



SENATE MINUTES

Hybrid Meeting

Tuesday, September 27, 2022, 2:30 – 4:30 p.m.

Present: D. MacLatchy (Chair), A. Acharya, D. Antonowicz, G. Ashoughian, A. Beek, M. Brolley, M.L. Byrne, E. Cameron, S. Cameron, M. Cantalini-Williams, J. Casey, L. Chu, J. Coolman, M. Coulter, A. Diebold, M. Elayyan, P. Elliott, A. Essaji, E. Fox Free, K. Hogarth, P. Ironstone, C. Johnston Turner, A. Jorgenson, M. Khan, L. King, S. Lachapelle, J. Leung, L. Luccisano, K. Lund, R. Makarov, S. McGill, R. McGowan, B. McKay, P. McLaren, K. Menon, J. Newman, A. Ngo, A. Noriega, L. Noronha, H. Northwood, A. Parker, S. Ramsay, J. Schwieter, K. Shankardass, D. Smith, C. Smith, T. Snoddon, D. Treleaven, C. VanEvery-Albert, M. Walton-Roberts, K. Werbin, D. Wheatley, M. Wilson, B. Wolfe, D. Yerichuk, G. Yun, J. Zhan.

Regrets: M. Abu-Rshaid, P. Bryden, S. Chamberlain, A. Domurath, I. Joseph, V. Kitaev, D. Law, E. Maier, J. Mueller, D. Thomas, B. Walker.

Absent: N. Amanullah, R. Buehler, A. Clarke, C. Dermott, N. Elmasri, A. Herman, C. Hoang, E. Mercier, J. Popham, K. Zhu.

Secretariat: A. Kornobis, S. Kelly, A. Lukin, P. Marfisi, P. Nicholls

A. Introduction

1. **Call to Order & Approval of the Consent Agenda**, D. MacLatchy
A question was brought forward regarding the residence waitlist and how it was being managed given the housing shortage and affordability crisis.

MOTION (M.L. Byrne/S. Ramsay) that Senate approve the Consent items listed for approval under item C.1. Carried.

2. **Leadership Update**
 - a. Report of the President, D. MacLatchy
Move-in and orientation week were both successful given the full-on campus return. Unsanctioned gatherings close to the Laurier campus occurred over the labour day weekend. The University worked collaboratively with its community partners to ensure these gatherings would not continue throughout the week. An email was sent condemning and noting repercussions of attending such gatherings. Special Constable Services presence was increased on campus and the Waterloo Regional Police Services worked to identify individuals involved in the gatherings. No gatherings were seen after labour day weekend.

A masking mandate was implemented in instructional settings. Masks were available for free across campuses. The University confirmed a vaccine clinic on the Waterloo campus and continued efforts to get one on the Brantford Campus.

The Government and Community Relations team returned to Queen's Park to advocate on behalf of tuition flexibility while communicating the mission of and contributions University's make to society. Brantford MPP Will Bouma and mayoral candidates were expected to attend the Brantford Campus open house.

The Provost & Vice-President Academic search had begun and would pick up after reading week.

b. Report of the Interim Provost & VP Academic,
H. Northwood

Cecelia Paine, Landscape Architect and Program Consultant, was retained to provide expertise to contribute to development of the bachelor's degree in landscape architecture program at Milton. Work continued with the applicable divisional councils in order to bring programs forward including the School of Engineering and Environmental Design which would be brought to Senate in October.

The Vice-President Academic Council (VPAC) held two retreats to form the Strategic Academic Plan. The plan was on track to be brought to Senate for review in October.

Ten individuals had been hired under the Inclusive Excellence initiative. Work continued to recruit more faculty members under this program.

The first draft of the Internationalization Strategy was created over the summer and consultation continued throughout the University.

Work continued to hire the Dean, Lazaridis School of Business & Economics, with two individuals completing the search process. Work was being done to start populating Search Committees for the University Librarian and Associate Vice President and Dean of Graduate and Postdoctoral Studies.

Senate discussed: the identification of the Indigenous scholars hired through the Inclusive Excellence initiative.

c. Board of Governors Update, D. Treleaven

A report was provided on the September Board of Governors meeting. The Board received reports from its various committees, the Chair and the President. Key decisions were made pertaining to the filing of the University's Pension valuation, the Audited Finance Statements and change to the Board approved Procedures for Senior Searches and

Reviews of Senior Administration. The Board received presentations on the Laurier Strategy, the Board Survey, and the enrolment and budget report.

- d. Question Period: Written or Verbal
None.

- 3. **Business Arising from Previous Minutes**, D. MacLatchy
None.

B. Discussion

- 1. **Senate Survey Results**, A. Kornobis

The annual Senate Effectiveness Survey was conducted at the end of the previous governance year. This survey is used to gather feedback and make governance improvements pertaining to Senate. The Survey received a 64% response rate which was the highest response rate yet. Recommendations would be developed based on the results by the Secretariat Office and would be brought to the Senate Governance Committee for consultation and then brought back to Senate in October.

- 2. **Reports and Recommendations from Standing Committees**

- a. **Senate Executive and Finance Committee**, D. MacLatchy
 - i. Budget and Fiscal Update, L. Noronha / H. Northwood

The University originally forecasted a surplus budget however, the University did not meet enrollment targets as expected. This marked the beginning of budget discussions which would come back to the Senate, Board of Governors and their respective finance committees. External issues with international enrollment including visa processing issues, the ongoing status of the pandemic and heavy competition played a large role in under enrolment. Domestic students did exceed the enrollment target. Graduate students were also below target. The introduction of the Bachelor of Education program on the Brantford campus allowed for a revenue stream that was not initially budgeted for. Enrollments were below projection for the sprummer terms. Overall, the total shortfall was approximately \$10 million. With the additional revenue sources, the net impact was \$8.2 million at the time however there were various pieces that would continue to come into place.

To deal with the shortfall, a number of measures were developed. There were several projects that were budgeted for, \$2 million of which could be delayed for the year. Given the University's natural vacancy rate, fiscal conservatism could be removed from the budget over the year. Additionally, administrative position control had been enacted. Discretionary spending control would be implemented. Last year the University spent 93% of budgeted amounts, and this year employees

were limited to spending 96% of budgeted amounts. Pension savings from the recent valuation allowed for a surplus of \$893 thousand.

Updates were made to the University's multi-year forecast. Three different scenarios were forecasted based on changes to international student enrollment in the case the University achieved aggressive, moderate and no growth in this area. All other assumptions were held constant from previous years. Utilizing the aggressive scenario, the University would hit a surplus in 2026-27. An operating deficit was projected for the University when Milton would come online in 2024. Multi-year forecasting showed how Milton would contribute to creating a surplus.

The University had stayed above the net income ratio recommended for the sector, however performed below sector average. The combination of cuts to operating funding, the tuition freeze, and pandemic caused the University to drop below the recommended net income average. The University was above where it expected to be last year, however, was still negative. Real estate transactions would be happening over the year that would help receive a high ratio.

Growth opportunities were noted focusing on international and graduate student growth. Efforts would continue to find and offer in demand programs. Computer science was being offered at the Brantford campus to take stress of the Waterloo campus and meet high levels of demand. Efforts would continue with the Wilfrid Laurier University International College to convert participants into undergraduate enrollments.

There were also pieces outside of the University's control, mainly the tuition framework implemented by the province. Work would continue with the Government and Community Relations team to advocate for tuition flexibility and additional corridor funding.

The Senate discussed: international student barriers in Canada; how the recommended actions played into the multi-year budget forecast; how much debt the University would be taking on, and if any funding would come from the government; unexpected costs surrounding higher than expected enrollment in special programs; concerns surrounding international student enrollment and the University's ability to recruit students based on the recent shortfall; what actions the University could take to be aggressive in international student recruitment; the need to move forward with revenue drivers or the University would face significant cuts; concerns surrounding tuition fee flexibility and funding given the re-election of the current government; how to forecast international student demand; how international student growth compared to pre-pandemic levels.

b. **Senate Committee on Research and Publications,**

J. Newman

i. Research Culture Survey Update

An update was brought forward on the status of the research culture survey. The initial survey was ran in late 2020 and would re-launched in December 2022. This survey results were used to understand research across the University and inform enhancements.

Following the 2020 survey a research handbook was launched as it was clear there were knowledge gaps in research and the accessibility of information. This handbook compiled the necessary resources in one place. Work was done with Barrington Walker to produce a micro-credential for inclusive research.

A review of research finance was conducted through KPMG. This provided a roadmap on how to conduct business and more details would be provided as implementation started.

The University continued to look at post-award aspects of research grants. The University did not meet the Research Ethics Board publishing standards and streamlined procedures to remedy this. Utilizing these, the University met standards in two areas and were close in another and work to meet the remaining two.

In terms of grants to need for access to small grants was identified. A small initiatives grant funds was created in response to this for amounts of \$500 - \$1500. The University supported a CFI application in Watershed research. Support was also provided for a \$68 million grant for the Faculty of Education.

The University was part of Profound Impact which utilized Artificial Intelligence in order to match interest with grant calls and automate emails for funding. The University was entering a pilot phase with Science and Business.

In terms of communications the department appointed research theme ambassadors to help promote and celebrate work to increase research profiles. The University continued with the get to know research sessions.

A new tracking website was being created to show research initiatives and various achievement awards.

Everyone was encouraged to fill out the upcoming survey in inform future initiatives.

The Senate discussed: the University's partnership with Profound Impact and is issues were with finding grants or if faculty were too busy.

3. **Matters from the Consent Section of the agenda**

4. **Other Business**

Nominations were open for Senators to sit on the AVP and Dean, Faculty of Graduate and Postdoctoral Studies and University Librarian Search Committees.

5. **Adjournment**

C. Consent Items

The following items were provided for approval or information. The items noted for approval were be approved by consent.

1. **Items for Approval**

- a. Agenda
 - b. Draft Minutes of the May 18, 2022 Senate Meeting
 - c. Draft Minutes of the April 11, 2022 Senate Meeting
 - d. Senate Governance Nominating Report
- MOTION that on the recommendation of the Senate Governance Committee, the Senate approve the Nominating Report as proposed.**

2. **Items for Information**

- a. Record of June 20, 2022 E-Vote: Nominations Report
- b. Record of August 8, 2022 E-Vote: Nominations Report
- c. Report of the Senior Executives
- d. Spring Convocation Report
- e. Sprummer Enrolment Report

Note: If you need assistance or have a question about these minutes or the Senate, please contact the University Secretariat office, by email to skelly@wlu.ca or 519-884-0710 x 2981.