



Wilfrid Laurier University

BOARD OF GOVERNORS

Tuesday, September 10/02, 9-11 a.m.

SENATE & BOARD CHAMBER

Coffee will be available at 8:30 a.m.



CONSENT AGENDA

A. Introduction

- A1. Business Arising from the June 27, 2002 Minutes

B. Discussion

- B1. Executive & Governance Committee B. Walker
 ▸ Board Objectives for 2002-2003
 ▸ Annual Cycle-Plan 2002-2003
 ▸ Retreat
- B2. Audit & Compliance Committee C. Gibson
 ▸ Environmental/Occupational Health & Safety Annual Report
 ▸ Contract labour policy
 ▸ Financial statements for the fiscal year ending April 30, 2002
- B3. Resource Planning & Utilization Committee J. Beingessner
B. Rosehart
 ▸ Enrolment and budget update
- B4. Development & Community Relations Committee B. Harris
 ▸ Campaign update
- B5. Open Forum
- B6. In Camera Session
- B7. Matters from the Consent Section of the Agenda
- B8. Other Business

C. Consent

- C1. Agenda
- C2. Minutes of June 27, 2002 Board Meeting M. Jacobs
- C3. Executive & Governance Committee Report B. Walker / M. Jacobs
- C4. Audit & Compliance Committee Report C. Gibson / J. Butler
- C5. Harassment/Discrimination Office 2001-2002 Review & Report M. Jacobs
- C6. Annual Report from the Office of the Ombudsperson 2001-2002 D. Willfang
- C7. Employment Equity Annual Report S. Rose

Parking for external members in lot 11 off of University Avenue

Please convey regrets to Whitney Densmore (519) 884-0710 x 2047, wdensmor@wlu.ca

Next board meeting: Tuesday, December 3, 2002, 9-11 a.m., Senate & Board Chamber



BOARD OBJECTIVES 2002-2003

Mission Statement:

Wilfrid Laurier University strives to be a diverse, personal and supportive community. It is devoted to learning, research, scholarship, creativity, professional expertise and personal development in a student-centred environment. Faculty and staff work with highly talented undergraduate, masters and doctoral students, and other individuals interested in life-long learning. Our aim is to educate engaged and aware citizens of an increasingly complex world. The Laurier community fulfills this mission through distinctive programs in Arts and Social Sciences, Business and Economics, Music, Science, Social Work, and Theology.

Veritas Omnia Vincit.

Our Vision:

Wilfrid Laurier University is one of Canada's most innovative universities with a strong sense of community. An institution with a distinct commitment to teaching, Laurier combines programs in humanities, social sciences, and sciences with those in professional schools. The Laurier community provides an environment that fosters personal growth and leadership as well as the development of excellence in graduate programs, scholarly research, creativity, and professional achievement.

OBJECTIVES

Overall:

Fulfill governance and fiduciary responsibilities. In formal and informal settings, deliver performance which is aligned with the Guidelines for Board Members Roles and Responsibilities in a high quality, proactive and visible manner (see next page).

Specifically:

1. Continue stewardship of the Laurier of the Future University Plan update as approved by the Board of Governors on June 27, 2002.
2. Ensure that formal meetings of the board as well as committees are managed in an open, forthright manner which promotes value-added, constructive and innovative dialogue.
3. Assume a role of shared ownership in the pending fund-raising campaign.
4. Enhance the visibility of the board and its contribution to the university as perceived by its constituents, particularly students, department heads, faculty and staff.
5. Oversee major capital development initiatives and associated long term financing.
6. Provide counsel and input to major human resources initiatives in the areas of recruiting, labour relations and staff classification.
7. Recruit new members and manage succession to sustain strong leadership and performance.
8. Measure and monitor the board's performance on an ongoing basis.



Wilfrid Laurier University BOARD OF GOVERNORS

Guidelines for Board Member Roles and Responsibilities

August 21, 2002

Formal fiduciary and related responsibilities are described in the WLU Act as amended, 2001.

The following describes guidelines for board members in fulfilling their roles on the board:

Context

- ▶ Gain familiarity with the Act and the University Plan.
- ▶ Be knowledgeable about the university system, the issues facing Laurier and how they are being addressed.
- ▶ Know the university, its people, programs and physical assets.

Governance

- ▶ Appreciate the difference between stewardship and management. The board does the former, administration the latter.
- ▶ Contribute to the development and evolution of strategic direction.
- ▶ Execute fiduciary responsibilities.
- ▶ Understand the respective responsibilities of the board and Senate in their bi-cameral roles.
- ▶ Assist in the evaluation of board performance.
- ▶ Participate in the evaluation of management performance.
- ▶ Offer advice to management.
- ▶ Prepare for board and committee meetings, be present, participate constructively and energetically.
- ▶ Balance interests of constituent group represented with those of the university. Place the interests of the university as a whole ahead of individuals or constituent groups.
- ▶ Avoid any real or perceived conflict of interest.
- ▶ Act with decorum and complete integrity, respect confidentiality in all matters related to the university.

Advocacy

- ▶ Be an enthusiastic supporter of the university at every opportunity.
- ▶ Participate frequently in university, community and other events which benefit the university.
- ▶ Facilitate linkages amongst constituent groups.
- ▶ Assist in recruiting individuals who will benefit from involvement in the Laurier community whether prospective students, board members, faculty or staff.
- ▶ Participate in fund-raising activities.
- ▶ Ensure that any formal communication about the university related to policy or issues is deferred to the board chair or the president.



PROPOSED ANNUAL CYCLE-PLAN FOR THE BOARD OF GOVERNORS
2002-2003

September	Approval of audited financial statements	A&C
	Board objectives for the year	E&G
	Reports to board per planning update	all committees, if applicable
	Report of review of organizational changes in Student Services	B. Rosehart
	Report of creation of position -- Director of Alumni Relations	B. Rosehart
	Consent - Annual report from the Ombudsperson	
	Consent - Annual report from the Harassment/Discrimination Co-ordinator	
	Consent - Annual report from the Employment Equity Office	
December	Budget update	RP&U
	Formal quality control system	RP&U
	Appropriations and fund transfers	RP&U
	Budget variance report & reconciliation report	RP&U
	Use of University Heights	RP&U/PSOC
	Recommendation regarding de-regulation of tuition fees per planning update	PSOC
	Additional performance indicators per planning update	PSOC
	Report to board regarding technology priorities for next two years	
	Report of feasibility study - campaign update	D&CR

February	Approval of the audited pension plan financial statements	A&C
	Review of vision, mission per planning update	PSOC
	Review of values per planning update (Human Resources Sub-Committee)	RP&U
	Campaign budget to be approved	D&CR
	Board of Governors retreat (date to be confirmed)	
April	Approval of annual operating and ancillary budgets, and fee schedules, and review of library acquisition budget per planning update	RP&U
	Approval of accessibility policy per planning update	
May	Annual meeting	
	Annual Occupational Health & Safety Report	A&C
	Annual Legislative Compliance Report	A&C
	Review of organizational structure of board committees	E&G
	Operating agreements with WLUSU, WLUGSA, WLUSP, WLUA, if applicable	
	Evaluation of Board performance based on objectives	
June	Reports to board per planning update	all committees, if applicable
	Annual reports of board committees (RP&U to include reports of sub-committees)	all committees
	Approval of board meeting dates (including Executive & Governance)	E&G
	Review of HR strategy & staff resources policy	RP&U
	Approval of updated campus plan	RP&U
	Review of marketing strategy per planning update	D&CR
	Review of accountability matrix	PSOC
	Nominations/elections of board officers, committee memberships, Senate appointments and committee chairs	Nom



Wilfrid Laurier University
BOARD OF GOVERNORS
Audit & Compliance Committee

Item B2, Board of Governors, Sep 10/2002

On Thursday August 29, 2002 the Audit and Compliance Committee of the Board of Governors recommended the following motions be sent to the Board of Governors for approval:

Ms. Stephanie Kibbee attended the Audit and Compliance meeting to speak to the Environmental/Occupational Health and Safety Annual Report for 2001-2002. After review of the report by Ms. Kibbee and answering questions of the Committee, the following was put forward:

Motion:

That the Audit & Compliance Committee accepts the Environmental Health and Safety Compliance Report as presented from the Environmental/Occupational Health and Safety Manager, and recommends the report to the Board of Governors for approval with the addition of statistics for Lost Time Incidents for 2002 to date and future statistics on Frequency and Severity of Injuries.

Stephanie Kibbee, Manager Environmental/Occupational Health & Safety will report the number of lost days in the first 6 months of 2002 at the meeting of the Board of Governors on September 10. In addition, in next year's report there will be more data with respect to the actual number and kinds of health & safety concerns raised as a result of a more consistent tracking system implemented this year.

Ms. Marilyn Jacobs, University Secretariat, was also present to speak to the Committee on the Contract Labour Policy for Wilfrid Laurier, as revised by Ms. Jacobs and Ms. Kibbee. The following motion was put forward:

Motion:

That the Audit and Compliance Committee accepts the Contract Labour Policy Report as presented from the Environmental/Occupational Health and Safety Manager and the University Secretariat, and recommends the report to the Board of Governors for approval.

Mr. Kerry Gerber, Partner and Mr. Dale Zordrager, Account Manager of the Audit firm PricewaterhouseCoopers attended the meeting to present the Committee with a draft of the 2001-2002 Audited Financial Statements, the Explanation of Net Assets and the Auditor's Report as at April 30, 2002. At the conclusion of discussions, the following motion was put forward:

Motion:

That the Audit and Compliance Committee recommend to the Board of Governors the approval of Wilfrid Laurier University's Audited Financial Statements for the fiscal year ended April 30, 2002, subject to further reporting on Hedge funds and the completion of note 19 on page 17 of the statements.

and

That the Audit and Compliance Committee recommend to the Board of Governors the approval of the Explanation of Net Assets of WLU, accompanying the Financial Statements.

and

That the Audit and Compliance Committee accepts the PricewaterhouseCoopers Audit Report - as at April 30, 2002 as presented, and recommends the report to the Board of Governors for approval.

Prepared by: Robert Byron, Secretary of the Audit and Compliance Committee

Date: September 3, 2002

Wilfrid Laurier University

Environmental/Occupational Health and Safety
Annual Report
2001-2002

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Introduction

Wilfrid Laurier University recognizes the importance of providing and maintaining a healthy and safe work and educational environment for all of its employees and students as addressed in the Environmental/Occupational Health and Safety Policy.

The OHSA Act requires directors and officers of corporations to take all reasonable precautions to protect employees and to comply with the Act and its regulations.

To ensure that the university meets its obligations, the Board of Governors via its Audit and Compliance Committee will review the Environmental/Occupational Health and Safety Policy annually and evaluate key areas, goals, and objectives of the Environmental/Occupational Health and Safety Office (EOHS). This report summarizes the Environmental/Occupational Health and Safety activities undertaken at Wilfrid Laurier University during the last fiscal year and outlines the main proposed objectives for 2002-2003, however, additional objectives may be added due to changes in legislation or university community requests. An Environmental/Occupational Health and Safety Report 2002 was presented and approved by the Board of Governors in May 2002.

Executive Summary

Over the past fiscal year, the university has been proactive by supporting the development and resourcing of the Environmental/Occupational Health and Safety Office (EOHS).

The Office of Environmental/Occupational Health and Safety will need to focus on strengthening the resources available to support the university in enhancing its various environmental health and safety systems and also in meeting its legislative obligations. The hiring of a full time support staff member has been recommended to the university management for their consideration and approval. Currently, there is a part-time support staff member only.

During the last fiscal year a number of activities were undertaken by the EOHS Office. One major activity was the management and disposal of hazardous waste, the control of which was transferred to this office. In addition, the university has approved of a hazardous waste budget (2002-2003) for this management and disposal of waste. This will ensure better tracking and management and disposal of hazardous waste generated on campus.

Another significant achievement of the last year was in the area of training, (refer to table titled “accomplishments for 2001-2002”). Several courses were developed and delivered to the university community. The training programs were designed not only to meet legislative regulations, but also to increase the overall level of safety awareness on campus.

Another area of focus was the management of WSIB and the revision and enforcement of the return to work procedures.

During the upcoming fiscal year, the office will continue efforts, initiated in previous fiscal years, to review, revise and develop university and departmental policies and procedures.

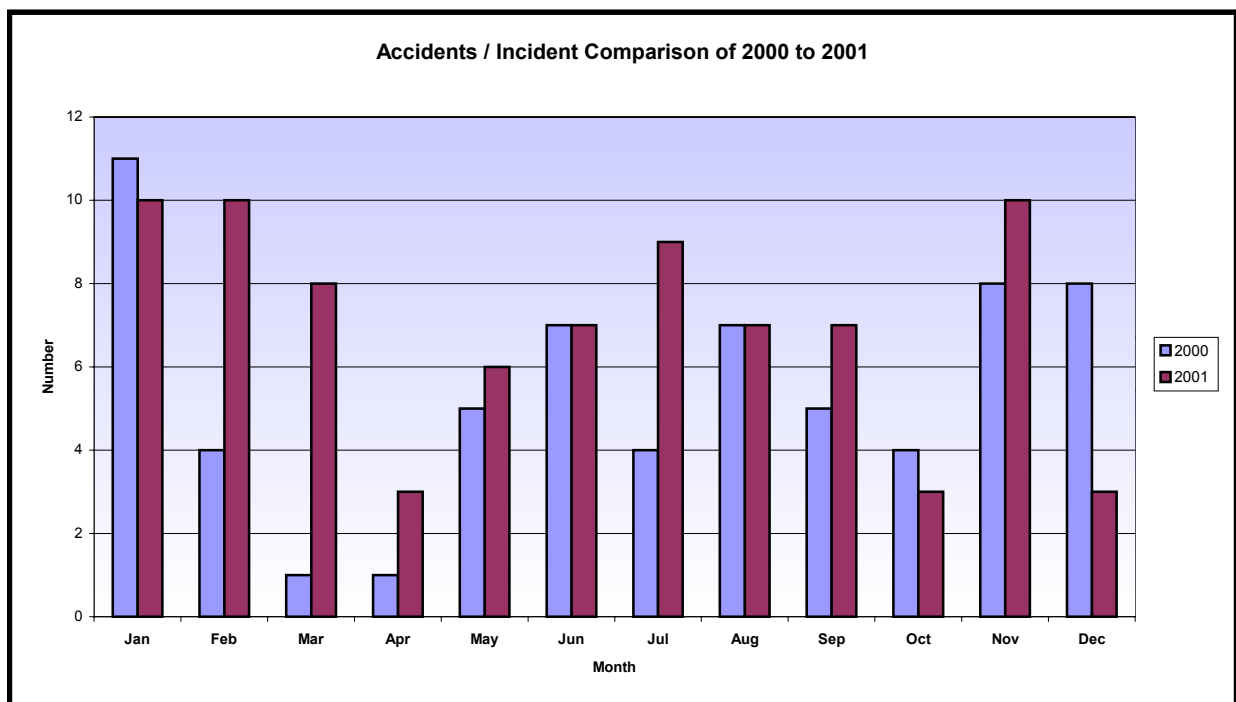
Legislative pressures will continue to be placed on the university in all areas. As a result, the office will be required to interpret, implement, and develop policies and procedures as they become necessary due to implementation or enforcement of regulations and standards.

Workplace Related Accident/Incidents and Workplace Safety and Insurance Board (WSIB) Claims Management

♦ *Accident/Incidents*

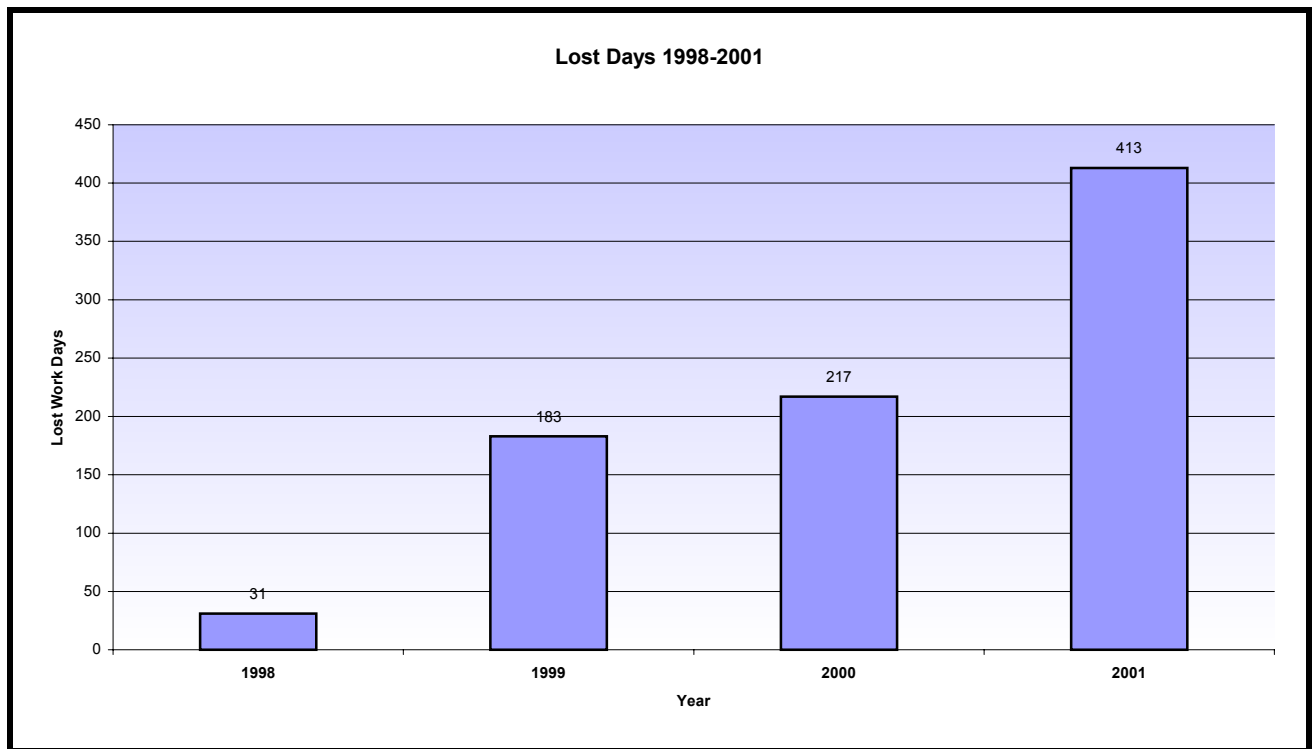
During 2001, WLU saw a significant increase in the number of accidents/incidents reported. This could be in large part due to promoting an initiative to report all accidents/incidents to one's supervisor immediately.

The data available to the department will allow us to show a comparison for the last two years. The table below indicates the number of accidents / incidents per month for that period.



◆ *Lost Days*

The number of lost days increased significantly from 217 in 2000 to 413 in 2001 (52.5%), continuing a trend of the last few years. In 2001, there were 2 major claims that required a lot of time away from work. The chart below shows the number of lost days for the last 4 years.



As a result, the university's previous record that provided WSIB rebates has deteriorated, and a financial penalty of \$1500.00 was paid in September 2001.

In 2002, the EOHS Office will continue to work with Human Resources to develop new claims reporting and return to work procedures. Effective containment of WSIB and other costs is directly related to the accommodation of injured employees. A procedure was previously in place, but was not being utilized to a significant extent, and required enhancement to promote effective early return to work.

The EOHS Office administers the university's WSIB return to work policy guidelines and procedures. Human Resources administers the LTD and STD. Both departments work closely in consultation with department managers and related unions to manage WSIB cases.

- **Actions 2002-2003**

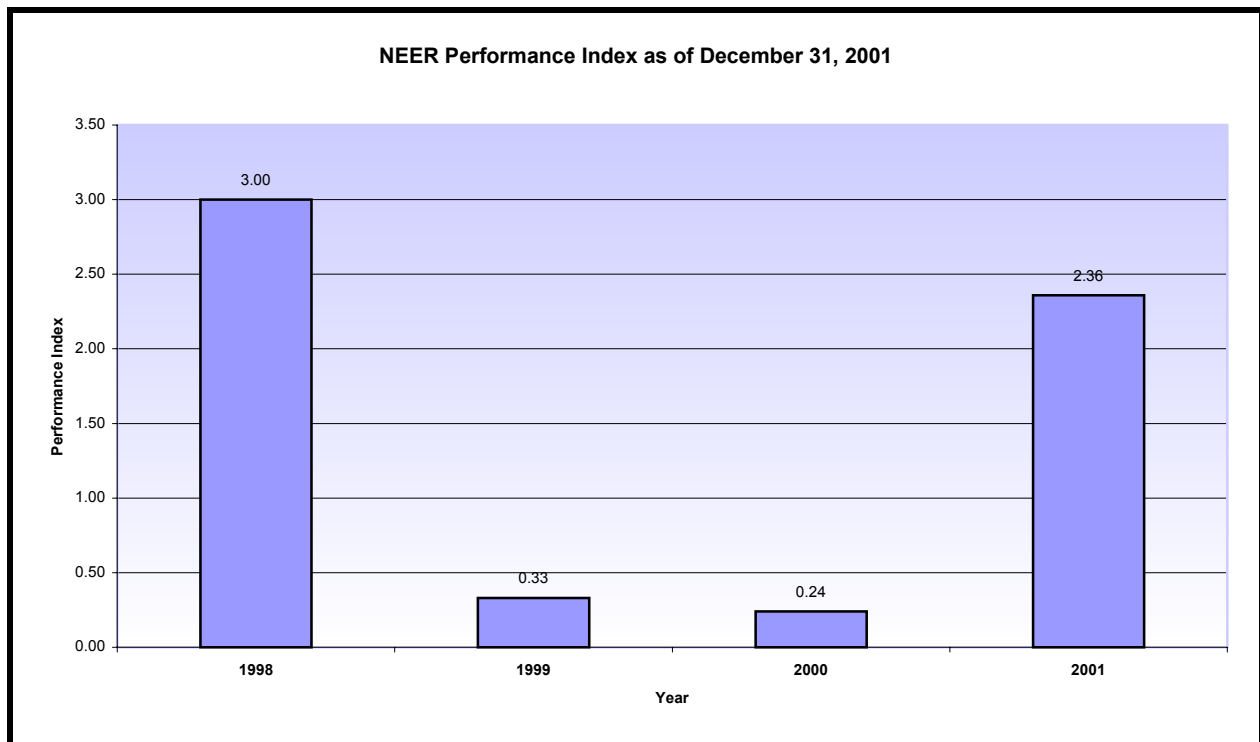
1. Develop procedures to offer modified work to enable those disabled to return to work as soon as possible given their medical condition.
2. Develop and provide awareness training in areas where accidents occur most frequently in order to assist in the reduction and prevention of accidents.

◆ *Accident Costs*

NEER, or New Experimental Experience Rating, is a plan that redistributes assessments via refund and surcharges to individual employers within the rate group. The WSIB calculates a “performance index” based on employers actual costs during the year to the “expected costs” which is based on the average performance of the rate group. A performance index is an indicator of the firm’s accident costs in relation to the rate group.

A performance index of less than 1.0 indicates that accident costs are lower than expected and results in a rebate on the premium. A performance index greater than 1.0 indicates that accident costs are higher than expected and results in a surcharge. The upper limit for a performance index is 3.00 because of the NEER insurance future that limits the NEER costs to three times the expected claims cost.

Based on December 31, 2001, the performance index for Wilfrid Laurier University was 2.36. In the March 31, 2002 NEER Firm Summary Statement the performance index for Wilfrid Laurier University has improved substantially to 1.25, moving us closer in achieving a rebate status. Several factors have led to this improvement. This includes an increase in focus in the management of WSIB claims, such as by increasing the emphasis on the return to work program. In addition, where claims appeared to be unjustified or excessive, effective efforts were made to challenge the claims to avoid or minimize costs. Significant effort was made to establish a strong relationship with the WSIB adjudicator to enhance their support in our efforts to ensure that submitted claims were appropriately assessed for eligibility.



Occupational Safety and Hygiene

♦ *Training*

All training listed below was developed and delivered to the university community in 2001-2002 through the EOHS Office. The training programs are designed not only to meet legislative regulations, but also to increase the overall level of safety awareness on campus, and to provide the knowledge required to protect health, safety and the environment.

Course	Description
Workplace Hazardous Material Information System (WHIMIS)	This course, both basic and refresher, is provided to all employees at WLU
Respiration Fit Testing	Provides employees with a general understanding of respirator fit factors and methods for performing respirator testing
Accident Investigation	Provides supervisors and committee members with a thorough understanding of steps for investigating an accident effectively
Workplace Safety Inspections	Provides employees and committee members with sufficient knowledge to enable them to conduct workplace inspections and identify hazards
Compressed Gas Cylinders	Provides employees with sufficient knowledge to understand and control the potential health and safety hazards associated with compressed gas cylinders
Health and Safety Committee and OHSA	Provides committee members with information regarding their duties and responsibilities under the Act
New Employee Orientation	Provides all new employees with an understanding of workplace safety issues and rights and responsibilities of employees/supervisors under OHSA
Bloodborne Pathogens for Custodial Staff	Offered to all custodial staff whose job duties may put them at risk for bloodborne diseases
WSIB and Return to Work Procedures	Provides employees with an understanding of their work related injury and/or disability reporting obligations under the Act, as well as safe return to work procedures
Right to Refuse or Stop Work	Offered to all employees in order to make them aware of the work refusal process

◆ *Health and Safety Committees*

The OHSA mandates health and safety committees in workplaces. The committee is an advisory group of worker and management representatives. The committee meets monthly to discuss health and safety concerns and it also plays a significant role in the implementations of environmental health and safety policies and procedures.

Due to the size and decentralization of the university, a number of local health and safety committees have been established based on departmental needs and also to address workplace safety inspections. These local committees report to the university EHS Committee.

Each committee is required by law to have at least two certified members and to meet at least once every three months. The certification process is administered through the WSIB. The number of certified members has continued to increase over the last year from 11 in 2000 to 13 in 2001 for Phase I of the certification. In addition, in 2001, all 13 members completed Phase II of the certification.

◆ *Health and Safety Concerns*

The Environmental/Occupational Health and Safety Office responded to a number of concerns raised by the university community during 2001. Some of the major concerns included:

- work refusal issues arising from construction
- ergonomics
- indoor air quality
- radioactive waste disposal
- asbestos
- first aid
- noise

Some of these issues had to be individually investigated. An explanation was then given to the employees on the proper procedure and recommendations and how to implement them. Due to the nature of the concerns, training and procedures were developed by the department to help prevent or provide information on future occurrences.

The timely provision of appropriate and accurate advice and counsel to members of the community regarding health and safety concerns enable them to make appropriate decisions and take appropriate action to fulfil their statutory responsibilities.

◆ *Asbestos Control Program*

As required by the Ontario legislation, an inspection to reassess all asbestos containing materials (ACM) at Wilfrid Laurier University is carried out using an external consultant annually. The inspection indicated that most of the ACMs areas were found to be in very good condition. It also identified areas where asbestos abatement was required. This was completed. All arrangements for this project are handled through the Physical Recourses department. The EOHS office receives and reviews the report and makes sure that all planned actions were completed.

Chemical Waste Management

♦ *Hazardous Waste Disposal*

The Ministry of Environment notified all hazardous waste generators of its new annual registration requirement. This came into effect January 1, 2002. Associated with this annual registration is a new charge to recover the Ministry's costs related to the management of hazardous waste in the province. The fees payable to the Ministry will have 3 components (base fee for generators, fee for each shipment or manifest and fee based on tonnage component of waste). In addition there is a requirement for appointing a waste administrator. This administrator, (Manager, EOHS) will have the right to register new waste classes and sign manifests. Waste streams were audited to ensure all required registrations were in place and corrective action was taken where necessary. Waste disposal procedures were communicated to all departments that generate waste. All of the above was done during the last fiscal year.

- **Actions**

1. 2001-2002: All of the above achieved
2. 2002-2003: Maintain the above

♦ *PCB Waste*

In April 2002, the Environmental/Occupational Health and Safety Office disposed of several drums of ballasts.

Accomplishments for 2001-2002

Project	Goal
Joint Health and Safety Committee	Provided core certification training for members.
	Trained on OSHA
Environmental Protection Act/Ontario- Management of Hazardous Waste	Transferred control hazardous waste disposal to EHS Department to ensure control of wastes and compliance.
	Set up centralized budget for disposal costs, and communicate waste disposal procedures to all departments.
Smoking Policy	Updated to meet the legislation.
Training: WHMIS, Respiratory Protection, Accident Incident Investigation, Workplace Safety Inspection, Lockout/Tagout, and New Employee Orientation	Developed and delivered training.
WSIB/Modified Work Program	Developed modified work program and standards to decrease lost time days away from work, decrease WSIB costs and bring the university into compliance.

2002-2003 Goals and Objectives

♦ *On-Going Activities*

On-going Activities	Goal
WSIB Claim Management	Reduce the average number of days lost per claim by a minimum of 50% within the next 2 years. Develop strategies to reduce days lost due to slips, trips and falls.
WSIB New Experimental Experience Rating	Work towards achieving a rebate status in 2003.
Safety Committees	Continue to ensure that the number of JHSC meetings is 100% in compliance with the OHS Act. Monitor workplace inspections to ensure that workplaces in the university are inspected.
Government Contacts	Work towards 100% compliance with direction received from government agencies.
Education/Awareness	Continue to inform supervisors of all legislatively required training
Advice and Counsel	Continue to provide complete responses to all interventions.
Review and Revise Policies and Procedures	Improve and make changes in a way that we meet or exceed the legislation and make them operative

♦ *New Projects*

Project	Target
Emergency Evacuation	To create and implement an emergency evacuation procedure and conduct annual emergency drills to ensure procedure works
Ergonomics	Form and train a group of employees to develop guidelines and address employee concerns
Training	Develop and deliver training for: 1. Due diligence for Managers/Senior Administration 2. Biological Safety
Laboratory Safety Manual	Develop a laboratory safety manual for the sciences
Certificate of Approval (Air)	Review and revise the university C of A for all fume hoods and boilers as required by the Ontario Ministry of Environment
Awareness Program	Develop awareness programs (e.g. information/training sessions, provide information on the web, publication of pamphlets, etc) on the prevention of back injuries, slips, falls and respective strains and injuries

7.13 Contract Labour

Wilfrid Laurier University Policy

Effective Date: July 4, 2002

Approval Date: July 4, 2002

Approved by: Robert G. Rosehart

Original Effective Date: July 4, 2002

Revisions: N/A

I. Scope

No construction or renovations by contractors shall take place at any facility at or around Wilfrid Laurier University (WLU) without prior consultation and approval of the assistant vice-president: physical resources or his or her designate.

Advance planning and quality site preparations are important for a safe, environmentally conscious, well-organized construction site. The following document is a policy that applies to all contractors and subcontractors that provide services to Wilfrid Laurier University.

Work performed at WLU could be completed by WLU employees or by contractors. This work can be classified into one of three categories outlined below. The categories are as follows:

- A. Construction projects where WLU is a "Constructor". The university has all obligations under section 23 of Occupational Health & Safety Act (OHSA) as "Constructor".
- B. Construction projects where WLU retains a "General Contractor to act as the Constructor". The university does not have responsibilities as "Constructor" for this type of construction project, as long as the constructor completely controls all of the work and university employees are not intermingling in the project and the university is not controlling the project in any way, other than quality control and timeliness of requirements being met. WLU would still have "Owner" obligations.
- C. Non-Construction work where WLU is acting as the "Employer". The university must fulfill all obligations under section 25 and 26 of OHSA and any other applicable sections of the OHSA or regulations, as "Employer" of contract workers.

The responsible WLU project administrator requesting the work shall determine the classification of a project/contract or work. The project administrator must be familiar with the university's obligations under all appropriate sections of the OHSA and regulations.

The university can have work that can be classified in any of the above three categories at different locations. It is important for the project administrators to know the university's obligations for each type of work at each location.

The project administrator must file notice of a project where applicable i.e. project dollar value exceeds \$ 50,000. (see section 6 of the Construction regulations).

II. Definitions

- A. Constructor: a person who undertakes a construction project for an owner and includes an owner who undertakes all or part of a project by himself or herself. The constructor has complete control of the work (owner controlling itself, or a general contractor controlling on behalf of the construction project owner) and shall have responsibility for regulatory compliance and safe work procedures on the job site.
- B. Owner: includes a trustee, receiver, mortgagee in possession, tenant, lessee, or occupier of any lands or premises used or to be used as work place, and a person who acts for or on behalf of an owner as his agent or delegate; ("proprietaire").
- C. Employer: means a person who employs one or more workers or contracts for the services of one or more workers and includes a contractor or sub-contractor who performs work or supplies services.
- D. Project administrator: Any university employee who is arranging, approving or supervising work performed at the university including the manager of Materiel Management.
- E. Construction: includes erection, alteration, repair, dismantling, demolition, structural maintenance, painting, land clearing, earth moving, grading, excavation, trenching, digging, boring, drilling, blasting, or concreting, the installation of any machinery or plant, and any work or undertaking in connection with a project but does not include any work or undertaking underground in a mine.
(Note: read together with definition of project to determine "construction project").
- F. Project: means a construction project, whether public or private, including,
 - 1. The construction of a building, bridge, structure, industrial establishment, mining plant, shaft, tunnel, trench, excavation, highway, railway,

street, runway, parking lot, cofferdam, conduit, sewer water main, service connection, telegraph, telephone or electrical cable, pipe line, duct or well, or any combination thereof.

2. The moving of a building or structure, and

3. Any work or undertaking, or any lands or appurtenances used in connection with construction; and

(Note: read together with definition of construction to determine "construction project").

G. Maintenance: means work usually involving repair, replacement in-kind, or a minor change, or service or maintenance work (window cleaning, repair to HVAC units, and small scale electrical activity) provided to the university by contractors, subcontractors or university employees.

(Note: large scale maintenance using construction methods or equipment can be a "construction project". See Ministry of Labour construction versus maintenance guidelines or seek assistance from the manager, environment/occupational health & safety)

III. Background and Purpose

Contract labour must be employed routinely to meet the needs of the institution. A contract labour safety policy is necessary for the protection of the health and safety of university employees and contractor personnel, the environment, and university property and equipment. There are multiple regulations under the OHSA including construction regulations, window cleaning regulations, WHMIS regulations, biological and chemical agents regulations, asbestos in construction designated substance regulation, and other potentially applicable regulations. The Occupational Health & Safety Act and regulations and require that contractor safety be a key element of a safety

management system when such contractors are performing capital construction, maintenance, repair, renovation, or specialty work on the premises. It will be the role of the project administrator, and/or the manager, environment/occupational health and safety, to determine which regulations apply to the activity.

IV. Responsibility

All personnel who requisition and approve requisitions for contractor and subcontractor services and the university's manager of materiel management are required to know and follow this policy and its provisions. All employees of the university involved in contracted services shall be considered project administrators under this policy and shall administer all contract parameters and conditions for contractors, and service personnel. The project administrator shall establish practices so that the contractors perform their work in a safe and effective manner and meet as a minimum all the requirements of OHSA and the construction regulations. Any and all applicable regulations would have to be known by and potentially applied by the project administrator.

The only exception where the university would not be responsible for ensuring that the requirements of applicable regulations are met for contractor activities on site, would be the situation where the university decides to retain a "General Contractor who acts as Constructor", and fully controls all work at a construction site. The project administrator will direct the general contractor in the completion of all applicable documentation, as described in this procedure. Once the constructor has been selected and the contract awarded, the university will take hands-off approach as regards to safety, to ensure that the constructor maintains full responsibility for safety on the particular job. In all cases except situations where the university decides to retain a "General Contractor who acts as Constructor", the project administrator will not only direct the contractor in

completion of applicable documentation, but will be involved in on the job oversight of contract employees to ensure that they meet all regulations, their own procedures, and any and all applicable university safety rules.

V. Procedure

This procedure consists of three key elements:

A. Pre-Qualification Documentation

B. On-Site Training

C. On-Site Safety Performance

A. Pre-Qualification Documentation

Pre-Qualification of a general contractor focuses on ensuring that the general contractor has appropriate insurance and WSIB coverage, has a health and safety policy, has competent supervisors and a program to completely undertake and control the construction work on behalf of the university. When pre-qualifying a contractor who will not act as "Constructor" (and over whom the University has the role of "employer"), the focus is on whether the contractor has the specific policies, procedures, training and supervision to perform the job safely and in compliance with all provisions of the OHSA and other applicable regulations.

The following are classifications of contractor work performed at the university, as well as their direct responsibilities and obligations for health and safety compliances:

1. When WLU is acting as a "Constructor" for a construction project: (controlling entire project or part of project):
 - WLU must ensure that all contractors are properly trained, or provide training to the contractors, ensure that contractors are monitored and that requirements for safety are enforced against the contractor, and that

procedures for safe conduct of the work are in place and known to contractor employees. WLU has all obligations under section 23 of OHSA and applicable regulations.

2. When WLU is retaining a "General Contractor to act as Constructor" for construction project:

- WLU does not have responsibilities for this type of construction project, as long as the constructor completely controls all work and WLU workers are not intermingling in the project and WLU is not controlling the project in any way. WLU will have owner obligations (see sections 29, 30 OHSA)

3. Non-Construction work where WLU is acting as the "Employer"

- WLU must ensure that the contractor has the specific policies, procedures, training, and supervision to carry out the job safely and in compliance with all provisions of the OHSA, including sections 25 and 26 of OHSA, and, all applicable regulations.

Contractors or subcontractors must provide applicable insurance and safety documentation prior to initiating work at the university. The necessary pre-work documentation is attached to this policy. For contractors who have blanket purchase orders or who have previously performed work, and all applicable safety documentation is on file, then the requirement for completion of these forms will need to be reviewed once a year, if the work is of similar scope and magnitude as previous contract conditions. However, the contractor must verify that the necessary coverage is enforced and provide notification to the university of any material changes in coverage. If the scope, technical expertise, training

requirements, or safety implications are significantly different, then additional information must be obtained prior to beginning work. Specifically, the following information is required from each contractor and must be provided to the university prior to initiating work. In addition, for information purposes, the project administrator shall provide copies of these to the Manager, Environment/Occupational Health & Safety.

a. Certificates of Insurance

1. General Liability Insurance

- Minor Projects \$2,000,000
- Major Projects \$5,000,000

b. WSIB Safety Record

Submit a copy for the last 3 years or equivalent accident/injury data.

c. Clearance Certificate

Confirms contractor has met reporting and payment obligations to WSIB. WLU will be required to receive a copy of the clearance certificate every 2 months and before the final payment on the contract has been made.

d. Contractor's Health & Safety Policy

e. Past Environmental, Health & Safety Records

Submit a copy for the last 2 years.

f. Training and Certification Records

Contractor must provide documentation verifying all employees have received the necessary safety training required for the specific job.

g. Hazardous Materials List

The contractor must submit a list of all hazardous materials that will be brought

onto WLU property.

- h. Formal Canadian Construction Document Committee (CCDC) document, including liability and property insurance forms, as appropriate. This will only be required when WLU is retaining a "General Contractor to act as Constructor". Once the pre-qualification documentation has been completed and reviewed, the project administrator together with the manager, environment/occupational health & safety will determine if the contractors/subcontractors will follow their own policies and procedures or the university policies (or a combination thereof).

B. On-Site Training

The second element of the contractor safety program is on-site training conducted prior to the start of work. The following are the training requirements of contractors performing work at the university.

1. When WLU is acting as a "Constructor" for a construction project:

No on-site training is required if it is determined that the contractor has policies and procedures acceptable to WLU. The contractor will be informed of all hazards present at WLU, and particularly in the area of work.

If it is determined that the contractors are required to follow the university policies and procedures, then on site training will be required for the relevant policies. The Manager, Environment/Occupational Health & Safety will provide all health and safety training.

It is preferred that all contractor/subcontractor personnel undergo this training. It is mandatory that at least the contractor's supervisor or site

superintendent receive the training orientation and then pass this information on to all employees under their direct control. It is the responsibility of the project administrator to ensure that the contractor is aware that training is to be conducted. The attached WLU Safety Form Number SF/CL 1 "an On-Site Contractor Safety Review" shall be completed with all contractors prior to commencement of work. The WLU Safety Form Number SF/CL 2 "Training and Certification Check Sheet" must be completed as well. For contractors/subcontractors that regularly perform services at WLU, the university on an annual basis will perform a safety review, or whenever there is a change in personnel or applicable safety conditions which may affect the contractors/subcontractors personnel. For project contracts, this form will be completed each time the contractor performs a new project, unless the same contract personnel had performed project work of a similar nature within the previous 12 months.

2. When WLU is retaining a "General Contractor to act as Constructor"

The project administrator and/or the Manager, Environment/Occupational Health and Safety shall before the commencement of the project, convene a meeting with the constructor to review the hazards present at WLU, and particularly in the area of work.

3. Non-Construction work where WLU is acting as the "Employer"

If it is determined that the contractors are required to follow the university policies and procedures, then on site training will be required for the relevant policies. The Manager, Environment/Occupational Health & Safety will provide all health

and safety training.

It is preferred that all contractor/subcontractor personnel undergo this training. It is mandatory that at least the contractor's supervisor or site superintendent receive the training orientation and then pass this information on to all employees under their direct control. It is the responsibility of the project administrator to ensure that the contractor is aware that training is to be conducted. The attached WLU Safety Form Number SF/CL 1 "an On-Site Contractor Safety Review" shall be completed with all contractors prior to commencement of work. The WLU Safety Form Number SF/CL 2 "Training and Certification Check Sheet" must be completed as well. For contractors/subcontractors that regularly perform services at WLU, the university on an annual basis will perform a safety review, or whenever there is a change in personnel or applicable safety conditions which may affect the contractors/subcontractors personnel. For project contracts, this form will be completed each time the contractor performs a new project, unless the same contract personnel had performed project work of a similar nature within the previous 12 months.

As indicated above, the Manager, Environment/Occupational Health and Safety will determine whether Contractors/Subcontractors will follow any of their own policies and procedures or university policies, or a combination thereof, whichever maximizes safety to the contractors.

C. On-Site Safety Performance

For those situations where WLU is "acting as Constructor for a Construction Project", and "acting as the Employer" the University must take steps to ensure compliance with OSHA requirements by contractors.

The project administrator has specific obligations such

as: to know the law, obligations to inform contractors/subcontractors of hazards, to hold safety meetings, to monitor and to enforce health and safety compliance. The following sets out further details.

1. When WLU is acting as a "Constructor" for a construction project:

The safety performance of contractors/subcontractors is a critical element of this policy.

Contractors/subcontractors must be informed that violation of WLU safety rules, or any other element of this procedure will result in immediate suspension or termination of the employee involved or the work. It is the responsibility of all WLU personnel to report any unsafe conditions or activities by contractor personnel to their supervisor, the university's physical resources management team or the project administrator.

The project administrator shall regularly oversee and practice due diligence in evaluating contractor safety performance. This may include on site co-ordination, appointment of supervision, monitoring procedures expected to ensure safety performance, pre-job meetings and ongoing safety meetings as necessary for the work or project with contractors and disciplinary and enforcement practices to be exercised for contractors. The

Environmental/Occupational Health & Safety (EHS) Office shall maintain records for all injuries, illness and incidents of contractors.

2. When WLU is retaining a "General Contractor to act as Constructor"

In the case where a General Contractor is hired to carry out a construction project as the constructor, the project administrator would be advised as to how to ensure that the constructor remains in

control. The General Contractor must remain in control, so that WLU is not deemed the "Constructor".

The project administrator would not be involved in administering the day to day operation of the project, would not become involved in safety meetings, would not issue work permits or controls, would generally not discuss timing and co-ordination of contractors, would generally not insist on approving sub contractors, and would not conduct training. If the project administrator is aware of a violation, the General Contractor acting as constructor should be advised and asked to deal with the issue immediately.

3. Non-Construction work where WLU is acting as the "Employer"

The project administrator shall monitor the contractor employee's performance for health and safety compliance with OHSA, regulatory requirements, their own rules or WLU rules (as applicable for particular job or contract). The project-specific monitoring initiatives shall be documented in the contract file. This may include on site co-ordination, appointment of supervision, monitoring procedures expected to ensure safety performance, pre-job meetings and ongoing safety meetings as necessary for the work or project with contractors and disciplinary and enforcement practices to be exercised for contractors.

The project administrator shall exercise stop-work authority as required to enforce prescribed requirements and shall authorize the resumption of work by the contractor.

In all cases, the University will provide appropriate information on hazardous materials that the contractor may come into contact with, and specifically any designated substances present at

the work site (s.30 OHSA).

VI. [WLU Safety Forms SF/CL \(PDF\)](#) (PDF)



Send E-mail to the University Secretariat.



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WLU Safety Form Number SF/CL 1

ON-SITE CONTRACTOR SAFETY REVIEW

This form shall be completed for work that has been classified for A & C categories

The following safety review forms are designed to address pertinent information and policies that pertain to WLU. It is the responsibility of the WLU representative conducting the training to completely fill out the safety review forms and place a copy in the purchasing/contract file and forward the original to the EHS office.

SECTION 1- GENERAL INFORMATION:

Date:

Project:

Scope Of Work:

Project Manager:

Contractor:

Contractor Representative:

SECTION 2 – INFORMATION RE. HAZARDOUS MATERIALS ON PROJECT	Check If Complete
Owner to provide information on hazardous materials that the contractor can potentially come into contact with in the performance of the contract	
Contractors to provide MSDS sheets for all materials brought on site which require labeling	
Confirm contractor has a copy of MSDS and that a copy has been sent to the EHS Manager	
Inform affected University personnel of noxious or hazardous materials to be brought on site by the contractor	
SECTION 3 – GENERAL UNIVERSITY SAFETY RULES:	Check If Complete
Provide contractor with facility map and general University safety policy	
Review foot protection, closed leather shoes, preferably safety shoes or boots	
Review head protection requirements, hard hats are required at all times	
Review smoking policy, refer to facility map for designated areas	
Review eating and drinking requirements, refer to facility map for designated areas	

Review vehicle use, 15 kph, vehicles only permitted for transportation of tools and materials with parking of construction and contractor vehicles, as directed	
Review good housekeeping practices, disposal of construction materials, cardboard, and general refuse	
Report of all near misses and incidents to University employee in charge of the project	
Review drug and alcohol policy, reporting to work under the influence, drugs and alcohol are prohibited	
It is prohibited to bring into the University or posses weapons as described in Provincial legislation	

SECTION 4 - WORK PERMITS:

A. Hot Work Permit Review	
Sporadic review hot work procedures for welding, burning, and grinding	
B. Total Energy Lock Out And Tag Out (LOTO) Review	
Is LOTO required (if yes complete this review)	
Review LOTO safety policy	
Review process of locking out a device	
Review process of tagging out a device	
C. Fall Protection	
Is work from ladders, elevated working surfaces, or lifts required?	
Review legal requirements for fall protection while working from elevated work surfaces.	
Review legal requirements for fall protection while working from elevated lifts.	

SECTION 5 - EMERGENCY RESPONSE AND PROCEDURES:

A. University Alarm System Review	
Review alarm and when it should be used (University evacuation, fire, spill, release)	
Review assembly areas for the alarm	
Review emergency exit routes	
B. University Emergency Response Review	
Review how to contact ambulance, fire, and police	
Review location of telephone book	
Review information on telephone book	
Provide contractor with primary project contact (Project Manager, University Engineering/Construction rep., EHS Manager)	
Review how to respond to a medical emergency (Project Manager, University Engineering/Construction rep., EHS Manager)	

WLU Safety Form Number SF/CL 2

TRAINING AND CERTIFICATION CHECK SHEET

This form shall be completed for work that has been classified for A & C categories

Use the check sheet to determine the training and certification required to meet the provincial OHSA and applicable regulations, applicable standards, (i.e. CSA standards, ANSI standards, and NFPA standards) and WLU requirements. Attach appropriate documentation to the check sheets for all individuals performing tasks associated with the scope of work.

Check Specific Training Required:

Check Box	Description	Verification of Training	
		YES	NO
	Personal Protective Equipment		
	Fall Protection		
	Hazardous Material Communication		
	Power Actuated Tools		
	Occupational Noise		
	Gas Welding & Cutting		
	Asbestos Abatement		
	Medical Service and First Aid		
	Fire Protection & Prevention		
	Electrical Safety Work Practices		
	WHMIS		
	Lock out/ Tag out		
	Qualified Operator of Machinery & Equipment		
	Use of Stairways & Ladders		
	Respiratory Protection		
	Confined Space Entry		

WLU Safety Form Number SF/CL 3

PREPARATION AND REVIEW OF OVERALL CONSTRUCTION SITE

This form shall be completed for work that has been classified for all categories

Access: How many points of access to the site are needed and are available?
What access actions or controls will be needed?

Campus Community and Neighbors: How will the construction operations affect the WLU campus community and the adjacent neighbors? Other safety, health, and nuisance impacts (examples: dust, tar fumes, noise, vibration, etc.) which may effect WLU employees and students.

Identification of Utilities: Be sure to locate all utilities (e.g., electrical, gas, steam, etc.) prior to demolition, or excavation activities.

Parking: Parking issues at WLU shall be addressed prior to commencement of work.

Site Security: Will it be necessary to provide a security fence around the site? What other security precautions must be taken?

Storage of Equipment: Where will equipment, accessories, and parts be stored? Where and how will equipment be fueled and serviced? The following factors should be taken into account when material storage areas are identified: type and quantity of materials, type and quantity of generated waste, and requirements to meet fire and safety needs and regulations and restrictions by WLU.

Signage: Is the site properly identified? Is the project manager's and Site superintendent supervisor's name and phone number prominently displayed?

Safety and Health Program Inspections: Is there an established and written safety and health program ready for site use? Have arrangements been made for available competent personnel to conduct frequent and regular site safety inspections of areas and operations?

Training: Have employees received proper safety/health training? (For A&C, this training is by WLU, for B, this training is by the contractor). Are they aware of WLU policies and procedures?

WLU Safety Form Number SF/CL 4

DOCUMENTATION OF REVIEW

This form shall be completed for work that has been classified for all categories

The following signatures demonstrate that the contractor has received and understand all sections of the on-site safety review.

Project:

Contractor Supervisor:

(Print)

(Signature)

Contract Employee

(Print)

(Signature)

Contract Employee

(Print)

(Signature)

Contract Employee

(Print)

(Signature)

Contract Employee

(Print)

(Signature)

Contract Employee

(Print)

(Signature)

Wilfrid Laurier University

Financial Statements
April 30, 2002

DRAFT

PricewaterhouseCoopers LLP
Chartered Accountants
55 King Street West
Suite 900
Kitchener Ontario
Canada N2G 4W1
Telephone +1 (519) 570 5700
Facsimile +1 (519) 570 5730

August 1, 2002

Auditors' Report

To the Board of Governors of Wilfrid Laurier University

We have audited the statement of financial position of **Wilfrid Laurier University** as at April 30, 2002 and the statements of operations, change in net assets and cash flows for the year then ended. These financial statements are the responsibility of the University's management. Our responsibility is to express an opinion on these financial statements based on our audit.

We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In our opinion, these financial statements present fairly, in all material respects, the financial position of the University as at April 30, 2002 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Chartered Accountants

PricewaterhouseCoopers refers to the Canadian firm of PricewaterhouseCoopers LLP and other members of the worldwide PricewaterhouseCoopers organization.

Wilfrid Laurier University

Statement of Financial Position

As at April 30, 2002

(in thousands of dollars)

	2002 \$	2001 \$
Assets		
Current assets		
Cash	-	446
Short-term deposits	289	2,101
Accounts receivable	6,769	2,564
Stocks, bonds and debentures (note 6)	5,186	5,088
Inventories	1,275	1,264
Prepaid expenses	870	1,021
Deposit on purchase of capital assets	5	20
Current portion of notes receivable (note 3)	198	190
	<u>14,592</u>	<u>12,694</u>
Long-term assets		
Notes receivable less current portion (note 3)	1,545	1,821
Deferred charges (note 4)	596	-
Deferred pension cost (note 5)	5,104	9,323
	<u>7,245</u>	<u>11,144</u>
Restricted assets		
Cash and short-term investments	653	7,533
Stocks, bonds and debentures (note 6)	16,009	14,211
Hedge fund investment (note 6)	650	2,298
	<u>17,312</u>	<u>24,042</u>
Capital assets (notes 7 and 16)	116,152	94,090
Sinking fund investments	864	703
	<u>117,016</u>	<u>94,793</u>
Total assets	<u>156,165</u>	<u>142,673</u>

Wilfrid Laurier University

Statement of Financial Position ...continued

As at April 30, 2002

(in thousands of dollars)

	2002 \$	2001 \$
Liabilities		
Current liabilities		
Bank indebtedness	6,026	-
Accounts payable	9,885	3,951
Accrued vacation pay	2,348	2,147
Deferred revenue	1,465	3,517
Current portion of mortgages payable (note 8)	113	1,034
Current portion of term bank loans (note 9)	419	322
Current portion of other loans (note 10)	228	-
	<u>20,484</u>	<u>10,971</u>
Long-term liabilities		
Mortgages payable (note 8)	11,950	26,014
Term bank loans (note 9)	16,753	499
Other loans (note 10)	3,382	764
Post retirement benefits (note 5)	20,898	19,024
	<u>52,983</u>	<u>46,301</u>
Deferred contributions (note 11)	<u>9,238</u>	<u>7,893</u>
Deferred capital contributions (note 12)	<u>38,475</u>	<u>39,409</u>
Total liabilities	<u>121,180</u>	<u>104,574</u>
Net assets		
Unrestricted	(30,526)	(16,478)
Internally restricted (note 13)	4,356	3,273
Invested in capital assets (note 14)	43,843	33,562
Endowments (note 15)	17,312	17,742
	<u>34,985</u>	<u>38,099</u>
Total net assets	<u>34,985</u>	<u>38,099</u>
Total liabilities and net assets	<u>156,165</u>	<u>142,673</u>

Signed on behalf of the Board of Governors

Wilfrid Laurier University

Statement of Operations

For the year ended April 30, 2002

(in thousands of dollars)

	2002 \$	2001 \$
Revenue		
Government grants	43,437	37,960
Student fees	51,103	45,589
Grants, contracts, and donations	3,274	2,907
Sales and service	11,659	9,631
Amortization of deferred capital contributions	2,872	2,255
Investment returns	1,226	1,663
Other revenues and additions	1,798	1,548
	<u>115,369</u>	<u>101,553</u>
Expenses		
Salaries	61,079	54,841
Benefits	14,059	13,341
Operating costs	13,117	12,789
Amortization of capital assets	7,705	7,088
Cost of goods sold	8,861	7,364
Taxes, utilities and rent	3,738	3,478
Scholarships and bursaries	7,067	6,196
Interest	2,460	2,586
Loss on disposal of capital assets	25	28
	<u>118,111</u>	<u>107,711</u>
Excess of expenses over revenue	<u>2,742</u>	<u>6,158</u>

Wilfrid Laurier University

Statement of Change in Net Assets

For the year ended April 30, 2002

(in thousands of dollars)

	Unrestricted \$	Internally restricted \$	Invested in capital assets \$	Restricted for endowment \$	2002 Total \$	2001 Total \$
Balance – Beginning of year	(16,478)	3,273	33,562	17,742	38,099	43,478
Excess of revenue over expenses (expenses over revenue)	2,116	-	(4,858)	-	(2,742)	(6,158)
Internally imposed restrictions	(1,083)	1,083	-	-	-	-
Endowment contributions	-	-	-	1,218	1,218	731
Write-down of endowments	-	-	-	(1,648)	(1,648)	-
Invested in capital assets	(15,081)	-	15,139	-	58	48
Balance – End of year	(30,526)	4,356	43,843	17,312	34,985	38,099

Wilfrid Laurier University

Statement of Cash Flows

For the year ended April 30, 2002

(in thousands of dollars)

	2002 \$	2001 \$
Cash provided by (used in)		
Operating activities		
Excess of expenses over revenue	(2,742)	(6,158)
Amortization of deferred capital contributions	(2,872)	(2,255)
Amortization of capital assets	7,705	7,088
Net change in non-cash working capital (note 18)	33	(312)
Increase in deferred contributions	1,345	1,037
Loss on disposal of capital assets	25	28
Decrease in deferred pension cost	4,219	4,983
Increase in post retirement benefits	1,874	1,742
	<u>9,587</u>	<u>6,153</u>
Financing and investing activities		
Endowments received	1,218	731
Decrease in notes receivable	268	135
Increase (decrease) in term bank loans	16,351	(289)
Increase (decrease) in other loans	2,846	(261)
Purchase of capital assets (note 16)	(29,792)	(11,014)
Purchase of sinking fund investment	(103)	-
Decrease (increase) in restricted investments, net of write-down	5,082	(867)
Decrease (increase) in stocks, bonds and debentures	(98)	(1,194)
Increase in deferred charges	(596)	-
Deferred capital contributions received	1,938	6,265
Increase (decrease) in mortgages – net	(14,985)	(561)
	<u>(17,871)</u>	<u>(7,055)</u>
Net increase in net cash position	(8,284)	(902)
Net cash position – Beginning of year	<u>2,547</u>	<u>3,449</u>
Net cash position – End of year	<u>(5,737)</u>	<u>2,547</u>
Net cash position consists of		
Cash (bank indebtedness)	(6,026)	446
Short-term deposits	289	2,101
	<u>(5,737)</u>	<u>2,547</u>

Wilfrid Laurier University

Notes to Financial Statements

April 30, 2002

(in thousands of dollars)

1 Description

Wilfrid Laurier University was established in November 1973 as a fully provincially assisted university when Waterloo Lutheran University became Wilfrid Laurier University after Bill 178 "an Act respecting Wilfrid Laurier University" was given Royal Assent. The University is dedicated to the pursuit of learning through scholarly research, teaching, study, and artistic activity, all within a spirit of free inquiry.

These financial statements reflect the assets, liabilities, net assets, revenues, expenses, and other transactions related to the operation of the University. Accordingly, these financial statements include the academic, administrative, and other operating expenditures funded by fees, grants, and other general revenue, restricted purpose endowment funds and the ancillary operations such as residences, food service, bookstore, and parking.

Wilfrid Laurier University has an economic interest in a Crown foundation, Wilfrid Laurier Foundation, which is not consolidated. The principal purpose of the Wilfrid Laurier University Foundation is to solicit, receive, and distribute monies to support the activities of the University.

Wilfrid Laurier University is a registered charity and as such is exempt from paying income taxes.

2 Accounting policies

Valuation of inventories

Inventories are valued at the lower of cost and net realizable value with cost being determined substantially on a first-in, first-out basis.

Capital assets

Capital assets include the original cost of land and land improvements, buildings, furniture and equipment, and library books. The capital assets, excluding land, are amortized on a straight-line basis in accordance with the following schedule:

Category	Amortization Rate
Buildings	2 ½ – 10%
Furniture and equipment	10 – 20%
Leasehold improvements	10%
Library books	20%

Valuation of stocks, bonds and debentures

All securities are recorded at cost.

Wilfrid Laurier University

Notes to Financial Statements

April 30, 2002

(in thousands of dollars)

Art collection

The University maintains a collection of art work of cultural and historical significance. The collection is not capitalized but rather included in capital assets at nominal value on the statement of financial position. New acquisitions, substantially all received as gifts, are recorded as income and expense at their appraised value in the period received.

Revenue recognition

The University follows the deferral method of accounting for contributions, which include donations and government grants. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Unrestricted donations are recorded as received. Contributions externally restricted for purposes other than endowment or the acquisition of capital assets are deferred and recognized as revenue in the year in which the related expenses are recognized. Contributions restricted to the acquisition of capital assets having a limited life are initially recorded as deferred capital contributions in the period in which they are received. They are recognized as revenue over the useful life of the related assets. Endowment contributions are recognized as direct increases in net assets in the period in which they are received. Student fees are recognized as revenue when courses and seminars are held. Sales and services revenue is recognized at point of sale or when the service has been provided.

Pensions

The University has a pension plan which is available to full and part time faculty and staff. The plan is a money purchase plan with a minimum guarantee supplement based on the member's best five years of earnings.

Income is charged with the cost of benefits earned by employees as services are rendered. This cost reflects management's best estimates of the pension plan's salary escalations, mortality of members, terminations and the ages at which members will retire. Adjustments arising from plan amendments experience gains and losses and changes in assumptions are amortized over the estimated average remaining service life of the employee group to the extent those adjustments are greater than ten percent of the greater of the projected benefit obligation and the fair value of plan assets.

Post retirement benefits

The University provides dental and extended health care benefits for the retirees. These post retirement benefits are recognized using the current accrual method, by which income is charged with the cost of the benefits in the years in which the employees render the service giving them the right to receive such benefits.

Wilfrid Laurier University

Notes to Financial Statements

April 30, 2002

(in thousands of dollars)

Financial instruments

At April 30, 2002, the carrying amounts reported in the balance sheet for short-term deposits, accounts receivable, notes receivable, sinking fund investments, deferred pension cost, accounts payable, accrued vacation pay, term bank loans, other loans and post retirement benefits approximate fair market value. The market value of stock, bonds and debentures and hedge fund investment have been reported in note 6.

The carrying value and approximate fair market value of mortgages payable are \$12,063 and \$15,446 respectively (2001 – \$27,048 and \$30,063).

Interest rate risk

The University entered into an interest rate swap contract as part of its risk management strategy to minimize exposure to interest rate fluctuations. The interest rate swap contract involves an exchange of floating rate and fixed rate interest payments between the University and a financial institution. The swap transaction is completely independent from and has no direct effect on the relationship between the University and its lender. The notional amount of the interest rate swap contract outstanding at April 30, 2002 is detailed in note 9.

In addition the University has entered into two additional interest rate swaps. Under the first agreement, the University will convert \$18,500 of floating rate debt for fixed rate debt with a rate of 6.6% for a term of 25 years from September 30, 2002 until September 30, 2027. Under the second agreement, the University will convert \$13,500 of floating rate debt for fixed rate debt with a rate of 6.8% for a term of 25 years from September 30, 2003 until September 28, 2028.

At April 30, 2002, the net unrecognized loss on these contracts was \$810.

3 Notes receivable

The notes receivable are from the Wilfrid Laurier University Student Union and the Wilfrid Laurier University Graduate Student Association.

The details of the notes are as follows:

	2002 \$	2001 \$
Wilfrid Laurier University Students' Union		
6% note, repayable by quarterly payments of \$50 including principal and interest, due August 1, 2005	613	829
6% note payable, interest commencing May 1, 2005, \$50 semi-annual payments, commencing after repayment of the note detailed above	100	100
6% note, repayable by quarterly payments of \$8 including principal and interest, due November 1, 2005	130	161
6% note, repayable interest only paid quarterly with principal payments of \$50 quarterly commencing November 1, 2005, due November 1, 2009	800	800
	1,643	1,890

(8)

Wilfrid Laurier University

Notes to Financial Statements

April 30, 2002

(in thousands of dollars)

Wilfrid Laurier University Graduate Student Association

6% note, repayable by quarterly payments of \$4 minimum, including principal and interest

	100	121
	1,743	2,011
Less: Principal due within one year	198	190
	1,545	1,821

4 Deferred charges

Deferred charges are made up of deferred refinancing costs, and costs relating to arranging additional financing which has not yet been drawn upon.

Financing costs, incurred on the issuance of debt, are deferred and charged against earnings over the term of the financing arrangements.

5 Deferred pension cost and post retirement benefits

	Pension Costs 2002 \$	Post Retirement Benefits 2002 \$	Total 2002 \$	Total 2001 \$
Projected benefit obligation	181,855	20,898	202,753	198,953
Fair value of plan assets	173,298	-	173,298	183,861
Funded status	(8,557)	(20,898)	(29,455)	(15,092)
Unrecognized net experience loss	13,661	-	13,661	5,391
Prepaid (accrued) benefit cost recorded in the balance sheet	5,104	(20,898)	(15,794)	(9,701)

Weighted-average assumptions

Discount rate	7.00%	7.00%
Expected return on plan assets	7.00%	n/a
Rate of compensation increase	5.00%	n/a

For measurement purposes, a 7.5% annual increase in the per capita cost of health care benefits was assumed for 5 years, with a rate of 6% for five years thereafter, a rate of 5.5% for five years thereafter and a rate of 5% thereafter. A 4% annual increase in the cost of dental case benefits was also assumed.

Wilfrid Laurier University

Notes to Financial Statements

April 30, 2002

(in thousands of dollars)

	Pension Costs 2002 \$	Post Retirement Benefits 2002 \$	Total 2002 \$	Total 2001 \$
Benefit cost	4,263	2,305	6,568	7,209
Employer contributions	45	431	476	484
Plan participants contributions	3,505	-	3,505	1,924
Benefits paid	5,454	431	5,885	5,662
Lump sum settlements	1,792	-	1,792	4,555

6 Stocks, bonds and debentures and hedge fund investment

The carrying value and market value of stocks, bonds and debentures included in current assets as at April 30, 2002 is \$5,186 and \$5,186 respectively (2001 – \$5,088 and \$5,120). The cost and market value of stocks, bonds and debentures included in restricted assets as at April 30, 2002 is \$16,009 and \$15,773 respectively (2001 - \$14,211 and \$14,300).

The carrying value of the hedge fund investment units is \$650, after a write-down in the current year of \$1,648 to the units' estimated market value. These units were received as a donation in December 1998, at a stated value of \$2,298.

7 Capital assets

	2002			2001		
	Cost \$	Accumulated Amortization \$	Net \$	Cost \$	Accumulated Amortization \$	Net \$
Land and land improvements	9,775	-	9,775	8,322	-	8,322
Buildings	123,590	33,260	90,330	100,555	30,596	69,959
Furniture and equipment	39,861	28,427	11,434	36,688	25,349	11,339
Leasehold improvements	1,295	323	972	1,294	193	1,101
Library books	14,735	11,094	3,641	13,114	9,745	3,369
	189,256	73,104	116,152	159,973	65,883	94,090

Wilfrid Laurier University

Notes to Financial Statements

April 30, 2002

(in thousands of dollars)

8 Mortgages payable

Security	Rate	Due date	2002 \$	2001 \$
Bricker Street Residence	11.04%	November 1, 2010	10,000	10,000
Conrad Hall, A & B Wings	5 3/8%	January 1, 2012	181	195
Dining Hall, MacDonald House	5 1/8%	March 2, 2013	319	340
Willison Hall, Conrad Hall, C Wing	5 1/8%	January 1, 2013	386	411
Conrad Hall D Wing, Little House, Euler Residence, Leupold Residence, Dining Hall	5 3/8%	July 1, 2017	1,177	1,225
202 Regina Street and 50 University Place	5.465%	-	-	5,590
183 Albert Street	6.00%	-	-	279
187 Albert Street	6.00%	-	-	184
Willison Hall addition	6.23%	-	-	2,182
Laurier Place	6.23%	-	-	6,642
			12,063	27,048
Less: Principal payable within one year			113	1,034
			<u>11,950</u>	<u>26,014</u>

The aggregate amount of principal payments in each of the next five years to meet retirement provisions is as follows:

	\$
Year ending April 30, 2003	113
2004	119
2005	126
2006	133
2007	139
	<u>630</u>

During the year the mortgages for 202 Regina Street, 50 University Place, Willison Hall and Laurier Place were discharged and replaced with term bank loans.

Wilfrid Laurier University

Notes to Financial Statements

April 30, 2002

(in thousands of dollars)

9 Term bank loans

	2002 \$	2001 \$
Bank loan, bearing interest at 6.5% repayable in blended quarterly payments of \$345 due October 5, 2027	17,067	-
Bank loan, bearing interest at 6.68% repayable in blended monthly payments of \$21 due September 1, 2002	105	409
Bank loan, bearing interest at 6.43%	-	412
	17,172	821
Less: Principal payable within one year	419	322
	<u>16,753</u>	<u>499</u>

The blended monthly payments of \$345 on the 6.5% loan are a result of the University having entered into an interest rate swap agreement to convert floating rate debt to fixed rate debt until October 5, 2027.

The bank indebtedness and term bank loan for \$17,067 are secured by a collateral mortgage in the amount of \$7,000 constituting a fixed charge on the lands and improvements located at Laurier Place; and a general assignment of rents with respect to Laurier Place.

The aggregate amount of principal payments in each of the next five years to meet retirement provisions is as follows:

	\$
Year ending April 30, 2003	419
2004	302
2005	321
2006	341
2007	363
	<u>1,746</u>

Wilfrid Laurier University

Notes to Financial Statements

April 30, 2002

(in thousands of dollars)

10 Other loans

	2002 \$	2001 \$
Interest free loan, forgivable over a period of five years due September 1, 2004	505	764
Interest free loan, \$1,280 forgivable over a period of five years, and \$383 repayable in annual payment of \$80 due September 1, 2007	1,663	-
Energy savings loan, bearing interest at 7.5%, repayable in blended monthly payments of \$21 due May 1, 2009	1,442	-
	<u>3,610</u>	<u>764</u>
Less: Principal payable within one year	228	-
	<u>3,382</u>	<u>764</u>

The aggregate amount of principal payments in each of the next five years to meet retirement provision is as follows:

	\$
Year ending April 30, 2003	228
2004	243
2005	260
2006	280
2007	282
	<u>1,293</u>

11 Deferred contributions

Deferred contributions which are subject to externally imposed restrictions consist of the following:

	2002 \$	2001 \$
Research grants	2,933	2,735
Scholarships and bursaries	1,737	1,590
Other amounts	4,568	3,568
	<u>9,238</u>	<u>7,893</u>

Wilfrid Laurier University

Notes to Financial Statements

April 30, 2002

(in thousands of dollars)

12 Deferred capital contributions

Deferred capital contributions consist of the unamortized amount of donations and grants received for the purchase of capital assets. These amounts are recorded as income of the University over the same period as the amortization expense for the specific capital asset. The change in the balance consists of the following:

	2002	2001
	\$	\$
Balance – Beginning of year	39,409	35,399
Add: Contributions received during the year	1,938	6,265
Less: Amortization for the year	(2,872)	(2,255)
Balance – End of year	<u>38,475</u>	<u>39,409</u>

13 Internally restricted net assets

Details of the internally restricted net assets are as follows:

	2002	2001
	\$	\$
Program development	640	640
Departmental carry forwards	333	978
Access to Opportunities Program	8	8
University Plan Initiatives	10	10
Food service	46	145
Residences	3	203
Brantford campus	92	-
2002/2003 budget	1,900	-
Northwest campus development	875	841
Major capital equipment	33	32
Capital levy	366	366
Repairs – operating	50	50
	<u>4,356</u>	<u>3,273</u>

Wilfrid Laurier University

Notes to Financial Statements

April 30, 2002

(in thousands of dollars)

14 Invested in capital assets

Invested in capital assets consists of the following:

	2002 \$	2001 \$
Capital assets – net book value (see note 7)	116,152	94,090
Add: Sinking fund investments held to discharge long-term debt	864	703
	117,016	94,793
Less: Amounts financed by long-term debt	32,845	28,633
Deferred capital contributions	38,475	39,409
Internal advances	1,853	(6,811)
	43,843	33,562

15 Endowments

Endowments include restricted donations received by the University and endowments restricted internally by the Board of Governors. The University endowment policy has the objective of protecting the value of the endowed principal by limiting spending of investment income earned on endowments. The balance of investment income is recorded as an increase in the endowment balance.

The details of the endowments are as follows:

	2002 \$	2001 \$
Endowments restricted externally	12,171	12,308
Endowments restricted internally	5,141	5,434
	17,312	17,742

The endowment earnings which include interest, dividends and realized gains and losses, and the disposition of these earnings can be summarized as follows:

Total earnings	347	908
Disposition of earnings		
Used to fund the academic development program	146	235
Used to fund endowed scholarships and bursaries	177	496
Used to increase the endowment balance	24	177
	347	908

Wilfrid Laurier University

Notes to Financial Statements

April 30, 2002

(in thousands of dollars)

16 Additions to capital assets

The additions to capital assets consist of the following:

	2002 \$	2001 \$
Energy savings project	1,486	-
Northwest campus development	7,511	549
Willison Hall Residence addition	-	-
Bookstore renovations	-	260
Furniture and equipment	3,434	3,368
Food outlet renovations	-	316
Brantford Campus renovation costs	2,144	-
Library books	1,621	1,238
St. Michael's School purchase and renovations	1,254	-
Laurier Place	-	521
Athletic complex renovation	222	2,191
House purchases	1,835	798
Student services building	904	-
Concourse redevelopment	-	1,542
Banner finance system	-	220
Science research building	447	-
Teaching office building	231	-
TD bank building – Brantford	383	-
Food services renovations	623	-
81 Lodge Street	926	-
266 Marsland Drive	518	-
Waterloo College Hall	6,252	-
Other	1	11
	<u>29,792</u>	<u>11,014</u>

17 Insurance

The University entered into a reciprocal insurance arrangement with other Canadian universities and the Canadian University Reciprocal Insurance Exchange. The Exchange provides property and general liability insurance coverage and replaces the coverage previously obtained through commercial sources. The University is committed to a five year program which continues until January 1, 2003. During this time the University is obligated to share proportionately in gains or losses realized by the member universities.

The University insures its capital assets for the following amounts:

	\$
Buildings	223,835
Furniture and equipment	38,826
Library books	<u>120,933</u>
Total	<u>383,594</u>

Wilfrid Laurier University

Notes to Financial Statements

April 30, 2002

(in thousands of dollars)

18 Statement of cash flows

The change in the non-cash working capital balances consists of the following:

	2002 \$	2001 \$
Accounts receivable	(4,205)	(444)
Inventories	(11)	(126)
Prepaid expenses	151	(99)
Deposit on purchase of capital assets	15	(20)
Accounts payable	5,934	359
Accrued vacation pay	201	249
Deferred revenue	(2,052)	(231)
	<u>33</u>	<u>(312)</u>

19 Ontario Student Opportunity Trust Fund

Externally restricted endowments include grants provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund. Under the program the government matched funds raised by the University. The purpose of the program is to assist academically qualified individuals who, for financial reasons, would not otherwise be able to attend university. The following information with respect to the Ontario Student Opportunity Trust Fund is based on the Ministry of Training, Colleges and Universities' fiscal year ending March 31.

	2002 \$	2001 \$
Endowment balance – Beginning of year	4,922	4,739
Donations received	77	104
Investment income capitalized	-	79
Endowment balance – End of year	<u>4,999</u>	<u>4,922</u>
Expendable funds – Beginning of year	229	160
Investment income, net of direct investment related expenses	244	241
Bursaries awarded (total number: 128)	(137)	(172)
Expendable funds – End of year	<u>336</u>	<u>229</u>

Wilfrid Laurier University

Notes to Financial Statements

April 30, 2002

(in thousands of dollars, except note 22)

20 Commitments

Costs to complete major capital projects in progress as at April 30, 2002 are estimated to be \$21,700 (2001 – \$16,451) and will be financed primarily through fundraising efforts, operating revenue and borrowings.

21 Contingency

The University is the defendant in a number of legal proceedings. Claims against the University in these proceedings have not been reflected in these financial statements. It is the opinion of the administration that the resolution of these claims will not have a material effect on the financial position of the University.

22 Public sector salary disclosure

In accordance with provisions of the Public Sector Salary Disclosure Act, the following employees of the University received salaries of \$100,000 or more in the 2001 calendar year.

Name	Position	Salary \$	Taxable Benefits \$
Amoaku-Adu, Ben	Professor	119,447	612
Ashcroft, Ira	Professor	111,111	581
Athanassakos, George	Professor	102,281	566
Baetz, Mark	Professor	107,993	598
Baker, Donald	Professor	143,228	813
Banks, John	Associate Professor	119,026	567
Banks, William	Associate Professor	113,819	533
Bennett, Edward	Professor	113,634	629
Bezner, Hart	Associate Professor	111,322	614
Blackburn, James	Professor	119,157	660
Blenkhorn, David	Professor	114,237	633
Bulman-Fleming, Sydney	Assistant Dean	106,326	554
Cameron, Gary	Associate Professor	107,695	596
Campbell, Robert	Dean	117,300	587
Carson, A. Scott	Dean	152,230	802
Cawsey, Thomas	Professor	117,061	640
Christy, Richard	Assistant Professor	119,421	504
Clarke, Juanne	Professor	129,144	609
Copp, J. Terry	Professor	116,287	644
Craig, Ron	Professor	117,554	589
De, Mitali	Associate Dean	117,602	494
Deszca, Frederick	Professor	122,607	583
Dupuis, Ronald	Assistant Vice-President	104,915	581
Eglin, Peter	Professor	112,547	506
Elliott, Richard	Associate Professor	104,903	532
Ellis, Robert	Associate Professor	105,764	552
Erb, Peter	Professor	108,099	598

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Wilfrid Laurier University

Notes to Financial Statements

April 30, 2002

(in thousands of dollars, except note 22)

Name	Position	Salary \$	Taxable Benefits \$
Fournier, Bruce	Associate Professor	110,904	614
Fusco, Luke	Dean	126,694	200
Gillen, David	Professor	118,144	652
Gillham, Virginia	Chief Librarian	101,658	563
Gough, Barry	Professor	123,570	657
Govindarajan, Raj	Director	102,540	567
Groarke, Leo	Dean	105,121	526
Guenther, Mathias	Professor	101,666	615
Harvey, Cheryl	Associate Professor	101,393	502
Hecht, Alfred	Professor	117,911	622
Hewitt, Kenneth	Professor	106,091	642
Iyogun, Paul	Professor	110,877	522
Kilgour, Marc	Professor	111,217	615
Kominar, R. John	Associate Professor	108,202	561
Kott, Edward	Professor	112,734	624
Krech, Michael	Associate Professor	107,730	596
Lambert, Gary	Assistant Vice-President	101,795	563
Laurence, Marty	Professor	112,340	622
Levesque, Terrence	Professor	102,220	566
Lorimer, Douglas	Associate Professor	112,593	561
Marr, William	Professor	117,958	653
McCready, Douglas	Professor	117,729	627
McCutcheon, James	Associate Professor	123,544	565
McCutcheon, John	Associate Professor	114,408	552
McDougall, Gordon	Professor	128,295	640
McMenemy, John	Professor	128,082	614
McMurray, David	Assistant Vice-President	111,894	618
McPherson, Barry	Dean	151,280	794
Miljan, Toivo	Professor	110,003	609
Millerd, Frank	Associate Professor	110,946	559
Moore, Michael	Professor	100,595	554
Morrison, Charles	Dean	107,161	484
Munro, Hugh	Professor	117,208	574
Nelson, Morton	Professor	117,247	620
Noori, Hamid	Professor	148,187	640
Overduin, Jan	Professor	102,099	538
Pancer, S. Mark	Professor	104,405	578
Parker, Linda	Professor	102,922	569
Peirson, David	Associate Dean	109,580	561
Preece, Rodney	Professor	113,125	626
Raj, Baldev	Professor	115,468	640
Read, Arthur	Dean	153,975	840
Robertson, Alastair	Assistant Professor	105,416	563
Rosehart, Robert	President	232,600	5,283
Santi, Angelo	Professor	105,930	574
Saunderson, Houston	Professor	105,496	585
Schnabel, Jacques	Professor	131,524	618

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Wilfrid Laurier University

Notes to Financial Statements

April 30, 2002

(in thousands of dollars, except note 22)

Name	Position	Salary	Taxable Benefits
		\$	\$
Seringhaus, F. H. Rolf	Professor	111,454	574
Siklos, Pierre	Professor	102,761	568
Sinclair, Peter	Associate Professor	104,218	528
Smith, Brian	Professor	133,978	539
Smith, Rowland	Vice-President	172,820	938
Stack, Stephen	Associate Professor	115,890	581
Stephen, Arthur	Vice-President	125,754	607
Szabo, Arthur	Dean	128,775	657
Teall, Howard	Professor	115,132	380
Tiessen, Paul	Professor	105,339	579
Warrack, Brian	Associate Professor	108,262	574
Westhues, P. Anne	Professor	105,534	557
Wigle, Randall	Professor	103,568	511
Wong, Philip	Assistant Vice-President	126,128	697

23 Comparative figures

Certain comparative figures have been reclassified to conform to the current year's financial statement presentation.

Explanation of Net Assets of Wilfrid Laurier University as at April 30, 2002

The University's equity (assets in excess of liabilities) consists of the following: (in thousands of dollars)

	April 2002	April 2001
	\$	\$
Unrestricted surplus (deficit)	(30,526)	(16,478)
Internally restricted	4,356	3,273
Invested in capital assets	43,843	33,562
Restricted for endowments	<u>17,312</u>	<u>17,742</u>
	34,985	38,099

Unrestricted surplus (deficit)

Opening deficit of \$16,478 at May 1, 2001 was mainly a result of the following

- a capital fund deficiency,
- implementation of CICA recommendations related to pensions and post retirement benefits, which increased the deficit by \$3,133, and
- operating fund deficiency after appropriations.

The unrestricted net assets increased by \$2,116 during the current year as a result of an excess of revenues over expenses. Although the total deficiency of revenues over expenses for the year was \$2,742, as a result of the amortization of capital assets net of deferred capital contributions being charged against invested in capital assets, there was \$2,116 of excess revenues over expenses to decrease the unrestricted deficit.

The unrestricted net assets fell by \$15,081, as a result of financing a significant amount of this year's capital purchases with operating funds. There was a further decrease in the unrestricted net assets of \$1,083 due to an increase in internally restricted net assets as explained below.

Internally restricted

Internally restricted net assets increased \$1,083 to \$4,356 as at April 30, 2002. The most significant reason for the increase was an internal restriction of \$1,900 in the current year to balance the 2002/2003 budget. This was offset by a decrease in the departmental carry forwards of \$645 and a decrease in the residence appropriation of \$200 for the purchase of residence furniture in addition to other small changes netting to \$28. See Note 12 to the Financial Statements for more specific details.

Invested in capital assets

Invested in capital assets increased \$10,281 to \$43,843 at April 30, 2002.

This is made up of a \$4,858 decrease in invested in capital assets due to a deficiency of revenues over expenses of \$4,858. This deficiency relates to \$7,705 amortization of capital assets during the year and \$25 loss on disposal of capital assets during the year, offset by \$2,872 of amortization of deferred capital contributions.

There was an increase in invested in capital assets of \$15,139, which is made up of the following:

Increases:

Purchase of capital assets (see Note 15 of the Financial Statements for further details	29,793
Increase in carrying value of sinking fund due to purchase of \$103 and interest earned	<u>161</u>
	<u>29,954</u>

Decreases:

Reduction in long term debt	4,213
Reduction in internal advances from the capital fund to the operating fund (in the prior year the capital fund had 6,300 of unspent Superbuild monies which it had internally advanced to the operating fund	8,664
Deferred capital contributions received	<u>1,938</u>
	<u>14,815</u>

Net increase	<u>15,139</u>
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Restricted for endowments

Restricted for endowments decreased \$430 to \$17,312. This was due to endowment contributions received during the year offset by a writedown in the hedge fund of \$1,648 and a \$410 shortage of interest earned to meet 5% minimum for scholarships.

Wilfrid Laurier University

Report to the Audit Committee – April 30, 2002



- **Overview of the Audit**
- **Summary of Accounting or Auditing Matters**
- **Recent Developments in Financial Reporting**
- **Independence**
- **Internal Control Recommendations**

The matters raised in this and other reports that will flow from the audit are only those which have come to our attention arising from or relevant to our audit that we believe need to be brought to your attention. They are not a comprehensive record of all the matters arising, and in particular we cannot be held responsible for reporting all risks in your business or all internal control weaknesses. This report has been prepared solely for the use of the Audit Committee, Board of Directors and management and should not be quoted in whole or in part without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared for, and is not intended for, any other purpose.



Overview of the Audit

Overview of the Audit

We have completed our audit of the financial statements of Wilfrid Laurier University (the "University"). These financial statements are the responsibility of the University's management. We conducted our audit in accordance with generally accepted auditing standards in Canada.

In the course of our audit work, we did not encounter any unresolved matters material to the financial statements that, in our judgment, required adjustment or reclassification. We confirm that there are no disagreements between management of the University and ourselves about matters that could be significant to the University's financial statements. We have also discussed the possible non-compliance with laws and regulations with senior management, and based upon those discussions, no matters have come to our attention.

The University has given access to all records, documents, and other information we required. Management and employees of the University gave us their full cooperation through the audit and assisted in completing the work required.

A draft of our unqualified audit report on the 2002 financial statements is attached to the draft financial statement which the Audit Committee will review at its August 29, 2002 meeting. Our audit report covers only the financial statements and related notes; however, we will read all other financial information disclosed in any annual report with the purpose of satisfying ourselves that the information is not inconsistent with the information appearing in the financial statements and with other information obtained by us during our audit.

We expect to issue our audit report in the form presented, pending the satisfactory completion of the following procedures:

- confirmation of hedge fund investment value
- insurance letter from CURIE

For your information, separate audit reports have been, or will be, issued on the following financial statements by our Firm:

- WLU Press
- WLU Foundation
- Waterloo Lutheran Seminary
- Pension plan financial statements
- Other related financial and compliance reports



Judgmental Accounting Areas

Hedge Fund Investment

In 1998, a hedge fund investment was donated to the University. Its value at the time was \$2.3 million. Since that time, its value has decreased to \$1.8 million. Under generally accepted accounting principles, long-term investments are carried at the lower of cost, unless a decline in value has occurred which is considered other than temporary. In 2002, the University has written down the asset to \$1.8 million, in accordance with this principle. We have recently learned that the auditor of the fund has denied an opinion citing lack of credit reviews of promissory notes held by the fund, and consequently are awaiting further information to confirm the value of the fund.

Deferred financing fees

Fees incurred to renegotiate mortgage financing and replace it with term financing and fees to arrange additional financing have been deferred and will be amortized to expense over the life of the applicable debt. This is allowed under accounting rules as the rearrangements for this purpose are considered to be in the nature of renegotiations rather than a settlement of debt.



Judgmental Accounting Areas

Pension benefits assumptions

Accounting for pensions under GAAP requires that management establishes certain assumptions with respect to a number of parameters, including the long-term rate of return on pension assets. Management has used 7% for this rate. Due to market performance over the past 2 years, and recent outlooks, our firm views this rate as within the range of acceptable values, and accordingly we have concurred with management's assumption in this regard. The rate used to determine the accrued benefit obligation under GAAP is to be a market rate for high-quality debt instruments. The University has used 7% for this rate, which is slightly above the range of what we consider a reasonable rate to be, of between 6¼ and 6¾%.



Other accounting matters

Brantford Campus

In 1999, the Brantford Campus was established. As part of the financing of the campus, the City of Brantford agreed to provide leasehold improvements to the campus site, on a loan basis. If certain levels of enrolment are met, the financing is forgivable over 5 years. As the conditions have been met, the forgiveness of the debt has been recorded as 1/5 of the original \$1.3 million, and this amount is recorded as a deferred capital contribution related to the leasehold improvements.

A \$1.6 million loan for campus renovations provided by the City of Brantford in 2001/02, is being accounted for in a similar fashion.



Summary of accounting or auditing matters

Summary of Unadjusted Differences

We report to you that the following items have been recorded on our summary of unadjusted differences (in thousands of dollars). The majority of the amount related to unaccrued liabilities at year-end. Due to the immaterial nature of these items, no adjustments to the financial statements are proposed to be made.

	net over (under) statement <u>of income</u>
Operating fund	\$170



Recent Developments in Financial Reporting

New Accounting Standards

- Goodwill and intangible assets – New standard effective January 1, 2002 which eliminates amortization of goodwill and introduces a two part impairment test. As the University currently does not have any goodwill or intangible assets recorded in its records, this new standard is not expected to have a significant impact
- Hedge accounting – effective July 1, 2002, a new standard on hedge accounting which provides guidance on the circumstances that must be present for the an entity to designate financial instruments as hedges will be put in place. For the University, this standard will be put into effect in Fiscal 2003/04, and existing interest rate swaps currently being accounted for as hedges will need to be evaluated to ensure they are effective and eligible for continued hedge accounting treatment. Otherwise the swaps will be recorded on a mark-to-market basis.

Upcoming Projects - Canada

- Impairment rules on long lived assets – these rules deal with disposal of capital assets and the related valuation for accounting purposes after the decision to dispose of a capital asset has been made. This would impact the University only in instances where the University has decided to dispose of capital assets and it holds those assets over a year-end, and where the expected realization on disposal is less than the asset's carrying value.



Independence

CICA Assurance and Related Services Guideline AuG-11, *Communications with audit committees (or equivalent)* (the "Guideline"), requires that we communicate at least annually with you regarding all relationships between the University and us that, in our professional judgment, may reasonably be thought to bear on our independence. In determining which relationships to report, the Guideline requires we consider relevant rules, covering such matters as:

- a) Holding a position of financial interest, either directly or indirectly in the University;
- b) Holding a position, either directly or indirectly, that gives the right or responsibility to exert significant influence over the financial or accounting policies of the University;
- c) Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly in the University;
- d) Economic dependence in the University; and
- e) Provision of services to the University in addition to the audit engagement.

We are not aware of any relationships between the University and PricewaterhouseCoopers LLP that, in our professional judgment, may reasonably be thought to bear on our independence which have occurred from May 1, 2001 to April 30, 2002.

The Guideline requires that we confirm our independence to the audit committee, or equivalent. However, since the Rules of Professional Conduct of the Institute of Chartered Accountants of Ontario deal with the concept of independence in terms of objectivity, our confirmation is to be made in that context. Accordingly, we hereby confirm that we are objective with respect to the University within the meaning of the Rules of Professional Conduct of the Institute of Chartered Accountants of Ontario as of April 30, 2002.

These comments are intended solely for the use of the Board of Directors, management, and others within the University and should not be used for any other purposes.



Billings

As part of our reporting to you on matters of independence, we provide details of fees billed, or expected to be billed, to the university by our firm, for the period May 1, 2001 to April 30, 2002.

Audit fees

Financial Statements and Enrolment report - \$40,500

Pension Financial Statements - \$5,200

Wilfrid Laurier University Foundation - donated

WLU Press - \$5,000

Compliance audits - \$7,500

Tax or other consulting fees

None

Partner Rotation

Our firm's independence policy requires the rotation of engagement partners periodically, to help to ensure objectivity and to provide our clients with the benefit of a "fresh" look by another partner of the firm. In the case of Wilfrid Laurier, this has naturally occurred with the retirement of Bryan Stewart. It should be noted that for public company audits, this is required every 7 years, and for non-public audits with more the 500 hours of audit time, such as Wilfrid Laurier University, every 10 years.



Internal Control Recommendations

Internal Control Recommendations

As part of our audit, we tested selected internal accounting controls, and relied thereon. However, our assessment and testing of internal controls is designed to support the expression of our opinion on the financial statements, and not to provide assurance to the University on the effectiveness of its internal controls. Accordingly, an audit would not usually identify all matters of interest to management in discharging its responsibilities.

As a result of our assessment, we have issued a draft management letter to the Executive Director, Finance and Administration which has included the following matters:

- ◆ bookstore inventory for return to publisher
- ◆ clearance of open purchase orders
- ◆ accounting for equipment purchases
- ◆ use of payroll audit report

Management is addressing the issues and expects to respond to them prior to the end of September 2002.

In addition, we have issued a memorandum to the Director of IT regarding issues and recommendations as a result of our review of general computer controls.



Wilfrid Laurier University BOARD OF GOVERNORS

Item C2, Board of Governors, Sep 10/2002

Minutes of the Meeting held
Thursday, June 27, 2002, Bricker Residence Main Lounge

Present: Mr. D. Brown, Dr. K. Cameron, Mr. J. Cleghorn, Prof. T. Copp, Ms. J. Haalboom, Mr. B. Hamilton, Ms. B. Harris, Mr. D. Hayter, Ms. P. Krajewski, Mr. J. Kroeker, Dr. J. Lorimer, Mr. T. Motz, Mr. J. Ormston, Dr. A. Robertson, Dr. R. Rosehart, Dr. B. Sharpe, Mr. B. Walker, Mr. J. Wilkinson, Mr. J. Young (chair)

Regrets: Mr. J. Beingessner, Ms. C. Gibson, Mr. M. Hilson, Mr. W. Lomax, Mr. B. Needham, Mr. T. Penner, Mr. J. Radford, Mr. L. Smith, Mr. B. Vrbancovic, Ms. K. Young

University Secretariat: Ms. M. Jacobs

Official Observer: Mr. A. Pushalik

Administration: Mr. B. Byron, Mr. A. Stephen, Dr. R. Smith

Guests: Dr. R. Campbell, Mr. Y. Couture, Mr. G. Lambert, Ms. P. Lester, Dr. C. Morrison, Mr. D. Patterson, Mr. M. Strickland, Ms. J. Tam, Ms. T. Trudel

A. Discussion

A1. Introduction

- ▶ The chair welcomed members and others to the last meeting of the year. New members of the board were introduced.
- ▶ The chair congratulated Pat Krajewski on her promotion and the article in the Globe and Mail.

▶ The chair announced that Jim Beingessner was reappointed to an additional term by the Lieutenant Governor in Council.

▶ There were no requests to move items from the consent to the discussion section thus all consent items are approved by consent.

A1. Business Arising from the May 29, 2002 Meeting

There was no business arising from the minutes of May 29, 2002.

B. Discussion

B1. Executive & Governance Committee, Jerry Young

▶ PROPOSED PLANNING UPDATE

A draft planning update as of June 17 was distributed with the agenda package.

At its June 25 meeting, Senate received the planning update document and referred identified issues to the appropriate academic bodies as defined in the document.

Jerry Young introduced this agenda item by reviewing the planning update process. In December, the Board of Governors asked the Executive & Governance Committee to co-ordinate a planning update. The committee

engaged in a thorough and high quality process including a town hall meeting held in March 2002. Input was garnered from both written submissions and the town hall meeting. A draft version was circulated to the constituent groups for additional feedback and opportunity for input. The draft was then revised. The time line for the planning update was ambitious. This planning update will serve the university well for the next time frame.

MOTION (J. Lorimer/J. Ormston)

that the Board of Governors adopt Laurier of the Future, an Update and the issues identified in the report distributed.

CARRIED

DISCUSSION: It was noted that there was nothing in the planning update about athletics and yet this area is the fourth largest area for fund-raising. In addition, concern was expressed about the physical appearance of the campus and its appearance to students and other visitors. It was noted that the third paragraph on page 8 is problematic. There were real problems and the problems were not misperceptions. The document does not reflect that there is still a crisis on the physical resources of the campus. The middle sentence should be removed from the third paragraph. The Executive & Governance Committee will take all comments under advisement for the action plans.

► RECOMMENDED AMENDMENTS TO BY-LAW No. I

A notice of motion was provided to the board for its May 29 meeting. Recommended

B2. Resource Planning & Utilization Committee

► BALANCED BUDGET POLICY

The budget that will be presented is a balanced budget and thus the balanced budget policy need not be reviewed at this time.

The notice of motion presented at the May 29 board meeting is withdrawn.

DISCUSSION: There was a question as to why the board was not discussing the balanced budget policy since circumstances may change in the future that will give rise to policy changes. Terry Copp stated that he would prepare a paper on the policy issue and bring this forward next year.

► OPERATING BUDGET FOR 2002-2003

A document entitled "Budget 2002 - Budget Overview" was distributed with the agenda package. A revised set of documentation was distributed at the meeting. Bob Byron explained the differences in the revised documentation presented to the board at the meeting. The differences included eliminating the word "Board" from

amendments to By-Law No. I were distributed with the agenda package.

The chairs of two committees are currently mandated in By-Law No. I. The Nominations Committee felt that this was restrictive and members should be afforded a variety of experiences on committees so that there is progress and development for the officers of the board. To permit greater flexibility, it is recommended that the by-law stipulations that a vice-chair must serve as chair of the Planning & Strategic Objectives Committee and that the treasurer must serve as chair of the Resource Planning & Utilization Committee be eliminated.

MOTION (R. Rosehart/D. Hayter)

that the Board of Governors approve the amendments to By-Law No. I as detailed in the report distributed. CARRIED

the Innovation and Excellence Plan as recommendations would come forward to the board from the President's Group, a more complete explanation of point number four on page 3, and finally the calculation of a balanced budget for the Brantford campus.

Senate considered the budget at its June 25 and recommends that the Board of Governors approve operating and ancillary fund budgets and fee schedules for 2002/2003.

MOTION (T. Motz/B. Sharpe)

that on the recommendation of the Resource Planning and Utilization Committee the Board of Governors approve the 2002/2003 Operating Fund Budget with total expenditures of \$89,060,545.00 and including the Fee Schedules for undergraduate and graduate tuition fees plus other fees, and the 2002/2003 Ancillary Fund Budgets with total expenditures of \$21,813,354.00. CARRIED

John Wilkinson abstained from voting and requested that this be recorded.

DISCUSSION: Members of the board asked a number of questions about the budget. The budget situation has changed dramatically because the government has fulfilled its commitment of full funding for the growth in the number of students. With the increased number of students last year, the university has a surplus and this surplus was transferred to this year's budget (2002-2003). This has resulted in a balanced budget for 2002-2003. There will be a reduction in the new initiatives proposed during the budget planning process.

Tuition fees have increased by 2%. Students are paying a higher proportion of the operating budget. It is not certain what percentage of the operating budget is covered by the tuition fees. The current provincial government states that students should not pay more than 35%. This applies to the system and not to the individual institutions. The board was encouraged to review the issue of tuition fees not only at budget time but at other times as well.

The residences have to be wired due to the demand by students and this necessitates an internet fee.

MOTION (R. Rosehart/J. Kroeker)

that the Board of Governors approve an internet fee of \$135.00 to be included in the proposed schedule of fees. CARRIED

► CAPITAL PROJECTS

MOTION (T. Motz/R. Rosehart)

that on the recommendation of the Resource Planning & Utilization Committee the Board of Governors approve the proceeding with construction of the proposed Science Research Centre at an estimated cost of \$12 million recognizing that this funding is significantly in place. CARRIED

Six months ago the board was asked to approve the design phase of the teaching building. The university now needs to move forward with the construction of this building. This building is required for our academic programs and increased number of students.

The board is being asked to approve the construction of the teaching building and the financing plan is included in the motion. The capital levy remains at the board's discretion.

MOTION (T. Motz/B. Sharpe)

Whereas a request has been made to the Provincial Government for financial assistance to assist in meeting the capital cost of the proposed teaching building; And Whereas, the university will continue its best efforts to secure that financial assistance;

And Whereas, notwithstanding potential government funding subject to annual enrolment figures, a change may be necessary to the capital levy percentage rate to ensure affordability in meeting annual borrowing costs;

Now therefore, on the recommendation of the Resource Planning & Utilization Committee the Board of Governors approve the proceeding of construction of the proposed Teaching Building for an estimated cost of \$15.5 million which includes an examination floor, with back-up funding to be arranged through bank financing. CARRIED

MOTION (T. Motz/R. Rosehart)

that on the recommendation of the Resource Planning & Utilization Committee the Board of Governors approve the proceeding of site planning and building design for a new residence to be brought back to the board in the fall for a decision on whether to proceed to construction. CARRIED

► RECOMMENDATION FROM THE ASSISTANT VP: PHYSICAL RESOURCES

MOTION (T. Motz/R. Rosehart)

That the assignment for design and construction administration for a new 320 bed residence on the King/Lodge/Regina block be made to Lloyd Grinham Architect/Joe Somfay Architect, jointly.

CARRIED

► INVESTMENT RECOMMENDATIONS

Recommendations from the Resource Planning & Utilization Committee were distributed at the meeting. This recommendation relates to the financing of the Bricker Street residence and an attempt to reduce the rate of financing.

MOTION (T. Motz/P. Krajewski)

that on the recommendation of the Resource Planning & Utilization Committee the Board of Governors enter into an agreement with RBC Royal Bank in order to convert the 11.04% fixed rate loan with Ontario Housing Corporation into a floating rate loan through the use of interest rate swaps, and further,

that the interest expense savings accrue into a sinking fund to meet the costs of the \$10 million principal loan falling due November 2010 and to act as a reserve in the event of a higher-than-break-even rate. **CARRIED**

DISCUSSION: Many years ago, the university entered into a fixed rate agreement for 20 years. The fixed rate was 11.04%. The university has looked at creative ways to reduce this exposure and the current proposal is the best solution based on advice from RBC and Ernst & Young. There is a risk that the floating rate may be higher than the fixed rate. However, the university believes that the proposal is fairly safe ground given the floating rates in the past ten years. The advice suggests that it is a manageable risk. In 2010, the university will remortgage about 10 million dollars on the building. The savings will be put into a fund. The university could get out of the proposed option in the future at a price. It was noted that this is an ancillary service and therefore the costs are paid by those actually using the service.

► TRANSITION AMENDING AGREEMENT BETWEEN WLU AND WLUGSA

MOTION (T. Motz/T. Copp)

That on the recommendation of the

Resource Planning & Utilization Committee the Board of Governors approve the entering into an agreement between the university and the Wilfrid Laurier University Graduate Students' Association to provide for the relocation of WLUGSA operations from the Grad House at 22 Bricker Avenue to initially a temporary location in the lower floor of the Health Services area and subsequently to a permanent location, the details of which have yet to be finalized, as amended.

It was reported that the graduate students are pleased with the current proposal and in the long term this will be advantageous to the GSA.

AMENDMENT (J. Lorimer/K. Cameron)

That the words “subject to any amendments which may arise in subsequent discussions between the WLUGSA, WLUFA and WLUSA” be added to the motion. **DEFEATED**

The faculty and staff associations have been very cooperative with the graduate students in the proposed plan. However, the document distributed to the Board of Governors has been drafted between the university and the graduate students without input from the faculty association and the staff association. There are suggested amendments that relate to how the lounge area is described to establish the nature of the usage of the lounge and how that location is to be used.

AMENDMENT (J. Lorimer/J. Kroeker)

that on page 2, the first sentence of section 3 read “WLU with the consent of the WLU Faculty Association and the WLU Staff Association will, effective July 1, 2002 provide temporary facilities for the WLUGSA in the Faculty/Staff lounge in common with the faculty and staff and the Quiet Room, exclusively to the use of the WLUGSA located in the lower floor of the Health Service Area and two offices on the second floor of the Arts Building

(the “Temporary Premises”).”
and
that on page 3, the last part of section 11
read “.....for graduate students to be
operated and maintained by WLUGSA in
the Faculty/Staff lounge
and
that on page 3, the first part of section 12
read “WLU agrees to permit any
renovations as may be agreed upon

B3. Audit & Compliance Committee,
Bryce Walker
ENVIRONMENTAL/OCCUPATIONAL HEALTH &
SAFETY ANNUAL REPORT

An annual report from the office of

**B4. Development & Community Relations
Committee,** Bev Harris

A report from the committee was distributed
with the agenda package. Bev Harris
summarized the report.

The chair commended the development
office for raising 4 million dollars this past year.
The goal is 3.3 million dollars for the upcoming
year. The planning update document noted
that the action plan is completion of the
external feasibility study. A consultant has not
yet been retained for the feasibility study. A

B5. Nominations Committee, Jerry Young
A report from the committee was distributed
at the meeting.

1. NOMINATIONS FOR COMMUNITY-AT-LARGE
MEMBERS ON THE BOARD OF GOVERNORS

MOTION (J. Kroeker/R. Rosehart)

2. NOMINATIONS FOR OFFICERS OF THE
BOARD OF GOVERNORS FOR THE 2002-2003
YEAR

MOTION (J. Kroeker/J. Lorimer)

that on the recommendation of the
**Nominations Committee the Board of
Governors approve the following
nominations for officers of the board for**

**between the parties and with the consent
of WLUGA and WLUSA that are
reasonably”... CARRIED**

There being no further amendments to
the motion, the motion to approve the
agreement was **CARRIED**

John Wilkinson, the graduate student on
the board noted that he will talk with the GSA
about the changes.

Environmental/Occupational Health and Safety
was distributed with the agenda package. The
chair of the committee asked that this item be
deferred until the committee has an
opportunity to review the report.

consultant will be hired over the summer
months. The consultants will determine how
ready the university is for the campaign. The
campaign is scheduled to start in January 2003
with the public launch in 2005. The Board of
Governors will receive a report about the
feasibility study late in the autumn. It was
noted that when the fund-raising priorities
were established, the teaching building was
not included. At present, 1.4 million dollars is
to be raised for the teaching building.

**that the Board of Governors approve the
appointments of John Radford, Bryce
Walker and Bev Harris as community-at-
large members of the board for
three-year terms, ending at the close of
the 2005 annual meeting. CARRIED**

the 2002-2003 year:

Chair: Bryce Walker

Vice-Chairs: Jim Beingessner & Bev Harris

Treasurer: John Ormston

Secretary: Charlotte Gibson CARRIED

There were no further nominations from the
floor. Nominations were closed and positions
were acclaimed.

3. NOMINATIONS FOR MEMBERS OF BOARD
STANDING COMMITTEES FOR THE 2002-2003
MEMBERSHIP YEAR AND 3-YEAR APPOINTMENT
TO SENATE

MOTION (J. Kroeker/R. Rosehart)

**that on the recommendation of the
Nominations Committee the Board of
Governors approve the nominations for**

B6. In Camera Session

MOTION (J. Kroeker/B. Sharpe)

that the Board of Governors move in

B7. Other Business

► The chair thanked the members who were
leaving the board as of the close of the
meeting:

DAVID BROWN: served on the board for
three years and on the Audit & Compliance,
Nominations, and Resource Planning &
Utilization Committee.

DAVID HAYTER: served on the board for
three years, and on the Planning & Strategic
Objectives and Nominations Committees and
appointed to Senate by the board.

LORNE SMITH: served on the board for
four years and on the Resource Planning &
Utilization Committee.

JEFFREY KROEKER: served on the board for
four years and on the Resource Planning &
Utilization, Development & Community
Relations, Planning & Strategic Objectives,
Nominations and Executive & Governance
Committees.

JOYCE LORIMER: served on the board for
six years and on the Executive & Governance,
Resource Planning & Utilization and
Nominations Committees.

► The chair thanked Bob Byron, executive
director of finance & administration, who

**members of board standing committees
and the appointment to Senate for the
2002-2003 year as detailed in the report
distributed.**

CARRIED

There were no further nominations from the
floor. Nominations were closed and positions
were acclaimed.

camera.

CARRIED

The meeting later moved out of in camera.

supported several board standing and sub-
committees. Bob has been very dedicated,
passionate and thorough. From a student
perspective, Bob has been a most influential
mentor for students on this campus. Bob is
going to continue as an advisor to the new
vice-president: finance and administration.

► Bryce Walker thanked Jerry Young for
serving on the board for approximately ten
years and as chair for the past five years. Jerry
was thanked for his tremendous contribution
and it was noted that he will be known as the
“strategic planning board chair.” Jerry’s
membership on the board continues for
another year. Jerry thanked those who have
served on the board and those who he has
worked with intensively. Jerry thanked Dr.
Rosehart who has been a pleasure to work
with. Jerry also thanked Marilyn Jacobs,
Whitney Densmore and Beth Harrison for
their help in his role as chair. Jerry’s personal
experience as chair has been very positive.
Jerry stated that the board and the university
are in great hands with the new officers and he
is especially thrilled to pass the baton to Bryce
Walker.

C. Consent

Approved/received by consent:

C1. Agenda

C2. Minutes of April 30, 2002 meeting

C3. Executive & Governance Committee
Report (Apr 26 & May 15/02 mtgs)

C4. Senate Report



Wilfrid Laurier University
BOARD OF GOVERNORS
Executive & Governance Committee

Item C3, Board of Governors, Sep 10/2002

The Executive & Governance Committee met on August 21, 2002.

The committee reviewed the 2002-03 annual cycle-plan and the objectives for the Board of Governors and these will be presented to the board on September 10. In addition, the committee discussed the recommendation to review the structure of the board committees arising from the planning update. A proposal for this review will be presented to the committee at its next meeting.

The committee decided to postpone the board retreat until February. Further discussion regarding a topic for the retreat will occur within the next few months. The board will be notified that the October dates have been cancelled and that new dates will be proposed at the meeting in September.

Dr. Rosehart updated the committee on first year enrolment.

The Student's Union requested an exemption from the smoking policy for the turret balcony due to the no re-entry policy during their nightclub events. The committee had a number of questions/issues that had to be addressed prior to considering and voting on the matter.

The committee approved the draft agenda for the meeting on September 10, 2002.



Wilfrid Laurier University
BOARD OF GOVERNORS
Executive & Governance Committee

Item C3, Board of Governors, Sep 10/2002

These minutes approved: Aug 21/2002

Minutes of the Meeting held
Monday, June 3, 2002, Peters Building, Room P2106

Present: Mr. J. Young (Chair), Mr. J. Beingessner, Ms. C. Gibson, Mr. T. Motz, Dr. R. Rosehart, Mr. B. Walker

Regrets: Ms. B. Harris, Mr. J. Kroeker, Dr. J. Lorimer, Ms. K. Young

University Secretariat: Ms. M. Jacobs

A. Discussion

A1. Community Response to the Draft Planning Update Document

The committee received six responses as of Monday June 3. The committee reviewed the input received from the university community. The committee agreed that additional input will be received until Wednesday June 5. There were a few people who had contacted the university secretary indicating that they wished to submit a response but could not by May 31. A final report will be forwarded to the Executive & Governance Committee on June 6 with input from the committee requested by June 11. The report will then be forwarded to the Executive & Governance Committee on June 12. Changes will be noted in italics. The final report will be provided to Senate for information on Monday, June 17, 2002. The Board of Governors will be sent a copy of the document (hard copy) on June 18 with a cover letter from the chair.

Dr. Rosehart presented the committee with a tentative analysis of 2002-03 new initiatives and the impact on the budget for 2002-03. The Executive & Governance committee recommended that only one budget be presented to the board. If the budget is balanced, then it negates the need for the change in policy for this year and the motion will be deferred for a year. If the budget is presented with a deficit, then the motion will have to be dealt with.

The committee discussed the process to occur at the Board of Governors' meeting in June. The president is assuming that the 2002-03 budget will be balanced and thus, the motion that was presented at the meeting in May will be deferred to the next year. If the president presents a deficit budget for 2002-03, then the policy will be dealt with first.

A2. Other Business

The meeting of June 19 is cancelled and a

draft agenda will be circulated for approval by e-mail.

B. Consent

The following was approved by consent:

B1. May 15 & 27, 2002 minutes

Report of an E-mail Vote to Approve the June Board Agenda

The University Secretariat conducted an e-mail vote of the committee, June 17-19, 2002.

Quorum was met; the draft agenda for the June 27, 2002 board meeting was approved.



Wilfrid Laurier University
BOARD OF GOVERNORS
Audit & Compliance Committee

Item C4, Board of Governors, Sep 10/2002

The Audit and Compliance Committee of the Board of Governors met on Thursday August 29, 2002 and in addition to the routine business of the Committee, it dealt with the following matters.

Nominations were called for the position of Chair of the Committee. Ms. Charlotte Gibson was elected Chair. The Chair then called for the election of a Vice Chair. Mr. Yvan Couture was appointed Vice Chair. The Committee approved Vice President: Finance and Administration, Mr. Jim Butler being appointed to Secretary.

The Committee reviewed the Annual Plan of the Committee and accepted it as presented but agreed to review the Plan again in November to see if anything else should be included.

The Committee also reviewed the Minutes of Meeting from April 10, 2002. A motion was made to receive the minutes as circulated. The Committee felt members who were present at the April meeting should approve the minutes and therefore requested the minutes be deferred to the November meeting.

Prepared by: Robert Byron, Secretary of the Audit and Compliance Committee
Date: September 3, 2002

Wilfrid Laurier University

WATERLOO, ONTARIO

MEMORANDUM

September 3, 2002

To: Members of the Board of Governors

From: Robert G. Rosehart, PhD
President & Vice-Chancellor

Provided on the reverse side of this memo is the annual report from the harassment/discrimination co-ordinator, as per university policy 6.1. There are no additional recommendations at this time.

**WILFRID LAURIER UNIVERSITY
HARASSMENT/DISCRIMINATION OFFICE
2001-2002 REVIEW AND REPORT**

ACTIVITIES OF THE HARASSMENT/DISCRIMINATION CO-ORDINATOR

The co-ordinator provides three functions on campus: listen to, provide advice, and attempt to resolve complaints; to attend orientation sessions when invited; and to chair the Women's Campus Safety Committee.

The co-ordinator was invited to attend **three** orientation sessions this past year. The sessions involved new faculty, new graduate teaching assistants and chairs of departments. The purpose of the sessions is to discuss the Harassment/ Discrimination Policy and the role of the co-ordinator. In addition, there is discussion regarding strategies for intervening in human rights issues in a timely and just fashion. The co-ordinator participated in Discover Laurier (July 2001) as part of the information fair for incoming first year students and their parents.

Wilfrid Laurier University received a grant of \$20,673.00 (2001-2002) through the Ministry of Training, Colleges, and Universities to support programs for women's safety. The Women's Campus Safety Committee reviews proposals and then allocates the grant accordingly. The chair is responsible for co-ordinating the efforts of the committee and maintaining the grant budget. The committee reports to the vice-president: academic. A letter is written to the ministry at the end of June outlining the projects/programs and budget approved.

COMPLAINTS

This data was compiled from June 1, 2001 to May 31, 2002.

There were thirty-seven requests for information, advice, and clarification regarding the policy and the Ontario Human Rights Code. Of the thirty-seven requests, two were filed as formal complaints with a request to informally resolve the complaint. One formal complaint was filed under Section 5.1. of the Ontario Human Rights Code, the other complaint was filed under Section 5.2 of the Ontario Human Rights Code. Both complaints were resolved informally by the co-ordinator.

Of the thirty-seven requests, five were consultations with other members of the university community about how to resolve an issue.

The complainants(excluding the consultations): fourteen students, eleven staff members, two managers, four faculty members and one external constituent. The respondents (excluding the consultations): four students, seven staff members, five managers, seven faculty and eight related to university policies/procedures. Of the thirty-two complaints, thirteen were not related to the prohibited grounds of the Ontario Human Rights Code. Eight complaints related to accommodation issues, two related to sexual orientation, two related to sexual harassment, six related to gender and one related to discrimination. There are two complaints before the Ontario Human Rights Commission.

The number of consultations/complaints this year rose slightly over previous years. There have been as few as twenty-three in 1996 and there were thirty-four in 1999. This is the highest number of consultations/complaints to date. Both the complainants and respondents reflect the various constituents in the university community although the highest number of complainants this year were students.

Marilyn Jacobs
Harassment/Discrimination Co-ordinator

ANNUAL REPORT
OF THE
OFFICE OF THE OMBUDSPERSON
2001 - 2002
WILFRID LAURIER UNIVERSITY

INTRODUCTION

This report covers the time period from April 30, 2001 to May 1, 2002. It includes statistical summaries of the number and type of cases and a tale of cases based on constituency of the client. Statistical information from the previous annual report is also included in these summaries.

FUNDING

The Office of the Ombudsperson is funded by the University and accounted for through the President's Office.

OFFICE LOCATION

The Office of the Ombudsperson is located in the Arts building, Waterloo campus, on the third floor, room 3A4. To leave a voice mail for the Ombudsperson the telephone number is (519) 884-1970, ext 3637. To leave an e-mail message for the Ombudsperson please send it to; 22ombuds@wlu.ca All fax messages should be sent to (519) 746-2472.

** The Office of the Ombudsperson does not have regular business hours, therefore it strongly recommended that all initial contact should be either through voice mail or e-mail. Only the Ombudsperson has access to these recording services. All of the messages will be treated in confidentiality and will be answered within 24 hours. Person wishing to contact the Ombudsperson can also do so through the Wilfrid Laurier University web page. **

ROLE OF THE OMBUDSPERSON

“Ensuring that the members of Laurier’s University communities in Waterloo, Brantford and Toronto are treated fairly in all of their interactions with the University.” At different times this may involve supporting the concerns of a student, staff or faculty member after I have listened carefully to all sides of a dispute. Alternately, it may mean that I assist the parties in devising their own solution. Often, my role is limited to providing information and advice concerning the policies and procedures that govern the University.

*** consulting the Office of the Ombudsperson is not a substitute for first seeking help or information through normal channels. ***

WHAT IS AN OMBUDSMAN ?

The term “Ombudsman” originated in Sweden in the 1700s and was formalized in the Swedish constitution of 1809. It means “people’s protector or representative”. The function of the Ombudsman was to ensure that the individual rights were protected in an increasingly complex government structure. When the term “Ombudsman” was first used, “man” in Swedish meant both “man” and “one.” Many Ombudsman offices continue to use this traditional term while others have changed it to “Ombudsperson” or else shortened it to “Ombuds.”

There are two broad categories of Ombudsman: the “classical” Ombudsman and the “organizational” Ombudsman. Classical Ombudsman offices are typically created by legislation and generally have broad powers to investigate and report findings about complaints brought to their attention by members of the public. Organizational Ombudsman offices are typically created by an executive head, such as a President, Chancellor or CEO, and generally work informally to help resolve problems within an organization¹. The Ombudsperson’s office at Wilfrid Laurier University is based on the organizational model

The appointment of the Office of the Ombudsperson was made by Wilfrid Laurier University President Lorna Marsden, September 15, 1993.

¹ www2.ucsc.edu/ombudsman/whatis.htm

TERMS OF REFERENCE

The Office of the Ombudsperson will report to the President and Vice-Chancellor of Wilfrid Laurier University.

The Office of the Ombudsperson will be independent of all existing administrative structures of the University.

The services of the Ombudsperson will be available to the staff, faculty and students at Wilfrid Laurier University -Waterloo campus, Wilfrid Laurier University - Brantford campus and Wilfrid Laurier University -Community Based campus Toronto.

FUNCTIONS OF THE OFFICE OF THE OMBUDSPERSON

The Ombudsperson is responsible for the development, recommendation and the implementation of appropriate procedures to protect everyone who uses the services of the Office of the Ombudsperson. These procedures are to include those relevant to University matters excepting those under the mandate of the Harassment/Discrimination Officer and the Employment Equity Co-Ordinator.

The Office of the Ombudsperson is here to make sure you are treated fairly in all of your interactions with the University as they pertain to University procedures and policies.

The Ombudsperson will maintain the independence, objectivity and neutrality of the office at all times in order to adequately investigate or facilitate the investigation of any complaint, inquiry or grievance of an individual which may arise against the University or anyone in the University exercising authority.

The Ombudsperson cannot act as the advocate of any party to a complaint. Whenever possible the Ombudsperson can facilitate communication on specific issues and may initiate appropriate inquiries.

The Ombudsperson will be responsible for the maintaining of appropriate records of cases and contacts while preserving the anonymity of clients. The information contained in the appropriate records kept by the Ombudsperson will not be released to anyone regardless of their position within the University communities or their interest in the complaint/case.

Consistent with any applicable collective agreement and the existing and future University policy on freedom of information guidelines, the Ombudsperson shall have access to such official files and information as is required to fulfill the function of the Office. Requests by the Ombudsperson for information must receive priority from every member of the University communities and such requests should be handled in a mutually convenient and expeditious manner by members of the University communities. The Ombudsperson need not explain why the information is being sought.

The Ombudsperson will bring findings and recommendations to the attention of the President by the most expeditious means possible, and to the University communities at large to the extent that is appropriate.

The Ombudsperson can without receiving an official complaint from the University community, identify and investigate any inadequacies in existing University procedures and policies that might jeopardize the rights of the members of the Laurier communities.

The Ombudsperson has no power to order changes in rules, regulations policies or procedures. The Ombudsperson has the power to investigate and to recommend.

All reasonable requests for information pertinent to the functions and purposes of the Office of the Ombudsperson will be honoured and the Ombudsperson shall be expected to search actively for the answers to all such inquiries and provide them to the inquiring parties.

The Ombudsperson cannot refuse to honour the request of complainants that their anonymity be preserved.

The Ombudsperson will remain up-to-date on procedures, rules and regulations pertaining to the different University communities.

The Ombudsperson will provide feedback to the President through recommendations and an annual report.

The Ombudsperson may refuse to investigate any matter that is frivolous, vexatious, in bad faith, or an abuse of the process of the Office of the Ombudsperson.

PUBLICIZING THE OFFICE OF THE OMBUDSPERSON

In the past year, the Office of the Ombudsperson was promoted on campus through numerous efforts. The Ombudsperson made several presentations to different campus groups, advertised in the student newspaper, maintained a Web site and developed a description about the Office of the Ombudsperson which appeared in all of the University Calendars.

As in previous years, a letter was sent to the parents of all prospective first-year students advising them of the services of the Office of the Ombudsperson. Although the Office of the Ombudsperson is not always staffed, a call forwarding system ensures that no important phone calls are missed. However, even with these efforts, this past year the numerous construction project on campus created unique problems for all departments. Individual offices as well as entire departments were relocated during the construction period and these factors possibly contributed to the slight decline in the number of people who used the Office of the Ombudsperson this past year.

In the upcoming year, to maintain the visibility of the Office of the Ombudsperson, more signs will be erected on campus with directions to the office's new location. Advertising will be continued in the student newspaper and other forms of advertising will be undertaken this year within the university community. This campaign will focus on each person's rights within the university community and the services offered by the Ombudsperson.

It is hoped these new initiatives and excellent service delivery through the Office of the Ombudsperson will increase office contacts in the upcoming year.

PROFESSIONAL DEVELOPMENT

This past May, the Ombudsperson was a guest presenter at the Annual General meeting of the Association of Canadian Colleges and University Ombudsperson (ACCUO) in Winnipeg.

The Ombudsperson successfully completed and received his diploma for the "Certificate Program in Conflict Management," from Conrad Grebel College, University of Waterloo, this past year.

The Ombudsperson also attended a workshop on "Plagiarism" at the University of Guelph. The ideas and information the Ombudsperson received at these workshops and conferences will greatly assist in the service the office is able to provide the university community.

CASE HISTORIES

Case # 1: University's Responsibility:

The Office of the Ombudsperson was contacted by the parents of a second-year student requesting assistance with their son's official transcript. The student had received a letter advising him that he must withdraw from the University because of his failing grades. There was concern that the student would not be accepted at another post secondary institution because of the "F's" and "DNC's" on his transcript. The parents wanted to know if the transcript had to show all of the "marks" their son had attained. They also felt the University had failed in its responsibility to ensure that their son had received all of the necessary assistance while he was a student at Wilfrid Laurier University. A thorough investigation was conducted by the Ombudsperson's Office and it was ascertained that:

- the student had met with his Academic Advisor during his first and second year
- that he knew he had been placed on Academic Probation at the end of the first year
- the Academic Advisor had made recommendations to the student regarding course selection for his second year and being on Academic Probation
- the student did not follow the advice of his Academic Advisor and made no known attempt to seek assistance from any other source on campus
- that the University had met all of its obligations regarding offering academic assistance to the student
- a student's transcript is an official document and must correctly show all the academic marks they receive

This information was shared with the parents and no further interaction transpired.

Case # 2: Student Charged with Plagiarism

The Ombudsperson was contacted by a third-year student regarding a mark he had received on a mid-term paper. The professor in charge of the course had accused the student of plagiarism on his mid-term paper and gave the student an "F." The student was advised of different options available to him as well as possible strategies he could try to use to resolve the issue himself. The student was able to prove to the professor that he had not committed plagiarism and the "F" was changed to a passing grade.

Case #3: Hiring Practices Questioned

The Ombudsperson was contacted by a third-year student who felt she was unfairly denied a job with a student-run organization. This student had worked for the student organization the previous year; at no time was she told her work was not satisfactory. When the student came back for her third year and tried to get her old job back she was advised her previous work had been unsatisfactory and she would not be rehired. The student was upset in that no one had previously mentioned their dissatisfaction with her work and that there is no formal written operation procedures for this organization with appeal/grievance procedures. The Ombudsperson met with the executive of this organization. As a results of our meeting, a written operation's manual with job descriptions, grievance procedures and organizational by-laws was created. A meeting between the student and the organization's President addressed all of the students concerns, and no further action by the Office of the Ombudsperson was required.

STATISTICS - CASES:

	<u>May 00 - April 01</u>	<u>May 01 - April 02</u>
Referrals - General Information	10	8
Resolved Complaints	37	33
Unresolved Complaints	0	1
Ongoing Complaints	1	0
Major Investigations	5	4
Total Investigations/Complaints	53	46

STATISTICS - CONSTITUENCIES:

	<u>May 00 - April 01</u>	<u>May 01 - April 02</u>
Full Time Staff	3	1
Part Time Staff	0	2
Full Time Faculty	2	2
Part Time Faculty	0	0
Graduate Students	7	5
Undergraduate Students	45	34
Other	4	3
Total Number of Constituencies	57	49

CONCLUDING COMMENTS

The support I have received from the staff, faculty and students when trying to resolve issues has been overwhelming. The success of the Office of the Ombudsperson is definitely community based. Thank you to all of the individuals who used the Office of the Ombudsperson this year. I am looking forward to working in the enlarged University community in the new year.

Respectfully,

Dennis Willfang
Ombudsperson
May 2002

Wilfrid Laurier University

2001

Employment Equity Annual Report

Sparrow Rose
Equity Office

EMPLOYMENT EQUITY ANNUAL REPORT - 2001

EXECUTIVE SUMMARY

The following accessibility pool information is derived from the 1996 census information, with the exception of disability, which was last updated in 1991. Census information to be released in July 2002 is expected to have an increase effect in the accessibility pool data for women and aboriginal people.

1. Gender

The university employees are 37.3% male, a moderate decrease from 2000 (39.5%). Over half (52.5%) of the men employed by the university are faculty, which has remained constant since last year (52.2%). The faculty is 59% male and 35.2% female.

There is currently one female (5.7%) in skilled crafts and trades-Abella 09, which leaves the university short of the 6.7% accessibility pool. Male representation in this groups is 89.5%. Special attention needs to be given to the present recruitment and hiring practices being used.

The largest female population (43.1%) in the university continues to be clerical and administrative in nature. Women are now occupying 42.6% of middle management positions, which is a drop from 2000 (47.5%) and 1999 (49.3%), but is still above the accessibility pool of 33.6%.

2. Visible Minority

The university employs 7.8% visible minorities, a slight increase since last year (7.6%). Of that 7.8%, over half (52.9%) are in faculty, an increase from 44.3% last year. 27% of the 2001 hires in faculty identified as a visible minority.

In middle management, the accessibility pool is 9.4% for visible minorities, but the university is at 4.9%. Also, the university still has no representation of visible minorities in semi-professional skill-Abella 12 and skilled crafts/trades-Abella 09.

3. Native Persons

Laurier continues to have no representation of Native employees in 12 out of 14 Abella categories. Overall, there have been no gains in the past three years, as the representation has remained at 0.5% compared to the accessibility pool of 2.8%. It is hoped that with the new hire of a native person in human resources along with development of supportive measures, this situation will improve.

4. Disabled Persons

Out of 26 hires in Clerical and Administration last year, not one identified as disabled. Almost half of the Abella groups show no representation. Under representation of disabled persons is becoming increasingly more serious.

The universities disabled workforce continues to decrease and presently sits at 2.4%, significantly lower than the 7% accessibility pool and almost a full percent decline since 1999 (3.2%) and half a percent since 2000 (2.8%). Although in 2001, 2.1% of our hires identified as being disabled, we are still losing ground.

Administration/sr. clerical-Abella 07 and clerical-Abella 10 are seriously under represented at 3.4% compared to the accessibility pool of 8.5% for Abella's 07 and 10 combined. For example, with the difference being 5.1%, we would need to hire 12 disabled employees to be equal with the accessibility pool in these categories.

5. Faculty Salaries and Ranks

The number of female full professors for 2001 (16%) has steadily increased (14% in 2000 and 11.5% in 1999). However, no female full professors are in the top two salary quartiles. Female faculty numbers are increasing in assistant professor and associate professor ranks, indicating that women are staying at Laurier and being moved through the ranks. But, the largest percentage of female faculty still remains at the assistant professor rank (53%), whereas, the largest number of male faculty remains in associate professor (67.3%) and full professor (84%) ranks.

The average female faculty salary for 2001 is \$70,111, an increase of 1.8% from last year. The average male faculty salary for 2001 is \$87,390, an increase of 2.7% from last year. At \$70,111, female faculty earn the lowest average salary in comparison with all of the designated groups in faculty: visible minorities earn \$78,957 and disabled persons earn \$83,270. There were no Native faculty Members in 2001.

6. Staff Salaries and Promotions

This year we have started to compile the data to report staff salary quartiles by Abella. As there is no information to conduct a comparison, little can be said this year. Nonetheless, in middle management, women represent 63.3% of the lowest salary quartile and only 1/26 women managers are in the top two quartiles.

Overall, when grouping all Abella categories and the number of designated groups in each salary quartile, the highest number of disabled persons (62%) and visible minorities (40%) were in the second highest salary quartile. Native persons (50%) were mostly represented in the lowest quartile.

EQUITY HIGHLIGHTS

Throughout the year 2001, the Equity office has been involved in the following highlights:

- Completion of the Annual Report for the President and Board of Governors, the Vice-President: Academic report for WLUFA, the faculty equity education program, including Leadership Training, DAP Chair session and Faculty Chair Sessions.
- Rewriting of the DAP manual for faculty.
- Restructuring of the office and hiring of a new Equity/HR Consultant (½ time Equity).
- Continuation of monthly meetings for the Joint University/Association Employment Equity Advisory Committee.
- Recommendation of a Faculty tracking process to the President and Vice-President: Academic to support collection of a Faculty candidate information for the Federal Contractors Program.
- Redesigning of the Faculty Women's Climate Survey from 1999 to include managerial women. The survey was re-issued in November 2001 with results analyzed by May 2002.
- Three year assessment of the short term goals and targets identified in the Equity Plan with recommendations to the President for spring 2002.
- Presentation in Ottawa to the Ontario University Employment Equity Network "Enhancing Diversity in Casual Staff."

SOURCES

1. All calculations based on Census complete data, Updated December, 2001
2. Employment Equity Data Report, Human Resources Development Canada, 1996
3. Census of Canada and Health and Activity Limitation Survey, 1991

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- ** Data removed to ensure confidentiality
- CCT Census Complete Total - the number of surveys returned to the equity office
- AP Accessibility Pool -- the number of people in a specific group and occupational pool

2001 EMPLOYEES BY ABELLA GROUPS AND NATIONAL OCCUPATIONAL CLASSIFICATION

OCCUPATIONAL GROUPS	CCT	Women			Visible Minority			Native			Disabled		
		#	%	AP	#	%	AP	#	%	AP	#	%	AP
Upper Level Managers 01	**	0	0	20.8	0	0	7.3	0	0	2.6	**	25.0	4.3
Middle Managers 02	61	26	42.6	33.6	**	4.9	9.4	0	0	1.0	**	1.6	3.4
Professional Non Teaching 03	89	57	64.0	52.7	8	9.0	10.4	**	2.2	1.3	**	2.2	2.2
Professional Teaching 03	290	102	35.1	34.4	36	12.4	11.7	0	0	.4	**	1.7	NA
Professional Total 03	379	159	42.0	52.7	44	11.6	10.4	**	.5	1.3	7	1.8	2.2
Semi-Prof Skill B 04	38	24	63.2	49.5	0	0	6.9	0	0	.5	0	0	8.6
Supervisors CS&S 05	21	16	76.2	57.0	**	4.8	4.4	0	0	.6	**	4.8	3.5
Supervisors Trade & Prim 06	**	**	50.0	15.2	0	0	3.9	0	0	.6	0	0	6.9
Admin & Sr. Clerical 07	98	95	96.9	83.6	**	5.1	4.4	**	1.0	.4	**	2.0	4.9
Sales & Services B 08	**	**	60.0	42.5	0	0	6.7	0	0	.2	0	0	4.6
Skilled Crafts & Trades 09	19	**	5.1	6.7	0	0	7.5	0	0	.7	**	5.3	4.4
Clerical 10	141	127	90.0	70.3	9	6.4	5.8	0	0	.5	**	1.4	3.6
Sales & Service C 11	0	0	0	70.0	0	0	6.3	0	0	.6	0	0	6.1
Semi-Skilled C 12	**	**	100.0	27.9	0	0	13.3	0	0	.6	0	0	9.3
Sales & Service D 13	100	60	60.0	56.2	6	6.0	8.6	**	1.0	.6	6	6.0	7.7
Manual D 14	**	**	20.0	34.5	0	0	10.5	0	0	.4	0	0	7.9
University Total	875	515			68			**			21		
% of Total	91.4	58.9			7.8			.5			2.4		

2001 WORKFORCE BY DESIGNATED GROUP WITHIN ABELLA CATEGORY USING NOC																			
OCCUPATIONAL GROUPS	Total 2000	Total 2001	CC Total 2001	Total % 2001	Male			Female			Visible Minority			Native			Disabled		
					# 2001	% 2001	%2000	# 2001	% 2001	%2000	# 2001	% 2001	%2000	# 2001	% 2001	%2000	# 2001	% 2001	%2000
Upper Level Managers 01	**	**	**	.5	**	1.2	1.3	0	0	0	0	0	0	0	0	0	**	4.8	4.5
Middle Managers 02	61	62	61	7.0	33	10.1	9.8	26	5.0	5.8	**	4.4	4.9	0	0	0	**	4.8	4.5
Non-Teach. Professional 03	88	97	89	10.2	29	8.9	8.5	57	11.1	10.7	8	11.8	14.7	**	50.0	25.0	**	9.5	13.6
Teaching Professional 03	304	326	290	33.2	171	52.5	52.2	102	19.8	17.6	36	52.9	44.3	0	0	0	**	23.8	18.2
Professional Total 03	392	423	379	43.4	200	61.4	60.7	159	30.9	28.3	44	64.7	59.0	**	50.0	25.0	7	33.3	31.8
Semi-Prof. Skill B 04	45	44	38	4.4	13	4.0	4.1	24	4.7	5.2	0	0	0	0	0	0	0	0	0
Supervisors CS&S 05	23	21	21	2.4	**	1.5	1.6	16	3.1	3.7	**	1.5	0	0	0	0	**	4.8	4.5
Superv. Trade & Prim 06	**	**	**	.2	**	.3	.3	**	.2	.2	0	0	0	0	0	0	0	0	0
Admin & Sr. Clerical 07	101	102	98	11.2	**	.6	.6	95	18.4	19.6	**	7.4	6.6	**	25.0	25.0	**	9.5	9.2
Sales & Service Skill B 08	**	**	**	.6	**	.6	.6	**	.6	.6	0	0	0	0	0	0	0	0	0
Skilled Crafts & Trades 09	19	21	19	2.2	17	5.2	5.1	**	.2	.2	0	0	0	0	0	0	**	4.8	4.5
Clerical 10	140	150	141	16.0	12	3.7	3.8	127	24.7	24.4	9	13.2	18.0	0	0	0	**	9.5	9.2
Sales & Service Skill C 11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Semi-Skilled D 12	**	**	**	.2	0	0	.3	**	.4	0	0	0	0	0	0	0	0	0	0
Sales & Service D 13	105	114	100	11.4	34	10.4	10.8	60	11.7	12.0	6	8.8	11.5	**	25.0	50.0	6	28.6	31.8
Manual D 14	**	7	**	.6	**	.9	1.0	**	.2	0	0	0	0	0	0	0	0	0	0
Grand Total	902	957	875	100	326	100	100	515	100	100	68	100	100	**	100	100	21	100	100
Percent of University Workforce					37.3		39.5	58.9		60.5	7.8		7.6	0.5	0.5		2.4	2.8	

REPRESENTATION OF WLU EMPLOYEES BY DESIGNATED GROUP AND BY STAFF CATEGORY INCLUDING CANADA EMPLOYMENT IMMIGRATION ACCESSIBILITY DATA

UPPER LEVEL MANAGERS

EXECUTIVES Total = 4	2000 %	2001 #	2001 %	Canadian Accessibility Pool
Women	0	0	0	20.8
Native Persons	0	0	0	2.6
Persons in a Visible Minority	0	0	0	7.3
Disabled Persons	25.0	**	25.0	4.3

WILFRID LAURIER UNIVERSITY FACULTY ASSOCIATION

FACULTY Total Full-time = 290	2000 %	2001 #	2001 %	Canadian Accessibility Pool
Women	34.0	102	35.2	34.4
First Nations Persons	0.0	0	0	0.4
Persons in a Visible Minority	10.8	36	12.4	11.7
Disabled Persons	1.6	**	1.7	4.1

(Total includes: 4 Pendericki Quartet)

LIBRARIANS Total = 12	2000 %	2001 #	2001 %	Canadian Accessibility Pool
Women	88.9%	8	66.7	82.2
First Nations Persons	0	0	0	1.0
Persons in a Visible Minority	0	0	0	7.6
Disabled Persons	0	0	0	4.1

WILFRID LAURIER UNIVERSITY MANAGERIAL FUNCTION STAFF

Availability pool for Managerial positions will change depending on the National Occupational Classification of the jobs in question.

SUPPORT STAFF Total Security = 9 Total Senior Clerical= 18		2000 %	2001 #	2001 %	Kitchener CMA Accessibility Pool
Women	Senior clerical	100	17	94.4	83.6
	Security	12.5	**	11.1	26.4
First Nations Persons	Senior clerical	5.9	**	5.6	1.0
	Security	0	0	0	N.A.
Persons in a Visible Minority	Senior clerical	12.5	**	5.6	4.4
	Security	0	0	0	6.5
Disabled Persons	Senior clerical	0	0	0	4.1
	Security	12.5	**	11.1	4.1

<u>MANAGERS</u> Total = 74	2000 %	2000 #	2001 %	Canadian Accessibility Pool
Women	44.8	35	47.3	33.6
First Nations Persons	0	**	1.4	2.0
Persons in a Visible Minority	5.1	**	6.8	7.3
Disabled Persons	1.7	**	2.7	4.0

WILFRID LAURIER UNIVERSITY STAFF ASSOCIATION

<u>STAFF ASSOCIATION</u> Total = 354	2000 %	2001 #	2001 %	Census: Kitchener Metropolitan
Women	82.0	289	81.6	85.4
First Nations Persons	.3	**	.3	.6
Persons in a Visible Minority	6.5	21	5.9	5.1
Disabled Persons	1.8	**	1.4	4.8

PHYSICAL PLANT & PLANNING AND FOOD SERVICES UNIONS

<u>C.U.P.E.</u> Skilled Crafts Total = 15 Other Total = 58		2000 %	2001 #	2001 %	Census: Kitchener Metropolitan
Women	Skilled Crafts	0	0	0	6.7
	Other	43.1	26	44.8	33.8
First Nations Persons	Skilled Crafts	0	0	0	.7
	Other	2.0	0	0	.6
Persons in a Visible Minority	Skilled Crafts	0	0	0	7.5
	Other	11.8	**	8.6	8.3
Disabled Persons	Skilled Crafts	0	0	0	8.7*
	Other	9.8	**	6.9	10.3

* Ontario Availability Pool (Kitchener Census Metropolitan Area statistics not available)

United Food and Commercial Workers Union Employees

<u>UFCW</u> Total Union Employees = 39	2000 %	2001 #	2001 %	Census: Kitchener Metropolitan
Women	90.0	34	87.2	50.4
First Nations Persons	2.5	**	2.6	1.8
Persons in a Visible Minority	2.5	**	2.6	13.9
Disabled Persons	5.0	**	5.1	7.1*

* Ontario Availability Pool (Kitchener Census Metropolitan Area statistics not available)

FACULTY SALARY QUANTILES BY GENDER: 2001/2002

PROFESSOR Total= 100	FEMALE Total = 16 / 16%					MALE Total =84 / 84%				
	#	%	VM	Abor	Dis	#	%	VM	Abor	Dis
\$ 133,094 – 153,082	0	0	0	0	0	**	1.2	0	0	0
\$ 113,104 - 133,193	**	6.3	0	0	0	24	28.3	4	0	0
\$ 93,115 - 113,103	6	37.5	0	0	0	40	47.6	4	0	**
\$ 73,125 – 93,114	9	56.3	**	0	0	19	22.6	0	0	**
Mean	\$ 93,891					\$ 103,964				
Median	\$ 92, 762					\$ 105,489				
Spread	\$ 36,899					\$ 79,954				

ASSOCIATE PROFESSOR Total = 101	FEMALE Total = 33 / 32.7%					MALE Total = 68 / 67.3%				
	#	%	VM	Abor	Dis	#	%	VM	Abor	Dis
\$ 99,115 – 112,474	0	0	0	0	0	17	25	0	0	0
\$ 85,756 – 99,114	8	24.2	**	0	0	21	30.9	**	0	0
\$ 72,396 – 85,755	10	30.3	0	0	0	18	26.5	**	0	0
\$ 59,036 – 72,395	15	45.5	**	0	0	12	17.7	**	0	**
Mean	\$ 75,300					\$ 87,300				
Median	\$ 74,778					\$ 87,346				
Spread	\$ 35,835					\$ 52,395				

ASSISTANT PROFESSOR Total=100	FEMALE Total = 53 / 53%					MALE Total = 47 / 47%				
	#	%	VM	Abor	Dis	#	%	VM	Abor	Dis
\$ 89,306 – 103,740	**	3.8	0	0	**	7	14.9	**	0	0
\$ 74,871 – 89,305	7	13.2	**	0	0	**	10.6	**	0	0
\$ 60,435 – 74,870	12	22.6	**	0	0	8	17.0	**	0	0
\$ 46,000 – 60,434	32	60.4	**	0	0	27	57.5	**	0	0
Mean	\$ 62,380					\$ 65,795				
Median	\$ 58,432					\$ 58,472				
Spread	\$ 53,007					\$ 55,737				

LECTURER Total=19	FEMALE Total = 9 / 47.4%					MALE Total = 10 / 52.6%				
	#	%	VM	Abor	Dis	#	%	VM	Abor	Dis
\$ 60,965 – 67,285	**	22.2	0	0	0	**	10.0	0	0	0
\$ 54,643 – 60,964	**	22.2	0	0	0	**	50.0	0	0	0
\$ 48,322 – 54,642	**	33.3	0	0	0	**	20.0	0	0	0
\$ 42,000 – 48,321	**	22.2	0	0	0	**	20.0	0	0	0
Mean	\$ 54,330					\$ 53,946				
Median	\$ 53,200					\$ 55,220				
Spread	\$ 23,282					\$ 19,533				

	FEMALE	MALE	VISIBLE MINORITY	ABORIGINAL	DISABLED
Average Salary:	\$ 70,111	\$ 87,390	\$ 78,957	N/A	\$ 83,270

FACULTY SALARY QUARTILES-3 YEAR COMPARISON

PROFESSOR – 2001/2002	FEMALE =16 / 16%		MALE =84 / 84%	
	#	%	#	%
\$133,094-153,082	0	0	**	1.2
\$113,104-133,193	**	6.3	24	28.3
\$ 93,115-113,103	6	37.5	40	47.6
\$ 73,125-93,114	9	56.3	19	22.6
Mean	\$ 93,891		\$ 103,964	
Median	\$ 92, 762		\$ 105,489	
Spread	\$ 36,899		\$ 79,954	

PROFESSOR – 2000/2001	FEMALE =13 / 14%		MALE =80 / 86%	
	#	%	#	%
\$131,899-150,879	0	0	**	1.3
\$112,906-131,888	0	0	13	16.3
\$93,923-112,905	7	54	43	53.7
\$74,940-93,922	6	46	23	28.7
Mean	\$ 92,254		\$101,671	
Median	\$ 94,000		\$102,467	
Spread	\$33,716		\$ 75,903	

PROFESSOR – 1999/2000	FEMALE = 10 / 11.5%		MALE =77 / 88.5%	
	#	%	#	%
\$114,314-128,575	0	0	**	3.9
\$100,051-114,315	**	20	36	46.8
\$ 85,788-100,050	**	40	29	37.7
\$ 71,525-85,787	**	40	9	11.7
Mean	\$ 90,919		\$100,462	
Median	\$ 93,591		\$ 99,928	
Spread	\$33,279		\$ 57,050	

ASSOCIATE PROFESSOR – 2001/2002	FEMALE =33 / 32.7%		MALE = 68 / 67.3%	
	#	%	#	%
\$ 99,115-112,474	0	0	17	25
\$ 85,756-99,114	8	24.2	21	30.9
\$ 72,396-85,755	10	30.3	18	26.5
\$ 59,036-72,395	15	45.5	12	17.7
Mean	\$ 75,300		\$ 87,300	
Median	\$ 74,778		\$ 87,346	
Spread	\$ 35,835		\$ 52,395	

ASSOCIATE PROFESSOR – 2000/2001	FEMALE =22 / 29.9%		MALE =75 / 70.1%	
	#	%	#	%
\$ 95,442-109,673	0	0	18	24.0
\$ 81,210-95,441	7	21.9	22	29.3
\$ 66,978-81,209	15	46.9	25	33.3
\$ 52,746-66,977	10	31.2	10	13.3
Mean	\$ 73,535		\$ 82,681	
Median	\$ 72,076		\$ 83,338	
Spread	\$38,311		\$ 50,688	

ASSOCIATE PROFESSOR – 1999/2000	FEMALE =29 / 26.9%		MALE =79/73.1%	
	#	%	#	%
\$ 93,704- 105,914	0	0	20	25.3
\$ 81,493-93,703	7	24.1	13	16.5
\$ 69,283-81,492	8	27.6	26	32.9
\$ 57,074-69,282	14	48.3	20	25.3
Mean	\$ 71,859		\$ 80,424	
Median	\$ 69,831		\$ 80,000	
Spread	\$27, 326		\$ 48,840	

ASSISTANT PROFESSOR – 2001/2001	FEMALE =53 / 53%		MALE =47 / 47%	
	#	%	#	%
\$ 89,306-103,740	**	3.8	7	14.9
\$ 74,871-89,305	7	13.2	**	10.6
\$ 60,435-74,870	12	22.6	8	17.0
\$ 46,000-60,434	32	60.4	27	57.5
Mean	\$ 62,380		\$ 65,795	
Median	\$ 58,432		\$ 58,472	
Spread	\$ 53,007		\$ 55,737	

ASSISTANT PROFESSOR – 2000/2001	FEMALE =39 / 48.7%		MALE =41 / 51.3%	
	#	%	#	%
\$ 86,530-100,036	**	2.6	**	12.2
\$ 73,020-86,529	6	15.4	7	17.0
\$ 59,510-73,019	7	17.9	**	12.2
\$ 46,000-59,509	25	64.1	24	58.6
Mean	\$ 61,431		\$ 64,350	
Median	\$ 57,718		\$ 57,000	
Spread	\$46,353		\$54,036	

ASSISTANT PROFESSOR – 1999/2000	FEMALE =41 / 52.5%		MALE =31/47.5%	
	#	%	#	%
\$ 83, 532-96,372	**	2.4	**	9.7
\$ 70,688-83, 531	6	14.6	**	16.1
\$ 57,844-70,687	8	19.5	**	16.1
\$45,000-57,843	26	63.4	18	58.1
Mean	\$ 58,699		\$ 61,450	
Median	\$ 54,828		\$ 54,108	
Spread	\$46,735		\$51, 372	

LECTURER – 2001/2002	FEMALE =9 / 47.4%		MALE =10 / 52.6%	
	#	%	#	%
\$ 60,965-67,285	**	22.2	**	10.0
\$ 54,643-60,964	**	22.2	**	50.0
\$ 48,322-54,642	**	33.3	**	20.0
\$ 42,000-48,321	**	22.2	**	20.0
Mean	\$ 54,330		\$ 53,946	
Median	\$ 53,200		\$ 55,220	
Spread	\$ 23,282		\$ 19,533	

LECTURER – 2000/2001	FEMALE =12 / 57.1%		MALE =9/42.9%	
	#	%	#	%
\$ 72,383-81,842	**	16.7	0	0
\$ 62,922-72,382	**	8.3	0	0
\$ 53,461-62,921	**	25.0	**	33.3
\$ 44,000-53,460	**	41.7	6	66.6
Mean	\$54,843		\$ 51,770	
Median	\$ 58,250		\$ 52,000	
Spread	\$ 33,147		\$ 14,250	

LECTURER – 1999/2000	FEMALE =10 / 62.5%		MALE =6 / 37.5%	
	#	%	#	%
\$ 65,625-73,500	**	20.0	0	0
\$ 57,750-65,624	0	0	0	0
\$ 49,875-57,749	**	20.0	**	33.3
\$ 42,000-49,874	**	60.0	**	66.6
Mean	\$55,309		\$ 50,133	
Median	\$ 48,000		\$ 48,000	
Spread	\$ 32,819		\$ 9,000	

STAFF SALARY QUANTILES BY ABELLA

ABELLA 01 Upper Level Manager	Total	Male		Female		VM		Abor		Dis	
		#	%	#	%	#	%	#	%	#	%
\$209,111 - \$242,003	**	**	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$176,217 - \$209,110	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$143,324 - \$176,216	**	**	100.0%	0	0.0%	0	0.0%	0	0.0%	**	100.0%
\$110,430 - \$143,323	**	**	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Mean: \$175,121		Median: \$172,932									

ABELLA 02 Middle Manager	Total	Male		Female		VM		Abor		Dis	
		#	%	#	%	#	%	#	%	#	%
\$119,049 - \$143,105	**	**	100.0%	0	0.0%	**	2.0%	0	0.0%	0	0.0%
\$94,991 - \$119,048	7	6	85.7%	**	14.3%	**	14.3%	0	0.0%	0	0.0%
\$70,934 - \$94,990	17	11	64.7%	6	35.3%	0	0.0%	0	0.0%	0	0.0%
\$46,876 - \$70,933	30	11	36.7%	19	63.3%	**	3.3%	0	0.0%	**	3.3%
Mean: \$82,108		Median: \$68,416									

ABELLA 03 Professional Non-Teaching	Total	Male		Female		VM		Abor		Dis	
		#	%	#	%	#	%	#	%	#	%
\$69,594 - \$82,893	6	**	33.3%	**	66.7%	0	0.0%	0	0.0%	0	0.0%
\$56,294 - \$69,593	9	**	55.6%	**	44.4%	**	11.1%	0	0.0%	0	0.0%
\$42,993 - \$56,293	27	13	48.1%	14	51.8%	**	14.8%	0	0.0%	**	3.7%
\$29,693 - \$42,992	32	7	21.9%	25	78.1%	**	6.2%	**	3.1%	**	3.1%
Mean: \$48,534		Median: \$45,000									

ABELLA 03 - PT Professional Non-Teaching	Total	Male		Female		VM		Abor		Dis	
		#	%	#	%	#	%	#	%	#	%
\$30 - \$33	**	0	0.0%	**	100.0%	0	0.0%	0	0.0%	0	0.0%
\$27 - \$30	**	**	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$23 - \$26	**	**	25.0%	**	75.0%	0	0.0%	0	0.0%	0	0.0%
\$20 - \$23	7	0	0.0%	7	100.0%	0	0.0%	**	14.3%	0	0.0%
Mean: \$24		Median: \$23									

ABELLA 04 Semi-Professional Skill	Total	Male		Female		VM		Abor		Dis	
		#	%	#	%	#	%	#	%	#	%
\$61,412 - \$72,003	**	0	0.0%	**	100.0%	0	0.0%	0	0.0%	0	0.0%
\$50,821 - \$61,411	**	**	40.0%	**	60.0%	0	0.0%	0	0.0%	0	0.0%
\$40,229 - \$50,820	17	7	41.2%	10	58.8%	0	0.0%	0	0.0%	0	0.0%
\$29,637 - \$40,228	12	4**	33.3%	8	66.7%	0	0.0%	0	0.0%	0	0.0%
Mean: \$43,623		Median: \$44,176									

ABELLA 04-PT Semi-Professional Skill	Total	Male		Female		VM		Abor		Dis	
		#	%	#	%	#	%	#	%	#	%
\$26 - \$27	**	0	0.0%	**	100.0%	0	0.0%	0	0.0%	0	0.0%
\$25 - \$26	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$23 - \$24	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$22 - \$23	**	0	0.0%	**	100.0%	0	0.0%	0	0.0%	0	0.0%
Mean: \$ 24.50											

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ABELLA 05 Supervisors CS & S	Total	Male		Female		VM		Abor		Dis	
		#	%	#	%	#	%	#	%	#	%
\$48,352 - \$53,444	**	**	25.0%	**	75.0%	0	0.0%	0	0.0%	0	0.0%
\$43,259 - \$48,351	**	**	0.0%	**	0.0%	0	0.0%	0	0.0%	**	20.0%
\$38,166 - \$43,258	6	**	33.3%	**	66.7%	**	16.7%	0	0.0%	0	0.0%
\$33,073 - \$38,165	6	0	0.0%	6	100.0%	0	0.0%	0	0.0%	0	0.0%
Mean: \$40,370		Median: \$42,260									

ABELLA 06 Supervisors Trade & Prim	Total	Male		Female		VM		Abor		Dis	
		#	%	#	%	#	%	#	%	#	%
\$50,534 - \$52,544	**	**	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$48,524 - \$50,533	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$46,513 - \$48,523	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$44,502 - \$46,512	**	0	0.0%	**	100.0%	0	0.0%	0	0.0%	0	0.0%
Mean: \$48,522											

ABELLA 07 Admin. & Sr. Clerical	Total	Male		Female		VM		Abor		Dis	
		#	%	#	%	#	%	#	%	#	%
\$59,745 - \$70,938	**	0	0.0%	**	100.0%	0	0.0%	0	0.0%	0	0.0%
\$48,550 - \$59,744	8	0	0.0%	8	100.0%	**	12.5%	0	0.0%	0	0.0%
\$37,356 - \$48,549	23	**	4.3%	22	95.6%	0	0.0%	**	4.3%	0	0.0%
\$26,161 - \$37,355	59	**	1.7%	58	98.3%	**	1.7%	0	0.0%	**	1.7%
Mean: \$39,922		Median: \$35,337									

ABELLA 07-PT Admin \$ Sr. Clerical	Total	Male		Female		VM		Abor		Dis	
		#	%	#	%	#	%	#	%	#	%
\$21 - \$24	**	0	0.0%	**	100.0%	0	0.0%	0	0.0%	0	0.0%
\$18 - \$21	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$15 - \$18	**	0	0.0%	**	100.0%	0	0.0%	0	0.0%	0	0.0%
\$12 - \$15	**	0	0.0%	**	100.0%	0	0.0%	0	0.0%	0	0.0%
Mean: \$18		Median: \$16									

ABELLA 08 Sales and Service B	Total	Male		Female		VM		Abor		Dis	
		#	%	#	%	#	%	#	%	#	%
\$39,497 - \$41,324	**	0	0.00%	**	100.00%	0	0.00%	0	0.00%	0	0.00%
\$37,668 - \$39,496	0	0	0.00%	0	0.00%	0	0.00%	0	0.00%	0	0.00%
\$35,840 - \$37,667	**	0	0.00%	**	100.00%	0	0.00%	0	0.00%	0	0.00%
\$34,011 - \$35,839	**	**	66.67%	**	33.33%	0	0.00%	0	0.00%	0	0.00%
Mean: \$36,650		Median: \$35,690									

ABELLA 09 Skilled Crafts and Trades	Total	Male		Female		VM		Abor		Dis	
		#	%	#	%	#	%	#	%	#	%
\$44,031 - \$46,865	**	**	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$41,196 - \$44,030	8	7	87.5%	**	12.5%	0	0.0%	0	0.0%	0	0.0%
\$38,361 - \$41,195	**	**	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$35,526 - \$38,360	**	**	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Mean: \$42,169		Median: \$42,515									

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ABELLA 10 Clerical	Total	Male		Female		VM		Abor		Dis	
		#	%	#	%	#	%	#	%	#	%
\$36,551 - \$41,575	18	**	11.1%	16	88.9%	**	11.1%	0	0.0%	0	0.0%
\$31,526 - \$36,550	28	**	3.7%	27	96.4%	**	3.6%	0	0.0%	**	3.6%
\$26,501 - \$31,525	47	7	14.9%	40	85.1%	**	6.4%	0	0.0%	0	0.0%
\$21,476 - \$26,500	18	**	11.1%	16	88.9%	**	11.1%	0	0.0%	0	0.0%

Mean: \$30,977 **Median:** \$29,637

ABELLA 10 PT Clerical	Total	Male		Female		VM		Abor		Dis	
		#	%	#	%	#	%	#	%	#	%
\$18.53 - \$21.03	**	0	0.0%	**	100.0%	0	0.0%	0	0.0%	0	0.0%
\$16.02 - \$18.52	**	0	0.0%	**	100.0%	0	0.0%	0	0.0%	0	0.0%
\$13.51 - \$16.01	21	0	0.0%	21	100.0%	0	0.0%	0	0.0%	0	0.0%
\$11.00 - \$13.50	**	0	0.0%	**	100.0%	0	0.0%	0	0.0%	0	0.0%

Mean: \$15 **Median:** \$15

ABELLA 11 – Nothing To Report

ABELA 12 Semi-Skilled C	Total	Male		Female		VM		Abor		Dis	
		#	%	#	%	#	%	#	%	#	%
\$35,694 - \$41,317	**	**	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$30,069 - \$35,693	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$24,445 - \$30,068	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$18,820 - \$24,444	**	0	0.0%	**	100.0%	0	0.0%	0	0.0%	0	0.0%

Mean: \$30,067

ABELLA 13 Sales and Service D	Total	Male		Female		VM		Abor		Dis	
		#	%	#	%	#	%	#	%	#	%
\$34,109 - \$40,825	13	10	76.9%	**	23.1%	0	0.0%	0	0.0%	0	0.0%
\$27,392 - \$34,108	66	22	33.3%	44	66.7%	6	9.1%	**	1.5%	6	9.1%
\$20,674 - \$27,391	11	**	9.1%	10	90.9%	0	0.0%	0	0.0%	0	0.0%
\$13,957 - \$20,673	**	0	0.0%	**	100.0%	0	0.0%	0	0.0%	0	0.0%

Mean: \$30,452 **Median:** \$30,992

ABELLA 14 Manual D	Total	Male		Female		VM		Abor		Dis	
		#	%	#	%	#	%	#	%	#	%
\$34,567 - \$35,654	**	**	100.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$33,480 - \$34,566	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$32,392 - \$33,479	70	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%
\$31,304 - \$32,391	**	**	66.7%	**	33.3%	0	0.0%	0	0.0%	0	0.0%

Mean: \$32,391 **Median:** \$31,304

STAFF & FACULTY HIRES 2001

OCCUPATIONAL GROUPS	Census Complete Total			# Female			% F 2001	# Male			% M 2001	# Native			% N 2001	# Disabled			% D 2001	# Visible Minority			% VM 2001
	1999	2000	2001	1999	2000	2001		1999	2000	2001		1999	2000	2001		1999	2000	2001		1999	2000	2001	
Upper Level Managers 01																							
Middle Managers 02	9	**	**	**	**	**	100.0	**	**												**		
Prof. Non-teaching 03	8	13	13	**	9	8	61.5	**	**	**	38.5			**	7.7					**		**	8.0
Prof. Teaching 03	30	32	37	13	16	22	59.5	17	16	15	40.5	**								**	**	10	27.0
Semi-Prof. Skill B 04	**	11	**	**	**	**	100.0	**	6														
Supervisors CS&S 05	**		**					**		**	100.0									**			
Supervisors Trade & Prim 06																							
Admin. & Sr. Clerical 07	**	10	**	**	9	**	75.0	**	**	**	25.0									**			
Sales & Service B 08																							
Skilled Crafts & Tr. 09	**	**	**	**		**		**	**	**	100.0												
Clerical 10	20	21	22	18	18	20	90.9	**	**	**	9.1									**	**		
Sales & Service C 11																							
Semi-Skilled C 12																							
Sales & Service D 13	8	20	8	**	14	6	75.0	**	6	**	25.0						**	25.0					
Manual D 14			**			**	100.0																
Total	86	113	91	52	73	62	63.9	34	40	35	36.1	**	0	**	1.0	0	0	**	2.1	10	7	11	11.3

* Faculty movement through rank is not considered promotion

STAFF PROMOTIONS 2001

STAFF PROMOTIONS 2001																							
OCCUPATIONAL GROUPS	Census Complete Total			# Female			% F 2001	# Male			% M 2001	# Native			% N 2001	# Disabled			% D 2001	# Visible Minority			% VM 2001
	1999	2000	2001	1999	2000	2001		1999	2000	2001		1999	2000	2001		1999	2000	2001		1999	2000	2001	
Upper Level Managers 01																							
Middle Managers 02	**	**	**		**			**		**	100.0												
Prof. Non-teaching 03	**	**	**	**	**	**	100.0	**												**			
Prof. Teaching 03	*																						
Semi-Prof. Skill B 04																							
Supervisors CS&S 05			**			**	100.0		**								**	50.0			**	50.0	
Supervisors Trade & Prim 06																							
Admin. & Sr. Clerical 07	**	6	9	**	6	9	100.0								**					**	**	22.0	
Sales & Service B 08	**		**	**		**	100.0																
Skilled Crafts & Tr. 09		**							**														
Clerical 10																							
Sales & Service C 11																							
Semi-Skilled C 12																							
Sales & Service D 13		**							**														
Manual D 14																							
Total	11	14	16	6	9	14	88.0	**	**	**	12.5	0	0	0	0	**	0	**	6.3	**	**	**	18.8

STAFF & FACULTY TERMINATIONS 2001

OCCUPATIONAL GROUPS	Census Complete Total			# Female			% F 2001	# Male			% M 2001	# Native			% N 2001	# Disabled			% D 2001	# Visible Minority			% VM 2001
	1999	2000	2001	1999	2000	2001		1999	2000	2001		1999	2000	2001		1999	2000	2001		1999	2000	2001	
Upper Level Managers 01																							
Middle Managers 02	**	**	**	**	**	**	100.0	**															
Prof. Non-teaching 03	**	10	9	**	6	6	66.7	**	**	**	33.3										**	11.1	
Prof. Teaching 03	15		12	8		**	4.7	7		7	58.3												
Semi-Prof. Skill B 04	**	**	**		**	**	50.0	**	**	**	50.0												
Supervisors CS&S 05		**	**		**	**	100.0																
Supervisors Trade & Prim 06																							
Admin. & Sr. Clerical 07	8	11	**	7	11	**	80.0	**		**	20.0									**			
Sales & Service B 08			**			**	100.0																
Skilled Crafts & Tr. 09	**	**						**	**							**							
Clerical 10	9	12	6	9	11	**	83.3		**	**	16.7									**			
Sales & Service C 11																							
Semi-Skilled C 12																							
Sales & Service D 13	**	**	10	**	**	6	60.0		**	**	40.0		**	**	10.0			**	10.0		**	10.0	
Manual D 14																							
Total	49	46	49	34	35	32	65.3	15	11	17	34.7	0	**	**	2.0	0	**	**	2.0	0	**	**	4.0

APPENDIX A

MEMORANDUM

To: Robert Rosehart, University President and Steve Stack, WLUFA President
From: Joint University/Association Employment Equity Advisory Committee
Date: May 1, 2002
Subject: Annual Report 2001

Committee's Mandate: Article 22.4.2 of the Collective Agreement

The Joint University-Association Employment Equity Advisory Committee shall, with respect to Members:

- a) at the call of the co-chairs, meet at least once in each of the Fall and the Winter Terms;
- b) receive and review reports listed under 22.2.5, the report which the University submits to the federal government under the Federal Contractors Program and Employment Equity Regulations, and the reports of the Employment Equity Coordinator;
- c) identify any systemic barriers in recruitment, employment and promotion policies and procedures that discriminate against aboriginal peoples, people with disabilities, persons in a visible minority, and women;
- d) review on an on-going basis employment equity plans at other universities in Canada;
- e) provide advice to the President and the Association concerning the realization of the University's commitment to non-discrimination and equity in the employment of members of the designated groups;
- f) provide copies of all Committee reports and recommendations to the President and the Association.

Membership

The members of the committee appointed by Administration were:

Carol Duncan
Luke Fusco
Mercedes Rowinsky [Faculty Women's Colleague]

The members appointed by WLUFA were:

Cynthia Comacchio
Cheryl Harvey
Chris Simpson [to May 2001]
Richard Walsh-Bowers [replacing Chris Simpson]

Fran Manson, the Employment Equity Co-ordinator, and Jane Rutherford, the Faculty Colleague for Employment Equity, also comprised the committee. Jane Rutherford resigned due to other commitments in May 2001, and was replaced by new committee member Richard Walsh-Bowers in November 2001.

Meeting Dates

The committee met on the following dates:

2001:

February 2

March 12

April 12

May 17

November 9

Committee Activities:

1. Employment Equity Plan Review:

The Committee reviewed **Section 3.2, Faculty Recommendations**, with a view to noting which had been effected and what initiatives remained to be taken.

The following have not yet been acted on, or are ‘in process’, as noted below:

3.2.1: Hiring Procedures: no action taken

–that DAP (or sub-DAP) and LAP committee Chairs be required to clarify the equity status of the department or area to the DAP committee at the beginning of the work undertaken by that committee for the year. At the beginning of each academic year, a list reminding departments of their equity status should be sent to all departments and areas.

–that an accurate tracking procedure be devised for all faculty searches allowing short-listed candidates to self-identify designated group status to the employment equity office. The appropriate Dean should instruct DAP committees and the LAP committee to broaden the search if **no** short-listed candidates are designated group members **[a letter was sent by Luke Fusco on behalf of the committee, to Dr. Smith and Dr. Rosehart, in May 2001]**.

–that consideration be given in the next round of contract negotiations to re-aligning Article 22 to more closely meet the requirements of the Federal Contractors Program **[the JUAEEAC committee should approach the WLUF executive to offer assistance on equity issues]**.

–that consideration be given to development of a long-term plan to attract and retain faculty members of Native origin .

3.2.2 Promotion:

–that the movement of designated group members from limited-term to tenure track positions be tracked **[in process]**

–that the movement of designated group members through the ranks of the professoriate be tracked **[in process]**.

–that designated group members, in particular tenured women, be required on tenure and promotion committees, as well as on search committees **[in process]**.

–that data be collected on the relative quantity of University committee work and other community service performed by designated group members, and the effect of such service demands on the success of designated group members’ applications for promotion and tenure **[no action]**.

–that information be collected and analysed on relative salaries, and on the effect of conditions specific to designated group members, to accurately assess the long-term effects of those conditions;

eg. pregnancy and maternity leaves and their effects on merit assessment, family responsibilities on tenure or promotion applications for women, disabilities on ability to meet deadlines for promotion and tenure [M. Rowinsky and C. Duncan sent a recommendation to Faculty of Arts Dean Robert Campbell that a faculty member on maternity leave should be assessed for merit 6 months prior to/6 months after returning from leave].

3.2.3 Curriculum and Program Development: no action taken

- that faculties and departments be asked to define objectives for course/program development which address equity and diversity issues
- that faculties, departments and appointment and promotion committees be required to develop ways to ensure that hiring/promotion procedures facilitate those objectives
- that guidelines governing external departmental reviews include a requirement for development and attainment of equity objectives
- that departmental review committees have designated group representation where possible

3.4 Positive Measures: no action taken

- under 3.4.1, Women, the negotiated wording of the Faculty Collective Agreement for inclusion of other designated groups on DAP committees had not been changed.
- under 3.4.3, Persons with Disabilities, no provision was made in the budget planning process to include funds specifically targeted for accommodations for staff and faculty.
- under 3.4.5, Positive Measures Common to all Designated Groups, short-listed candidates for faculty positions were not being asked to self identify; the situation is identified only if women are not on the short list. A new self-identification form was recommended.

Partly accomplished:

- under section 3.4.2, Persons in a Visible Minority, that cultural bias in teaching and hiring be remedied: only FSW has developed specific policies and initiatives in this regard.
- under Section 3.4.3, Persons with Disabilities, that the Special Needs Coordinator be consulted as building planning goes ahead; has been done on an ad hoc basis.
- under 3.4.4, Native Persons, on the possibility of establishing a Native Studies program; consultations have taken place with members of Native communities; no agreement has as yet been reached.

3.5, Supportive Measures: no action taken

- under 3.5.1, DAP Process Manual, that JUAEEAC be responsible to update the manual immediately after any newly negotiated collective agreement; the current agreement ends June 30, 2002.
- that the JUAEEAC produce a version of the DAP Process Manual suitable for use by the LAP, and by the appointment and promotion committees of internal ‘areas’ within SBE .
- under 3.5.2, Campus Safety and Ethics policies, re: monitoring and updating of Policies and Codes of Conduct every 3-5 years, that ‘ethical principles in the use of computers’ be included in these policies.
- under 3.5.3 Special Needs Policy, that the President initiate development of a general fund for employee accommodation.

2. 2000 Employment Equity Statistics:

Fran Manson noted that our percentage for survey returns has increased since 1999, with a return rate of 92.9%. Of the four designated groups, some ground was lost in 2000 within the classification of Persons with Disabilities. (See the 2000 Employment Equity Annual Report).

3. Employment Equity Tracking:

A recommendation was made to Dr. Smith and Dr. Rosehart to strike a subcommittee consisting of 2 JUAEEAC committee members, Fran Manson and a WLUFA executive, to determine appropriate procedures for keeping data on all four designated groups in accordance with requirements of the Federal Contractors Program; the committee was duly formed.

4. Employment Equity Plan Targets:

Jane Rutherford and Fran Manson prepared the targets in 1997. In 2001, an analysis of those targets was completed. **See Appendix C.** A recommendation is being put forward to have the Dean of each faculty to project and set the numerical equity goals; targets that each faculty can reasonably expect to reach over a four year period.

5. Faculty Women's Colleague:

The committee agreed that Mercedes Rowinsky should remain as Faculty Women's Colleague for a second year, from August 2001 to August 2002. Dr. Smith agreed that the position be officially changed to a two-year term. WLUFA was notified of the change in term. Mercedes Rowinsky coordinated a Speaker's Series for women faculty members and managers, with the assistance of Marilyn Jacobs, University Secretary. Four speakers visited the university between January and November 2001.

6. DAP Training, Article 13.10.1 (e) (iii):

Fran Manson and Jane Rutherford conducted the DAP training workshop on October 5, 2001. A good turnout was reported.

7. Smith Report 2000, September 30, 2001:

Although the report [tracking under-representation by gender and department] did not include up-to-date Statistics Canada figures for Tables III and IV, because these were not yet available, WLUFA asked that the report be circulated with the previous year's statistics for the time being, to be revised and redistributed when the new statistics become available.

8. 2000 EE Annual Report:

Fran Manson met with Dr. Rosehart to review the report. The President recognized the lack of women at Senior Administration level, to be kept in view during the searches for a new VP: Finance and Administration, Dean of Graduate Studies and Research, and University Librarian, all to be undertaken during 2002.

APPENDIX B

Report of Faculty Colleagues for Employment Equity

April 2001

During 2001 Dr. Jane Rutherford served as Faculty Colleague until May. Then in November Dr. Richard Walsh-Bowers was appointed to this position.

Dr. Rutherford regularly consulted with Fran Manson, actively participated in meetings of the Joint University/Administration Employment Equity Committee, attended meetings of the Association's Women's Caucus to address equity concerns, and in conjunction with Fran Manson provided the annual DAP training workshop in October. She also conducted the employment equity target analysis (See Appendix B).

Dr. Walsh-Bowers actively participated in Committee meetings, consulted with Fran Manson and Sparrow Rose on equity planning, and spoke with a department chair and a dean concerning incorrect wording of two published advertisements for Laurier faculty positions.

In 2002 Dr. Walsh-Bowers will have met frequently with Fran Manson and Sparrow Rose to review the university employment equity plan and to discuss equity-plan targets. In addition, he will have participated in Committee meetings, will have been available for consultation with faculty colleagues on equity matters, will have co-conducted the annual DAP training workshop, and will have participated in meetings of the University Employment Equity Advisory Committee.

APPENDIX C

Table 1 – Analysis of Targets for the Designated Group “Women” for the year 2000, Based on 1997 Projections and 2000 Actual Data

Abella Groups & NOCs	97 Data				Projected Targets for 2000			Actual Complement in 2000 at WLU					Revised Targets Based on Actual 2000 Complement							
	WLU CCT	# at WLU	% of Total	Prescribed 1997 AP (%)	Based on 1997 CCT			WLU CCT	Total Women at WLU	Change since 1997	% of Total	Prescribe d 2000 AP (%)	Target as % of WLU	# at WLU	Expected Change	Actual Change	Gain or (Loss)	Did we hit our target?	FLAG if under AP %	
					Original target for increase	Total #	% 													
Upper level managers 01	**	0	0.0	17.6	0	0	0.0	**	0	0	0.0	20.8	0.0	0	0	0	0	0	Yes	**
Middle managers 02	52	30	57.7	31.6	0	30	57.7	61	28	-2	45.9	33.6	57.7	35	5	-2	(7)	No		
Professional Non Teaching 03	60	42	70.0	51.9	0	42	70.0	83	52	10	62.7	52.7	70.0	58	16	10	(6)	No		
Professional Teaching 03	220	66	30.0	29.5	6	72	32.7	268	85	19	31.7	34.4	32.7	88	22	19	(3)	No	**	
Professional Total 03	280	108	38.6	51.9	6	114	40.7	351	137	29	39.0	52.7	40.7	143	35	29	(6)	No	**	
Semi-Prof. Skill B 04	36	23	63.9	52.1	0	23	63.9	39	25	2	64.1	49.5	63.9	25	2	2	0	Yes		
Supervisors CS&S 05	25	19	76.0	57.1	0	19	76.0	23	18	-1	78.3	57.0	76.0	17	-2	-1	1	Yes		
Supervisors Trade & Primary 06	**	**	50.0	14.3	0	**	50.0	**	**	0	50.0	15.2	50.0	**	0	0	0	Yes		
Admin & Sr. Clerical 07	92	90	97.8	87.6	0	90	97.8	98	95	5	96.9	83.6	97.8	96	6	5	(1)	No		
Sales & Service B 08	9	7	77.8	42.2	0	7	77.8	**	**	-4	60.0	42.5	77.8	**	-3	-4	(3)	No		
Skilled Crafts & Trades 09	16	0	0.0	6.0	0	0	0.0	18	**	1	5.6	6.7	0.0	0	0	1	1	Yes	**	
Clerical 10	103	94	91.3	72.2	0	94	91.3	132	118	24	89.4	70.3	91.3	120	26	24	(2)	No		
Sales & Service C 11	0			67.6				0				70.0								
Semi-Skilled C 12	**	**	50.0	23.3	0	**	50.0	**	0	-1	0.0	27.9	50.0	**	-0.5	-1	(0.5)	No	**	
Sales & Service D 13	72	43	59.7	53.9	0	43	59.7	100	58	15	58.0	56.2	59.7	60	17	15	(2)	No		
Manual D 14	**	0	0.0	22.3	1	**	25.0	**	0	0	0.0	34.5	25.0	**	1	0	(1)	No	**	
University Totals	696	416	59.8				423	60.8	838	484		57.8			506	Expected % = 506/838 * 100 = 60.4%				
(CCT = 89.4% of known '97 complement of 779)								(CCT=92.9% of known '00 complement of 902)												

Table 2 – Analysis of Targets for the Designated Group “Visible Minority” for the year 2000, Based on 1997 Projections and 2000 Actual Data

Abella Groups & NOCs	97 Data				Projected Targets for 2000			Actual Complement in 2000 at WLU					Revised Targets Based on Actual 2000 Complement							
	WLU	#	%	Prescribed	Based on 1997 CCT			WLU	Total	Change	%	Prescribed	Target as % of WLU	# at WLU	Expected Change	Actual Change	Gain or (Loss)	Did we hit our target?	FLAG	
	CCT	at WLU	of Total	1997 AP (%)	Original target for increase	Total #	%	CCT	Vis. Min at WLU	since 1997	of Total	2000 AP (%)							if under AP %	
Upper level managers 01	**	0	0.0	6.4	0	0	0.0	**	0	0	0.0	7.3	0.0	0	0	0	0	Yes	**	
Middle managers 02	52	**	1.9	8.7	2	**	5.8	61	**	**	4.9	9.4	5.8	**	3	2	(1)	No	**	
Professional Non Teaching 03	60	**	6.7	9.7	1	**	8.3	83	9	**	10.8	10.4	8.3	7	3	5	2	Yes		
Professional Teaching 03	220	24	10.9	11.8	2	26	11.8	268	27	**	10.1	11.7	11.8	32	8	3	(5)	No	**	
Professional Total 03	280	28	10.0	9.7	3	31	11.1	351	36	8	10.3	10.4	11.1	39	11	8	(3)	No	**	
Semi-Prof. Skill B 04	36	**	2.8	5.7	1	*	5.6	39	0	-1	0.0	6.9	5.6	**	1	-1	(2)	No	**	
Supervisors CS&S 05	25	0	0.0	5.5	1	**	4.0	23	0	0	0.0	4.4	4.0	**	1	0	(1)	No	**	
Supervisors Trade & Primary 06	**	0	0.0	3.0	0	0	0.0	**	0	0	0.0	3.9	0.0	0	0	0	0	Yes	**	
Admin & Sr. Clerical 07	92	**	3.3	6.5	2	**	5.4	98	**	1	4.1	4.4	5.4	**	2	1	(1)	No	**	
Sales & Service B 08	9	0	0.0	11.0	1	**	11.1	**	0	0	0.0	6.7	11.1	**	1	0	(1)	No	**	
Skilled Crafts & Trades 09	16	0	0.0	6.5	1	**	6.3	18	0	0	0.0	7.5	6.3	**	1	0	(1)	No	**	
Clerical 10	103	9	8.7	10.7	2	11	10.7	132	11	**	8.3	5.8	10.7	14	5	2	(3)	No		
Sales & Service C 11	0			9.3				0				6.3								
Semi-Skilled C 12	**	0	0.0	10.1	0	0	0.0	**	0	0	0.0	13.3	0.0	0	0	0	0	Yes	**	
Sales & Service D 13	72	7	9.7	11.8	1	8	11.1	100	7	0	7.0	8.6	11.1	11	4	0	(4)	No	**	
Manual D 14	**	0	0.0	9.4	0	0	0.0	**	0	0	0.0	10.5	0.0	0	0	0	0	Yes	**	
University Totals	696	49	7.0			63	9.1	838	61		7.3			78						
(CCT = 89.4% of known '97 complement of 779)								(CCT=92.9% of known '00 complement of 902)					Expected % = 78/838 * 100 = 9.3%							

Abella Groups & NOCs	97 Data				Projected Targets for 2000			Actual Complement in 2000 at WLU					Revised Targets Based on Actual 2000 Complement						
	WLU	#	%	Prescribed	Based on 1997 CCT			WLU	Total Nat. Pers. at WLU	Change since 1997	%	Prescribed 2000 AP (%)	Target as % of WLU	# at WLU	Expected Change	Actual Change	Gain or (Loss)	Did we hit our target?	FLAG if under AP %
					Original target for increase	Total #	%												
Upper level managers 01	**	0	0.0	2.8	0	0	0.0	**	0	0	0.0	2.6	0.0	0	0	0	0	Yes	**
Middle managers 02	52	0	0.0	1.8	0	0	0.0	61	0	0	0.0	1.0	0.0	0	0	0	0	Yes	**
Professional Non Teaching 03	60	0	0.0	2.0	0	0	0.0	83	**	1	1.2	1.3	0.0	0	0	1	1	Yes	**
Professional Teaching 03	220	0	0.0	1.2	1	1	0.5	268	0	0	0.0	0.4	0.5	**	1	0	(1)	No	**
Professional Total 03	280	0	0.0	2.0	1	1	0.4	351	**	1	0.3	1.3	0.4	**	1	1	0	No	**
Semi-Prof. Skill B 04	36	0	0.0	1.5	0	0	0.0	39	0	0	0.0	0.5	0.0	0	0	0	0	Yes	**
Supervisors CS&S 05	25	0	0.0	0.6	0	0	0.0	23	0	0	0.0	0.6	0.0	0	0	0	0	Yes	**
Supervisors Trade & Primary 06	**	0	0.0	1.9	0	0	0.0	**	0	0	0.0	0.6	0.0	0	0	0	0	Yes	**
Admin & Sr. Clerical 07	92	**	1.1	2.4	1	2	2.2	98	**	0	0.0	0.4	2.2	**	1	0	(1)	No	
Sales & Service B 08	9	0	0.0	2.8	0	0	0.0	**	0	0	0.0	0.2	0.0	0	0	0	0	Yes	**
Skilled Crafts & Trades 09	16	0	0.0	3.3	0	0	0.0	18	0	0	0.0	0.7	0.0	0	0	0	0	Yes	**
Clerical 10	103	0	0.0	2.6	2	2	1.9	132	0	0	0.0	0.5	1.9	**	3	0	(3)	No	**
Sales & Service C 11	0	**		3.4				0				0.6							
Semi-Skilled C 12	**	0	0.0	3.5	0	0.	0.0	**	0	0	0.0	0.6	0.0	0	0	0	0	Yes	**
Sales & Service D 13	72	0	2.8	4.1	1	3	4.2	100	2	0	2.0	0.6	4.2	**	2	0	(2)	No	
Manual D 14	**	0	0.0	5.4	0	0	0.0	**	0	0	0.0	0.4	0.0	0	0	0	0	Yes	**
University Totals	696	**	0.4			8	1.1	838	4		0.5			11					
(CCT = 89.4% of known '97 complement of 779)								(CCT=92.9% of known '00 complement of 902)					Expected % = 506/838 * 100 = 60.4%						

Table 4— Analysis of Targets for the Designated Group “Disabled Persons” for the year 2000, Based on 1997 Projections and 2000 Actual Data

Abella Groups & NOCs	97 Data				Projected Targets for 2000			Actual Complement in 2000 at WLU					Revised Targets Based on Actual 2000 Complement						
	WLU	#	%	Prescribed	Based on 1997 CCT			WLU	Total Dis. Pers.	Change	%	Prescribed	Target as % of	#	Expected	Actual	Gain or	Did we hit	FLAG
	CCT	at WLU	of Total	1997 AP (%)	Original target for increase	Total #	%	CCT	at WLU	since 1997	of Total	2000 AP (%)	WLU	at WLU	Change	Change	(Loss)	our target?	if under AP %
Upper level managers 01	**	**	33.3	4.3	0	1	33.3	**	**	0	0.0	4.3	33.3	**	0	0	0	No	**
Middle managers 02	52	0	0.0	3.4	1	1	1.9	61	**	1	0.0	3.4	1.9	**	1	1	0	No	**
Professional Non Teaching 03	60	**	5.0	2.2	1	4	6.7	83	**	0	1.2	2.2	6.7	6	3	0	(3)	No	**
Professional Teaching 03	220	**	2.3	NA	1	6	2.7	268	**	-1	0.0	NA	2.7	7	2	-1	(3)	No	**
Professional Total 03	280	8	2.9	2.2	2	10	3.6	351	7	-1	0.3	2.2	3.6	13	5	-1	(6)	No	**
Semi-Prof. Skill B 04	36	0	0.0	8.6	1	1	2.8	39	0	0	0.0	8.6	2.8	**	1	0	(1)	Yes	**
Supervisors CS&S 05	25	**	4.0	3.5	0	1	4.0	23	**	0	0.0	3.5	4.0	**	0	0	0	Yes	**
Supervisors Trade & Primary 06	**	0	0.0	6.9	0	0	0.0	**	0	0	0.0	6.9	0.0	0	0	0	0	No	**
Admin & Sr. Clerical 07	92	**	3.3	4.9	1	4	4.3	98	**	-1	0.0	4.9	4.3	4	1	-1	(2)	No	
Sales & Service B 08	9	**	11.1	4.6	1	2	22.2	**	0	-1	0.0	4.6	22.2	**	0	-1	(1)	No	**
Skilled Crafts & Trades 09	16	**	6.3	4.4	0	1	6.3	18	**	0	0.0	4.4	6.3	**	0	0	0	No	**
Clerical 10	103	**	3.9	3.6	0	4	3.9	132	**	-2	0.0	3.6	3.9	**	1	-2	(3)	No	**
Sales & Service C 11	0			6.1				0				6.1							
Semi-Skilled C 12	**	0	0.0	9.3	0	0	0.0	**	0	0	0.0	9.3	0.0	0	0	0	0	Yes	**
Sales & Service D 13	72	**	5.6	7.7	1	5	6.9	100	7	3	2.0	7.7	6.9	7	3	3	0	Yes	
Manual D 14	**	**	25.0	7.9	0	1	25.0	**	0	-1	0.0	7.9	25.0	**	0	-1	(1)	No	**
University Totals	696	**	0.4			8	1.1	838	22		0.5			36					
(CCT = 89.4% of known '97 complement of 779)								(CCT=92.9% of known '00 complement of 902)						Expected % = 506/838 * 100 = 60.4%					

Table 5 – Overall Summary of the WLU Workforce targets by Designated Group

Designated Group	Actual Complement in 1997		Targets Based on 1997 CCT (696)		Revised Targets Based on 2000 CCT (838)		Actual in 2000 Based on 2000 CCT	
	#	%	#	%	#	%	#	%
Women	416	59.8	423	60.8	506	60.4	484	57.8
Visible Minorities	49	7	63	9.1	78	9.3	61	7.3
Native Persons	**	0.4	8	1.1	11	1.3	**	0.5
Disabled Persons	24	3.4	31	4.5	36	4.3	22	2.6

Notes:

1. 1997 CCT was 89.4% of known WLU complement of 779
2. 2000 CCT was 92.9% of known WLU complement of 902

Table 6 – Summary of Progress in Achieving Targets

Abella Groups & NOCs	Women				Visible Minorities				Native Persons				Disabled Persons			
	Did we move toward 97 AP?	Did we move toward 00 AP?	Did we hit our target?	Flag if under 00 AP	Did we move toward 97 AP?	Did we move toward 00 AP?	Did we hit our target?	Flag if under 00 AP	Did we move toward 97 AP?	Did we move toward 00 AP?	Did we hit our target?	Flag if under 00 AP	Did we move toward 97 AP?	Did we move toward 00 AP?	Did we hit our target?	Flag if under 00 AP
Upper level managers 01	no	no	yes	**	no	no	yes	**	no	no	yes	**	yes	yes	no	
Middle managers 02	yes	yes	no		yes	yes	no	**	no	no	yes	**	yes	yes	no	** (close)
Professional Non Teaching 03	yes	yes	no		yes	yes	yes		yes	yes	yes	** (close)	yes	yes	no	
Professional Teaching 03	[no]	yes	no	** (close)	no	no	no	**	no	no	no	**	na	na	na	na
Professional Total 03	yes	yes	no	**	no	yes	no	** (close)	yes	yes	no	**	yes	yes	no	** (close)
Semi-Prof. Skill B. 04	no	no	yes		no	no	no	**	no	no	yes	**	no	no	no	**
Supervisors CS&S 05	no	no	yes		no	no	no	**	no	no	yes	**	no	no	yes	
Supervisors Trade & Primary 06	no	no	yes		no	no	yes	**	no	no	yes	**	no	no	yes	**
Admin & Sr. Clerical 07	yes	yes	no		yes	yes	no	**	no	yes	no		no	no	no	**
Sales & Service B 08	yes	yes	no		no	no	no	**	no	no	yes	**	yes	no	no	**
Skilled Crafts & Trades 09	yes	yes	yes	** (close)	no	no	no	**	no	no	yes	**	yes	yes	no	
Clerical 10	yes	yes	no		no	yes	no		no	no	no	**	yes	no	no	**
Sales & Service C 11	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na	na
Semi-Skilled C 12	yes	no	no	**	no	no	yes	**	no	no	yes	**	no	no	yes	**
Sales & Service D 13	yes	yes	no		no	yes	no	**	no	yes	no		yes	yes	yes	** (close)
Manual D 14	no	no	no	**	no	no	yes	**	no	no	yes	**	no	no	no	**

APPENDIX D

JOINT UNIVERSITY/ASSOCIATION EMPLOYMENT EQUITY ADVISORY COMMITTEE RECOMMENDATIONS (Based on the Employment Equity Plan review)

Recommendation #1

Title: Departmental Equity Targets

Person(s) Responsible: Dr. Rowland Smith, Deans, Chairs

Timeframe: April 23, 2002 to July 23, 2002

1 (a): That the VP: Academic ask the Deans of each faculty to project and set numerical equity goals as required by the Federal Contractors Program for each designated group. These targets should represent a number that the faculty can reasonably expect to reach over a four year period: July 1, 2002 – July 1, 2006.

This is based on the Federal Contractors Program, Criterion #6-Establishment of Goals, which reads:

Numerical goals must be real numbers and/or percentages which show in measurable terms the expected change in the representation of each designated group. They must be realistic targets related to projected opportunities for hiring, training, and promotion. They must clearly correct an under-representation and/or concentration of designated groups in specific occupations or occupational categories. Where corporate forecasts do not predict any vacancies, “Provisional” numerical goals should be stated in the event that unanticipated vacancies arise.
-Emphasis of FCP. (See attached)

1 (b): That the Deans ask the academic units in their faculties to outline a plan for each DAP/LAP to achieve the targets it sets.

Recommendation #2

Title: Recruitment of Designated Group Members

Person(s) Responsible: Dr. Rowland Smith, Vice-President Academic

Timeframe: April 23, 2002 to July 23, 2002

2 (a) That an accurate tracking system be developed for all short-listed designated group candidates for each search and that the tracking system be used to get accurate information for all designated groups to be used in the VP: Academic's yearly report as required in article 22.2.5.

2 (b): That the VP Academic instruct the Deans to broaden their searches if no short listed candidates are designated group members in departments that are designated as under represented.

Recommendation #3

Title: Departmental Equity Status

Person(s) Responsible: Dr. Rowland Smith, Deans, Chief Librarian

Timeframe: April 23, 2002 to July 23, 2002

That before each search, the Deans/Chief Librarian, take responsibility to have their DAP chairs clarify to the DAP the equity status of their department based on the Smith Report released in September of each year.

Recommendation #4

Title: Guidelines Governing External Department Reviews

Person(s) Responsible: Dr. Rowland Smith, Deans

Timeframe: April 23, 2002 to July 23, 2002

That the self-study information presented to governing external departmental reviews include information on equity data and efforts.

Recommendation #5

Title: Supportive Climate Issues

Person(s) Responsible: Dr. Robert Rosehart, President

Marilyn Jacobs, University Secretariat

Timeframe: April 23, 2002 to July 23, 2002

5 (a): That the Board of Governors Nominating Committee adhere to the Wilfrid Laurier University Board of Governors Protocol for the Appointment of External Members, approved October 14, 1995 (see attached). This will ensure a fair representation of designated group members on the Board of Governors.

5 (b): That steps be taken to ensure that designated group Members be represented equitably on all senior administration search committees.

Recommendation #6

Title: Supportive Climate Issues

Person(s) Responsible: Dr. Rowland Smith, Vice President
Dean of Graduate Studies and Research

Timeframe: April 23, 2002 to July 23, 2002

That all Laurier committees dealing with research issues and/or internal grants require at least one third, designated group membership.

Recommendation #7

Title: Employment Equity Articles in Faculty Collective Agreement

Person(s) Responsible: WLU Faculty Association – Negotiation Committee
Administration – Negotiation Committee

Timeframe: April 23, 2002 to July 23, 2002

That the following changes be made to the Collective Agreement during this year's negotiation under Article 22: Employment Equity. (Bolded areas are the recommended changes to the Article).

- 22.2.3 (b) "Under-representation" by designated group membership shall be deemed to exist when:
- (i) Faculty Members of one of these designated groups constitute a smaller proportion of the membership than exists in the national Canadian Accessibility Pool, as reported by Statistics Canada.
 - (ii) Librarian Members of one of these designated groups constitute a smaller proportion of the membership than exists in the national Canadian Accessibility Pool, as reported by Statistics Canada.

(d) At the time of making a recommendation to the Dean/University Librarian, the Department Appointment and Promotion Committee or equivalent shall make a report on the search process which includes:

- (i) the total number of applicants and the number with doctorates or appropriate professional qualifications, the numbers of designated group applicants, where known, and the numbers with doctorates or appropriate professional qualifications.
- (ii) a rank-ordered short-list which formally presents the qualifications of each candidate and the reasons for the ranking.

The Dean or University Librarian shall review this report prior to recommending any formal offer of appointment.

- 22.2.5 To assist with appointment procedures, the Vice-President: Academic by September 30th of each academic year shall provide the Deans, the University Librarian, and the Chairs or equivalents with the following information for each academic unit or sub-unit:

- (a) the number of searches for Member positions in the previous Contract Year; for each search, where known, the numbers of designated group member applicants with doctorates or appropriate professional qualifications, and, where known, the designation of the appointee;
- (b) the composition by designated group representation of the Members in each academic unit and sub-unit by rank and status of appointment;
- (c) the percentages of designated group members, by discipline, in doctoral programs in Canada and in graduate degree programs in librarianship in Canada, as reported by Statistics Canada;
- (d) the percentage of doctoral degrees, by discipline, and graduate degrees in library science awarded in Canada to designated group Members, as reported by Statistics Canada;
- (e) a statement whether the unit or sub-unit is subject to the definition(s) of under-representation provided for in this Article.

22.2.6 Equity in Tenure and Promotion (see recommendation #8):

The Parties recognize that there may be differences between the careers of men and women and designated group members. These differences include but are not limited to the effects of primary responsibility for family care and related career interruptions, part-time education, and work history. The following measures shall be implemented to protect against forms of systemic discrimination which are a product of these career differences:

Recommendation #8

Title: Department (or equivalent) Appointment and Promotion Committee

Person(s) Responsible: Dr. Rowland Smith, Vice-President: Academic

Timeframe: April 23, 2002 – July 23, 2002

That equity representation is a requirement on DAP's and sub-DAP's and that representation is by a voting member. Two options are listed below. The first option includes female and extends the reference to all designated groups, the second being a new model where any tenured member may represent equity so long as they have fulfilled the training requirement (Queens Model).

Option #1: Change

13.10 Department (or equivalent) Appointment and Promotion Committee:

By September 15 of each academic year, each Department or Faculty, in the case of Music and Social Work, shall elect an Appointment and Promotion Committee. Academic Programs which have Members and which are not organised as a department or faculty (e.g. Fine Arts) shall select a Committee in accordance with (g) below. The size of the Committee, quorum and method of election shall be determined by each such Department, Faculty, or Program provided that:

- (a) all members of the Appointment and Promotion Committee shall be Members holding Provisional, Candidacy or Tenured Appointments;
- (b) the Appointment and Promotion Committee shall consist of at least five (5) Members of the academic unit or sub-unit;
- (c) subject to (a) and (b) above, academic units or sub-units may choose to sit as a committee of the whole;

(d) the Committee shall include at least one tenured Faculty Member who belongs to a designated group. Academic units or sub-units with no such Member eligible to serve shall select a designated group member who is a tenured Faculty Member from a cognate unit or discipline to serve on the committee, following consultation with the Association pursuant to 22.2.4 (b). A quorum for the Committee shall not exist unless a tenured, designated group Member is in attendance, as a voting member of the Committee;

(e) to assist with the implementation of University employment policies under Article 22, the following shall apply:

(i) for departments or faculties with no designated group tenured faculty Member or those recognized as under-represented according to the Employment Equity report under 22.2.5, an additional designated group, tenured faculty Member shall be selected following consultation with WLUFA pursuant to 22.2.4 (b) to serve as a voting member;

(ii) for departments with only one designated group, tenured faculty Member of the Appointment and Promotion Committee, either that Member or the Appointment and Promotion Committee may require that a second designated group, tenured faculty Member be appointed to serve as a voting member as described in (i) above;

(iii) the Employment Equity Coordinator shall provide a workshop for chairs (or designates) of Appointment and Promotion Committees, Deans and University Librarian on employment equity policies and procedures by October 15 of each academic year.

Option #2: New – Queens wording – to be adapted to WLU

- 13.10 (d) Persons chosen to serve on appointment committees for faculty, Librarian or Archivist positions, or on personnel committees, may only carry out such functions after successfully completing a familiarization and training workshop which shall cover the principles, objectives, recent history, best practices, and rules and institutional expectations with respect to employment equity. The program of such workshops shall be agreed between the Parties, with advice from the University Advisor on Equity.
- 13.10 (e) One (1) member of each such committee shall have explicit responsibility for the committee adhering to the rules and expected practices which assure equity, as well as being responsible for data collection and reportage in this area to the JCAA, its Employment Equity Sub-Committee and the University Advisor on Equity. The Committee member charged with this responsibility shall be selected by the Committee, and shall be a person who understands and is sympathetic to the objectives of this Article. Persons with this responsibility will require training in excess of that foreseen in Article 32.5.1, unless waived by the Parties.

APPENDIX E

UNIVERSITY EMPLOYMENT EQUITY ADVISORY COMMITTEE RECOMMENDATION

(Based on the Employment Equity Plan review)

Recommendation #9

To: Dr. Robert Rosehart, President
Date: May 6, 2002
Title: Accessibility Policy
Timeframe: May 6 – June 6, 2002

That the President appoint a committee to develop a draft accessibility policy for presidential approval. This policy would incorporate:

- Accommodation of staff and faculty as well as prospective employees
- Support for special needs
- University accessibility as per Bill 125 (Ontarians with Disabilities Act)

It is recommended that there be representation on the appointed committee from student services, special needs, employment equity, health and safety, harassment and discrimination coordinator and two students. Furthermore, the added resource of two disabled Laurier community members would be strongly beneficial to the Committee.