

United College
Board of Governors Meeting Agenda
Thursday, February 15, 2024
UTD 256/Zoom | 7:00 – 8:30 PM

1. Opening Remarks of the Chair
2. Approval of the Agenda [DECISION]
3. Conflict of Interest Declaration, if any
4. Guest Presentation – Hockey camp for Indigenous youth [INFORMATION]
Dr. Bimadoshka Pucan (Assistant Professor, Indigenous Studies)
Nolan Lee & Liam Fedak (UW Warriors Hockey)
5. Approval of the minutes of the October 12, 2023 BOG meeting* [DECISION]
6. Business Arising from October 12, 2023 BOG meeting
7. Principal’s Report* - Myers [INFORMATION]
8. Report of the Governance Committee – Mann
a. A9 – Accessibility Policy* [DECISION]
9. Report of the Finance & Investment Committee – Shilton
a. Investment Report* [INFORMATION]
b. Operating Forecast* – Steinmann [INFORMATION]
10. Report of the Executive Committee – Salvini
a. Staff salary increase [INFORMATION]
11. Other Business
a. Indigenous Education Council (IEC) Terms of Reference* – Myers [DECISION]
12. In-Camera Session with Board members [DECISION]
13. Adjournment

Notice of Motions

1. Motion to approve the Agenda.
2. Motion to approve the minutes of the Board of Governors Meeting of October 12, 2023.
3. Motion to approve the A9 – Accessibility Policy as presented.
4. Motion to approve the revisions to the IEC Terms of Reference as presented.
5. Motion to move In-Camera with board members.

Minutes of the United College Board of Governors Meeting
Thursday, October 12, 2023 | 7:00 – 8:30 p.m.

ATTENDEES: John Abraham, Dami Awoleye, Charlene Hone (non-voting), Tracey Ens, Stephanie Horsburgh, Michaëlle Jean, Linda Jussaume, Winnie Lam, Tracy Mann, Allison Matthews, Rick Myers, Uche Onuora, Julia Salvini (Chair), Adam Schneider, Don Shilton, Banuja Sivarasah

REGRETS: Matt Jamieson, Tracy Primeau, Bill Watson

GUESTS: Anna Purkey, Mike Steinmann

1. Salvini welcomed everyone to the meeting.
2. **Motion to approve the agenda as presented. (Myers/Abraham-Carried)**
3. Board members were asked to declare any conflicts of interest they might have in relation to the items on the agenda. None were declared.
4. Guest Presentation. Abraham introduced Professor Anna Purkey, Director of Human Rights. Dr. Purkey thanked the board for granting her tenure in April.

Dr. Purkey's current research focuses on the idea of vulnerability. Research going forward will focus on capability and empowerment as it relates to immigration and refugees. It has been a great privilege for Dr. Purkey to drive the double-degree Human Rights program. 26 students have actually registered their interest (up from 3 registered students last year). The first student will be heading to Essex next fall. There is a lot of opportunity for the program to grow. Long term. Dr. Purkey would love to develop an internship program for students to gain exposure and engage in practice with human rights issues.

5. **Motion to approve the minutes of the Board of Governors Meeting of June 15, 2023 as amended. (Shilton/Matthews-Carried)**
 - 3.4 (b) Correct spelling of last name (Mat Thijssen)
6. Business Arising from June 15, 2023 Board of Governors Meeting – none.
7. Principal's Report. Myers highlighted a few key developments from the College's strategic objectives. The strategic vision was adopted in 2019 with a view to guide planning efforts over the next decade. Some things will take more time to gain traction.

Action: Myers to form a group of people who will help brainstorm ways to drive the strategic vision forward.

8. Report of the Governance Committee.

- a. By-laws amendments. The impetus for the review was a legal requirement to ensure by the end of this year that our articles and by-law are consistent with the *Not-for-Profit Corporations Act, 2010*. Overall, minor changes in wording were required to bring our articles and by-law into conformity with terminology or requirements of the *Act* and have no substantive impact on the operations of the Board or College. We have also used this review as an opportunity to revise the articles and by-law to modernize and align to our current practices. These changes resulted in more substantial changes to the articles and by-law as summarized in the meeting material.

**Motion to approve the recommended changes to the By-laws as presented.
(Mann/Myers-Carried)**

- b. B16 – Freedom of Speech Policy. The University of Waterloo (UW) is expecting the Affiliated and Federations Institutions of Waterloo (AFIW) to have a Freedom of Speech policy and for it to be consistent with their policy (UW Policy 8 – Freedom of Speech). The drafted policy mirrors UW’s definitions almost entirely. The policy itself has been adopted from UW. The enforcement clause is new and is practical for our use at the College.

Motion to approve B16 – Freedom of Speech Policy as amended. (Mann/Ens-Carried)

Amendments:

- Change reference from ‘Campus Police’ to ‘Special Constable Services’
- Change ‘The Director of Student Affairs’ to ‘The Director of Student Life’

9. Report of the Audit Committee.

- a. Sivarasah presented an overview of the Audit Report. The unrecorded vacation pay accrual is an adjustment we agree not to correct year over year. There was a prior period adjustment based on information received after 2022 audit. This change resulted in an adjustment for FY 2022 to decrease the re-measurement gain in the amount of \$53,956.
- b. Sivarasah presented the 2022-2023 draft audited financial statements. A change was made to the presentation of actuarial gains and losses on the statement of change in net assets. Any change in re-measurement gains and losses do not need to be detailed, and instead can just be netted to one line of re-measurement gains and included as the fund balance figure on the statement of financial position - liabilities and fund balance.

Motion to recommend the 2022-2023 audited financial statements at the Annual General Meeting as presented. (Sivarasah/Shilton-Carried)

10. Report of the Finance & Investment Committee.

- a. Shilton presented the Investment Report. Our portfolio is performing above the market index. We are anticipating more positive growth in 2024.

11. Report of the Building & Property Committee.

- a. Outdoor Facilities Funding Proposal. We had developed an original proposal for the June Board meeting, but costs came in much higher than anticipated. As a result, the project was only approved in principle. We were able to work with the consultant to bring costs down by shifting the location of the facilities to the East and away from the College buildings. This allowed us to save money on fill, grading and armour stone. We also decided not to move forward with a gas fire pit and go with a standard wood burning pit instead. These changes resulted in approximately \$200K in savings.

Motion to approve the funding for the bike shed and main amenities area of the outdoor spaces project, as presented in the Outdoor Spaces Funding Proposal. (Casello/Myers-Carried)

- b. Sustainability review. Casello and Lam are interested in conducting an energy assessment to analyze how we are using energy across the College. Through benchmarking and reviewing energy efficiency best practices, we may be able to come up with some cost-saving solutions. The Building & Property Committee endorsed the idea. Casello has contacted the department chairs in Civil Engineering and Planning to see if there are students who may be available to take something like this on.

If we were to make upgrades as a result of our findings after the energy assessment, we could move into a lifecycle assessment. UW has recently completed an energy audit, but the university colleges were not part of this scope. Grebel recently employed WalterFedy to conduct a similar audit. They reported that it was expensive, but they found it to be extremely thorough and the necessary starting point for any sort of sustainability strategy. It allows us to start planning for major capital expenditures if nothing else.

12. Other Business.

- a. 2024 Board Meeting Schedule.

Motion to approve the board meeting schedule for 2024 as presented. (Abraham/Shilton-Carried)

13. **Motion to move In-Camera with Board members. (Shilton/Mann-Carried)**

Abraham, Hone, Horsburgh, Myers and Steinmann departed.

14. **Motion to end In-Camera session with Board members (Shilton/Onuora-Carried)**

Abraham, Hone, Horsburgh and Myers and Steinmann returned.

15. **The meeting adjourned at 8:44 p.m.**

**Notice of Motions Passed:
Meeting of the Board of Governors on October 12, 2023**

- 1. Motion to approve the agenda as presented. (Myers/Abraham-Carried)**
- 2. Motion to approve the minutes of the Board of Governors Meeting of June 15, 2023 as amended. (Shilton/Matthews-Carried)**
- 3. Motion to approve the recommended changes to the By-laws as presented. (Mann/Myers-Carried)**
- 4. Motion to approve B16 – Freedom of Speech Policy as amended. (Mann/Ens-Carried)**
- 5. Motion to recommend the 2022-2023 audited financial statements at the Annual General Meeting as presented. (Sivarasah/Shilton-Carried)**
- 6. Motion to approve the funding for the bike shed and main amenities area of the outdoor spaces project, as presented in the Outdoor Spaces Funding Proposal. (Casello/Myers-Carried)**
- 7. Motion to approve the board meeting schedule for 2024 as presented. (Abraham/Shilton-Carried)**
- 8. Motion to move In-Camera with Board members. (Shilton/Mann-Carried)**
- 9. Motion to end In-Camera session with Board members (Shilton/Onuora-Carried)**

Approved without amendments by the United College Board of Governors on February 15, 2024.

Signed, _____ Secretary of the Board Date: _____

Signed, _____ Chair of the Board Date: _____

Principal's Report to the Board

February 2024

This is a time of considerable turbulence for the university sector in Ontario. Our institutions face significant revenue challenges. The Province provides the lowest operating grants in Canada, by a significant margin. The Province also cut tuition fees by 10% several years ago and has kept them frozen ever since. Domestic enrolments have been capped under a new corridor system, meaning we cannot increase numbers in order to offset lower tuition fees. Most institutions have responded to these challenges by growing International student enrolments but the recent decision by the federal government to cut and cap the number of international student visas has negated this option as well. While revenues are now static (or declining in real terms), a round of high inflation is driving significant increases in costs. This explains why the Provost at Queens was reported to have expressed concerns to his faculty and staff that their institution could “go under” and that the same was true for several other Ontario schools.

In an environment like this, it is very timely for the College to have created an institutional risk register. Over the past six months, our management team has surveyed, analyzed and scored the various risks facing our institution. Its report has been presented to the Governance Committee and will be shared with the Board during our *in camera* session. Generally speaking, the report suggests that United College is in a relatively good position, despite the many challenges in our broader external environment.

Management would like to express its appreciation to Tracy Mann for her expert guidance in this process.

And now, please allow me to update you on key developments at the College since our October meeting.

1. **Academics**

1.1 *Tenure-track Hire in Human Rights* We had a large and deep pool of applicants for the tenure-track position in Human Rights. Two of the three finalists have visited the College and the third will be on campus tomorrow. We hope to conclude our search by mid-March.

1.2 *Connections 24* The College is launching the *Connections* program in September with two linked courses: *Introduction to Canadian Studies* and *The Indigenous Experience in Canada*. All students registered in *Connections 24* will live at the College so as to facilitate extra curricular learning and social activities. We believe this pair of courses should make the program of particular value to new International students.

2. External Relations

2.1 *Stanley Knowles Dinner* The 2023 Stanley Knowles Dinner/Lecture featured a fireside chat with United College Chancellor Michaëlle Jean and special guest, former Minister of Justice and Attorney General of Canada, Jody Wilson-Raybould (Puglaas). The subject of discussion was Jody Wilson-Raybould's most recent book, "*True Reconciliation*." The discussion was an opportunity to learn and share truths, and to reflect on what true reconciliation means to each one of us and where to find strength for this journey. The event was met with wonderful feedback from guests. Read more about the evening [here](#).

2.2 *Giving Tuesday, November 28* The annual United College Giving Tuesday fundraising campaign supported the Residence Experience Fund and the United College \$60K for 60 fundraising initiative. A total of \$13,320 was raised. This figure set a Giving Tuesday record for United College and topped the totals of the other University Colleges.

2.3 *60 For 60 Campaign* The objective of this 60th anniversary campaign was to raise the remaining \$60k needed for our \$550k outdoor facilities project. It is gratifying to report that we actually raised over \$71,000, exceeding our target by a healthy margin. Thank you to all who made this campaign a ringing success!

3. Finance and Administration

3.1 *Spring Occupancy Forecast* At this point, we are expecting a good number of students in the undergraduate residence for the Spring Semester. It appears that we will have around 40 returning students along with an estimated 30 students in a new contingent from Ukraine and another estimated 20 Upper-Year Research Fellows through a new partnership with our friends at the Faculty of Engineering. This will likely be the largest contingent of spring-term students we have had. That is important not only from a revenue perspective, but also in terms of providing both a full range of food services and a vibrant summer community.

3.2 *Outdoor Facilities* The College is now receiving bids for the outdoor facilities project. There has been good interest on the part of local contractors. We expect to receive four or five bids so the pricing should be competitive.

3.3 *Facilities* In late January we had several leaks in several parts of the main building. We are using reading week to add shut offs to various sections of the building so that when we do have future leaks we can isolate areas affected and limit the water shutdowns to those specific areas for repair.

4. GreenHouse

4.1 *Social Innovators in Training* In the fall term, GreenHouse hosted our 31st Social Impact Showcase - 6 of the 10 ventures that pitched their ideas were awarded funding. The People's Choice Award went to Lydia Madintin Konlan for her venture Rising SheFarmers, which

is alleviating poverty for rural women in Ghana through mushroom farming. GreenHouse is currently supporting 53 students in our winter cohort of Social Innovators in Training. Many of our current students are participating for a second time, making this our largest SIIT cohort ever!

4.2 *Changemaker Labs for Green Youth* Changemaker Labs supported 54 participants over the fall term, ranging from 15 to 65 years old. Six GreenHouse alumni returned to facilitate learning sessions for the new students, showcasing one of the many ways that GreenHouse alumni stay involved in our community. This winter, Changemaker Labs continues to mobilize post-secondary student action on the regional climate mitigation strategy, currently focusing on waste diversion and reduction. Through design sprints, hackathons, and learning sessions, Changemaker Labs will engage 50 students and several community partners in pursuit of local climate action over the winter term.

4.3 *Map the System* GreenHouse has partnered with the Grebel Peace Incubator to offer students participating in Map the System the opportunity to work with a community partner on a real-world challenge. Students participating in this research competition seek to understand a complex problem using a systems-thinking lens. GreenHouse curated seven innovation challenges from local organizations. 5 teams of students have been matched to an innovation challenge and will present their systems analysis in April.

4.4 *Jack Rosen Award for Environmental Innovation* GreenHouse is supporting the Faculty of Environment to increase student engagement in the annual Jack Rosen Memorial Award for Environmental Innovation. Through our collaborative recruitment efforts, we received 20 applications and accepted 10 teams to pitch at the finals in March. As part of this engagement, GreenHouse is offering skill-building workshops in ideation, pitch development and delivery, and green entrepreneurship to students across campus.

4.5 *Cross-Campus Engagements* GreenHouse continues to engage students across campus in class presentations, workshops, and collaborations. This winter, we are delivering workshops to REC 480, ENBUS 314, INTEG 499, and ENVS 131, among others. We continue to build partnerships across campus to support future collaborations with Women in Engineering, the Climate Leaders Program, and StarterHacks, among others.

5. Waterloo Indigenous Student Centre

5.1 *Website Review and Video* The WISC is undertaking an overhaul of its website. New elements include a striking ten-minute video on the landing page and greater information about the Indigenous Education Council and its members.

5.2 *Ceremonial Fire Grounds and Sweat Lodge* The WISC is working with a number of firekeepers to develop more defined protocols for the use of the Fire Grounds. Once developed, the protocols will help shape plans for the building of a sweat lodge nearby.

5.3 *Fall Feast* WISC hosted its traditional end-of-term feast in Alumni Hall on December 1st. Approximately 70 people attended. Nationally-known Indigenous vocal performer Lancelot Knight provided musical entertainment after the dinner.

5.4 *Collaboration with Accessibility Services (AAS)* AAS and the WISC have agreed to use the WISC space as an alternative final exam testing centre for Indigenous students in April. In this pilot initiative, an AAS accommodation consultant will hold office hours at the WISC to provide information about AAS services and to arrange for applications for exam accommodations.

Respectfully,

A handwritten signature in cursive script, appearing to read "Richard Myers".

Richard Myers
Principal

Appendix A Annual Report from GreenHouse, 2023

2023 Data

Over the 3 terms of the 2023 calendar year, **187** participants engaged in GreenHouse programs. The comparative figure for 2022 was 87 students. All six faculties were well represented. The breakdown of enrollments was as follows:

- **80** Social Innovators in Training
- **107** Changemaker Labs (33 winter pilot; 74 green youth)

At the end of each term, GreenHouse hosted the Social Impact Showcase. Over 3 events, 18 of the 33 ventures who pitched were funded, splitting \$56,000 in grants from the Social Impact Fund.

New Program: Changemaker Labs

Lily Viggiano joined the GreenHouse team in late 2022 to design and deliver our new Changemaker Labs programming. She engaged 33 students through an initial pilot on youth engagement in Waterloo Region and has since launched the Changemaker Labs for Green Youth program, which drives climate action in Canada, supporting work-integrated learning (WIL) through partnerships between small- to mid-sized municipalities and motivated youth. Throughout 2023, Changemaker Labs engaged youth through design sprints, content creation labs, group volunteering, and educational workshops. The fall design sprint was a special highlight as a partnership with the Cooperative and Experiential Education (CEE) department allowed us to pilot an intergenerational model, engaging participants from 14 to 70 years old to collaboratively tackle food insecurity projects.

2023 Student and Community Engagement

In addition to the 187 students who participated in Social Innovators in Training or Changemaker Labs, GreenHouse engaged **300+** students across campus through events, workshops, and in-class training.

- **223** students were engaged through class collaborations in 4 courses
 - REC 218 (winter and fall), ENBUS 203, HLTH 480
- **104** United College students were engaged through Wellness Week events

GreenHouse continues to make connections with organizations and community members who share a common goal: to create social or environmental change. In 2023, **20** organizations actively engaged with students by providing innovation challenges for students to work on. Many other community connections lent their time and energy to provide resources, expertise, and space to test ideas.

Celebrating 10 Years of Impact

In September, GreenHouse recognized a decade of impact by hosting a 10-year anniversary event, convening **80** alumni, friends, and supporters of our incubators. We were pleased to celebrate the achievements and impacts of our alumni and look forward to what the next decades might bring. During the event, President Vivek Goel facilitated a panel discussion with four alumni on the unique offerings of GreenHouse and the future of social impact education.

Newsletter and Social Media

We continue to build our online engagement and outreach strategies. We have increased the frequency and variety of posts we are making on Instagram and have surpassed **1300** followers, and our analytics show that we have approximately **1000+** non-followers interacting with our content weekly. Instagram

has been an excellent strategy for reaching student clubs and collaborators on campus. Our mailing list is currently being used to send monthly updates to **100+** subscribers.

2024 at a Glance

GreenHouse continues to promote United College's dedication to social impact and innovation at the University of Waterloo and beyond. We have submitted two proposals for the Teaching and Learning Conference "Sparkling and Sustaining Engagement" in May and will be delivering two presentations at Ashoka's Changemaker Education and Research forum in March.

GreenHouse is collaborating with the Faculty of Environment to increase student engagement with the

Jack Rosen Memorial Award for Environmental Innovation and associated pitch competition. We are also collaborating with the Grebel Peace Incubator and six local organizations to bring real-world challenge statements to students participating in Map the System.

The new Minor in Social Innovation and Impact is planned to launch in September of 2024. This minor, offered through United College in partnership with the Faculty of Arts, empowers students across campus to address societal, economic, and environmental challenges. It provides experiential learning opportunities, utilizing GreenHouse's decade-long programming as the foundation. Additional courses in social innovation and impact will complement these offerings with collaboration from various faculties, enhancing program interdisciplinarity and cross-campus impact.

Notable Stories

- Collaboration with HLTH 480: [New health sciences course solves pressing health issues](#)
- 10-year anniversary: [GreenHouse celebrates 10 years of social community impact](#)
- Fall 2023 Showcase: [Computer science students win top prize at 30th Social Impact Showcase](#)
- GH Student Profile – [Chinazom Uwaoma: Driving social impact through entrepreneurship](#)
- GH Student Profile – [Miswar Syed: Tech cleans solar panels with the click of a button](#)
- GH Student Profile – [Ria Menon: Engaging undergraduate students in research](#)
- GH Student Profile – [Jason Amri: Taking the waste out of 3D printing](#)
- GH Student Profile – [Seun Adetunji: Fixing a patient care communication gap](#)
- GH Student Profile – [Evan VanderMeer: The mushroom startup with the power to heal](#)

A9: Accessibility Policy (Draft)

Created: December 2023
Board Approval Required: No

Last Updated/Reviewed: December 2023
Next Review: 2025

Statement of Organizational Commitment

United College is committed to ensuring equal access and participation for people with disabilities. We are committed to treating people with disabilities in a way that allows them to maintain their dignity and independence. We believe in integration and we are committed to meeting the needs of people with disabilities in a timely manner. We will do so by removing and preventing barriers to accessibility and meeting our accessibility requirements under the *Accessibility for Ontarians with Disabilities Act* and Ontario's accessibility laws.

United College is committed to meeting its current and ongoing obligations under the Ontario Human Rights Code respecting non-discrimination. United College understands that obligations under the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA) and its accessibility standards do not substitute or limit its obligations under the Ontario Human Rights Code or obligations to people with disabilities under any other law.

United College is committed to excellence in serving and providing goods, services or facilities to all customers including people with disabilities. Our accessible customer service policies are consistent with the principles of independence, dignity, integration and equality of opportunity for people with disabilities.

Training

We are committed to training all staff and volunteers in accessible customer service, other Ontario accessibility standards and aspects of the Ontario Human Rights Code that relate to persons with disabilities.

In addition, we will train:

- a) all persons who participate in developing the organization's policies; and
- b) all other persons who provide goods, services or facilities on behalf of the organization

Training of our employees and volunteers on accessibility relates to their specific roles.

Training includes:

- purpose of the *Accessibility for Ontarians with Disabilities Act, 2005* and the requirements of the Customer Service Standards
- our policies related to the Customer Service Standards
- how to interact and communicate with people with various types of disabilities
- how to interact with people with disabilities who use an assistive device or require the assistance of a service animal or a support person
- how to use the equipment or devices available on-site or otherwise that may help with providing goods, services or facilities to people with disabilities.
- what to do if a person with a disability is having difficulty in accessing our organization's goods, services or facilities. We train every person as soon as practicable after being hired and provide training in respect of any changes to the policies.

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We maintain records of the training provided including the dates on which the training was provided and the number of individuals to whom it was provided.

Assistive Devices

People with disabilities may use their personal assistive devices when accessing our goods, services or facilities. In cases where the assistive device presents a significant and unavoidable health or safety concern or may not be permitted for other reasons, other measures will be used to ensure the person with a disability can access our goods, services or facilities.

We ensure that our staff are trained and familiar with various assistive devices we have on site or that we provide that may be used by customers with disabilities while accessing our goods, services or facilities.

Communication

We communicate with people with disabilities in ways that take into account their disability. We will work with the person with disabilities to determine what method of communication works for them.

Service Animals

We welcome people with disabilities and their service animals. Service animals are allowed on the parts of our premises that are open to the public and third parties.

When we cannot easily identify that an animal is a service animal, our staff may ask for documentation (template, letter or form) from a regulated health professional that confirms the person needs the service animal for reasons relating to their disability. A service animal can be easily identified through visual indicators, such as when it wears a harness or a vest, or when it helps the person perform certain tasks.

A regulated health professional is defined as a member of one of the following colleges:

- College of Audiologists and Speech-Language Pathologists of Ontario
- College of Chiropractors of Ontario
- College of Nurses of Ontario
- College of Occupational Therapists of Ontario
- College of Optometrists of Ontario
- College of Physicians and Surgeons of Ontario
- College of Physiotherapists of Ontario
- College of Psychologists of Ontario
- College of Registered Psychotherapists and Registered Mental Health Therapists of Ontario

If service animals are prohibited by another law, we will do the following to ensure people with disabilities can access our goods, services or facilities:

- explain why the animal is excluded
- discuss with the customer another way of providing goods, services or facilities

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Support Persons

A person with a disability who is accompanied by a support person will be allowed to have that person accompany them on our premises.

Notice of Temporary Disruption

In the event of a planned or unexpected disruption to services or facilities for customers with disabilities, this organization will notify students and staff promptly. This clearly posted notice will include information about the reason for the disruption, its anticipated length of time, and a description of alternative facilities or services, if available.

The notice will be made publicly available in the following ways:

- email to our residents
- signs posted in our building
- notice posted on our website

Feedback Process

United College welcomes feedback on how we provide accessible customer service. Customer feedback will help us identify barriers and respond to concerns.

All feedback, including complaints, will be handled in the following manner:

- feedback will be directed to the Executive Director of Finance and Administration
- customers can expect to hear back in 2 business days.
- United College ensures our feedback process is accessible to people with disabilities by providing or arranging for accessible formats and communication supports, on request.

Notice of Availability of Documents

United College notifies the public that documents related to accessible customer service, are available upon request by posting a notice on the website. United College will provide these documents in an accessible format or with communication support, on request. We will consult with the person making the request to determine the suitability of the format or communication support. We will provide the accessible format in a timely manner and, at no additional cost.

Information and Communications

We have a process for receiving and responding to feedback and the process is accessible to persons with disabilities upon request. We communicate with people with disabilities in ways that take into account their disability.

When asked, we will provide information about our organization and its services, including public safety information, in accessible formats or with communication supports:

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Last Updated/Reviewed: December 2023
Next Review: 2025

- in a timely manner, taking into account the person's accessibility needs due to disability; and
- at a cost that is no more than the regular cost charged to other persons.

We will consult with the person making the request in determining the suitability of an accessible format or communication support. If the organization determines that information or communications are unconvertible, the organization shall provide the requestor with:

- an explanation as to why the information or communications are unconvertible; and
- a summary of the unconvertible information or communications.

We notify the public about the availability of accessible formats and communication supports by our website.

We will also meet internationally-recognized Web Content Accessibility Guidelines (WCAG) 2.0 Level AA website requirements in accordance with Ontario's accessibility laws.

Employment

We notify employees, job applicants and the public that accommodations can be made during recruitment and hiring. We notify job applicants when they are individually selected to participate in an assessment or selection process that accommodations are available upon request.

We consult with the applicants and provide or arrange for suitable accommodation. We notify successful applicants of policies for accommodating employees with disabilities when making offers of employment.

We notify staff that supports are available for those with disabilities as soon as practicable after they begin their employment.

We provide updated information to employees whenever there is a change to existing policies on the provision of job accommodation that take into account an employee's accessibility needs due to a disability.

We will consult with employees when arranging for the provision of suitable accommodation in a manner that takes into account the accessibility needs due to disability. We will consult with the person making the request in determining the suitability of an accessible format or communication supports specifically for:

- information that is needed in order to perform the employee's job; and
- information that is generally available to employees in the workplace

Where needed, we will also provide customized emergency information to help an employee with a disability during an emergency. With the employee's consent, we will provide workplace emergency information to a designated person who is providing assistance to that employee during an emergency.

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We will provide the information as soon as practicable after we become aware of the need for accommodation due to the employee's disability.

We will review the individualized workplace emergency response information:

- when the employee moves to a different location in the organization;
- when the employee's overall accommodations needs or plans are reviewed; and
- when the employer reviews its general emergency response policies.

We have a written process to develop individual accommodation plans for employees.

We work with University of Waterloo for employees who have been absent from work due to a disability and require disability-related accommodations in order to return to work.

Our performance management, career development and redeployment processes take into account the accessibility needs of all employees.

Changes to Existing Policies

Any policies of this organization that do not respect and promote the principles of dignity, independence, integration and equal opportunity for people with disabilities will be modified or removed.

This document will be posted on our website. Accessible formats are available upon request.

United College

Investment Report Date: Dec 31, 2023

Metric	Min	Max	Target	Reported Result
Long Term Mandate Market Value (CAD)				\$5,935,119.90
Short Term Mandate Market Value (CAD)				\$3,676,134.28
Combined Market Value (CAD)				\$9,611,254.18
Combined Rate Of Return			Market Index* YTD: 11.25% 1 Year: 11.25% 5 Year: 5.84%	YTD: 10.58% 1 Year: 10.58% 5 Year: 6.88%
Combined Equity %	25%	65%	50%	50.83%
Combined Cash, Cash Equivalents & Fixed Income %	35%	75%	50%	49.17%
Foreign Equity % as a % of Equity	0%	50%	n/a	47.22%
Transfers	+\$500,000 December 27, 2023 +\$600,000 August 8, 2023 -\$500,000 June 2, 2023			

* Market Index is comprised of 25% S&P/TSX Composite, 25% S&P 500 Index, 50% Dex Bond Universe

United College
2023-10-31
2023/2024 Operating Statement

23/24 Forecast by Department

	Academic	Residence	GreenHouse	Trading Post	Indigenous	Ancillary	Total 23/24 Forecast	Total 23/24 Budget
Revenue	\$1,593,766	\$5,938,723	\$337,282	\$286,154	\$279,195	\$1,031,704	\$9,466,825	\$8,860,069
Staff & Program Expenses	<u>\$1,427,215</u>	<u>\$2,028,434</u>	<u>\$518,161</u>	<u>\$297,705</u>	<u>\$313,007</u>	<u>\$359,428</u>	<u>\$4,943,950</u>	<u>\$4,670,922</u>
Excess (Shortfall) of revenues over expenditures	\$166,551	\$3,910,289	(\$180,879)	(\$11,551)	(\$33,812)	\$672,276	\$4,522,875	\$4,189,147
Administration, Facilities & Capital Overhead Contribution	\$543,455	\$3,143,826	\$151,798	\$130,728	\$100,732	\$230,790	\$4,301,328	\$4,219,997
Employee Future Benefits Overhead Contribution	<u>\$41,563</u>	<u>\$12,378</u>	<u>\$11,151</u>	<u>\$7,094</u>	<u>\$8,018</u>	<u>\$4,659</u>	<u>\$84,862</u>	<u>\$103,507</u>
Excess (Shortfall) of revenues over expenditures including Overhead	(\$418,466)	\$754,085	(\$343,828)	(\$149,372)	(\$142,562)	\$436,827	\$136,685	(\$134,357)
Transfer in from other funds	<u>\$60,645</u>	<u>\$5,000</u>	<u>\$60,000</u>	<u>\$0</u>	<u>\$33,812</u>	<u>\$10,000</u>	<u>\$169,456</u>	<u>\$174,011</u>
23/24 Forecast Excess of revenues over expenditures after transfers	<u>(\$357,822)</u>	<u>\$759,085</u>	<u>(\$283,828)</u>	<u>(\$149,372)</u>	<u>(\$108,750)</u>	<u>\$446,827</u>	\$306,141	\$39,654
23/24 Budget excess or revenues over expenditures after transfers	<u>(\$407,449)</u>	<u>\$764,475</u>	<u>(\$351,970)</u>	<u>(\$126,908)</u>	<u>(\$118,607)</u>	<u>\$270,113</u>		
Operating Budget Surplus/(Deficit) before EFB							<u>\$296,141</u>	<u>\$39,654</u>
DSC Ratio 23/24 Estimate	1.45							
DSC Ratio 23/24 Budget	1.08							

Notes:
Positive/(negative) budget
GH/TP \$68,563 Additional GH grants
Academic \$50,771 Delayed Indigenous Studies hire, delayed Connections sessionals
Residence \$51,336 Increased spring and grad occupancy less increased food costs, student staffing
Ancillary \$180,054 Increased conference, investment revenue
Admin & Facilities (\$81,331) Outsourced IT, Facilities Assitant coverage, by-law review legal
EFB \$18,645 Based on 22/23 actual

Indigenous Education Council Terms of Reference

Authority: United College Board of Governors with the general agreement of the President of the University of Waterloo

Background and Context:

United College (“UTD” or “the College”) and the University of Waterloo (“UW” or “the University”) value the diverse cultures, knowledges and perspectives of Indigenous Peoples (First Nations, Inuit, Metis) in Canada. They also acknowledge their responsibility for actively engaging in authentic reconciliation with Indigenous peoples. The two institutions are committed to establishing and maintaining mutually respectful relations with Indigenous communities and to working to advance the interests and rights of Indigenous Peoples.

Purpose:

The IEC is a visionary and advisory body, working together to bring the issues, experiences, expertise and perspectives of Indigenous Peoples in Canada to the College and the University. Its advice seeks to center Indigenous perspectives and considers Indigenous interests in the programs and services of the College and the University. The Waterloo Indigenous Student Centre (“WISC”) at the College operates from a grant that the Office of the President at the University is allocated annually; the fund is received from the Ministry of Colleges and Universities, Indigenous Education Branch, by way of the Indigenous Student Success Fund (“ISSF”; formerly the Postsecondary Education Fund for Aboriginal Learners, “PEFAL”). The ISSF Guidelines require the institution to maintain an Indigenous Education Council (“IEC”) such that Indigenous communities are consistently and regularly engaged in decision-making within the institution’s governance structure; hence the creation, membership management and general agenda of the IEC is to serve this purpose. The College, University and IEC members are expected to regularly consult with representatives of Indigenous organizations and institutions, and, in particular, those who are working at the community level on Indigenous issues, especially in relation to higher education.

Structure:

The IEC membership seeks to be composed of no fewer than eight (8) members, from a variety of roles related to the higher education sector including faculty, staff, students, alumni and key members of local Indigenous organizations, institutions and communities. The goal of the IEC membership composition is to ideally consist of as many of the following representative identities as possible: First Nations, Metis, Inuit, Indigenous Elder, Indigenous Youth (grade 11/12), Indigenous Undergraduate student and Indigenous Graduate student. Wherever

possible, the IEC's membership will also endeavor to represent urban, rural and northern Indigenous Peoples in Canada. Members will have expertise and experience in a range of areas of concern to Indigenous Peoples, but particularly education and social innovation. The IEC should also include members with expertise in traditional knowledge and traditional governance. The IEC will itself develop and maintain a list of potential members.

Appointments are made by the College Principal in consultation with the IEC. The term of members of the IEC will be for three years, with a potential for re-appointment for an additional three (3) years. Student members may be appointed for shorter terms.

Voting members shall select a Chair from among themselves at the final meeting of each academic year. The term of the Chair may be renewed.

Regular attendance and contribution are required. If a member misses three (3) consecutive meetings, the Chair may request that the member be replaced.

Meetings:

Meetings of the IEC will be held three (3) times per academic year; however additional meetings may be required. The presence of 50 per cent of the members will constitute quorum.

Faculty and staff members of the College, the University and the other affiliated university colleges and the federated university who are stakeholders in, or are responsible for, Indigenous education programs and services will regularly be invited to attend IEC meetings to report, receive advice and discuss new or improved initiatives.

Remuneration:

The members of the IEC will volunteer their time and serve without remuneration, and no members will directly or indirectly receive any monetary benefits from serving as a member. The exception will be for Indigenous Elders, Knowledge Keepers and Indigenous students, where the College will provide these members with an honorarium in line with regular business practices of WISC and the University. It is noted that honorarium funds will be provided by the College and not from the ISSF grant funds that the WISC exists upon. Members may claim out of pocket expenses such as travel to meetings in Waterloo in accordance with policies of the College.

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