



Board of Governors

Audit & Compliance (A&C) Meeting • Monday, November 5, 2012

8:00 - 10:00 a.m.

CB100, 73 George Street, Brantford

or by phone at 1-866-602-5091 (conf # 3620573)

-- REVISED --

Please use this replacement package and securely delete the original.



AGENDA

Audit & Compliance Committee

Monday November 5, 2012, 8:00-10:00 a.m.,

Location: [CB100, 73 George St.](#),
Brantford Campus

Or to call in:

1-866-602-5091 (North America)

or 1-416-343-0136 (Toronto)

Conf # 3620573

A. Introduction & Reports

- A.1. Call to Order
 - A.1.a. Declaration of Conflict of Interest
 - A.1.b. Movement of Consent Items to the Main Agenda

B. Discussion Reports/Recommendations

- B.1. Internal Auditor Status Update, Helena Keirstead (5 min)
- B.2. Internal Audit Reports, Helena Keirstead (20 min)
 - B.2.a. Records & Registrations Audit Summary Report █
 - B.2.b. BCP/DRP Audit Summary Report █
 - B.2.c. Enrollment Audit Report (KPMG) █
 - B.2.d. Direct Loans Audit Report (KPMG) █
 - B.2.e. Legislative Compliance Follow-up █
- B.3. WLU Press Audited Financial Statements, Gary Lambert (5 min) █
Motion: The Audit and Compliance Committee recommends to the Board of Governors the approval of the Financial Statements for the Wilfrid Laurier University Press for the Year Ended April 30, 2012.
- B.4. Fire/Life/Safety Report, Gary Nower/Stephanie Kibbee (5 min) █
- B.5. Future Financial Accounting Framework, Jim Butler/Joanne McKee (10 min) █
- B.6. Signing Authority Procedures, Shereen Rowe (10 min)
- B.7. Risk Management Plan Update and Next Steps, John Bowey (15 min)

C. Confidential *In Camera* Session

Motion: to move the meeting *in camera*.

D. Consent Agenda Items

- D.1.a. Agenda
- D.1.b. Minutes A&C Meeting May 22, 2012 █
- D.1.c. Minutes Joint A&C/F&I Meeting September 4, 2012 █
- D.1.d. WLU Special Constable Service Annual Report 2011-2012 █



BRIEFING NOTE

Committee:	<i>Audit and Compliance Committee</i>
Agenda Item:	<i>Internal Audit Report: Records & Registration Office Audit and Business Process Review</i>
Action Required:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Discussion <input type="checkbox"/> Information
Motion:	<i>N/A</i>
Summary:	<p><i>Per approved Annual Internal Audit Plan, Internal Auditor completed an audit and a business process review of the Records & Registration department within the Registrar's Office at Wilfrid Laurier University.</i></p> <p><i>The objectives of the review were to determine the effectiveness of controls over existing operating procedures and business processes as related to the R&R department, specifically as related to grades submission and processing, progression and graduation requirements, adherence to policies on academic probation and withdrawals, and transcript and general fee processing.</i></p>
Alignment:	<p><i>The Terms of Reference of the Audit and Compliance Committee state that the Committee is to ensure there are processes and controls in place to efficiently and effectively use, manage and safeguard the University's resources.</i></p> <p><i>In addition, the Committee is to review internal reports, significant findings and recommendations concerning the adequacy of internal controls at the University and satisfy itself that the administration is addressing the issues raised where appropriate.</i></p>
Proposed by:	<i>Helena Keirstead, Internal Auditor</i>
Consultation:	<ul style="list-style-type: none"><i>- Ray Darling, Registrar (throughout the audit process)</i><i>- Gwen Sharp, Associate Registrar: Records (throughout the audit process)</i><i>- Melissa Huszczo, Associate Registrar, Brantford Campus (throughout the audit process)</i><i>- Tom Buckley, AVP Academic Services (closing meeting: May 25, 2012; draft report e-mailed: June 22, 2012; final report e-mailed: October 17, 2012)</i>
Rationale:	<p><i>The detailed audit report informs the Audit and Compliance Committee about recommendations for improvements in internal controls and provides specific management action plans to address the recommendations. This detailed report is available from the University Secretariat's office upon request.</i></p>
Compliance:	<p><i>Student Records Policy 10.2</i></p> <p><i>Undergraduate Academic Calendar 2011-12</i></p>

Other various Records & Registration internal operating procedure documents

Risk Assessment: *Risks have been noted under each finding and implication in the detailed report. The recommendations specifically address gaps in internal controls to prevent potential risks from occurring. This detailed report is available from the University Secretariat's office upon request.*

Attachments: INTERNAL **AUDIT SUMMARY REPORT:** RECORDS & REGISTRATION
OFFICE AUDIT AND BUSINESS PROCESS REVIEW

For University Secretariat Use Only (Official only if initialled by University Secretary):

Final Approval by: ☐BOG ☐E&G Date:_____ Initials: _____

MOTION: Moved:_____ Seconded:_____ Carried ☐

☐same wording as recommendation ☐differs from recommendation ☐for information only



**INTERNAL AUDIT SUMMARY REPORT:
RECORDS & REGISTRATION OFFICE
AUDIT AND BUSINESS PROCESS REVIEW**

PREPARED BY:

Helena Keirstead, Internal Auditor

PREPARED FOR:

Audit & Compliance Committee

November 5, 2012



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BACKGROUND

Per approved Annual Internal Audit Plan, Internal Auditor completed an audit and a business process review of the Records & Registration department within the Registrar's Office at Wilfrid Laurier University.

Records & Registration ('R&R') department, under the oversight of Ray Darling, Registrar, is managed by Gwen Sharp, Associate Registrar: Records in Waterloo and Melissa Huszczo, Associate Registrar: Brantford Campus. The Waterloo team is made up of approximately thirteen staff who report to the Associate Registrar: Records; the Brantford team is made up of one R&R staff reporting to the Associate Registrar: Brantford Campus.

The R&R department is responsible for assisting students with the administrative side of their academic studies. Their mandate is to provide the most current information and to assist the students in a friendly and efficient way from registration to graduation. At a high level, the R&R department is responsible for maintenance of student records, course registration, processing of student grades, processing of forms requests, program progression decisions, and graduation and degree regulations, including updates to the Undergraduate Academic Calendar.

The department experiences significant peak times and tight timelines during the months of May and June, when they have the onerous responsibility to process thousands of student records in order to graduate students, evaluate progression requirements, and release the final grades.

Given the R&R department is responsible for critical processes in order to assist the students from registration to graduation, it is imperative that the resources and processes with the R&R department are consistent with the direction of the University, specifically as related to:

- Enhancing the outstanding *student experience* that is a hallmark of the University,
- Increasingly moving toward a *professional, efficient and sustainable multi-campus* learning and working environment, and
- Putting into place the necessary *resource allocation* and *administrative structures* to support these objectives.

The recommendations resulting from the audit and business process review have been made in consideration of these objectives.

AUDIT COVERAGE

The internal audit was completed during the months of March – June 2012, including planning, testing and reporting, and covered period January – December 2011, mainly focusing on Winter 2011 and Fall 2011 academic terms.



AUDIT OBJECTIVES

In order to determine the effectiveness of controls over existing operating procedures and business processes as related to the R&R department, the following audit objectives were identified and agreed upon with the Management at the outset of the audit:

- 1) To ensure that adequate policies, procedures, and controls are in place for the Records and Registration processes at the University.
- 2) To ensure grades are recorded accurately and grades submissions and revisions policies, procedures and controls are adhered to.
- 3) To ensure that progression requirements for students in General and Honours Degree Programs have been met, according to the University Undergraduate Regulations.
- 4) To ensure policies on academic probation are adhered to per the University Undergraduate Regulations.
- 5) To ensure that pre-requisites for convocation, including all program requirements have been met, according to the University Undergraduate Regulations.
- 6) To ensure process for withdrawing from the full-time studies has been adhered to, per University Undergraduate Regulations.
- 7) To ensure that official degree parchment paper is secured appropriately.
- 8) To ensure that official transcript requests policies and procedures are adhered to, as per the Office of the Registrar "Transcripts/Official Third Party Letters/Completion of Forms" regulations.
- 9) To ensure that official transcript paper is secured appropriately.
- 10) To ensure general fee processing procedures, policies, and controls within the Records & Registration are adequate and effective.

Review of the existing operating procedures and business processes was completed, in order to gain an understanding of the overall key controls within the R&R department. Interviews were held with R&R staff to obtain an understanding of critical business processes and to identify and document controls and related risks for the key business activities.

Detailed testing of processes was also completed and included an audit of the following:

- 30 grades submissions / revisions, 25 graduation decisions, 20 progression decisions, 15 probation decisions, 10 withdrawal decisions, and 10 transcript requests.

Additionally, meetings were held with the Registrar and AVP Academic Services at the wrap up of the audit and business process review to obtain their overall thoughts, concerns, and plans as related to the R&R.

AREAS EXCLUDED FROM THE AUDIT

Areas excluded from the audit, which all fall under the umbrella of the Office of the Registrar, included Examinations, Scheduling & Bookings; Registrarial Systems; Service Laurier, and Student Awards. These areas will be subject to audit in the future, per Annual Internal Audit Plan.



STAFF ASSISTANCE

The Internal Auditor would like to express appreciation for the co-operation and assistance received from Management and staff during the conduct of the audit. Information was provided in a timely manner and completion of the audit took priority over daily responsibilities whenever feasible.

KEY OBSERVATIONS

The Internal Auditor's review of the R&R operating procedures and business processes identified the following observations:

Priority	High	Medium	Low
Observations	8	12	9

The observations were ranked according to the following priority legend:

HIGH: Item is high priority and should be given immediate attention due to the existence of either a significant internal control risk or an operational process improvement opportunity.

MEDIUM: Item is medium priority and should be addressed in the near term to address potential internal control risk or operational process improvement opportunity.

LOW: Item is not critical, but should be addressed to either improve internal controls or process efficiencies.



EXECUTIVE SUMMARY AND OVERALL CONCLUSIONS

Based on the business process review, the R&R department is currently limited in its ability to enhance the student experiences and move toward an efficient working environment mainly due to lack of staffing resources and lack of adequate technology that would adequately support the achievement of Laurier's goals and objectives.

Staffing and Technology

Processes are very manually intensive and technology applications have not been fully utilized to complement or replace the manual processes.

Some staff incur significant amount of overtime in order to complete the required work during peak times. The overtime is not equally shared amongst the department staff. Roles and responsibilities currently assigned to staff should be revisited to ensure the department is able to achieve its goals and objectives consistent with those of the University. A long term staffing strategy should be planned for and implemented. This includes effective completion of job evaluations and reorganization of the current staff levels.

Adequate and reliable technology is necessary to complement the current manual processes, to create process efficiencies, and to improve the overall student experiences. Technology that is currently available is not being fully utilized and may not be adequate for Laurier's academic environment. Continuing with current manual processes is not feasible in the long run.

It should be noted that no significant errors have been found during audit detail testing, which is encouraging. However, this may be the result of very thorough processes that are currently utilized, perhaps at the expense of process efficiencies. These should be balanced more effectively.

Brantford

Currently, Brantford Records & Registration department has very limited role in assisting the Waterloo department with the records and registration related processes. Long term strategic planning decisions with regards to multi-campus environment should be revisited, re-developed and implemented to ensure process efficiencies are achieved and student experiences are enhanced.

Student Records

Currently, there is a significant amount of manual documentation that is retained in student files and within filing cabinets. The maintenance of student physical and electronic records, including student file room processes should be revisited and policy 10.2 revised as a result.

Other Findings

Number of other findings and recommendations were noted that relate to current transcripts processes and other forms completion, Payment Card Industry (PCI) compliance, grades submissions and revisions, graduation application deadlines, secure storage of degree / diploma parchment paper and University seal / stamps, segregation of duties with regards to fees processing, convocation fees and several other more minor findings. These should be reviewed and recommendations implemented in the near term to improve internal controls and process efficiencies.



Additional Findings

Finally, some comments were also made regarding the current exams processing area and course scheduling, even though these were not specifically covered as part of the above noted audit objectives, but were observed during the business process review.

Overall Conclusion

Based on the Internal Auditor's review of the current operating procedures and business processes, a moderate process control and efficiency weaknesses were identified.



The following scale depicts Internal Auditor's overall conclusion for this review:

- A** No Significant Process Control or Efficiency Weaknesses Identified
- B** Minor Process Control or Efficiency Weaknesses Identified
- C** Moderate Process Control or Efficiency Weaknesses Identified
- D** Significant Process Control or Efficiency Weaknesses Identified

Given the above rating and the associated findings, it is critical that the recommendations identified within this report be addressed by Management, to ensure R&R can achieve its mission and contribute to the achievement of the overall University goals and objectives.

The *Detailed Audit Report Findings, Recommendations and Management Action Plans* related to the observations noted above have been included in the pages below.

SUMMARY OF FINDINGS AND OBSERVATIONS

Priority	Improvement Opportunity	Description of Finding and Observation
A. STAFFING RESOURCES		
High	A.1-1 Coordinator of Records: All Faculties; Convocation; Editor of Undergraduate Academic Calendar – Overtime	Coordinator of Records: All Faculties; Convocation; Editor of Undergraduate Academic Calendar has incurred significant amounts of overtime for the year, especially during peak periods. This is in direct contrast to the Collective Agreement, results in significant costs to the University, and may impact performance.
High	A.1-2 Coordinator of Records: All Faculties; Convocation; Editor of Undergraduate Academic Calendar – Role & Responsibilities	Coordinator of Records: All Faculties; Convocation; Editor of Undergraduate Academic Calendar role appears to be made up of three different roles and impacts the amount of work the person is responsible for, the overtime this person accumulates, and sets up the University for potential risks when it comes to succession planning.
High	A.2 Staffing Strategy	An “ad-hoc” staffing strategy which is mainly due to various uncontrollable factors that are the realities within which the R&R department has to operate and utilization of temporary staff assignments can negatively impact department efficiencies, quality of service and staff morale.
Medium	A.3 Staff Evaluations	Staff levels within R&R are inconsistent with the level of responsibility and the role assigned. Staff have not utilized sufficient time to adequately complete the job evaluation forms. This may impact staff morale and the efficiency and effectiveness of the R&R department.
B. TECHNOLOGY		
High	B.1 Manual Processes	Current processes for assessing progression and graduation requirements are extremely manual, as the available technology has not been fully explored and developed at this time. Due to manual processes, the University is incurring additional costs over the long run resulting from inefficiencies in processes and staffing costs.
High	B.2 Banner CAPP	Significant investments of staff resources have been made over the last few years in advancing Banner CAPP for assisting with graduation decisions; however, Banner CAPP is not currently utilized extensively to assist with graduation requirements and decisions. Hence, these continue to be assessed manually.
Medium	B.3 Progression Decisions	“Required to Withdraw” and “Probation” decisions are currently not pre-recorded by the system on the Faculty Decision Worksheets. This increases the staff workload and potential for error in having to manually review the documentation and determine and record progression decisions.

C. BRANTFORD		
Medium	C.1 Brantford Records & Registration	Brantford R&R are only partially involved in majority of the processes, have limited Banner capacities, and appear to act as “middleman” for various processes, especially as related to the progression and graduation decisions, and grade entries. This creates inefficiencies and creates additional workload for Waterloo R&R.
Medium	C.2 Multi-Campus Records & Registration	The White Paper as related to provision of student records services in Brantford appears to be outdated, since some of the plans identified in are not currently being implemented as planned.
D. DATA RETENTION AND FILING		
Medium	D.1 Student Records and Policy 10.2	Policy 10.2 appears somewhat outdated when it comes to determination of what is sufficient in electronic vs. hard copy format for student files. The amount of paperwork that needs to be sorted and filed is significant, and it impacts the efficiencies of the department as a whole.
Medium	D.2 File Room and Access to Student Records	Currently student files are removed from the file room using a self-service system, however, the system may not be working as effectively in all cases. This may result in non-compliance with Policy 10.2 Student Records, which requires R&R office to maintain and control the student records at all times.
E. OTHER PROCESSES		
High	E.1-1 Transcripts – PCI Compliance	Credit card cardholder data for transcripts and other forms payments is not properly destroyed when it’s no longer needed for business or legal reasons once it’s been processed.
High	E.1-2 Transcript Processing	Transcripts are processed manually after a request has been received from a student. The manual process is inefficient as it requires re-entry of same data in number of documents, requires co-ordination between Service Laurier and R&R staff, and is not user-friendly process for the students.
Medium	E.1-3 Transcript Fees	No additional “premium” fees are charged for processing rush transcript orders, even though Laurier is committing scarce staffing resources to process these, which is not practical.
Medium	E.2-1 Grade Submissions and Revisions	Some grade submissions and revisions are still submitted manually by the Faculty rather than using the electronic systems in place. As a result inefficiencies are created. In addition, late grade submissions by Faculty results in overall lateness of official grades publications which impacts the quality of service offered to students.
Medium	E.3 Graduation Application Deadlines	Currently Spring graduation application deadlines extend over approximately four month period, and May 1 st graduation deadline is too close to the graduation and convocation dates, making for an already peak period even more busy for the R&R staff.

Medium	E.4 Segregation of Duties	There is currently inadequate segregation of duties within the R&R department for processing fees and safeguarding cash and cheques received. There is a risk for misappropriation of funds.
Medium	E.5-1 Degree / Diploma Parchment Paper	Boxes of the blank Degree and Diploma paper are not locked up within the Printing Services area, but rather remain on the shelves throughout the year, easily accessible to various employees. The overstock room is also not adequately secured. There is potential reputational risk if Degree / Diploma blank paper is misused.
Low	E.5-2 University Seal / Stamps	University Seal / Stamps are currently not stored securely which exposes the University to a risk of potential misuse.
Low	E.6 Forms	Variety of Registrar's office related processes are completed using different forms and in most cases, there is a duplication of forms available, both on-line and manual. The number of forms that require manual processing impact the efficiencies and the quality of service provided to students and faculty.
Low	E.7-1 Convocation Fees Charges	In one of the 25 selections tested, a basic convocation registration fee of \$22 was not charged to the student, likely due to a human error. This impacts revenue generated for the graduation which is used to offset the costs of the convocation.
Low	E.7-2 Unpaid Convocation Fees	On one occasion of the 25 tested, it was noted that student was allowed to graduate and proceed through convocation even though there was a hold on student's account because of unpaid convocation fee of \$22. Unpaid fees impact the revenues generated for the graduation which are used to offset the costs of the convocation.
Low	E.8 Student Initiated Withdrawals	When students decide to withdraw from the University, they are required to complete a voluntary "Notice of Withdrawal" form; however, these forms are not always completed by the students. As a result, the Registrar's Office may not be aware of student's withdrawal until they go through the progression assessment. This makes it difficult for the R&R office to understand the reasons for student withdrawals, track these decisions as they occur, and share this information with Program Advisors to assist with future student withdrawals.
Low	E.9 Academic Petitions	Communication of Academic Petitions decisions between the department and the R&R staff appears to be department specific and not standardized across the board. The process as observed creates inefficiencies as it is not standardized and not managed by the R&R department centrally.
Low	E.10 Old Degrees / Diplomas	The official "unclaimed" original degrees / diplomas are not stored securely and no listing of these is maintained by the R&R staff. In cases of a fire or theft, the original official degrees / diplomas may be lost and unrecoverable.



Low	E.11 Duplicate Degrees	Only one of the Academic Program Administrator is responsible for issuing the duplicate degree requests. This responsibility is not shared with other staff and therefore, limits the continuity of knowledge and succession planning opportunities.
F. ADDITIONAL OBSERVATIONS		
High	F.1 Exams Processing Area	Inadequate physical security was noted during observations of the exams processing area. There are reputational risks associated with improper physical security of the examinations, if the break in or exam leaks were to occur. Additionally, there are concerns with safety of staff working in the exams processing area if the area is not properly secured.
Medium	F.2 Course Scheduling	Course scheduling process is inconsistent between the Waterloo and the Brantford Campuses. Allowing the Faculties to have an input on scheduling class times and days makes the process in Waterloo inefficient, ineffective and time consuming. The technology that is available to complete the process more effectively and efficiently is not fully utilized at this time at the Waterloo Campus.



BRIEFING NOTE

Committee:	<i>Audit and Compliance Committee</i>
Agenda Item:	<i>Internal Audit Report: Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) Review</i>
Action Required:	<input type="checkbox"/> Approval <input checked="" type="checkbox"/> Discussion <input type="checkbox"/> Information
Motion:	<i>N/A</i>
Summary:	<p><i>At the request of James Butler, VP: Finance & Administration and Tom Buckley, AVP: Academic Services, the Internal Auditor obtained the most current versions of the BCP and the IT DRP documents, including the BCPs for Waterloo and Brantford campuses.</i></p> <p><i>The objective of the engagement was to review the existing documents, compare them to best practice standards for effective BCP and DRP from various sources, and provide practical recommendations applicable to Laurier's environment.</i></p>
Alignment:	<p><i>The Terms of Reference of the Audit and Compliance Committee state that the Committee is to ensure there are processes and controls in place to efficiently and effectively use, manage and safeguard the University's resources.</i></p> <p><i>In addition, the Committee is to review internal reports, significant findings and recommendations concerning the adequacy of internal controls at the University and satisfy itself that the administration is addressing the issues raised where appropriate.</i></p>
Proposed by:	<i>Helena Keirstead, Internal Auditor</i>
Consultation:	<ul style="list-style-type: none"><i>- Stephanie Kibbee, Director: SHERM (throughout the review process)</i><i>- Ken Boyd, Director: Director: ICT Solutions (throughout the review process)</i><i>- James Butler, VP: Finance & Administration (September 14, 2012, October 5, 2012, final report e-mailed: October 17, 2012)</i><i>- Tom Buckley, AVP Academic Services (final report e-mailed: October 17, 2012)</i>
Rationale:	<i>The detailed audit report informs the Audit and Compliance Committee about recommendations in operationalizing an effective business continuity and disaster recovery plans and provides management action plans to address the recommendations. This detailed report is available from the University Secretariat's office upon request.</i>
Compliance:	<i>Various external sources were used to determine best practices when planning, designing, and implementing Business Continuity Management (No specific compliance requirements)</i>

Risk Assessment: *Risks have been noted under each finding and implication in the attached report. The recommendations specifically address gaps in internal controls to prevent potential risks from occurring. This detailed report is available from the University Secretariat's office upon request.*

Attachments: INTERNAL **AUDIT SUMMARY REPORT:** BUSINESS CONTINUITY AND DISASTER RECOVERY PLAN REVIEW

For University Secretariat Use Only (Official only if initialled by University Secretary):

Final Approval by: ☐BOG ☐E&G Date:_____ Initials: _____

MOTION: Moved:_____ Seconded:_____ Carried ☐

☐same wording as recommendation ☐differs from recommendation ☐for information only



**INTERNAL AUDIT SUMMARY REPORT:
BUSINESS CONTINUITY AND DISASTER RECOVERY PLAN REVIEW**

PREPARED BY:

Helena Keirstead, Internal Auditor

PREPARED FOR:

Audit & Compliance Committee

November 5, 2012



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BACKGROUND

Disasters cannot be timed or predicted, but the impact can be managed if an effective Business Continuity Management (BCM) program is part of the overall organizational governance framework. Within a BCM, an effective Business Continuity Plan (BCP), including an Information Technology (IT) Disaster Recovery Plan (DRP), represents a proactive planning process that enables critical services or products to be continually delivered to clients and endeavors to ensure that critical operations continue to be available during a disruption. Hence, effective response to an adverse event depends on the organization's emergency management program working properly before the event happens.

Recently, Senior Administration assigned specific individuals to take on the leadership responsibility for re-developing the existing BCP and the DRP and effectively implementing and maintaining these processes in the future. Stephanie Kibbee, Director: SHERM has been assigned the responsibility of planning, coordinating, implementing, and maintaining an effective BCP for the University, whereas Ken Boyd, Director: ICT Solutions has been assigned the responsibility of operationalizing related DRP. This represents a step in the right direction and indicates initial commitment by the Senior Administration towards implementing a more functioning BCM.

PURPOSE OF THE REVIEW ENGAGEMENT

At the request of James Butler, VP: Finance & Administration and Tom Buckley, AVP: Academic Services, the Internal Auditor obtained the most current versions of the BCP and the IT DRP documents, including the BCPs for Waterloo and Brantford campuses.

The objective of the engagement was to review the existing documents, compare them to best practice standards for effective BCP and DRP from various sources, and provide practical recommendations applicable to Laurier's environment. Interviews were completed with relevant staff as related to current processes and procedures identified in the existing BCP and DRP to obtain an understanding of the overall effectiveness of the plans.

SCOPE OF THE REVIEW ENGAGEMENT

Though the University does have a formally developed and tested Emergency Response Plan (ERP), the Internal Auditor has only reviewed it at a high level in conjunction with the detailed review of the existing BCP / DRP documents, as these appear to exist separately from the ERP. The ERP will be subject to a detailed review at future dates, as identified in the Annual Internal Audit Plan. Therefore, though some references have been made in regards to the ERP, the recommendations within this report have been made specifically as related to the BCP / DRP and not the existing ERP. It is probable, however, that Management will have to revisit and revise the current ERP in conjunction with the implementation of the revised BCP and DRP to ensure all three documents are effectively aligned.



REVIEW ENGAGEMENT OBJECTIVES

⇒ BUSINESS CONTINUITY PLAN OBJECTIVES

Specific internal audit objectives as related to the review of Laurier's BCP included the following:

- Determine the existence of an appropriate enterprise-wide BCP.
- Determine the quality of BCP oversight and support provided by the board of directors and senior management.
- Determine whether an adequate BIA and risk assessment have been completed.
- Determine whether appropriate risk management over the BCP is in place.
- Determine whether the BCP includes appropriate testing to ensure the business processes will be maintained, resumed, and/or recovered as intended.
- Discuss corrective action and communicate findings.

⇒ IT DISASTER RECOVERY PLAN OBJECTIVES

Specific internal audit objectives as related to the review of Laurier's IT DRP included the following:

- Determine whether the IT environment has a properly documented DRP that complements the enterprise-wide BCP.
- Determine whether the DRP is comprehensive and complete.
- Determine whether an adequate risk assessment has been completed.
- Determine whether the DRP is reviewed, updated and tested regularly.
- Discuss corrective action and communicate findings.

Specific recommendations have been made with respect to these objectives as detailed in the pages below.



EXECUTIVE SUMMARY

Existing BCP for the Waterloo campus has been prepared initially approximately ten years ago, by the former Director of IT, Raj Govindarajan, and Wally Pirker, Institutional Research Officer. The document has generally been reviewed on an annual basis under the direction of Wally Pirker and annual updates have been provided to the Audit & Compliance Committee. However, the document in its current version is outdated in parts, especially as related to the individual business unit continuity plans and hence, is of limited relevance. In addition, no formal risk assessment and business impact analysis were completed when the BCP was created.

The BCP for the Brantford Campus is currently under development and has not been finalized. Most of the recommendations made for the Waterloo Campus BCP are applicable to the Brantford Campus BCP and should be incorporated into the development and implementation of the plan.

Existing IT DRP has been prepared by Carl Langford, Manager: IdM, Email and Infrastructure, initially in 2005, under the direction of former Director of IT, Raj Govindarajan, and then Director of IT, John Kearney. Similarly to the BCP though, the document has not been reviewed regularly and is significantly outdated in its current version, with limited relevance to the existing IT environment at Laurier. Though formal risk assessment has been completed at the time of DRP creation, and some of the risks have been dealt with initially, other risks identified are no longer applicable and / or have changed significantly over the years. No DRP has been developed for Brantford Campus.

Alternate processing facilities for both BCP and DRP have been identified, but are not considered to be effective in cases of a disruptive event that would affect the whole campus or significant portion of it. These current alternate locations represent a risk themselves in University's capability to successfully execute and operationalize its BCP and DRP. Both alternative sites should be re-evaluated to ensure they act as an effective backup in the event of a disaster.

No specific training on the contents of the BCP / DRP, including the duties and responsibilities assigned to various individuals, has been provided in the past. Additionally, simple "live" exercises have been organized every couple of years, whereby BCP Site Coordinators would visit the APF to ensure they could log in and access the systems needed to continue running particular business unit operations. The last such exercise was organized in the summer of 2009. These exercises did not include realistic disaster scenarios that would require significant involvement on parts of the individual business units and hence, were of limited relevance.

Both BCP and DRP documents appear to be standalone documents, without significant alignment to each other and without much correlation and reference to the existing University's ERP. Effective alignment will be achieved with collaboration between the Director: SHERM, Director: ICT Solutions and Director: SCS to ensure all documents match up effectively and can be successfully implemented in case of a disruptive event.

In re-developing the BCP and DRP, management should consider the risks and benefits of each possible option for the plan, keeping cost, flexibility and probable disruption scenarios in mind. For each critical service, the most realistic and effective options should be chosen when creating the overall plan to ensure plan is effectively supported by Senior Administration and can be practically implemented.



CONCLUSION

Laurier is mainly at the initial stages of a BCM maturity model (refer to **Appendix I**) and significant amount of work remains to be completed before an effective BCP and DRP strategies and processes are developed, documented, implemented, and maintained. It is important to note however, that management and Senior Administration should consider the benefits of implementing the more optimized approach against the costs of attaining a more mature BCP / DPR. Goals need to be attainable and realistic for Laurier's environment in order to be achieved. The University's Senior Administration should be involved in decisions regarding the overall mission, objectives, procedures and standards as related to the BCP and DRP to ensure effective use of resources, continued support, and success of the programs in the future.

SUMMARY OF FINDINGS AND OBSERVATIONS

Improvement Opportunity	Description of Finding and Observation
A. BUSINESS CONTINUITY PLAN (BCP)	
A.1 Risk Assessment and Common Disaster Scenarios	Common disaster scenarios have not been described in the existing BCP and the impact on various business processes or the University as a whole has not been documented. Appropriate risk assessment has not been completed.
A.2 Business Impact Analysis (BIA)	The classification of the most critical, high priority business processes, functions and departments was "somewhat arbitrary". No formal BIA was completed that would identify and rank critical services at the time the BCP was created.
A.3 Recovery Time Objectives (RTOs)	In reviewing the existing BCP, maximum acceptable down time has been identified by each department. However, in some cases, the down times identified appear unreasonable and unrealistic.
A.4 Response Preparation Teams	In reviewing the existing BCP, the University BCP team has been identified; however, the team members appear to be arbitrarily assigned and their titles are outdated. Some critical members of Senior Administration / Management have not been included in the team and may need to be; other members currently making up the BCP team may need to be removed. Alternative Chair has also not been assigned in the event of a disaster.
A.5 Emergency Contacts	Emergency Personnel on call list for each department as listed in the BCP does not contain the contact detail of on-call emergency personnel. Not all of the BCP Site Coordinators have the listing of key employees available or updated outside of the BCP; others may have had the listing, but in cases of a disruption, the access to the listing may not always be easily accessible.
A.6 Staffing Requirements	Most of the business units identified the number of staff required to operate in an event of a disaster that was considered more than a minimum number of staff needed to continue recovery of operations. In most cases, departments identified number of staff that appeared to be equivalent to what would be required to continue operations in normal circumstances or indicated number of staff that was larger than the current number of staff in the department.
A.7 Alternate Facilities	In reviewing the existing BCP, an Alternate Processing Facility (APF) has been identified for Waterloo campus to be room #N1055 located in the Science building and room #BA207 located in the Bricker Academic Building; for the Brantford campus room #B111 located in the Student Centre building has been designated as the APF.
A.8 Training	No formal BCP training has been provided in the past. Other than simple exercises every couple of years, the last of which occurred in the summer of 2009, no other training has been provided.
A.9 BCP Maintenance / Review	In reviewing the current BCP, it was noted that the document as a whole appears to be outdated.
A.10 BCP Brantford	A BCP for Brantford has been started under the direction of Director: Campus Operations. The most current version is from December 2010, is a draft and has not been fully developed.

SUMMARY OF FINDINGS AND OBSERVATIONS (CONTINUED)

Improvement Opportunity	Description of Finding and Observation
B. DISASTER RECOVERY PLAN (DRP)	
B.1 DRP Maintenance / Review	Though a fairly comprehensive DRP exists, it is significantly outdated, given it has last been updated in December 2005. Most of the information within the DRP is obsolete, including some of the risk assessment, staff, supplier and software vendor contact information.
B.2 Alternate Processing Facility (APF)	Currently, all of the primary IT resources, including servers and networking gear, and backup systems, are located in a single facility – DAWB 1-301. This centralized model has been in place for over 30 years to obtain economies of scale in terms of air conditioning, power management, and the existing system of conduits in place. The room was not originally built as a server room and is in a high traffic area. The alternate processing location is in Arts 1A3, which is in close proximity to DAWB 1-301.
B.3 Disaster Scenarios	In reviewing the current DRP, it was noted that the disruption levels were classified by tiers under “Response Levels”. Each of the disruption types was defined in detail, but only a few examples of actual disruptions that would fall within each category were identified.
B.4 Risk Analysis	Current DRP has a section on risk assessment; however, this assessment is outdated because it was initially documented when the plan was first developed in 2005. Since then, the IT environment and the associated risks have changed significantly for the University community. Therefore, the risk assessment may not longer be relevant.
B.5 Recovery Point Objectives (RPO)s	Though database recovery from cold backup as well as recovery plan for Banner Web Servers and Telaris has been documented within the existing DRP, including an estimate of time it would take to obtain full recovery, the specific RPOs have not been defined, documented, confirmed and communicated to staff and third party service providers.
B.6 DRP Team Structure	Though DRP team structure has been documented the existing DRP, it mainly includes roles / responsibilities assigned to those in Senior Management roles, but does not include documented roles at the department staff levels for those critical IT positions.
B.7 ITS Contacts	Key contacts have been documented within the current DRP, however information is outdated as it contains individuals that are no longer with the University or within the IT department. The contact information is also outdated for the employees that are still within the department.
B.8 Training	Formal training has not been provided in the past with respect to existing DRP. The only training that involved IT personnel was in coordination with the BCP training.
B.9 DRP Brantford	There is currently only a DRP that encompasses the Waterloo Campus. It appears there is no actual DRP developed for the Brantford Campus.

SUMMARY OF FINDINGS AND OBSERVATIONS (CONTINUED)

Improvement Opportunity	Description of Finding and Observation
C. BUSINESS CONTINUITY AND DISASTER RECOVERY PLANS	
C.1 BCP / DRP Policy	Currently, the University does have Policy 7.11 Emergency Response in place; however, the only reference to BCP / DRP within the Policy 7.11 is very general, and states that "The manager, director or head of each department should ensure that procedures are in place to be implemented if the university is closed or if their area is evacuated."
C.2 BCP / DRP Framework / Governance	BCP / DRP mission, objectives, and supporting information have not been effectively communicated to the organization at this time.
C.3 BCP / DRP Alignment	In reviewing the current BCP / DRP, it has been noted that the two plans exist independent of each other and have not been aligned to ensure BCP requirements as related to information technology have been incorporated into the DRP. There is very little cross reference in the current BCP document to the applicable content within the DRP document; opposite is also true.
C.4 BCP / DRP Alignment to ERP	Currently, BCP and DRP exist not only independent of each other as noted above in C.3, but also with little or no reference and coordination with the existing ERP.
C.5 Exercises / Testing	The last of the BCP "simulation" exercises occurred in the summer of 2009. The exercises that have occurred primarily involved visiting the assigned APF and determining whether Site Coordinators would be able to log into the required systems from the APF; the exercises did not involve a very thoroughly developed and realistic exercise scenario reflective of an actual disaster.

MANAGEMENT RESPONSE, ACTION PLANS AND PLANNED TIMELINES

A strong BCP should be part of an overall Business Continuity Management (BCM) program, as a living document embedded in the university culture. A decision has been made to update and redevelop the BCP to encompass a more holistic approach in order to build resilience within the institution. This project will be based on best practices and standards (British Standard ISO22301: Business Continuity Management Systems, 2012 and the National Fire Protection: Standard on Disaster, Emergency Management and Business Continuity Programs) providing a strong frame work, documentation and clear justification throughout the process. The IT DRP will be redeveloped as a sub process of the BCM process.

The table below provides an overview of the critical phases required in developing a BCM program. As the scope has not yet been determined, a commitment cannot be made to time lines.

Phase	Activities	Date
Project Initiation & Management	Project Plan Development Preliminary Meeting with Presidents Group Preliminary Meeting with Audit and Compliance Establishment of BCM Steering Committee Policy Development and Approval Project Launch	To be determined.
Training and Awareness	Define Training and Awareness Program Implement Training and Awareness Program	To be determined.
Functional Requirements	Development of BIA, define BIA process Execute BIA BIA Workshops Analysis and Report Present Results to the Board	To be determined.
Continuity Strategies	Define Continuity Strategies based on BIA Results Document Recommendations and Present to Board	To be determined.
Development & Implementation	Define BC Plan Documentation Format BC Plan Documentation Workshops Validate Documented Plans	To be determined.
Exercise & Maintenance	Define Exercise and Maintenance Program Implement Exercise and Maintenance Program Hold first exercise	To be determined.

APPENDIX I: MATURITY EVALUATION

The Business Continuity Management (BCM) Capability Maturity Model has been incorporated in the evaluation of Laurier's BCP and DRP for information purposes as an example of one way to evaluate the maturity of the programs. The model is consistent with the business continuity industry practices and standards. This assessment should provide the management with a snapshot of the current maturity of the BCP and DRP and will allow the Management to make decisions regarding future direction of the programs. The details of each category, including characteristics of capability and method of achievement can be obtained from the Internal Auditor upon request.

Executive Management Support and Sponsorship					
Initial	Repeatable	★ Defined	Managed	Optimizing	
Risk Assessment and Business Impact Analysis					
Initial	★ Repeatable	Defined	Managed	Optimizing	
Business Continuity Strategy and Design					
Initial	★ Repeatable	Defined	Managed	Optimizing	
Business Alignment					
Initial	★ Repeatable	Defined	Managed	Optimizing	
Plan Development and Strategy Implementation					
Initial	★ Repeatable	Defined	Managed	Optimizing	
Training and Awareness					
Initial	★ Repeatable	Defined	Managed	Optimizing	
Testing and Plan Maintenance					
Initial	★ Repeatable	Defined	Managed	Optimizing	
Compliance Monitoring and Auditing					
Initial	★ Repeatable	Defined	Managed	Optimizing	

Source: "Business Continuity Management", *Global Technology Audit Guide (GTAG)*, *International Professional Practices Framework (IPPF) – Practice Guide*, The Institute of Internal Auditors, July 2008

Enrolment Report of

**WILFRID LAURIER
UNIVERSITY**

Year ended April 30, 2012



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INDEPENDENT AUDITORS' REPORT

To the Deputy Minister of Training, Colleges and Universities

We have audited the accompanying enrolment report of the Wilfrid Laurier University for the period ending April 30, 2012 (the "enrolment report").

Management's Responsibility for the Financial Statement

Management is responsible for the preparation of the schedule in accordance with the most recent edition of The Ontario Operating Funds Distribution Manual, dated October 2009, issued by the Ministry of Training, Colleges and Universities (the "Manual") and for such internal control as management determines is necessary to enable the preparation of the enrolment report that is free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on the schedule based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the schedule is free from material misstatement.


An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the schedule. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the schedule, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the schedule 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 entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the enrolment report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

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Opinion

In our opinion, the financial information in the enrolment report for the period ending April 30, 2012 is prepared, in all material respects, in accordance with the requirements of the Manual.

A handwritten signature in black ink that reads 'KPMG LLP'. The signature is written in a cursive, flowing style and is underlined with a single horizontal stroke.

Chartered Accountants, Licensed Public Accountants

October 12, 2012

Waterloo, Canada

WILFRID LAURIER UNIVERSITY

Summary Enrolment Report

For the year ended April 30, 2012

	Spring 2011	Intersession 2011	Fall 2011	Winter 2012	Total
Basic income units	2,022.169	433.562	11,337.791	10,875.564	24,669.086
Formula fees	\$ 2,712,876	\$ 721,908	\$ 18,153,177	\$ 17,293,148	\$ 38,881,109

ALTERNATIVE COMPLIANCE ENGAGEMENT

Wilfrid Laurier University

Waterloo, Ontario, Canada

OPE ID Number: 00858200

Report on Applying Agreed-Upon Procedures

Federal Family Education Loan Program (84.032)

For the year ended April 30, 2012





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**AUDITORS' REPORT ON THE RESULTS OF APPLYING
SPECIFIED AUDITING PROCEDURES RELATING TO
WILFRID LAURIER UNIVERSITY'S
COMPLIANCE WITH REQUIREMENTS UNDER THE
FEDERAL FAMILY EDUCATION LOAN PROGRAM (FFELP)**

To the U.S. Department of Education and the Board of Governors of Wilfrid Laurier University

At the request of Wilfrid Laurier University (the "University"), we have performed the auditing procedures, which were agreed to by the U.S. Department of Education and management of the University, to assist in the evaluation of compliance with the requirements of the Federal Family Education Loan Program (FFELP) described in Section 4 of the U.S. Department of Education, Foreign School Audit Guide dated September 2002 and the subsequent agreements dated August 15, 2003 and August 30, 2005 (the "Guide"), for the year ended April 30, 2012. Responsibility for compliance with the U.S. Department of Education requirements rests with the University; responsibility for determining overall compliance rests with the U.S. Department of Education; our responsibility is to perform specified auditing procedures in accordance with the Guide, for the year ended April 30, 2012. This agreed upon procedures examination was performed in accordance with attestation standards established by the U.S. American Institute of Certified Public Accountants and applicable standards contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, except that, because of our location outside of the U.S., we do not have a continuing education program which conforms to Paragraphs 3.6 through 3.9 of *Government Auditing Standards*. We do have a continuing education program which conforms to requirements applicable in Canada. Also, we do not have an external quality control review by an unaffiliated audit organization which conforms to Paragraphs 3.33 through 3.36 of *Government Auditing Standards*, because no such program is operated in Canada. The sufficiency of these procedures is solely the responsibility of the U.S. Department of Education and management of the University. Consequently, we make no representation regarding the sufficiency of the procedures described below, either for the purpose for which this report has been requested, or for any other purpose.

We obtained a listing from the U.S. Department of Education of the students who received a FFELP loan to attend the University at any time during the year ended April 30, 2012; determined whether all students on the listing were enrolled and attended the University on at least a half-time basis; are reporting as a finding, students on the listing who did not enroll and/or attend the University or attended less than half-time; ascertained that the borrowers' loan amounts were proper and did not exceed applicable loan limits; determined whether the University was correctly reporting students' status on the Student Status Confirmation Reports (SSCR); determined whether SSCRs were submitted on a timely basis; determined whether the University had procedures to ensure that it identified and processed refunds or return of Title IV funds for students who received FFELP funds to attend, but ceased attending before the loan period ended; determined whether the University designated a capable individual to be responsible for administering the FFELP program; and determined whether the University met its responsibilities concerning required notifications to the U.S. Department of Education, Office of Inspector General.

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We performed these procedures in accordance with Sections 1 and 4 of the Guide.

All of our findings as a result of applying the specified auditing procedures referred to above, including any exceptions and deficiencies/errors we detected, regardless of their nature, size or frequency, are set out in the appendix to this report. We were not engaged to, and we did not, conduct an examination to express an opinion on Wilfrid Laurier University's compliance with the FFELP requirements. Accordingly, we do not express such an opinion. Had we performed additional procedures, other matters might have come to our attention that would have been included in this report.

This report is for use solely in connection with monitoring by the U.S. Department of Education and Wilfrid Laurier University of the latter's compliance with the FFELP requirements for the year ended April 30, 2012, and is not intended to be, and should not be, used by anyone other than these specified parties.



Chartered Accountants, Licensed Public Accountants

October 15, 2012

Waterloo, Canada

WILFRID LAURIER UNIVERSITY
FEDERAL FAMILY EDUCATION LOAN PROGRAM
Schedule of Findings and Questioned Costs

Year ended April 30, 2012
 (All amounts in US Dollars)

We have performed the specified auditing procedures, which were agreed to by the U.S. Department of Education and management of Wilfrid Laurier University, to assist in the evaluation of compliance with the requirements of the Federal Family Education Loan Program (FFELP) described in Section 4 of the U.S. Department of Education, Foreign School Audit Guide dated September 2002 and the subsequent agreements dated August 15, 2003 and August 30, 2005 (the "Guide"), for the year ended April 30, 2012. Our findings as a result of these procedures are as follows:

Universe and Sample Sizes of Student Files tested:

For student eligibility and processing loan proceeds and counseling borrowers:

<u>Universe:</u>		<u>Sample:</u>	
US dollars disbursed:	\$ 64,405	US dollars disbursed:	\$ 64,405
No. of students:	7	No. of students:	7

For refund/return of Title IV Funds:

<u>Universe:</u>		<u>Sample:</u>	
US dollars returned:	\$ 0	US dollars returned:	\$ 0
No. of students:	0	No. of students:	0

Findings:

Material noncompliance was set at 5% of the US dollars disbursed for fiscal 2012, or \$3,220. No instances of material noncompliance with the compliance features described in Section 3 of the Foreign School Audit Guide were noted.

4.4.1 Enrolment and Attendance

No instances of noncompliance with the compliance features described in Section 3 of the Foreign School Audit Guide were noted during our audit.

WILFRID LAURIER UNIVERSITY
FEDERAL FAMILY EDUCATION LOAN PROGRAM
Schedule of Findings and Questioned Costs

Year ended April 30, 2012
 (All amounts in US Dollars)

4.4.2 Loan Amounts

Condition:	Students were paid the gross loan amounts rather than the net loan amounts for the Fall 2011 term.
Criteria:	Loans are required to be paid net of the administrative service charges / rebates.
Probable cause:	Human error in processing loan amounts on a gross basis rather than the net basis.
Effect:	The total impact was a \$240 overpayment for the Fall 2011 term.
Recommendation:	Management has identified the issue and addressed it by altering the draw down process to account for the administrative service charges / rebates in the future to ensure students' loans are issued on a net basis.
Extrapolation:	Not applicable.

4.4.3 Student Status Confirmation Reports (SSCR)

No instances of noncompliance with the compliance features described in Section 3 of the Foreign School Audit Guide were noted during our audit.

4.4.4 Refund/Return of Title IV Funds When a Student Withdraws

No instances of noncompliance with the compliance features described in Section 3 of the Foreign School Audit Guide were noted during our audit.

4.4.5 Capable Individual Responsible for Administering Program and Notification of any Misconducts by Students or Administrator

No instances of noncompliance with the compliance features described in Section 3 of the Foreign School Audit Guide were noted during our audit.



November 5, 2012

MEMO

To: Audit & Compliance Committee ('Committee')

From: Helena Keirstead, Internal Auditor

Subject: Legislative Compliance follow-up re: Other Issues for the Committee to Consider

BACKGROUND

The Legislative Compliance for reporting period January 1, 2011 and March 1, 2012 was presented to the Committee on May 22, 2012. At that time, the Committee requested the Internal Auditor to complete a follow up with Management with regards to "*Other Issues for the Committee to Consider*", which was presented in Section 5 of the original Legislative Compliance Report.

Below are issues that have been identified by Management in the original Legislative Compliance Report that highlight potential or real risks for Committee's information and consideration. The update for each area is also provided below, based on the follow up completed during October, 2012. The update provides comments with regards to risk management as related to Legislative Compliance to satisfy the Committee that University Management is actively addressing the issues identified.

COUNSELING SERVICES

- *Counseling Services* has indicated there is an increasing concern regarding student risk issues, and increasing involvement of non-regulated and / or non-Laurier staff to provide mental health services.

UPDATE (*provided by Dr. Alison Edgar Bertoia, Director: Counselling Services with contributions from David McMurray, VP: Student Affairs; Adam Lawrence, Acting Dean of Students; and Adrienne Luft, Mental Health/Student Support Team Leader*):

The following enhancements are in place (or are in the process of such) to ensure communication and coordination of mental health care of students:

1. Creation and staffing of Mental Health / Student Support Team Leader (MHTL) position:

Reporting to the Dean of Students, among other duties, the MHTL will lead the Institutional mental health strategy (inclusive of education & awareness training, peer to peer support, community outreach and policy development) via:

- Liaise closely with student support personnel and service areas. This includes, but is not limited to working closely with the Dean of Students, Counseling Services (in particular, the Counseling Services Support Coordination Counsellor), Health Services, Accessible Learning, Learning Services (in particular, Early Alert and Learning Strategist staff), Residence Life, and Special Constable Service
- Develop and maintain relationships with campus and community resources



- Serve as a contact point for external constituents (parents, as well as hospital personnel and other community resources) with respect to student case load to mobilize support and address students' needs
- Liaise with academic departments to review processes, make policy suggestions and to collaborate on a prompt resolution of students' problems
- Consult with University Secretariat to provide perspective and insight on policy development related to students with mental health challenges
- Interpret university policy regarding students and recommend policy review if indicated
- Engage in ongoing monitoring and evaluation of practices, systems and processes that impact success of at-risk students

2. Creation and implementation (via MHTL and Bell "Let's Talk" grant) of a train-the-trainer mental health awareness program

"The train-the-trainer component of the project would see the training of eight faculty and staff. These eight individuals will then be able to train at least 20 other faculty and staff at Laurier. Finally, the creation of a video on anti-stigma will provide a new communication piece that will be able to reach over 15,000 students registered at our university." (from Bell Let's Talk grant application form)

3. Develop a peer-peer based (mental health) program (also via MHTL and the Bell "Let's Talk" grant) that will:

- promote awareness and a culture of mental health on campus
- get students talking within student groups and clubs about mental health
- reduce stigma around mental illness as students become more knowledgeable and are talking to each other (information from the Bell Let's Talk grant application form)

4. Ceridian Student Lifeline:

Correspondence from Shereen Rowe on May 10, 2012 clarified that risk to the University is manageable given that the Ceridian contract is managed by WLUSU, and is "a separate legal arrangement", which the University does not oversee.

LIBRARY

- *Library* has indicated that the University operates under the interim Access Copyright agreement and is working on determining the direction it will take in the future as a result of the Bill C-11.

UPDATE (provided by Gohar Ashoughian, University Librarian and Vera Fesnak, Head: Access Services):

At Wilfrid Laurier University, all copying of printed published works must be done within the limits prescribed by the Canadian Copyright Act, Access Copyright (<http://www.accesscopyright.ca/>), a non-profit organization founded by the Canadian writing and publishing communities, and other applicable licenses, such as the database licenses. The University now operates under the AUCC model license signed with Access Copyright on June 27, 2012. This agreement will be in effect until 2015.



The Library offers tutorials on copyright for individuals as well as groups and is working towards a plan to offer faculty a much improved process for copyright compliance. The Library is soon to publish updated copyright pages.

The Campus Copyright Committee continues to meet.

AUCC's revised fair dealing guidelines to reflect changes in the Copyright Modernization Act have not yet been published.

STUDENT AWARDS

- *Student Awards* has indicated that the Ministry of Training for Colleges and Universities (MTCU) will be implementing a completely electronic application for OSAP purposes. The MTCU has also implemented an Ontario Tuition Grant rebate program. All of the above noted changes will be subject to external audits under the OSAP umbrella.

UPDATE (*provided by Ruth MacNeil, Associate Registrar: Student Awards*):

With the new OSAP program, MTCU has suspended all audits for this year. Our next audit will be scheduled for 2014 as a result. We continue to meet operational guidelines and continue to monitor our practices to ensure compliance with Ministry practices.

RECORDS & REGISTRATION

- *Records & Registration* wanted to inform the Committee that the MTCU is asking the Universities to manage an Ontario Education Number (OEN) for all students who attend the Institution, which will eventually be tied to funding.

UPDATE (*provided by Gwen Sharp, Associate Registrar: Records*):

The work done last March to May 2012 by the Early Adopters group (multiple University representation) identified the need for an additional 'OEN Retrieval' process that was created by MTCU during June through September 2012. This is in addition to the existing 'OEN verification' and 'OEN assignment' processes that we started the task with. We have agreed to continue as Early Adopter for testing the 'OEN Retrieval' process which will be carried out, likely before November 1. The department has not yet found a permanent solution to staffing this required process that will be undertaken in each of the fall, winter and spring terms after the last day to add courses and the government count date.



BRIEFING NOTE

Agenda Item: Approval of the Financial Statements for the Wilfrid Laurier University Press for the year ended April 30, 2012.

Action Required: X Approval ☐ Discussion ☐ Information

Motion: The Audit and Compliance Committee recommend the Board of Governors approve the Financial Statements for the Wilfrid Laurier University Press for the year ended April 30, 2012.

Summary: A number of funding agencies that the WLU Press deals with require that they provide them with separate financial statements. As a result of this requirement, KPMG has conducted a review engagement of their statements for the year ended April 30, 2012.

Alignment: The Audit and Compliance Committee of the Board has the main responsibility for approving the financial statements of the University. As a result, these financial statements have been reviewed and recommended for Board approval by the Audit and Compliance Committee.

Proposed by: Mr. James Butler
Vice President Finance and Administration

Consultation: Dr Brian Henderson Director WLU Press
Gary Lambert Treasurer

Rationale: The review engagement report is addressed to the Board of Governors of Wilfrid Laurier University and therefore it is appropriate that the financial statements be approved by the Board of Governors based on the recommendation of the Audit and Compliance Committee.

Compliance: None

Risk Assessment: Minimal

Attachments: Financial Statements of Wilfrid Laurier University Press Year ended April 30, 2012

For University Secretariat Use Only (Official only if initialled by University Secretary):

Final Approval by: ☐BOG ☐E&G Date:_____ Initials:_____

MOTION: Moved:_____ Seconded:_____ Carried ☐

☐same wording as recommendation ☐differs from recommendation ☐for information only

Financial Statements of

**WILFRID LAURIER
UNIVERSITY PRESS**

Year ended April 30, 2012

REVIEW ENGAGEMENT REPORT

To the Board of Governors of Wilfrid Laurier University

We have reviewed the statement of financial position of Wilfrid Laurier University Press (the "Press") as at April 30, 2012 and the statements of operations, changes in net assets and cash flows for the year then ended. Our review was made in accordance with Canadian generally accepted standards for review engagements and accordingly consisted primarily of enquiry, analytical procedures and discussion related to information supplied to us by the Press.

A review does not constitute an audit and consequently we do not express an audit opinion on these financial statements.

Note 1 describes the Press accounting policy with respect to recognition of revenue for its Canadian Research Knowledge Network. The note indicates that the Press accounts for the transaction, involving payments over a three year period, on the cash basis, rather than the accrual basis where all of the revenue recognition criteria of the transaction have been met. In this respect, the financial statements are not in accordance with Canadian generally accepted accounting principles. If the Press had accounted for this transaction in accordance with Canadian generally accepted accounting principles, revenue would have decreased by \$326,360 in fiscal 2011.

Except for the departure from Canadian generally accepted accounting principles described in the preceding paragraph, based on our review, nothing has come to our attention that causes us to believe that these financial statements are not, in all material respects, in accordance with Canadian generally accepted accounting principles.

Chartered Accountants, Licensed Public Accountants

October 18, 2012
Waterloo, Canada

WILFRID LAURIER UNIVERSITY PRESS

Statement of Financial Position

April 30, 2012 with comparative information for 2011

	2012	2011
Assets		
Current assets:		
Accounts receivable	\$ 126,860	\$ 166,728
Due from Wilfrid Laurier University	432,439	473,632
Inventory	466,337	473,622
	1,025,636	1,113,982
Equipment (note 3)	13,246	17,982
	\$ 1,038,882	\$ 1,131,964
Liabilities and Net Assets		
Current liabilities:		
Accounts payable	\$ 5,600	\$ 6,797
Deferred grant revenue	124,612	80,349
	130,212	87,146
Net assets:		
Unrestricted	676,065	675,060
Internally restricted – rollover fund	68,258	200,675
Restricted - contribution from Wilfrid Laurier University	151,101	151,101
Invested in capital assets	13,246	17,982
	908,670	1,044,818
	\$ 1,038,882	\$ 1,131,964

See accompanying notes to financial statements.

Signed on behalf of the Board of Governors:

_____ Governor

_____ Governor

WILFRID LAURIER UNIVERSITY PRESS

Statement of Operations

Year ended April 30, 2012, with comparative information for 2011

	2012	2011
Revenue:		
Book publishing/sales (note 4)	\$ 574,351	\$ 875,054
OAC grant revenue	34,197	19,625
Grant revenue	424,658	419,394
Wilfrid Laurier University contributions	373,902	363,979
Journal publishing	62,323	66,369
Subscription fulfillment services	10,021	10,643
Sundry	-	35,710
	1,479,452	1,790,774
Expenses:		
Book publishing	355,090	452,638
Journal publishing	38,318	42,900
Promotion	121,934	158,193
Administration	946,043	1,066,855
Amortization	7,828	7,027
Special projects	28,122	55,681
Other	5,137	-
	1,502,472	1,783,294
Excess of revenue over expenses		
(expenses over revenue) before the undernoted	(23,020)	7,480
Expenses incurred out of the rollover fund (note 7)	(80,051)	-
Additional pension expense (note 6)	(33,077)	(28,987)
Deficiency of revenue over expenses	\$ (136,148)	\$ (21,507)

See accompanying notes to financial statements.

WILFRID LAURIER UNIVERSITY PRESS

Statement of Changes in Net Assets

Year ended April 30, 2012, with comparative information for 2011

	Unrestricted	Internally restricted rollover fund	Restricted	Invested in capital assets	Total 2012	Total 2011
Balance, beginning of year	\$ 675,060	\$ 200,675	\$ 151,101	\$ 17,982	\$ 1,044,818	\$ 1,066,325
Deficiency of revenue over expenses	(48,269)	(80,051)	-	(7,828)	(136,148)	(21,507)
Transfers	52,366	(52,366)	-	-	-	-
Invested in capital assets	(3,092)	-	-	3,092	-	-
Balance, end of year	\$ 676,065	\$ 68,258	\$ 151,101	\$ 13,246	\$ 908,670	\$ 1,044,818

See accompanying notes to financial statements.

WILFRID LAURIER UNIVERSITY PRESS

Statement of Cash Flows

Year ended April 30, 2012, with comparative information for 2011

	2012	2011
Cash provided by (used in):		
Operations:		
Deficiency of revenue over expenses	\$ (136,148)	\$ (21,507)
Item not involving cash:		
Amortization	7,828	7,027
Change in non-cash operating working capital:		
Accounts receivable	39,868	65,526
Inventory	7,285	3,281
Accounts payable	(1,197)	(224)
Deferred grant revenue	44,263	20,010
	(38,101)	74,113
Financing:		
Change in amounts due to/from Wilfrid Laurier University	41,193	(61,785)
Investments:		
Additions to equipment	(3,092)	(12,328)
Cash, beginning and end of year	\$ -	\$ -

See accompanying notes to financial statements.

WILFRID LAURIER UNIVERSITY PRESS

Notes to Financial Statements

Year ended April 30, 2012

Wilfrid Laurier University Press (the "Press") is part of Wilfrid Laurier University. These financial statements reflect the operations of the Press only and, therefore, do not include all of the other assets, liabilities, revenues and expenses of the University. The operations of the Press are dependent on continued support from Wilfrid Laurier University.

1. Basis of presentation and significant accounting policies:

The financial statements have been prepared by management in accordance with Canadian generally accepted accounting principles.

(a) Revenue recognition:

The Press follows the deferral method of accounting for contributions which include University and government grants. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Sales and services revenue is recognized at point of sale or when the service has been provided.

Revenue from the Press' Canadian Research Knowledge Network Agreement (see note 4) is recognized when cash payments are received.

(b) Inventory:

Inventory is valued at the lower of cost and net realizable value less normal gross profit margins. The cost of inventory is determined principally on an average basis by the use of the retail inventory method.

(c) Capital assets:

Capital assets are recorded at the lower of cost and accumulated amortization and net recoverable amount. The capital assets are amortized using the following method and annual rate:

Asset	Basis	Rate
Furniture and equipment	Straight-line	10-33.3%

(d) Financial instruments:

The Press has classified its financial instruments as follows:

- accounts receivable is classified as loans and receivables
- accounts payable and due to Wilfrid Laurier University are classified as other liabilities.

WILFRID LAURIER UNIVERSITY PRESS

Notes to Financial Statements, continued

Year ended April 30, 2012

2. Future accounting policy changes:

The Accounting Standards Board has recently approved generally accepted accounting principles (GAAP) for Not-for-Profit Organizations. Not-for-Profit Organizations have the choice of adopting either International Financial Reporting Standards or GAAP for Not-for-Profit Organizations for year ends beginning on or after January 1, 2012. The Press has made the decision to adopt GAAP for Not-for-Profit Organizations for the year beginning on May 1, 2012 and is currently evaluating the impact of these standards.

3. Equipment:

	Cost	Accumulated amortization	2012 Net book value	2011 Net book value
Furniture and equipment	\$ 139,133	\$ 125,887	\$ 13,246	\$ 17,982

4. Electronic publishing agreement:

During 2009, the Press entered into an agreement with the Canadian Research Knowledge Network whereby the Press' electronic library was licensed to a third party consortium of libraries. The agreement terms specify that the entire contract price of \$979,080 is due in three annual instalments of \$326,360.

5. Statement of cash flows:

Any cash requirements of the Press are provided by the University and, as such, increases or decreases in cash generated from operations are applied to decrease or increase the amount due to Wilfrid Laurier University.

WILFRID LAURIER UNIVERSITY PRESS

Notes to Financial Statements, continued

Year ended April 30, 2012

6. Employee future benefits:

Employees of the Press are members of Wilfrid Laurier University Pension Plan and the Post Retirement Benefits Plan. The assets and liabilities associated with the above noted plans have not been reflected in the accounts of the Press as the University has not specifically allocated these assets and liabilities to the division. The Press' contributions equal the employee contributions to the plan. During the year ended April 30, 2012, the Press contributed \$68,897 (2011 - \$76,268) to the plan which is included in the Press' administration expenses.

In addition, the Press was charged an additional pension expense of \$33,077 (2011 - \$28,987) by the University to cover their portion of special payments required to fund the pension plan deficiency.

7. Rollover fund:

The Press maintains a rollover fund consisting of a portion of prior years' accumulated surpluses. Expenses may be incurred out of the fund based on meeting certain criteria of the University.

During 2012, the Press incurred \$80,051 (2011 - \$nil) out of the rollover fund. The expenses were incurred to continue to build concurrent digital and print book production capacity in the Press.

8. Comparative figures:

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

WILFRID LAURIER UNIVERSITY PRESS

Schedule 1 – Analysis of Operations

Year ended April 30, 2012

	Operating Fund	Rollover Fund	Total
Revenue:			
Book publishing/sales (note 4)	\$ 574,351	\$ -	\$ 574,351
OAC grant revenue	34,197	-	34,197
Grant revenue	424,658	-	424,658
Wilfrid Laurier University contributions	373,902	-	373,902
Journal publishing	62,323	-	62,323
Subscription fulfillment services	10,021	-	10,021
	1,479,452	-	1,479,452
Expenses:			
Book publishing	355,090	67,797	422,887
Journal publishing	38,318	-	38,318
Promotion	121,934	5,152	127,086
Administration	979,120	7,102	986,222
Amortization	7,828	-	7,828
Special projects	28,122	-	28,122
Other	5,137	-	5,137
	1,535,549	80,051	1,615,600
Deficiency of revenue over expenses	\$ (56,097)	\$ (80,051)	\$ (136,148)



Wilfrid Laurier University
BOARD OF GOVERNORS
BRIEFING NOTE

Meeting Date: November 5, 2012

Agenda Item #: A&C B.4.

☒ Public ☐ In-Camera

Agenda Item: **Fire/Life Safety Inspection Update**

Action Required: ☐ Approval ☐ Discussion ☒ Information

Motion: *Not Applicable.*

Summary:

- Currently, Laurier does not have any outstanding violations from Waterloo Fire Rescue (WFR).
 - Since the Board meeting on February 16, 2012, WFR have completed one re-inspection at Waterloo Campus. The re-inspection took place at Lucinda House on March 2, 2012 stemming from a previous inspection performed on September 9, 1994. During this re-inspection, no violations were found and no orders were given.
 - Public Hall License re-newel inspections were completed on October 19, 2012 by WFR and Laurier's Fire Safety Officer and no deficiencies were found.
- Physical Resources, Safety, Health, Environment & Risk Management (SHERM) and Residential Services continue to work together and are making good progress on addressing the deficiencies listed in the Life Safety Review (Academic & Residences) as specified on the spreadsheets.
- The Fire Safety Officer continues to complete fire safety inspections in all Laurier owned buildings as a proactive approach to fire/life safety. Any violations identified are addressed in a timely manner. However, some of the deficiencies identified are more cumbersome than others and require additional funding and there no dedicated budget. Nevertheless, we are proceeding with the completion of these deficiencies.

Alignment: Safety & Risk Management

Proposed by: Stephanie Kibbee, Director SHERM
Gary Nower, AVP Physical Resources

Consultation: *Indicate those parties who have been consulted and when.*

- Physical Resources Department – on going
- Residential Services
- Waterloo Fire Rescue – on going
- Walter Fedy – on going
- Audit & Compliance Committee – November 5, 2012

Rationale: *List any applicable operational, financial, regulatory, environmental, reputational, or other implications that this decision will have.*

Timely completion of the deficiencies will ensure no regulatory action is taken nor any other implications ensue. The financial costs of the corrective actions are defined on the attached spreadsheets, where applicable, and are an investment to avoid much more costly potential liabilities. The plan is defined so as to ensure that the highest standards of Fire and Life Safety are achieved to maintain the outstanding reputation of Laurier.

Compliance: *List the appropriate legislation, policy and/or procedure relevant to the item.*

Ontario Fire Code, Division B, 1.1.1.2. (3) (Repairs to Fire Alarm Systems)
Ontario Fire Code, Division B, Part 2 (Fire Safety and Safety to Life)
Ontario Fire Code, Division B, Part 6 (Fire Protection Equipment)
Ontario Fire Code, Division B, Part 9 (Retrofit)

Attachments: *List the attached documents by title.*

Life Safety Projects Update (4 spreadsheets)

For University Secretariat Use Only (Official only if initialled by University Secretary):

Final Approval by: ☐ BOG ☐ E&G Date: _____ Initials: _____

MOTION: Moved: _____ Seconded: _____ Carried ☐

☐ same wording as recommendation ☐ differs from recommendation ☐ for information only



Safety, Health, Environment
& Risk Management

Waterloo | Brantford | Kitchener | Toronto

November 5, 2012

To: Audit & Compliance Committee

From: Gary Nower, AVP Physical Resources
Stephanie Kibbee, Director: Safety, Health, Environment & Risk Management (SHERM)

Re: Update on Waterloo Fire Rescue (WFR) Inspections & on Life Safety Projects (Academic & Residence)

Physical Resources, SHERM and Residential Services continue to work proactively and collaboratively to achieve compliance with the Ontario Fire Protection and Prevention Act. To that end, we have attached several spreadsheets updating the status of current life safety activities on all Laurier campuses. The attached documents detail the status of the Life Safety projects at Laurier for academic and residential buildings on all campuses and locations.

In addition, the Fire Safety Officer continues to complete fire safety inspections in all Laurier owned buildings as a proactive approach to fire/life safety. Any violations identified are addressed by the departments responsible in a timely manner. However, some deficiencies identified are more cumbersome than others and require funding to meet compliance.

Please note there are no attachments indicating WFR deficiencies because there are no outstanding items and/or new deficiencies identified since the last meeting.

As noted previously the Life Safety projects are very comprehensive and costly projects and it will take more time and funds to execute the corrective action. Most academic buildings deficiencies have been addressed. However, only three and a half residential buildings have been completed out of a total 30. Please note that the projects that indicate 99% complete are awaiting signoff by municipal officials.

Revisions and updates to these documents will continue to be provided at future meetings on an ongoing basis.

Thank you for your support of these efforts and for your understanding of the efforts and costs required and the timelines needed for correction.

Wilfrid Laurier
University



Project: Wilfrid Laurier University
Life Safety Review – Academic

Project No.: 2009-0186-12

Brantford Campus

October 5, 2012

Building	Action Taken By	Progress To Date	Outstanding Scope	Projected Completion Date
Carnegie Hall	Physical Resources	50%	2	Spring 2013
Grand River Hall	Physical Resources	None	2, 3	Spring 2013
Odeon Theatre	Physical Resources	None	2, 3	Spring 2013
Student Centre	Physical Resources	None	2	Spring 2013

Completion of Life Safety Upgrades in future phases is dependent on amount of funding available.

Scope Legend:

1. Interior Doors
2. Firestopping
3. Fire Dampers
4. Exit Signage
5. Fire Alarm
6. All scope

Current scope categories are carried over from the VFA deferred maintenance findings.

Wilfrid Laurier
University



Project: Wilfrid Laurier University
Life Safety Review – Academic

Project No.: 2009-0186-12

Kitchener Campus

October 5, 2012

Building	Action Taken By	Progress To Date	Outstanding Scope	Projected Completion Date
120 Duke Street	Physical Resources	100%		

Completion of Life Safety Upgrades in future phases is dependent on amount of funding available.

Scope Legend:

1. Interior Doors
2. Firestopping
3. Fire Dampers
4. Exit Signage
5. Fire Alarm
6. All scope

Current scope categories are carried over from the VFA deferred maintenance findings.

Wilfrid Laurier
University



Project: Wilfrid Laurier University
Life Safety Review – Academic

Project No.: 2009-0186-12

Waterloo Campus

October 5, 2012

Building	Action Taken By	Progress To Date	Outstanding Scope	Projected Completion Date
202 Regina	Physical Resources	100%		
232 King	Physical Resources	99%		Final Building Permit Sign-off Pending
Alumni Hall	Physical Resources	100%		
Alvin Woods	Physical Resources	100%		
Arts A	Physical Resources	100%		
Arts C	Physical Resources	100%		
Arts E	Physical Resources	60%	1, 2, 3	Fall 2012
Athletic Complex	Physical Resources	100%		
Bricker Academic	Physical Resources	99%		Final Building Permit Sign-off Pending
Dining Hall	Physical Resources	100%		
Frank C. Peters	Physical Resources	100%		
Fred Nichols	Physical Resources	100%		
Library	Physical Resources	60%	1, 2, 3	Fall 2012
Schlegel Centre	Physical Resources	100%		
Science Building	Physical Resources	100%		
Science Research	Physical Resources	100%		
Seminary	Physical Resources	75%	1	Fall 2012
Student Services	Physical Resources	100%		
Theatre Auditorium	Physical Resources	100%		

Completion of Life Safety Upgrades in future phases is dependent on amount of funding available.

Scope Legend:

1. Interior Doors
2. Firestopping
3. Fire Dampers
4. Exit Signage
5. Fire Alarm
6. All scope

Current scope categories are carried over from the VFA deferred maintenance findings.

Wilfrid Laurier
University



Project: Wilfrid Laurier University
Life Safety Review – Residences

Project No.: 2010-0286-11

October 5, 2012

Building	Action Taken By	Progress To Date	Outstanding Scope	Projected Completion Date
Student Residences:				
209 Regina Street	Physical Resources, Residence LSP	None	6	
50 University	Physical Resources, Residence LSP	None	6	
Bouckaert Hall	Physical Resources, Residence LSP	100%		
Bricker Residence	Physical Resources, Residence LSP	None	6	
Clara Conrad Residence	Physical Resources, Residence LSP	60%	2	Floor to Floor Separation - 2013
Conestogo House	Physical Resources, Residence LSP	None	6	
Euler Residence	Physical Resources, Residence LSP	None	6	
Heidelberg House	Physical Resources, Residence LSP	None	6	
King Street Residence	Physical Resources, Residence LSP	None	6	
Leupold Residence	Physical Resources, Residence LSP	None	6	
Little House (A-Wing, B-Wing)	Physical Resources, Residence LSP	None	6	
MacDonald House	Physical Resources, Residence LSP	100%		
St. Agatha House	Physical Resources, Residence LSP	None	6	
St. Clements House	Physical Resources, Residence LSP	None	6	
St. Jacobs House	Physical Resources, Residence LSP	None	6	
Waterloo College Hall	Physical Resources, Residence LSP	None	6	
Willison Hall	Physical Resources, Residence LSP	100%		
Student Housing:				
102 Albert Street	Physical Resources, Residence LSP	None	6	
181 Albert Street	Physical Resources, Residence LSP	None	6	
183 Albert Street	Physical Resources, Residence LSP	None	6	
242 Albert Street	Physical Resources, Residence LSP	None	6	
246 Albert Street	Physical Resources, Residence LSP	None	6	
12 Lodge Street	Physical Resources, Residence LSP	None	6	
14 Lodge Street	Physical Resources, Residence LSP	None	6	
195 Regina Street	Physical Resources, Residence LSP	None	6	
201 Regina Street	Physical Resources, Residence LSP	None	6	
205 Regina Street	Physical Resources, Residence LSP	None	6	

Building	Action Taken By	Progress To Date	Outstanding Scope	Projected Completion Date
80 Seagram	Physical Resources, Residence LSP	None	6	
83 Seagram	Physical Resources, Residence LSP	None	6	
89 Seagram	Physical Resources, Residence LSP	None	6	

Completion of Life Safety Upgrades in future phases is dependent on amount of funding available.

Scope Legend:

1. Interior Doors
2. Firestopping
3. Fire Dampers
4. Exit Signage
5. Fire Alarm
6. All scope



BRIEFING NOTE

Committee: Audit & Compliance

Agenda Item: Future Financial Accounting Framework

Action Required: ☐ Approval ☐ Discussion ☒ Information

Motion: N/A

Summary: New accounting standards will apply to Laurier for the year ending April 30, 2013. As noted in the audited financial statements and the KPMG audit findings report for the year ended April 30, 2012, the University had not finalized the decision on the accounting framework to adopt. This report will provide information regarding the plan and timing for finalizing that decision.

Ontario universities have taken the position that they will be included as "Other Not-for-Profit Organizations". As a result the accounting treatment of most items will not change from current practice. However, there will be a number of changes and choices to be made that would impact financial reporting. None of the choices impact cash flow, however they will affect the presentation of the statement of financial position, operations and changes in net assets. It is very advantageous to be able to continue to readily compare Laurier's fiscal position in a consistent manner with other universities. The KPMG report attached summarizes the impact of financial reporting by Not-for-Profit Organizations.

Over the next few months, management will be evaluating the potential impact of adoption of the new accounting framework for the year ending April 30, 2013. It is expected that for consistency across the sector, Laurier and all Ontario universities will adopt similar accounting elections and choices.

Most Ontario universities have not yet finalized their choices. The Senior Finance group of the Council of Finance Officers –Universities Ontario (COFO-UO) is meeting on November 8, 2012 to review the various transition elections and the accounting policy changes being considered.

Furthermore, we have been advised by KPMG that a proposed change to employee future benefits (to remove the deferred and amortization option) is under further consideration by the Accounting Standards Board (AcSB). This will impact the choices available.

For the January 24, 2013 A&C meeting, management will outline the framework, transition elections and the accounting policy choices selected as well as the rationale. It is also expected that, with the assistance of subject matter experts at KPMG, restated financial statements highlighting the impact of the accounting framework changes will be presented.

Alignment: This report is part of the development of the audited financial statements.

- Proposed by:** James Butler, Vice-President: Finance and Administration
Joanne McKee, Assistant Vice-President, Financial Resources
- Consultation:** KPMG, Council of Finance Officers –Universities Ontario
- Rationale:** The Board of Governors is responsible for approving the University changes in accounting policies, elections and framework selected.
- Compliance:** The Audit and Compliance Committee's responsibility to oversee the University's audited financial statements.
- Risk Assessment:** Financial risk is high. Accounting policy changes have a significant impact to the financial results as reported in the University's audited financial statements.
- Attachments:** "Financial Reporting by Not-for-Profit Organizations", prepared by KPMG

For University Secretariat Use Only (Official only if initialed by University Secretary):

Final Approval by: ☐BOG ☐E&G Date:_____ Initials: _____

MOTION: Moved:_____ Seconded:_____ Carried ☐

☐same wording as recommendation ☐differs from recommendation ☐for information only

Financial Reporting by Not-for-Profit Organizations

In December 2010, the Accounting Standards Board of the Canadian Institute of Chartered Accountants ("AcSB") and the Public Sector Accounting Board ("PSAB") issued the accounting standards impacting the future financial reporting framework for not-for-profit organizations. These standards were released as a result of a joint, comprehensive standard setting process by both Boards. These standards are effective for years beginning on or after January 1, 2012.

The PSAB is responsible for the accounting standards used by not-for-profit organizations that are controlled by a government (referred to as "government not-for-profit organizations") (e.g. hospitals, colleges, local governments). The AcSB is responsible for the accounting standards used by not-for-profit organizations that are not under the control of a government (referred to as "other not-for-profit organizations") (e.g. universities, foundations, charities, and membership clubs). Not-for-profit organizations will need to assess whether they are a government not-for-profit organization or other not-for-profit organization to ensure that they are reporting under the appropriate financial reporting framework.

Specific to the University

In Ontario, Universities are not consolidated into the financial statement of the Province as they are not determined by the Province to be controlled by them. Ontario Universities concur with that interpretation and, as a result, are included as Other Not-for-Profit Organizations above. Universities will choose between Part III of the Handbook and IFRS.

For not-for-profit organizations transitioning to Part III of the CICA Handbook-Accounting, the financial statement presentation and the accounting treatment of most items will not change from current practice. However, there are changes in applicable accounting standards in Part II that will impact not-for-profit organizations.

The first financial statements are to be prepared using retrospective application as at the transition date. However, Section 1501 provides mandatory exceptions and optional elections for the entity to not apply retrospective application.

As well, there are transitional provisions that not-for-profit organizations will need to apply when preparing the first financial statements under the new accounting standards.

Optional elections related to revised accounting standards are discussed below. Other optional elections include:

- Elect to measure capital assets at fair value on the date of transition and use this value as deemed cost going forward.
- Elect to reset any cumulative translation adjustments to zero on date of transition.

Estimates made at transition must be consistent with the historical estimates. Hindsight cannot be used.

The first financial statements prepared under the new accounting standards must contain:

- A statement of financial position with three columns—current year, comparative year and the transition date (beginning of comparative year)
- A Note providing a reconciliation from the previously-reported amounts for opening net assets, excess of revenues over expenses and cash flows (if significant).

The **key areas** of impact for the University are capital assets, employee future benefits and financial instruments, asset retirement obligations and intangible assets.

Capital Assets:

The key decision with respect to capital assets is the election option to fair value any individual capital asset at fair value at the date of transition. However, any increase in depreciable assets will result in additional depreciation in future years.

Employee Future Benefits:

- 1) Entities have an accounting policy choice to account for their employee future benefits using the existing deferred and amortization approach or to adopt the new immediate recognition approach.
 - Under the deferred and amortization approach, actuarial gains/losses and past service costs are accumulated and amortized over the expected average remaining service life (EARSLS) of employees. The corridor method of amortization is still available. The amortized amount is recorded in the statement of operations in the year. The employee future benefit liability presented in the financial statements is calculated as the actuarially-determined accrued benefit obligation adjusted for unamortized actuarial gains/losses and past service costs.
 - Under the immediate recognition approach, the employee future benefit liability presented in the financial statements equals the actuarially-determined accrued benefit obligation without adjustment. All actuarial gains/losses and past service costs are recorded in the statement of operations in the year that they occur.
- 2) The current option to record changes in asset market value of employee future benefit plans over a five-year period has been removed. Assets will be recorded at fair market value with annual fluctuations recorded in the statement of operations.
- 3) Note disclosure requirements for employee future benefits have been reduced from previous requirements, particularly if the immediate recognition approach is used.
- 4) *Transitional Election:* The entity may elect upon transition to recognize all cumulative actuarial gains/losses at the date of transition, and record the amount directly to net assets.

Financial Instruments:

- 1) Equity instruments quoted in an active market and free-standing derivatives are carried at fair value. All other financial instruments (including bonds) are carried at cost or amortized cost. Entities have the option to record any individual financial instrument (including bonds) at fair value — however, this election must be made upon initial recognition of the financial instrument and is irrevocable.
- 2) Fair value adjustments must be recorded in the statement of operations. The only exception is endowment investments for which fair value fluctuations are still recorded in the statement of changes in net assets.
- 3) Transaction costs for financial instruments carried at cost/amortized cost must be capitalized. Transaction costs for financial instruments carried at fair value must be expensed.
- 4) Hedge accounting has been simplified, but its use is restricted to instances where contract terms match and there is no ineffectiveness. Hedge must be designated for hedge accounting on inception of the hedging relationship.

- 5) Impairment loss on financial instruments is recognized if there are indicators of impairment and the carrying amount is greater than the highest of PV of future cash flows, net selling price, and net proceeds from collateral.
- 6) Note disclosure is significantly reduced from prior requirements.
- 7) *Transitional Election:* An entity can elect to designate any financial instrument to be measured at fair value as at the date of transition, regardless of its previous designation. Any differences in carrying value recorded to net assets at date of transition.
- 8) *Transitional Exception:* A previously-undesignated hedge cannot be designated for hedge accounting on transition. Only hedges designated for hedge accounting prior to transition can be designated for hedge accounting on transition.

Asset Retirement Obligations:

- 1) Asset retirement obligations are measured at management's best estimate.
- 2) *Transitional Election:* If an asset retirement obligation was not previously recognized, entity may elect on transition to measure the obligation at the date of transition and estimate the amount to be included in the carrying value of the related assets with the difference charged directly to net assets.

Intangible Assets:

The AcSB issues a new Handbook Section 4432 – Intangible Assets held by Not-for-Profit Organizations to address the accounting treatment for intangible assets acquired and developed by a not-for-profit organization, such as costs related to a series of plays, exhibitions etc. . Except for otherwise provided in this section, a not-for-profit organization applies Section 3064 Goodwill and Intangible Assets to intangible assets.



Wilfrid Laurier University BOARD OF GOVERNORS

Audit & Compliance Committee

Minutes of the Meeting Held

Audit & Compliance Committee

Tuesday May 22, 2012

8:00 a.m. to 10:00 a.m.,

Ernst & Young Boardroom, SBE 3220, Waterloo

Present: John Bowey (chair), Farouk Ahamed, Joan Fisk, Jamie Martin, David Pfrimmer, Nirushan Philip, Mercedes Rowinsky-Geurts, Dana Tunks

Regrets: Tom Berczi, Dean Braund, Shawn Hudes

Secretariat: Shereen Rowe, Anne Lukin

A. Introduction

A1. Declaration of Conflict of Interest, John Bowey: None

A2. Movement of Consent Items to Main Agenda, John Bowey: Consent Items accepted as presented, with an edit to the Minutes of March 22, Item B1 that Ms. Keirstead issued a report on the tri-council review.

B. Discussion Reports/Recommendations

B1. Pension Plan Audited Financial Statements, Gary Lambert

As required by provincial legislation, an annual audit of the Pension Fund is performed. The Fiscal year which ended December 31, 2011 was audited by KPMG. The value of the fund increased by \$721,000 or .0025%. Administration costs increased, including some one-time custodial costs. These costs also reflect some management fees that in previous years were included in other costs but are now reported separately.

These Audited Financial Statements do not include information on liability disclosure for the Pension Plan. This information will appear in the Audited Financial Statements for the University in September. Legislative compliance does not require that information to be included for the Pension Plan audit, and there is a cost for actuarial services to prepare the deficit figures. The Committee noted that in the absence of liability information, these Financial Statements should more appropriately be titled as an accounting of the Pension Fund rather than the Pension Plan. Gary Lambert was requested to work with KPMG to effect this change.

Motion (Joan Fisk/David Pfrimmer): The Audit and Compliance Committee recommends that the Board of Governors approve the Pension Fund Audited Financial Statements for the year ended December 31, 2011 and that any two member of the Board of Governors be authorized to sign the financial statements as evidence of such approval.

Carried.

B2. Standing Updates: Compliance Progress on Previous Internal Audits, Helena Keirstead

B2a. Payroll Audit Update, Helena Keirstead

Ms. Keirstead presented a summary report of progress to date on the internal audit recommendations for payroll systems. Some of the recommended changes are challenging to implement given the multiple collective bargaining agreements involved. The Internal Auditor is pleased with the progress to date.

B3. Internal Auditor Update, Helena Keirstead

B3a. Internal Audit Plan

B3a1. Records & Registration Audit Status

Ms. Keirstead is completing an audit of records and registration systems, with a review underway of the processes for recording and reporting of grades and the confirmation of degree requirements. She is drafting a report to submit to the committee at a future meeting.

B3a2. Business Continuity/Disaster Recovery Plan Review and Scope Change

The original Business Continuity Plan was prepared 10 years ago, and needs to be reviewed and updated, especially the plan for IT Disaster Recovery prepared in 2005. Stephanie Kibbee is taking over responsibility for the Business Continuity Plan, and will be going for training in this area. Ken Boyd is taking over the Disaster Recovery Plan. This review will take several months and staff will come back to the Committee in November 2012 with a draft framework.

B3a3. Athletics & Recreation Scope Change

The processes for fundraising and cash handling in the Athletics & Recreation department will be reviewed at both the Waterloo and Brantford campuses.

B3a4. Admissions Audit Report

The internal audit of Admissions will be postponed to a later date for a thorough review.

B3b. Certified Internal Auditor (CIA) Exam Results

Ms. Keirstead reported that she passed the exam for Part 1, Internal Auditor role and risks. She will write the exam for Part 2 in late summer 2012.

B4. Internal Audit Reports, Helena Keirstead

B4a. Office of Research Services, Compliance with NSERC/SSHRC Requirements

A Tri-Council review in 2010 identified a few issues and Laurier (along with many other universities) was given an unsatisfactory rating. At the request of the VP, Finance & Administration, Deloitte followed up with a review in 2011 of processes and some transactions. The Tri-Council will return for a financial review of the period from April 2011 through March 2012. In advance of this planned visit, the Internal Auditor performed some further testing and review. She noted that there were still some minor to moderate deficiencies but there has been progress, due in part to the creation of a Compliance Officer position in the office of Research Services last year.

B4b. Legislative Compliance

An article was distributed from the Institute of Internal Auditors newsletter, on issues facing university Audit Committees including legislative compliance. In consultation with Shereen Rowe, Ms. Keirstead

has compiled a list of areas at Wilfrid Laurier University that require legislative compliance. Based on input from department managers on some key factors in legislative compliance, the Internal Auditor has prepared a report that identified any recent incidences of non-compliance; significant changes to relevant legislation; third-party audits; reporting mechanisms that mitigate risk in this area; and any areas that require special focus in the year ahead. The Review covered major areas of operation and identified no major issues for concern. Four areas were identified as needing work: Counseling Services, Library, Student Awards, and Records & Registration. The Committee requested an update on these areas at the next meeting.

Motion (David Pfrimmer/Jamie Martin) The Audit and Compliance Committee recommends the Board of Governors approve the Legislative Compliance Report for period January 1, 2011 to March 1, 2012. Carried.

B5. Enrollment Management Update, John Bowey

Enrollment Management continues to be a key risk area monitored by the A&C Committee. The month of May is a period of heavy activity for admissions, leading up to the June 2nd registration deadline for Ontario high school students. Laurier has a 2012-2013 target of 4570 new first-year students (including Waterloo, Brantford and international students). Confirmations are trending well, although final numbers will not be available until after June 2nd. Mr. Butler sits on the Enrollment Committee and he noted that he is satisfied with the progress to date and feels no need to adjust the budget numbers on enrollment.

B6. Universities Audit Conference Update, John Bowey

As part of an informal rotation among Ontario universities, Laurier hosted a conference on risk management for Chairs of Audit Committees on May 3, 2012 at the Balsillie School of International Affairs, Waterloo. 25 attendees from nine Ontario universities participated, and shared challenges and best practices through group discussions. Dr. Max Blouw provided an overview on Risk & Opportunity in Post-Secondary; a representative from Moody's spoke on credit ratings; and Deloitte representatives spoke on enterprise risk management and developing risk intelligence.

B7. Enterprise Risk Management Discussion

As follow-up to their May 2011 report on Enterprise Risk Management at Laurier, Deloitte met with key leaders and wrote up a report on next steps in ERM at Laurier. These steps include formalizing the process; building a list of essential and effective components of ERM; developing a clear understanding of Laurier's risk tolerance; and developing a clear, written risk management policy and framework and risk management process. Dr. Blouw agreed to draft a Risk Policy.

B8. Board Resolution on Signing Authority, Shereen Rowe

As noted at the March 22nd A&C meeting, the Signing Authority policy has undergone a comprehensive review, to create a cohesive statement of approval levels and signing authority. This revision has grouped processes to make it easier for staff to understand and follow the approvals process. Training will remind authorized signers that they are committing the university. Internal financial tracking software will include approval levels and will provide flags and notifications for needed approvals. The revised policy reserves for the Board of Governors approvals of projects/purchases over \$1M and of projects that might create risks to Laurier's reputation, regardless of dollar value. The new policy and procedures are based on extensive review of best practices at other universities.

Motion (Joan Fisk/Jamie Martin): The Audit and Compliance Committee recommends the Board of Governors approve the proposed Signing Authority policy and with this approval rescind the existing Board Resolution on Signing Authority and University policy 5.7.
Carried.

B9. Other Business: None

B10. *In Camera* Session : None

B11. Adjournment of Meeting

Motion (Joan Fisk/Farouk Ahamed): to adjourn the meeting.
Carried.

C. Consent

The following items were approved by consent.

- C1. Agenda
- C2. Audit & Compliance Committee Meeting Minutes: March 22, 2012, with a revision as noted in A2 of these May 22, 2012 Minutes.



Board of Governors
Joint Meeting of the Audit &
Compliance and Finance &
Investments Committees

WILFRID LAURIER UNIVERSITY

Waterloo | Brantford | Kitchener | Toronto

MINUTES

Audit & Compliance and Finance & Investments Committees

Tuesday, September 4, 2012, 9:00-11:00 a.m.,

**Location: Ernst & Young Board Room, SBE 3220,
Waterloo Campus**

Present

Finance:

Tim Martin (Chair), Farouk Ahamed, Tom Berczi, Sheila Hamilton, Donna Kotsopoulos, Nirushan Philip, Larry Scott, Bill Muirhead

Audit & Compliance:

John Bowey (Chair), Farouk Ahamed, Tom Berczi, Jamie Martin, David Pfrimmer, Garry Potter, Dana Tunks

Regrets

Peter Ansley, Max Blouw, Gary Bott, Matt Certosimo, Chris Friel, Michael Gagliano, Catherine Mulvihill, Berry Vrbancovic

Secretariat: Shereen Rowe, Anne Lukin

Guests: Matthew Betik, Kim Haley, KPMG

A. Introduction & Reports

A.1. Call to Order

New Committee members were introduced.

A.1.a. Declaration of Conflict of Interest: None

A.1.b. Movement of Consent Items to the Main Agenda: None

B. Discussion Reports/ Recommendations

B1. 2011-2012 Audited Financial Statements, Jim Butler

B.1.a. 2011-2012 Appropriations and Budget to Actual Report

The committee received a report comparing the 2011-2012 Budget to actual performance. This report highlights variances in key areas for 2011-2012, including revenue from enrollment and government funding higher than budgeted; savings on projected capital costs; and maternity leave costs higher than anticipated. The University budgets conservatively; if/when this results in a surplus, the Board must then approve specific line item requests for how any surplus amounts will be used. Although a \$4.7M loss was budgeted for 2011-2012, the operating fund achieved a \$10.2M surplus. The report included specific requests for appropriations of this surplus, including the funding of Projected Future Operating Deficits, as well as support for the LEAF Program, capital land banking, CFI Northdale Research and others.

Motion (Tom/ Berczi/ Farouk Ahamed): The Finance and Investment Committee recommend that the Board of Governors approve the appropriations and transfers for the 2011/ 2012 fiscal year as detailed in Table 1 and 2 of the 2011/ 2012 Appropriations and Budget to Actual Reports document dated September 4, 2012. Carried.

(Garry Potter abstained.)

B.1.b. Reconciliation of Budget to Actual Reports to Audited Financial Statements,
Gary Lambert

The Committees received a report reconciling the internal Budget to Actual reports and the Statement of Operations with the audited Financial Statements. It provided details on \$12M+ in adjustments.

B.1.c. Presentation of Audited Financial Statements as at April 30, 2012, Matthew Betik, KPMG

Matthew Betik and Kim Haley, auditors representing KPMG, presented the 2011-2012 Audited Financial Statements, noting that there were no modifications or reservations. They flagged that this was the final year for reporting within the current accounting framework; Laurier along with other Ontario universities will be required to adopt a new accounting framework going forward. This issue will be brought back to the committees at a future meeting for more information and a request for recommendation.

B.1.d. Confidential In Camera Session: Auditor's Comments & Q&A

Motion (Jamie Martin/ Tom Berczi): to move the session *In Camera*. Carried.

B.1.e. Approval of Audited Financial Statements as at April 30, 2012

Motion (Tom Berczi/ Jamie Martin): The Audit and Compliance Committee recommends the Board of Governors approve the audited financial statements for the year ended April 30, 2012, and that any two members of the Board of Governors be authorized to sign the financial statements as evidence of such approval. Carried.

C. Confidential *In Camera* Session

(See B.1.d. above)

Adjournment

Motion (Tom Berczi/ Bill Muirhead): to adjourn the meeting. Carried.

D. Consent Items

D1. Agenda was accepted by consent.

May 2011 to April 2012 Annual Report



Wilfrid Laurier Special Constable Service
"Inspiring Lives "

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Wilfrid Laurier University Special Constable Service

“Making Your Campus Safer”

Community Policing



Physical Patrol:
Foot, Bicycle and Cruiser



Technology:
Video Surveillance,
Records Management
and Computer Aided
Dispatch





Waterloo Campus



Kitchener Campus



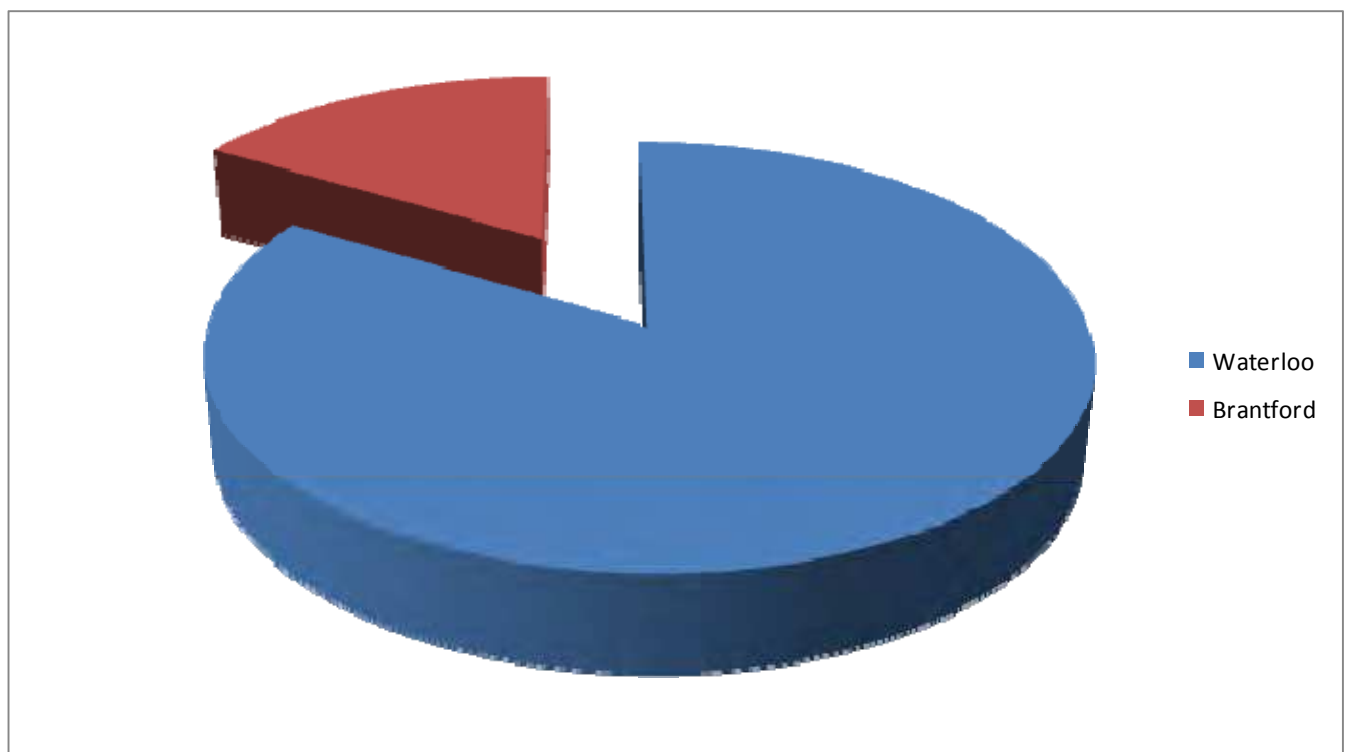
Brantford Campus

Introduction

Wilfrid Laurier University is a multi-campus University with campuses located in Waterloo, Brantford, Kitchener and Toronto. Wilfrid Laurier University has grown in the past few years. The University owns or controls 80 buildings in Waterloo, one building in Kitchener, 24 buildings in Brantford and one office suite in Toronto.

Special Constable Service has an annual operating budget of \$1.7M and employs four Supervisors and nine Special Constables in Waterloo, who are appointed by the Waterloo Regional Police Service Board. Special Constable Service Brantford has an annual operating budget of \$334,000 and employs one supervisor, three full-time Special Constables and one part-time Special Constable, who are appointed by the Brantford Police Service Board. There are contracts in place between Special Constable Service, the Waterloo Regional Police Service and the Brantford Police Service, that outline guidelines for operation. Special Constable Service carries out proactive/preventative patrols of the grounds and facilities, and also responds to incidents and calls for service.

Special Constable Service
Annual Budget
Waterloo \$1.7M, Brantford \$334,000





Message from the Vice President: Finance & Administration

James Butler

Similar to most public institutions, Laurier's campuses are highly accessible and our students, faculty and staff are very much engaged in the broader community in which they live, play, work, and study. Just like every other member of the community, Laurier's citizens consider safety and security to be very important. Indeed, it is one of the key attributes that students and their families seek when choosing a place to study. The university takes the matter of safety and security seriously and has invested many resources into training, technology, community partnerships, and people. This investment focuses on three principle areas, being education, prevention and enforcement. Special Constable Service tailors its services according to these three principles. Within this context Special Constable Service has worked to develop cooperative relationships with its local police services and other emergency responders to ensure that there is a fully integrated response to emergency situations. It has also committed resources to improve its own emergency response capabilities based on the lessons learned from annual emergency response tests. Special Constable Service has worked hard to educate the respective campus communities on crime prevention.

The university is fortunate to have a group of men and women who have dedicated themselves to the service of our university. Their service often goes unnoticed and unheralded. We thank them.



Message from the Director Rod Curran

This is my seventh annual report and I hope you enjoy reading this document and the information that we have gathered in relation to safety at Laurier from May 1, 2011 to April 30, 2012.

Safety on campus is the number two consideration of parents and students when selecting a university. Our safety plan at Laurier involves prevention, community policing, enforcement, physical patrol and technology.

During this time period we saw a reduction in calls for service from 20,178 to 13,625. This is mainly due to the fact that we don't lock and open doors on campus as custodial have taken over this function. The result is more patrol time for our officers.


Criminal activity was down 6% on the Waterloo Campus, down 50 % in Kitchener and up 4 % in Brantford. This is the second year in a row that we have seen a reduction in crime on our Waterloo and Kitchener campuses.

The Waterloo-Kitchener Campus Special Constable Service budget is 1.7 million dollars which is ranked 8th lowest out of 9 Special Constable Services involved in University Policing. On the Brantford Campus we spend \$333,822 dollars for Special Constable Services. The Laurier community gets good value for their security dollar.

Our members continue to be involved in the Laurier, Waterloo and Brantford communities. I am delighted that our officers have taken an active participation in the Special Olympics and torch run. We are the first University Special Constable Service to partner with Special Olympics.

Training is very important to our Service so our members are able to respond and take some action in regards to any incident on campus. Members of our Service have attended training courses at the Ontario Police College and other police services in the Province of Ontario. Our Special Constables must recertify each year in use of force and first aid. I would like to thank the Training Branches of the Waterloo Regional and Brantford Police Services for making training opportunities available to our Service. We are a learning organization and we will continue to raise our level of professionalism.

On January 18, 2012 we ran a successful emergency exercise with Waterloo Regional Police Service to test our emergency plan and to give senior administration and our members some practice. This exercise involved an active shooter in our administration building. It was a positive learning experience for all. In the fall of 2012 an exercise is being planned for the Brantford Campus.



In the fall of 2012 our Emergency Warning System will be fully operational at Laurier. This system was tested during our emergency exercise in January. None of our security systems would have been possible without the funding and support of the Senior Management at Laurier.

In 2005 Laurier had 10 cameras for security purposes. The CCTV system continues to grow with 569 cameras monitoring our three campuses. Technology is a deterrent to criminal activity and an excellent tool for investigative purposes.

Mr. Ray Tanguay, Chair of Toyota Motor Manufacturing Canada, presented our Service with a new 2012 Rav 4 which will be used as a supervisor patrol vehicle. This donation by Toyota was greatly appreciated.

Waterloo Regional Police Service has completed a review of our Service. This is the first review by the police after 37 years of servicing the Laurier community as a Special Constable Service. The final report will be reviewed and any recommendations to make our Service better will be adopted.

I would like to thank our supervisors, special constables and our student dispatchers for their continued effort in keeping our campuses safe. Your dedication is greatly appreciated by the Laurier community.

Community partners such as the Waterloo and Brantford Police Service continue to be an excellent resource for our service and our members. I would like to thank the Brantford Police beat officers and Waterloo Regional Police North Division for responding to concerns on our campuses. Your level of professionalism in your uniform and criminal investigation units is a credit to your Services.

I would like to thank Dr. Max Blouw, Mr. Jim Butler, Chief Matt Torigian, Superintendent Kevin Chalk and Chief Kellner for their continued support of our program. A special thanks to Mr. Chris Hancocks my Operations Manager.

In closing I would like to thank the staff, students and faculty for their continued support of our Service. Our campuses continue to be a very safe place to work and learn. Remember at Laurier your safety is a priority and excellent customer service is our goal.

WLU Special Constable Service Management Team



Jim Butler
Vice President: Finance & Administration



Rod Curran
Director, Special Constable
Service



Antonio Araujo
Director, Campus Operations
Brantford



Chris Hancock
Operations Manager



Harry Oldengarm
Supervisor
Team 1



Peter Jorg
Supervisor
Team 2



Tammy Horton-Drago
Supervisor
Team 3

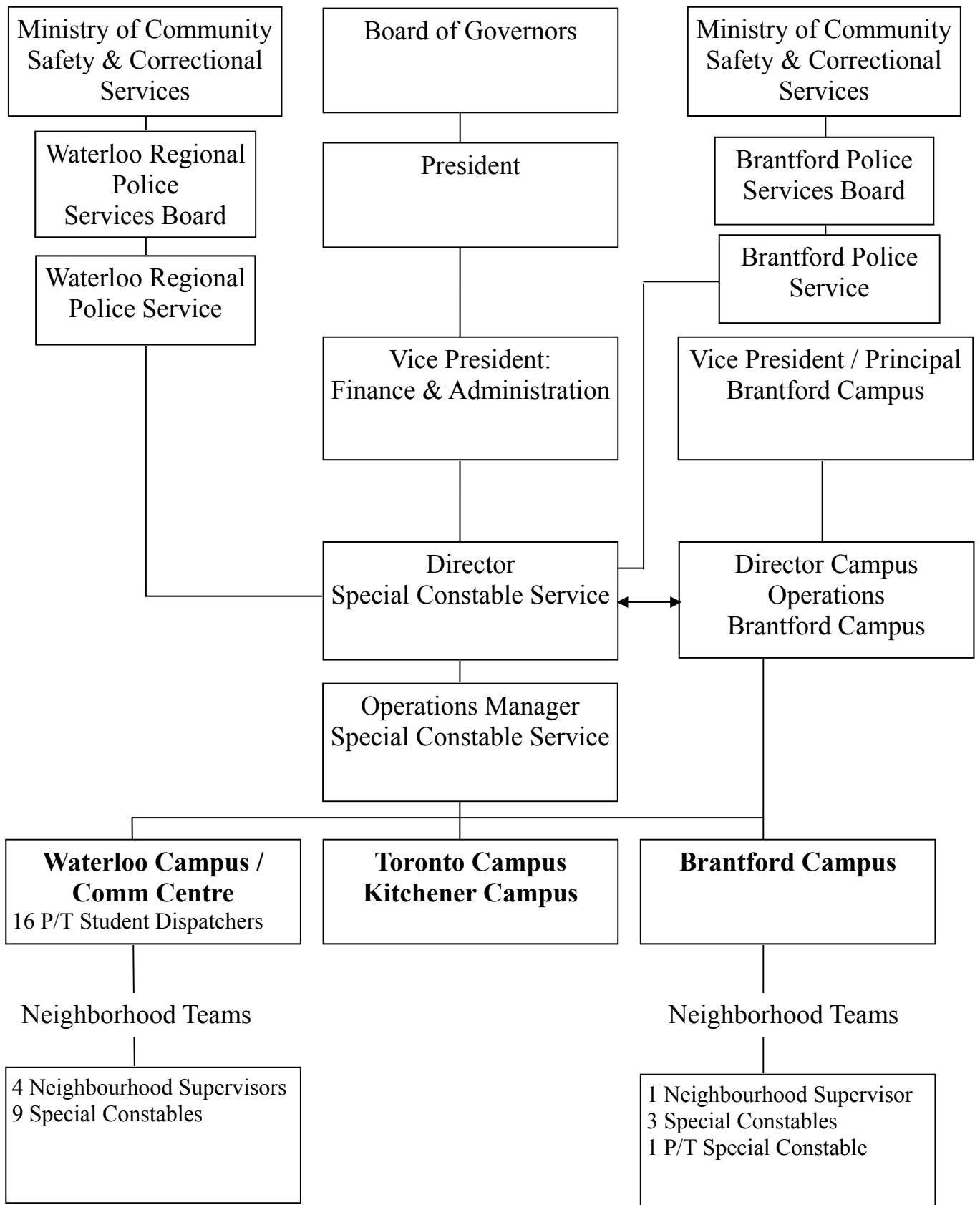


Rick Cousineau
Supervisor
Team 4



James Yuhasz
Supervisor
Brantford

Organizational Structure WLU Special Constable Service





Mission

Special Constable Service is committed to:

- The prevention of crime, education, customer service, encouraging partnerships and the protection of rights, which will enhance the quality of life for our students, faculty, staff and visitors.
- The Neighbourhood Policing Model was adopted to solve and prevent crime through education and the formation of partnerships to make Wilfrid Laurier a safe place to learn, live and work.

Vision

We will promote a working relationship with students, staff, faculty and the Waterloo community that encourages prevention, education, partnerships and participation supported by opportunities to achieve high levels of personal and organizational performance.

We will, with the cooperation of our university, students, staff, faculty and the city communities, deliver security services which recognize the different needs of our diverse university and the value of partnerships and excellent customer service.

Our service will be:

- Student, staff and faculty oriented
- Provide excellent customer service
- Educational
- Efficient
- Respectful of others
- Innovative in our delivery and program

Values

We, the men and women of Special Constable Service, believe strongly in the following values:

- Academic Excellence
- A caring community
- Innovation
- Respect
- Student-centered environment
- Customer service

Special Constable Service: Who We Are

The Special Constable Service Communication Centre, Waterloo Campus, is located on the ground floor of the Student Services Building directly across from the Dining Hall, and is open 24 hours a day 365 days a year. Our community policing office is located at 232 King Street N in Waterloo. This location contains the administrative offices, report writing room, interview room, locker rooms, and Victim Services Soft Interview room.

Special Constable Service has also has a Kitchener and Brantford Office, with the Brantford office located on Market Street and the Kitchener office located on the first floor of the Lyle Hallman Building. Waterloo and Brantford campuses can reach us by phone at extension 3333 (internal) or 519-885-3333 (external). The Waterloo department consists of four teams of one Supervisor and two Special Constables each, who are dedicated to providing professional first class service to the Laurier community. The Brantford Campus is staffed by one supervisor, three full time Special Constables and one part-time Special Constable.

Special Constables are employed for the preservation and maintenance of the public peace, to safeguard members of and visitors to the Laurier community. They are empowered to enforce Federal and Provincial statutes including the Criminal Code, Controlled Drugs and Substances Act, Youth Criminal Justice Act, Liquor License Act, Trespass to Property Act, Mental Health Act and City of Waterloo by-laws, when necessary. We receive this authority from the Ontario Ministry of Community Safety and Correctional Services and the Waterloo Regional Police Services Board, with respect to Brantford their authority is also granted by the Brantford Police Board. Officers are available to make presentations and conduct workshops on safety and security issues. Laurier Brantford and the Brantford Police Service entered into a partnership whereby they also use the Market Street space for their officers who are on duty in the downtown core area.



When Duty Calls!

Waterloo, Kitchener and Brantford

From May 2011 to April 2012, Special Constable Service responded to 13,625 calls for service. Of those calls, SCS Special Constables investigated 598 criminal incidents: Waterloo - 523 (6% Decrease), Kitchener - 3 (50% Decrease), Brantford - 72 (4% Increase). We also dealt with 144 incidents of drugs or drug related offences: 134 Waterloo (22% Increase), 10 Brantford (9% Decrease). In Waterloo Special Constables seized and destroyed over 242.3 grams of marijuana or just over 8.5 ounces.

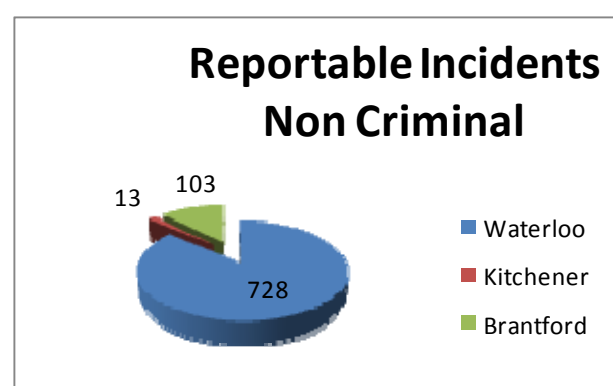
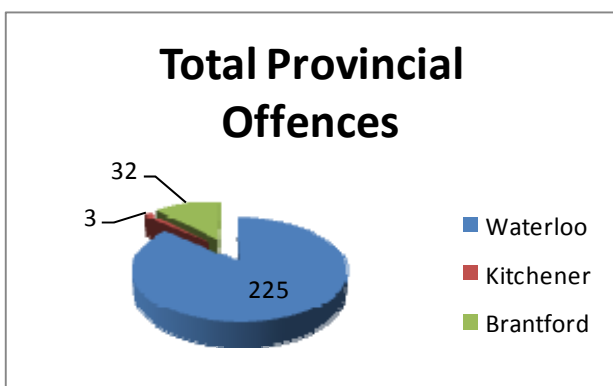
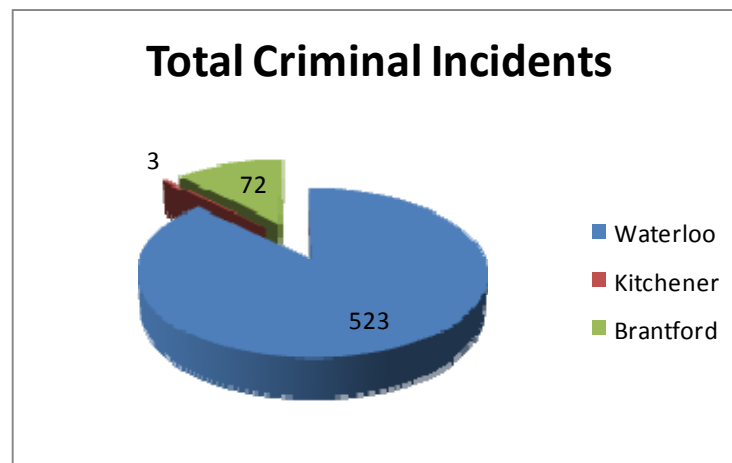
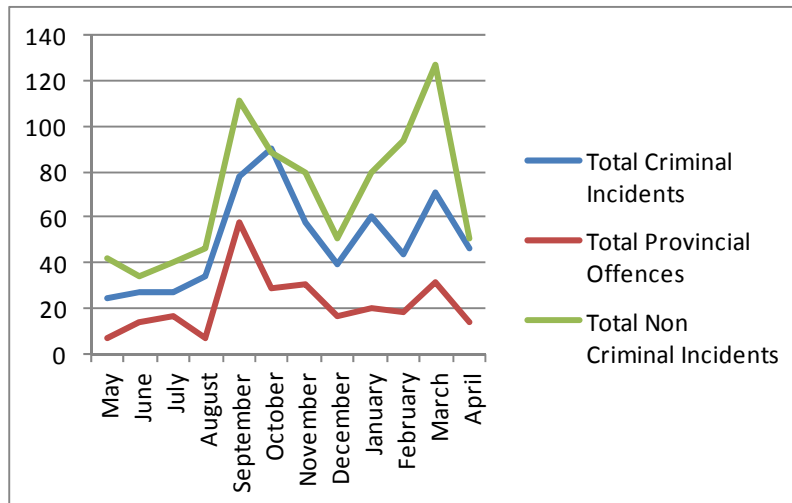
Our Special Constables dealt with 260 provincial offences including liquor and trespassing: Waterloo - 225, Kitchener - 3, Brantford - 32. Special Constables in Waterloo also dealt with 45 by-law related incidents which were primarily for Urinating in Public.

Our Special Constables responded to 270 security and fire alarms at our various buildings. Special Constables also responded to 241 medical incidents: 220 Waterloo (3% Increase), 21 Brantford (75% Increase) which varied from a slip on the ice or fall, to seizures, to alcohol related emergencies.

Special Constable Service as a whole completed 1749 incident reports broken down as follows: Waterloo - 1521 (1% Increase), Kitchener - 19 (23% Decrease), Brantford - 209 (Same as 2010-2011).



Waterloo, Kitchener and Brantford



Breakdown of Criminal Incidents / Campus

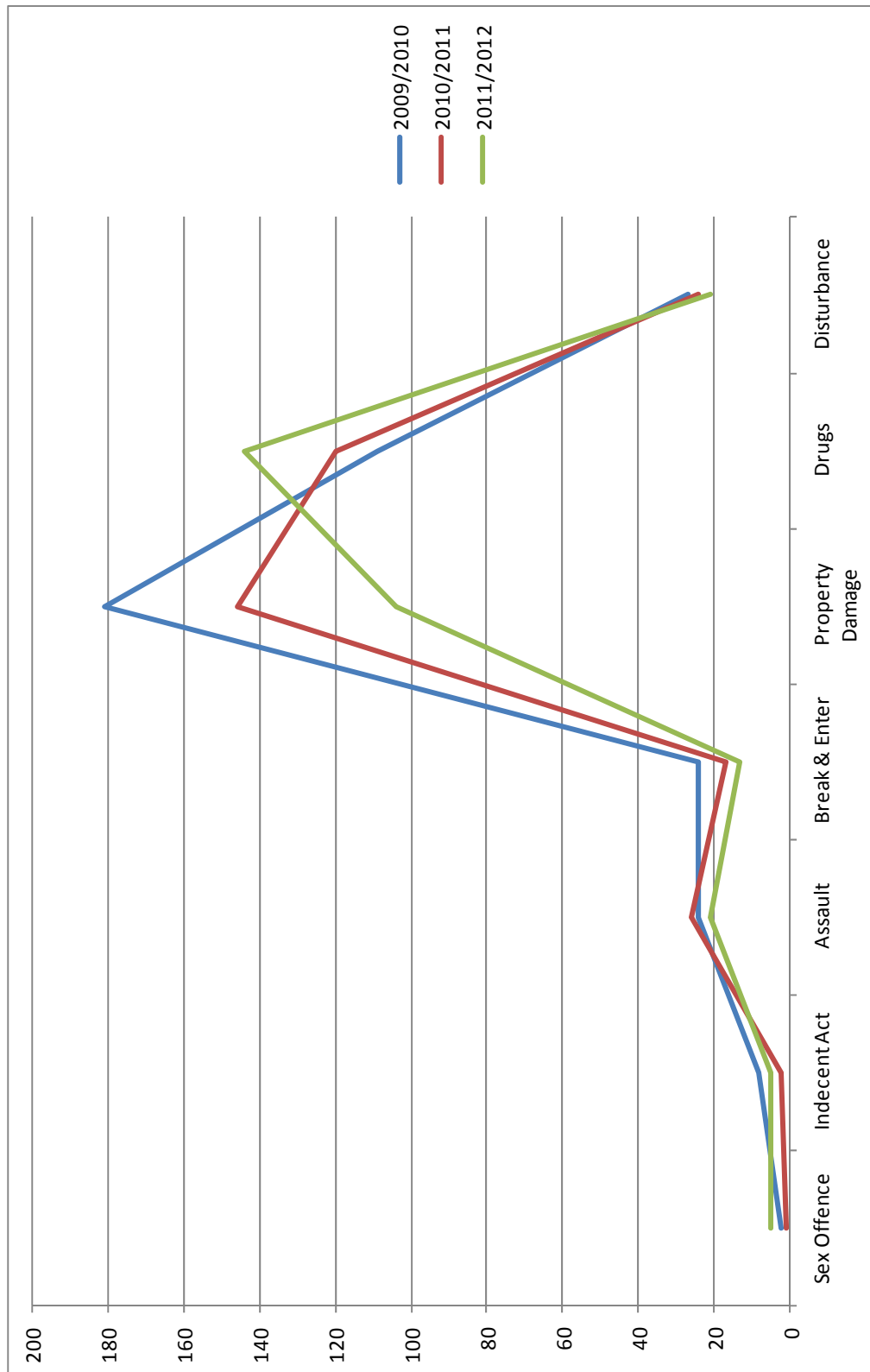
	Waterloo	Brantford	Kitchener	TOTAL
903 - Attempt Suicide	1	1	0	2
904 - Sex Offence	5	0	0	5
905 - Indecent Act	5	0	0	5
906 - Threatening	1	0	0	1
907 - Assault	17	4	0	21
911 - Break and Enter	12	1	0	13
912 - Theft Over \$5000	1	1	0	2
913 - Auto Theft	0	1	0	1
915 - Fraud	14	1	0	15
916 - Counterfeit Money	0	0	0	0
918 - Property Damage	93	10	1	104
921 - Drugs	134	10	0	144
924 - Fire	13	1	0	14
925 - Alarm	193	54	9	256
930 - Disturbance	19	2	0	21
933 - Domestic Dispute (Intimate)	0	1	0	1
938 - Public Mischief	2	0	0	2
952 - MVC - H and R	6	0	0	6
957 - Impaired Driver	2	0	0	2
979 - Theft Under \$5000	102	11	1	114
990 - Criminal Harassment	2	0	0	2
992 - Graffiti	36	14	2	52
993 - Domestic Dispute (Family)	0	0	0	0
996 - 911 (Administrative)	8	0	0	8
	666	112	13	791

Criminal Incidents Over Three Campuses Comparison

	2009/2010** Reference Only	2010/2011	2011/2012	Difference	% Increase/ Decrease
903 - Attempt Suicide	3	0	2	2	200
904 - Sex Offence	2	1	5	4	400
905 - Indecent Act	8	2	5	3	150
906 - Threatening	10	4	1	-3	-75
907 - Assault	24	26	21	-5	-19
911 - Break and Enter	24	17	13	-4	-23
912 - Theft Over \$5000	1	1	2	1	100
913 - Auto Theft	6	0	1	1	100
915 - Fraud	10	3	15	12	400
916 - Counterfeit Money	1	0	0	0	0
918 - Property Damage	181	146	104	-42	-28
921 - Drugs	109	120	144	24	20
924 - Fire	13	2	14	12	600
925 - Alarm*	180	231	256	25	10
930 - Disturbance	27	24	21	-3	-12
933 - Domestic Dispute (Intimate)	5	6	1	-5	-83
938 - Public Mischief	0	0	2	2	200
952 - MVC - H and R	6	8	6	-2	-25
957 - Impaired Driver	4	0	2	2	200
979 - Theft Under \$5000	162	161	114	-47	-29
990 - Criminal Harassment	7	0	2	2	200
992 - Graffiti	140	38	52	14	36
993 - Domestic Dispute (Family)	1	0	0	0	0
996 - 911 (Administrative)	0	7	8	1	14
	924	797	791	-6	-0.752823087

* Includes both Fire and Security Alarms.

Major Incidents Three Year Comparison

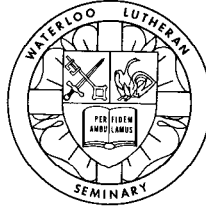




NEIGHBOURHOOD TEAM REPORTS



What Our Customers are Saying



Mr. Rod Curran
Special Constable Services
Wilfrid Laurier University
75 University Avenue West
Waterloo, ON
N2L 3C5

July 19, 2012

Dear Rod,

I want to express my support and appreciation for the highly professional and committed work of the Laurier Special Constable Service. Over the years you have successfully brought the concepts of community policing to an academic campus community.

I particularly want to express the appreciation of the Seminary community for the various ways you have helped insure a safe environment for our students, staff and faculty. A number of years ago your staff conducted a security audit. It revealed a number of areas where we could improve security in our building. The recommendations of that audit have led to specific actions, procedures and installing appropriate equipment. Your counsel was extremely helpful. Those who study and work here feel more secure knowing that Laurier's Special constables are available should they be needed.

I know I speak on behalf of my colleagues in thanking you and your staff for the important work all of you do on our behalf. Your award winning Service is a great tribute to the Laurier community and to the staff and constables that work with you.

Respectfully yours,

The Rev. Dr. David Pfrimmer
Principal Dean

Team 1 Update

This past year has once again proven to be a successful and challenging one for the team under the leadership and supervision of Supervisor Harry Oldengarm. In November 2011 S/Cst. Sarah Dougall resigned from her position and joined The Waterloo Regional Police Service. Her absence left the team shorthanded until S/Cst. David Borch was transferred to the team in January 2012 bringing it back up to its' full complement.

The members were actively involved in community events, ongoing training and partnership programs in compliance with their mandate and The Mission Statement of the Special Constable Service (S.C.S.).

S/Cst. Parsons continues to be involved with M.A.D.D. (Mothers Against Drunk Drivers) and in July he attended one of their charity golf tournaments and later in the year in November he participated in their National Red Ribbon Campaign. In July as a S.C.S. representative he attended a police funeral in York Region in honor of a police officer killed in the line of duty. He completed two online courses through the Canadian Police Knowledge Network.

In August both S/Cst. Parsons and Dougall represented the S.C.S. at a Resource Fair in the Concourse hosted by Residence Life.

S/Cst. Borch in partnership with members of W.R.P.S. participated in a 'Door Knocker' program in September, December and February. In November he participated in a street hockey tournament with the students from C.H. Little House and in March he partook in an intra mural flag football game. He is the liaison officer for this student residence. He attended a training session for 'Characteristics of Armed Persons' hosted by The Hamilton Police service and Provincial Weapons Enforcement Unit. He honed his self defense techniques and skills by attending several training sessions in Brazilian Ju-Jitsu put on by a local trainer. He re-qualified himself as an instructor in 'Non Violent Crisis Intervention' a program set up to ensure the care, welfare, safety and security of everyone on campus involved in a crisis situation. In April he successfully completed an on-line course with The Canadian Police Knowledge Network for 'Advanced Patrol Training'.

In September all team members were re-certified in their 'Use of Force' options by W.R.P.S. Training Branch members and in February they were re-certified as first emergency responders in C.P.R., First Aid and Cardiac Arrest Management Program.



Sgt. Harry Oldengarm



S/Cst. Adam Parsons



S/Cst. David Borch

Team 1 Update - con't

Due to a spike in criminal arrests, Supervisor Oldengarm updated a training package for the benefit of all Special Constables in the preparation of 'Crown Briefs' which are sent to the office of the Crown Attorney in order to successfully prosecute criminal cases.

In April Wilfrid Laurier University accepted three Conestoga students in a work related placement program with S.C.S. for a month. One of them was assigned to team 1 as a ride-a-long and observer.

Team members were actively involved during the year with a highly visible presence around campus on foot, bicycle and mobile cruiser patrols and responding to calls for service in a timely fashion.

Two criminal arrests were made by S.C.S. officers in relation to falsely pulled fire alarm pull stations. These arrests were made possible as a result of an ongoing 'Problem Oriented Policing Initiative' and detection techniques implemented by Supervisor Oldengarm several years ago to deter prank calls of this nature.

Team 1 is a highly motivated, dedicated and professionally trained unit within the S.C.S. and performs a daily integral role to make Wilfrid Laurier University a safer place to learn, live and work.

Team 2 Update

From May 01/11 – Apr 30/12 Team 2 conducted proactive patrols of campus on foot, bicycle and vehicle. Special Constable Hunt was transferred from Team 4 to Team 2 during the summer and Sp Cst Borch moved to Team 1. New recruit Sarah Shewchuk joined the Special Constable Service in January and was assigned to Team 2 with Sp Cst Hunt as her training officer.

Recruit Shewchuk was assigned to Neighbourhood 1 and Sp Cst Hunt to Neighbourhood 2.

Sp Cst Hunt took the IPMBA (International Police Mountain Bike Association) course learning basic bike maintenance, patrol techniques, effective usage of the bike when engaging suspects, appropriate riding techniques, riding over various terrains, and laws associated with cycling.

He also attended a seminar entitled “Characteristics of an Armed Person” hosted by Hamilton Regional Police as well as an entry level certificate course for the “Incident Management System” through the Ontario Government. Sp Cst Hunt also took part in some Brazilian Ju-jitsu training that focused on law enforcement defensive tactics.

Sp Cst Hunt participated in a “M”ovember event by growing a moustache in November to promote awareness of prostate cancer.

Recruit Shewchuk attended a two week pre OPC course with Waterloo Regional Police and also is taking the “Protective Services” course through Ed Judd & Associates which she will complete in June. She will also be taking the IPMBA (International Police Mountain Bike Association) course at the University of Guelph.

Sgt Jorg continued to work with and monitor 16 student dispatchers as well as manage lost and found property with the assistance of Team 2 members and dispatchers.

Sgt Jorg and Sp Cst Hunt completed annual Use of Force Re-certification. Hunt, Shewchuk and Jorg also recertified in annual Cardiac Arrest Management and First Aid. Hunt & Shewchuk both took the WHMIS training this past year.

Team 2 hosted a Conestoga College Co-op student from the Police Foundations program for 4 weeks.



Sgt. Peter Jorg



S/Cst. Jeff Hunt



S/Cst. Sarah Shewchuk

Team 3 Update

Over the past year, Team# 3 has contributed in making the Special Constable Service a more proactive and distinguished service to the Laurier Community through Community partnerships, approachable professional behavior, and active patrols.

In May of 2011 Sgt. Tammy Horton-Drago and Special Constable Eldred represented the department for the first time in the Law Enforcement Torch Run in partnership with the Waterloo Regional Police Service. Since that time Sgt. Horton-Drago, along with the Operations Manager, Chris Hancocks and S/Cst. Jennifer Laurie, has taken on the role of leading Wilfrid Laurier University Special Constable Service in becoming the first University to partner with Special Olympics Law Enforcement Torch Run. The University Community is excited about this new partnership, and hopes make a considerable contribution to the Special Olympics Ontario.

Sgt. Horton-Drago has been appointed as the Liaison for the University within the Waterloo Regional Neighbourhood Watch Program, in partnership with Waterloo Regional Police, North Division. The Training Section has been recently tasked to Sgt. Horton-Drago. Horton-Drago and S/Cst Laurie have attended the OPTVA (Ontario Police Training Video Alliance), APT (Advanced Patrol Training) and OAPE (Ontario Association of Police Educators) Conferences held over the past year at the Ontario Police College with other Ontario and Canadian Police Services.

S/Cst Sean GOW joined Team #3 in June of 2011 and has become an integral part of the Team. S/Cst. Eldred and S/Cst. Gow attended to Waterloo Regional Police Headquarters and obtained the Ontario Police Fitness Award Pin for completing the required physical tests. Gow was a graduate of WLU, and a member of the Laurier Football Team. Through his past association with the various Faculties and Committees Gow quickly became a valuable asset to the Team and SCS. In the Fall of 2011, S/Csts Eldred and Gow represented Special Constable Service at the OACP Diversity Symposium held at Peel Regional Police Headquarters.

S/Cst. Eldred and Sgt. Horton-Drago attended the National Police and Peace Officer Memorial Parade located in Canada's Capital, this past September. The parade honors police and peace officers that have been killed in the line of duty. Eldred has represented the WLU Special Constable Service over the past several years at the Police Memorial.

For the upcoming year, Team Goals focus around building better internal and external Community relations and maintaining Fitness Training. Furthermore we will continue to pursue training through courses/conferences offered with Waterloo Regional Police, Ontario Police College and the Canadian Police Knowledge Network.



Sgt. Tammy Horton-Drago




S/Cst. Ryan Eldred



S/Cst. Sean Gow



Team 3 Update - Con't



For the upcoming year, Team Goals focus around building better internal and external Community relations and maintaining Fitness Training. Furthermore we will continue to pursue training through courses/conferences offered with Waterloo Regional Police, Ontario Police College and the Canadian Police Knowledge Network.

Team 4 Update

This year in review from May 2011 to May 2012 Team 4 has focused on promoting a working relationship with faculty, staff, students, and the Community at large. The team has been active within their neighbourhoods preserving and maintaining the public peace as well as making presentations and conducting workshops on safety and security issues on campus and in the Waterloo community. It has been our goal to improve morale and team cohesiveness through effective leadership and support of team members to create an environment of mutual respect and understanding. By having a better understanding of the university's policies and procedures, we can offer a more efficient and proactive approach in dealing with the day to day operations to better serve the constituents within the university community and promoting the community policing model.

In 2011 team members in association with Waterloo Regional Police Service participated in the Community Door Knocker Program welcoming students back for the another year and talking to the community about personal safety and security issues. Team 4 has also participated in CPR, First Aid and Use of Force Training.

This year S/Cst. LAURIE continued to foster a positive partnership with Residence Life and was partnered with Bouckaert Hall Residence. She has not only built relationships with the Residence Life Staff, but the students within her community. LAURIE continues to assist the Operations Manager with the compiling of statistical data to demonstrate the accomplishments of Special Constable Service. She has built and is continuing to build long-lasting relationships with all members of the Laurier community and has become known as an approachable and reliable person within Special Constable Service. LAURIE has been taking courses offered through the Service such as the Advanced Patrol Training course and is dedicated to a career of life-long learning. In 2011 LAURIE become involved in the Special Olympics as a representative of Special Constable Service. She also attended conferences and Annual General Meetings at the Ontario Police College with Sgt. Horton-Drago to represent the Service as it relates to both the Ontario Police Video Training Alliance and also the Ontario Police Educators. LAURIE continues to represent the service in a professional manner and is an integral part of Team 4.



Sgt. Rick Cousineau



S/Cst. Jennifer Laurie



S/Cst. Greg Mudry



S/Cst. Alin Pasc

Team 4 Update Con't

In October 2011, S/Cst. MUDRY obtained his certification in Crime Prevention through Environmental Design (CPTED) and has applied these techniques, completing CPTED audits around the University to help improve safety and security.

In the fall of 2011, MUDRY ran the first Bike Safety Awareness Program at Laurier, providing students, faculty and staff with information about laws, fines and general bike safety. The program, which included Waterloo Regional Police and Mcphail's Cycle, allowed MUDRY to further develop his relationships with persons both outside and within the Laurier community. The program was a success and MUDRY looks forward to running the program again this fall.

As in 2010, MUDRY spent a portion of 2011 working alongside several exchange students from Ireland, sharing and further building upon his experiences.

With the assistance of Public Affairs & Marketing, MUDRY assisted with the updating and redesigning of the Special Constable Service information brochure in 2011.

We want to welcome S/Cst Alin Pasc to Team 4. He presently is attending training sessions and is working towards his Special Constable status. Pasc is a welcome addition to Wilfrid Laurier University Special Constable Service.

In closing Team 4 acknowledges the importance of communication, diversity, conflict resolution and customer service. Team 4 is looking forward to the coming year and the returning students.

Lost & Found

Special Constable Service utilizes a computerized Lost & Found software program, Returnity, which enhances and streamlines the lost and found process. This program allows Special Constable Service to better serve our community by bringing organization to an often chaotic process of dealing with lost and found articles. We will know with certainty what has been reported as lost and found.

Highlights:

- Completely customizable. It can be tailored to fit our environment,
- New “Lost” item records are automatically matched with existing “Found” item records, and vice versa.
- Records can be searched by room number, location, date, item type, tag number and / or text.
- Can track owner notifications of found items.
- Print a receipt for signature when an item is claimed.
- Print reports from the found item inventory indicating items that have been in our possession for longer than 90 days.

Because users are required to use logins and passwords, an audit trail is created providing the following information:

- “Created By” and “Created When” (date and time) are recorded for all records.
- All record changes are recorded: edited by, edited when (date & time), and fields changed.
- Deleted by and when are recorded for all deleted records.
- Deleted records are maintained in a separate table. They remain available to the administrator.

The software provides complete traceability and secure protection against inadvertent or ill intentioned manipulation of records. New metal shelving was installed in 2012 to improve storage in the Lost & Found room.

Property Taken In	Total	Returned	Donated	Disposed
Items	1733	1320	181	382
Value of Property Dispositioned		\$51,609.00		

*All values are approx.

Reporting Criminal Activity and Other Emergencies

We encourage all faculty, staff, students and visitors to promptly report any criminal or suspicious activity, accidents and other emergencies to Special Constable Service by dialing ext 3333 (Waterloo) or 5888 (Brantford) or 519-885-3333 (externally) or in person at our office across from the Dining Hall on the ground floor of the Student Services Building. There are eighteen two-way emergency call boxes located throughout the campus. There are also 28 emergency phones, including elevators that connect the caller directly to our communications center, or you may use any pay phone on campus free of charge by pushing the direct dial button or dialing our number directly 519-885-3333.

These emergency poles and phones are checked once a week by our Special Constables to ensure they are working properly, any malfunctions are corrected immediately.



Special Constable Service: Student Dispatchers and CCTV Cameras

Trained student dispatchers are employed to answer calls for service, dispatch officers and other emergency services to incidents. They are responsible for 54 alarm systems which include intrusion, motion and over 200 personal panic buttons, 77 fire alarms on campus, operate and monitor the department's 569 CCTV cameras, located on all three campuses, as well as receive and document lost & found items.

Student Dispatchers also enter all calls for service into our computer aided dispatch system D3. Dispatchers are also able to take calls for service and dispatch for the Brantford and Kitchener officers through our communications centre in Waterloo. This added feature allows for the quick and timely response of officers to calls for service at all three campuses. Student dispatchers receive 'call taking' and customer service training from a Guelph Police Service Communications Dispatcher.



Communication Centre 2011

D3 Records Management and Computer Aided Dispatch System

Through the use of the records management system and computer aided dispatch system, dispatchers can quickly and efficiently assign officers to various types of calls in a priority sequence. During this time period, **13,625** calls were registered through our communications centre.

Staff, faculty and/or students can also report non-emergency incidents through our website at www.wlu.ca/communitysafety. This service allows the user to enter pertinent information regarding a situation they feel warrants the attention of a Special Constable. Once on our website, the user simply chooses the “report a crime” link and follows the online instructions. Types of incidents may include but are not limited to, stolen property, suspicious activity, or other community safety related matters. When completing the narrative section you may also post any questions that you have for our Special Constables. A Supervisor will then review the call and determine if further action is required by a Special Constable or another department on campus.

Campus Crime Alerts

To notify the Laurier community about significant incidents on and around the campus and to prevent crimes, Special Constable Service issues periodic “Crime Alerts” in a timely manner. Members of the community who know of a crime or other serious incident should report that incident as soon as possible to Special Constable Service so that a “Crime Alert” can be issued, if warranted. Crime Alerts are issued in various ways. Once the department determines that a crime alert should be issued a campus wide email is sent, it is posted on the department’s web page (www.wlu.ca/communitysafety) and paper copies are posted throughout the campus.





MEMBERS

Members

During the past year, Special Constable Service saw a number of changes with staff, the following summarizes those changes:

New hires Sarah Shewchuk and Alin Pasc assumed duties on Team 2 and 4 respectively. During this past year, S/Cst. Sarah Dougall and S/Cst. Barbara Eichholz resigned to start new careers.

Director

Rod Curran

Operations Manager

Chris Hancocks

Supervisors

Harry Oldengarm - Team 1
Peter Jorg - Team 2
Tammy Horton-Drago - Team 3
Rick Cousineau - Team 4
James Yuhasz—Brantford

Special Constables

Waterloo

Team 1

David Borch
Adam Parsons

Team 3

Ryan Eldred
Sean Gow

Team 2

Jeff Hunt
Sarah Shewchuk

Team 4

Jennifer Laurie
Greg Mudry
Alin Pasc

16 student Dispatchers

Brantford

Tamara Maertens
Nick Vukovic
Trish Kalka
John Clement

Members Attend Canadian Police Memorial Service

The Annual Police and Peace Officer's Memorial Service 2011

The Annual Police and Peace Officers' Memorial Service is held each year on the last Sunday in September. Once again police and peace officers numbering in the thousands from across Canada and the U.S.A. met in Ottawa on Parliament Hill to honour fallen comrades.

The Memorial Service is held every year to keep their memory alive, and to ensure that the magnitude of their sacrifice will never be forgotten. The names of four more Canadian officers killed in the line of duty during the past year were all added to the National Memorial, on a series of glass plaques on Parliament Hill overlooking the Ottawa River. Names of over 100 Peace Officers and over 600 Police Officers are on the Honour Roll.

Supervisor Tammy Horton-Drago and S/Cst. Ryan Eldred, in their capacity as Peace Officers, representing the WLU Special Constable Service attended the service and in partnership with the Waterloo Regional Police Service marched alongside a large contingent of their police officers.

'They are our heroes, we shall not forget them'.



Equipment

Special Constable Service utilizes the following equipment:

Waterloo Campus - 3 vehicles and 3 bicycles, 2 of the vehicles are equipped with cages for prisoner transport.

Brantford Campus - 1 vehicle equipped with a cage and 2 bicycles

We also have a state of the art Motorola radio system that is equipped with both a GPS on our portable and patrol vehicle radios, and an emergency button. Our radios are monitored at all times through our dispatch centre and if an emergency occurs our Dispatcher on duty can locate the officer in need by viewing the 32" screen which is mounted to the wall in our communications centre. Our two patrol vehicles are also equipped with portable defibrillators to respond to emergency medical situations. We are currently looking at expanding this program to include Kitchener and Brantford once Motorola releases the next phase of the production.

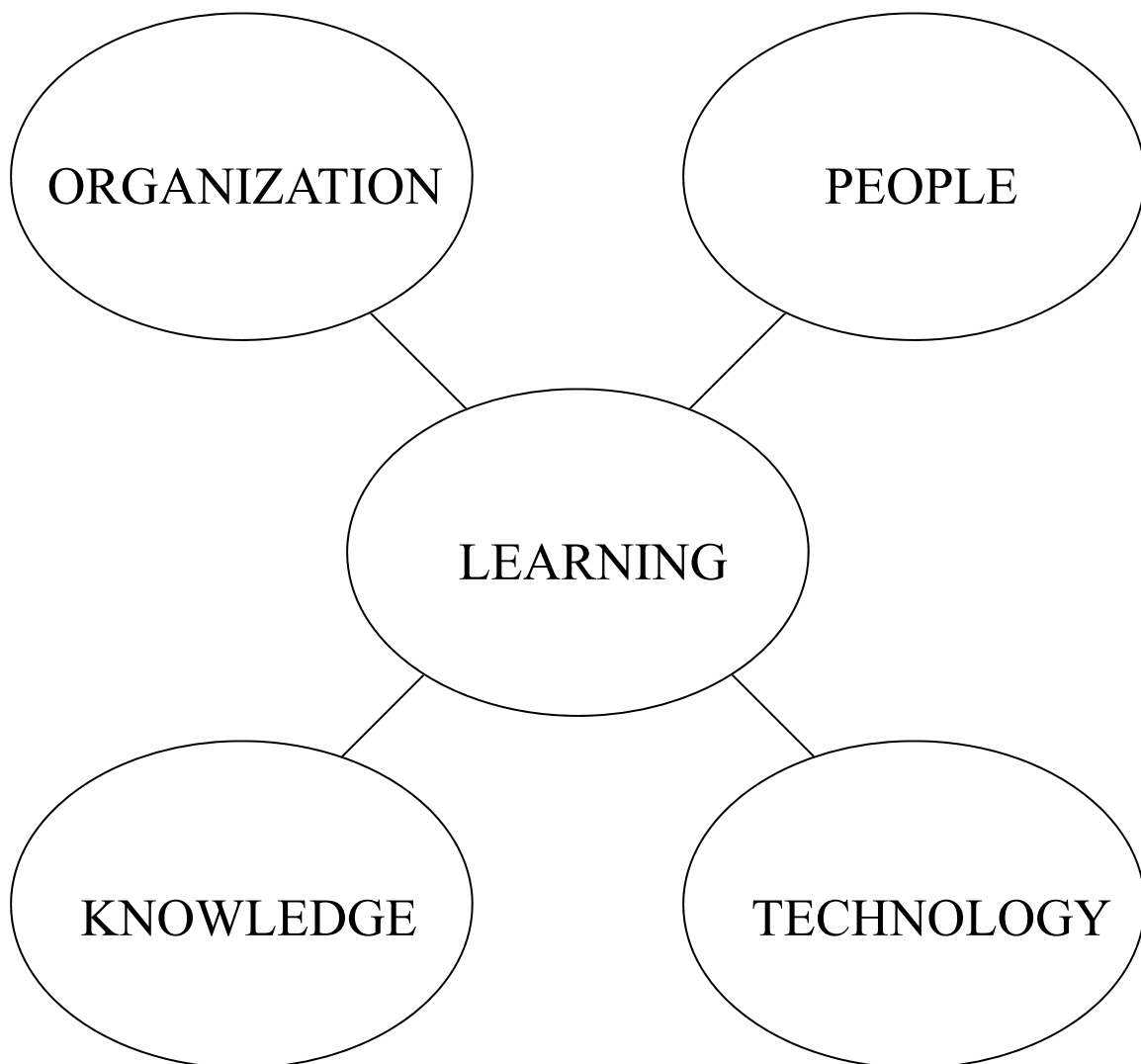




TRAINING

Learning Organization

Special Constable Service encourages on-going training and learning in order to develop leadership and team skills. Special Constable Service strives to become a learning organization and is guided by the following principles.



Training

Training is an integral part of the Community Policing model and our service is committed to giving our personnel the best training possible to assist them in their duties. The following is a list of training provided to our members during the past year:

- | | |
|--------------------|---|
| Team#1 - OLDENGARM | <ul style="list-style-type: none">- Use of Force Recertification, Sept 2011- Cardiac Arrest Management, Feb 15/11- Emergency First Aid and CPR, Feb 27/11 |
| PARSONS | <ul style="list-style-type: none">- Use of Force Recertification, Sept/11- Aboriginal awareness, Dec 13/11- Recognition of emotionally disturbed persons, Dec 13/11 |
| BORCH | <ul style="list-style-type: none">- Use of Force Recertification, Sept/11- Cardiac Arrest Management, Feb 16/12- Emergency First Aid and CPR, Feb 27/12- Characteristics of an Armed Persons, Mar 20/12 |
| Team#2 - JORG | <ul style="list-style-type: none">- University Special Constable Orientation Course, June 20/11- Workplace Violence and Harassment Training, May 5/11- Use of Force Recertification, Sept/11- Cardiac Arrest Management, Feb 21/12- Emergency First Aid and CPR, Feb 23/12 |
| HUNT | <ul style="list-style-type: none">- Protective Services Advanced s/Cst Training, June 10/11- IPMBA Training, June 16/11- Use of Force Recertification , Sept/11- Cardiac Arrest Management, Feb 21/12- Emergency First Aid and CPR, Feb 23/12- Incident Management, Mar 8/12- Characteristics of an Armed Person, Mar 20/12 |
| SHEWCHUK | <ul style="list-style-type: none">- Cardiac Arrest Management, Feb 21/12- Emergency First Aid and CPR, Feb 23/12- Special Constable Training and Use of Force, May 01/12 |

Training (con't)

Team #3	HORTON-DRAGO	<ul style="list-style-type: none">- OCUSA Conference, May 9-13/11- APT & OPTVA Conference, OPC May 25&26/11- SOO Law Enforcement Torch Run (WRPS), May 16/11- Law Enforcement Torch Run, Final Leg- SOO, Jun/11- Rad/Bio/Blood Borne Pathogen Awareness, Jun/11- APT & OPTVA Conference, OPC Aug/11- Use of Force Recertification (WRPS), Sept/11- Managing the Bomb Threat, Nov 30/11- SOO Law Enforcement Torch Run Workshop, Jan/12- Cardiac Arrest Management, Feb 15/12- Emergency First Aid & CPR, Feb 23/12
	ELDRED	<ul style="list-style-type: none">- WRPS SOO Law Enforcement Torch Run, May 16/11- Rad/Bio/Blood Borne Pathogen Awareness, Jun/11- Use of Force Recertification (WRPS), Sept/11- Diversity Committee Training Symposium, Nov3/11- Cardiac Arrest Management, Feb 15/12- Emergency First Aid & CPR, Feb 27/12- Characteristics of and Armed Persons, Mar 20/12
	GOW	<ul style="list-style-type: none">- University Special Constable Orientation Course, Jun 20-30/11- Use of Force Recertification (WRPS), Sept/11- Emergency First Aid & CPR, Feb 23/12- Characteristics of an Armed Persons, Mar 20/12
Team #4	COUSINEAU	<ul style="list-style-type: none">- Managing Conflict, May 04/11- Use of Force Recertification (WRPS), Sept/11- Cardiac Arrest Management, Feb 21/12- Emergency First Aid & CPR, Feb 27/12
	LAURIE	<ul style="list-style-type: none">- APT & OPTVA Conference, OPC, May/11- SOO Law Enforcement Torch Run Final Leg, Jun/11- APT & OPTVA Conference, OPC, Aug/11- Use of Force Recertification (WRPS), Sept/11- SOO Law Enforcement Torch Run, Jan/12- Cardiac Arrest Management, Feb 21/12- Emergency First Aid & CPR, Feb 27/12
	MUDRY	<ul style="list-style-type: none">- RAD/BIO/Blood Borne Pathogen Awareness, June 20/11- Use of Force Recertification (WRPS), Sept/11- CPTED, Nov 24/11- Cardiac Arrest Management, Feb 21/12- Emergency First Aid & CPR, Feb 27/12

Training (con't)

- CURRAN
- OACUSA Conference, May 9-13/11
 - IACLEA Conference, May 15-17/11
 - ICPLEE Conference, June 16-21/11
 - OACP Conference, June 24-29/11
 - CACP Conference, Aug 20-26/11
- HANCOCKS
- OACUSA Conference, May 9-13/11
 - SOO Law Enforcement Torch Run Final Leg, Jun/11
 - BJJ Alliance- Ground Fighting, Aug 29/11
 - Use of Force Recertification (WRPS), Sept/11
 - OACUSA Meeting, Oct/11
 - SOO Law Enforcement Torch Run Workshop, OPP Academy, Jan/12
 - Cardiac Arrest Management, Feb 21/12
 - Emergency First Aid & CPR, Feb 23/12

Special Constable Service is also a member of the Niagara Regional Police Video Training Alliance. As a member, the Service receives video training DVD's on a continuing basis, covering such topics as Domestic Violence, Statement Taking, When Trauma Doesn't Bleed. These DVD's are a supplement to the training received through other sources throughout the year.

Professional Memberships and Committees

The Director of Special Constable Service is a member of several professional organizations which benefit our Service.

Professional Memberships 2011-2012

International Association of Chief's of Police

Ontario Association of Chiefs of Police

Canadian Association of Chiefs of Police

International Association of Campus Law Enforcement Administrators

Past-President, Ontario Association of College and Universities Security Administrators

Canadian Critical Incident Association

Governance and Oversight

WLU Special Constable Service has been in existence for 37 years in Waterloo and 6 years in Brantford, providing security and safety to the Laurier community.

In our contracts with both Police Service Boards we are well regulated in regards to nature of operation, training, equipment, uniforms, appointment, identification of Special Constables, reporting, qualifications, background checks, misconduct and our authorities as peace officers.

At Laurier all of our Special Constables wear light blue shirts, dark pants with a blue stripe and have Special Constable in a visible position on their uniforms. All vehicles are clearly identified as Wilfrid Laurier Special Constable Service.

All misconduct or concerns must be reported immediately to the Commander of North Division of WRPS or the Brantford Police Service. If the misconduct is of a criminal nature the Director can request the police to investigate or conduct the investigation internally and file a report. The Special Constable if the allegation is serious could either be suspended by the University or police. If the allegation was proven then the Police Service Board has the right to revoke the Special Constable status for that individual.

If the concern was non criminal such as harassment, then an internal investigation would be conducted and a report filed with the police and the university. At Laurier this misconduct, whether criminal or non-criminal would be reported to the Vice President: Finance and Administration, Human Resources and the President. The University can then take action such as a disciplinary letter, suspension with or without pay or termination.

WLU Special Constable Service must report yearly to the Audit and Compliance Committee of the Board of Governors. We must indicate to them compliance with our contracts with both the Waterloo and Brantford Police Service Boards, legislative compliance and University policies. Each year an Annual report is filed with the Audit and Compliance Committee of the University and then sent to the Board of Governors for approval.

In our contract with the Waterloo and Brantford Police Service Boards we have an Indemnity clause which protects the Police Service, Police Service Boards and Ministry against all loss, liability, damages, expenses arising out of or related to policing activities of the University and our Service. Wilfrid Laurier University must provide \$5,000,000 dollars in both comprehensive general liability insurance and automobile liability insurance.



PREVENTION AND COMMUNITY PARTNERSHIPS

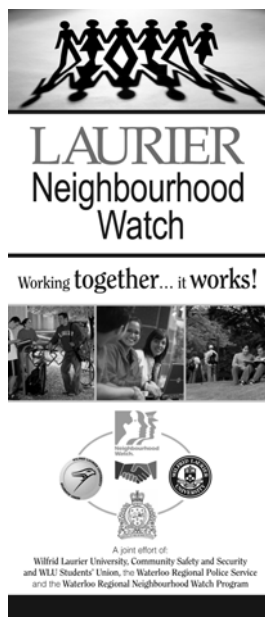
RSP—Residence / Special Constable Service Partnership

Special Constable Service and Residence Life continues to maintain a partnership through the Residence Security Partnership. This program places a Special Constable in each residence allowing them to become better acquainted with the Residence Dons and Area Coordinators. This allows the Special Constable to attend residence meetings and gives the residents of a particular building a familiar face to deal with. Special Constable Service has enjoyed great success with this initiative and hopes this success will continue into the future. In August of each year, Special Constable Service and Residential Services host a joint barbeque for the new Dons. This allows both groups to meet and build a positive working relationship. Further to this partnership, Special Constable Service and Residential Services also hold monthly meetings to address any issues or concerns, so that they can be dealt with in a timely and professional manner.



Neighbourhood Watch

As you enter Wilfrid Laurier University, you will notice signs posted that we are a Neighbourhood Watch Community. The Neighbourhood Watch program was started in 2007, and ours is the first such program at any university or college in Canada. With the neighbourhood Watch program, Dons and Residence Life Area Coordinators receive e-mail messages regarding crime alerts either in their building or the campus at large. The rest of the Laurier community will receive this information through bulletins, email and the Special Constable Service website.



Crime Stoppers

Crime Stoppers is a service available to residents and students alike. This program allows for the anonymous giving of tips relating to a crime that has occurred or is going to occur. Special Constable Service has entered into a partnership with Waterloo Regional Crime Stoppers which allows them to forward any concerns they receive about the campus to our department. This partnership is very important to Laurier.

Special Constable Service and Victim Services of Waterloo Region Partnership

Special Constable Service and Victim Services of Waterloo Region continue to enjoy a partnership that will greatly enhance our Special Constables' response to victims. With this partnership, Special Constables have access to counselors 24 hours a day / 7 days a week. Victim Services has guaranteed a 30 minute response time should they ever be needed at the University.

The soft interview room is state-of-the-art and is fully furnished with a love seat, two chairs and a 32" flat screen television with a built-in DVD player. The room is available to all members of the University community, Victim Services and Family and Children's Services to hold private interviews and also to members of the local Police Service. The room is also equipped with video recording equipment for the purposes of sensitive investigations.



Website

A comprehensive site, dedicated to providing 24 hour assistance to victims, emergency service providers, helping agencies and members of the community. The site features fact sheets, news, agency information and links to community resources.

Visit us at www.vswr.ca!



Office Staff

During office hours all calls referred to Victim Services are attended to by the Victim Services Unit of the Waterloo Regional Police Service.

Monday to Friday
8:00 a.m. to 6:00 p.m.
(519) 653-7700
ext. 8858 or 8859



Volunteer Program

Volunteering for Victim Services of Waterloo Region is both challenging and demanding. Volunteers may be called to scenes such as a family dispute, sexual assault, traffic fatality, suicide or sudden death. Due to the sensitive nature of the services we provide, candidates undergo an extensive screening and training process. Volunteer placement is contingent upon interest as well as the agency's requirement.

Volunteers attend to calls referred during evenings, weekends and holiday hours.

A member agency of:



The Ontario Network of Victim Services Providers (ONVSP)



The National Organization for Victim Assistance (NOVA)



Contact Us

Division One:
134 Frederick St. Kitchener, ON

Division Two:
176 Hespeler Rd, Cambridge, ON

Division Three:
14 Erb St. W., Waterloo, ON

Phone: (519) 585-2363
Fax: (519) 579-5593

Hours of Operation: 24 Hours
Office: Monday to Friday 8:30 a.m. – 4:30 p.m.

Mail:
Victim Services of Waterloo Region
P.O. Box 3070 200 Maple Grove Rd
Cambridge, ON N3H 5M1
Attn: Division 1

Funded by the Ministry of the Attorney General, funded in kind by the Waterloo Regional Police

The views and opinions expressed in this publication do not necessarily reflect the views and opinions of the Ontario Government or the Ontario Ministry of the Attorney General.



VICTIM SERVICES of Waterloo Region

Our response is caring,
skilled and effective.

(519) 585-2363
www.vswr.ca





Message from the Waterloo Regional Police Service Superintendent Kevin Chalk

Dear Dr. Max Blouw and Director Rod Curran,

On behalf of all members of the North Division of the Waterloo Regional Police Service I want to both thank and commend Wilfrid Laurier Special Constable Service for its ongoing commitment to the safety and quality of life for students and community members alike. The efforts of all members of the Special Constable Service in partnership with our members and other partners have assured another successful year.

We have all read with much regret accounts of post-secondary student parties in other cities getting out of control placing students, security personnel and community members at risk. It is my firm belief that despite a student population density in Waterloo that rivals any university town in Canada, we have averted these issues through a comprehensive partnership committed to safety and security for all. A key partner in this dynamic is Wilfrid Laurier's Special Constable Service and the relationship the Service has forged with students, staff and faculty at the university.

I don't know of any other university town where the relationship between students and security services (including special constables and police) is as positive as we find in Waterloo. The overwhelming majority of students are respectful, polite and courteous be it during Frosh week, at Homecoming or during St. Patrick's Day celebrations. This is a function of trust and respect that takes root with the students' initial exposure, and follow up relationship, with the Special Constable Service.

All North Division members enjoy the close relationship with Wilfrid Laurier's Special Constable Service and enjoy working together throughout the year. Whether it is a special event or the weekly activities and calls for service the cooperation between our Services assures success.

I am very proud to be in a leadership role alongside VP Jim Butler, Director Rod Curran and Operations Manager Chris Hancocks as we all continue our commitment to ensure students enjoy a safe and fruitful academic year and the community remains a vibrant and safe place for everyone to live, work and learn.

I wish Wilfrid Laurier Special Constable Service every success as the 2012-2013 academic year quickly approaches. At Waterloo Regional Police North Division we look forward to once again working alongside Wilfrid Laurier's Special Constables in the common belief we are all people helping people because we are people who care about people.

Kindest regards,

Kevin A. Chalk

Special Constable Service and Waterloo Regional Police Service Partnership

This partnership has developed over the years and has made Laurier and the Waterloo community a safer place. North Division officers regularly patrol on bicycle with our Special Constables out in the residential areas where our students live off campus. Our Special Constables and Waterloo Regional Police are involved in the Door Knock Program each September 1500 houses are visited over a two-day period. Members of the Waterloo Regional Police take part in the planning for our Orientation Week activities.

Staff Sergeant Ken Jessop and his team offer assistance and guidance in our criminal investigations on campus. Superintendent Kevin Calk, Inspector Kevin Thaler and Staff Sergeant Mike Mercer take an active part in meetings and concerns raised by the Laurier community.

This partnership is essential to a safe campus and discussion of community concerns.

In January 2012, members of Special Constable Service and the Waterloo Regional Police conducted a live emergency exercise in which the President and Vice President Finance and Administration were taken hostage in their offices. This exercise was mutually beneficial and a great training exercise for the University's Emergency Operations Group.



Emergency Management

Environmental Occupational Health and Safety and Special Constable Service undertook a review and revision of the University's Emergency Response Plan. The review sought input from both campuses and locations. The revised document was presented to the Board of Governors and received their approval.

This revised Emergency Response Plan was tested in January 2012 at the Waterloo campus when a live exercise was conducted involving members of Special Constable Service and the Waterloo Regional Police.

The scenario had the President and Vice-President Finance and Administration both being taken hostage. This was particularly significant as the Vice President Finance and Administration is also the head of the University Emergency Response Group. The remaining members of the group had to quickly mobilize and manage the situation from the ad-hoc Emergency Operations Center that was set-up.

There were many lessons learned from the exercise for both the University and the Police. A debrief session was conducted after the scenario had ended in which both University officials and Police officials discussed the exercise and also the next steps. All persons involved in the exercise came away with a better understanding of the dynamics of this type of situation and what needs to be accomplished in a very short period of time.

The Brantford campus is hoping to hold a similar exercise in the fall of 2012 in order to test their site specific emergency plan.

Our new emergency warning system was also tested with positive results. The system is tentatively scheduled to be fully operational by the fall of 2012.

Crime Prevention Through Environmental Design (CPTED)

Special Constable Service has three Special Constables trained in CPTED. With CPTED, staff, faculty and students can request a safety audit of their area or building. This audit will provide insight into the areas that should be of concern to the people in that particular department or building. The report will also outline some possible solutions to those problem areas. This past year we conducted audits of the Seminary and Service Laurier located at 202 Regina Street. If you require an audit, please contact Special Constable Service.

Special Constable Service and Waterloo Community Outreach Program

Over the summer months, Special Constable Service and the Waterloo Regional Police have been actively patrolling the University neighbourhoods as part of a joint service patrol initiative. This initiative took into consideration the concerns of the residents living near the University. This initiative was very successful and will continue into the coming school year.

Door Knock Program

Every September members from Special Constable Service, Waterloo Regional Police, Waterloo Fire and Waterloo By-Law go out into the community to give members of not only the university community but also the community at large information regarding be safe and living within the City of Waterloo. During this two day program approximately 1500 homes are visited.



Conestoga College Advanced Police Studies

Advanced Police Studies is a Conestoga post diploma (or post-degree) program. All twenty (maximum) applicants are screened before acceptance; and we believe that those selected will make quality police recruit candidates. Our police/university special constable agencies partners assist the students in their development by providing them with a field practicum experience. We assert that, the practicum pays dividends during a police service's eventual recruitment process.

Wilfred Laurier Special Constable Service have mentored a total of seven Advanced Police Studies students to date. These students have been partnered up with Special Constables over the five week practicum schedule. As a result of this opportunity the students gain much insight into the workings of a special constable service. The WLU Special Constables are to be commended for their support of the students and their overall professionalism.

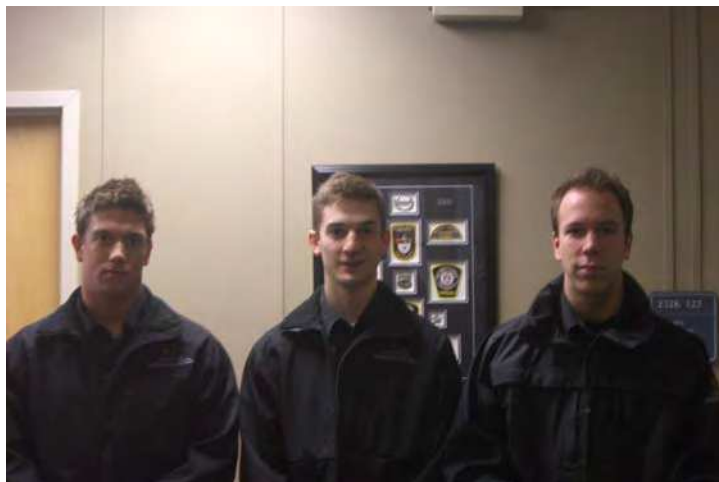
As the program has just successfully completed its fourth year here is a snap shot of our recent progress related to graduate employment .

2008 – 2009 - 13 Graduates; 3 Police Officers; 2 University Special Constables; 2 in recruitment background stage; 1 Correctional Services Canada

2009 – 2010 - 14 Graduates; 5 Police Officers;; 1 in recruitment background stage

2010 – 2011 - 18 Graduates; 2 Police Cadets; 1 in recruitment background stage; 2 By-Law Enforcement

2011 – 2012 - 18 Graduates; 1 Police Officer; 1 Police Cadet; 1 in recruitment background stage





Special Constable Service Brochures

Special Constable Service publishes a number of brochures dealing with safety and security issues:

- Street Smarts
- Indecent or Harassing Phone Calls
- Protecting Your Wallet and Credit Cards
- Sexual Assault
- Can You Handle the Pressure (dealing with high pressure groups)
- Alcohol and the Law
- Safe Cycling
- Project Phonebusters (combating telemarketing fraud)
- Numerous Victim Services Brochures and Information Booklets
- Safety and Awareness Tips - Produced in cooperation with Environmental Occupational Health & Safety Office.

These brochures can be obtained by stopping by the Special Constable Service office at either location.

Speaking to The Laurier Community

The following is a list of presentations provided to the Laurier Community by Special Constable Service:

- Faculty and Staff Orientation
- Don's Training
- International Student Orientation
- Resource Fair
- March Break Open House
- Laurier Day
- Bookstore
- Various Non-Violent Crisis Intervention courses
- Ambassador Training

CPI—Non-Violent Crisis Intervention

Special Constable David Borch, and Donna Kubica from the Environmental Occupational Health and Safety office held five training sessions during the past year in Non-Violent Crisis Intervention. This course is designed by CPI, the Crisis Prevention Institute. CPI is an international training organization committed to best practices and safe behavior management methods that focus on prevention. The course teaches how to recognize signs of distress or crisis in other people, and how to best manage crisis situations, and is considered the worldwide standard for crisis prevention and intervention training. This course is available to all members of the Laurier community. To register for a course, please visit the EOHS website at www.wlu.ca/eohs.



Special Constable Service and Emergency Response Team Partnership

Special Constable Service and Emergency Response Team (ERT) enjoy a partnership that continues to be a huge success allowing our service to provide a tiered response to all emergencies on campus. ERT personnel work out of 232 King Street North and are dispatched through our communications centre.



We are very excited about the new partnership we are developing with Laurier. Chris Hancocks, Sgt. Tammy Horton-Drago and S/Cst. Jennifer Laurie have been enthusiastic about promoting Laurier and the Special Constable Service in partnering with Special Olympics (SOO) and the Law Enforcement Torch Run. They all believe that Laurier is committed to creating a better world; in this case it would be for increasing skills and confidence for persons of intellectual disabilities and normalizing those people within the community to prove that they have so much to offer. They also believe that by doing so, it shows that Laurier wants to give back to their community, strengthens community bonds, and increases employee morale and employee bonds.

There are many reasons why a person may choose to become involved with Special Olympics; however the overall value remains the same. Special Olympics is a dynamic, world-wide charitable organization dedicated to promoting a more active and better quality of life for people who have an intellectual disability, through their involvement in sport.

In a North American survey, Special Olympics was viewed by the public as the most credible charity by 73.9% of respondents, as such providing an outstanding vehicle to build an association through philanthropic giving or sponsorship.

Chris, Tammy and Jennifer all participated in the Opening Ceremonies for the Special Olympic Summer Games this year and look forward to more events where Laurier can show its support and community involvement in a very worthwhile cause.

Cody Jansma

Law Enforcement Torch Run

Bicycle Recycling Program- Environmentally Friendly Approach at Wilfrid Laurier University Special Constable Service to found bicycles on campus.

Supervisor Rick Cousineau, who looks after our property formed a partnership with Canadian Alliance for Children and Elmira District Secondary School to repair bicycles and distribute them to children who couldn't afford a bicycle. In the past Wilfrid Laurier Special Constable Service took these bicycles to the landfill which isn't very environmentally friendly.

Wilfrid Laurier University Special Constable Service disposed of a number of found bicycles from the Wilfrid Laurier University Lost and Found. The bicycles are dropped off at Elmira District Secondary School and repaired by the students. A teacher from that school Jeff Martin assists with the program and has developed a curriculum. Once the bicycles are repaired they are distributed through Shirley Redecopp to families in need.

The students were able to fix some of the bicycles and they have been distributed to some Mennonite kids . This was a great initiative and allows our service to reach out to the Waterloo Community and form external partnerships. Great job Rick on developing this program.

This year Director Curran nominated Sgt. Cousineau for an Optimist Award. Special Constable Service would like to congratulate Sgt. Cousineau for winning the Optimist Law Enforcement Award for this program.





LAURIER Brantford



Neighbourhood Map—Brantford Campus



Laurier Brantford Special Constable Service

Wilfrid Laurier University's Brantford Campus opened its doors in September 1999, welcoming 39 students. Since then, the campus has experienced tremendous growth, and by 2006 the campus had reached nearly 1,500 students and had grown from one building to nine. To better serve the growing needs of the campus, the Laurier Brantford Special Constable Service began operation in June 2006. Today, Laurier Brantford has grown to over 2,700 students with 24 campus buildings spread out over approximately 24 city blocks that intersect with the broader Brantford Community.

The Special Constable Service began with a staff complement of one supervisor, one full-time constable, and two part-time constables. With the addition of a new full-time Special Constable in May 2011, there are now three full-time constables, one part-time constable, one supervisor and a part-time Student Liaison Officer.

The Service began operation in an office in the Odeon building, located in the heart of the campus. In August of 2009, the Service was relocated to the current store-front location in our Community Policing Partnership Office (C.P.P.O) in the Market Place building. This move increased the available space to include three offices, a reception area and a storage room. The office is shared with the Brantford Police Service and their dedicated Better Enforcement Action Team (B.E.A.T) that works in the downtown core. B.E.A.T. officers have access to the C.P.P.O. on a 24 hour basis, 365 days a year. This unique relationship has improved officer visibility in the community and greatly enhanced the partnership with Brantford Police.

The Special Constable Service works collaboratively with various partners on campus and in the community. These partners include Mohawk College, Nipissing University, St. Andrew's Church, and retail/commercial tenants located on University property (eg. Meridian Credit Union). Shared space and services require collaboration and strong partnerships to ensure the safety of the entire community.



**Message from Antonio Araujo,
Director of Campus Operations**

Working with the Wilfrid Laurier University Special Constable Service Team, the Laurier Brantford Special Constable Service continues to expand its services to support the significant campus growth which is currently underway. The addition of new facilities to the campus over the past year has increased the capacity to expand student enrolment from the current 2,700 students to 4,400 students, and has also increased the physical patrol space for the Special Constables. To support the upcoming growth in students, staff and faculty, we have undertaken a number of initiatives, including:

- The ongoing utilization of a student liaison part-time position for outreach and education
- The implementation of a Live Emergency Practical Exercise to test the Emergency Response Plan and ensure that the Laurier community is prepared to deal effectively with a crisis situation
- The offering of R.A.D (Rape Aggression Defence) training to empower women and enhance self-defence options
- An increased number of Panic Buttons located around the campus for emergency purposes

We look forward to the 2012/13 fiscal year and the completion of the new and expanded campus facilities, including the largest residence building on the campus.

Community Partnerships: Fostering partnerships within the University and the broader Brantford Community

Student Services

The Special Constable Service and Residence Life continue to work collaboratively together to ensure the safety and enjoyment of the residence life experience. Monthly meetings between constables and Residence Life staff keep the lines of communication open and create an effective system to help deal with any issues. Special Constables assist with Residence Life training sessions, attend floor and Don meetings, and participate in late night Duty Don rounds to help foster a positive relationship between staff and students. New Special Constable Service bulletin boards were placed in each residence building offering information on services and student related safety and security issues.

A strong partnership with Health and Counselling Services also sees constables attending counselling sessions to offer specialized support to students in need. Together with counsellors, an inclusive support plan is set up, which helps create positive outcomes for students. This unique partnership is an example of the effectiveness of the Community Policing Model. Other campus and community resources are utilized when required, to help ensure a complete supportive approach to student health and wellness.

Brantford Police Service

The partnership with Brantford Police Service continues to be a strong and important resource for the Special Constable Service and Laurier Brantford as a whole. Effective communication and investigation of incidents has led to the successful resolution of incidents on campus. Members of the B.E.A.T. Unit are highly visible in our shared Community Policing Office and often perform joint foot and bike patrols with Special Constables. Initiatives continue to be developed through shared and open communication strategies to ensure a safe and secure environment for the Laurier community and greater Brantford community as a whole.

Campus Partnerships

The Special Constables are active participants in various committees and events on campus and bring their specialized knowledge and experience to the campus. For example, the Campus Safety and Support Team (CSST) brings members from across the campus, as well as members from community agencies, together for situations involving threatening or harmful behaviour. The Special Constable Service members participate on the Joint Health and Safety Committee, the Student Crime Stoppers Committee, and the Emergency Plans Review Committee, as well as assist during Open Houses, Orientation Weeks and Information Fairs. The Special Constable Service strives to engage actively with the community they serve in order to support the Community Policing Model and create partnerships in safety and security.

Presentations

Special Constables are invited to participate in and give various presentations on campus. These include presentations on available services and safety or security issues, and are given to incoming students and staff at Laurier Brantford, Nipissing University and Mohawk College. Special Constables participate in student staff orientation sessions, providing information on Lock Down procedures, detecting counterfeit money, and other related issues. Multiple intakes of international students throughout the year have also provided the opportunity for members of the Special Constable Service to provide safety and security tips, as well as general information about living in Brantford, to help the international students adjust to living in a new country.



WLUSU Representatives meet with the Special Constable Supervisor

Safety and Security Initiatives:

Working together to create a safe environment to live, learn and work

Special Constable Student Liaison Officer

After proving successful in 2011/12, the Service will continue to host one student as a Liaison Officer. This year, Allison Leonard has accepted the position and began her term on Tuesday, May 1, 2012. This position is mutually beneficial, as it fosters a positive relationship between students and Special Constables. The position has great potential for connecting the Special Constable Service to the Laurier Brantford student experience, and Allison hopes to achieve this goal by excelling in three main aspects of the role:

1. Expanding on past initiatives

Last year, strides were made to improve the relationship with Residence Life. This year, the Special Constable Service will continue to meet with Residence Life staff, dons and student residents to ensure much-needed visibility and a friendly presence. Updating the newly-implemented information boards in the residences with relevant and useful information will further promote safety and work towards greater visibility. The Laurier Safe Place program, an initiative established between the Special Constable Service and commercial businesses in and around the downtown area, has the potential to provide an advantageous service. The growth in both the downtown core and Laurier Brantford's population calls for a refreshment of the program by strategically adding new partners and boosting student, staff, and faculty awareness of the service.

2. Special Constable presence and visibility

It is important for the Special Constable Service to be prevalent within the campus community, both physically and online. The Student Liaison Officer will spend time building the Service's brand through brochures, posters, messages on the Laurier Brantford TV screens (LBTV), and the new social media and online presence. Partnering with the Student Affairs department will allow for messages and notifications to appear on www.lbstudentaffairs.ca and creating a Twitter account will allow for a more student-accessible service. The Twitter platform will be used carefully to update the Laurier community on items such as safety tips of the day or Special Constable attendance at campus events. These changes will ensure that the Service is reaching as much of an audience as possible. Wilfrid Laurier University social media guidelines and brand standards will be diligently adhered to.

3. Research component: Challenging the perception of safety in downtown Brantford

The Student Liaison Officer has begun an on-going research project to identify how safety and security is perceived by those who live, work, or study in Brantford's downtown. The Special Constable Service is working towards altering any negative perceptions of the downtown. By working with Laurier community members, the municipal government, Brantford residents and business owners, the Service will gain an understanding of the perception and reality of safety in Brantford. In conclusion, the Service is pleased to host a Student Liaison Officer.



Special Constables and the Student Liaison Officer

R.A.D. Training

The Special Constables, as well as members of the Laurier Brantford community, have recently been trained in Rape Aggression Defense (R.A.D.). This program provides women with realistic self-defense tactics. The training focuses on risk-awareness and avoidance as well as hands-on technique training. The Special Constable Service at Laurier Brantford plans to facilitate R.A.D. training in the 2012/13 year to empower the women of Laurier Brantford and enhance their self-defense options.

Special Constable Service Training

Special Constable Service members are active in participating in training opportunities to ensure compliance with training standards and to continue to provide professional and knowledgeable service. All Special Constables participate in yearly Use of Force and Tactical Communication training with Brantford Police Service, and additional training in First Aid and Automated External Defibrillators is completed by all members. Other training completed by Special Constables includes a Sergeants Course through the Ontario Police College, Advanced Patrol Training, ASSIST Suicide Prevention Training, and Fire Extinguisher training.

Emergency Pole

An emergency pole is now located in the courtyard behind the Research Centre's West wing. This courtyard is becoming a hub of the Laurier Brantford campus, making it an ideal location for an emergency response initiative.



The pole is simple to use: in an emergency situation, an individual can push the button to automatically contact the Special Constable Service Dispatch Office in Waterloo, which is staffed 24 hrs a day, 365 days a year. The dispatcher will answer the call and be notified of the call's originating location. The individual should advise the dispatcher of the nature of the emergency, and the Special Constables on the Brantford Campus will then be contacted. If the individual is unable to remain at the location due to the emergency, the Special Constables will respond immediately to the location of the call.

In addition to the pole, emergency panic buttons are now located on campus in the Student Centre (103 Darling Street), Grand River Hall (171 Colborne Street), and both of the Nipissing buildings (67 Darling Street and 50 Wellington Street). These safety initiatives aid in providing a safer place to live, work, and study.

Future Direction

With the continued growth of the campus, the Special Constable Service will strive to maintain a high level of professionalism and integration into the community they serve. Fostering the current partnerships and creating new ones will enable the Special Constable Service to continue to meet the needs of the community.

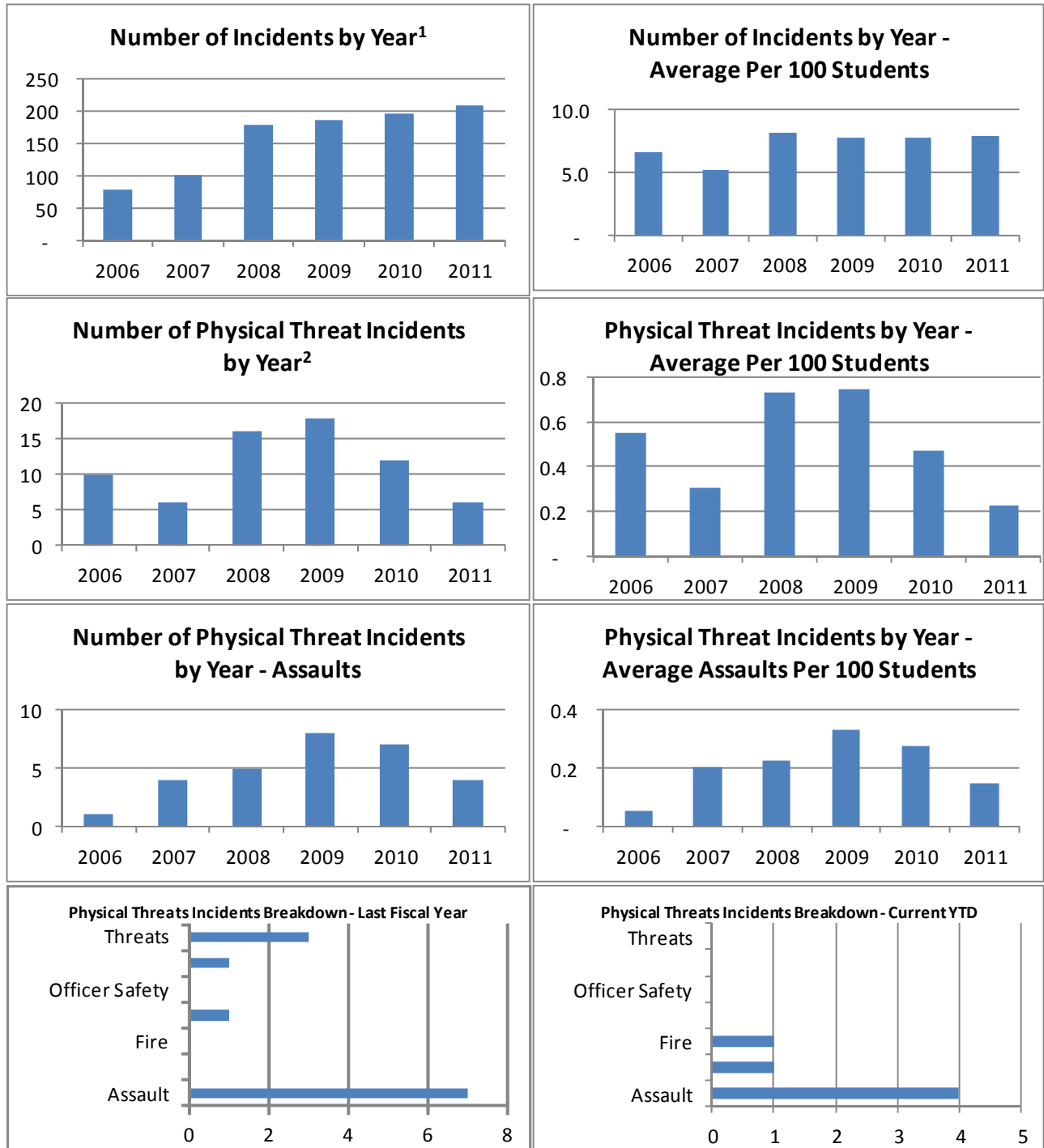
In partnership with Brantford Police and other community members, the Special Constable Service is planning to hold a live emergency practical exercise in the Fall of 2012. The exercise will be used to test the Emergency Response Plans to ensure the Laurier community is prepared to effectively deal with a crisis situation. The exercise will help determine obstacles and critical issues in responding to and recovering from an escalating hostile incident that impacts the Laurier community and neighboring community partners. It will also provide a learning environment to discuss each department's response to the situation and the communication process between responders (internal and external), the campus, the local community and the Waterloo campus.

The Special Constable Service is excited to move forward with new projects through the Student Liaison position, and to continue to work on safety and security initiatives through open dialogue with the campus community. The Special Constable Service is looking at expanding the following areas this coming year: the enhancement of the panic button system, the updating of the alarm systems, the establishment of an Emergency Operations Center, the creation of new brochures, and the utilization of technology and media to reach students, staff and faculty. The Special Constable Service would like to thank all members of the Laurier community and all our partners in the greater Brantford Community. The support and collaborative working relationships that foster the Community Policing Model are key components of creating a safe and secure place for all to live, work and learn.



Laurier Brantford Yearly Incidents Review

May 1, 2011 to April 30, 2012



Notes:

1. Special Constable Service began operations in September 2006. The total incidents only reflect eight months of operations. The total for the current fiscal year reflects YTD activity since May 1st of fiscal year.
2. Physical Threat is defined as an incident with potential or actual significant risk to life or personal safety.

Laurier Brantford Calls for Service

Special Constable Service Non-Emergency Calls	
Month	2011/2012
May	155
June	157
July	181
August	214
September	332
October	239
November	209
December	137
January	209
February	142
March	245
April	141
Total	2361



Special Constable Trish Tatarka talks with a student

“Making Your Campus Safer”



If you have any comments or suggestions on how to make our campus safer please speak to one of our Special Constables.