering  
**Prof. Shohini Ghose**, *Physics – August 31, 2020*
- Distinguished Research Chair in Aquatic Sciences  
**Prof. Dirk Wallschläger**, *Chemistry & Biochemistry – July 1, 2021*
- Jarislowsky Chair in Sustainable Water Futures  
**Dr. Heidi Swanson**, *Biology – July 1, 2022*



## Faculty of Science

### Research Chairs

- Tier 2 NSERC CRC in Remote Sensing of Environmental Change  
**Dr. Homa Kheyrollah Pour**, *Geography & Environmental Studies*  
*July 2019*
- Tier 2 NSERC CRC in Wildlife Biology  
**Dr. Frances Stewart**, *Biology - October 2021*
- Tier 1 NSERC CRC in Forests and Global Change  
**Dr. Jennifer Baltzer**, *Biology - November 2021*



## Faculty of Science

### Research Chairs

- Tier 2 CIHR CRC in Community-Driven Knowledge Mobilization and Pathways to Wellness  
**Dr. Melody Morton Ninomiya** – *Department of Health Sciences*



### Inclusive Excellence Scholars

- Black Scholar Cohort – *Geography & Environment Studies (GES)*
- Indigenous Scholar Cohort – *Kinesiology & Physical Education*  
– *GES + Chemistry & Biochemistry*



## Faculty of Science

### Research Chairs - Research

Research focus of each of these chairs:

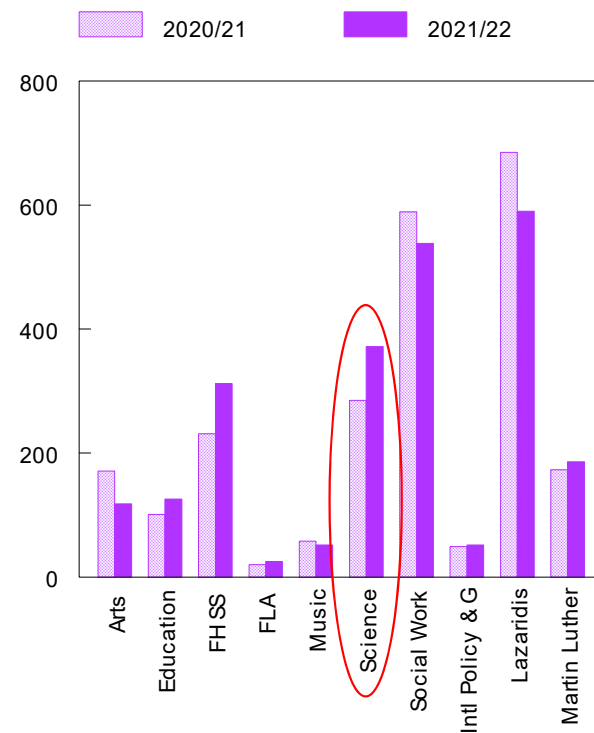
- Impact of climate change in “cold regions” (particularly the NWT)
- Aquatic and/or terrestrial systems  
(from trace elements in water to caribou on the tundra)
- Indigenous issues (particularly related to water and food security)

Connections to Research Centres: Cold Regions, Sustainable Food Systems,  
& Water Science

# Faculty of Science

## Graduate Registrations

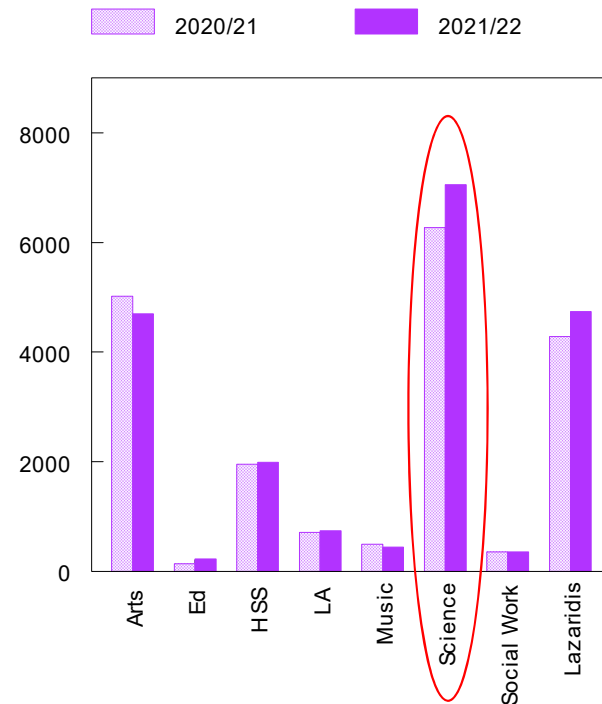
- Offer 16 master's & PhD programs
- MA (2), MAC, MCS, MES, MSc (6)  
PhD (5)  
(MCS, on-line only)
- 2021/22 Registrations: 372
- 30% increase over 2020/21



# Faculty of Science

## Undergraduate Registrations

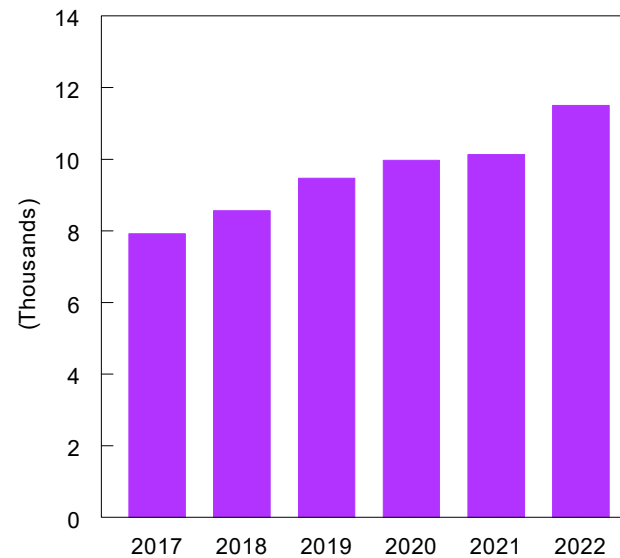
- Offer 28 Majors (BA, BKin, BSc)
- 2021/22 Registrations: 7,049
- 12% increase over 2020/21



## Faculty of Science

### Undergraduate Applications to FoS Programs - 2022

- 45% increase since 2017
- Largest growth in :
  - BA & BSc Psychology
  - BSc Computer Science
  - BSc Health Sciences
  - BKin
- 44% of Waterloo Campus
- 38% of University



## Faculty of Science

### **New Undergraduate Programming**

#### **BSc Honours Science & LLB (Sussex)**

- Double major over 6 years (3 – 2 – 1)
- First cohort, 2021
- Applications this year up 20%

#### **BSc Psychology (Brantford)**

- First cohort, 2022

#### **BA Computer Science (Brantford)**

- Minor - First cohort, 2022
- Major – First cohort, 2023

#### **BSc Health Sciences (Brantford)**

## Faculty of Science

### Milton Undergraduate Programs

BSc Computer Science

BSc Data Science

Honours Science

BES Climate Change Management

BSc Climate Change Science

BSc One Health

BSc Applied Psychology

BEng in Software Engineering

BEng Environmental/Sustainable Engineering



**Dr. Andrew Spring**  
*Geography &  
Environmental Studies*

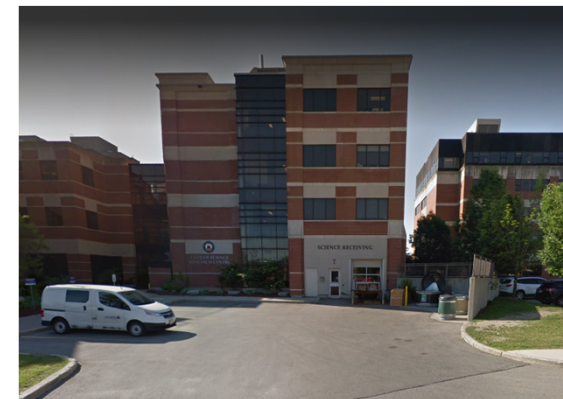


**Dr. Ernest Yanful**  
*Senior Advisor of Engineering*

# Faculty of Science

## Challenges

- Staffing is lean (but not mean : )  
Started to address by enhancing e.g., ScienceAdvising, Research Accounts
- Space is indeed the final frontier - Landlocked on the Waterloo campus  
Space review & re-assignment, old Greek Cypriot Community Hall? MILTON



## Faculty of Science

**Ruth MacNeil**  
**Senior Administrative Officer**  
BA, 1985  
MA Theology, 2021  
(Laurier – 1991; FoS – 2016)



**Caley Horsman**  
**Administrative Manager**  
BSc, 2005  
MBA, 2017  
(Laurier – 2017; FoS – 2021)







Executive Committee (Exec)

**Summary of Executive Committee  
Meeting December 16, 2021**

*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 received/discussed:**

- President's Report
- Committee Chair Roles

**The Committee approved:**

- Minutes for Executive Committee meeting on October 5, 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**

**Governance (Gov) Committee**

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

**November 30, 2021**

*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 January 25, 2022 Committee meeting.*

The following business was conducted:

**The Committee received and discussed:**

- Preparing Board Members for Success: Development of On-Boarding Tools, Mentorships and Training

**The Committee Approved:**

- Minutes of the October 5, 2021 Governance Committee Meeting

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

**January 25, 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 approved on behalf of the Board:**

- Committee Assignments for New Members Shelley Boettger and Avvey Peters (via an earlier e-vote)

**The Committee recommended:**

- Proposed Dates for 2022-2023 Board and Committee Meetings
- Policy 14.3, Administrative Staff Elections, as revised

**The Committee received and discussed:**

- Elements of an Effective and Strategic Board

**The Committee Approved:**

- Minutes of the November 30, 2021 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**

**Audit, Risk & Compliance (ARC) Committee**

**Summary of ARC Committee Meeting**  
**January 20, 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 24, 2022 Committee meeting.*

The following business was conducted:

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

- Policy 12.4 Gendered & Sexual Violence Policy & Procedure, as revised
- Policy 7.11, Emergency Management, as revised
- Policy 7.12 Open Flames on Campus, as revised, and delegated to the President for approval going forward
- Policy 9.5 External Information Technology and Cloud Services

**The Committee received:**

- Confirmation of Statutory Remittances May – October 2021

**The Committee approved:**

- Minutes, Audit, Risk and Compliance Committee, October 21, 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

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

**Summary of Finance, Investments & Property Committee Meeting**  
**January 20, 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 24, 2022 Committee meeting.*

**The following business was conducted:**

The Committee received/discussed:

- 2021-2022 6 Month Fiscal Update
- Enrolment Update
- 2022-2023 Budget Process Update
- Research Funding Update
- Milton Update
- Ancillary Performance Update

The Committee reviewed and recommended to the Board:

- 2022-2023 Tuition Fee Report

The Committee approved:

- Minutes of the October 21, 2021, 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

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

**Summary of Joint Finance, Investments & Property / Pension Committee Meeting**  
**January 20, 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 24, 2022 Committee meeting.*

**The following business was conducted:**

The Committee received/discussed:

- IOC Update
- Q3 Investment Performance Summary - Proteus

The Committee approved:

- Minutes of the September 30, 2021 Investment Oversight Sub-Committee Meeting
- Minutes of the October 21, 2021 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.



## BRIEFING NOTE

**Meeting:** Finance, Investments & Property  
**Date :** February 10, 2022  
**Agenda Item #:** BoG A.6.b.1.

**Agenda Item:** 2021-22 Budget to Actual - 6 Month Update

**Action Required:**  Approval  Discussion  Information

**Motion:** N/A

**Rationale for Board Oversight/Input:** The Board of Governors is responsible for approving the University's annual Budget and provides oversight of the conduct of the University's business and affairs including financial performance.

**Compliance** WLU Act

**Summary (of critical points):** This report provides the 6-month results for the operating and ancillary budget including both the budget and the actual results for the period.

Q2 results indicate that the internal statement is tracking to do better than budget and post a surplus by year end. Operating activities are tracking better than budget due to student enrolment. Ancillary activities are tracking considerably better than budget given higher than expected occupancy rates in student residences but will be affected by any potential further pandemic measures in the winter semester.

**Purpose and Key Considerations:** To provide a regular operating budget report to the Board

**Financial Implications:** N/A

**Proposed by:** Lloyd Noronha, Vice-President: Finance & Administration  
Zeynep Danis, Assistant Vice-President, Financial Resources  
Dan Dawson, AVP, Student & Ancillary Services

**Prepared by:** Christine Dale, Director, Financial Services  
Vishala Ramlall, Sr. Financial Analyst

**Consultation:** N/A

**Alignment:** This update report is part of the annual budget process.

**Risk Assessment:** Financial risk is high. The regular update of the budget projections assists in managing and monitoring the overall financial health of the University.

**Attachments:** Internal Management Report October 31, 2021

# **Wilfrid Laurier University**

## **2021/22 Q2 Internal Management Report**

### **For the period ending October 31, 2021**

The following management financial information reports for the quarter ended October 31, 2021, are enclosed.

- 1) Quarterly Reporting Overview
- 2) Operating Fund
  - a) Table 1: Operating Fund Statement as of October 31 2021
  - b) Table 2: Student segmentation (headcount, enrolment [FTE], tuition [\$])
- 3) Ancillary Fund
  - a) Table 3: Ancillary Fund Statement as of October 31 2021
  - b) Table 4: Ancillary fund budget to actual by organization
- 4) Consolidated Internal Statement (Operating + Ancillary Funds)
  - a) Table 5: Internal Statement as of October 31, 2021 (in \$000's)

## 1. Quarterly Reporting Overview

Each quarter, improvements related to the Management report continue to be implemented. During the second quarter of 2021/22 the following improvements have been made to the Operating and Ancillary funds:

Implemented during Q1:

- Revenue
  - o Application of the matching principal of revenues to associated expenses to shift to an accrual accounting approach related to tuition revenue and student fees to address the timing of the student invoice.
  - o Previously, reported on a cash basis and dependent on the student invoicing date (ranges from late July to early August) the tuition revenue could include both Sprummer and Fall amounts.
  - o Tuition revenue report in Q2 reflects only the first six months.
  - o The shift to an accrual allocation approach related to the term of study and the timing of the quarterly reporting date will be applied through-out the fiscal year.
- Expenses
  - o Shift to accrual accounting related to specific accounts
- Budget by Quarter
  - o Amounts were estimated based on the last six fiscal years of actuals to predict and reflect the timing of student activities and administrative operations.
  - o Plus, adjustments related to accrual accounting implemented within the quarterly close process.

New for Q2:

- Forecast
  - o Inclusion of a forecast for the remaining six months of fiscal 2021/22
  - o Forecast have been estimated based on a combination of factors such as current operations, Winter term planning and historical trends.
- Consolidation of internal statement
  - o Additional schedule combining the operating and ancillary results as of Q2 2021/22

The Ancillary fund has started to shift towards the accrual basis of reporting. The full transition to accrual basis will be complete for Q1 2022/23.

Over the next six month and into 2022/23, the following improvements will be implemented for both the Operating and Ancillary funds:

- Ancillary revenue reporting will complete the shift to an accrual-based approach
- Inclusion of accrual-based accounting into the quarterly close process for items that are material in nature.



## 2. Operating Fund

On June 3, 2021, the Board of Governors approved the 2021/22 budget, incorporating pandemic implications, with a projected operating fund deficit of \$2.9M. The 2021/22 year-to-date 6-month actual results will be compared to this final approved budget and prior year actual results.

### Results for 6-month period:

The budget allocated to the second quarter of 21/22 projects a deficit of \$8.7M. This is due to four of the six months occurring during the Sprummer (Spring, Summer, and Intersession) term (i.e., May through August) when enrolment levels are lower versus the second half of fiscal 2021/22 when Fall and Winter term are in process. The Q2 actual surplus is \$2.7M [PY – \$2.1M] and therefore is favourable against the budget projection by \$11.4M [PY - \$10.1M]. Revenue results are better than expected in all categories and expenses areas are trending below our expectations due to the delay in resuming pre-pandemic levels of operations. Refer to **Table 1 – Operating Fund Budget to Actual by Expense Type** for further details.

This fall WLU welcomed our largest ever incoming class of undergraduate students. WLU exceeded our target for both domestic and international students. The growth was attributable principally to enrolment in the Bachelor of Business Administration program and a subset of programs in the Faculty of Science. Increased enrolment for Year 1 students has impacted the 2021/22 budget in the following areas: increased tuition revenue, \$7.4M, costs of teaching (\$1.8M), and additional scholarship costs (\$1.2M) for a net positive impact of \$4.4M. The impact is a combination of base and one-time-only funding/costs.

### Revenue

Tuition revenue is ahead of budget in first half year at \$4.1M . There is a positive enrolment impact versus budget expectations due to Fall 2021 having the largest Yr. 1 incoming domestic undergraduate student class. Enrolments of graduate programs is 6% below budget for Fall 2021, which was offset by the strong Sprummer 2021 enrolments.

Tuition is \$1.5M (2.2%) greater than the prior year due to a 1.7% increase of domestic students. International undergraduate enrolment weakened in both Sprummer and Fall 2021 however, the increase of tuition rate compensated for the decline. Cost-recovery programs have played a critical role in a 6% tuition growth at the graduate level.

	'21/22 Q2 Actuals vs. '21/22 Q2 Budget		'21/22 Q2 Actuals vs. '20/21 Q2 Actuals	
<b>Tuition</b>				
Enrolments (FTE)	Domestic: 106% International: 104%	UG: 108% Grad: 94%	Domestic: 102% International: 99%	UG: 102% Grad: 100%
	(% represents the actual/prior year as a proportion of budgeted FTE)			
Tuition Rate Increases	As expected and consistent with budget.		Domestic – 0% International – 5% increase over PY	
Actuals (\$)	\$4.1M over budget		\$1.5M more than prior year results	
Summary	Enrolment (fall) is better than expect due to a larger than expected Yr. 1 incoming undergraduate class.  Sprummer enrolment from all types of students contributed to a positive variance to the Q1 & Q2 budget except for international graduate students.		Enrolment (academic '21/22) is better than expect over the prior year due to the Yr. 1 incoming undergraduate class.  The financial impact is a result of domestic enrolment volumes as tuition rates remain constant and a combination of volume and tuition rate for international students.	
<b>Government Grant</b>	As expected and consistent with current year budget.		As expected and consistent with prior year results.	
<b>Other Income &amp; Fees</b>	Student fees are higher than budget due to the larger incoming class otherwise other income & fees are as expect and consistent with current year budget.		Q2 results reflect increases in student and co-op fees and indirect research funding offset by declines in bank interest and miscellaneous revenue.	

**Table 2** shows the headcounts, FTEs, and financial impact of the Q2 period verses and over the prior year. **Table 2** also helps to inform other related campus activities (revenue and expense) that are driven by enrolment.

### Salary and benefits

Salary and benefits are slightly less than budget for the second quarter (Faculty 1.8%, Staff 2.6%) and less than a 1% increase over the prior year actuals. Underspending is occurring for both full-time faculty and staff due to unfilled positions, adjustments in academic delivery supports due to the hybrid academic delivery model (shifting between instructional assistance, proctoring, contract teaching faculty (CTF) and WLUFAs overload contracts), and the delay related public health restrictions in Waterloo Region during May & June 2021 as part of Ontario's Roadmap to Reopen. Entering into Q2 and Fall term has seen offsetting increases in part-time, temporary and overtime costs for Faculty teaching in the hybrid environment and staff to accommodate for public health restrictions.

Salaries and benefit expense spending is the heaviest over Fall and Winter term. Faculty costs will remain steady and are expected to come in under budget, as new Faculty hiring (i.e., Inclusive Excellence program) will finalize the first positions over spring and summer 2022. Fall term resourcing has drawn on additional part-time, temporary and overtime costs and academic support such as proctoring, CTF and WLUFAs overload contracts. Winter term resourcing is forecasted to be similar. Staff costs are expected to also rise as more activities are available on campus and staff transition to flexible work arrangements.

### **Departmental expenses**

Department expenses were overspent by \$0.9M or 3.3%. Due to the pandemic, there was the expectation that spending activity would be lower during the first and second quarters. The second quarterly budget reflects this expectation. The results compared to budget shows enrolment related increases for scholarships and bursaries due to the Yr. 1 incoming undergraduate class (\$0.9M), and supplies and general where KeyPath partnership recruitment payments for online programs (\$0.3M), and custodial (\$0.2M) were the main factors. Offset by continuing equipment and software purchases (\$0.5M), facility rentals (\$0.3M), and travel costs (\$0.1M) as related to the ongoing pandemic restrictions. M

Forecasting to year-end, enrolment related increases for scholarship and bursaries will continue with Winter term commitments/payments while other department expenses remain close to budget expectations.

### **Central expenses**

Central expenses were underspent by \$4.6M. Underspending occurred in all areas except for debt services. Lower spending occurred for utilities over the Sprummer term due to the hybrid/remote delivery model. In addition, draws on capital, equipment renewal and contingency were also lower than expected.

Increases in spending during the second half of the fiscal year related to capital and deferred maintenance improvements and utilities will occur bring the central expenses in line with annual expectations. The annual contribution to reserves will most likely contribute to the operating reserves as planned at year-end. The contingency budget will be fully expended to fund a number of projects underway.

## **3. Ancillary Fund**

The 2021/22 approved Ancillary Services budget projected a deficit of \$11M. With fall term almost complete a more optimistic outlook for in-person activities in Winter 2022 than originally anticipated, Ancillary Services is optimistic that the project deficit will be less.

### **Highlights**

Overall results for the second quarter showed a favourable surplus of \$0.9 million compared to a prior year Q2 deficit of \$8.5M. Refer to **Table 3** for details about the ancillary fund budget to actual by expense type.

This favourability is significantly influenced by the strong first-year enrolment intake and higher capacity approved in residences from Public Health. The occupancy of the Waterloo Residence system at 90% has exceeded expectations which translates to \$11.9M in revenue.

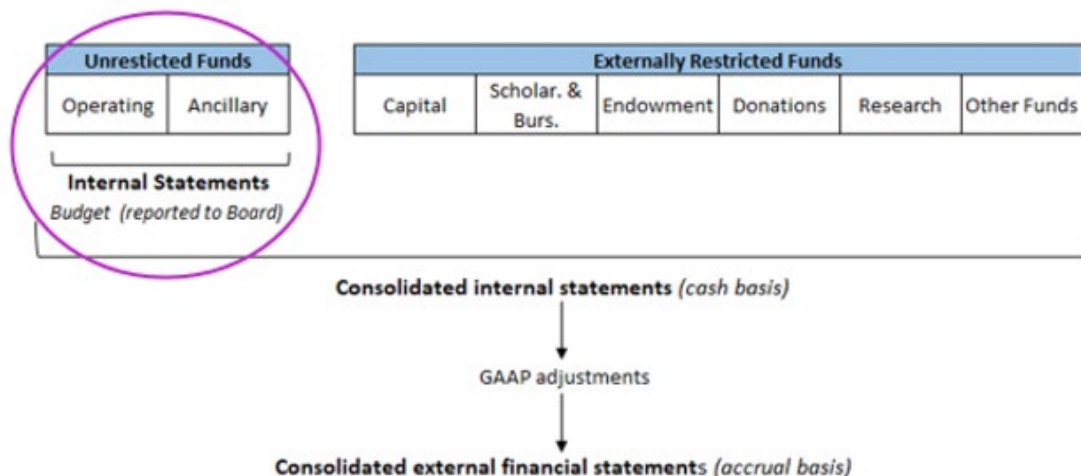
Cost of Goods Sold is favourable with a focus on inventory management, primarily in the two campus stores, in the second quarter. Salaries and Benefits continue to be favourable with the postponement of filling vacant full-time positions. Lease Commitments are higher than budget as Laurier leased additional beds to bring the total of residence beds to pre-pandemic levels to fulfill its first-year residence guarantee. Departmental Expenses are proactively managed within the adjusted operational levels as demonstrated by the favourability in this expense category.

There is optimism with the return of in-person activities for Winter Term 2022 that each ancillary organization will perform strongly over the final quarter.

Each ancillary organization second quarter result is reflected in **Table 4**.

## 4. Internal statement

The internal statement consists of the operating fund and the ancillary fund without the externally restricted funds or GAAP adjustments being included.



**Table 5** provides a summary of the internal statements (operating + ancillary fund) as of October 31, 2021.

Consolidation of the operating statement forecasted surplus of \$6.1M, and the ancillary forecasted surplus of \$1.0M, projects a \$7.1M surplus overall for April 30, 2022 (this is before externally restricted funds and GAAP adjustments).

The main contributor to the positive variance is due to the \$8.8M increase over budget in tuition revenue from student enrolment and public health allowing for higher capacity within student residences (\$14.7M). The student enrolment is a result of strong year 1 enrolments and Sprummer registrations. Department expenses have increased as a result of the increased student enrolment for teaching (\$1.8M), entrance and merit scholarships (\$3.3M), and residence bed rentals (\$2.4M). Central expenses are underspent due to the lower utilities' costs from the first six months, contributing \$1.5M to savings over budget.

## Appendixes

Table 1 - Operating Fund Statement  
As of October 31, 2021 (in \$000's)

	2021 / 22 - Q2 YTD				2021 / 22 - Full Year				2020 / 21	
	Budget (6 Months)	Actual (6 Months)	Actuals Variance to Budget (\$)	Actuals Variance to Budget	Approved Budget (12 months)	Forecast (12 months)	Forecast Variance to Budget (\$)	Forecast Variance to Budget (%)	Actual (6 Months)	Actual (12 Months)
<b>Revenue</b>										
Tuition Fees (note 1)	66,443	70,561	4,118	6.2%	176,123	184,895	8,772	5.0%	69,021	178,387
Enrolment based Government Grants	50,624	50,689	65	.1%	101,248	101,229	(19)	-	50,246	100,394
Other Income & Fees (note 1)	16,931	17,041	110	.7%	32,283	32,527	244	.8%	15,692	29,920
<b>Revenue Total:</b>	<b>133,998</b>	<b>138,291</b>	<b>4,293</b>	<b>3.2%</b>	<b>309,654</b>	<b>318,651</b>	<b>8,997</b>	<b>2.9%</b>	<b>134,959</b>	<b>308,701</b>
<b>Salary &amp; Benefit Expenses</b>										
Full/Part Time Faculty Costs	46,547	45,689	858	1.8%	108,027	106,896	1,131	1.0%	45,645	105,933
Full/Part Time Staff Costs	35,648	34,706	942	2.6%	78,524	79,430	(906)	(1.2)%	35,016	77,131
Statutory & Fringe Benefits	8,981	7,369	1,612	17.9%	19,957	18,203	1,755	8.8%	6,985	19,587
Current Service Cost	8,752	8,184	567	6.5%	18,538	19,295	(757)	(4.1)%	8,034	17,480
Pension Plan Deficiency	381	358	23	6.0%	762	762	(0)	-	369	736
Retirees, Parental, Tuition Exemptions	2,126	2,810	(684)	(32.2)%	5,157	5,681	(524)	(10.2)%	2,451	5,946
<b>Salary &amp; Benefit Expenses Total:</b>	<b>102,435</b>	<b>99,117</b>	<b>3,318</b>	<b>3.2%</b>	<b>230,966</b>	<b>230,267</b>	<b>699</b>	<b>.3%</b>	<b>98,500</b>	<b>226,813</b>
<b>Departmental Expenses</b>										
Equipment/Software	3,193	2,716	477	14.9%	6,385	5,858	527	8.3%	3,830	5,649
Library Acquisitions	2,188	2,170	18	.8%	4,207	4,340	(133)	(3.2)%	2,305	4,432
Scholarships & Bursaries	8,770	9,661	(891)	(10.2)%	19,822	23,138	(3,316)	(16.7)%	8,258	18,665
Travel Expenses	305	185	120	39.2%	1,016	835	181	17.8%	204	440
Facility Rentals/Occupancy Costs	809	512	298	36.8%	1,517	1,309	208	13.7%	672	1,260
Supplies & General Expense	11,271	12,168	(897)	(8.0)%	24,950	24,794	156	.6%	9,625	22,537
<b>Departmental Expenses Total:</b>	<b>26,536</b>	<b>27,411</b>	<b>(876)</b>	<b>(3.3)%</b>	<b>57,897</b>	<b>60,274</b>	<b>(2,377)</b>	<b>(4.1)%</b>	<b>24,894</b>	<b>52,983</b>
<b>Central Expenses</b>										
Debt Service	2,950	2,907	43	1.5%	5,733	5,909	(176)	(3.1)%	2,407	5,907
Capital and Deferred Maintenance	2,809	1,388	1,421	50.6%	4,315	3,948	367	8.5%	1,953	3,000
Equipment/Operating Renewal	2,185	1,218	967	44.3%	3,916	3,715	201	5.1%	1,457	3,232
Utilities, Insurance & Taxes	4,258	2,866	1,392	32.7%	6,699	5,431	1,268	18.9%	3,633	5,716
Contingency	1,000	688	312	31.2%	2,000	2,000	-	-	-	1,445
Annual Operating Cont. to Reserves	500	-	500	100.0%	1,000	1,000	-	-	-	-
<b>Central Expenses Total:</b>	<b>13,702</b>	<b>9,067</b>	<b>4,635</b>	<b>33.8%</b>	<b>23,663</b>	<b>22,003</b>	<b>1,660</b>	<b>7.0%</b>	<b>9,450</b>	<b>19,300</b>
<b>Expenses Total</b>	<b>142,672</b>	<b>135,595</b>	<b>7,077</b>	<b>5.0%</b>	<b>312,525</b>	<b>312,543</b>	<b>(17)</b>	<b>3.2%</b>	<b>132,844</b>	<b>299,096</b>
<b>(Deficit) / Surplus before Appropriations &amp; Balancing</b>	<b>(8,674)</b>	<b>2,697</b>	<b>11,371</b>		<b>(2,871)</b>	<b>6,108</b>	<b>8,980</b>		<b>2,115</b>	<b>9,605</b>

Note 1: Prior year adjusted to provide consistency with Q2 2021/22 reporting format.

**Table 2**  
**Student segmentation (headcount, enrolment [Full-time equivalent], tuition [\$])**  
**[does not include Martin Luther University College]**

Sprummer 2021 & Fall 2021	*Fall Headcount (FT & PT) as of Nov 1, 2021					Enrolment (UG Sprummer & Fall FTE, GR Fall FTE)					Q2 YTD Tuition (in \$000's)				
	2020-21	2021-22	2021-22	2021-22 /2020-21	2021-22	2020-21	2021-22	2021-22	2021-22 /2020-21	2021-22	2020-21	2021-22	2021-22	2021-22 /2020-21	2021-22
	Actual	Approved Budget	Actual	Actual / Actual	Actual / Approved	Actual	Approved Budget	Actual	Actual / Actual	Actual / Approved	Actual	Approved Budget	Actual	Actual / Actual	Actual / Approved
<b>Undergraduate</b>															
Domestic	17,941	17,402	18,833	105%	108%	9,887	9,375	10,097	102%	108%	\$43,049	\$39,897	\$43,612	101%	109%
International	1,275	1,190	1,254	98%	105%	811	748	788	97%	105%	\$14,581	\$14,518	\$14,834	102%	102%
Full Time	15,550	15,319	16,173	104%	106%	8,609	8,312	8,774	102%	106%					
Part Time	3,666	3,273	3,914	107%	120%	2,088	1,811	2,111	101%	117%					
<b>Graduate</b>															
Domestic	2,055	2,144	2,026	99%	94%	1,247	1,324	1,231	99%	93%	\$9,578	\$10,215	\$10,357	108%	101%
International	134	149	150	112%	101%	131	148	147	112%	99%	\$1,812	\$1,812	\$1,758	97%	97%
Full Time	1,030	1,120	1,035	100%	92%	1,030	1,120	1,035	100%	92%					
Part Time	1,159	1,173	1,141	98%	97%	348	352	342	98%	97%					
<b>Undergraduate</b>	19,216	18,592	20,087	105%	108%	10,698	10,123	10,885	102%	108%	\$57,630	\$54,416	\$58,446	101%	107%
<b>Graduate</b>	2,189	2,293	2,176	99%	95%	1,378	1,472	1,377	100%	94%	\$11,390	\$12,027	\$12,115	106%	101%
<b>Total</b>	<b>21,405</b>	<b>20,885</b>	<b>22,263</b>	<b>104%</b>	<b>107%</b>	<b>12,075</b>	<b>11,595</b>	<b>12,263</b>	<b>102%</b>	<b>106%</b>	<b>\$69,021</b>	<b>\$66,443</b>	<b>\$70,561</b>	<b>102%</b>	<b>106%</b>
<b>Domestic</b>	19,996	19,546	20,859	104%	107%	11,134	10,700	11,328	102%	106%	\$52,628	\$50,113	\$53,969	103%	108%
<b>International</b>	1,409	1,339	1,404	100%	105%	942	895	935	99%	104%	\$16,393	\$16,330	\$16,592	101%	102%
<b>Total</b>	<b>21,405</b>	<b>20,885</b>	<b>22,263</b>	<b>104%</b>	<b>107%</b>	<b>12,075</b>	<b>11,595</b>	<b>12,263</b>	<b>102%</b>	<b>106%</b>	<b>\$69,021</b>	<b>\$66,443</b>	<b>\$70,561</b>	<b>102%</b>	<b>106%</b>
<b>Full Time</b>	16,580	16,439	17,208	104%	105%	9,639	9,432	9,809	102%	104%					
<b>Part Time</b>	4,825	4,446	5,055	105%	114%	2,436	2,163	2,453	101%	113%					
<b>Total</b>	<b>21,405</b>	<b>20,885</b>	<b>22,263</b>	<b>104%</b>	<b>107%</b>	<b>12,075</b>	<b>11,595</b>	<b>12,263</b>	<b>102%</b>	<b>106%</b>					

\* # of registered students in Fall Term

**Table 3 - Ancillary Fund Statement  
As of October 31, 2021 (in \$000's)**

	2021 / 22 - Q2 YTD				2021 / 22 - Full Year				2020 / 21	
	Budget (6 Months)	Actual (6 Months)	Actuals Variance to Budget (\$) fav / (unfav)	Actuals Variance to Budget (%)	Approved Budget (12 months)	Forecast (12 months)	Forecast Variance to Budget (\$) fav/(unfav)	Forecast Variance to Budget (%)	Actual (6 Months)	Actual (12 Months)
<b>Revenue</b>										
Residence Fees	6,281	13,015	6,734	107.2%	12,563	27,229	14,666	116.7%	4,406	7,380
Other Income & Fees (note 1)	10,220	11,397	1,177	11.5%	18,770	19,502	732	3.9%	8,916	17,779
<b>Revenue Total:</b>	<b>16,501</b>	<b>24,412</b>	<b>7,911</b>	<b>47.9%</b>	<b>31,333</b>	<b>46,731</b>	<b>15,398</b>	<b>49.1%</b>	<b>13,322</b>	<b>25,159</b>
<b>Salary &amp; Benefit Expenses</b>										
Full/Part Time Staff Costs	3,037	2,923	114	3.8%	5,059	7,099	(338)	(6.7)%	3,055	4,179
Statutory & Fringe Benefits	-	-	-	-	1,672	-	-	-	-	1,960
Current Service Cost	-	-	-	-	-	-	-	-	-	(1)
Pension Plan Deficiency	-	-	-	-	31	-	-	-	-	23
<b>Salary &amp; Benefit Expenses Total:</b>	<b>3,037</b>	<b>2,923</b>	<b>114</b>	<b>3.8%</b>	<b>6,761</b>	<b>7,099</b>	<b>(338)</b>	<b>(5.0)%</b>	<b>3,055</b>	<b>6,162</b>
<b>Departmental Expenses</b>										
Equipment/Software	324	265	59	18.1%	647	618	29	4.5%	219	614
Travel Expenses	31	6	25	79.9%	63	103	(40)	(63.7)%	45	49
Facility Rentals/Occupancy Costs	4,150	6,181	(2,031)	(48.9)%	6,734	9,105	(2,371)	(35.2)%	6,300	9,415
Supplies & General Expense	9,210	8,498	712	7.7%	16,860	16,810	50	.3%	7,306	13,767
<b>Departmental Expenses Total:</b>	<b>13,715</b>	<b>14,950</b>	<b>(1,235)</b>	<b>(9.0)%</b>	<b>24,305</b>	<b>26,636</b>	<b>(2,331)</b>	<b>(9.6)%</b>	<b>13,869</b>	<b>23,845</b>
<b>Central Expenses</b>										
Debt Service	4,541	4,504	37	.8%	8,376	8,894	(518)	(6.2)%	4,186	8,794
Utilities, Insurance & Taxes	1,341	1,133	208	15.5%	2,682	2,822	(140)	(5.2)%	712	2,698
<b>Central Expenses Total:</b>	<b>5,882</b>	<b>5,637</b>	<b>245</b>	<b>4.2%</b>	<b>11,058</b>	<b>11,716</b>	<b>(658)</b>	<b>(5.9)%</b>	<b>4,898</b>	<b>11,492</b>
<b>Expenses Total</b>	<b>22,634</b>	<b>23,511</b>	<b>(876)</b>	<b>(3.9)%</b>	<b>42,124</b>	<b>45,451</b>	<b>(3,327)</b>	<b>(7.9)%</b>	<b>21,822</b>	<b>41,499</b>
<b>(Deficit) / Surplus Subtotal</b>	<b>(6,133)</b>	<b>901</b>	<b>7,035</b>	<b>(114.7)%</b>	<b>(10,791)</b>	<b>1,280</b>	<b>12,071</b>	<b>(111.9)%</b>	<b>(8,500)</b>	<b>(16,340)</b>
<b>Contribution to Operating Fund</b>	<b>150</b>				<b>300</b>	<b>300</b>				
<b>(Deficit)/Surplus Total</b>	<b>(6,283)</b>	<b>901</b>	<b>7,035</b>	<b>(112.0)%</b>	<b>(11,091)</b>	<b>980</b>	<b>12,071</b>	<b>(108.8)%</b>	<b>(8,500)</b>	<b>(16,340)</b>

**Table 4 - Ancillary Fund Statement by Ancillary Organization**  
**As of October 31, 2021 (in \$000's)**

	2021 / 22 - Q2 YTD				2021 / 22 - Full Year				2020 / 21	
	Budget (6 months)	Actual (6 months)	Actual Variance to Budget % (6 months)	Actual Variance to Budget (\$) fav/(unfav)	Budget (12 Months)	Forecast (12 months)	Forecast Variance to Budget (\$) fav/(unfav)	Forecast Variance to Budget (%)	Actual (6 Months)	Actual (12 Months)
<b>Bookstore Operations</b>										
Revenue	6,198	6,317	2%	119	10,302	10,302	-	0%	5,080	8,881
Cost of Goods Sold	5,333	5,076	5%	257	8,191	7,953	238	3%	4,818	7,735
Salaries and Benefits	786	772	2%	14	1,704	1,799	(95)	-6%	766	1,586
Loan Commitments	40	18	55%	22	80	67	13	16%	33	23
Other Expenses	288	275	5%	13	572	652	(80)	-14%	290	443
<b>Bookstore Operations (Deficit) / Surplus:</b>	<b>(249)</b>	<b>176</b>	<b>171%</b>	<b>425</b>	<b>(245)</b>	<b>(169)</b>	<b>76</b>	<b>31%</b>	<b>(827)</b>	<b>(906)</b>
<b>Conference Services</b>										
Revenue	20	24	20%	4	50	25	(25)	-50%	3	121
Salaries and Benefits	112	121	-8%	(9)	241	265	(24)	-10%	138	275
Other Expenses	74	73	1%	1	98	98	-	0%	22	43
<b>Conference Services (Deficit) / Surplus:</b>	<b>(166)</b>	<b>(170)</b>	<b>-2%</b>	<b>(4)</b>	<b>(289)</b>	<b>(338)</b>	<b>(49)</b>	<b>-17%</b>	<b>(157)</b>	<b>(197)</b>
<b>Food Services</b>										
Revenue	113	476	321%	363	492	492	-	0%	74	633
Salaries and Benefits	42	14	67%	28	85	113	(28)	-33%	269	89
Loan Commitments	55	55	0%	-	154	75	79	51%	15	50
Other Expenses	184	151	18%	33	469	551	(82)	-17%	217	445
<b>Food Services (Deficit) / Surplus:</b>	<b>(168)</b>	<b>256</b>	<b>252%</b>	<b>424</b>	<b>(216)</b>	<b>(247)</b>	<b>(31)</b>	<b>-14%</b>	<b>(427)</b>	<b>49</b>
<b>Off Campus Housing - Ezra Bricker Apartments</b>										
Revenue	2,622	2,557	-2%	(65)	5,245	5,754	509	10%	2,841	5,299
Salaries and Benefits	95	111	-17%	(16)	190	233	(43)	-23%	75	150
Loan Commitments	1,691	1,690	0%	1	3,382	3,382	-	0%	1,691	3,382
Management Fee Expenses	115	98	15%	17	229	225	4	2%	116	230
Other Expenses	842	818	3%	24	1,684	1,722	(38)	-2%	752	1,596
<b>Off Campus Housing - Ezra Bricker Apartments (Deficit) / Surplus:</b>	<b>(121)</b>	<b>(160)</b>	<b>-32%</b>	<b>(39)</b>	<b>(240)</b>	<b>192</b>	<b>432</b>	<b>180%</b>	<b>207</b>	<b>(59)</b>
<b>Off Campus Housing - Houses</b>										
Revenue	509	460	-10%	(49)	1,019	1,093	74	7%	494	980
Loan Commitments	313	316	-1%	(3)	626	626	-	0%	273	546
Management Fee Expenses	16	15	6%	1	33	35	(2)	-6%	15	31
Other Expenses	248	277	-12%	(29)	495	506	(11)	-2%	231	461
<b>Off Campus Housing - Houses (Deficit) / Surplus:</b>	<b>(68)</b>	<b>(148)</b>	<b>-118%</b>	<b>(80)</b>	<b>(135)</b>	<b>(74)</b>	<b>87</b>	<b>-64%</b>	<b>(25)</b>	<b>(58)</b>



	2021 / 22 - Q2 YTD				2021 / 22 - Full Year				2020 / 21	
	Budget (6 months)	Actual (6 months)	Actual Variance to Budget % (6 months)	Actual Variance to Budget (\$) fav/(unfav)	Budget (12 Months)	Forecast (12 months)	Forecast Variance to Budget (\$) fav/(unfav)	Forecast Variance to Budget (%)	Actual (6 Months)	Actual (12 Months)
<b>OneCard</b>										
Revenue	190	274	44%	84	360	360	-	0%	20	199
Cost of Goods Sold	47	69	-47%	(22)	103	103	-	0%	111	43
Salaries and Benefits	149	161	-8%	(12)	316	333	(17)	-5%	154	333
Loan Commitments	2	2	0%	-	4	-	4	100%	-	-
Other Expenses	10	44	-340%	(34)	64	71	(7)	-11%	16	48
<b>OneCard (Deficit) / Surplus:</b>	<b>(18)</b>	<b>(2)</b>	<b>89%</b>	<b>16</b>	<b>(127)</b>	<b>(147)</b>	<b>(20)</b>	<b>-16%</b>	<b>(261)</b>	<b>(225)</b>
<b>Parking Services</b>										
Revenue	216	669	210%	453	432	829	397	92%	143	214
Salaries and Benefits	179	138	23%	41	359	286	73	20%	170	326
Other Expenses	264	353	-34%	(89)	528	537	(9)	-2%	182	398
<b>Parking Services (Deficit) / Surplus:</b>	<b>(227)</b>	<b>178</b>	<b>178%</b>	<b>405</b>	<b>(455)</b>	<b>6</b>	<b>461</b>	<b>101%</b>	<b>(209)</b>	<b>(510)</b>
<b>Printing Services</b>										
Revenue	247	146	-41%	(101)	647	647	-	0%	180	305
Cost of Goods Sold	68	23	66%	45	192	227	(35)	-18%	56	148
Salaries and Benefits	197	202	-3%	(5)	427	447	(20)	-5%	173	383
Loan Commitments	54	56	-4%	(2)	108	103	5	5%	52	103
Other Expenses	97	70	28%	27	167	189	(22)	-13%	35	79
<b>Printing Services (Deficit) / Surplus:</b>	<b>(169)</b>	<b>(205)</b>	<b>-21%</b>	<b>(36)</b>	<b>(247)</b>	<b>(319)</b>	<b>(72)</b>	<b>-29%</b>	<b>(136)</b>	<b>(408)</b>
<b>Residences - Waterloo</b>										
Revenue	5,588	11,924	113%	6,336	11,185	24,264	13,079	117%	4,168	7,526
Salaries and Benefits	1,288	1,238	4%	50	2,978	3,160	(182)	-6%	1,165	2,674
Lease Commitments	3,629	5,576	-54%	(1,947)	5,608	8,063	(2,455)	-44%	5,707	8,394
Loan Commitments	2,133	2,102	1%	31	4,265	4,135	130	3%	2,077	4,154
Other Expenses	2,733	2,170	21%	563	5,589	6,587	(998)	-18%	1,202	4,543
<b>Residences - Waterloo (Deficit) / Surplus:</b>	<b>(4,195)</b>	<b>838</b>	<b>120%</b>	<b>5,033</b>	<b>(7,255)</b>	<b>2,319</b>	<b>9,574</b>	<b>132%</b>	<b>(5,983)</b>	<b>(12,239)</b>
<b>Residences - Brantford</b>										
Revenue	798	1,565	96%	767	1,601	2,965	1,364	85%	319	1,001
Salaries and Benefits	189	166	12%	23	461	463	(2)	0%	145	345
Lease Commitments	521	605	-16%	(84)	1,042	1,042	-	0%	593	1,021
Loan Commitments	253	265	-5%	(12)	507	507	-	0%	45	536
Other Expenses	587	391	33%	196	1,172	1,198	(26)	-2%	218	885
<b>Residences - Brantford (Deficit) / Surplus:</b>	<b>(752)</b>	<b>138</b>	<b>118%</b>	<b>890</b>	<b>(1,581)</b>	<b>(245)</b>	<b>1,336</b>	<b>85%</b>	<b>(682)</b>	<b>(1,786)</b>
<b>Total (Deficit) / Surplus before Appropriations &amp; Balancing Options</b>	<b>(6,133)</b>	<b>901</b>	<b>115%</b>	<b>7,034</b>	<b>(10,790)</b>	<b>978</b>	<b>11,794</b>	<b>109%</b>	<b>(8,500)</b>	<b>(16,339)</b>

**Table 5 – Consolidated Internal Statement  
As of October 31, 2021 (in \$000's)**

	2021 / 22 - Q2 YTD				2021 / 22 - Full Year				2020 / 21	
	Budget (6 Months)	Actual (6 Months)	Actuals Variance to Budget (\$) fav / (unfav)	Actuals Variance to Budget (%)	Approved Budget (12 months)	Forecast (12 months)	Forecast Variance to Budget (\$) fav/(unfav)	Forecast Variance to Budget (%)	Actual (6 Months)	Actual (12 Months)
Revenue Total	150,499	162,703	12,204	8.1%	340,987	365,382	24,395	7.2%	148,281	333,860
Salary & Benefit Expenses	105,472	102,039	3,433	3.3%	237,726	237,366	360	.2%	101,555	232,975
Departmental Expenses	40,251	42,362	(2,111)	(5.2)%	82,202	86,910	(4,708)	(5.7)%	38,763	76,828
Central Expenses Total	19,734	14,704	5,030	25.5%	35,021	34,019	1,002	2.9%	14,348	30,792
Expenses Total	165,457	159,105	6,352	3.8%	354,948	358,294	(3,346)	(.9)%	154,666	340,595
(Deficit) / Surplus before Balancing Options	(14,958)	3,598	18,556	(124.1)%	(13,960)	7,088	21,049	(150.8)%	(6,385)	(6,735)

# 2021-2022 6 Month Fiscal Update - Internal Management Report

Board of Governors

FEBRUARY 10, 2022

[wlu.ca](http://wlu.ca)

WILFRID LAURIER UNIVERSITY

**LAURIER**   
*Inspiring Lives!*

# Internal statements

Unrestricted Funds		Externally Restricted Funds					
Operating	Ancillary	Capital	Scholar. & Burs.	Endowment	Donations	Research	Other Funds

## Internal Management Reports

*Budget (reported to Board)*

**Consolidated Internal Management Reports** *(historically cash basis - shift to modified accrual basis)*

↓  
GAAP adjustments

↓  
**Audited Financial Statements** *(accrual basis)*

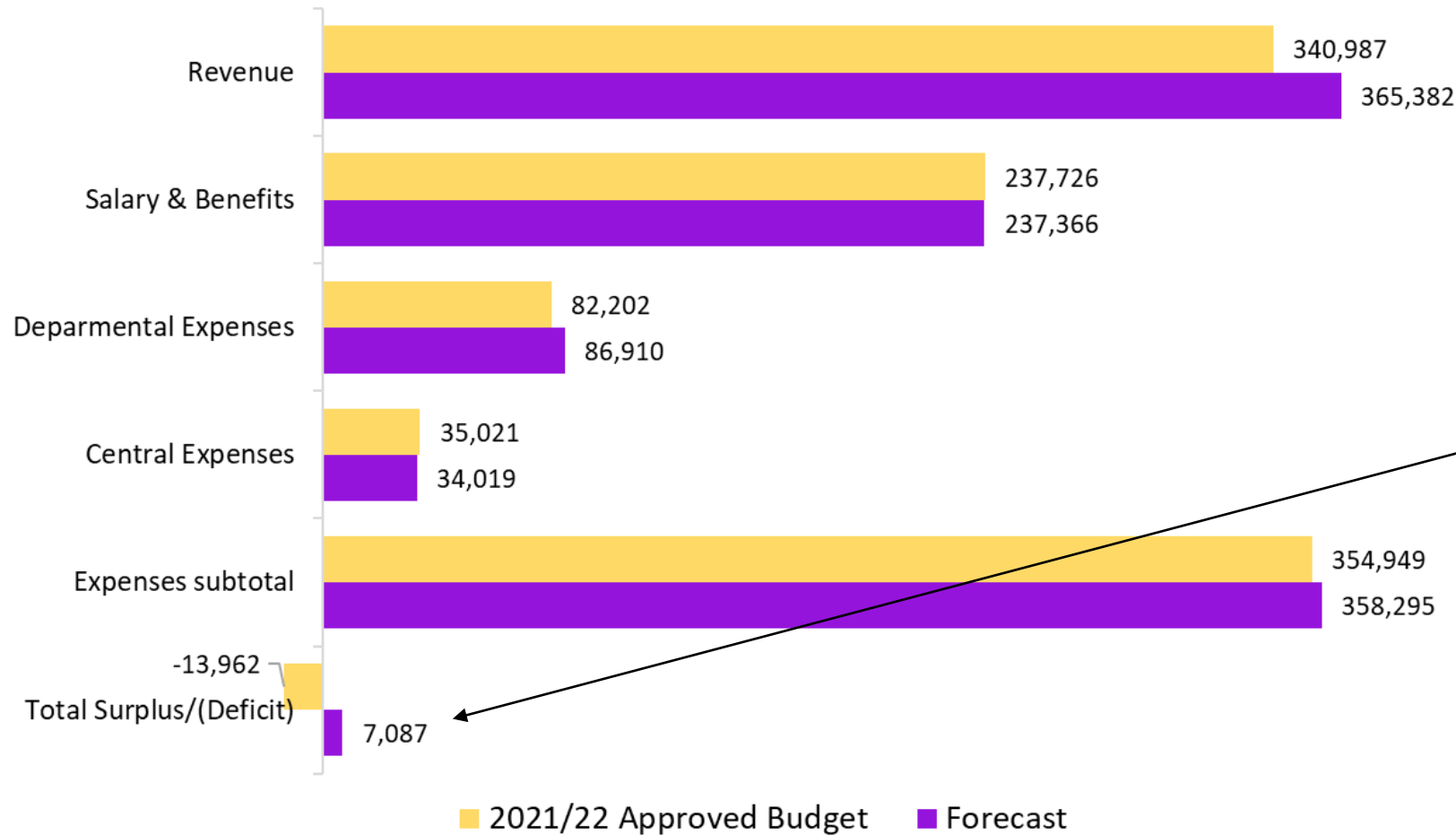
# Quarterly Reporting Overview

Forecast projections include YTD actuals (to October 31 2022) and projections for Q3 and Q4 based on assumptions from early December 2021

January remote learning and anticipated transition to in-person through February may have financial impacts on operating and ancillary fund financial results

# Operating and Ancillary Budget Forecast – 2021/22

**2021/22 Consolidated Operating & Ancillary Fund Year-End Forecast**  
(\$000's)

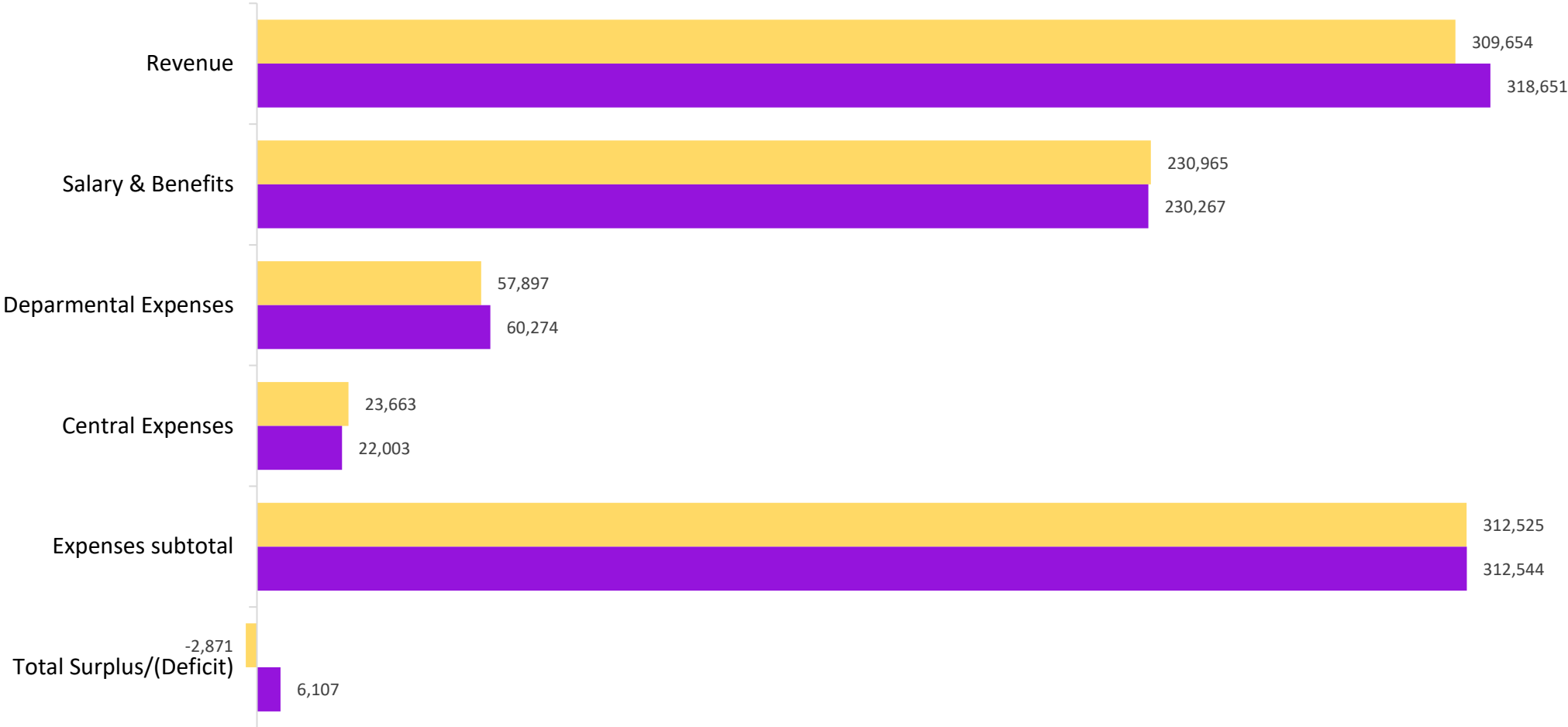


2021/22 Year-End forecast projections reflect an overall surplus position of \$7M, comprised of:

- \$6M Operating Surplus
- \$1M Ancillary Surplus

# Operating fund full year forecast

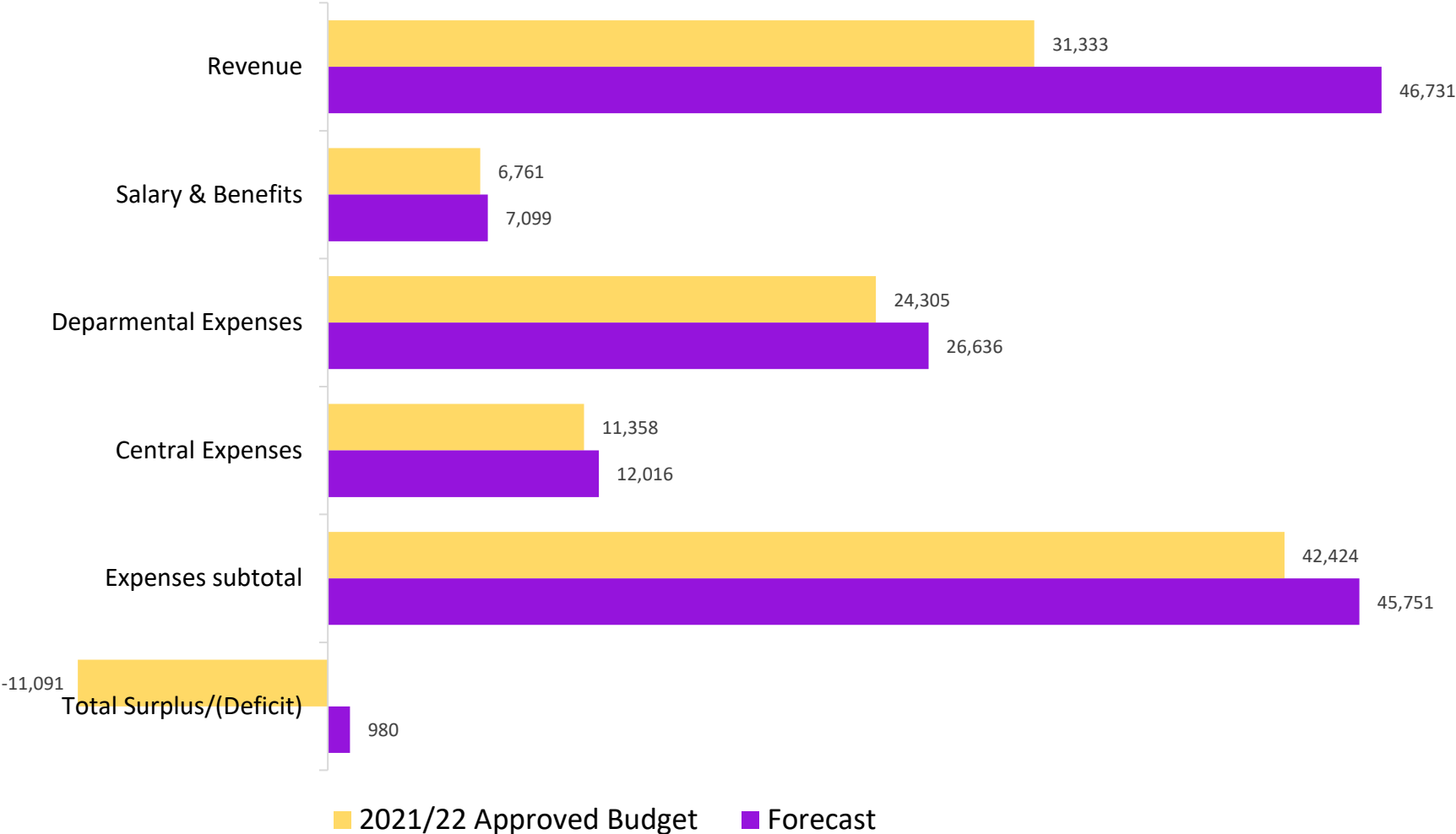
### 2021/22 Operating Fund Year-End Forecast (\$000's)



2021/22 Approved Budget Forecast

# Ancillary fund full year forecast

**2021/22 Ancillary Fund Year-End Forecast**  
(\$000's)





# Looking Ahead



# 2022/23 Budget Process Update

Finance, Investments & Property Committee

20 JANUARY 2022

# Agenda

- Budget Context
- Budget Building Blocks
- Budget Timeline
- Concluding Thoughts & Next Steps
- Questions & Discussion

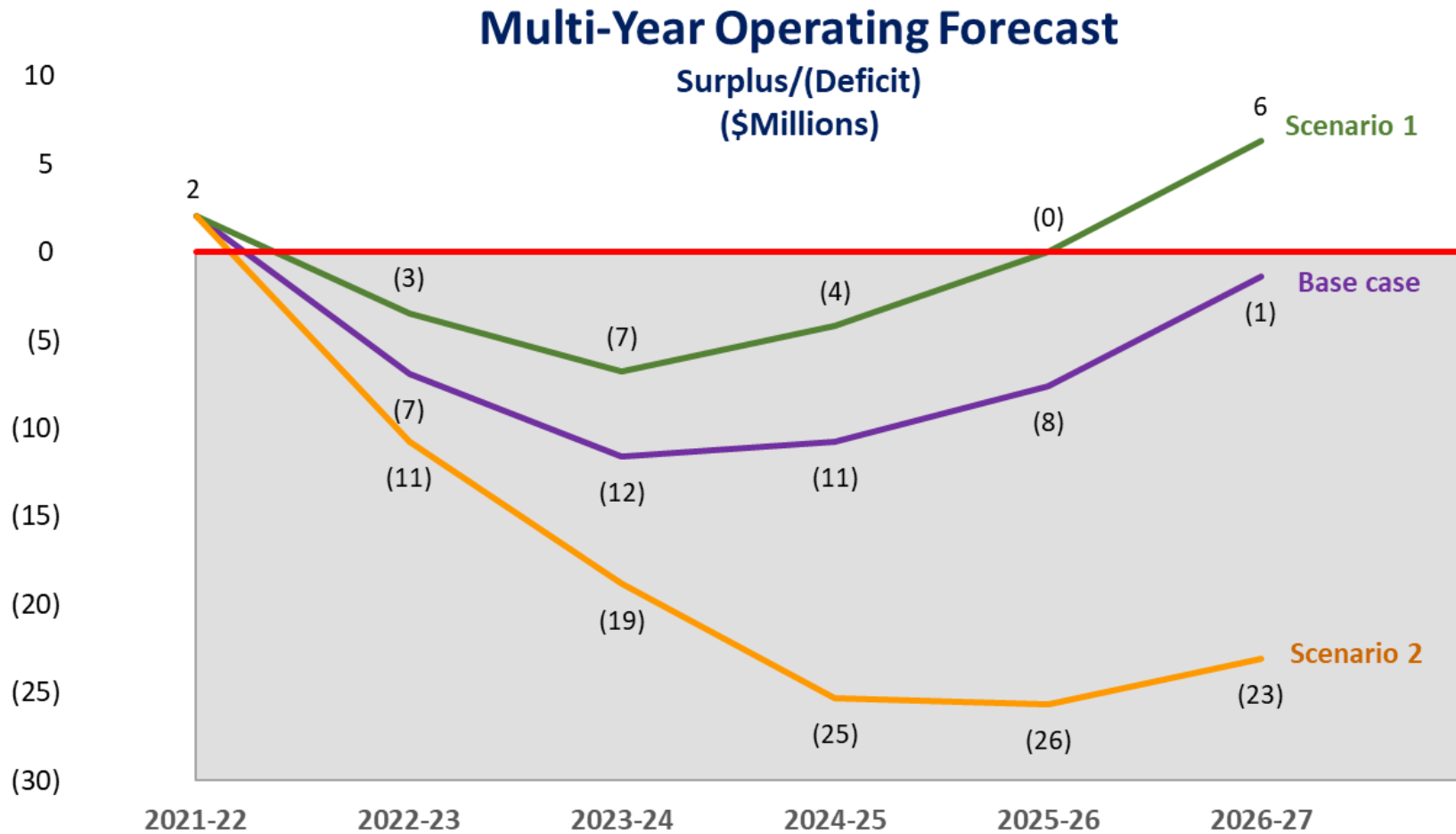
# Budget Context

- What has happened since last committee update?
  - Budget templates completed by all units
  - Projections developed for revenue, institutional costs, and direct costs of teaching
  - Communication of financial context to Board & Senate, HR Leaders, Council of Chairs (Academic program leaders), WLCAA Board of Directors, and university community
- Today's presentation is a snapshot of the current state of the budget 'building blocks'; work will continue to refine each of the elements presented

# Budget Objective

- Objective: to present a balanced budget to Senate & Board
- A balanced budget in 22/23 will contribute significantly to overall financial sustainability
- 22/23 is a transition year, as we move out of the pandemic
- For future fiscal years, the objective will be to achieve budget surpluses to support capital projects, strategic initiatives, and to reduce the institution's debt burden

# Multi-Year Operating Fund Forecast



Enrolment & revenue assumptions are the most significant drivers of the difference between the scenarios:

- domestic tuition rates  
Base: 0% in 22/23; 1% beginning in 23/24  
Scenario 1: 2%  
Scenario 2: 0%
- intake of new year 1 undergraduate students within a range of levels based on recent experience & aspirations

# Preliminary 22/23 Budget Position



# Budget Building Blocks

**Budget Building Blocks** are the key components to the Budget Build Process:

Tuition & Grant Revenue

Inflationary Salary Costs

Direct Cost of Teaching

Institutional Costs - Central

Institutional Costs - Unit

Strategic Investments

Budget Targets

Gapping Adjustments

# Enrolment & Revenue

- Year-over-year increase in budgeted revenue is driven by four main factors:
  - Impact of large incoming class for Fall 2021: budget incorporates both the revenue expected (but not budgeted) in 21/22 and the increased revenue from this cohort in 22/23
  - SEM targets for 22/23: continued ramp-up of new programs and growth in BEd
  - International Student Growth Initiative: calculated at ~200 students over and above previous multi-year budget assumption (total international intake = 492)
  - International tuition rate increases: continuation of 21/22 levels (generally 5%, with 8-10% in select high demand professional programs)

# Key Drivers

## Inflationary Salary Costs

- Assumptions include Bill 124, legislation capping salary rate increases at 1%
- Includes pension plan tri-annual valuation at April 30, 2022

## Direct Cost of Teaching

- Cost of teaching to meet enrolment growth (both through new programs and planned growth of existing programs)
- Examples include faculty and/or contract teaching faculty and program support costs (e.g.. program administration, teaching assistants, lab staff and equipment)

# Key Drivers

## Institutional Costs – Central

*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).*


- These costs are reviewed centrally and adjusted based on actual experience and/or anticipated future changes.

## Institutional Costs – Unit

*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 are reviewed with the units that are responsible for their oversight
- Recommended changes continue to be reviewed with the Budget Council Co-Chairs and will be brought to Budget Council for information and review in January

# Budget Targets

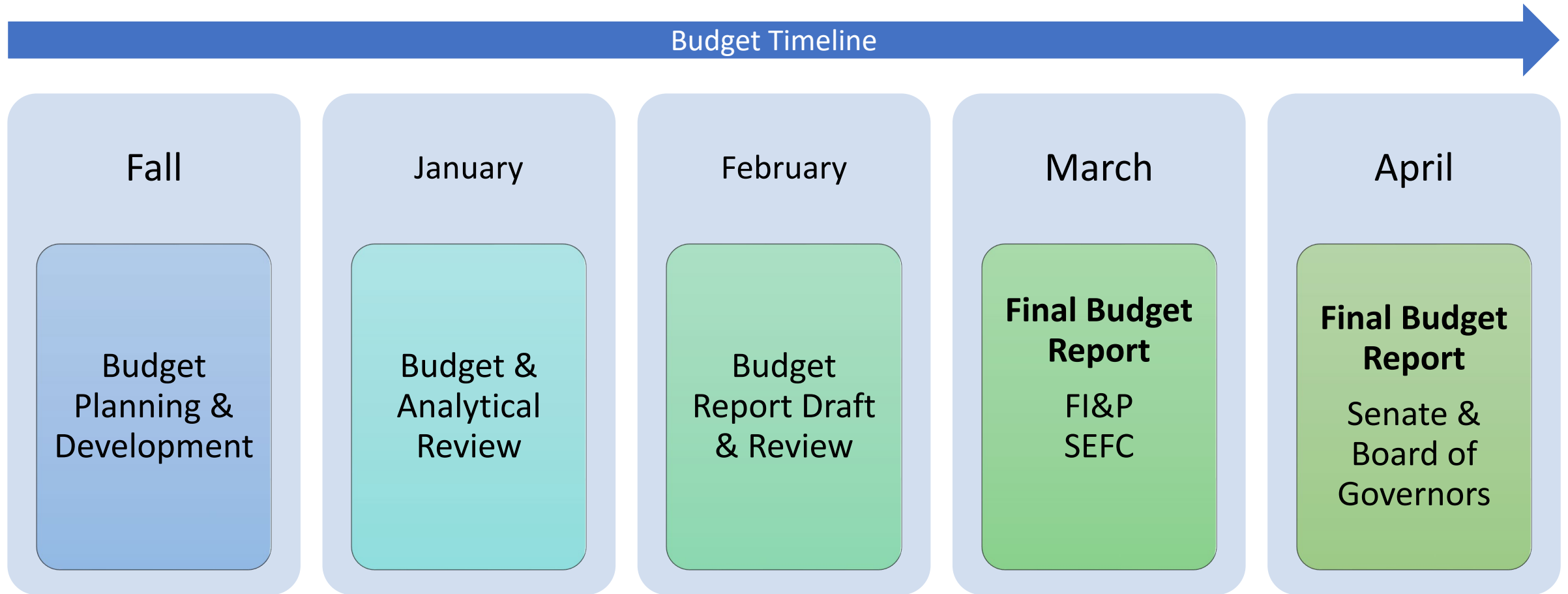
- As part of the **2022/23 Budget template process**, units were asked to model a **1%** and **2%** budget target scenario identifying specific activities that would contribute to meeting the unit's budget target through cost reduction and/or revenue generation
    - ❖ 1% budget Target = ~**\$2.4 million**
    - ❖ 2% budget target = ~**\$4.8 million**
- 
- based on departmental budgets of \$240 million  
*(excludes institutional budgets)*
- The 2022/23 budget development process continues to move towards the goal of a balanced budget recommendation to the Board of Governors
  - The budget target being recommended at approximately **1-1.5% overall institutional target**
  - To achieve this overall target, some differentiation between VP (or equivalent) portfolios was recommended to dampen the impact to smaller VP portfolios which have less flexibility in their budgets, and where even small targets can have significant impacts
  - To support multi-unit VPs in modelling targets, a dynamic modelling tool was provided to assist each VP in determining how best to meet their portfolio-level target through differentiated unit-level budget target scenarios

# Ancillary Services

- Multi-year forecast assumptions for Ancillary Services have been developed
- These assumptions will be incorporated into the 2022/23 budget process as well as forecast projections
- Next item on committee agenda will provide further information on Ancillary Services financial projections

# Capital Budget & Reserve Strategy

- The 2022/23 Budget will continue to provide contributions to deferred maintenance for capital infrastructure, as well as funding for infrastructure and system capital projects
- Prioritization of projects from the ICT Administrative Committee and Capital Planning Committee will be reviewed as part of the 2022/23 Budget Process for consideration of future funding strategies and capital budgeting
- Ancillary Services Fund will include a specific contribution to deferred maintenance, in addition to contributions to the ancillary reserve fund, which is currently in a deficit position



This timeline outlines the steps taken by the Budget Planning team to achieve budgeting milestones and prepare a final budget report for delivery to Laurier’s governing bodies.



# Concluding Thoughts & Next Steps

- In light of our financial sustainability challenges, it is essential to present a balanced budget
- The picture we shared today is part of a work in progress and we are working hard to find additional savings by scrutinizing every potential increase in expenses
- Next steps:
  - Finalize differentiated budget target levels between VPs (or equivalent portfolios)
  - Work with President and ELT to determine strategic investments
  - Prepare fully developed budget incorporating finalized assumptions

# Questions & Discussion



# Research Funding Update

Jonathan Newman

Vice President: Research

# Laurier Research Funding at a Glance, 2020-2021



**\$17.8M**

total new external funding

**18%**



increase in external  
funding over 2019-20

**14%**

increase in Tri-Agency  
funding over 2019-20

**27%**



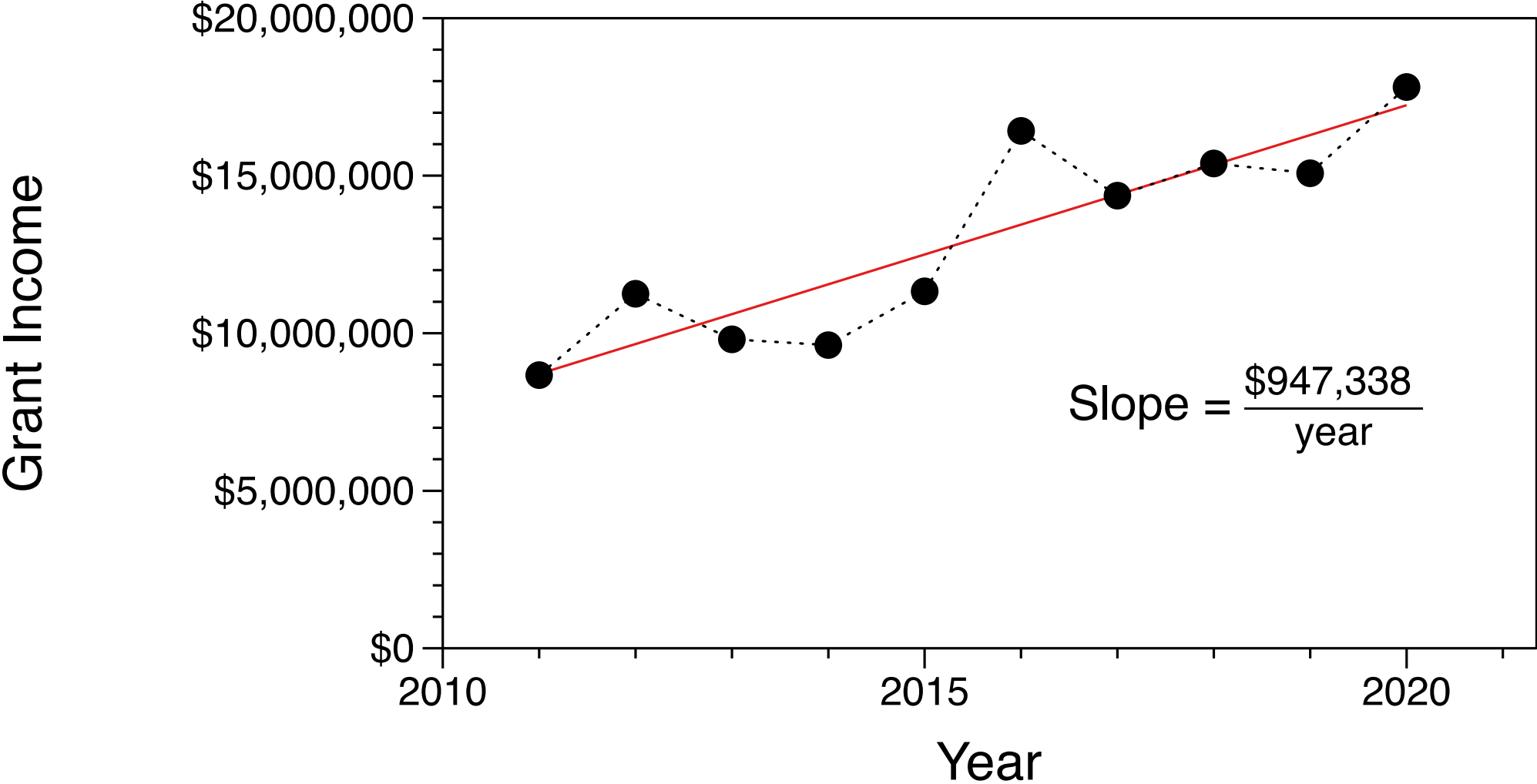
increase in federal funding  
over 2019-20

**26%**



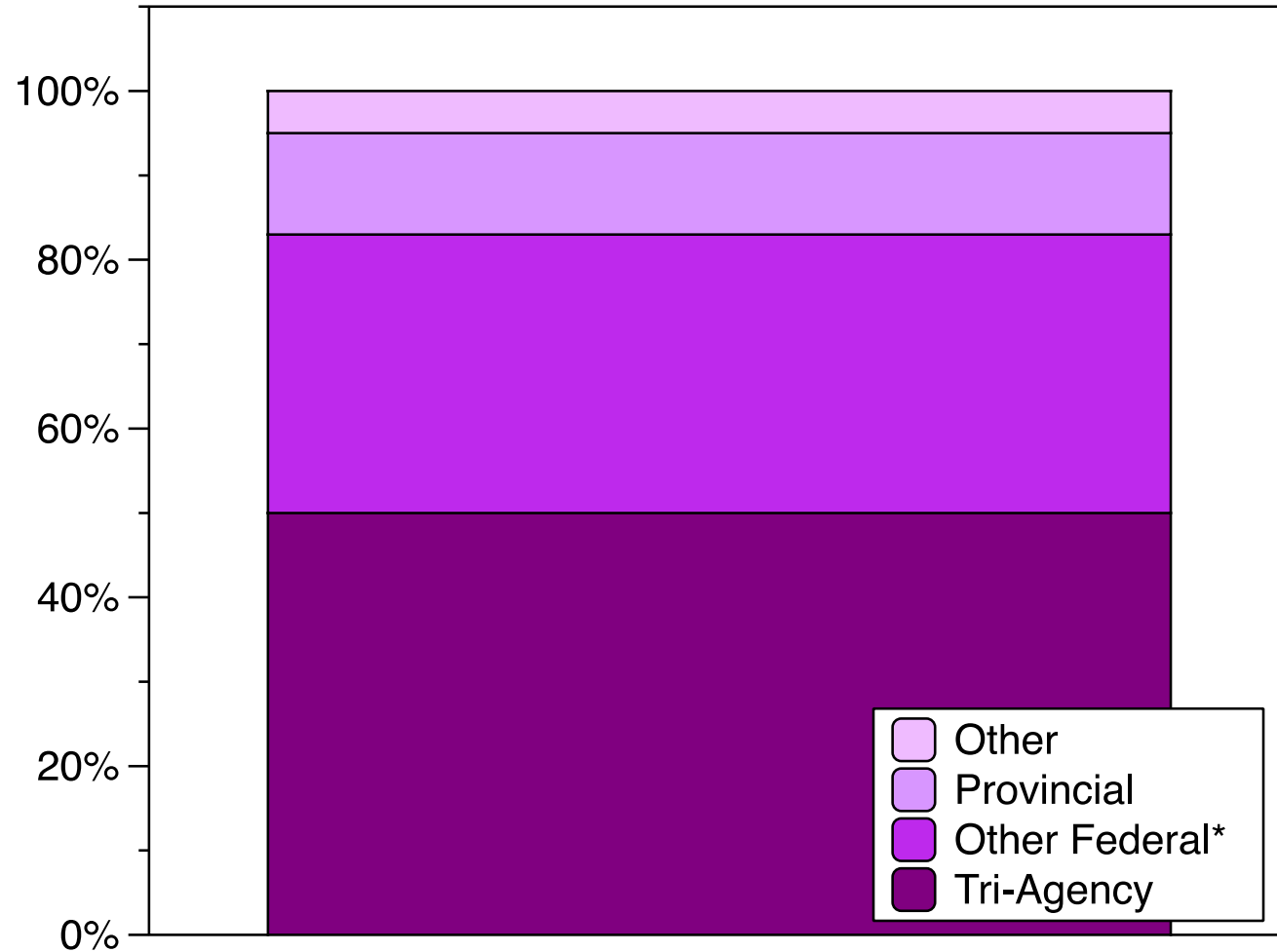
in provincial/territorial  
funding over 2019-20

# Total External Research Funding, 2011-2021



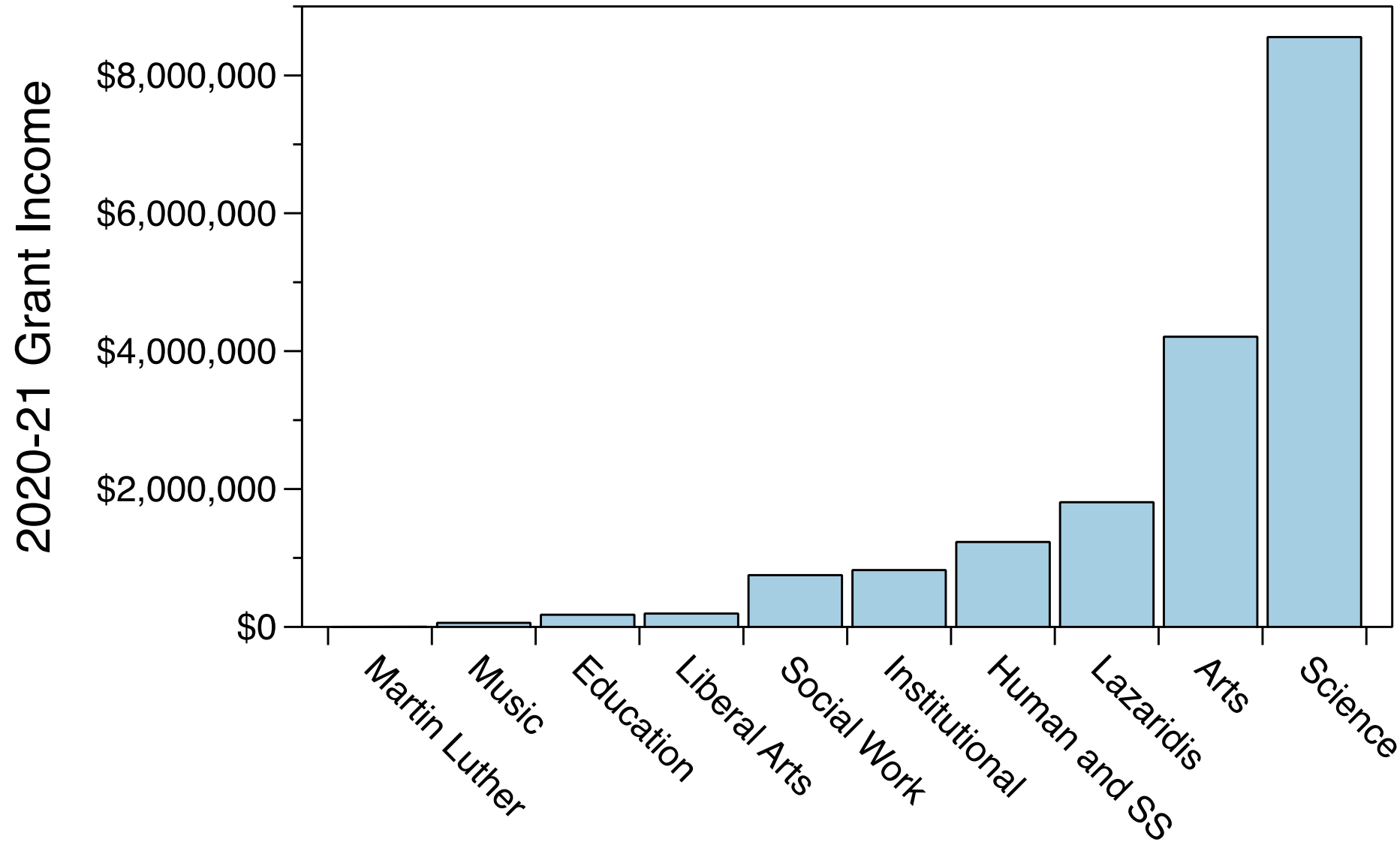
# Proportion of Research Funding by Source (%), 2020-2021

2020-21 Grant Sources



\*Other Federal includes: Canada Research Chair, Canada Foundation For Innovation and other federal agency/ministry funding

# Research Funding (\$) by Faculty/Affiliate, 2020-2021





# Tri-Agency Funding

- Tri-Agency:
  - Natural Sciences Engineering Research Council (NSERC)
  - Social Sciences and Humanities Research Council (SSHRC)
  - Canadian Institutes for Health Research (CIHR)

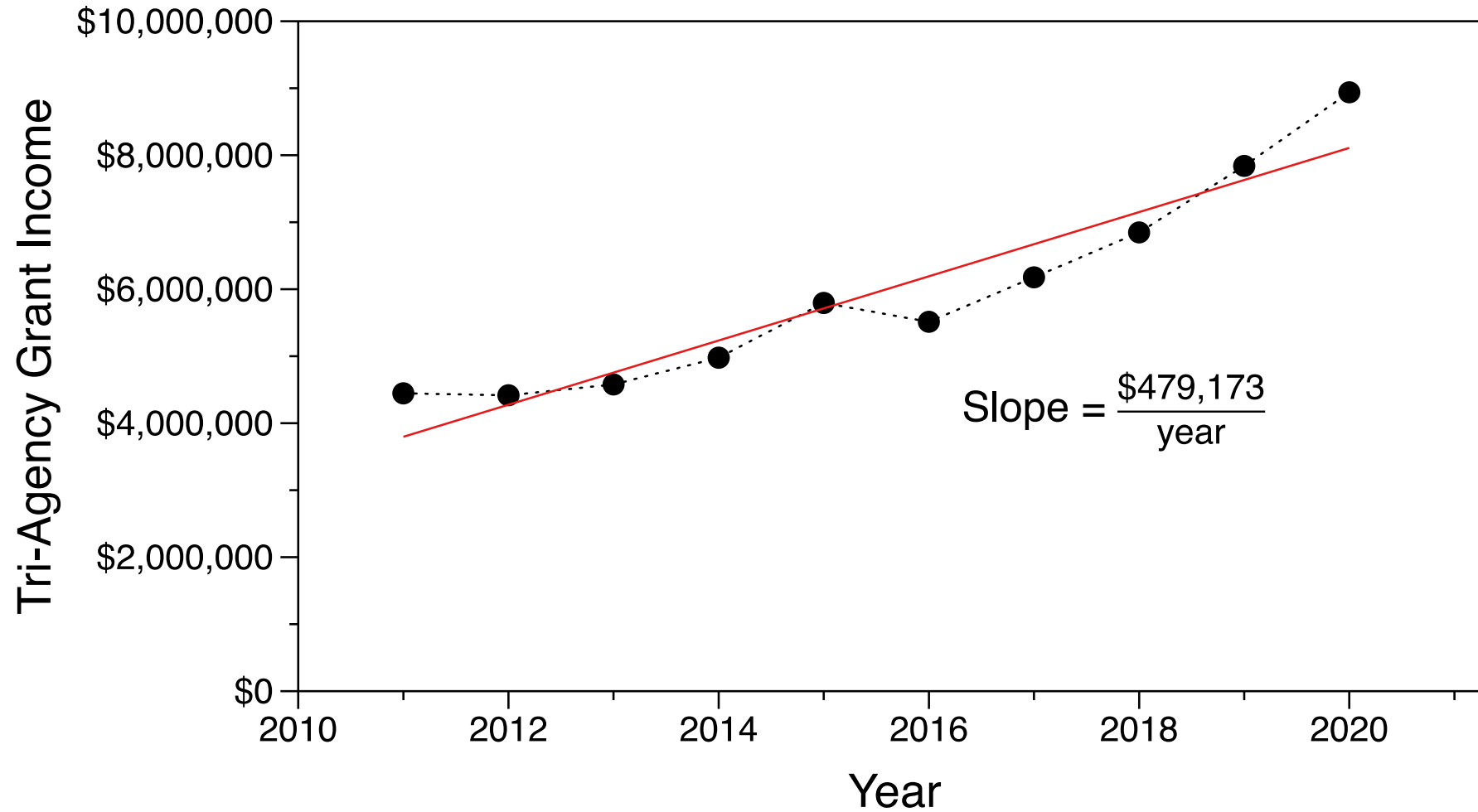


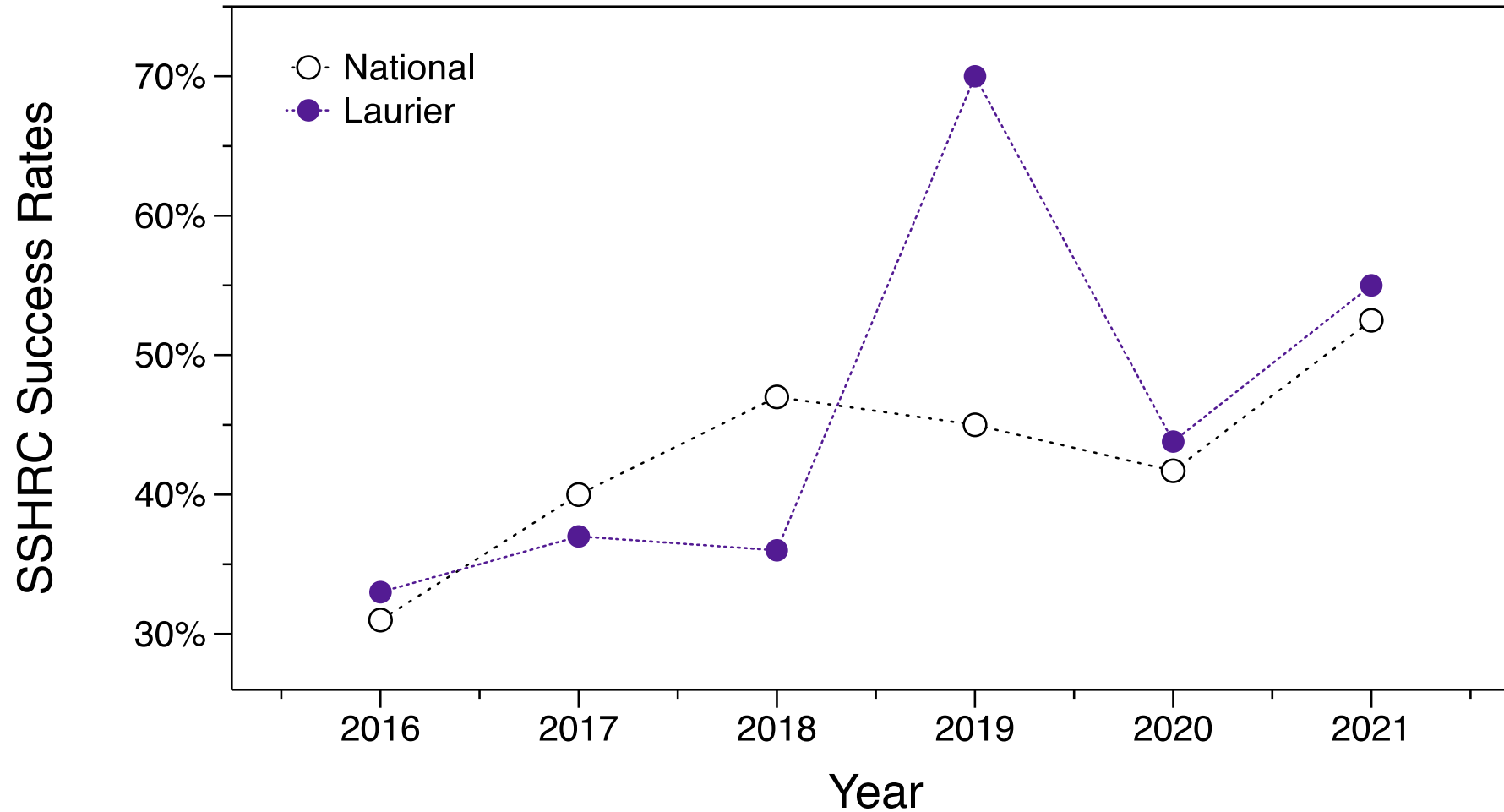
SSHRC  CRSH



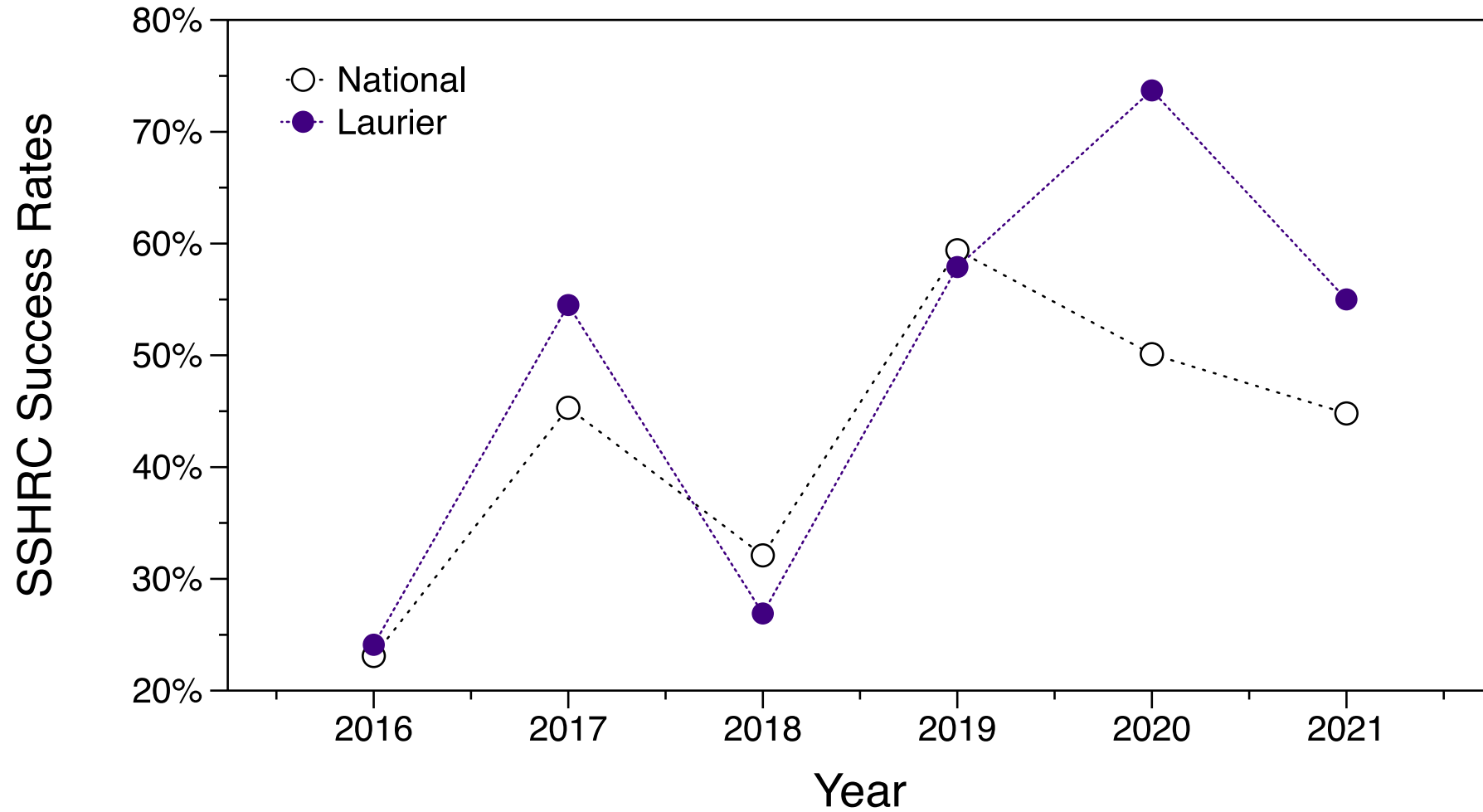
Tri-Agency funding directly impacts Canada Research Chair (CRC), Canada Foundation for Innovation (CFI) and Research Support Fund (indirect costs) allocations

# Laurier Tri-Agency Funding (\$), 2011-2021

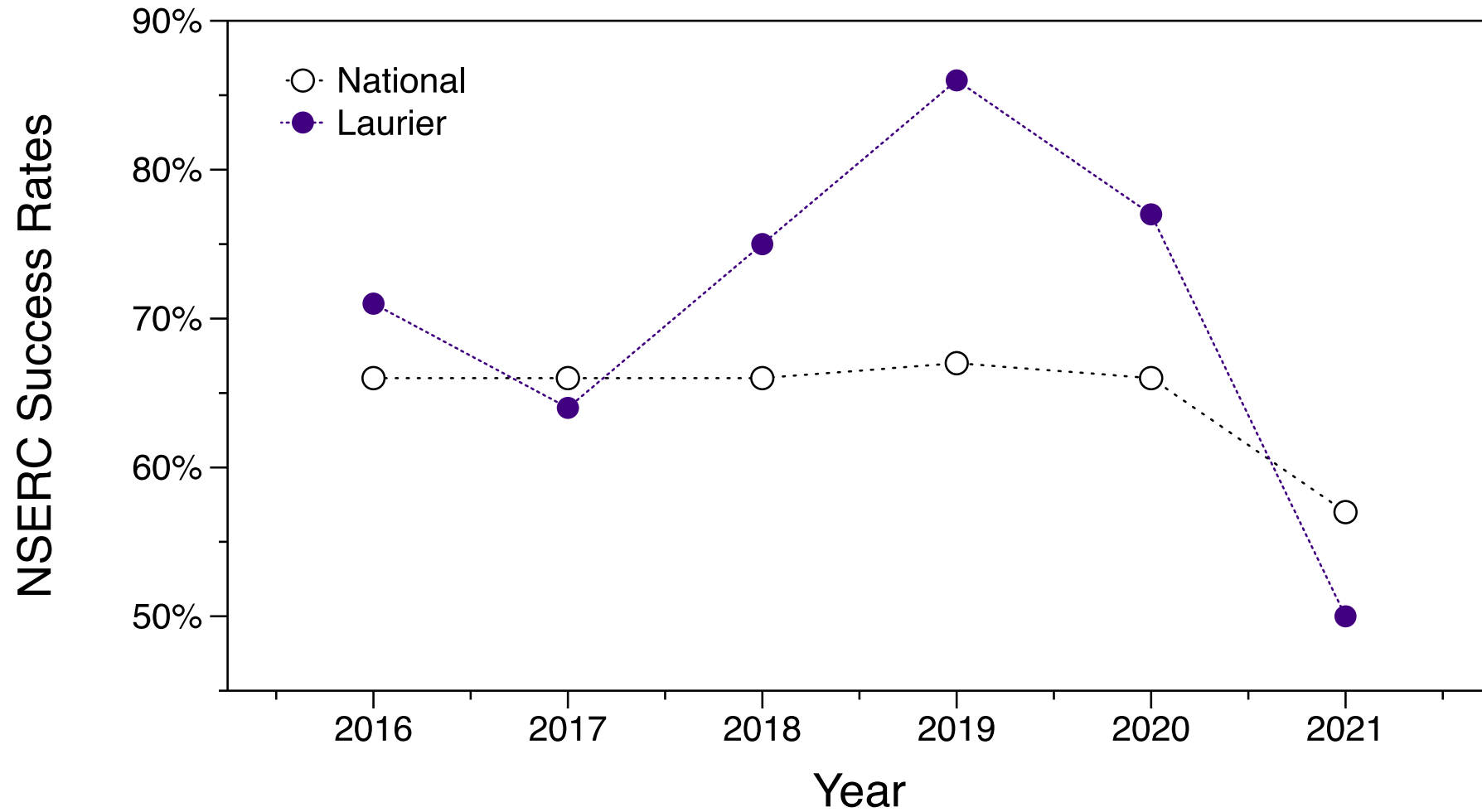




# SSHRC Insight Development Grant Success Rates, Laurier vs. National, 2015-2020



# NSERC Discovery Grant Success Rates, Laurier vs. National, 2016-2021



# Canada Foundation for Innovation (CFI)

- Research infrastructure funding
- 40% CFI + 40% Ontario + 20% Laurier/Supplier
- Two main CFI programs:
  - Innovation Fund
  - John Evans Leadership Fund
- Also provides funding support for managing the infrastructure for a designated period of time
- Laurier has an institutional CFI envelope that is related to its Tri-Agency funding



# Canada Research Chair (CRC) Program

- Funding to attract and retain world-class researchers in Canadian postsecondary institutions
- Presently, Laurier has 13 CRC allocations
  - Allocations are based on Tri-Agency Funding
  - Nine active CRCs
  - Four in various stages of recruitment/review
- Implementing an action plan for enhancing diversity, equity and inclusion within the CRC program



Chaires  
de recherche  
du Canada

Canada  
Research  
Chairs

Canada

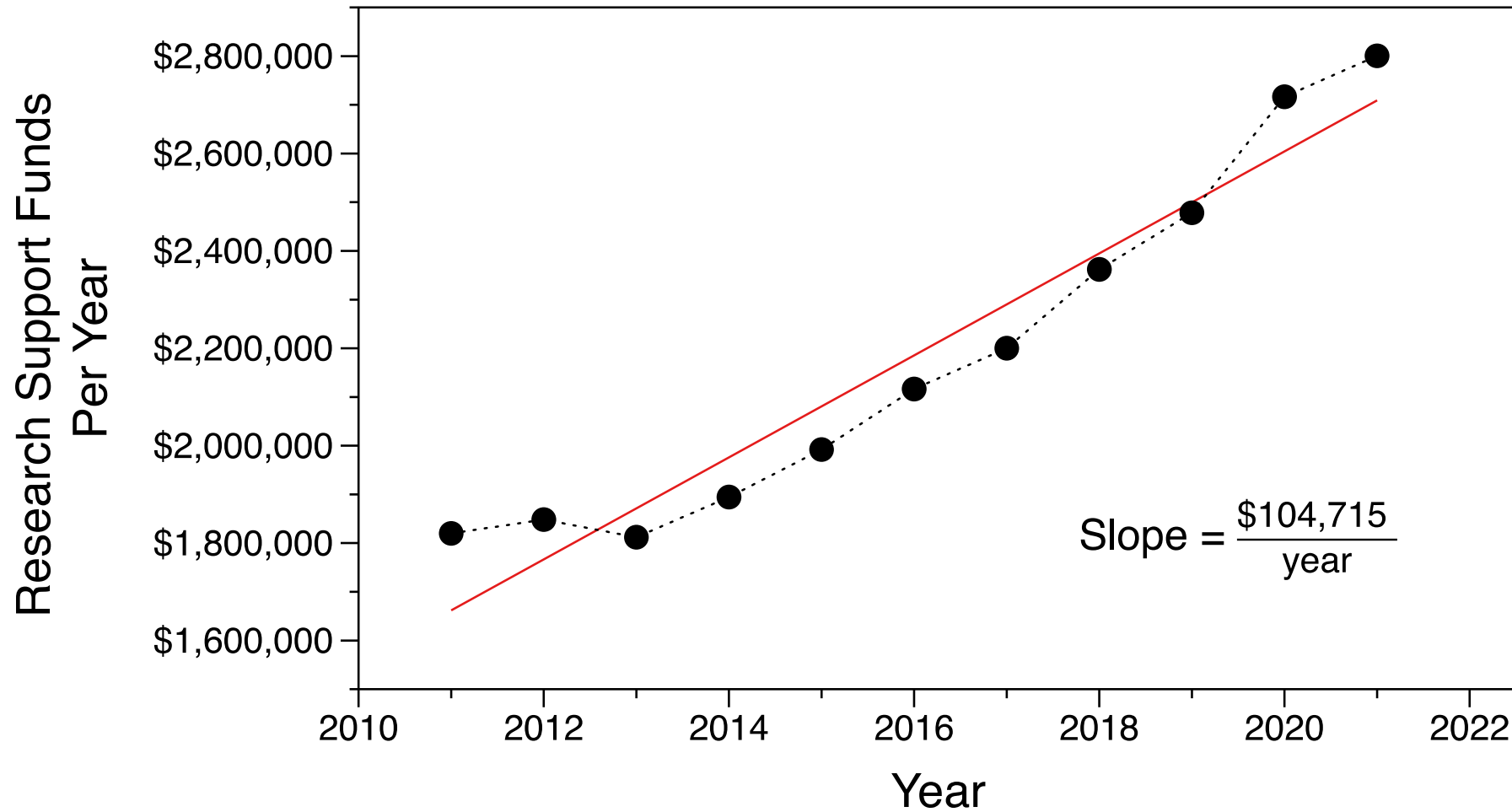
# Research Support Fund (RSF)

- Tri-Agency overheads
- ~40% of our total Tri-Agency funds come to Laurier to support indirect research costs:
  - \$2.8M for 2021-2022
  - Has been growing by ~\$100K annually
  - 58% Faculties, 27.5% ORS, 12.5% library, and 2% Grad Studies
  - Annual reporting and strong accountability
  - Strategic RSF investments:
    - Enhance research administrative support
    - Knowledge mobilization support
    - Improvements to research spaces





# Research Support Fund (\$), 2011-2021



# Other Research Funding Programs

- Office of Research Services manages all research proposals that leave the university
- Must adapt to the reporting requirements for all programs
- Significant accountability with most programs in terms of research reporting and ethical/financial considerations

# Key Messages

- Laurier research continues to be on a positive trajectory
  - Research funding growth
  - Growing success rates and research output
- Continued success in securing Tri-Agency funding is important as it relates directly to our **CRC and CFI allocations**, and our **RSF grant**
- Tri-Agency funding and revenue from non-government sector sources (including industry and not-for-profit) metrics tied to funding as a part the **Strategic Mandate Agreement (SMA3)**
- Need to make wise investments with high probability of significant ROI. New Strategic Research Plan (2020-25) to help guide future investments

