

BOARD OF GOVERNORS
OPEN SESSION

THURSDAY, OCTOBER 17, 2024

7:00 p.m. EST

In person (UTD 256) and Zoom Videoconference

AGENDA ITEM	PAGE	ACTION
Opening Remarks [Salvini]		
1. Approval of the Agenda a. Declarations of Conflict of Interest		Decision
2. Guest Presentation [Ashley Richard, Director, Indigenous Entrepreneurship]		Information
3. Minutes of the June 20, 2024 Board of Governors Meeting*	3	Decision
4. Principal's Report* [Myers] a. Appendix A – Annual Report on Strategic Objectives	7 14	Information
5. Reports from Committees		
a. Governance Committee [Mann] i. B11 – Employee Contract Policy*	19	Decision
b. Audit Committee [Sivarasah] i. Audit Report* ii. 2023-2024 Audited Financial Statements* [Steinmann]	29	Information Decision
c. Building & Property Committee [Casello] i. Energy Audit Report** [Lam]		Information
d. Finance & Investment Committee [Shilton] i. Investment Report* ii. B5 – Investment Policy*	46 47	Information Decision
6. Other Business a. 2025 Board Meeting Schedule* b. Principal Nominating Committee	52	Decision Information
7. Closed Session with Board Members		Decision
8. Adjournment		

*Denotes material included with agenda **Denotes material distributed at/prior to meeting

NOTICE OF MOTIONS
THURSDAY, OCTOBER 17, 2024

1. Motion to approve the Agenda as presented.
2. Motion to approve the minutes of the Board of Governors Meeting of June 20, 2024.
3. Motion to approve the changes to the B11 – Employee Contract Policy as presented.
4. Motion to recommend the 2023-2024 audited financial statements at the Annual General Meeting as presented.
5. Motion to approve the changes to the B5 – Investment Policy as presented.
6. Motion to approve the Board meeting schedule for 2025 as presented.
7. Motion to move In-Camera with Board members.

**BOARD OF GOVERNORS
OPEN SESSION**

THURSDAY, June 20, 2024

7:00 p.m. EST

In person (UTD 256) and Zoom Videoconference

ATTENDEES: John Abraham, Tracey Ens, Charlene Hone (non-voting), Stephanie Horsburgh, Matt Jamieson, Linda Jussaume, Winnie Lam, Tracy Mann, Allison Matthews, Rick Myers, Uche Onuora, Tracy Primeau, Julia Salvini (Chair), Adam Schneider, Don Shilton
REGRETS: Dami Awoleye, Jeff Casello, Michaëlle Jean, Banuja Sivarasah, Bill Watson
GUESTS: Peter Frick, Mike Steinmann

1. Salvini welcomed everyone to the meeting.
2. **Motion to approve the agenda as presented. (Shilton/Myers-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. Frick reflected on his time at the College over the past 35 years. He summarized his time with the word ‘thankfulness’. The last two years have been most enjoyable as a full-time Professor. A celebration will be held at the College in Peter’s honour on Wednesday, June 27.

Frick departed.

5. **Motion to approve the minutes of the Board of Governors Meeting of April 18, 2024 as presented. (Schneider/Horsburgh-Carried)**
6. Business Arising from April 18, 2024 Board of Governors Meeting – none.
7. Principal’s Report. Myers provided a few remarks about the contents of the report.

Food services. The College was informed three weeks ago that Browns Fine Foods, our food service provider, has been purchased by Aramark. We have been assured that nothing will change in the excellent service Browns has provided us. The Operations team at the College has had good conversation with the Regional Manager, but we are watching very carefully to see how things unfold. We recently renewed our contract with Browns for a 5-year term.

Tracey Ens joined the meeting.

Myers and Abraham are confident that the new INDENT Director, Ashley Richard will be able to market and lead the program more strategically. She is able to leverage networks that she has nationally and will be very effective in this role.

Action: Invite Ashley Richard to speak to the Board about some of the program changes she would like to implement.

8. Report of the Audit Committee.

The committee met with Jennifer Eby (Audit Manager from Deloitte) in early May. There are no major changes to the audit plan from last year. This year the College has a new corporate credit card policy and swap agreement. The audit starts on-site next Tuesday.

9. Report of the Governance Committee.

a. **Motion to approve the B8 – Appointment, Permanence, Tenure And Promotion Policy as presented (Myers/Abraham-Carried)**

The circulated memo outlines the two major changes that were made. The first implements a new kind of appointment, the “teaching professor” stream with permanence as opposed to tenure. These professors now have a pathway to promotion at the College. The second relates to the framing of the policy under the umbrella of academic freedom and the standards for tenure and promotion. These changes align with the changes that the University of Waterloo has implemented.

b. **Motion to approve the B14 – Policy on Public Statements as presented (Myers/Shilton-Carried)**

The policy was developed a couple of years ago. The Kalven Report affirms the commitment to the academic freedom of faculty and students in the face of suppression from internal and/or external entities while also insisting on institutional neutrality on political and social issues. The University of Waterloo refers to these documents in their policy on academic freedom, and the Governance Committee agrees that it would be wise to explicitly reference the Kelven Principles in our B14 – Policy on Public Statements.

10. Report of the Finance & Investment Committee.

a. Investment Report. We are now at a combined value of \$9.8M, down a little from the last report due to the transfer to the Operating Fund. We are actually up \$1.3M over this time last year.

The Canadian market continues to do well. Interest rate cuts are going to be a positive for the stock market.

No changes recommended in our strategy.

- b. The Finance & Investment Committee have been engaged in conversation with Ryan Lynch, our investment advisor from RBC for several months about the proposed changes. They are a reflection of much research, discussion and an examination of our College values.

A revised copy of the memo was circulated prior to the meeting. There are three proposed changes. The first addition to Section 2 on 'Permitted Investments' protects the Board while still operating in terms of policy. The second looks to add a new section on Responsible Investing which states the College's screening criteria for permitted individual investments. The third relates to disclosure. There has been pressure on the universities to disclose what companies they invest in. This was discussed at the May meeting of the Finance & Investment Committee, and there was strong support to adopt a policy on disclosure. However, we wanted to be mindful of the conversation that UW was already engaged in. Earlier this week UW announced their direction, and we now feel comfortable going forward with the amendment to Section 7.

The Board requested a number of amendments to help clarify investment exclusion categories and reporting mechanisms.

Motion to approve the B5 – Investment Policy as amended. (Withdrawn)

Action: The Finance & Investment Committee will take another look at the policy and incorporate the recommend changes following further discussion. The Committee will bring a revised copy back to the Board in October for approval.

Suggested amendments:

- 2E. Should be reworded to 'majority-owned' Indigenous companies or 'profitable verified Indigenous companies or ventures'. The inclusion would need to be part of the investment analysis and we should be cautious in the companies we invest in.
- Add NEW Section 8. Section 7 would be titled 'Reporting' and Section 8 would be titled 'Action'. Social venture investments are outside of the standard investment portfolio and need to be approved by the whole F&I Committee (unlike other changes that only need approval from the Chair of the Committee).
- Clarify investment exclusion categories identified in Section 6.

11. Other Business – none.

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

Steinmann departed.

13. **The meeting adjourned at 8:46 p.m.**

**Notice of Motions Passed:
Meeting of the Board of Governors on June 20, 2024**

- 1. Motion to approve the agenda as presented. (Shilton/Myers-Carried)**
- 2. Motion to approve the minutes of the Board of Governors Meeting of April 18, 2024 as presented. (Schneider/Horsburgh-Carried)**
- 3. Motion to approve the B8 – Appointment, Permanence, Tenure And Promotion Policy as presented (Myers/Abraham-Carried)**
- 4. Motion to approve the B14 – Policy on Public Statements as presented (Myers/Shilton-Carried)**
- 5. Motion to move In-Camera with Board members. (Shilton/Schneider-Carried)**

Approved without amendments by the United College Board of Governors on October 17, 2024.

Signed, _____ Secretary of the Board Date: _____

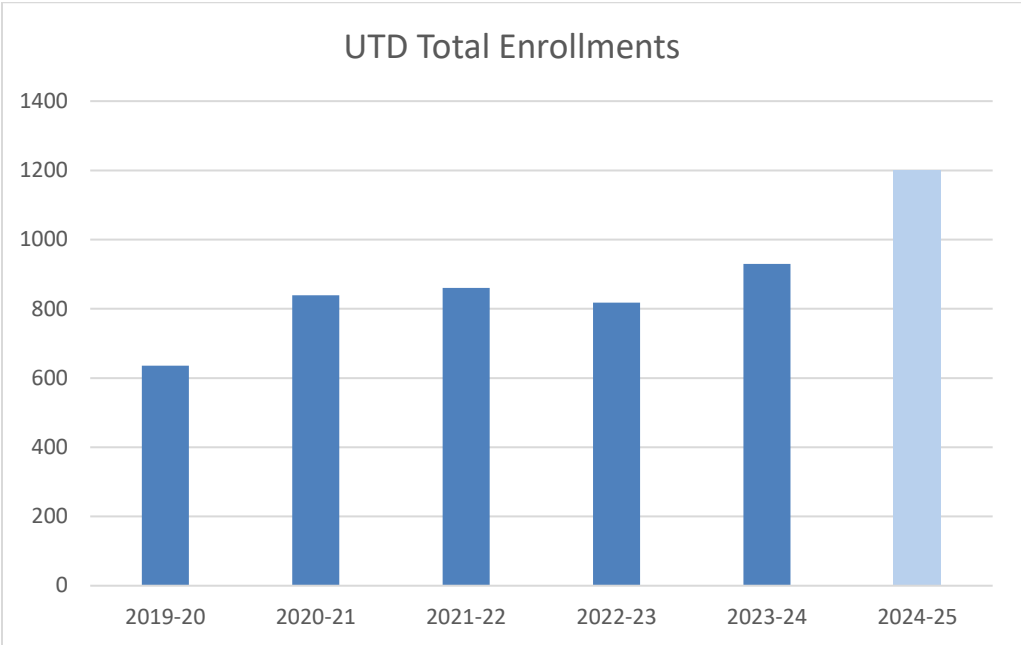
Signed, _____ Chair of the Board Date: _____

Principal’s Report to the Board

October 2024

The main ongoing challenge that the College has been facing is a structural deficit in our teaching activity. The *Equity Agreement* between UW and the Colleges stipulates the proportion of Arts-subject teaching that each AFIW is supposed to deliver. The target for United College is modest: 1.04% of total student course registrations. For over a decade, three of the AFIW have struggled to meet their targets. There are two basic reasons. First, there is a general decline nation-wide in some of the subjects in which we have traditionally done a substantial amount of teaching (notably, Religious Studies). The second reason is that our target has actually increased over time due to UW’s addition of major new programming in the School of Accounting and Finance and at the Stratford campus. The AFIW do not participate in these programs but the enrolments they generate increase the amount we have to teach in order to keep at our assigned ratios.

Board members will recall that United College has had a long-term strategy of introducing new academic programs to provide us with more effective opportunities to generate the enrolments we are supposed to deliver. I’m please to report that the strategy is working quite well. As the table below indicates, we have had steady enrolment growth over the past five years. Our projected enrolments for the current year (and I should emphasize that the numbers for the winter term as still estimates) are currently on track to hit 1,200.



Our target each year fluctuates with overall ARTS enrolments but we estimate the target for the current year to be in the neighbourhood of 1,250. If current enrolment estimates hold, we are

likely to be more than 90% of the way to our target. This is a substantial improvement over past years when we have been as low as 60%.

Of particular note is the progress of the Human Rights Minor, where multiple years of first-year offerings are now leading to solid enrolments in second-year and third-year courses. We expect that progress to continue. We also hope to see it duplicated in newer offerings such as Social Innovation Minor and the Indigenous Entrepreneurship Diploma.

And now, please permit me to provide a summary of new developments since our June meeting.

1. **Academics**

1.1 *Social Innovation and Impact Minor* The first course in the new Social Innovation and Impact Minor launched this September. There are 4 students registered for INNOV 200: Theory and Practice of Social Innovation. The students are exploring theories, practices, and approaches to social innovation while engaging in community field trips and developing their identities as changemakers. Recruitment is ongoing for INNOV 201 which will be offered i2

1.2 *Winding Up INDEV* The Faculty of Environment has made official a decision that comes as no surprise: both the Major and the Minor in International Development will be closed when the current students graduate. The College might have continued to play a modest role in winding up the program over the next two years but the agreement between the Faculty of Environment and the College, which provides for the sharing of teaching and the transfer of financial resources, will expire at the end of this year. As the negotiation of any extension would require the involvement of the Provost, it was deemed easier to let the Faculty of Environment cover off all remaining teaching after next year.

2. **External Relations**

2.1 *Golf Tournament* The 15th annual United College golf tournament was a [swinging success](#), raising \$22,000 in support of the College's outdoor amenities project. Funds raised at the tournament will pay for the purchase of furniture and equipment such as Muskoka chairs, pickleball equipment, picnic tables, skates, and ice rink equipment, making the United College Green an even more inviting place for students across the University to build lasting connection and community. Thank you to the approximately 150 alumni, staff, students, and friends who came together to make the golf tournament a huge success.

2.2 *Ride for Refuge* For the second year in a row, United College and Reception House partnered to host Ride for Refuge, a bike and walk around the University of Waterloo campus

and surrounding areas in support of people seeking safety and hope. Dozens of recently arrived refugees, staff, students, dons, King Warrior, Toasty, and local politicians from all levels of government came out to the United College Green to support and cheer riders and walkers on. Thank you to our Director of External Relations, Rebecca Wagner, for leading this partnership and working alongside Reception House to make this event possible.

2.3 *Stanley Knowles Dinner* Please plan to attend the Stanley Knowles Dinner on Saturday, November 30th. The Chancellor's after-dinner conversation will feature Brian Bronfman and Amal Elsana on the subject of peace in the Middle East. We will also be recognizing Distinguished Alumni Award winners Ka-Ping Ye, Emerging Alumni Award winner Jonathan Pinto and Friend of the College Bill Nelson.

2.4 *New Communications Officer* The College is pleased to welcome *Davandra Earle* as its new Communications Officer. Davandra comes to us with experience at Brescia University College (Western) and UW's Central Advancement Office.

3. **Finance and Administration**

3.1 *Fall Occupancy* Our Graduate Residence is at 100% occupancy but we have opened the fall semester with 12 empty beds in the undergraduate residence (96% occupancy). A variety of factors have resulted in lower-than-budget occupancy, including but not limited to a softer demand for housing across campus and more no-shows than expected (often tied to International student visa issues). All of the campus housing partners have vacancies.

3.2 *Facilities* We are almost near completion of the outdoor spaces project. By the time of the Board meeting, the court/rink should be completed and open for student use. There were significant delays after a supplier issue with the originally planned rink piping system. This summer we also renovated the 3 academic offices across from the Principal's Office, which received a much-needed facelift after over 60 years of aging (and no insulation!)

3.3 *Conference Business* Conference revenues were very healthy this summer, basically doubling revenue over budgeted projections. Kudos to Stephanie Horsburgh for her diligence to overseeing a very successful conference business. Stephanie also implemented an online conference booking system to eliminate some of the manual processes.

3.4 *24/25 Forecast* Despite being behind on Fall UG occupancy, we've had positive results due mainly to conference success and stronger than budgeted investment results. We now expect to finish the fiscal year with a modest surplus.

4. **GreenHouse**

4.1 *Social Innovators in Training* This fall GreenHouse is supporting 23 students in developing and launching their social ventures, projects, and ideas. There is representation from all six faculties, although we continue to see the most engagement from students in Engineering and Environment. There are two opportunities for community members to meet the students and learn about their projects – [Demo Day](#) (October 23) and the [Social Impact Showcase](#) (November 20).

4.2 *Changemaker Labs* Over the spring term, Changemaker Labs supported 20 students through a collaboration with the Waterloo Climate Institute called ‘Food as Climate Action’. This fall, Changemaker Labs continues to support students in engaging in food systems through a grant from the Sustainability Action Fund. The Green Team project is currently supporting 17 students through weekly workshops and micro-projects focused on soil regeneration, mycology, and traditional ecological knowledge.

4.3 *Class Collaborations* GreenHouse is collaborating with the Faculty of Health to deliver HLTH 480: Competencies in Health. In this unique course, 80 students are working with community partners to identify needs in the community and come up with innovative health solutions. This term, there are two course sections focused on ‘health and climate change’ and ‘social prescribing’. We hosted our first community engagements at the end of September, where students engaged with 19 community members with a variety of experiences and expertise.

4.4 *Staffing Updates* In August, Malak Sameh completed her contract and we welcomed Sophia Badakhshan as our new Student Engagement Coordinator. During her time as a University of Waterloo student, Sophia held several positions where she helped support student engagement in social entrepreneurship programming, including a co-op role as the Entrepreneurship Program Coordinator for the Faculty of Environment and as the President of Enactus Waterloo.

4.5 *Youth Climate Action Fund* GreenHouse continues to support the City of Kitchener in the delivery of Bloomberg’s Youth Climate Action Fund. Sixteen youth teams were awarded micro-grants to launch their climate action projects. Over the fall term, GreenHouse will provide workshops and coaching to the youth teams as they implement their projects.

4.6 *International Social Innovation Research Conference* In September, GreenHouse Director Tania del Matto attended ISIRC and presented on the topic of social innovation and re-imagining global engagement for the future of Canadian universities. The presentation examined the potential for social innovation and entrepreneurship program models to further increase student engagement and provide global change making opportunities for youth at a time when the conventional routes to such experiences are narrowing.

4.7 *Green Office Program* GreenHouse staff continue to lead the College's participation in UW's *Green Office Program*. As of this summer, the College has obtained a 'silver' designation and have achieved 101 out of 172 possible points. Over the past few months, we have focused our efforts on sustainable transportation, water consumption and conservation, and sustainable food choice.

5. **Student Life**

5.1 *LLC Registrations* Registrations in our two main Living Learning Communities are substantially down again this year. It is very clear to us that the problem stems from the way UW's Campus Housing office has restructured the First Year Housing Guarantee Application. Students do not learn about the LLCs until *after* they have selected their preferred residence, which is a clear case of putting the horse behind the cart. (A female engineering student who selects United will see that we have an LLC for her but a student who does not select us will never find out about that LLC.) Work is in process to have the application form changed.

5.2 *Staffing* We are pleased to be welcoming *Stephen Barratt* as our second Residence Life Coordinator. Stephen joins us from UT-Mississauga where he held similar responsibilities in their residence system. Stephen will have special responsibility for the Living-Learning Communities and is developing new guides for the LLC Peer Leaders.

5.3 *United College Student Association* When I arrived as Principal in 2016, the College did not have a student council and had not had one for decades. I believe this was a side-effect of the involuntary conversion of our residences into residences for first-year students only. It took several years of work to have a group of students produce a constitution for a new Student Union that would serve the entire student population (and not just the residence students). That organization had challenges in developing a solid foundation. In the March, it essentially withered away. The Director of Student Life and I developed a simpler constitution for a new United College Student Association. This constitution gives the Director a larger role in supporting the organization and makes it easier to appoint new executive officers when there are vacancies. We are cautiously optimistic that the new organization will be more successful than the previous one.

6. **Waterloo Indigenous Student Centre**

6.1 *Student Placements* We have two students joining us for the Fall and Winter term under two different positions: Ryan MacTavish is with us in a 10-month Bachelor of Social Work placement. He will be supporting programming and running of the space, while building a network to support his future career. Ryan will also take the lead organizing a series of events with Elder Myeengun, Melissa Ireland, and Emma Smith to develop group facilitation skills and group-based support imbedded in Indigenous circle practices.

Aurora Dignard is joining us in the updated WISC-Live-in-Assistant position that was established by the previous WISC Director in collaboration with Stephen Prentice. Aurora will be supporting social media, digital assets creation, and initiating a long-term engagement story with a decorative bear in WISC. She will be planning, budgeting, and then executing “outfits” for the 5-foot bear, in coordination with upcoming events or holidays. This will translate into social media posts to highlight each decorative creation.

6.2 Stratford Festival Partnership – The Diviners This partnership is between UWaterloo, through the Faculty of Arts, Office of Indigenous Relations, Waterloo Indigenous Student Centre, with the Stratford Festival to make Indigenous theatre more accessible for community. This is the third year of this collaboration that includes viewing a dress rehearsal to provide feedback from Indigenous partners, contributing to the associated study guide, and taking students to see the play in coordination with others on campus.

A new addition to this year’s promotion leading up to October 2nd trip with students, we organized a workshop called Layering Landscapes. That was developed by Wanda Kidd and Summer Bressette to explore storytelling and the deep connection to place, culture, and heritage, drawing from themes in the Stratford Festival's production of *The Diviners*. In this workshop, participants had the opportunity to learn about Potawatomi ribbon-work from Summer and create their own paper designs inspired by traditional techniques.

6.3 Theatre and Performance Partnership – TH'OWIXYA The Theatre and Performance program's newest fall production, TH'OWIXYA, marks their first staging of a play written by an Indigenous playwright, Joseph Dandurand of the Kwantlen First Nation. Throughout the term, WISC has partnered with the Theatre program to engage Indigenous students in workshops creating props and set pieces for the production, including hand drums and rattles. Additionally, the playwright visited WISC, providing an opportunity to connect with students, during the department’s hosting of Soup and Bannock lunch on September 26th. As a culmination of this partnership WISC will take students to a performance of TH'OWIXYA, using the discount code being offered to Indigenous students the theatre.

6.4 Swag – Alanah Jewell Collaboration

We launched a new annual artist collaboration for WISC swag. In future years, starting in the winter term students can submit art to be used on the next academic years swag order – with compensation of an honorarium and swag bundle with their designs. This year we initiated this program with an established local artist, Alanah Jewell, to inspire students. The design incorporated our name Shatitsirótha' “reigniting the flame” with elements of growth and time to represent students reigniting their passion for learning and reconnecting through the phases of strawberry plants. So far it has been added to the recently updated website, social media, and prints of the design were gifted to Indigenous first years at the WISC orientation lunch event in September.

6.5 *Gidinawendamin/Ska'nikú•lát 21st Annual Pow wow*

We celebrated another Pow Wow on September 28th at the Columbia Icefield Field (CIF), field 7. This year continued the collaboration between the Shatitsirótha' Waterloo Indigenous Student Centre (WISC) and the University of Waterloo Office of Indigenous Relations (OIR). OIR took the financial lead this year, though WISC staff still joined the planning committee and contributed our time and support to lead the day.

With a record-breaking 4,600 attendees and over 50 vibrant vendors, this year's Pow Wow was the largest to date. We had over 30 volunteers that were extremely organized and it led to a smooth day that wrapped up on time. We look forward to continuing to see growth and spotlight of this amazing event on campus.

We are deeply grateful for the generous support of new and returning sponsors, including Athletics and Recreation, OpenText, TD Canada Trust, Waterloo Region Community Foundation, UW Faculty of Engineering, UW Faculty of Health, UW Faculty of Mathematics, UW Faculty of Environment, UW Faculty of Science, UW Office of Research, KPMG, UW Staff Association, UW Faculty Association, Conrad Grebel University College, Waterloo Undergraduate Student Association, and the Canadian Federation of University Women – Kitchener-Waterloo Chapter.

Respectfully,



Richard Myers
Principal

Appendix A: Update on the College Strategic Vision

Principal's Note: As this is a rolling report on a long-term process, I have reproduced sections of last-year's report with updates noted in yellow.

In 2019, the College adopted a strategic vision to guide our work for the decade of the 20s.

By 2030, the College will have:

- A national reputation for excellence in select academic areas
- A more engaged and diverse residence community
- A fourth major co-curricular program
- Stronger engagement of upper-year students
- Upgraded residence wings and additional academic space
- An enhanced profile on the broader campus

Four years in, our progress is as follows:

1. A National Reputation for Excellence in Select Academic Areas

We have made excellent progress on this first objective. The “national reputation” part hasn’t yet materialized but we now have the pieces to get there:

- A unique Human Rights Minor that links to the law program and Essex and allows a student to obtain a four-year BA and a three-year law degree in five years
- A unique program in Indigenous Entrepreneurship that is badly needed in this country
- A relatively unique new program in Social Innovation and Impact that leverages our strengths in GreenHouse

2. A More Engaged and Diverse Residence Community

Two initiatives are worth noting here:

- We have made a conscious effort to recruit a more diverse team of Dons
- We are taking a leading position in terms of welcoming neurodivergent students into residence
- The student body is visibly more diverse this year. We believe this is in part because when the Associate VP for Equity brings contingents of Black students to visit the university, he ensures that they have the best lunch on campus – at United College.

3. A Fourth Major Co-Curricular Program

The current three programs are GreenHouse, the WISC, and the Student Refugee Program

We have developed a new incubator for Indigenous Entrepreneurship, which has received substantial external funding and employs three Indigenous staff.

It is logical to prefer that new co-curricular programming be linked to existing academic programming. We have assumed for a number of years that the greatest opportunities in this area would be tied to our new academic program in Human Rights. Since the end of the winter term, the faculty in the Human Rights Minor have been working with students in their program to make United College the base for a chapter of Amnesty International. Approximately a dozen students have signed up to participate in the initiative. There is a good chance that this will evolve into a new major co-curricular program that meshes well with the College's values and priorities.

4. Stronger Engagement of Upper-Year Students

Over the past three years, we have gone from having virtually no upper-year students in the residence (apart from the Dons) to approximately 50

We now have a United College Student Union that represents *all* United College students, not just those in residence.

Plans are in the works to offer on off-campus membership to non-residents who fit under the College's definition of United College Students: students using the WISC or GreenHouse; students enrolled in United College academic programs; and former residents who are still enrolled at UW but now live elsewhere.

This term, the number of upper-year students in residence (excluding dons) has increased to 60 and we are aiming to increase that number by another ten for next year.

5. Upgraded Residence Wings and Additional Academic Space

The upgrades to the East and West Wings have been completed.

The College administration has had preliminary discussions with the Building and Property Committee of a plan to reorganize space so as to allow for the creation of an 18-seat seminar room and a 48-seat active-learning classroom.

6. An Enhanced Profile on the Broader Campus

Modest progress has been made in the last two years through the following initiatives:

- Innovative new academic programs (as described above)
- Institutional re-brand
- Dining Diplomacy: our outstanding food service allows us to draw UW leaders to Watsons. In June, we hosted the UW Board for lunch. We will host the UW Executive Council in November.
- We have taken on a fund-raising event for community partner *Reception House*. Our first crack at it brought the Mayor of Waterloo, the Chair of Waterloo Region, the MP for Waterloo and a Waterloo City Councillor to our College.
- Our skating rink and pickleball court are both unique on campus. It is our intention to share these unique resources with cross-campus partners to help built relationships and to cement our image as a great home for students.

In recent years, we have not had much of a presence in UW media. Rebecca Wagner has done an excellent job of reversing that trend. Here is a list of features and news stories about the College that have appeared in UW media since last year's report:

- Bake for the Animals bake sale in support of the Humane Society, profiled in the University of Waterloo's *Daily Bulletin* [here](#) (February 12th, 2024).
- The new Minor in Social Impact and Innovation profile piece, profiled in the University of Waterloo's *Waterloo News* [here](#) (February 21st, 2024).
- The new Minor in Social Impact and Innovation profile piece, profiled in the University of Waterloo's *Daily Bulletin* [here](#) (February 22nd, 2024).
- New outdoor amenities construction at United College, profiled in the University of Waterloo's *Daily Bulletin* [here](#) (April 29th, 2024).
- Indigenous entrepreneurship programming at United College (Flint Hun and INDENT), profiled in the University of Waterloo's *Waterloo News* [here](#) (May 30th, 2024).
- Beer & Bites 2024 University of Waterloo Alumni Weekend re-cap article, profiled in the University of Waterloo's *Daily Bulletin* [here](#) (June 4th, 2024).

- Indigenous entrepreneurship programming at United College (Flint Hun and INDENT), profiled in the University of Waterloo's *Daily Bulletin* [here](#) (June 6th, 2024).
- The International Development ring ceremony, profiled in the University of Waterloo's *Daily Bulletin* [here](#) (June 20th, 2024).
- The GreenHouse gardening venture Nurture and community partnerships, profiled in the University of Waterloo's *Waterloo News* [here](#) (July 24th, 2024).
- The GreenHouse gardening venture Nurture and community partnerships, profiled in the University of Waterloo's *Daily Bulletin* [here](#) (July 24th, 2024).
- The United College 15th annual golf tournament, featured in the University of Waterloo's *Daily Bulletin* [here](#) (August 28th, 2024).
- Promotion and request for volunteer's and participants at the Ride for Refuge, featured in the University of Waterloo's *Daily Bulletin* [here](#) (September 10th, 2024).
- Promotion and request for volunteer's and participants at the Ride for Refuge, featured in the University of Waterloo's *Daily Bulletin* [here](#) (October 2nd, 2024).
- Event re-cap of the Ride for Refuge, featured in the University of Waterloo's *Daily Bulletin* [here](#) (October 11th, 2024). (Note: the URL is pending as the article hasn't been published yet).

For Decision

Date of Meeting: October 17, 2024

To: Members, Board of Governors

From: Richard Myers, Principal

RE: **Item #5a) B11 – Employee Contract Policy**

Recommendation:

Motion to recommend the proposed changes to B11 – Employee Contract Policy to the Board of Governors for approval.

Background:

Policy B8 governs the use of standardized employment contracts for both staff and faculty.

We are proposing a series of changes to Policy B11 that are drafted to keep us consistent with the current Ontario employment law landscape.

Changes to the Staff Contract Template are summarized as follows:

1. Added a section on ‘Scope of Duties’. This gives us an opportunity to provide the employee with a copy of their job description as it appears on the date of hire and has the employee acknowledge that they have had an opportunity to review the College’s policies and procedures.
2. The adjustments to the section on ‘Term’ state that it is a contract for an indefinite period of time and identifies what the probationary period is. We recognize that the 6 month probationary period exceeds the 3 month period under the Employment Standards Act (ESA), and as a consequence regular termination requirements pertain.
3. Under ‘Compensation’ we are removing the mention of a salary review held in April. We have specified that ‘standard deductions’ means statutory deduction, remittances and withholdings.
4. Added a section on ‘Expenses’.
5. Added a section on the ‘Return of Property’.
6. Revised the language in our ‘Termination’ clause (since the law actually restricts termination at certain times based on protected leaves).
7. Added a section for ‘Independent Legal Advice’.

Changes to the Faculty Contract Template are summarized as follows:

1. The contract was insufficiently clear about what happens if the three year probationary contract is not renewed. We have added language to address what would happen in the case of a negative review at the end of the second year.
2. Revised the language in our 'Termination' clause (since the law actually restricts termination at certain times based on protected leaves).

Documentation Provided:

- B11 – Employee Contract Policy

B11 – Employee Contracts Policy

Created: September 2021
Board Approval Required: Yes

Last Updated/Reviewed: September 2024
Next Review: 2025

Preamble

The use of a standardized employment contract provides a number of advantages. First, it promotes equity among individual members of the employee group. Second, it assures the Board that employment arrangements are being handled professionally and in a manner that limits potential liability on the part of the College.

At the same time, it is important to recognize that there will be cases where there is a legitimate need for minor variations in individual contracts.

Contract Templates

The Principal shall issue newly-hired staff contracts based on the “staff contract template.” The Principal shall issue newly-hired members of the full-time faculty contracts based on the “faculty contract template.” Copies of the templates are appended to this policy.

Amendments to the Templates

Any major changes to the templates must be brought to the Governance Committee for approval. A “major change” is one that entails a significant cost to the College or has the potential to create a significant liability.

Deviations from the Templates

The Principal may make minor deviations in any staff or faculty contract in response to unique circumstances. The Principal shall consult with the Board Chair (or Vice-Chair in the absence of the Chair) in cases where a deviation from the template entails a significant cost to the College or has the potential to create a significant liability.

Appendix A: Staff Contract Template

EMPLOYMENT AGREEMENT

B E T W E E N:

(the “Employer”)

- and -

- (“Employee”)

WHEREAS the Employer and Employee have agreed to enter into an employment relationship for their mutual benefit;

THE PARTIES agree that the terms and conditions of their employment relationship shall be as set forth below.

Scope of Duties

The Employer agrees to employ Employee in the regular full-time position of [position title]. By accepting this offer, Employee agrees to perform the duties inherent in this position, including the duties set out in the job description attached as Appendix “A” to this agreement. The supervisor for the position is the [supervisor name].

By accepting this offer, Employee agrees to comply with the employment policies, practices, rules and instructions of the Employer now in force or which may be amended, revised or adopted by the Employer in its sole discretion from time to time of which the Employee has been made aware.

Term

The start date will be [date] for an indefinite period of time, subject to the termination clause found in this Agreement.

During the first six months of employment, Employee will be working in a probationary period. The Employer reserves the right to terminate the employment of Employee for any non-discriminatory reason without notice or pay in lieu thereof during this probationary period, except as may be required to comply only with the minimum requirements of the Ontario *Employment Standards Act, 2000* (“ESA”), as amended, notwithstanding the provisions of ‘Termination’ found in this Agreement.

B11 – Employee Contracts Policy

Created: September 2021
Board Approval Required: Yes

Last Updated/Reviewed: September 2024
Next Review: 2025

Compensation

Compensation will be a gross salary of [salary]/year including vacation, paid monthly from which statutory deductions, remittances and withholdings will be made.

Hours for this position will normally be 35/week; however, there will be specific times when additional hours will be required which can be offset at other times. Evening and weekend hours will occasionally be required. Please be aware of the guidelines and restrictions regarding overtime as outlined in Employer's E2 – Overtime Policy.

Benefits

The Employer offers a competitive family health, family dental, life insurance benefit and pension package which mirrors the University of Waterloo package found here:

https://uwaterloo.ca/human-resources/sites/ca.human-resources/files/uploads/files/fp2235_consolidated-pension-benefit-book_lr_forabledocs_final-ua.pdf

Vacation

Vacation entitlement is 3 weeks annually for the first 3 years of employment. In addition to this entitlement, paid time off is provided from December 24 through to January 1. Employee may only take the number of vacation days that they have accrued at the time of the vacation.

Expenses

Employee will be reimbursed for reasonable and authorized business expenses, including travel, parking, and other necessary business expenses incurred as a result of work on behalf of the Employer. The Employer will reimburse Employee for such expenses upon presentation of supporting documentation satisfactory to the Employer in accordance with the tax principles applicable in Canada for such reimbursement and the Employer's established reimbursement policies, as those policies may be modified from time to time in the Employer's discretion. Reimbursement for any such expenses will be at the sole discretion of the Employer.

Return of Property

Upon the termination of Employee's employment under this Agreement, Employee shall at once deliver or cause to be delivered to the Employer all books, documents, effects, money, securities, or other property belonging to the Employer or for which the Employer is liable to others, which are in the possession, charge, control, or custody of Employee.

B11 – Employee Contracts Policy

Created: September 2021
Board Approval Required: Yes

Last Updated/Reviewed: September 2024
Next Review: 2025

Termination

This Agreement and Employee's employment with the Employer may be terminated on any of the following grounds:

- (a) at any time upon the mutual written consent of the parties;
- (b) by Employee, upon providing the Employer with thirty (30) days' notice of resignation in writing. Employee agrees that the Employer may waive all or part of that notice and accept the resignation at an earlier effective date. If the Employer does so, Employee will only be paid to the date upon which the Employer waives the notice, unless otherwise explicitly required by the ESA;
- (c) by the Employer, without notice, termination pay in lieu of notice, severance pay or benefits continuation, for willful misconduct, disobedience or willful neglect of duty that is not trivial and has not been condoned by the Employer. The failure by the Employer to rely on this provision in any given instance or instances will not constitute a precedent or be deemed a waiver; or
- (d) by the Employer, upon providing the Employee with the **greater** of:
 - (i) two (2) weeks' notice (or termination pay in lieu of notice); or
 - (ii) the minimum amount of notice (or termination pay in lieu of notice) required by the ESA.

If the Employer terminates this contract by providing Employee with notice or termination pay in lieu of notice under this sub-clause (d):

- (i) the Employer will also provide Employee with any other minimum entitlements required by the ESA, including severance pay (if any), benefits continuation, and accrued vacation pay or other wages;
- (ii) the decision to provide actual notice or pay in lieu, or any combination thereof, as well as the decision to provide pay in lieu of notice as a lump sum payment or otherwise, will be in the sole discretion of the Employer, unless otherwise required by the ESA; and
- (iii) any pay in lieu of notice will be based on Employee's annual salary, as it was on the date the written notice of termination was received. Any other form of compensation under any bonus, incentive or other compensation program will not be considered part of Employee's annual salary nor included in the calculation of pay in lieu of notice, save and except as minimally required by the ESA.

B11 – Employee Contracts Policy

Created: September 2021
Board Approval Required: Yes

Last Updated/Reviewed: September 2024
Next Review: 2025

It is expressly understood that this section will apply throughout employment with United College, even if Employee's position, duties and responsibilities or compensation change significantly while Employee is employed. Employee also agrees that the payments and benefits described above satisfy all entitlements upon termination, whether under statute, common law, this contract, or otherwise.

Independent Legal Advice

Employee acknowledges that they have obtained or had the opportunity to obtain independent legal advice with respect to the terms and conditions contained herein.

Signed this _____ day of _____, 20 _____, in the City of _____ in the Province of Ontario.

Employee

Employer

B11 – Employee Contracts Policy

Created: September 2021
Board Approval Required: Yes

Last Updated/Reviewed: September 2024
Next Review: 2025

Appendix B: Faculty Contract Template

[Date]

Dr. [Name]
[Street address]
[City, Province]
[Postal code]

Dear Dr. [Name]:

Based on our discussion and negotiations, and on the recommendation of the Academic Dean and the [Title] Search Committee, I am pleased to offer you a three-year probationary contract at the rank of Assistant Professor. The appointment is to commence on [Date] of this year. Subject to a favourable review, you will be eligible for a second three-year probationary contract commencing [Date]. You will be eligible to apply for tenure during the second probationary contract as per the College's B8 – Appointment, Tenure and Promotion Policy. If the review conducted at the end of the second year of this contract recommends against renewal of the contract, your employment with the College will cease on June 30th of _____ [the third year of the contract].

Your standard teaching load each year is four courses, normally taught in the fall and winter semesters. Teaching duties are deemed to represent 40% of your workload. You will also be expected to conduct research (40% of workload) and share in the governance of the College (20% of workload). You report directly to the Academic Dean in all matters of workload, including the assignment of courses to be taught. The Academic Dean will conduct a review of your performance every second year, in accordance with College policy.

Your annual salary for the [Year] will be \$[salary], paid in monthly instalments as per UW practice. You are eligible for annual increments in accordance with the College's policies and practices for faculty. You will be enrolled in the pension and benefit programs for full-time University of Waterloo faculty described here:

https://uwaterloo.ca/human-resources/sites/ca.human-resources/files/uploads/files/fp2235_consolidated-pension-benefit-book_lr_forabledocs_final-ua.pdf

B11 – Employee Contracts Policy

Created: September 2021
Board Approval Required: Yes

Last Updated/Reviewed: September 2024
Next Review: 2025

The College will provide you with a standard private office for your work and a laptop computer. You will receive an annual professional development allowance (estimated at \$[PD allowance budget] for [Year]) and are also eligible to access additional research support from a small faculty research fund. You are also eligible for sabbatical leave in accordance with College policy. Finally, for their first ten years of service, faculty members are entitled to four weeks of vacation each year, to be taken at a time that does not interfere with their teaching responsibilities. Beginning in their eleventh year of service, the vacation entitlement increases to five weeks.

I am attaching a copy of the Faculty Handbook which provides further details on the rights and duties of faculty members at United College.

Termination

This contract and your employment with United College may be terminated on any of the following grounds:

- (a) at any time upon the mutual written consent of the parties;
- (b) by you, upon providing United College with thirty (30) days' notice of your resignation in writing. You agree that we may waive all or part of that notice and accept your resignation at an earlier effective date. If we do so, you will only be paid to the date upon which we waive your notice, unless otherwise explicitly required by the Employment Standards Act, 2000 ("ESA");
- (c) by United College, without notice, termination pay in lieu of notice, severance pay or benefits continuation, for willful misconduct, disobedience or willful neglect of duty that is not trivial and has not been condoned by the employer. The failure by United College to rely on this provision in any given instance or instances will not constitute a precedent or be deemed a waiver; or
- (d) by United College for reasons of program redundancy or financial exigency as described in Policy B13 – Financial Exigency and Program Redundancy.

By accepting this offer, you agree to comply with the employment policies, practices, rules and instructions of United College now in force or which may be amended, revised or adopted by United College in its sole discretion from time to time.

You may indicate your acceptance of this offer by signing and dating it below and by returning a copy to me no later than [Date].

[Name], we are delighted to welcome you to United College and look forward to a long and warm collegial relationship!

B11 – Employee Contracts Policy

Created: September 2021
Board Approval Required: Yes

Last Updated/Reviewed: September 2024
Next Review: 2025

Signed this _____ day of _____, 20 ____, in the City of _____ in the Province of Ontario.

Dr. [Name]

Employer



Year-end communication
United College

For the year ended April 30, 2024

September 12, 2024

To the Chair and members of the Audit Committee of
United College

Dear Audit Committee Members:

Report on audited annual financial statements

As agreed in our engagement letter dated June 25, 2024, we have performed an audit of the financial statements of United College (“the College”) as of and for the year ended April 30, 2024, in accordance with Canadian generally accepted auditing standards (GAAS) and expect to issue our audit report upon receipt of a signed management representations letter.

This report summarizes our findings during the audit. Our audit has been conducted in accordance with the Audit Plan that was presented to the Audit Committee members at the meeting on May 8, 2024.

Use of our report

This report is intended solely for the information and use of the Audit Committee, management and others within the College and is not intended to be, and should not be, used by anyone other than these specified parties. Accordingly, we disclaim any responsibility to any other party who may rely on it.

We would like to express our appreciation for the cooperation we received from the officers and employees of the College with whom we worked to discharge our responsibilities.

We look forward to discussing this report summarizing the outcome of our audit with you and answering any questions you may have.

Yours very truly,



Chartered Professional Accountants
Licensed Public Accountants

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Audit objectives and scope

The primary objective of our 2024 audit is the expression of an opinion as to whether the annual financial statements of United College ("the College") present fairly, in all material respects, the financial position, results of operations and cash flows, in accordance with Canadian accounting standards for not-for-profit organizations.

An audit is performed to obtain reasonable but not absolute assurance as to whether the financial statements are free of material misstatement and, owing to the inherent limitations of an audit, there is an unavoidable risk that some misstatements of the financial statements will not be detected, even though the audit is properly planned and performed.

An audit includes:

- Assessing the risk that the financial statements may contain misstatements that, individually or in the aggregate, are material to the financial statements taken as a whole
- Examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements
- Assessing the accounting principles used and their application, and
- Assessing the significant estimates made by management.

A sufficient understanding of internal control was obtained to plan the audit and sufficient appropriate audit evidence was obtained through tests of controls of areas where we determined we would obtain audit coverage by reliance on controls. However, the scope of our review of internal controls is not sufficient to express an opinion as to the effectiveness or efficiency of the College's controls.

Management is responsible for the preparation of the financial statements, which includes responsibilities related to internal control, such as designing and maintaining accounting records, selecting and applying accounting principles, safeguarding assets and preventing and detecting error and fraud.

Status of the audit and related representations

We plan to issue our Auditor's Report shortly after approval of the financial statements and the completion of the following outstanding procedures:

- Receipt of the signed management representations letter,
- Update on status of any legal contingencies, and
- Confirmation of subsequent events with management.

We confirm that we are independent of the College. A draft copy of our annual independence letter has been included as Appendix 3.

No limitations were placed on the scope of our audit and it was performed in accordance with Canadian generally accepted auditing standards. We have received complete access to management and employees of the College, and to all books and records we required in performing audit procedures.

Adjusted and unadjusted financial statement misstatements that we have identified through the audit process to date have been summarized in Appendix 2.

Audit findings

This report summarizes the main findings arising from our audit

Going concern	Management has completed its assessment of the ability of United College to continue as a going concern and in making its assessment did not identify any material uncertainties related to events or conditions that may cast significant doubt upon the College's ability to continue as a going concern. We agree with management's assessment.
Internal control	We did not identify any deficiencies in internal control that existed throughout the year ending April 30, 2024 that we concluded to be significant. As communicated in previous years, given the size of the finance team appropriate segregation of duties cannot be fully implemented.
Fraud and illegal acts	Based on the procedures we performed as required by Canadian Auditing Standards (CAS) 240, The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements, we are not aware of any illegal acts or fraudulent events with respect to United College during the year.
Materiality	We considered materiality in assessing where to focus our testing, as a basis for determining the extent of our testing (i.e., sample sizes) and in the evaluation of financial statement presentation and disclosures. Our audit approach was designed to identify "material" misstatements in the financial statements. Certain items, such as related party disclosures and commitments, may be considered significant based on qualitative factors. Otherwise, the amounts were considered to be material if they exceeded a quantitative guideline. Performance materiality was set at \$200,000 for the 2024 year end (\$200,000 for 2023).
Uncorrected misstatements	In accordance with Canadian GAAS, we request that all misstatements be corrected. Audit adjustments and uncorrected misstatements are summarized in Appendix 2 attached.
Unadjusted disclosure deficiencies	In accordance with Canadian GAAS, we request that all disclosure deficiencies be corrected. There are no disclosure deficiencies aggregated by us during the current engagement and pertaining to the latest period presented to report, as those disclosure deficiencies detected in our audit have been corrected by management.
Conclusion	<p>In accordance with Canadian GAAS, our audit is designed to enable us to express an opinion on the fairness of the presentation of United College's annual financial statements prepared in accordance with Canadian Accounting Standards for Not-for-Profit Organizations (ASNPO). No restrictions have been placed on the scope of our audit. In performing the audit, we were given full and complete access to the accounting records, supporting documentation and other information requested.</p> <p>We intend to issue an unmodified audit report on the financial statements of United College for the year ended April 30, 2024 once the outstanding items referred to above are completed satisfactorily and the financial statements are approved by the Board of Directors. A draft version of our Auditor's report is included in Appendix 1.</p>

Formal reporting responsibilities

We are required by professional standards to report to you any of the following matters if they are observed during the course of our audit. Our findings are based on the audit procedures performed to date.

Required communication

1. Our responsibilities under GAAS.	Audit plan communicated on May 8, 2024.
2. Our audit strategy and scope.	Audit plan communicated on May 8, 2024.
3. Management judgment and accounting estimates.	Going concern assumption
4. Audit adjustments.	Appendix 2
5. Uncorrected misstatements and disclosure deficiencies.	Appendix 2
6. Significant accounting policies.	Note 2 of the financial statements.
7. Alternative treatments for accounting policies and practices that have been discussed with management during the current audit period.	None noted.
8. Our views about significant qualitative aspects of the College's accounting practices, including accounting policies, accounting estimates and financial statement disclosures.	Appropriate
9. Our responsibility for other information in documents containing audited financial statements (e.g., MD&A), any procedures performed, and the results.	Not applicable.
10. Disagreements with management.	None noted.
11. Our views about significant matters that were the subject of consultation with other accountants.	None noted.
12. Major issues discussed with management prior to our retention.	None noted.
13. Significant difficulties, if any, encountered during the audit.	None noted.
14. All significant deficiencies in internal control identified during the audit.	None noted.
15. Material written communications between management and us.	Engagement letter dated June 25, 2024.
16. Illegal or possibly illegal acts.	None noted.
17. Fraud or possible fraud identified through the audit process.	None noted.
18. Significant transactions inconsistent with normal course of business, including related party transactions.	None noted.
19. Non-compliance with laws and regulations that come to the auditor's attention.	No issues noted.
20. Limitations placed on our scope.	No issues noted.
21. Written management representations the auditor is requesting.	Management representation letter to be circulated to management.

Audit risks

Our audit plan identified certain areas of focus for the most significant account balances. The results of our audit work on these risks are set out below:

Revenue recognition *

Significant audit risk

Under Canadian GAAS, we are required to evaluate the risk of fraud in revenue recognition.

This represents a fraud risk for the 2024 audit.

For the 2024 fiscal year, we have pinpointed the presumed risk of fraud to the manual debit entries posted to revenue.

Our audit response

Tested a sample of manual debit entries posted to revenue to support completeness of revenue.

Tested a sample of expenses incurred in relation to new contracted programs and grant funding to support revenue recognition.

Performed lookback testing on prior year deferred revenue to assess if their prior deferral was appropriate.

Performed substantive analytical review of residency fees.

Confirmed academic funding with the University of Waterloo.

Reviewed management’s summary of procedures to ensure donation revenue completeness and completed audit testing for the same.

Audited supporting documentation associated with other revenue.

Our conclusion

No misstatements to report.

Management override of controls *

Significant audit risk

Under Canadian GAAS, it is the responsibility of the management, with the oversight of those charged with governance, to place a strong emphasis on fraud prevention and detection. Oversight by those charged with governance includes considering the potential for override of controls or other inappropriate influence over the financial reporting process.

Management override of controls is present in all entities. It is a risk of material misstatement resulting from fraud and therefore is considered as a significant audit risk.

Our audit response

Held fraud discussions with management.

Asked the Committee for their views about the risk of fraud, whether they know of any actual or suspected fraud affecting the College and their role in the oversight of management’s antifraud programs.

Tested the appropriateness of journal entries made throughout the period and adjustments made at the end of the reporting period.

Evaluated the business rationale for any significant unusual transactions.

Determined whether the judgments and decisions related to management estimates indicate a possible bias, including performing retrospective analysis of significant accounting estimates.

Our conclusion

Management has represented to us that they have not identified any fraud or illegal items and our audit procedures support this assessment.

*Area of Significant audit risk, as required by Canadian GAAS.

Areas of Special Audit Consideration

During our risk assessment, we identified some areas of audit risk that will require special audit consideration. These areas of risk, together with our planned responses, are described below:

Accounts payable and accrued liabilities

Audit risk

Appropriate cut-off and reasonableness of estimates.

Our audit response

Tested disbursements subsequent to year-end to determine the reasonableness of accounts payable and accrued liabilities.

Tested the supporting assumptions for accruals.

Compared amounts which were subject to estimates last year to the actual amounts and assess the reasonableness of the underlying assumptions.

Our conclusion

Refer to Appendix 2 for summary of corrected and uncorrected misstatements.

Investments

Audit risk

Existence, accuracy, and classification of investments between funds.

Our audit response

Obtained third party confirmations for investment accounts and agree to entity records.

Audited the accounting entries related to the fair value of the investment portfolio and ensure investments are recorded in the appropriate fund.

Ensured that disclosure in the financial statements of both investment composition at year end and the breakdown of investment income (including fair value changes in investments, and realized investment income) are in accordance with ASNPOs.

Our conclusion

No uncorrected misstatements to report. Refer to Appendix 2 for summary of corrected misstatements.

Disclosures are in accordance with ASNPO.

Interest rate swap and bank lending agreements

Audit risk

Accuracy of the fair value adjustments recorded related to the interest rate swap.

Existence, accuracy, and appropriateness of disclosures.

Our audit response

Confirmed outstanding credit facility balances as at year end with lenders.

Confirmed the fair value of the interest rate swap.

Reviewed credit agreements, and ensure the terms of the credit facilities have been properly disclosed, and classified (short-term vs. long-term) in the financial statements.

Assessed covenants associated with the credit facilities and whether they were in compliance at year end.

Our conclusion

No misstatements to report.

Appendix 1 – Draft version of our Independent Auditor’s Report

Our report on the financial statements is expected to be in the following form. However, the final form may need to be adjusted to reflect the final results of our audit.

Independent Auditor’s Report

To the Board of Governors of
United College

Opinion

We have audited the financial statements of United College (the “College”), which comprise the balance sheet as at April 30, 2024, and the statements of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the “financial statements”).

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the College as at April 30, 2024, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards (“Canadian GAAS”). Our responsibilities under those standards are further described in the *Auditor’s Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of the College in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the College’s ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the College or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the College’s financial reporting process.

Auditor’s Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor’s report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the College’s internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management’s use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the College’s ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor’s report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor’s report. However, future events or conditions may cause the College to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

[To be signed Deloitte LLP]

Chartered Professional Accountants
Licensed Public Accountants
[DATE] 2024

Draft

Appendix 2 – Summary of adjusted and unadjusted differences

Our reporting responsibilities require us to present to you the misstatements that we identified during the course of our fieldwork, whether they are adjusted by management or not in excess of \$12,500 or approximately 5% of materiality set for the College’s 2024 audit.

2024 Uncorrected misstatements

Description of misstatement	Assets	Liabilities	Fund balance beg of year	Statement of operations Operating fund
	Dr (Cr)	Dr (Cr)	Dr (Cr)	Dr (Cr)
Unrecorded vacation pay accrual		(\$64,000)	\$54,000	\$10,000
Total		(\$64,000)	\$54,000	\$10,000

2024 Corrected misstatements

Description of misstatement	Assets	Liabilities	Fund balance beg of year	Statement of operations Operating fund
	Dr (Cr)	Dr (Cr)	Dr (Cr)	Dr (Cr)
Correction of capital asset additions recorded in the incorrect period. Dr Accounts payable and accrued liabilities \$14,595 Cr Capital assets (\$15,363 net) Cr Depreciation expense (\$768) Dr Capital fund – due from other funds \$15,363 Cr Operating fund – due to other funds (\$15,363)	(\$14,595)	15,363		(\$768)
Correction of repair and maintenance expenses recorded as capital assets. Dr Facilities expenditures \$81,698 Cr Capital assets (\$77,613) Cr Depreciation expense (\$4,085) Dr Transfer from operating fund \$81,698 Cr Transfer to capital fund (\$81,698)	(\$77,613)			\$77,613
Correction of investment revenue classified as change in market value of investments Dr Change in market value of investments \$26,503 Cr Investment revenue (\$26,503)				
Total	(\$92,208)	\$15,363		\$76,845

Appendix 3 – Independence



Deloitte LLP
195 Joseph St
Kitchener ON N2G 1J6
Canada

Tel: 519-650-7600
Fax: 519-650-7601
www.deloitte.ca

September 19, 2024

Private and confidential

The Audit Committee
United College

Dear Audit Committee Members,

We have been engaged to audit the financial statements of United College (the College) for the year ending April 30, 2024.

You have requested that we communicate in writing with you regarding our compliance with relevant ethical requirements regarding independence as well as all relationships and other matters between the College, our Firm and network firms that, in our professional judgment, may reasonably be thought to bear on our independence. You have also requested us to communicate the related safeguards that have been applied to eliminate identified threats to independence or reduce them to an acceptable level.

In determining which relationships to report, these standards require us to consider relevant rules and related interpretations prescribed by the appropriate provincial institute/order and applicable legislation, covering such matters as:

- a. Holding a financial interest, either directly or indirectly, in a client
- 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 a client
- c. Personal or business relationships of immediate family, close relatives, partners or retired partners, either directly or indirectly, with a client
- d. Economic dependence on a client, and
- e. Provision of services in addition to the audit engagement.

We are not aware of any relationships between the Deloitte Entities and the College and its affiliates, or persons in financial reporting oversight roles at the College and its affiliates, that, in our professional judgment, may reasonably be thought to bear on independence, that have occurred from October 12, 2023 to September 19, 2024.

We hereby confirm that we are independent with respect to the College in accordance with the Rules of Professional Conduct of the Chartered Professional Accountants of Ontario as of September 19, 2024.

This report is intended solely for the use of the audit committee, the board of directors, management, and others within the College and should not be used for any other purposes.

Yours very truly,

Chartered Professional Accountants
Licensed Public Accountants

Appendix 4 – Deloitte resources a click away

At Deloitte, we are devoted to excellence in the provision of professional services and advice, always focused on client service. We have developed a series of resources, which contain relevant and timely information.

<p>Economic Outlook https://www2.deloitte.com/ca/en/pages/finance/articles/economic-outlook.html</p>	<p>Quarterly updates on Canadian and international economic trends and events.</p>
<p>Canada’s Best Managed Companies www.bestmanagedcompanies.ca</p> <p>Target audience Directors and CEO/CFO</p>	<p>The Canada's Best Managed Companies designation symbolizes Canadian corporate success: companies focused on their core vision, creating stakeholder value and excelling in the global economy.</p>
<p>Centre for financial reporting https://www.iasplus.com/en-ca/standards</p> <p>Target audience</p> <ul style="list-style-type: none"> • Directors and CEO/CFO • Controller and Financial reporting team 	<p>Web site designed by Deloitte to provide the most comprehensive information on the web about financial reporting frameworks used in Canada.</p>
<p>Deloitte Viewpoints https://www.iasplus.com/en-ca/tag-types/deloitte-viewpoints</p> <p>Target audience</p> <ul style="list-style-type: none"> • CFO • Controller and Financial reporting team 	<p>Electronic communications that helps you to stay on top of standard-setting initiatives impacting financial reporting in Canada.</p>
<p>CFO's corner https://www.iasplus.com/en-ca/cfos-corner</p> <p>Target audience</p> <ul style="list-style-type: none"> • CFO and VP Finance • Controller and Financial reporting team 	<p>Editorial providing insights into key trends, developments, issues and challenges executives face, with a Deloitte point of view.</p>
<p>Deloitte Debriefs https://www.iasplus.com/en-ca/dbriefs/webcasts</p> <p>Targeted audience</p> <ul style="list-style-type: none"> • CFO and VP Finance • Controller and Financial reporting team 	<p>Learning webcasts offered throughout the year featuring our professionals discussing critical issues that affect your business.</p>

United College

Investment Report Date: October 7, 2024

Metric	Min	Max	Target	Reported Result
Long Term Mandate Market Value (CAD)				\$6,951,331.50
Short Term Mandate Market Value (CAD)				\$3,611,850.29
Combined Market Value (CAD)				\$10,563,181.79
Combined Rate Of Return			Market Index* YTD: 11.93% 1 Year: 20.87% 5 Year: 7.22%	YTD: 12.81% 1 Year: 20.80% 5 Year: 8.36%
Combined Equity %	25%	65%	50%	47.98%
Combined Cash, Cash Equivalents & Fixed Income %	35%	75%	50%	52.02%
Foreign Equity % as a % of Equity	0%	50%	n/a	47.52%
Transfers	April 8 th , 2024: -\$500,000 June 19 th , 2024: -\$300,000 July 2 nd , 2024: -\$200,000 Sept 6 th , 2024: +\$750,000			

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

For Decision

Date of Meeting: October 17, 2024

To: Members, Board of Governors

From: Richard Myers, Principal

RE: **Item #5d) B5 – Investment Policy**

Recommendation:

Motion to recommend the proposed changes to B5 – Investment Policy to the Board of Governors for approval.

Background:

Policy B5 relates to the prudent and effective management of the funds of United College.

Suggested changes are aligned with recent revisions that UW has made to their Investment Policy and includes feedback from the June Board of Governors meeting.

Changes to the Policy are summarized as follows:

1. Section 2. Indigenous investments must be verified and approved by the Finance and Investment Committee.
2. Section 6. Revised the language that describes the College’s ‘Investment Exclusions’.
3. Added Section 8. At the June Board meeting, the Board of Governors agreed that the College would publicly report the following information on its website: a) A list of direct investments; b) A list of all funds of pooled investments; c) The names of any fund managers providing investment services to the College; d) A copy of the B5 – Investment Policy.

Documentation Provided:

- B5 – Investment Policy

B5: Investment Policy

Created: November 29, 2001
Board Approval Required: Yes

Last Updated: May 23, 2024
Next Review: May 2028

A Policy relating to the prudent and effective management of the funds of United College, as mandated to the Finance & Investment Committee (hereafter the “Committee”) by the Board Resolution dated December 7, 2006.

1. POWERS AND DUTIES

The Committee shall perform its duties in line with College policy and the Ontario Trustee’s Act 1999, which specifies a “prudent investor” and delineates seven mandatory criteria that a trustee must consider in making an investment decision, as follows:

1. General economic conditions
2. The possible effect of inflation or deflation
3. The expected tax consequences of investment decisions or strategies
4. The role that each investment or course of action plays within the overall trust portfolio
5. The expected total return from income and the appreciation of capital
6. Needs for liquidity, regularity of income, and preservation or appreciation of capital
7. An asset’s special relationship or special value, if any, to the purposes of the trust or to one or more of the beneficiaries.

Donations of investment assets will be liquidated immediately unless sale volume affecting price would be an issue. In this case, Management will consult the Investment Advisor on a liquidation strategy. The donor may be included if appropriate.

The Committee is responsible for mandating a return expectation of invested endowment funds.

An investment model agreed by the Committee must be used for investment decision making. Discretionary investment management of the Fund Manager is not permitted. Funds within the endowment investment mandate shall be invested in strict accordance with an investment model as directed by the Committee.

2. PERMITTED INVESTMENTS

- A. Cash and Short-Term Investments:** Cash on hand, demand deposits, treasury bills, short-term notes and banker’s acceptances, commercial paper, term deposits and guaranteed investment certificates having a term of less than or equal to one year.
- B. Fixed Income:** Bonds, debentures, or other debt instruments of corporations, Canadian Governments, Government agencies, or guaranteed by Governments, supranationals, federal real return bonds, mortgage-backed securities, mortgages, asset-backed securities, non-convertible preferred shares, term deposits, guaranteed investment certificates, insurance contracts, private placements and bonds where capital, interest or both are linked to increases in the cost-of-living (i.e. real return bonds).
- C. Equities:** Common shares, preferred shares, American Depository Receipts, Global Depository Receipts, rights, warrants, installment receipts, index units, income trust units (including real estate investment trusts) and securities convertible into common shares.

B5: Investment Policy

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Last Updated: May 23, 2024
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- D. Investments in verified Indigenous companies: The College will actively seek out opportunities to invest in profitable Indigenous companies or ventures. Any such investments require approval from the full Finance and Investment Committee.

3. LEGAL, TAX & REGULATORY ISSUES

Income earned by the College is tax-free. The College is subject to a disbursement quota of 3.5% on the invested funds which is sufficiently satisfied through normal programming at United College.

4. ASSET MIX AND RETURN EXPECTATIONS

LONG TERM MANDATE

All Long Term Mandate Funds may be pooled for investment and invested to achieve capital protection and growth with a view to off-setting program expenditures for which the funds were earmarked.

The Long Term Mandate Funds may be invested in cash and cash equivalents, fixed income and equities and must have a proper balance between Canadian and foreign equities. As a guideline, foreign equities at any one time may not exceed the limit as defined in the reporting table (below). The Committee will be responsible for determining the asset mix for investment.

SHORT TERM MANDATE

The Short Term Mandate Funds will be invested with the objective of capital preservation and liquidity. The investment within the short-term investment pool takes the form of cash and cash equivalents and investment grade fixed income instruments.

5. FUNDS AND THEIR PURPOSE

Short Term Mandate Funds:

- A. **Operating Fund Accumulation:** This investment allocation includes the accumulation of operating balance from the operating fund, not needed in daily cash flow.

Long Term Mandate Funds:

- A. **Lectureship Fund:** records the accumulated donations, purchasing power adjustments and expendable for the purpose of operating certain public lectures and lectureships.
- B. **Student Award Fund:** records accumulated donations for payments attached to student bursaries, scholarships and other awards.

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Last Updated: May 23, 2024
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- C. **Development Fund:** finances specific capital improvements or additions and special programs. It also holds donations for annual transfer to other funds, e.g., donations for a new student award.
- D. **Academic Fund:** finances the development of new academic activity.

6. RESPONSIBLE INVESTING

Responsible investing actively incorporates Environmental, Social and Governance (ESG) factors into each investment decision and monitors those decisions. While ESG factors are relevant throughout all stages of the investment process from pre-investment, to monitoring, to exiting, the degree to which ESG factors are integrated depends on many factors such as active vs. passive mandates, the asset type, the time horizon, and the specific investment strategy.

The College recognizes that in addition to the College's commitment of making positive impacts in the community, making commitments to Responsible Investing within the investment portfolio is important. As such, United College recognizes that Environmental, Social, and Governance factors need to be considered when making investment on behalf of The College.

The College is committed to investing in companies that meet strict screening criteria as set out by Morningstar Sustainalytics screening services. Morningstar Sustainalytics provides high-quality, analytical environmental, social, and governance research, ratings and data to institutional investors and companies.

The College has incorporated the following ESG screening criteria for the portfolio:

Investment Screen Threshold: Overall ESG Risk Rating 40 or Lower

Investment Exclusions:

- A. Companies primarily focused on thermal coal extraction
- B. Companies primarily focused on oil & gas Extraction
- C. Companies primarily focused on tobacco and cannabis sales and/or production
- D. Companies primarily focused on the production of military weapons

Controversies Rating: Category 3 or Lower

7. REPORTING & ACTION

Not less than yearly, the following table will provide the summary of the investment mandated as compared to its achievements, to the Board of Governors. The Committee will take action to correct any deviation from the investment mandate no less than quarterly. The Committee will manage the Short Term and Long -Term Mandates as a combined mandate with the restrictions as set forth in Section 3

B5: Investment Policy

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Last Updated: May 23, 2024
Next Review: May 2028

with respect to their respective investment mandates. Return is defined as earned income plus or minus unrealized gains or losses.

Metric	Min	Max	Target	Reported Result %
Long Term Mandate Market Value (CAD)	n/a	n/a	n/a	Actual at measurement date
Short Term Mandate Market Value (CAD)	n/a	n/a	n/a	Actual at measurement date
Combined Market Value (CAD)	n/a	n/a	n/a	Actual at measurement date
Combined Rate Of Return	n/a	n/a	Market Index **	Year to Date & Rolling 1 Year & Rolling 5 Year (3 percentages)
Combined Equity %	25	65	50	Actual (%) at measurement date
Combined Cash, Cash Equivalents & Fixed Income %	35	75	50	Actual (%) at measurement date
Foreign Equity % as a % Combined Market Value	0	25%	n/a	Actual % at measurement date

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

The Chair of the Finance and Investment Committee, or a Member of the Committee designated by the Chair, will liaise with our investment advisor to approve changes to our portfolio and to ensure that the investment mandate described above is followed.

8. PUBLIC REPORTING

On an annual basis, the College will publish the following information on its website:

- a) A list of all direct investments
- b) A list of all funds of pooled investments
- c) The names of any fund managers providing investment services to the College
- d) A copy of this policy

9. REVIEW

This policy shall be reviewed every three years by the Finance and Investment Committee.

BOARD OF GOVERNORS, AGM & COMMITTEE MEETING SCHEDULE

Board of Governors

All Board meetings will be held at the College starting at 7:00 PM (at 190 Westmount Road North, Waterloo) and virtually on Zoom unless otherwise stated.

Board meeting dates are as follows:

2025

February 27, 2025

April 24, 2025

June 19, 2025

October 23, 2025

AGM

The AGM will be held immediately after the conclusion of the October Board meeting.

Committees

All committee meetings will be held virtually on Zoom.

Executive Committee meetings are held from 5:00 PM to 5:30 PM unless otherwise stated.

Executive Committee meeting dates are as follows:

2025

February 13, 2025

April 10, 2025

June 5, 2025

October 9, 2025

Building & Property Committee meetings are held from 5:00 PM to 6:00 PM unless otherwise stated.

Building & Property Committee meeting dates are as follows:

2025

April 3, 2025

October 2, 2025

Finance & Investment Committee meetings are held from 5:00 PM to 6:00 PM unless otherwise stated.

Finance & Investment Committee meeting dates are as follows:

2025

February 6, 2025

March 27, 2025

May 15, 2025

September 25, 2025

Audit Committee meetings are held from 5:00 PM to 6:00 PM unless otherwise stated.

Audit Committee meeting dates are as follows (for information only, subject to change):

2025

May 8, 2025

September 18, 2025

Governance Committee meetings are held from 5:00 PM to 6:00 PM unless otherwise stated.

Governance Committee meeting dates are as follows:

2025

January 30, 2025

March 20, 2025

May 22, 2025

September 11, 2025

Academic Council meetings are usually held once per academic term and are scheduled around faculty teaching times where possible.