

Thursday, April 16, 2026, 2:00 – 6:00 p.m.  
Senate & Board Chamber, Brantford Campus

**Present:** Simon Chan (Chair), Shelley Boetgger, Ling Chu, Rachel Dann, Greg Dilworth, Catharine Dutt, Gary Edwards, Adam Grogan, Abas Kanu, Lisa Keeping, Ryan Lannan, Deb MacLatchy, Ken Maly, Stephen Perry, Jim Phillips, Michael Ras, Marc Richardson, Anne Schlorff, Caitlin Smith, Reina Stewart, Cynthia Sundberg, Doug Treleaven, Koltyn Wallar.

**Regrets:** Royce Bodaly, Chantal Huinink, Kristine Lund, Robert McLeman, Nadir Patel, Avvey Peters, Paul Singh.

**Secretariat:** Ana Juhik, Anna Kornobis, Phil Marfisi, Broderick Norwich.

## **A. OPEN SESSION**

1. **Call to Order**, Simon Chan

- a. Declaration of Conflicts of Interest: None.
- b. Movement of Consent Items to the Main Agenda

**Motion (Ken Maly/Ryan Lannan): That the Board of Governors approve the Consent items listed for approval under Item C.1. Carried.**

2. **Chair's Report and Meeting Roadmap**, Simon Chan

The Chair welcomed Heidi Northwood back from her research leave and thanked Trish McLaren for stepping in as the Acting Provost & VP: Academic. Further comments focused on the recent presidential search consultation with the Board and a reminder to the members, who couldn't attend the consultation, to provide feedback by completing the survey.

3. **President's Report**, Deb MacLatchy

The President & Vice-Chancellor commented on: recent year-end celebrations including academic showcases, student-athlete awards, ceremonies for graduating students, and the recent announcement of the \$1.25M 50<sup>th</sup> anniversary donation by the WLU Students' Union; Brantford and Waterloo campus open houses that were held for prospective students and their families and the upcoming open house at the Milton campus; provincial government announcement of the long-term funding model and tuition framework; additional investment in the Ontario Research Fund; provincial AI strategy which will launch in the summer; visit of Lazaridis School by Minister Nolan Quinn; announcement of shifting four-semester Bachelor of Education program to a 12-month program delivered across three consecutive semesters; continued work on federal advocacy with respect to research, immigration, and infrastructure; presentation of the Laurier's Social & Economic Impact Report to the City of Waterloo's Town & Gown Committee,

highlighting Laurier's impact within the community and province; working with the City of Brantford to ensure downtown safety, support of vibrancy initiatives, and to strengthen collaboration between the university and the city; and the upcoming Chamber of Commerce events in Milton and Brantford to strengthen relationships with the business communities in those areas.

## **STRATEGIC DISCUSSION/DECISION ITEMS**

### **4. Finance, Investments, and Property Committee, Jim Phillips**

#### **a. 2026-2027 Tuition Report: Domestic Tuition Rates, John Fraser / Ryan Reid**

Ryan Reid noted that approval of the domestic tuition fees represents the final component of the tuition report. The report reflects increases permitted by the government, beginning September 1, 2026. It was noted that the out of province, international, and cost recovery tuition fees were approved by the Board previously. Members were advised that tuition increases established under the previous framework remain in effect (e.g. tuition anomaly adjustments and out-of-province increases). Under the new framework, domestic tuition may increase by 2% annually for three years, followed thereafter by annual increases set at the lesser of 2% or inflation. Laurier has applied the 2% increases across all programs, as permitted.

**Motion (Ling Chu/Koltyn Wallar): That on the recommendation of the Finance, Investments & Property Committee, the Board of Governors approve the 2026/27 tuition rates for domestic students, as proposed. Carried.**

#### **b. Protocol Agreement on Non-Tuition Fees, Zeynep Danis**

The Ministry of Colleges, Universities, Research Excellence and Security (MCURES) requires universities to maintain specific administrative processes to oversee the introduction of, or changes to, non-tuition fees. At Laurier, these processes are outlined in the Protocol Agreement on Non-Tuition Fees. The Committee on Non-Tuition Fees Assessment oversees the agreement and administers the processes it sets out. The Committee includes representation from the Students' Union, the Graduate Students' Association, Finance, Student Affairs, the Registrar's Office, and the Office of the Provost.

The Committee has reviewed and updated the Protocol Agreement on Non-Tuition Fees, which is set to expire on April 30, 2026. It was noted that the proposed revisions are largely housekeeping in nature. The updated agreement will be in effect until April 30, 2029.

**Motion (Caitlin Smith/Reina Stewart): That on the recommendation of the Finance, Investments & Property**

**Committee, the Board of Governors approve the Non-Tuition Fee Protocol Agreement. Carried.**

- c. 2026-2027 Non-Tuition Fee Report, Zeynep Danis  
Non-tuition fees are those fees that are charged to support services other than academic programming (e.g. athletic, residence, health, dental, etc.). The fee owners are consulted to gather the proposed non-tuition fees for the upcoming academic year. The report is then consolidated and reviewed by the Non-Tuition Fees Committee. Each year, allowable increases for existing fees are considered and ensure the recommended changes are in accordance with ministry guidelines and Laurier's protocol agreement. The student groups also review the report with their respective boards. The report lists out fees in 3 categories including Compulsory, Administrative and Ancillary Services and proposed increases for each. It was noted that the parking fees related to faculty and employee groups covered by collective agreements had been removed from the report, as they do not fall within the scope of this process.

**Motion (Cynthia Sundberg/Catherine Dutt): That on the recommendation of the Finance, Investments & Property Committee, the Board of Governors approve the 2026-2027 Non-Tuition Fee Report, as proposed. Carried.**

- d. 9-Month Fiscal Update, Zeynep Danis / Christine Dale  
The Board received a presentation and written report summarizing the budget to actual variances for operating, ancillary and consolidated budgets as well as full-year forecast projection. The consolidated budget is currently showing a surplus of \$18M compared to \$8M budgeted surplus, a favourable variance of \$10M. The main driver of this surplus is revenue which is favourable by \$15M while the expenses are unfavourable by \$5M.

The forecast for operating fund is anticipating a \$9M surplus compared to the balanced budget. This is due to expected revenue favourability of \$14M from expected increase of \$10M in tuition from higher than budgeted domestic enrolment and \$4M from other income and fees (i.e. increased student fees, bank interest income, facilities renewal funding, etc.). Expenses are expected to be unfavourable by \$5M due to increased expenses in staffing costs and non-salary expenses (i.e. increase costs of scholarships and bursaries due to increased enrolment).

The consolidated forecast shows projected surplus of \$13M which is \$9M favourable to the \$4M approved budget. Staff will continue to monitor financials closely. It was noted that the internal financial statements vary from the year-end audited statements, as the audited statements include GAAP related adjustments and required contributions to several reserves. The audited financial statements will come to the Board in September.

- e. 2026-2027 Budget Report, Debbie Martin / Heidi Northwood  
Debbie Martin offered introductory remarks noting that although budget discussions are typically held in the open session, this year's discussion will be done *in camera* due to the recent funding announcement by the provincial government and all related information remaining embargoed. Once the embargo is lifted, the information will be made public. Before going *in camera*, Debbie acknowledged the contributions of Dan Dawson, who will be retiring at the end of May after 41 years of service at Laurier, and expressed appreciation for his many contributions to the institution.

**Motion (Cynthia Sundberg/Rachel Dann): to move the meeting *in camera*. Carried.**

The meeting returned to the open session following the *in camera* discussion.

**Motion (Cynthia Sundberg/ Reina Stewart): That on the recommendation of the Finance, Investments & Property Committee, the Board of Governors approve the 2026-2027 Operating, Capital & Ancillary Budget, as proposed. Carried.**

**Motion (Ling Chu/Doug Treleaven): That the Board approve the associated materials be made public once the provincial embargo is lifted and the relevant minutes be reviewed to determine whether all or part can also be made public. Carried.**

*The minutes below document a discussion that occurred in camera due to a provincial embargo on the information at the time of the meeting. In light of the province lifting the embargo on April 17, a motion from the Board to make the materials public once the embargo was lifted, and the Laurier community being provided with the details on April 21, 2026, the minutes are being distributed in the open meeting materials.*

Board members received the written Budget Report for 2026/2027 and a presentation which focused on budget context, the operating budget, and a multi-year operating budget forecast. The announcement on February 12 was significant for Laurier and has resulted from many years of advocacy work and efficiencies, with budget savings totaling \$43M. Both VPs thanked the Board and community for the support and advocacy work and acknowledged that staff are doing excellent work to provide services more efficiently.

Information on enrolment corridor was shared noting that the 2026/27 numbers have not been finalized. Ontario universities operate in a corridor funding model where institutions are funded to a fixed mid-point level within a corridor. The corridor funding midpoint hasn't changed since 2016/17 up until 2025/26 due to the increase in STEM funding. For

2026/27, the university is awaiting further confirmation about how the new funding model will impact Laurier's corridor.

The 2025/26 operating budget was approved with a \$2.3M deficit which was to be balanced with contributions from reserves. For the 2026/27 budget, the projected magnitude of change was outlined, including increases in tuition revenues associated with enrolment changes, increases in enrolment-based grants and one-time only increases from the sustainability grant. It was also noted that there is a variance in salary and benefits including the new and replacement faculty related to the faculty ratios, and UPP salary offsets. There is a projected surplus of \$20.9M with a modest contribution to reserves.

Multi-year operating assumptions for 3 scenarios were presented including assumptions for enrolment, tuition, grants, and expenses. While some of these assumptions are now known, others will depend on sector trends, campus enrolments, and the impact of international policy. The base case reflects a surplus for the first few years, with a return to a deficit position by year 2029/30. Consolidated multi-year forecasts were also shared anticipating increased profits from ancillary services, which are generally reinvested in ancillary facilities.

Net income (loss) projections and the primary reserve ratio were shared as part of the Ministry's Financial Accountability Framework metrics. It was noted that for Laurier, falling below zero on the net income (loss) ratio would shift the University from the current low action rating to a medium action rating, requiring a recovery plan and more frequent reporting. This will happen when there is a deficit as the ratio would fall below the desirable number. For the primary reserve ratio, Laurier continues to be steadily above 90 days but below the sector average. To align with other institutions, Laurier would require significant money in reserves, which isn't viable for an institution of Laurier's size. At this time, the focus is to be financially sustainable.

With the new provincial funding announcement, Laurier has a runway of three years of anticipated surpluses with return to a deficit position in year four. These surpluses need to be used wisely to position Laurier well for the future. Members learned that over the next few months, strategies for investment of surplus will be developed, balancing strategic investments, meeting infrastructure growth demands, and strengthening stability through reserves. These will be brought to the June Board meeting.

Members discussed: how the GPA withdraw only decision impacts student retention; how Laurier has increased the runway in primary reserve ratio from 69 to 88 days post covid year; the impact of tuition increases; the point at which Laurier would incur a financial loss if enrolment continues to grow above the corridor, and whether this threshold varies by program; investment of surpluses versus reserves; importance of fiscal

sustainability; and the increased enrolment and impact on academic space.

5. **Faculty of Law**, Trish McLaren, 4:00 p.m. (5 min)  
Due to the competitive nature of the Faculty of Law proposal and the confidential strategic information, this item was discussed *in camera*.

**Motion (Rachel Dann/Ken Maly): to move the meeting *in camera*. Carried.**

The meeting returned to the open session following the *in camera* discussion.

**Motion (Doug Treleaven/Abas Kanu): That on the recommendation of the Senate, the Board of Governors endorse in principle the creation of a Faculty of Law, contingent on the approval of the Juris Doctor program by the relevant regulatory authorities and review of associated Faculty financial information by the Board of Governors. Carried.**

## FOR DISCUSSION

6. **Reflections on Visiting Laurier Facilities in the Northwest Territories**, Doug Treleaven  
Doug Treleaven shared the experience of visiting Laurier's facilities in the Northwest Territories noting: exceptional work being done; presence of living labs; the importance of establishing long-term partnerships with indigenous partners and Northwest Territories government; sharing indigenous ways of knowing; risk and opportunities; the need to have different business processes/policies; the need for appropriate investments and research funding; issues and priorities of Northwest Territories Government and how they align with Laurier's research and work in the area; utilizing this work for competitive advantage.
7. **Other Business:** None.

## B. IN CAMERA SESSION

**Motion (Reina Stewart/Ken Maly): to move the meeting *in camera*. Carried.**

## C. CONSENT ITEMS

The items noted for approval were approved by consent under item A.1.b.

1. **Items for Approval**
  - a. Agenda
  - b. Minutes, Board of Governors, February 12, 2026
  - c. Executive Committee Terms of Reference Revisions  
**Motion: That on the recommendation of the Governance Committee, the Board of Governors approve changes to the Executive Committee Terms of Reference, effective July 1, 2026.**
  - d. Other Committee Terms of Reference Revisions  
**Motion: That on the recommendation of the Governance**

**Committee, the Board of Governors approve the following Committee Terms of Reference, as revised, effective July 1, 2026:**

- **Governance Committee**
  - **Compensation Committee**
  - **Audit, Risk and Compliance Committee**
  - **Finance, Investment and Property Committee**
  - **Investment Oversight Sub-Committee**
- e. Annual Compliance Report for Bill S211- Fighting Against Forced Labour and Child Labour in Supply Chains Act  
**Motion: That on the recommendation of the Audit, Risk and Compliance Committee, the Board of Governors approve the 2025–2026 annual compliance report as required under Bill S211 - Fighting Against Forced Labour and Child Labour in Supply Chains Act, and that an officer of the Board be authorized to sign the report.**
- f. Support for Registration and Grant of Heraldic Emblems for Special Constable Service  
**Motion: That the Board of Governors approve that Laurier Special Constable Service apply for a grant of Heraldic Emblems to register their Service badge and Standard (Flag) with the Canadian Heraldic Authority of Canada.**

**2. Items for Information**

- a. Updates on Recent Activity of the Standing Committees
- b. Report on Senate Activities
- c. Pension Plan Annual Compliance Report 2025
- d. Q4 Summary, Investment Performance – Hub International
- e. 2026-2027 Tuition Report: Domestic Tuition Rates for Out of Province Students and Tuition Anomaly Programs

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