



## BOARD OF GOVERNORS MEETING

### AGENDA

<b>Date of Meeting:</b>	January 31, 2020
<b>Time:</b>	9:00am – 1:00pm
<b>Location:</b>	Thunder Bay Campus: UC1001   Orillia Campus: OA 2001D

**Board of Governors Members:** Robert Arnone; Michel Beaulieu; Ann Dumyn; Dr. Christine Gottardo; Angela Maltese; Brian McKinnon; Moira McPherson; Ross Murray (Chair); Kathryn Rippey; Anna Sampson; Sean Speer; David Tamblin; Cathy Tuckwell; Maria Vasanelli; Murray Waboose; Wendy Walberg

**Administrative Resources:** Barbara Eccles (Secretary) - General Counsel & University Secretary; Marcie Morrison (Recorder) - Assistant University Secretary

	Item	Presenter	Time
1.	Approval of Agenda  MOVED that the agenda be approved.	Ross Murray	
2.	Need for In Camera Items to be Declared  Members are reminded that items arising that need in camera attention should be declared at the point of discovery.	Ross Murray	
3.	Declaration of Conflict of Interest  Members are reminded of their duty to declare a conflict of interest should awareness of conflict arise at any time during the meeting.	Ross Murray	
4.	<u>Approval of the November 22, 2019 Minutes</u>	Ross Murray	
5.	Business Arising from the Minutes (not on the Agenda elsewhere)	Ross Murray	

6.	<p>Student Member Appointment</p> <p>MOVED to adjourn to an in camera meeting to discuss items of a personnel, legal, or real estate nature, and other sensitive or confidential matters, and that only members of and others approved by the Board may be present.</p> <p>Motions Arising from the In Camera Meeting</p>	Kathryn Rippey	10 min
7.	Chair's Report	Ross Murray	10min
8.	<p><u>President's Report</u></p> <p>a. <u>Report on Appointments</u></p>	Dr. Moira McPherson	10min
9.	<u>Governance and Nominating Committee Report</u>	Kathryn Rippey	20min
10.	<u>External Relations Committee Report</u>	Brian McKinnon	5min
11.	<p><u>Finance and Operations Committee Report</u></p> <p>1. <u>Strategic Enrolment Management Update</u></p> <p>2. <u>2019-20 Fall Enrolment Update</u></p> <p>3. <u>Proposed Changes to Pension Plan Text</u></p> <p>3a. <u>Pension Plan for Professional Staff of Lakehead University:</u></p> <p>MOVED that the Pension Plan for Professional Staff of Lakehead University be amended as follows with an effective date of January 1, 2020:</p> <p>1. Article 3.4, Board of Governors' Additional Contributions, is hereby amended by adding the word "reduced" before "solvency deficiency" and the words "or if a Plan amendment increases the going concern liabilities of the Plan," after "as defined in the Pension Benefits Act".</p> <p>2. The following new paragraph 3.1.3 is hereby added to Article 3 immediately</p>	<p>Angela Maltese</p> <p>Dr. David Barnett, Dr. Heather Murchison, Andrea Tarsitano</p>	<p>10min</p> <p>40min</p>

	<p>after paragraph 3.1.2 and all following paragraphs under Section 3.1 shall be renumbered accordingly:</p> <p>“3.1.3 Notwithstanding the foregoing, however, an Active member who is a non-union employee shall contribute to the Plan each pay day the applicable percentage of his Earnings as provided under Article 3.1.1, but without regard to contributions to the Canada Pension Plan.”</p> <p>3b. <u>Lakehead University Employee Pension Plan:</u></p> <p>MOVED that the Lakehead University Employee Pension Plan be amended as follows with an effective date of January 1, 2020:</p> <ol style="list-style-type: none"> <li>1. Paragraph 3.01(c) is hereby amended by adding the following at the end of the last sentence: “, except for members of the United Steelworkers Union group for whom membership is mandatory.”</li> <li>2. Paragraph 4.01 (a) is hereby amended by deleting the last sentence and replacing it with the following: “Starting January 1, 2020, contributions for Members in USW and COPE, and all non-union Members are not reduced by their contributions to the Canada Pension Plan”;</li> <li>3. Section 4.03 is deleted in its entirety and replaced as follows:  “4.03 Matching University Contributions  The University shall contribute to the Plan for each Plan Year, on account of current service in the year, Matching University Contributions equal to the sum of: a) For all employee groups, except for</li> </ol>		
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	<p>United Steelworkers (USW), Canadian Office and Professional Employees Union (COPE) and non-union employees, amounts equal to the total Required Contributions made by Members and;</p> <p>b) For the USW and COPE employee groups, and non-union employees, amounts equal to the total Required Contributions made by the Members, less Canada Pension Plan contributions made by the University on behalf of the Members,</p> <p>except that, if after June 30, 1996, the Excess Funding Account has a positive balance, the University shall cease contributions and the Excess Funding Account shall fund the University's contributions until that Account is exhausted.</p> <p>Matching University Contributions shall be made monthly. The University shall deposit such contributions to the Fund within thirty (30) days of the end of the calendar month for which such contributions were made."</p>		
12.	<u>Learning &amp; Research Committee Report</u>	Maria Vasanelli	5min
13.	WORKPLAN ITEM: <u>First Progress Report on Strategic Plan Year Two</u>	Dr. Moira McPherson, Dr. Heather Murchison	20min
14.	WORKPLAN ITEM: <u>Research and Innovation Week Overview</u>	Dr. Andrew Dean	10min
15.	Other Reports for Information		
	a. <u>Northern Ontario School of Medicine Report</u>	Dr. Sarita Verma	20min
	b. <u>Senate Report</u>	Dr. Christine Gottardo	5min

16.	In Camera Meeting		
	MOVED to adjourn to an in camera meeting to discuss items of a personnel, legal, or real estate nature, and other sensitive or confidential matters, and that only members of and others approved by the Board may be present.		
17.	Motions Arising from the In Camera Meeting	Barbara Eccles	
18.	Informational Items		
	a. Next Meeting: March 12, 2020, 9:00am - 1:00pm, Senate Chambers		
19.	Other Business	Ross Murray	
Adjournment			



## BOARD OF GOVERNORS MEETING

### DRAFT MINUTES

<b>Date of Meeting:</b>	Friday, November 22, 2019
<b>Time:</b>	9:00am – 12:30pm
<b>Location:</b>	Thunder Bay Campus: Senate Chamber, UC1001 Orillia Campus: Principal's Boardroom, OA2001D

**Board of Governors Members in Attendance:** Robert Arnone; Michel Beaulieu\*; Ann Dumyn; Dr. Christine Gottardo; Angela Maltese; Brian McKinnon; Moira McPherson; Ross Murray (Chair); Kathryn Rippey; Anna Sampson; Sean Speer\*\*; David Tamblyn; Cathy Tuckwell; Maria Vasanelli; Wendy Walberg

**Administrative Resources in Attendance:** Barbara Eccles (Secretary) - General Counsel & University Secretary; Marcie Morrison (Recorder) - Assistant University Secretary

**Invited Guests in Attendance:**

Dr. David Barnett - Provost and Vice President (Academic) (Lakehead University)  
 Deb Comuzzi - Vice President, External Relations (Lakehead University)  
 Toby Goodfellow - Chief of Staff, Office of the President (Lakehead University)  
 Micheal Louge\*\* - Partner (KCI)  
 Dylan Mazur - Director, Human Rights and Equity (Lakehead University)  
 Dr. Heather Murchison - Vice Provost, Institutional Planning and Analysis (Lakehead University)  
 Kathy Pozihun - Vice President, Administration and Finance (Lakehead University)  
 Murray Waboose - Board of Governors appointee

\*Video Conference \*\*Teleconference

The meeting was called to order at 9:12am.

The Chair opened the meeting by acknowledging the Indigenous territories of Thunder Bay and Orillia.

	Item
1.	Approval of Agenda  MOVED (C. Tuckwell) that the agenda be approved. CARRIED

2.	<p>Need for In Camera Items to be Declared</p> <p>Members were reminded that items arising that need in camera attention should be declared at the point of discovery.</p>
3.	<p>Declaration of Conflict of Interest</p> <p>Members were reminded of their duty to declare a conflict of interest should awareness of conflict arise at any time during the meeting.</p>
4.	<p>Approval of the October 3, 2019 Minutes</p> <p>The minutes of the October 3, 2019 meeting were circulated in advance with the meeting materials.</p> <p>MOVED (B. McKinnon) that the minutes of the October 3, 2019 meeting be approved. CARRIED</p> <p>The Board of Governors held a special meeting on November 8, 2019. The confidential minutes of this meeting were approved in camera.</p>
5.	<p>Business Arising from the Minutes (not on the Agenda elsewhere)</p> <p>There was no business arising from the minutes.</p>
6.	<p>Chair's Report</p> <p>The Chair provided a debrief of the two University events that he recently attended:</p> <ul style="list-style-type: none"><li>• County of Simcoe Thank You Event (November 19)</li><li>• Orillia Report to the Community (November 20)</li></ul>
7.	<p>President's Report</p> <p>The November 2019 President's Report was distributed in advance with the meeting materials and can be found on the Lakehead website at <a href="http://www.lakeheadu.ca">www.lakeheadu.ca</a>.</p> <p>The President's report on appointments was circulated in advance with the meeting materials for information.</p> <p>At the request of a Board member, the President provided more details about the 10,000 Coffees initiative. Discussion ensued.</p> <p>There was a discussion about the 2020 Maclean's University Rankings. A media release on October 8, 2019 announced that Maclean's ranked Lakehead among</p>

	Canada's top 10 primarily undergraduate universities. Discussion ensued regarding student satisfaction surveys.
8.	<p>Executive Committee Report</p> <p>The Board Executive Committee discussed items of business that were sensitive or confidential in nature at their November 5, 2019 meeting. The approved minutes of this meeting were circulated to the Board of Governors for information with the in camera meeting package.</p>
9.	<p>Audit &amp; Risk Committee Report</p> <p>The Audit and Risk Committee report of the November 7, 2019 meeting was circulated in advance with the meeting materials.</p>
10.	<p>External Relations Committee Report</p> <p>The External Relations Committee report of the November 6, 2019 meeting was circulated in advance with the meeting materials.</p>
11.	<p>Finance &amp; Operations Committee Report</p> <p>The Finance and Operations Committee report of the November 7, 2019 meeting was circulated in advance with the meeting materials.</p> <p>Proposed Amendments to the Lakehead University Employee Pension Plan Text:</p> <p>The proposed amendments to the Lakehead University Employee Pension Plan Text were outlined in a memo prepared by the Vice President, Administration and Finance and were circulated in advance with the meeting materials.</p> <p>These changes were discussed at the September 13, 2019 Joint Pension Meeting of the Pension Board and Advisory Committee and approved for recommendation to the Board of Governors. The Finance and Operations Committee also approved the recommendations on November 7, 2019 for recommendation to the Board.</p> <p>Background information was provided. The floor was open to questions. Discussion ensued.</p> <p>MOVED (A. Maltese) that the Lakehead University Employee Pension Plan Text be amended as follows with an effective date of January 1, 2020:</p> <ol style="list-style-type: none"> <li>1. Article 4.01 is hereby amended by deleting "USWA" and replacing it with "USW" and deleting "USWA: United Steelworkers Union of America" and</li> </ol>



	<p>replacing it with “USW: United Steelworkers”.</p> <p>2. Article 4.01 (a) is hereby amended by adding the following sentence at the end of the paragraph: “Starting January 1, 2020, contributions for Members in USW are not reduced by their contributions to the Canada Pension Plan”;</p> <p>3. Article 4.03 is deleted in its entirety and replaced as follows:</p> <p>“4.03 Matching University Contributions</p> <p>The University shall contribute to the Plan for each Plan Year, on account of current service in the year, Matching University Contributions equal to the sum of:</p> <p>a. For all employee groups, except for United Steelworkers (USW), amounts equal to the total Required Contributions made by Members and;</p> <p>b. For the United Steelworkers (USW) employee group, amounts equal to the total Required Contributions made by the Members, less Canada Pension Plan contributions made by the University on behalf of the Members,</p> <p>except that, if after June 30, 1996, the Excess Funding Account has a positive balance, the University shall cease contributions and the Excess Funding Account shall fund the University’s contributions until that Account is exhausted.</p> <p>Matching University Contributions shall be made monthly. The University shall deposit such contributions to the Fund within thirty (30) days of the end of the calendar month for which such contributions were made.”</p> <p>CARRIED</p>
12.	<p>Governance &amp; Nominating Committee Report</p> <p>The Governance and Nominating Committee report of the November 6, 2019 meeting was circulated in advance with the meeting materials.</p> <p>Appointment of Ogimaawin-Aboriginal Governance Council (O-AGC) Member:</p> <p>MOVED (K. Rippey) that Murray Waboose be appointed to fill the O-AGC Member position on the Board of Governors for a one year term, commencing immediately, to the close of the annual meeting 2020.</p> <p>CARRIED</p>

	<p>Notice of Expiring Terms:</p> <p>Once a year, in accordance with the Board Bylaws (Article 7), the Board is advised in writing by the Secretary of the names of those members whose terms expire during the current year. These names shall be recorded in the official minutes of that Board meeting.</p> <ul style="list-style-type: none"><li>• Angela Maltese (term ends December 3, 2020)</li><li>• Ann Dumyn (eligible for one more three year term)</li><li>• Cathy Tuckwell (eligible for two more three year terms)</li><li>• Sean Speer (eligible for two more three year terms)</li><li>• Michel Beaulieu (eligible for one more two year term)</li></ul> <p>Proposed Amendments to the Board Executive Committee Terms of Reference:</p> <p>The proposed amendments to the Board Executive Committee Terms of Reference were circulated in advance with the meeting materials. The amendments were approved by the Executive Committee on September 12, 2019 and by the Governance and Nominating Committee on November 6, 2019.</p> <p>MOVED (K. Rippey) that the proposed amendments to the Board Executive Committee Terms of Reference be approved.</p> <p>CARRIED</p> <p>Board Bylaw Review Update:</p> <p>The Chair of the Governance and Nominating Committee reported that the bylaw review is well underway and the Committee is working hard.</p>
13.	<p>Board Learning &amp; Research Committee Report</p> <p>The Learning and Research Committee report of the November 6, 2019 meeting was circulated in advance with the meeting materials.</p> <p>The Chair of the Learning and Research Committee reported that the group has begun research and discussion on how to refocus the Committee's work and purpose. The group plans to amend their Terms of Reference this term.</p>

14.	<p>2019-20 Judicial Panel Appointments</p> <p>MOVED (M. McPherson) that the following full-time students of the University be appointed to the Judicial Panel for one year, commencing at the close of the annual meeting in 2019 through to the close of the annual meeting in 2020:</p> <ul style="list-style-type: none"><li>• Brandon Cordeiro</li><li>• Hilary Macdougall</li><li>• Oluwatimilehin Robert</li></ul> <p>The President provided a description of the purpose and work of the Judicial Panel.</p> <p>CARRIED</p> <p>Dylan Mazur joined the meeting.</p>
15.	<p>Other Reports for Information</p> <p>Senate Report:</p> <p>The November 4, 2019 Senate report was circulated in advance with the meeting materials for information.</p>
16.	<p>In Camera Meeting</p> <p>MOVED (K. Rippey) to adjourn to an in camera meeting to discuss items of a personnel, legal, or real estate nature, and other sensitive or confidential matters, and that only members of and others approved by the Board may be present.</p> <p>CARRIED</p> <p>At 9:47am, the Board adjourned to an in camera meeting.</p> <p>By consensus, the Board agreed that Dr. David Barnett, Deb Comuzzi, Barbara Eccles, Toby Goodfellow, Dylan Mazur, Marcie Morrison, Dr. Heather Murchison and Kathy Pozihun remain for the in camera meeting.</p> <p>The Board returned to the regular meeting at 1:39pm.</p> <p>Dylan Mazur left during the in camera meeting.</p> <p>Michael Logue joined for a portion of the in camera meeting.</p>
17.	<p>Motions Arising from the In Camera Meeting</p> <p>There were no motions arising from the in camera meeting.</p>

18.	<p>Board of Governors 2019-20 Annual Workplan</p> <p>Due to the confidential nature of many items, the Board's workplan was circulated in advance with the in camera meeting materials and will be presented for approval during the in camera session.</p> <p>The Board approved the draft workplan in camera. The non confidential workplan items will be published online with the meeting materials, upon approval of the minutes from this meeting.</p>
19.	<p>Informational Items</p> <p>a. <a href="#">2019 Research and Innovation Week Showcase</a></p> <p>b. Next Board of Governors Meeting: January 31, 2020, 9:00am to 12:00pm, Senate Chambers</p>
20.	<p>Other Business</p> <p>There was no other business.</p>
The meeting adjourned at 1:40pm.	

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Ross Murray, Chair

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Barbara Eccles, Secretary



January  
2020



# President's Report to Board of Governors







## Office of the President

### Dr. David Barnett named Provost and Vice-President (Academic)

On January 10, **Dr. David Barnett** was named Lakehead University's Provost & Vice-President (Academic). Holding responsibilities as both the Chief Operating Officer and Chief Academic Officer for the University, Dr. Barnett will begin his new role effective immediately.

Dr. Barnett joined Lakehead in July 2012 as Dean of the University's Faculty of Engineering, and has held the roles of Acting, and then Interim, Provost & Vice-President (Academic) since January 2018.

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### County of Simcoe presents \$1 million to Lakehead University

On November 19, surrounded by Lakehead University students and alumni, County of Simcoe Warden George Cornell and members of County Council presented President & Vice-Chancellor Dr. Moira McPherson, Board of Governors Chair Ross Murray, and Lakehead Orillia Principal Dr. Dean Jobin-Bevans, with a \$1 million gift.

During the event, County Councillors heard first-hand from a second-year social work student and an alumna on the impact of having a university in the community.

The gift is part of the County of Simcoe's annual pledge to improve access to post-secondary education across the region. The announcement brings the County of Simcoe's contributions to Lakehead to \$9.5 million since 2009.

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## Raag-Rung contributes \$5,000 to student scholarships

In October, the Raag-Rung Music Circle held its 36th annual Fundraising Evening of Fabulous Food and Marvellous Music, which raises funds for student scholarships and the Thunder Bay Symphony Orchestra.

In late December, Dr. Inder Nirdosh, Professors Emeritus, front right, Raag-Rung President, and members of the Executive, Tammy Holmes, front, second from right, Kevin Sidlar, back left, and Rajesh Talpade, back middle, presented Lakehead's President and Vice-Chancellor, Dr. Moira McPherson, Deb Comuzzi, former Vice-President, External Relations, and Dr. David Barnett, then-Interim Provost and Vice-President (Academic), with a cheque for \$5,000 for student scholarships.

## Orillia's *Joyful Sound* fundraiser for Humanities 101 program

On December 8, the Orillia Vocal Ensemble presented *Joyful Sound*, a Christmas concert in support of Lakehead University's Humanities 101 program on the Orillia campus. The concert was hosted by **Dr. Linda Rodenburg, Director of Community Engagement and Lifelong Learning**, and featured soloists Laura Aylan-Parker and our very own **Principal of the Orillia campus, Dr. Dean Jobin-Bevans**. The fundraiser raised awareness of Humanities 101 and over \$5,500 for the program.







## Lakehead Orillia hosts 2018-2019 Report to Community

On Wednesday, Nov. 20 Lakehead Orillia held their 2018-2019 Report to Community themed Dare. Defy. Discover.

Emceed by fourth year Lakehead criminology program student, Courtney Holmes, the annual event featured students, faculty and alumni of the Orillia campus who dare to defy constraints and expectations to make discoveries about themselves and the world through unconventional scholarship and independent thinking.

Guests at this year's event included Gia Spiropoulos, Master of Education student, **alumna Dana Clark**, and Lakehead's Dr. Cheryl Lousley, Associate Professor and Research Chair in Environmental Humanities.

Dr. Lousley spoke passionately about storying the climate change emergency and provided examples of how environmental concerns have been woven into the narrative of Canadian fiction.



In her talk, Spiropoulos shared her journey to Lakehead, her passion for basketball, and documented the incredible research opportunities she has participated in during her master's program. Working with lecturer and SSHRC post-doctoral fellow Dr. Ellen Field, Spiropoulos is working on developing hands-on, inquiry-based learning resources for teachers to help introduce education around climate change into today's classrooms.

Clark, a graduate of Lakehead's media studies program, talked about her global social impact movement, Heroic Humans. The online platform inspires, celebrates, empowers and acknowledges acts of heroism big and small all over the world. To date, it has featured almost 200 people from around the globe who show exceptional examples of courage, bravery, love, and resilience in everyday life. Clark's work on Heroic Humans earned her the 2018 Mindful Millennial Award from The Notable Life.

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## GTA Alumni Chapter hosts alumni, family and friends

Lakehead's GTA Alumni Chapter hosted over 120 Lakehead alumni, family and friends over a weekend in November to watch and support the Men's Varsity Hockey team at Ryerson University (Friday, November 15) and the Women's and Men's Varsity Basketball team at Brock University (Saturday, November 16).

The Chapter volunteers were handing out Alumni-Thunderwolves scarves so that every guest could show their school spirit, and they cheered on our Varsity athletes all night!







## Two Lakehead students honoured with Mayor's Community Safety Awards

Two Lakehead University students were recently honoured with 2019 Mayor's Community Safety Awards, presented by Mayor Bill Mauro.

### COMMUNITY HERO AWARD — TESSA DEBRUYNE

A Street Outreach Worker for Thunder Bay's Shelter House SOS Program, Lakehead Master of Social Work student Tessa Debruyne demonstrates the power of kindness to build trust and help empower vulnerably housed and homeless clients to find their voices and make changes.

### YOUNG LEADER AWARD — YAMAAN ALSUMADI

Since arriving in Thunder Bay four years ago, Yamaan Alsumadi has been planting seeds of hope through her many leadership activities, including serving on Thunder Bay's Anti-Racism Incident Reporting Working Group. Today, Yamaan continues her advocacy to build welcoming environments for youth in our city while pursuing studies in nursing at Lakehead University.



## Lakehead/TBRHRI Research Chair participates in COU Queen's Park event

On December 3, **Dr. Michael Campbell, Lakehead University/TBRHRI Research Chair in Radiochemistry for Molecular Imaging and Advanced Diagnostics**, took part in the third Council of Ontario Universities (COU) Policy Discussion Series held at Queen's Park. The goal of these events is the engagement of MPPs on timely issues that support social and economic development in the Province of Ontario. As part of his participation in this COU event, Dr. Campbell showcased his research relating to the application of medical cyclotrons for the non-destructive testing of mineral samples. He also displayed a model of a neutron activation target station, a gold sample in analysis vial and photos of the system in place in the cyclotron vault.





## Winter 2020's International Orientation

Lakehead University was excited to welcome 92 new international students to the 2020 Winter Orientation held in the faculty lounge on the evening on January 20.

Welcome greetings were provided by Dr. Moira McPherson, President and Vice-Chancellor, and James Aldridge, Vice Provost International.

Several presentations from International Advisors on social and academic success at Lakehead University including a warm welcome from Joel Symonds, Academic and Non-Academic Student Conduct Manager.

This year's evening orientation ended on a true Canadian note with student experiencing a taste of local Maple Taffy laid outside on the snow, courtesy of the Nor'West Maple Company.

Transitioning will continue with programming over the next few weeks to assist students from India, Brazil, Sweden, Denmark, Ghana, Nigeria and many other countries from around the globe.



## Lakehead hosts Social Sciences and Humanities Research Council President

On January 16, Lakehead University's Research Services hosted a reception welcoming Ted Hewitt, PhD, President of SSHRC. All Thunder Bay faculty, postdoctoral fellows, and students who currently hold SSHRC funding, or who plan to seek such funding, were encouraged to attend. The event featured a number of Lakehead's exceptional SSHRC-funded faculty and student researchers who each spoke briefly about their respective research.





## Province of Ontario's 2020 Pre-Budget Consultation

On January 21, Lakehead University President and Vice-Chancellor Dr. Moira McPherson, and Strategic Advisor Dr. Heather Murchison, participated in the Ontario government's 2020 pre-budget consultation, an opportunity for organizations to provide input on how the Province should allocate public funds in the next fiscal year.

To begin her presentation, Dr. McPherson shared with the Province's Standing Committee on Finance and Economic Affairs (comprised of representatives of the Province's official political parties) information highlights about Lakehead University.

The President requested that the members recommend to the Minister of Finance that the Government supports our Gichi Kendaasiwin project and prioritizes it through the Investing in Canada Infrastructure Program Community, Culture and Recreation stream. Dr. McPherson provided the core project objectives. She highlighted that the successful realization of this project will impact over 230,000 residents across a half million square kilometres of land by creating a central and cultural community hub to bring together Indigenous and non-Indigenous people, and advance reconciliation to support improved social and economic outcomes in our region.



## Advocacy Day at Queen's Park

On December 10, Lakehead University President and Vice-Chancellor Dr. Moira McPherson, Board of Governors Chair Ross Murray, and members of the Executive Team hosted a reception at Queens Park to advocate for, and answer questions about, our Gichi Kendaasiwin project.

Dozens of elected officials and ministries' staff attended the event which offered Lakehead representatives the invaluable opportunity to present and share information about this project and to build support for our funding application through the Investing in Canada Infrastructure Program (ICIP). Earlier in the day, Dr. McPherson also met with various Ministries' officials and senior staff to discuss Gichi Kendaasiwin.



## Lakehead University Library launches *Omni*

The library's new academic search tool, *Omni*, officially launched on December 12. *Omni* will replace both the library's classic catalogue and Search-it-All.

*Omni* streamlines the process of requesting materials from 13 other University Libraries, changing the way that users can access and borrow resources. The library is also excited to announce a number of user-centered policy changes, such as unlimited renewals and extended loan periods.

## Local and Global Partnerships

### Summer research internships in Germany

Fourth-year engineering students Mohammed Elshaer and Jonathan Hamilton were Lakehead's first participants in the RISE-Globalink summer research internship program in Germany. The program offers Canadian undergraduates in all STEM fields the opportunity to apply to research internships at universities across Germany. Internships are held during the summer, usually between students' 3rd and 4th year. Successful applicants are funded by Mitacs with a \$6,000 award.

Mohammed's internship was at the Nuremberg Campus of Technology at the Technische Hochschule Nürnberg, where he was part of the interdisciplinary research group "Human Centric Ambience." His work focused on ways that smart building technology can contribute to human health. Jonathan worked with the Hybrid Energy Technologies research group at the Institute of New Energy Systems, Technische Hochschule Ingolstadt. In Germany, the electric power grid must integrate energy inputs from multiple renewable sources such as solar, wind, and biogas, which results in fluctuations that need to be smoothed to ensure a stable power supply. Jonathan worked on modelling controls for the electrical distribution grid.

[Click here to read the complete story...](#)





## Academic Excellence



### BEd Student Fatima Ahmed Awarded Ontario College of Teachers Scholarship

On December 13, Congratulations to **Fatima Ahmed** (BEd teacher candidate, Orillia), who has been recognized by the Ontario College of Teachers (OCT) 2019 Scholarship Program for her excellence in teacher education.

As noted on the OCT website, this award is granted to individuals who “demonstrate a high level of preparedness for teacher education through examples of community involvement, background and life experiences.” Fatima has fulfilled these criteria in numerous ways, including her work as an Organizational Development Advisor for HIV/AIDS Chief Strategy Officers in Botswana (2013-2015); her work as an Executive Director for a youth centre for at-risk youth in Inuvik, NWT (2009-2010); and her work as an IT trainer and a Women’s Development Officer for the provincial government in Vanuatu, South Pacific (2007).

[Click here to read the complete story...](#)

### Researcher earns Mitacs & NCR-IRAP Award for Outstanding Commercialization

An up-and-coming researcher at Lakehead University has been recognized for his innovative work to develop a cutting-edge medical imaging technology that delivers high-resolution pictures at a much lower dose of radiation, providing a breast imaging alternative to mammography, positron emission tomography (PET) scan and other imaging devices. The technology delivers highly sensitive, accurate images that can detect extremely small tumours in their earliest stages of cancer, particularly in women who have denser breast tissue than average.

The breakthrough work earned **Oleksandr Bubon** the Mitacs & NCR-IRAP Award for Outstanding Commercialization, awarded by Mitacs, a not-for-profit organization that fosters growth and innovation in Canada for business and academia.

Bubon, who serves as Medical Chief Technology Officer of Radialis Medical, a joint venture of Lakehead University and Thunder Bay Regional Research Institute, is a postdoctoral fellow studying under Canada Research Chair, Professor Alla Reznik, at Lakehead University and is Senior Scientist at Thunder Bay Regional Health Research Institute.

[Click here to view media release...](#)





## Lakehead researcher/TBRHRI scientist receives over \$448k from Canadian Cancer Society



A Lakehead University researcher and Thunder Bay Regional Health Research Institute scientist was awarded \$448,800 from the Canadian Cancer Society to continue research into a new method of diagnosing breast cancer that may detect lesions earlier than current methods.

This Innovation to Impact grant will allow **Dr. Alla Reznik** to spend three years developing Positron Emission Mammography (PEM), molecular imaging equipment that may alleviate some uncertainty from breast cancer detection. The first clinical prototype of the PEM system is assembled, its imaging performance has been characterized in a laboratory setting, and it is now at the University Health Network-Princess Margaret Cancer Centre for awaiting clinical trials.

[Click here to view media release...](#)

## Lakehead's new Fulbright Canada Research Chair

**Dr. Nancy Langston** is Distinguished Professor of Environmental History at Michigan Technological University. She will serve as Fulbright Canada Research Chair in Interdisciplinary Sustainability Solutions at Lakehead University.

Her most recent book, *Sustaining Lake Superior* (Yale University Press, 2017), examines the environmental history of climate change, industrial development, and toxics in the Lake Superior basin. Since July 2013, Dr. Langston has been a professor at Michigan Technological University. During 2012-2013, she was the King Carl XVI Gustaf Professor of Environmental Science at Umeå University in Sweden. She served as professor at the University of Wisconsin-Madison for 17 years.

She has written four books, 50 peer-reviewed journal articles, and popular journalism. Former President of the American Society for Environmental History, Dr. Langston has raised over \$750,000 in competitive external funding, and she has won awards from the Marshall Foundation, the Mellon Foundation, the American Society for Environmental History, the American Philosophical Society, and the American Council for Learned Societies.



[Click here to view media release...](#)





## Social Responsibility

### Lakehead Orillia hosts pair of Social Justice events

In November, 4th year INTD Research Capstone in Social Justice students hosted two events aimed at helping understand the social justice issues in our immediate environment.

Speakers included Barrie Pride members David Bradbury, Gillian Green, and Jessie Lawson, who talked about “Issues and Advocacy Concerns of the LGBTQ+ community in and around Barrie, Ontario”; as well as Aleta Armstrong from the Canadian Mental Health Association who talked about “Trends in Mental Health as they relate to Young People in Central Ontario”. Pictured below is the class with speakers from Barrie Pride.



*4th year INTD Research Capstone in Social Justice students with speakers from Barrie Pride.*

### Storying Climate Change

Over 40 people attended “Storying Climate Change” on Saturday, November 16, at the Stephen Leacock Museum in Orillia.

Hosted by **Dr. Cheryl Lousley, Lakehead University Research Chair in Environmental Humanities** (pictured at far left), the forum discussed how climate justice is approached through storytelling, fiction, creative non-fiction, and poetry.

The event also launched *Rising Tides*, a new collection of Canadian climate-justice literature edited by Dr. Catriona Sandilands of York University. Speakers included Deborah McGregor (Canada Research Chair in Indigenous Environmental Justice at York University), Hillary McGregor (Standing Bear youth leadership), Kate Story (author of *Blasted* and *Antilia*), Nari Hwang (Grade 7 student), and Samantha Dewaele (Lakehead English MA alumna).







## Capacity Development

### Maple Leaf World Schools-Lakehead University hosts first open house of its Thunder Bay school

On December 13, Maple Leaf World Schools was pleased to host the Thunder Bay community at its first open house at its new school, Maple Leaf World Schools–Lakehead University (MLWS-LakeheadU).

The new school is Maple Leaf's third in Canada and its first in Ontario. Located in the Avila Centre at Lakehead University Thunder Bay, this learning environment offers students an English immersion environment on campus. Students complete the Ontario Secondary School Diploma program curriculum preparing them for further studies in universities around the world. The school offers the high school program at grades 10 to 12. Focusing on academic achievement, its students benefit from an English language immersion experience and a unique university preparatory program giving them an academic advantage in their post-secondary applications.

[Click here to view media release...](#)





**Lakehead**  
UNIVERSITY

Office of the  
**University Secretariat**

## MEMORANDUM

**Date:** January 16, 2020

**From:** Moira McPherson – President and Vice Chancellor

**To:** The Board of Governors

**Meeting Date:** January 31, 2020

**Agenda Item:** 8a – Report on Appointments

---

### Acting Chair Appointments

- Dr. Heidi Schraft was appointed as Acting Chair of Biology effective December 12, 2019 to December 31, 2019.
- Dr. Stephen Hecnar was appointed Acting Chair of Biology effective January 1, 2020 to January 31, 2020.

### Chair Appointment

- Dr. Wing Him Yeung was appointed as Program Chair, Year 1 and 2 in the Faculty of Business Administration effective January 1, 2020 to December 31, 2022.



## OPEN REPORT TO THE BOARD OF GOVERNORS – January 31, 2020

**From:** Kathryn Rippey - Chair, Governance & Nominating Committee

**Subject:** Governance & Nominating Committee Open Report for the January 6, 2020 special meeting (bylaws) and the January 8, 2020 meeting

**Report Time:** 20 minutes

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**Committee Members:** Ross Murray; Angela Maltese; Kathryn Rippey (Chair); David Tamblyn; Dr. Moira McPherson; Anna Sampson; Wendy Walberg; Maria Vasanelli; Cathy Tuckwell

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### January 6, 2020 Special Meeting Report

The Board Governance & Nominating Committee (BGNC) held a special meeting on January 6, 2020 that focused on the Board bylaw review. At the request of Board members during the November 22, 2019 Board of Governors in camera meeting, all members of the Board were invited to participate in this meeting and were provided with the meeting materials.

Members received Amendments for Consideration (a document prepared by the General Counsel and University Secretary that outlines proposed amendments for consideration from the Good to Great Governance Review (Bonnie Patterson), from the University Secretariat, other technical amendments for consideration, and a Bylaw legal review in comparison with the Lakehead University Act and the Corporations Act. Below is a summary of the work that was accomplished during this meeting based on the document provided:

#### Benchmark 1.2 Decision/Next Steps:

- the Committee agreed that a comparison of the Bylaws and University Act against the Not-for-Profit Corporations Act is not necessary at this time, as the NFPCA is not yet in force

#### Benchmark 1.4 and 5.2 Decision/Next Steps:

- the Committee agreed with the recommendation to clarify in the Bylaws and in the Terms of Reference for Committees, that the President is as an “internal” member of the Board

#### Benchmark 8.2 Decision/Next Steps:

- the University Secretary was tasked with researching what other comparable university are doing with regards to internal members chairing committees
- the Committee agreed with the recommendation to clarify Committee composition numbers

#### Benchmark 10.2 Decision/Next Steps:

- the Committee agreed that only external members are allowed to be appointed Chair of the Board and this should be clarified in the bylaws

Decisions/next steps regarding the recommendations made by the University Secretary:

- the Committee agreed that the Bylaws should be consistent with the Lakehead University Act and Corporations Act
- Article 6: the Committee discussed clarifying term limits, it was agreed that further discussion needs to happen, specifically regarding the City of Thunder Bay member's unlimited term, the Committee agreed to standardize the length of certain internal Board members terms (such as O-AGC and Alumni) unless some special reason exists (as it may with the LUSU member, for example)
- Article 6b(v): the Bylaws should reflect that in some cases an external members can serve for up to 12 years
- the Committee agreed not to incorporate certain Board approved policies into the Bylaws (ie. Inactive Board Members Policy and the Diversity Policy)
- Article 10(c): the Committee agreed that the term for Board Officers should be two consecutive years (current practice has been one year appointments)
- the Committee agreed to realign standing rules with Robert's Rules of Order to ensure that the rights of the minority vote is considered
- Article 13(c): the Committee agreed that the current timeline for receiving Committee meeting materials should match the timeline for receiving meeting materials for Board of Governors meetings and that "business days" should be clarified, the new wording should allow for some flexibility to receive last minute materials in certain circumstances
- Article 16: to ensure that the Board's quorum requirements are in line with the Corporations Act, the Committee will be considering amendments and asked the Secretary to research the quorum requirements of comparable universities
- Article 19(h): the Committee agreed to remove the first sentence
- Article 30(c): the Committee agrees with the current practice that only the Chair of the Board can be the Chair of the Board Executive Committee with the exception outlined in Article 11(iii) that should also be referenced in Article 30(c) which allows the Chair some authority to delegate
- Article 20(b, c, d): the Committee agreed that further information was required and asked the Secretary to research the best practices of comparable universities
- Article 21(d): the Committee agreed that this section can be rewritten for simplicity and to clarify that specific persons may have access to confidential minutes, at the Board's discretion

Decisions/next steps regarding the other technical amendment considerations:

- Article 1(l): the Committee agreed to simplify this definition and to clarify that the Secretary is not a voting member of the Board
- Article 1(p): the Committee agreed to amend the wording to clarify the definition of "visitor" and the process for inviting a visitor to a meeting, and to ensure this definition is in line with the Board of Governors Deputation by Appointment Policy

The next bylaw review meeting is to be determined.

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## **January 8, 2020 Meeting Report**

The Board Governance & Nominating Committee (BGNC) met on January 8, 2020. The following items of business were on the agenda:

### **Approval of Previous Minutes**

The Committee approved minutes from the November 6, 2019 meeting.

### **Board Chair Succession Planning Process**

*(recommendation coming from the Report to the Board of Governors on Governance Best Practices (Benchmark 15.6) that was circulated to the Board on September 27, 2018)*

The Committee recommended amendments to the draft Board Chair Selection Procedures document, prepared by the University Secretary. A new draft that incorporates these suggestions will come forward to the Committee at the next meeting.

### **Anonymity of Board Standing Committee Survey**

Members discussed the process of the newly formatted Board of Governors evaluation survey that was implemented this term. The Committee will be making a recommendation to the Board. Further confidential details have been reported to the Board of Governors in an in camera report.

### **Report on Exit Interviews**

The Committee received a report from the Chair and Past-Chair regarding past Board member Nathan Wainwright's exit interview.

### **Recruitment**

The Committee reviewed nominations received to date and determined the next steps for each.

### **Nominations and Appointments**

In accordance with the Board of Governors Nominations Process, the Committee reviewed the Board's Skill Matrix template for relevancy. No changes are required.

The Committee discussed the Student Member candidate and other upcoming expiring terms, and will be making recommendations to the Board.

### **2020 Fellow of the University**

In accordance with the Fellow of the University Procedures and Guidelines, the Committee reviewed the nominations submitted during the 2020 Fellow of the University Call for Nominations. The Committee will be making a recommendation to the Board regarding new candidate(s) to be added to the Board approved "Fellow Nominees List". Further confidential details have been reported to the Board of Governors in an in camera report.

### **Board of Governors Bylaw Review**

A discussion occurred regarding forming a Board of Governors Bylaw Review Ad Hoc Committee.

### **Motions Approved**

- Approval to recommend Dawne Mowbray for appointment as the Student Member immediately until the annual meeting 2020
- Approval to recommend that Angie Maltese be recommended to the Lieutenant Governor in Council for reappointment for up to a three year term
- Approval to recommend that Ann Dumyn be reappointed for a three year term
- Approval to recommend that Cathy Tuckwell be reappointed for a three year term
- Approval to add new candidate(s) to the Board approved "Fellow Nominees List" for future consideration

**Informational Items Received**

- Committee's Workplan Progress Report
- Detailed Workflow Tracking Chart
- 2019-20 Board Meeting Schedule



## OPEN REPORT TO THE BOARD OF GOVERNORS – January 8, 2020

**From:** Brian McKinnon - Chair, External Relations Committee

**Subject:** External Relations Committee Open Report

**Report Time:** 5 minutes

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**Committee Members:** Robert Arnone; Dr. Michel Beaulieu; Dr. Christine Gottardo; Brian McKinnon (Chair); Dr. Moira McPherson; Ross Murray; Anna Sampson; Sean Speer; David Tamblyn

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The Board External Relations Committee (BERC) met on January 8, 2020. The following items of business were on the agenda:

### Approval of Previous Minutes

The Committee approved minutes from the November 6, 2019 meeting.

### Reports/Updates Received

- Institutional Philanthropic Campaign Status Report and Next Steps
- Achievement Program Update (it was suggested that this presentation be given to the Board of Governors)
- External Relations 2019-20 Q2 Report
- Vice President, External Relations Update:
  - debrief of the Lakehead University Report to the Community events (Thunder Bay and Orillia)
- President's Report:
  - new Interim Vice-President, External Relations
  - debrief of recent University events (Lobby Day, Deb Comuzzi farewell event)
  - the new donor wall in the Agora

Further confidential details have been reported to the Board of Governors in an in camera report.

### Informational Items Received

- Committee Workplan Progress Report
- 2019-20 Board Meeting Schedule



## OPEN REPORT TO THE BOARD OF GOVERNORS – January 9, 2020

**From:** Angela Maltese - Chair, Finance & Operations Committee

**Subject:** Finance & Operations Committee Open Report

**Report Time:** 5 minutes

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**Committee Members:** Robert Arnone; Dr. Michel Beaulieu; Ann Dumyn; Dr. Christine Gottardo; Angela Maltese (Chair); Ross Murray; Dr. Moira McPherson; Anna Sampson; Cathy Tuckwell; Maria Vasanelli

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The Board Finance and Operations Committee (BFOC) met on January 9, 2020. The following items of business were on the agenda:

### Approval of Previous Minutes

The Committee approved minutes of the November 7, 2019 meeting.

### Proposed Changes to Pension Plan Text

The Committee reviewed and discussed the proposed amendments to the pension plan text and will be making a recommendation to the Board of Governors.

### Reports and Updates

- Community, Culture and Recreation Infrastructure funding application update
- Responsible Investment Update
- Annual Strategic Enrolment Management Update
- Annual Fall Enrolment Update
- Annual Capital Projects Update
- Council of Chairs of Ontario Universities (CCOU) Quarterly Meeting Update

Further confidential details have been reported to the Board of Governors in an in camera report.

### Motions Approved

- Approval to recommend to the Board of Governors that the Pension Plan for Professional Staff of Lakehead University be amended as presented (see item 10.1a on open meeting agenda)
- Approval to recommend to the Board of Governors that the Lakehead University Employee Pension Plan be amended as presented (see item 10.2b on open meeting agenda)

### Informational Items Received

- 2019-20 Operating and Ancillary Update
- Investment Reports
- Committee Workplan Progress Report
- 2019-20 Board Meeting Schedule





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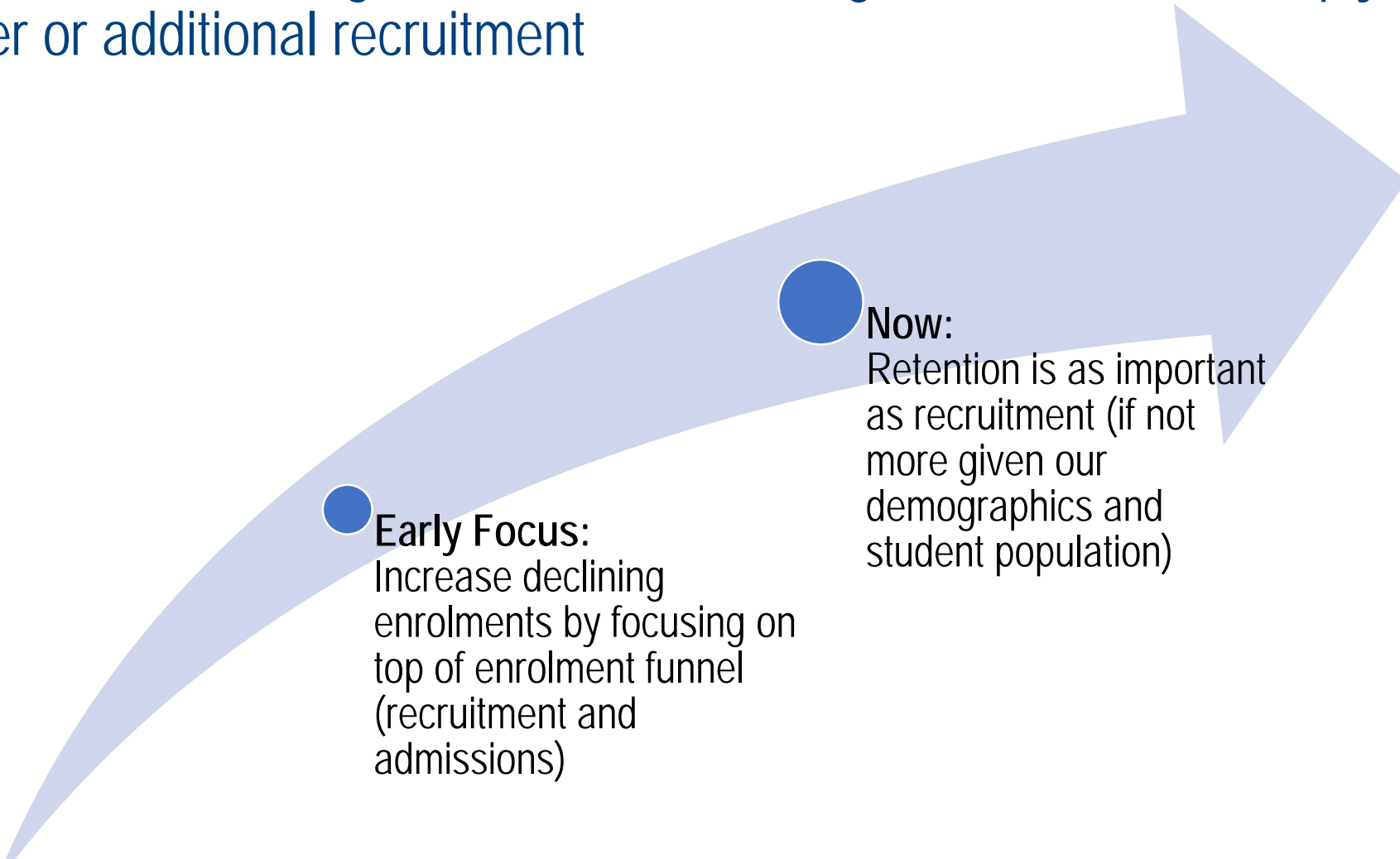
Student  
Affairs

# Overview of SEM: Recruitment and Retention Strategies

Lakehead University Board of Governors  
January 2020

# The Concept of SEM

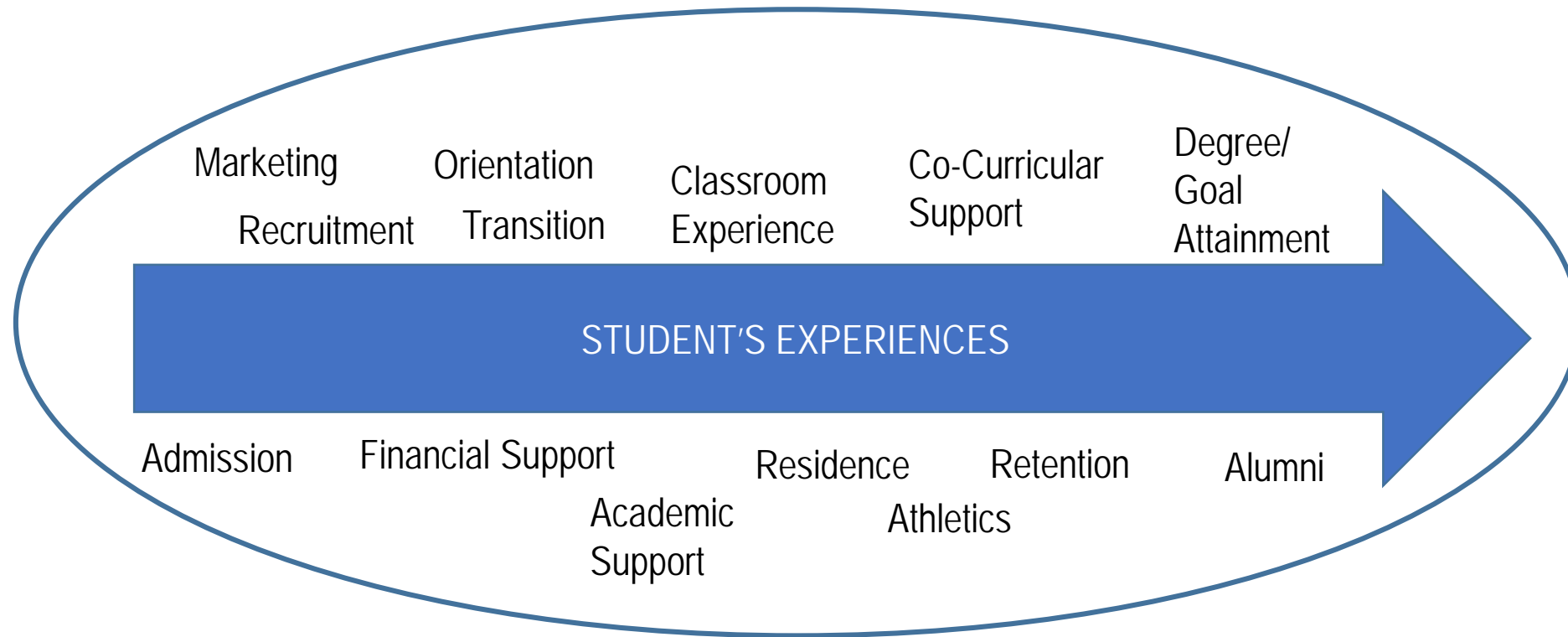
Arose from the recognition that enrolment goals couldn't be simply achieved by better or additional recruitment



**Early Focus:**  
Increase declining enrolments by focusing on top of enrolment funnel (recruitment and admissions)

**Now:**  
Retention is as important as recruitment (if not more given our demographics and student population)

# The SEM Perspective



SEM is a **comprehensive approach to integrating** all of a university's programs, practices, policies and planning related to achieving the optimal recruitment, retention and graduation of students.



# Domestic Undergraduate Recruitment Strategy Highlights

# Primary Audience

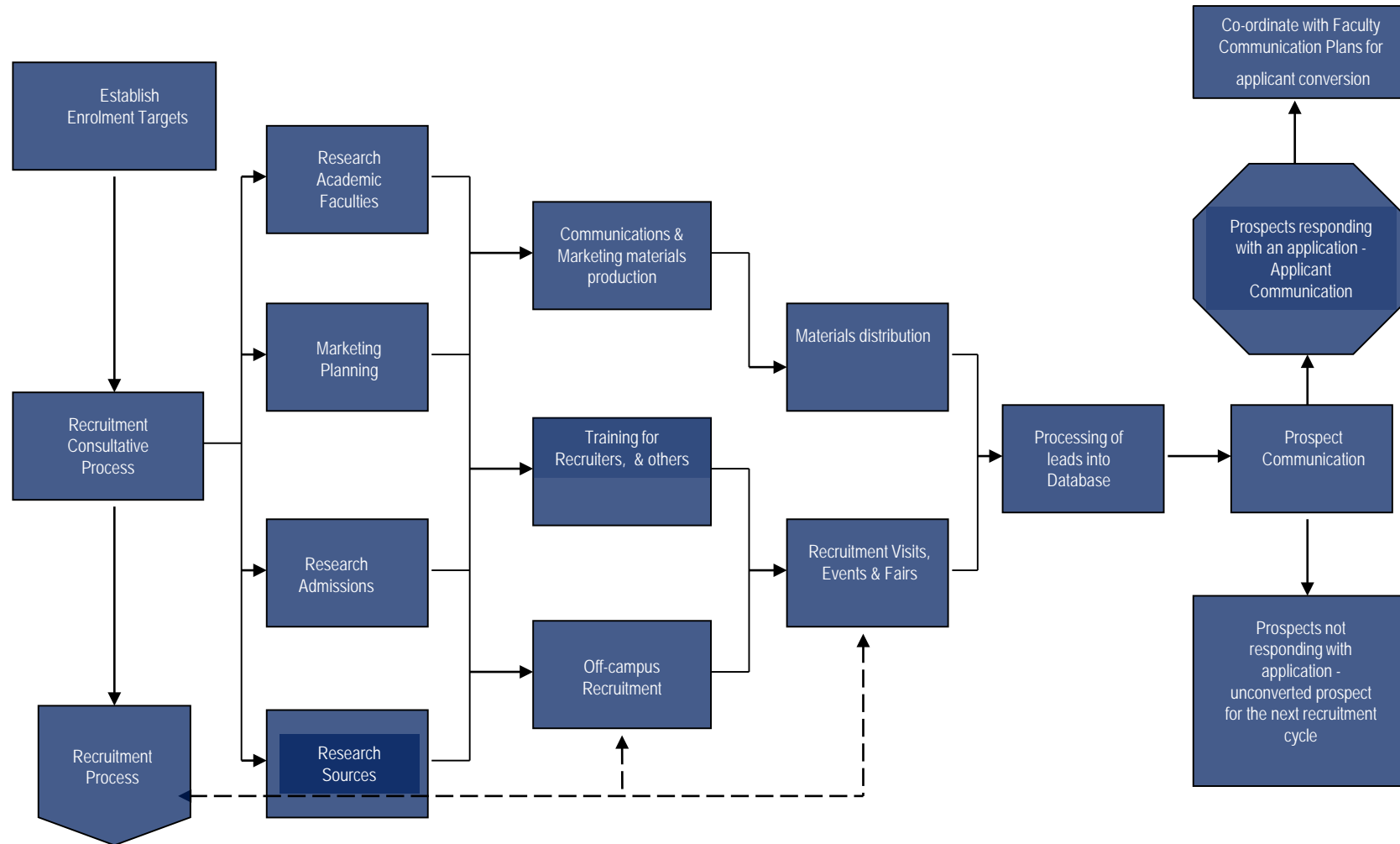
- High School Students
- College Students
- Mature & Adult Students
- Current Lakehead Students
- Previous Applicants (Confirmed and/or Enroled)

## Influencers

- Parents & Family
- Friends
- Guidance Counsellors, Teachers



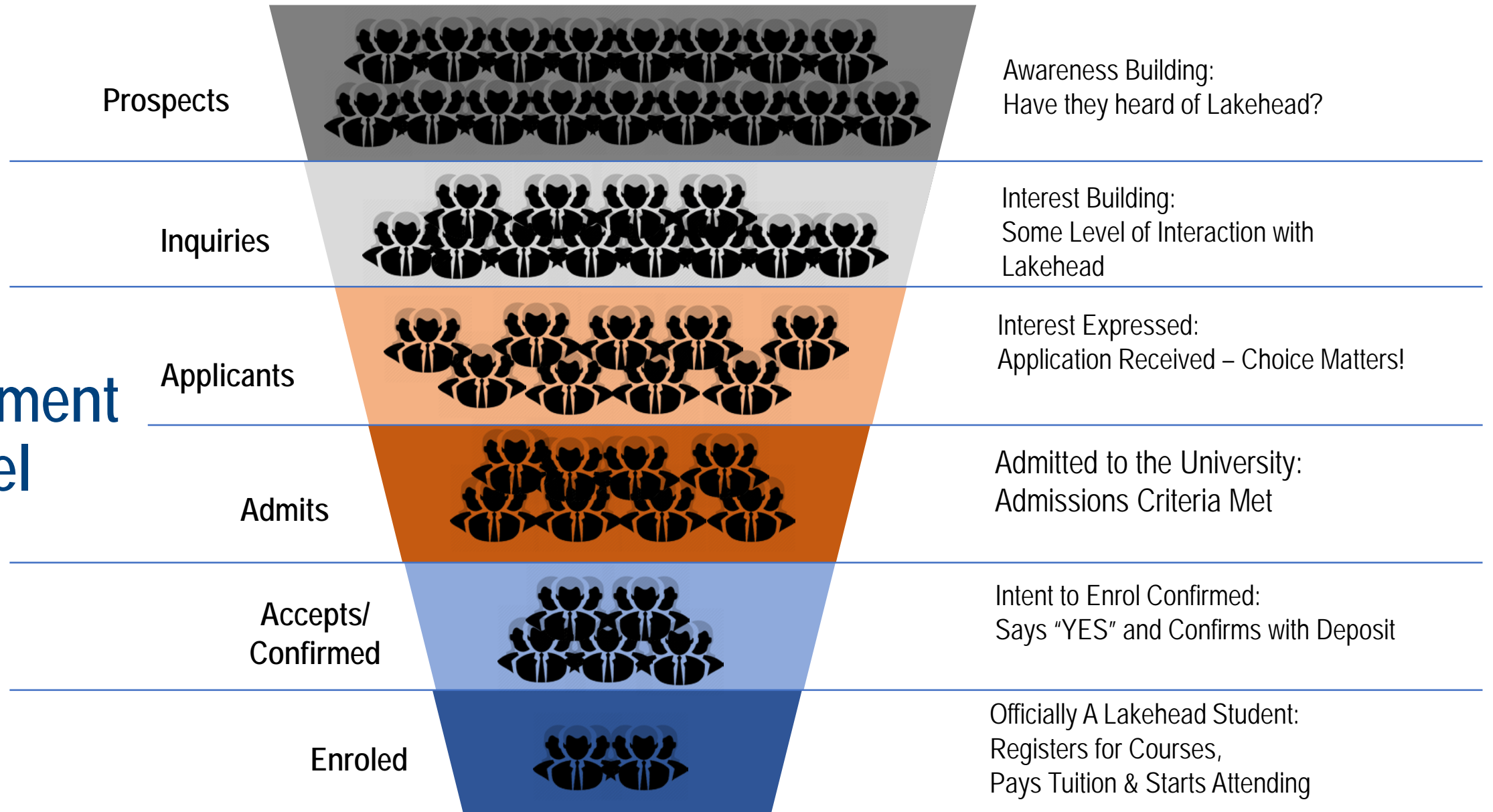
# High Level Recruitment Process



# Approach Informed By

- Research Reports (e.g. EAB, Social Media & GenZ (Glacier and Academica))
- Recruitment & Marketing Best Practices
- 2018 UCAS Applicant Study
  - Key Decisions/Reasons for Applying
  - Key Decisions/Impact of Key Decision Factors
  - Marketing Efforts/Use of Information Sources
  - Marketing Efforts/Influence of Social Media
  - Recruitment Efforts
- 2018 Academica StudentVu Focus Group: Viewbook Testing
- 2019 New Student Survey
- Student Feedback

# The Enrolment Funnel





# Recruitment Strategy Highlights

## Recruitment

- Direct School Visits
- Inquiry & Influencer Relationship Building
- On & Off Campus Events
- Digital & Social Media Campaign
- Social Media
- In School Promotions
- School & Counsellor Relationship Building
- Early Outreach
- Paid Advertising
- E-Communications
- Direct Mail

## Conversion

- Expedited Admissions Process
- Admissions E-Communications
- Faculty/Program Information
- Entrance Scholarship & Bursary Offers
- Applicant School Visits
- Inquiry & Influencer Relationship Building
- On & Off Campus Events
- E-Communications
- Digital & Social Media Campaign
- Social Media





# Retention & Student Success Highlights

# A Campus-Wide Responsibility

- Successful programs encompass virtually everything an institution does to improve the quality of student life and learning through enhancements or additions to educational programs and services
- Retention strategy focuses on doing better what is already being done well and focuses on what's important to students (and their success) and needs to be improved



# A Campus-Wide Responsibility



PRIORITY:  
High-quality  
programs

PRIORITY:  
Innovative and  
impactful research,  
scholarship and  
creative activities

PRIORITY:  
Commitment to  
social  
responsibility

PRIORITY:  
Anishinaabe  
Miikana Gichi  
Kendaasiwin

## SUPPORTING STRATEGIES:

- Delivering high-quality programs
- Enhancing Lakehead's culture of teaching and learning excellence
- Advancing access to education
- Supporting student potential
- Generating and supporting research, scholarly and creative activities
- Engaging with communities
- Advancing Truth and Reconciliation
- Championing inclusion
- Developing and sustaining global perspectives
- Advancing life-long learning
- Developing people, places and systems

# Student Affairs: A Key Player in SEM



Academic Support



Finances & Budgeting



Health & Wellness

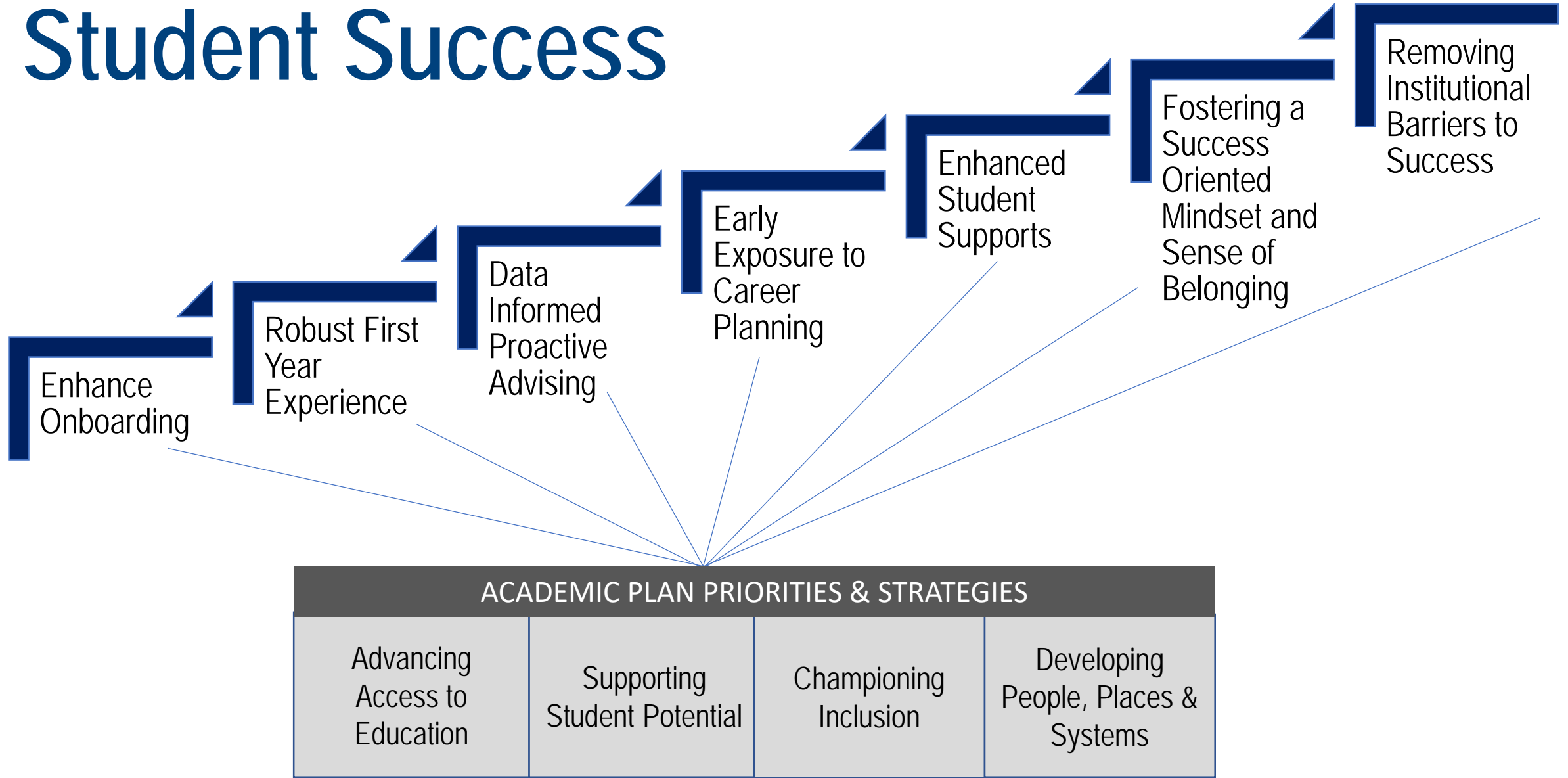


Career Support



Student Life

# Strategies to Improve Student Success



# Questions



# 2019-20 Fall Enrolment Update

Lakehead University Board of Governors  
January 31, 2020



# Objectives

- Provide an overview of the external landscape influencing 2019/20 enrolment
- Provide an overview of Fall 2019/20 Enrolment
- Provide an overview of integrated planning, budgeting and SEM activity

# External Influences



Ontario government cuts tuition fees by 10%, eliminates free tuition for low-income students

**MACLEAN'S**

Which Canadian universities best prepare you for employment?



**CBC**

Ontario students can't get loans because the formula to calculate them isn't ready



**CBC**

Changes to Ontario Student Assistance Plan hurting lower-income students

**ORILLIAMATTERS.com**

Lakehead celebrates 'unstoppable' Orillia campus

**THE STAR**

A list of cuts and program changes the Ford government has reversed

# Key Messages

## Fall 2019 Enrolment

10%

increase in full-time undergraduate enrolment at Lakehead Orillia over 2018/19

28%

increase in Education (Professional Years) at Lakehead Orillia over 2018/19

11%

increase in graduate enrolment over 2018/19

13%

increase in Masters students over 2018/19

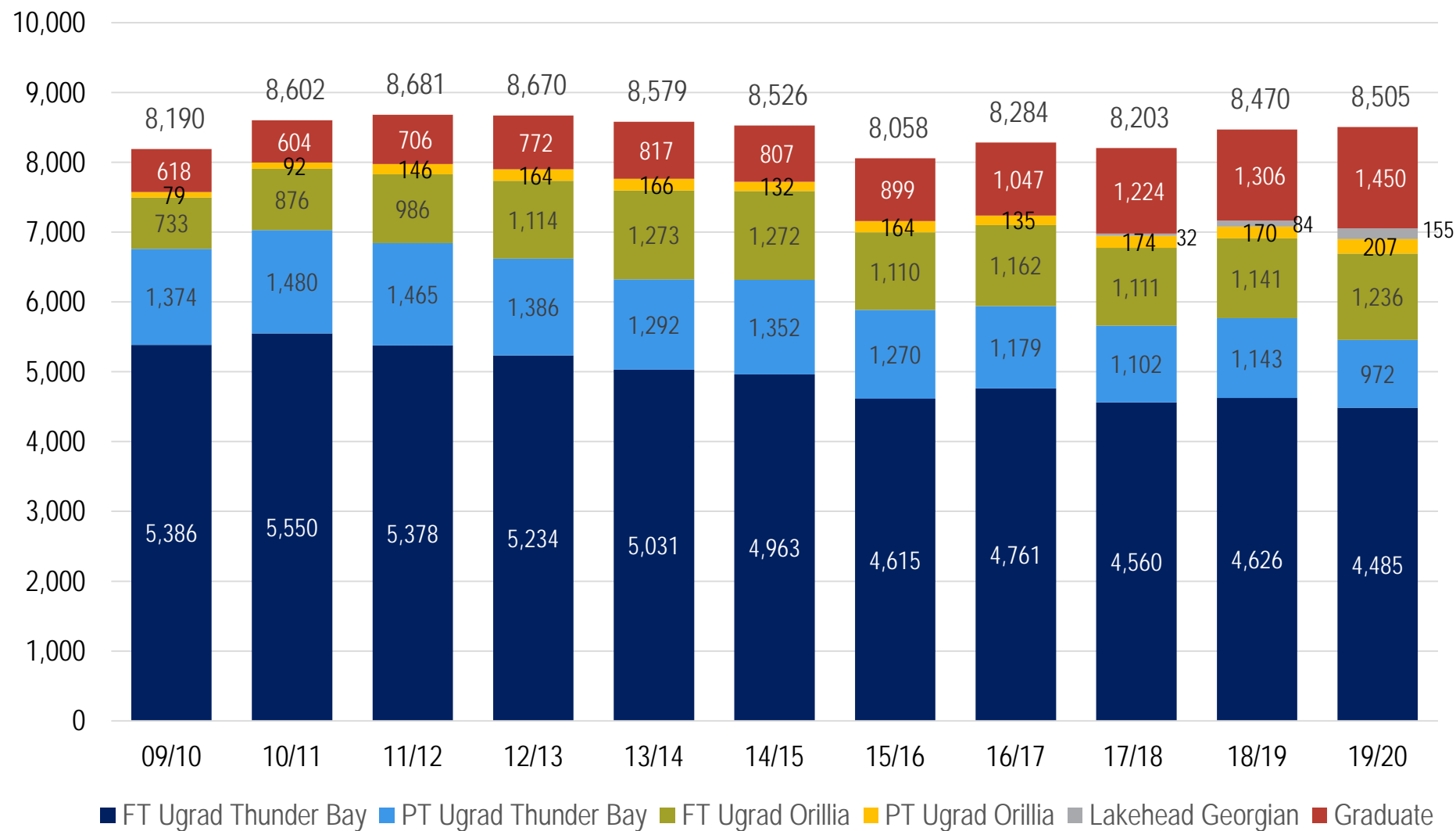
16%

increase in international students over 2018/19\*

\* Includes full-time and part-time undergraduate and graduate students

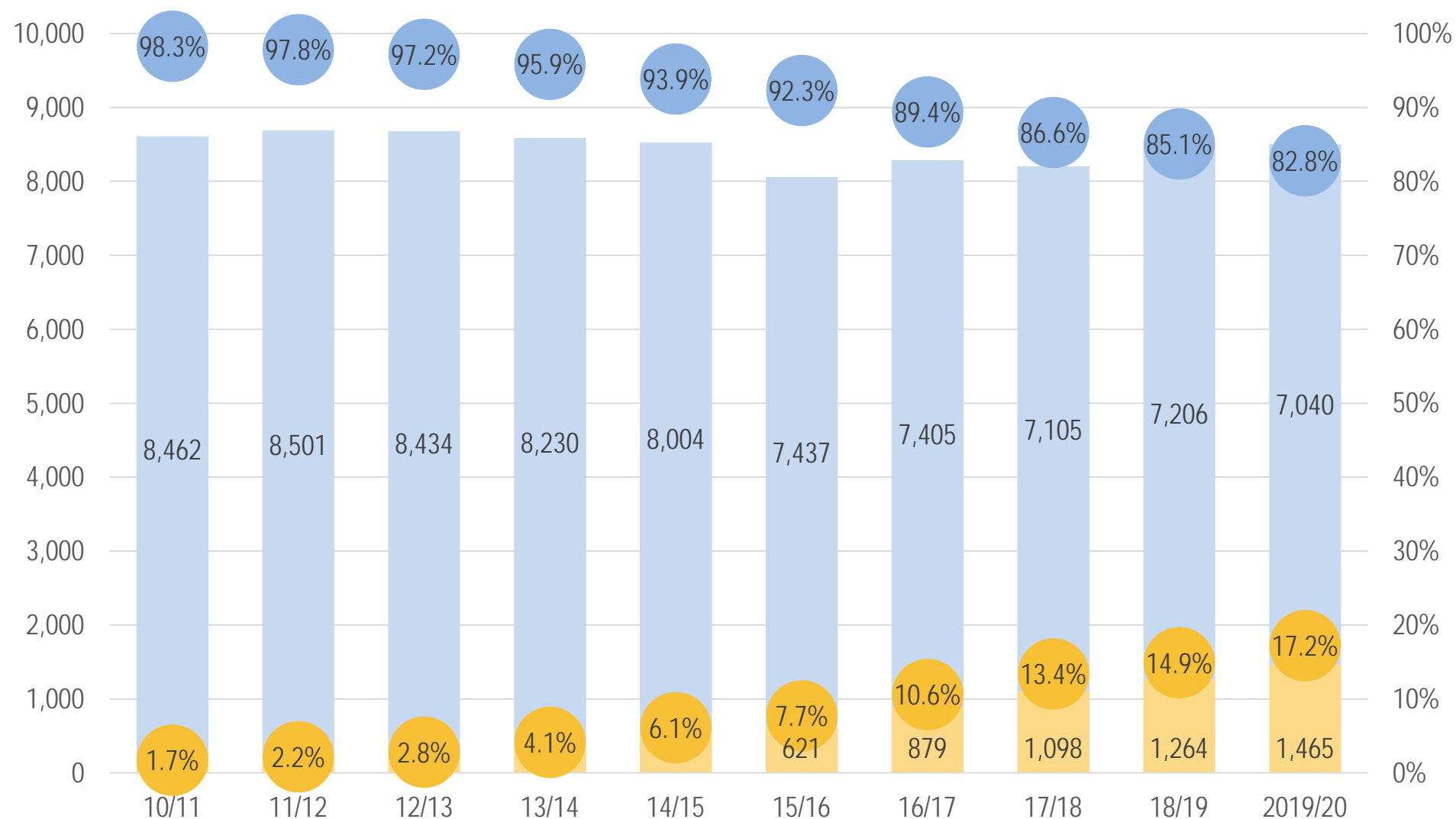
# Fall Enrolment (Headcount)

## Nov. 1 Census (includes Lakehead Georgian)



# International Student Growth

## Nov. 1 Census (Includes Lakehead Georgian)

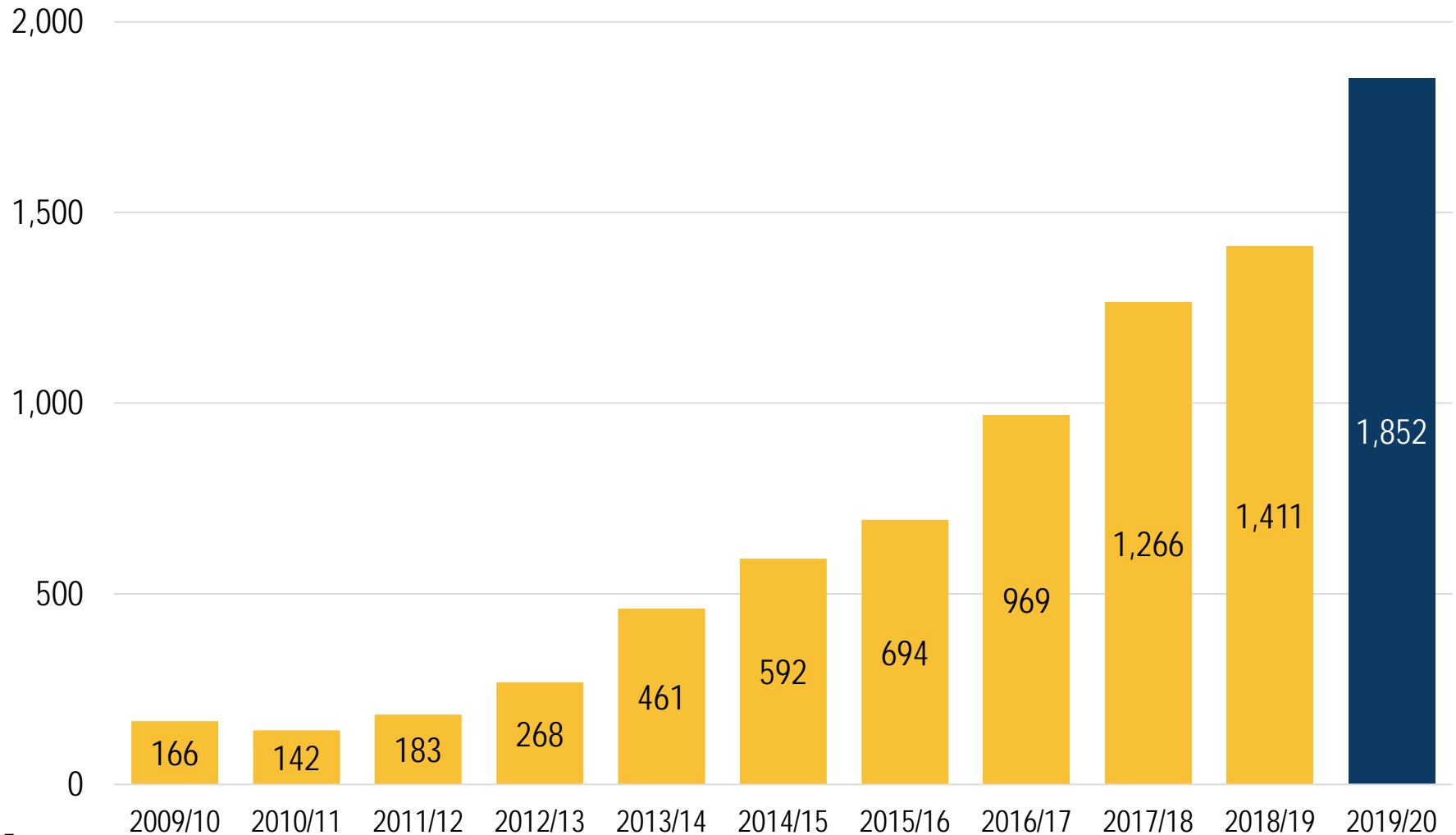




# International Student Growth (Headcount)

Nov. 1 Census

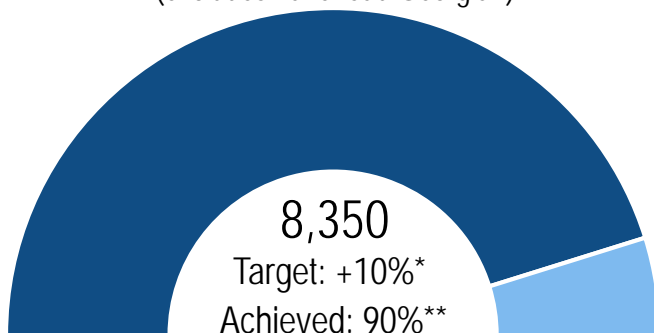
(includes Lakehead Georgian, ELP and Exchange)



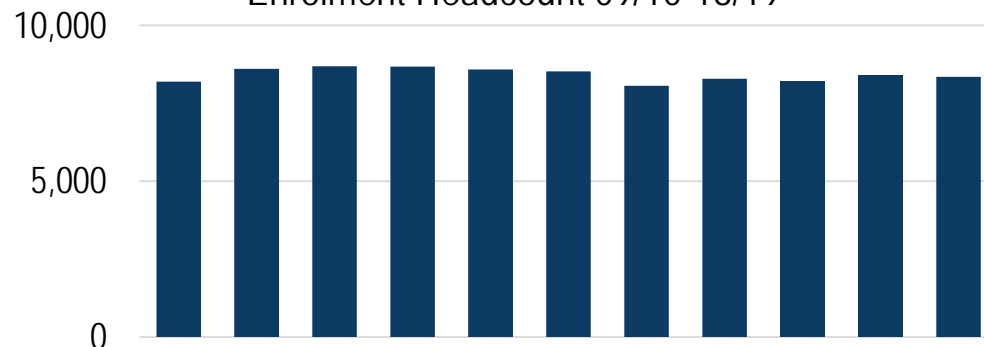
Includes Undergrad, Grad, English Language Program and Exchange

# 2019/20 Fall Enrolment (Nov. 1 census)

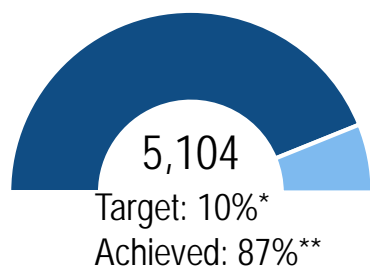
Lakehead University Total  
(excludes Lakehead Georgian)



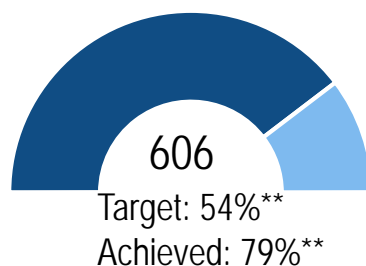
Enrolment Headcount 09/10-18/19



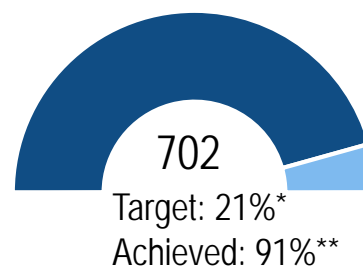
Domestic Undergrad (FT)



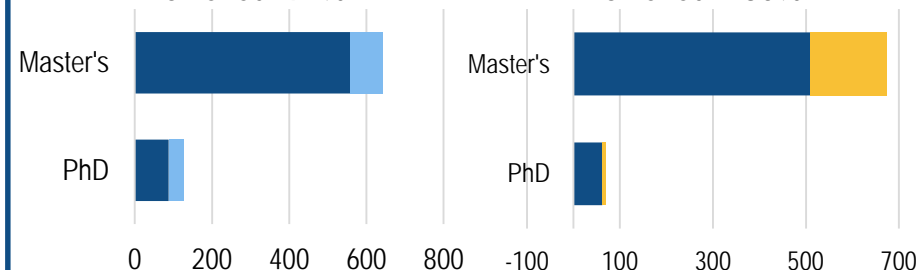
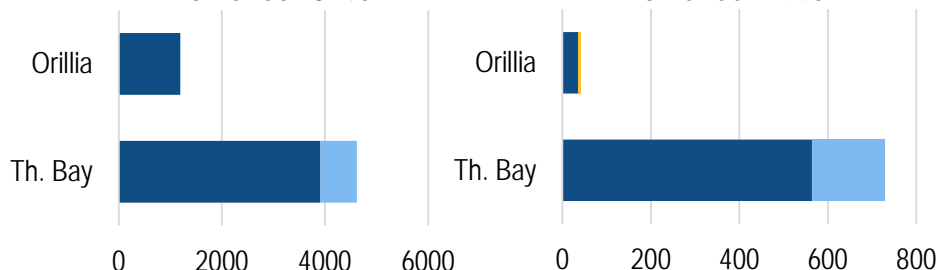
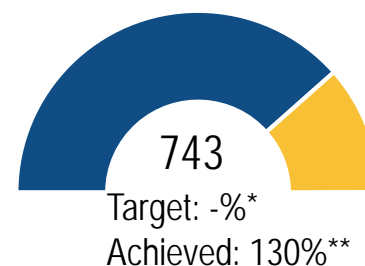
International Undergrad (FT)



Domestic Grad (FT)



International Grad (FT)

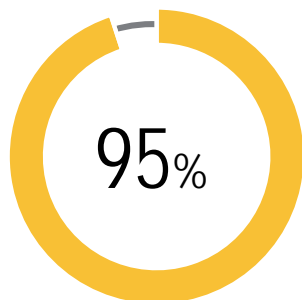


Under Planned Enrolment

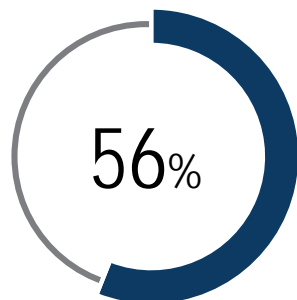
Over Planned Enrolment

# 2019/20 Fall Enrolment Student Stats

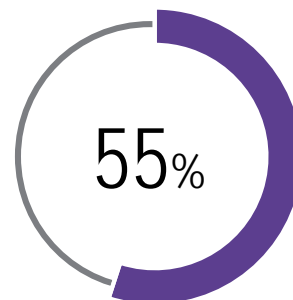
Nov. 1 Census



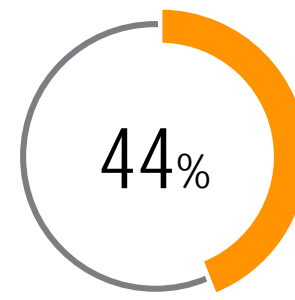
of domestic undergraduate students face at least one barrier to entry\*



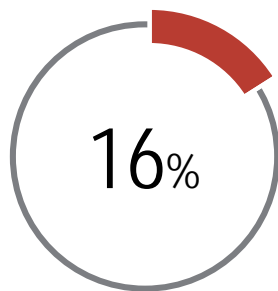
of domestic undergraduate students come from rural and remote communities\*



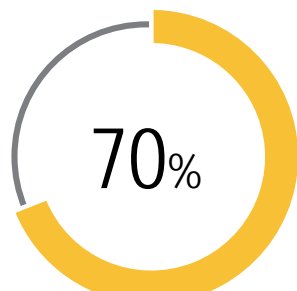
of full-time undergraduate students on the Thunder Bay campus come from outside Northwestern Ontario



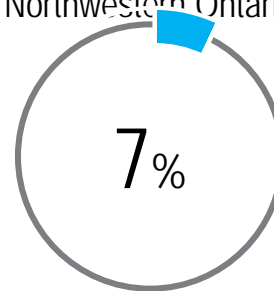
of full-time undergraduate students on the Orillia campus come from Simcoe County



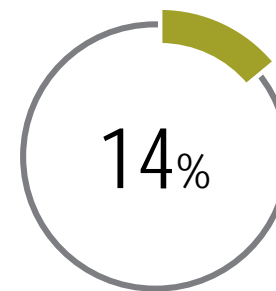
increase in international students enrolled in undergraduate and graduate programs over previous year



of undergraduate university-bound students from Northwestern Ontario choose Lakehead\*\*



of undergraduate university-bound students from Simcoe County choose Lakehead\*\*\*



of domestic undergraduate students identify as Aboriginal\*\*

\* Includes under-represented student groups including students from rural/remote communities, first generation students, self-identified Indigenous students, students receiving OSAP, students with disabilities, students with lower entering averages, and transfer students

\*\* 2019 Fall Term only

9 \*\*\* Lakehead consistently remains a top choice for university-bound students from Simcoe County, with less than 14% of university-bound students from Simcoe County attending any single university.

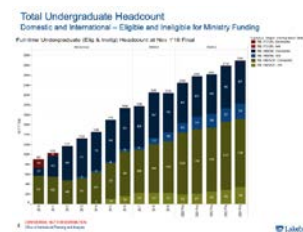
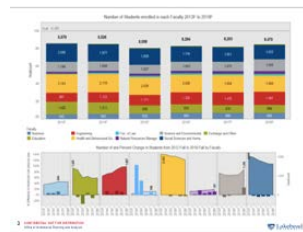
# SEM 2019 – Data-Driven Decisions

Continuing to aligning Faculty planning and budgeting approach to Lakehead's 2018-2023 Strategic Plan:

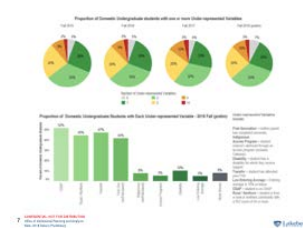
- Provost, Vice-Provost (Students) and Vice-Provost (Institutional Planning and Analysis) met with each Dean and to review historical trends and multi-year forecasting to inform SMA 3 and budget planning
- Deans provided with data pack to inform 2020/21 budget and related presentation

Example data includes:

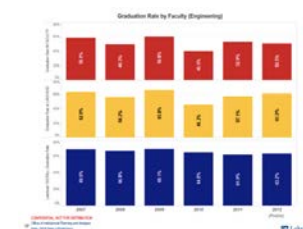
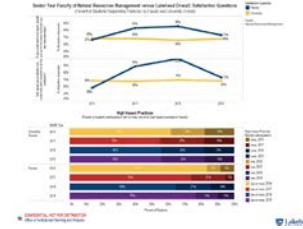
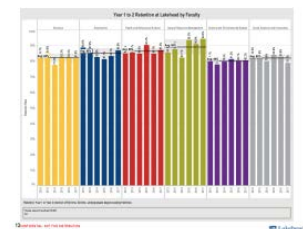
## Enrolment Trends and Projections by Faculty



## Demographic Information by Faculty



## Student Experience by Faculty



QUESTIONS



OFFICE OF THE VICE-PRESIDENT  
(ADMINISTRATION & FINANCE)

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Date: January 9, 2020

To: Finance & Operations Committee

From: Kathy Pozihun, Vice-President (Administration & Finance)

Subject: Lakehead University Employee Pension Plan and Pension Plan for Professional and Administrative Staff - Text Amendments

---

Two amendments are being put forward by the Pension Board and Advisory Committee representing a variety of changes to both Pension Plan Texts. The Plan Text is the legal document that governs the operation of each pension plan. Amending the Plan Text requires Board of Governors approval, as well as a submission subject to review, to the Financial Services Regulatory Authority (FSRA).

**Changes to the Professional Plan Text – Amendment 2019/2**

1. A housekeeping amendment was proposed by Eckler Ltd. to keep the Professional Plan Text in line with the Pension Benefits Act. Two changes are required to the section of the Plan Text covering special payments, with one being the change from “solvency deficiency” to “reduced solvency deficiency” meaning 85% of the solvency deficiency, and the second change being a clause to state that if plan amendments increase the going concern liabilities of the plan, special payments may be required as stated in the Pension Benefits Act.
2. Effective as soon as possible in 2020, a proposed amendment will increase the employee portion of the pension contributions of each non-union member by their regular CPP contributions for the year up to the maximum Canada Pension Plan (CPP) contribution (the amount would have been \$2,748.90 in 2019). The employer portion of the pension contributions will remain unchanged. This change will not affect OPSEU members of the Professional Plan.

**Changes to the Employee Plan Text – Amendment 2019/2**

1. Effective immediately, enrolment is mandatory for all part-time USW members upon meeting the minimum eligibility requirements of completing twenty-four (24) months of continuous employment after earning 35% of the Y.M.P.E. or after being compensated for 700 hours of employment in each of two consecutive plan years immediately prior to the first year of membership.
2. Effective as soon as possible in 2020, a proposed amendment will increase the



employee portion of the pension contributions of each non-union member by their regular CPP contributions for the year up to the maximum Canada Pension Plan (CPP) contribution (the amount would have been \$2,748.90 in 2019). The employer portion of the pension contributions will remain unchanged.

3. Effective as soon as possible in 2020, a proposed amendment will increase the employee portion of the pension contributions of each COPE member by their regular CPP contributions for the year up to the maximum Canada Pension Plan (CPP) contribution (the amount would have been \$2,748.90 in 2019). The employer portion of the pension contributions will remain unchanged.

These changes were discussed at the December 6th Joint Pension Meeting of the Pension Board and Advisory Committee and approved for recommendation to the Board of Governors. Once an amendment has received Board approval, it must be submitted to the pension regulator FSRA.

## AMENDMENTS 2019/2

### RESOLUTION OF THE BOARD OF GOVERNORS OF LAKEHEAD UNIVERSITY

- WHEREAS** Lakehead University (hereinafter referred to as the “University”) has established the Pension Plan for Professional Staff of Lakehead University (hereinafter referred to as the “Plan”) effective September 1, 1965;
- AND WHEREAS** the University wishes to amend the Plan to change the contribution rate for non-union members;
- AND WHEREAS** the University wishes to amend the Plan to comply with changes to the Ontario Pension Benefits Act;
- AND WHEREAS** Paragraph 19.1 permits the University to amend the Plan;

**NOW THEREFORE BE IT AND IT IS HEREBY RESOLVED THAT THE PLAN SHALL BE AMENDED EFFECTIVE JANUARY 1, 2020 AS FOLLOWS:**

1. Article 3.4, Board of Governors’ Additional Contributions, is hereby amended by adding the word “reduced” before “solvency deficiency” and the words “or if a Plan amendment increases the going concern liabilities of the Plan,” after “as defined in the Pension Benefits Act”.
2. The following new paragraph 3.1.3 is hereby added to Article 3 immediately after paragraph 3.1.2 and all following paragraphs under Section 3.1 shall be renumbered accordingly:
 

“3.1.3 Notwithstanding the foregoing, however, an Active member who is a non-union employee shall contribute to the Plan each pay day the applicable percentage of his Earnings as provided under Article 3.1.1, but without regard to contributions to the Canada Pension Plan.”

Certified to be a true copy of a resolution passed by the Board of Governors on the \_\_\_\_ day of \_\_\_\_\_, 2020.

\_\_\_\_\_  
Secretary, Board of Governors

**AMENDMENT 2019/2**

**RESOLUTION  
OF THE BOARD OF GOVERNORS OF LAKEHEAD UNIVERSITY**

- WHEREAS** Lakehead University (hereinafter referred to as the “University”) has established the Pension Plan for Technical, Clerical and Maintenance Staff of Lakehead University (hereinafter referred to as the “Plan”) effective September 1, 1966;
- AND WHEREAS** the University wishes to amend the Plan to change the contribution rate for members in the Canadian Office and Professional Employees Union and all non-union members;
- AND WHEREAS** the University wishes to amend the eligibility criteria for part-time members in the United Steelworkers Union;
- AND WHEREAS** Article 23.01 permits the University to amend the Plan;

**NOW THEREFORE BE IT AND IT IS HEREBY RESOLVED THAT THE PLAN SHALL BE AMENDED EFFECTIVE JANUARY 1, 2020 AS FOLLOWS:**

1. Paragraph 3.01(c) is hereby amended by adding the following at the end of the last sentence:  
  
“, except for members of the United Steelworkers Union group for whom membership is mandatory.”
2. Paragraph 4.01 (a) is hereby amended by deleting the last sentence and replacing it with the following:  
  
“Starting January 1, 2020, contributions for Members in USW and COPE, and all non-union Members are not reduced by their contributions to the Canada Pension Plan”;
3. Section 4.03 is deleted in its entirety and replaced as follows:  
  
“4.03      Matching University Contributions  
  
The University shall contribute to the Plan for each Plan Year, on account of current service in the year, Matching University Contributions equal to the sum of:  
  
a)      For all employee groups, except for United Steelworkers (USW),

Canadian Office and Professional Employees Union (COPE) and non-union employees, amounts equal to the total Required Contributions made by Members and;

- b) For the USW and COPE employee groups, and non-union employees, amounts equal to the total Required Contributions made by the Members, less Canada Pension Plan contributions made by the University on behalf of the Members,

except that, if after June 30, 1996, the Excess Funding Account has a positive balance, the University shall cease contributions and the Excess Funding Account shall fund the University's contributions until that Account is exhausted.

Matching University Contributions shall be made monthly. The University shall deposit such contributions to the Fund within thirty (30) days of the end of the calendar month for which such contributions were made."

Certified to be a true copy of a resolution passed by the Board of Governors on the \_\_\_\_\_ day of \_\_\_\_\_, 2019.

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Secretary, Board of Governors



## OPEN REPORT TO THE BOARD OF GOVERNORS – January 8, 2020

**From:** Maria Vasanelli - Chair, Learning & Research Committee

**Subject:** Learning & Research Committee Report

**Report Time:** 5 minutes

**Committee Members:** David Tamblyn; Dr. Moira McPherson; Dr. Christine Gottardo; Sean Speer; Maria Vasanelli (Chair); Wendy Walberg

The Board Learning and Research Committee (BLRC) met on January 8, 2020. The following items of business were on the agenda:

### Approval of Previous Minutes

The Committee approved minutes from November 6, 2019 meeting.

### Professor Emeritus Policy

Following a discussion, the Committee agreed to recommend to the Governance and Nominating Committee to remove the Board of Governors as an approval authority body for this policy, as this policy is relevant to the Senate and not the Board of Governors.

### Reports/Updates Received

- Research and Innovation Week:  
The Committee received their annual report on Research and Innovation Week planning that included an overview of this year's theme and planned events in both Thunder Bay and Orillia. Members were encouraged to attend as many events as possible.
- Presidents Report:  
The President report included a debrief of Lobby Day and details about the new interim Vice-President, External Relations.

### Board Learning and Research Committee (BLRC) Terms of Reference Review

Members reviewed a draft of the new proposed BLRC Terms of Reference. Following a discussion, the Committee agreed to recommend the proposed amendments to the Board Governance and Nominating Committee for consideration

### Informational Items Received

- Committee's Workplan Progress Report
- 2019-20 Board Meeting Schedule



2018-2023

# Strategic Plan

## PROGRESS MONITORING AND REPORTING

YEAR 2  
INTERIM REPORT 1

Board of Governors

January 31, 2020

# Year 2 Interim Report 1

## Context

- This Year 2 Interim Report includes the "Report Card" for the nine Strategic Plan metrics that are reported to the Board at the end of January/early February each year
- This Report includes the background data that was used to assess the metric scoring on the "Report Card", including baseline data, targets, and actuals, providing the Board insight into the data tracked by the Executive Team
  - Baseline reflects the University's starting point at the beginning of the Strategic Plan
  - Where an SMA 2 target/band had been established, the in-year goal is to stay within the target/band
- Year on year variations are normal, and some metrics are not expected to change in a 1-2 year timeframe
- Further information related to surveys and rankings will be coming forward for discussion at the Board Teaching and Learning Committee

STRATEGIC THEME:  
**Academic  
Excellence**

Lakehead University will stimulate a lifelong quest for knowledge through unique, high quality, transformational undergraduate and graduate teaching, learning and research experiences that encourage critical thinking and positions students for success beyond the University.

STRATEGIC THEME:  
**Social  
Responsibility**

Lakehead University is committed to social justice and will make a significant contribution to our communities and society as a whole through our programs, research, and the wide range of activities undertaken by our faculty, staff, students and alumni.

STRATEGIC THEME:  
**Local & Global  
Partnerships**

Lakehead University will develop informed education, research and service strategies and opportunities through connections with local and global partners, and relationships with Indigenous partners.

STRATEGIC THEME:  
**Entrepreneurship  
& Innovation**

Lakehead University will be a leader in entrepreneurship and innovation in Northwestern Ontario and Simcoe County in support of culturally appropriate and environmentally sustainable social and economic objectives.

STRATEGIC THEME:  
**Capacity  
Development**

Lakehead University will be recognized as a high performing, efficient and innovative academic environment that supports world- class scholarly activity.

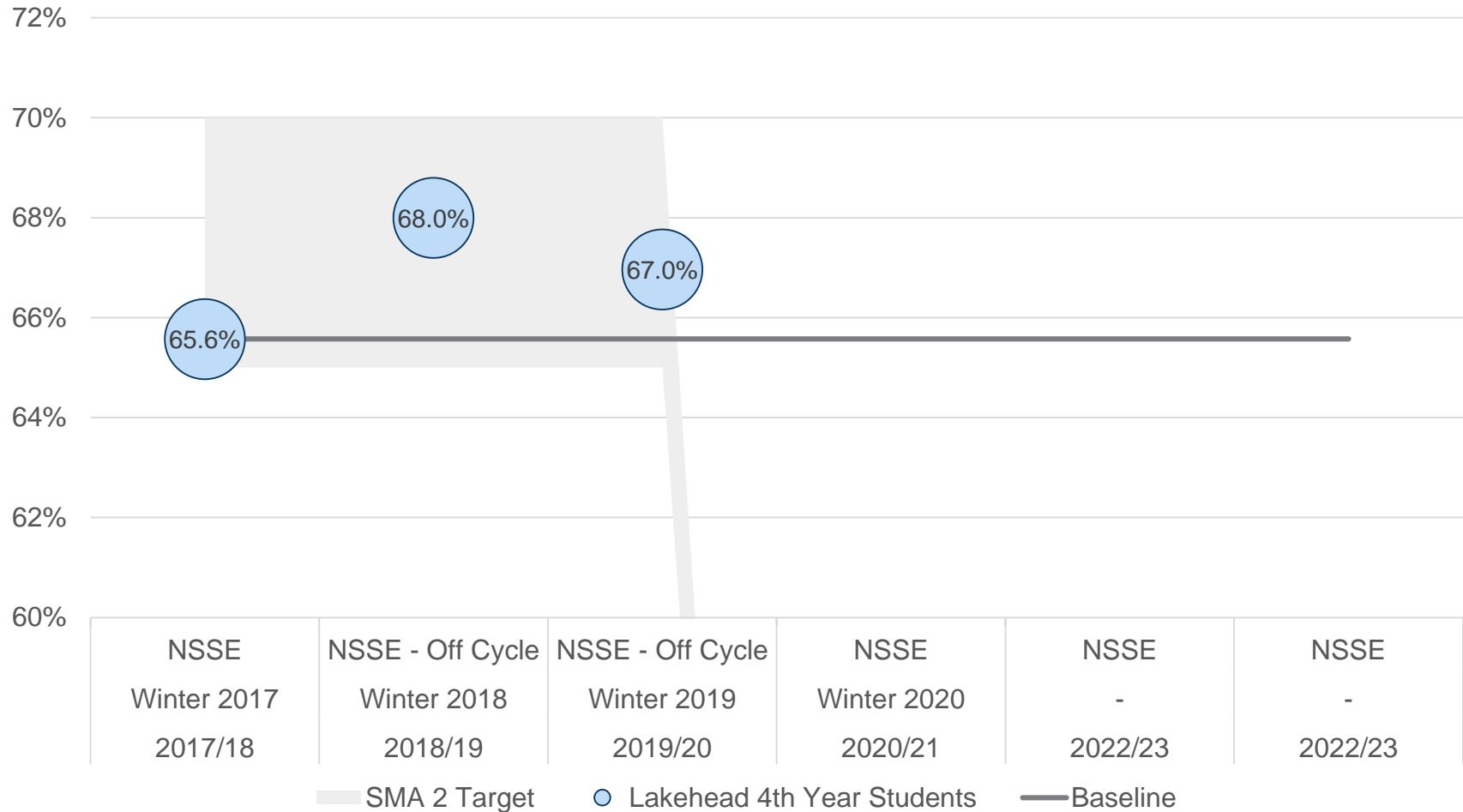


# Annual Reporting Cycle

		Interim 1 February	Interim 2 June	Final October
Academic Excellence	Students' perceived gains in higher order learning outcomes	●		
	Participation rate of senior-year students in exp. learning		●	
	Six-year graduation rate	●		
	Graduates employed in full-time jobs related undergraduate degree	●		
	Graduate student enrolment		●	
	Number of postdoctoral fellows		●	
	Number of Research Chairs to 25	●		
Social Responsibility	Domestic student population reflects the local demographics			●
	Participation rate for residents of Simcoe County and Northwestern Ontario			●
	Indigenous student enrolment at both baccalaureate and graduate levels		●	
	Number of Indigenous faculty members and staff		●	
	Graduate employment rate (2 years)	●		
Local and Global Partnerships	Partnerships with municipalities, government orgs, research institutes and industry			●
	Partnerships with Indigenous groups			●
	Participation in the Achievement Program and Aboriginal Mentorship Program		●	
	Enrolment of under-represented student groups in specific programs		●	
	Alumni engagement			●
Entrepreneurship and Innovation	Work-integrated learning opportunities across disciplines		●	
	Economic impact of Lakehead University	●		
	Societal impact of Lakehead University		●	
	Businesses and start-ups in local communities directly related to University activity			●
	Increase in number of patents filed			●
Capacity Development	Student satisfaction	●		
	Employee engagement		●	
	Enrolment will increase to 10,000 students	●		
	International enrolment will constitute 20% of overall enrolment	●		
	Proportion of revenue from sources other than government operating grants or government-regulated tuition			●



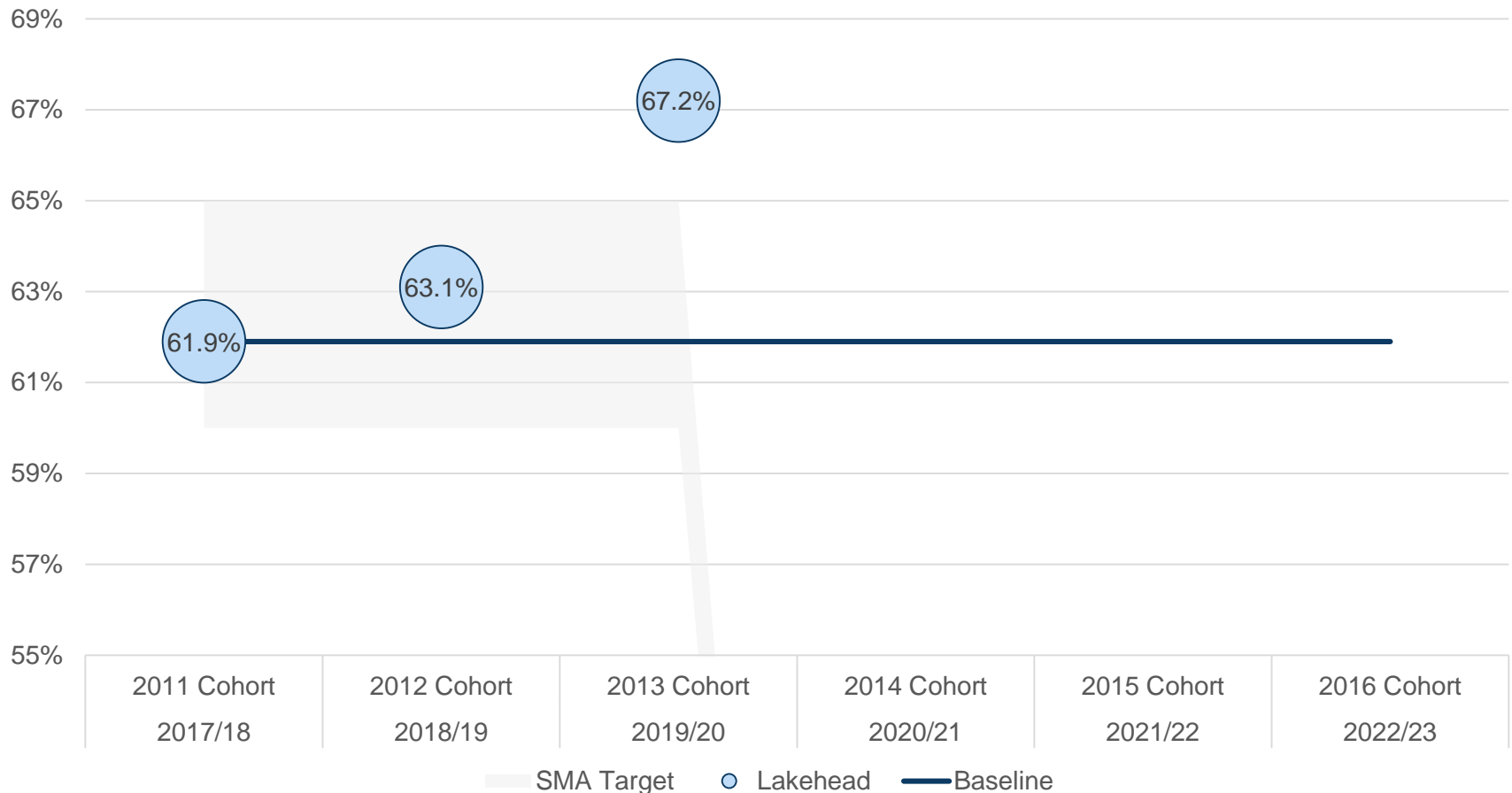
# 1. Increase in students' perceived gains in higher order learning (NSSE)



Definition: Mean score for Senior year student responses to the National Survey of Student Engagement (NSSE) Question 17: "How much has your experience at this institution contributed to your knowledge, skills, and personal development in the following areas: a) clear and effective writing; b) clear and effective speaking; c) critical thinking; d) numerical and statistical analysis; e) acquiring job or work related knowledge and skills; f) working effectively with others; g) developing personal code of ethics; h) understanding people from other backgrounds; i) solving complex real-world problems; j) being an informed and active citizen. Response options are on a 4-point Likert scale.

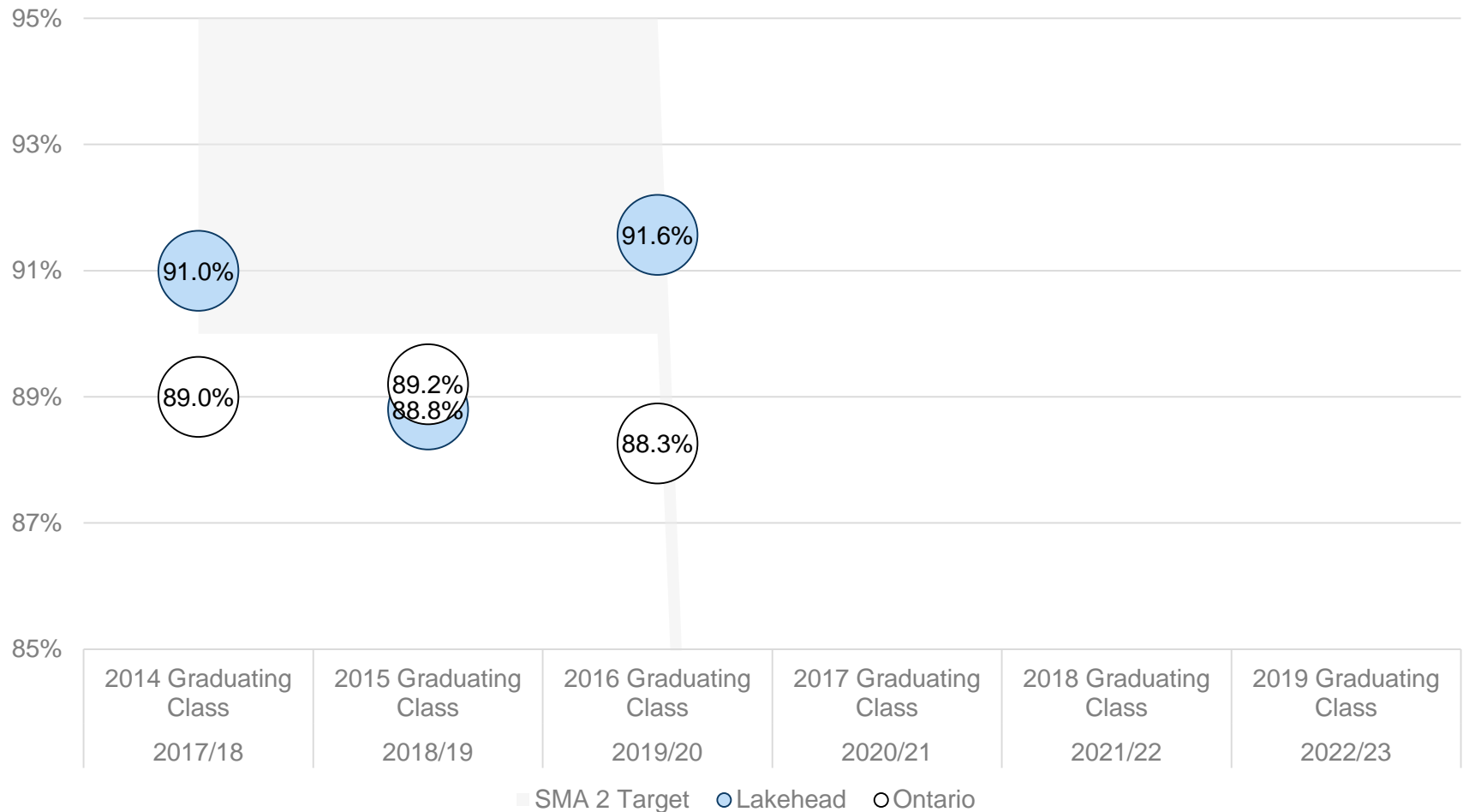


### 3. Increase in Six-Year Graduation Rate (2019 data is preliminary)



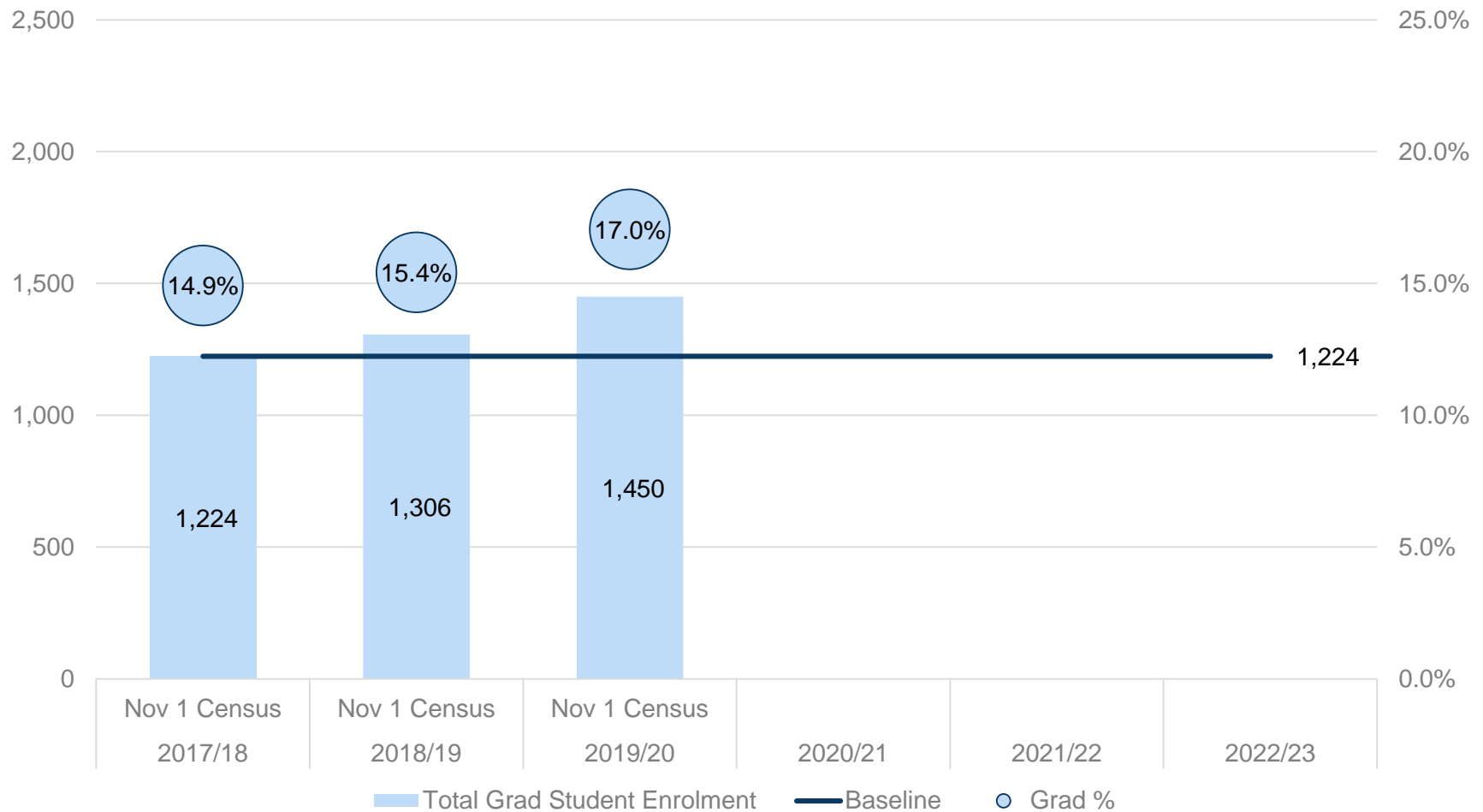
Definition: Per the *Consortium for Student Retention Data Exchange* (CSRDE) criteria, this metric captures first time, full time undergraduate [bachelor's degree seeking] freshmen students graduating with a bachelor's degree from Lakehead within six years of commencing the program. Lakehead's SMA 2 target is based on the aggregated 6-year graduation rate for the last 5 years (cohorts 2005-2009) for Carnegie Peer Grouping category Masters (Large). Lakehead falls into the Masters (Large) Peer Grouping based on the following CSRDE definition: Masters Colleges and Universities: Larger Programs are larger programs that awarded at least 200 Masters-level degrees and fewer than 20 doctoral degrees per year.

## 4. # graduates employed in full-time jobs (skills match) is above the provincial avg.



Definition: Proportion of respondents to the Ontario University Graduate Survey employed in full-time and part-time jobs closely related or somewhat related to skills developed during their undergraduate degree, 2 years after graduating from bachelors or first professional degree programs.

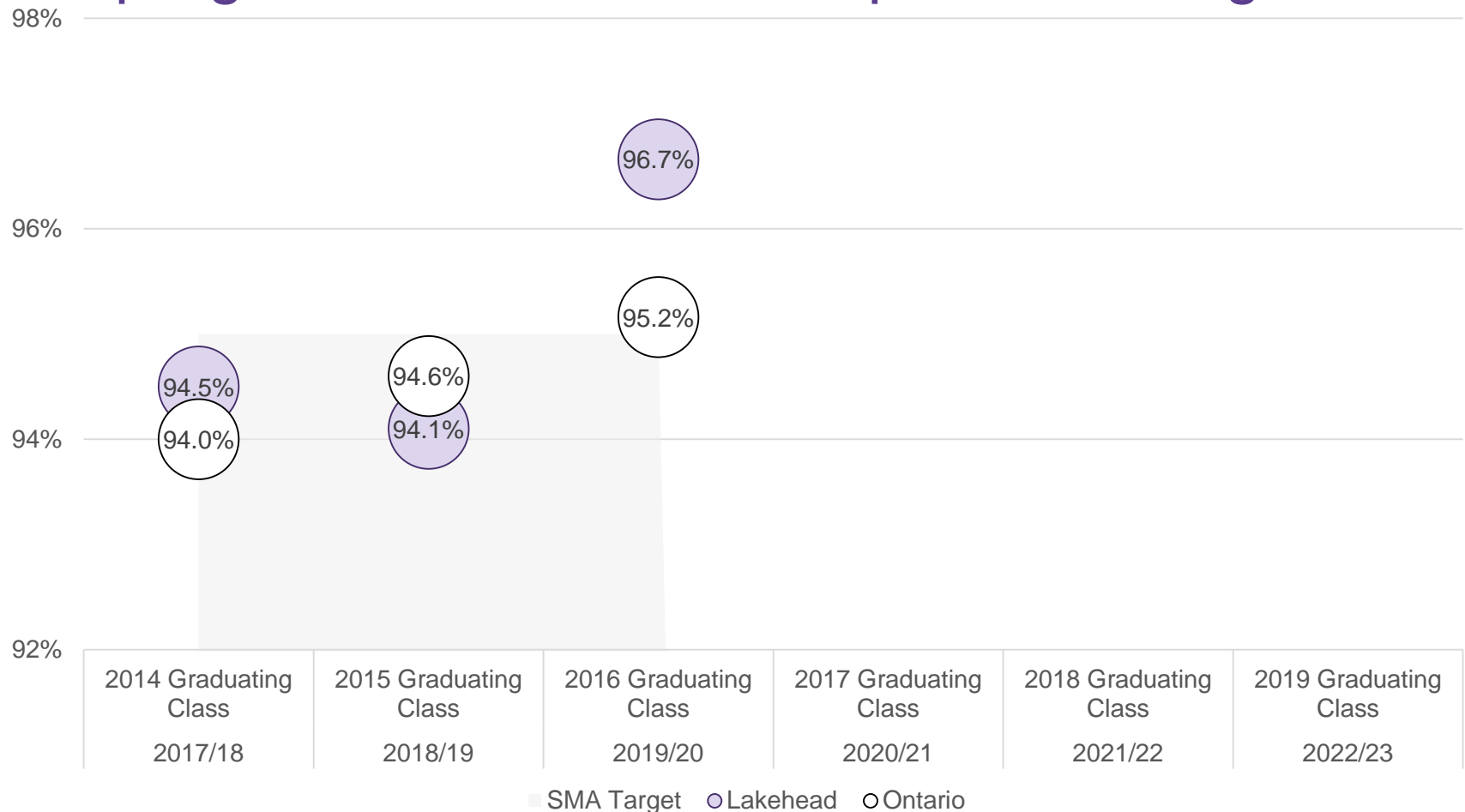
## 5. Increase in graduate student enrolment



Definition: Total number of students enrolled in graduate programs as of Nov 1 (census date) compared to the total number of students enrolled in graduate programs in the baseline year.



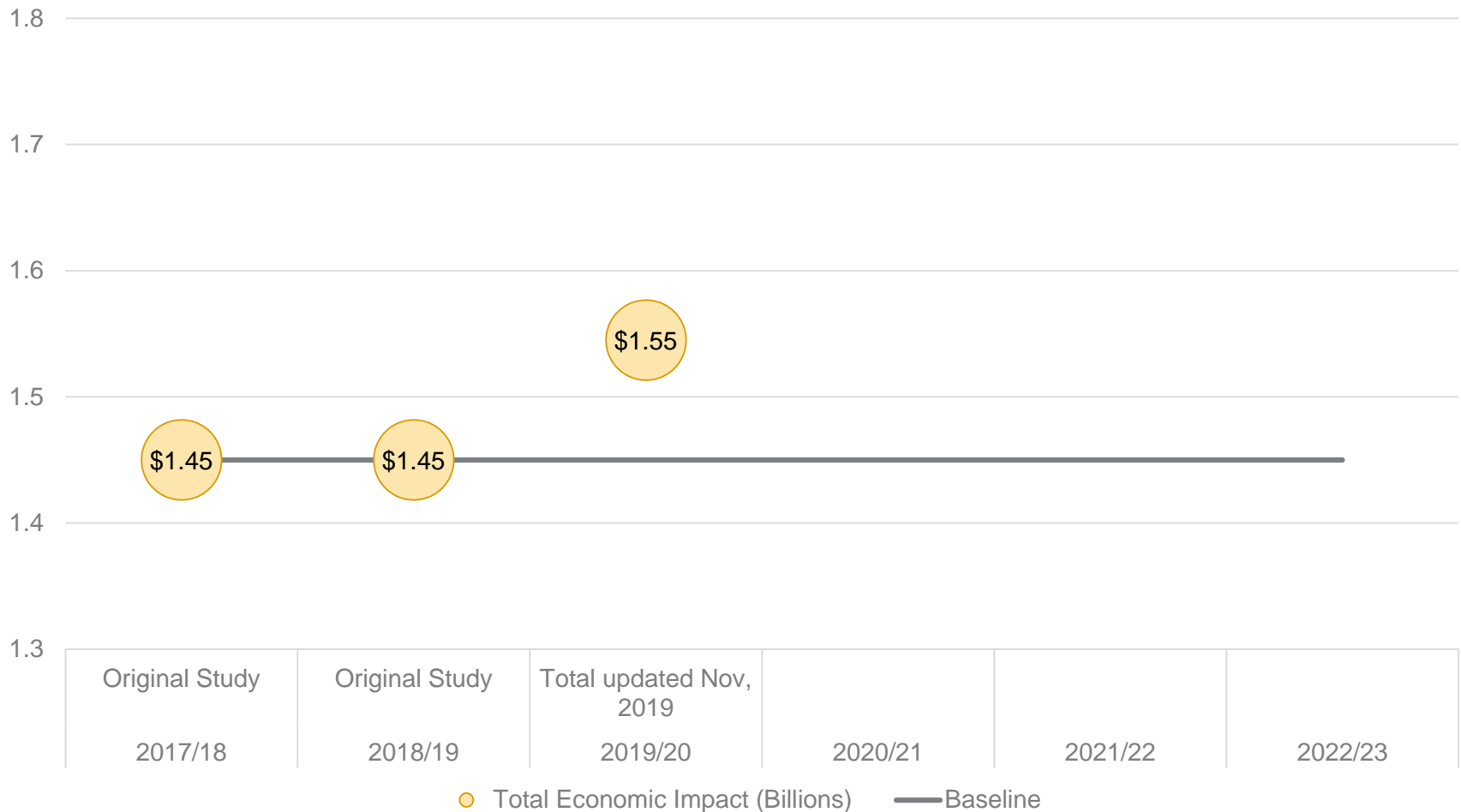
## 12. The graduate employment rate two years after graduation from a baccalaureate program will be above the provincial avg.



Definition: Proportion of respondents to the Ontario University Graduate Survey employed in full-time and part-time jobs, 2 years after graduating from bachelors or first professional degree programs.



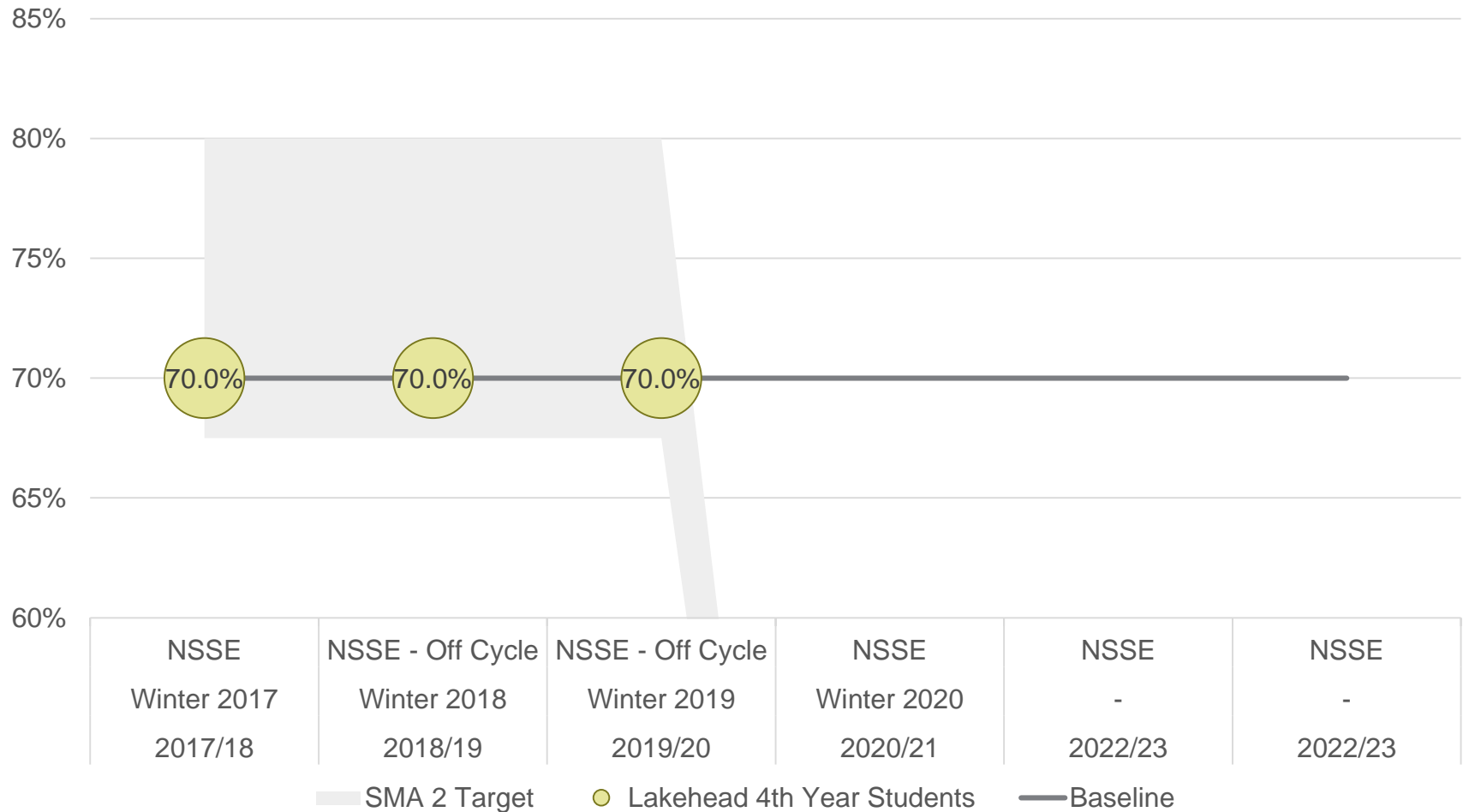
## 19. Increase economic impact of Lakehead University (Billions)



Definition: Total economic impact of Lakehead on national GDP as calculated using Statistic's Canada's "Input/Output" model. It is recommended the detailed Economic Impact Study is updated every 2/3 years, while total economic impact is updated every 1-2 years.

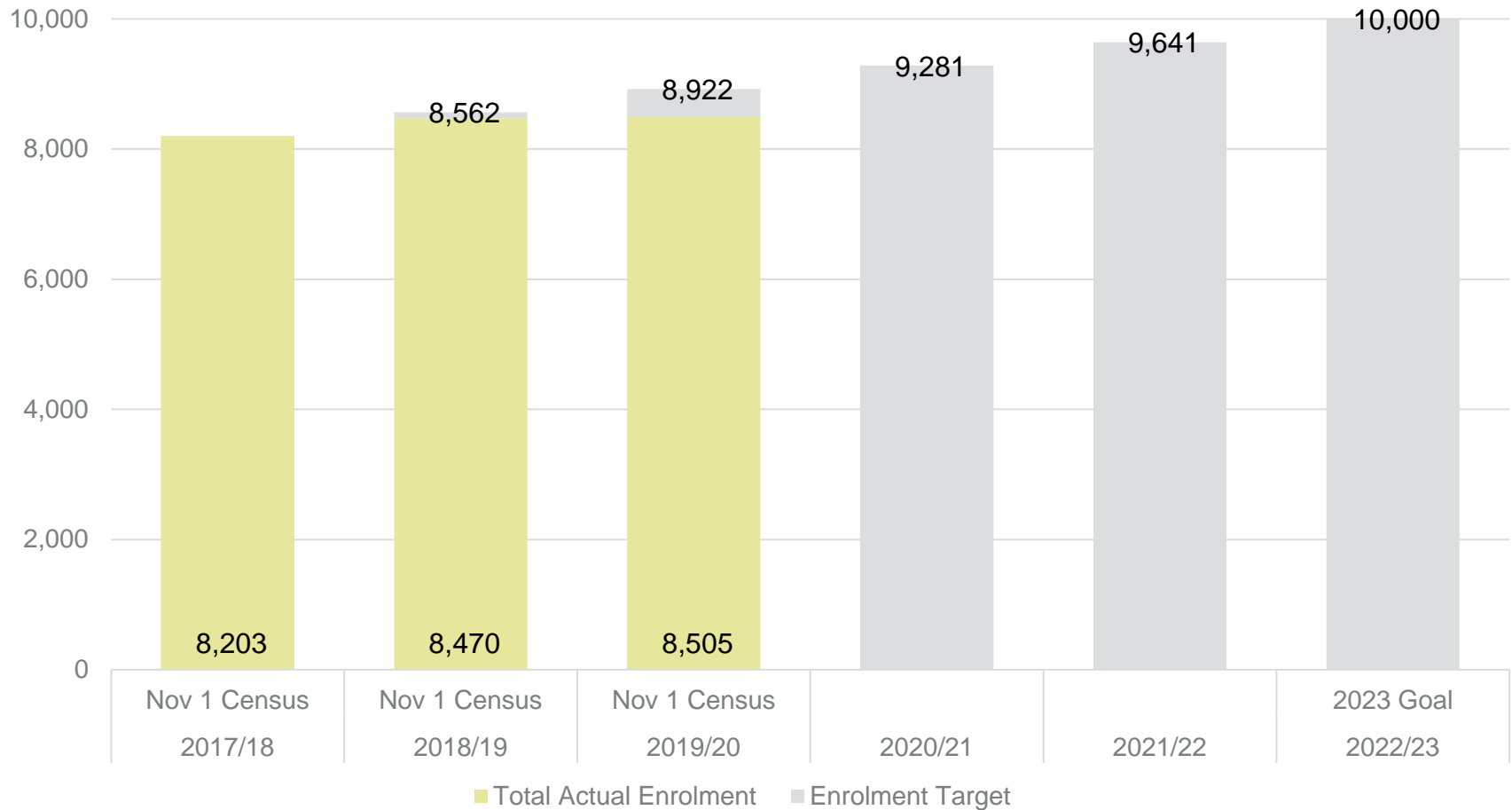
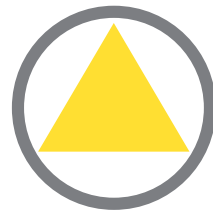


## 23. Increase in student satisfaction (NSSE)



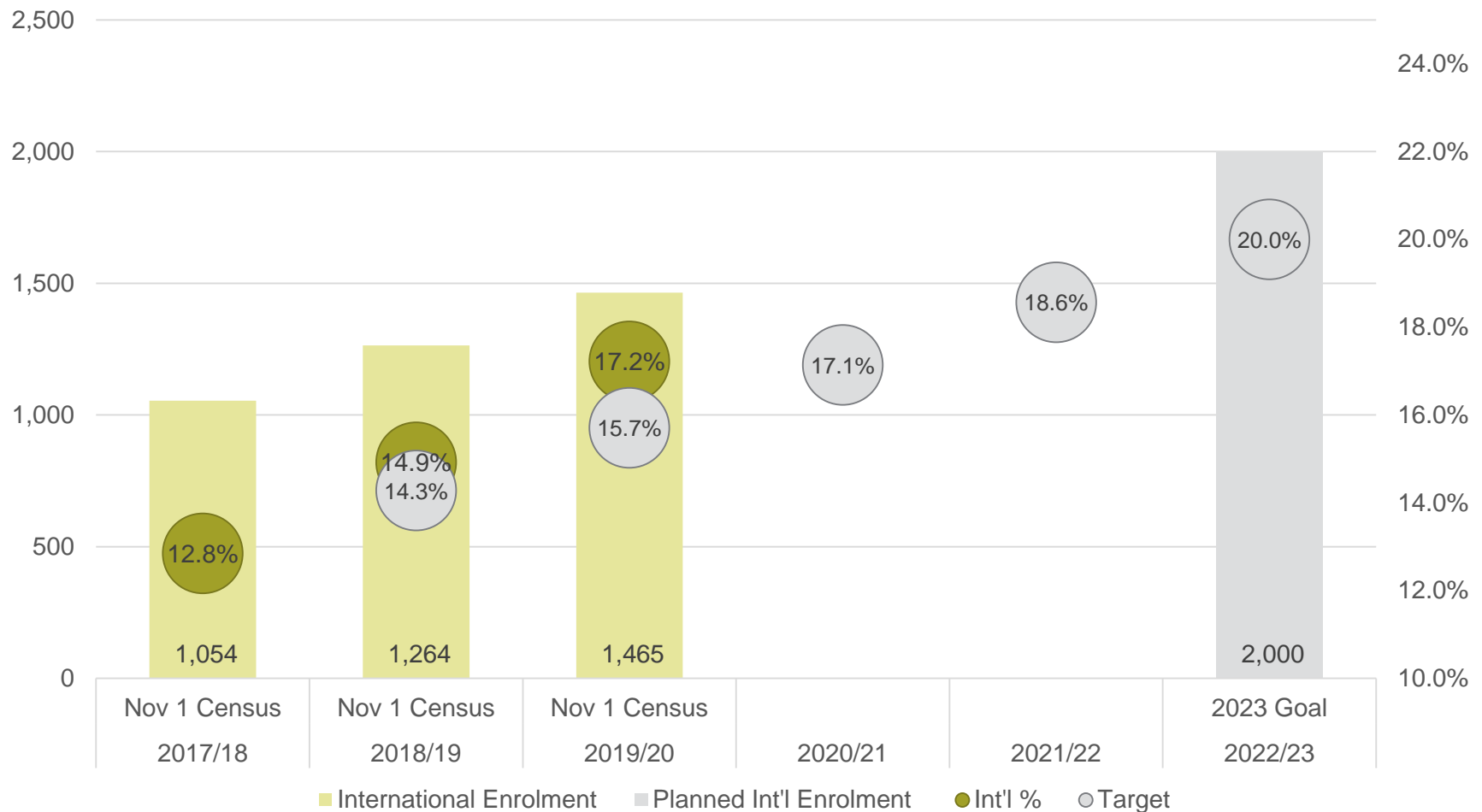
Definition: Mean score for Senior year student responses to the National Survey of Student Engagement (NSSE) Question 18: "How would you evaluate your educational experience at this institution?" Response options are on a 4-point Likert scale.

## 25. Total Enrolment of 10,000 Students



Definition: Total number of students enrolled in undergraduate and graduate programs compared to the total number of planned students enrolled in undergraduate and graduate programs as of Nov 1 census date each academic year, with the goal of achieving total enrolment of 10,000 students. Total Enrolment and Enrolment Target includes Lakehead Georgian partnership programs.

## 26. International enrolment will constitute 20% of overall enrolment by 2023



Definition: Total number of international students enrolled in undergraduate and graduate programs compared to the total number of students enrolled in undergraduate and graduate programs as of Nov 1 census date each academic year. Total International Enrolment includes enrolment in Lakehead Georgian partnership programs.


# 2018-2023 Strategic Plan - Report Card

Date Updated: January 21, 2020

Academic Excellence		2017/18	2018/19	2019/20
1	Increase in students' perceived gains in higher order learning outcomes by 2023 (NSSE)	✓	✓	✓
2	Achieve 100% participation rate of senior-year students in experiential learning opportunities by 2023	✓	✓	
3	Increase in six-year graduation rate	✓	✓	✓
4	# graduates employed in full-time jobs (skills match) is above the provincial avg.	✓	▲	✓
5	Increase in graduate student enrolment	✓	✓	✓
6	Increase in number of postdoctoral fellows	✓	✓	
7	Increase in the number of Research Chairs to 25	✓	✓	
Social Responsibility				
8	Lakehead's domestic student population will reflect the demographics and diversity in the regions served by the University	✓	✓	
9	Baccalaureate participation rate for residents of Simcoe County and Northwestern Ontario will increase	✓	✓	
10	Indigenous student enrolment at both baccalaureate and graduate levels will increase	✓	✓	
11	The number of Indigenous faculty members and staff will increase	●	✓	
12	The graduate employment rate two years after graduation from a baccalaureate program will be above the provincial avg	✓	▲	✓
Local and Global Partnerships				
13	Increase in # of partnerships w municipalities, gov't orgs, research institutes and industry (local, national and int'l)	✓	✓	
14	Increase in the number of partnerships with Indigenous groups	✓	✓	
15	Increase participation in the Achievement Program and Aboriginal Mentorship Program	✓	✓	
16	Increase in enrolment of under-represented student groups in specific programs	✓	✓	
17	Increase in total # of engaged alumni (per Alumni Engagement Plan)	●	✓	
Entrepreneurship and Innovation				
18	Increase in number of work-integrated learning opportunities across disciplines	✓	✓	
19	Increase in economic impact of Lakehead University	✓	✓	✓
20	Increase in societal impact of Lakehead University	●	●	
21	Increase in number of businesses and start-ups in local communities directly related to University activity	✓	✓	
22	Increase in number of patents filed	✓	◆	
Capacity Development				
23	Increase in student satisfaction (National Survey on Student Engagement)	✓	✓	✓
24	Improve employee engagement	●	●	
25	Enrolment will increase to 10,000 students by 2023	▲	▲	▲
26	International enrolment will constitute 20% of overall enrolment by 2023	✓	✓	✓
27	Increase proportion of revenue from sources other than government operating grants or government-regulated tuition	✓	✓	

● Under Development  
◆ Intervention Required

▲ Trending in Right Direction  
✓ Annual Target Achieved



2018-2023

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# Strategic Plan

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QUESTIONS





Northern Ontario  
School of Medicine  
École de médecine  
du Nord de l'Ontario  
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# The Social Accountability of a Northern Medical School:

Alignment of Mission and Mandate with Impact

Dr. Sarita Verma, LLB, MD, CCFP FCFP  
Dean, President and CEO  
Northern Ontario School of Medicine



# **VISION**

**Innovative Education and Research for a Healthier North.**

# MISSION

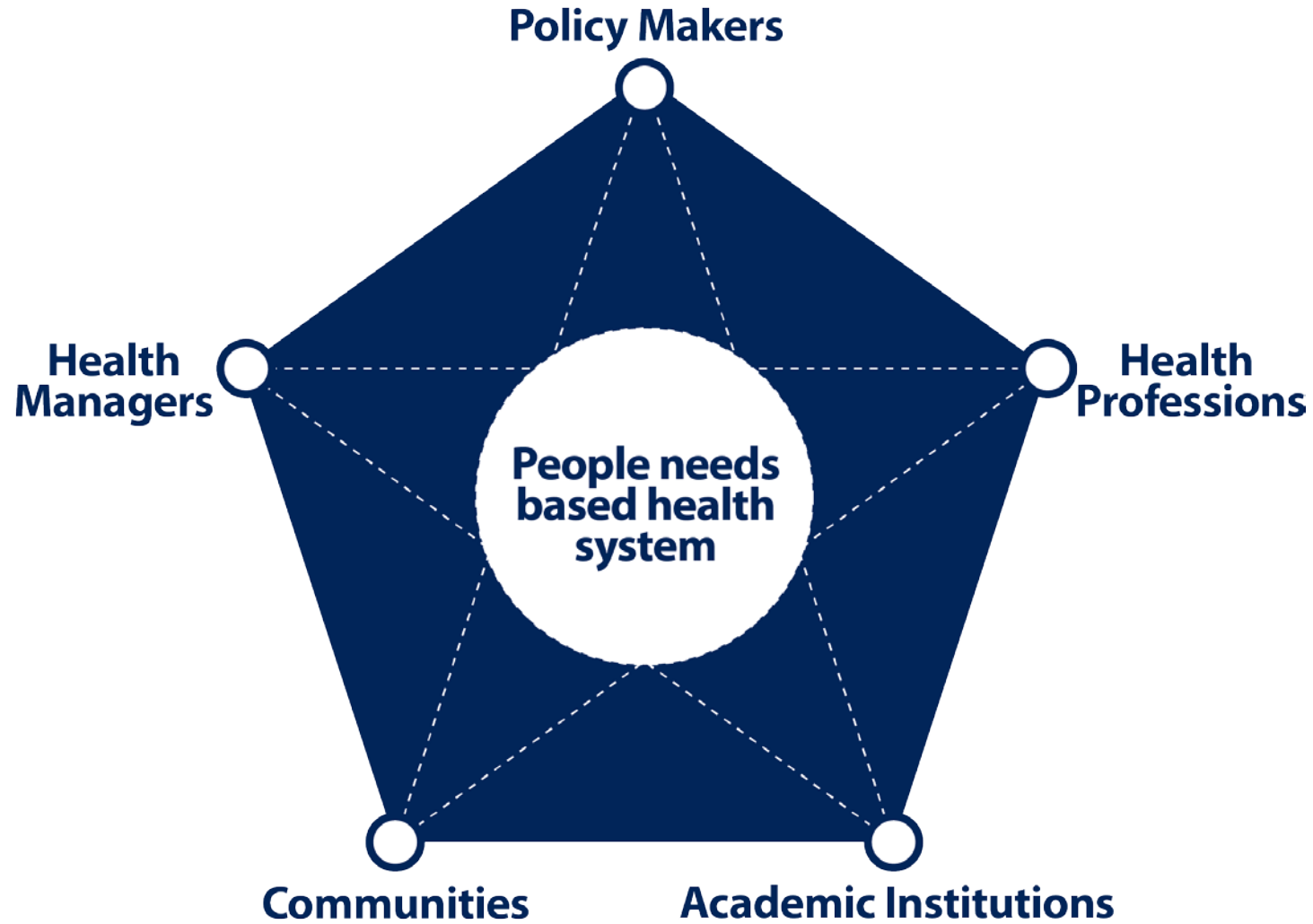
The Northern Ontario School of Medicine (NOSM) is committed to the education of high quality physicians and health professionals, and to international recognition as a leader in distributed, learning-centred, community-engaged education and research.

An aerial photograph of a calm lake surrounded by a dense forest, with the water reflecting the surrounding trees. The image is overlaid with a dark blue gradient.

# VALUES

Innovation | Social Accountability | Collaboration  
Inclusiveness | Respect

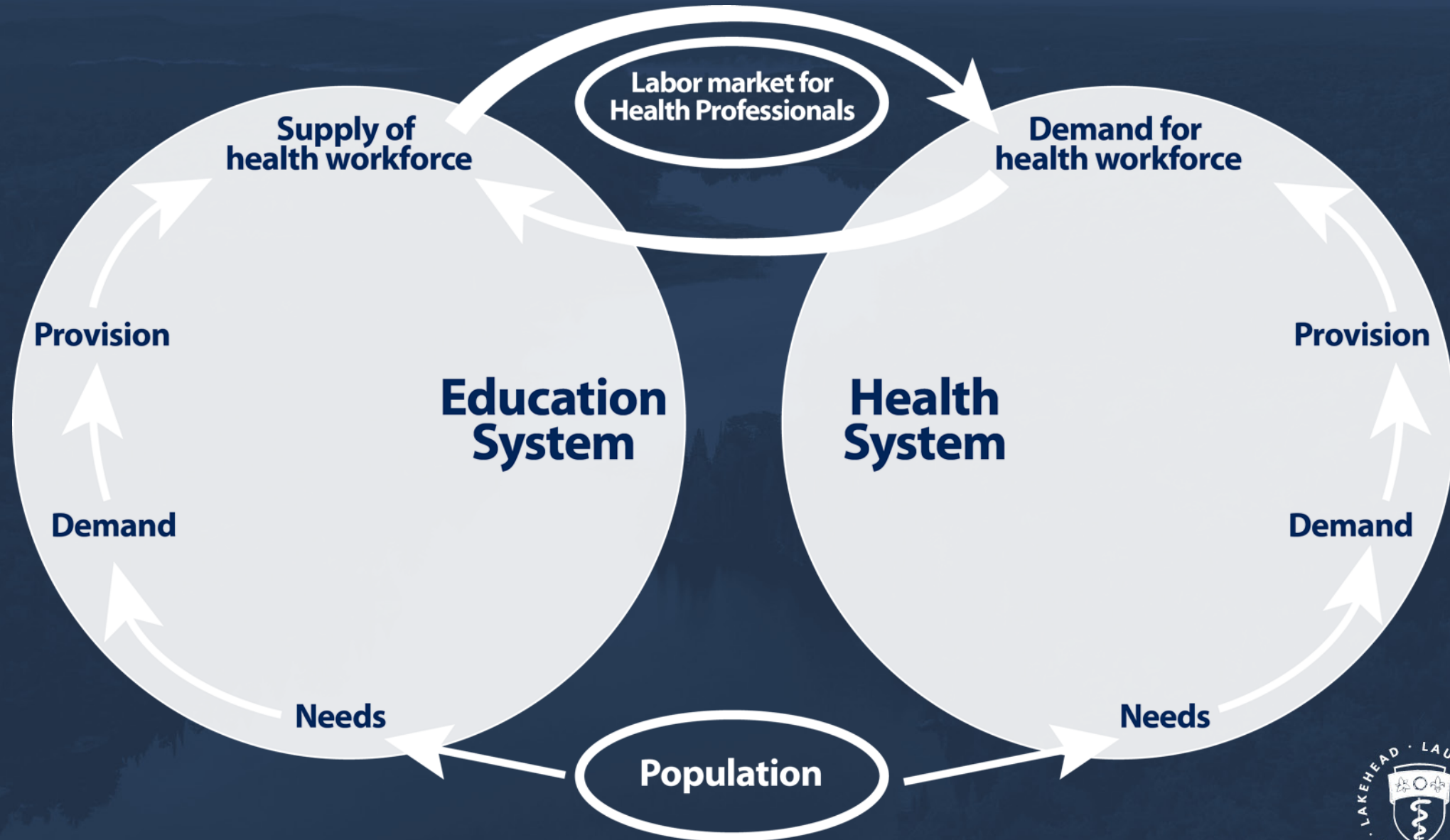
# Social Accountability Framework





# A Systems Approach

*Education of Health Professionals for the 21<sup>st</sup> Century: A global independent Commission*



# Three Generations of Reform

*Education of Health Professionals for the 21<sup>st</sup> Century: A global independent Commission*



# Levels of Learning

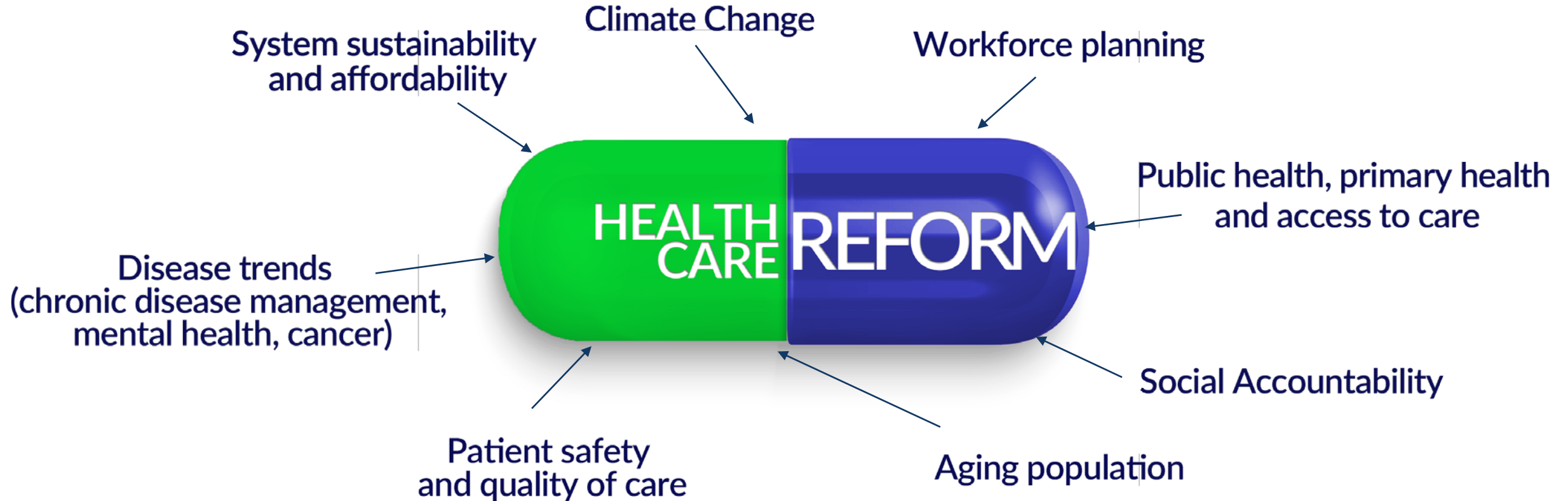
*Education of Health Professionals for the 21<sup>st</sup> Century: A global independent Commission*

Level	Objectives	Outcome
Informative	Information Skills	Experts
Formative	Socialization Values	Professionals
Transformative	Leadership attributes	Change agents

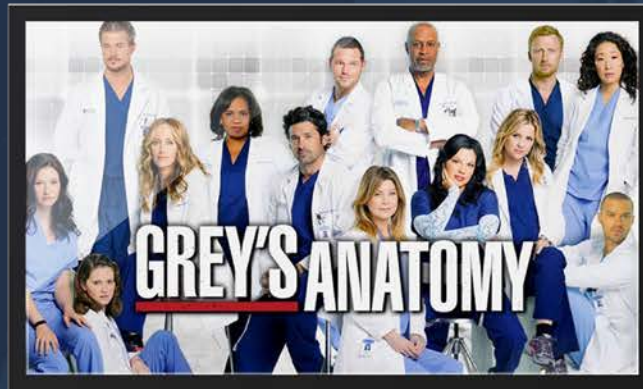




# Pressure on Health System to Change



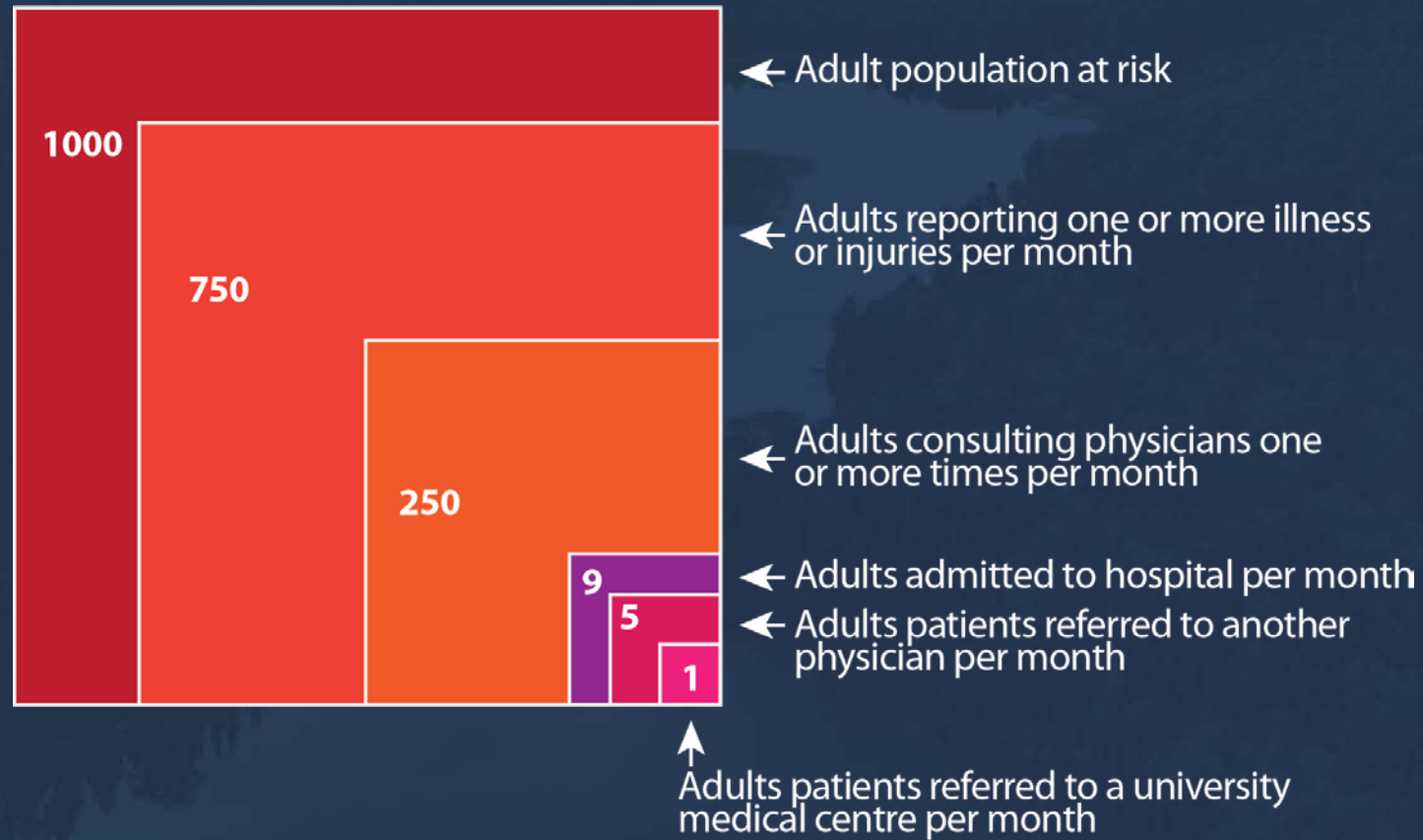
# What kind of health provider are we looking for?



Northern Ontario  
School of Medicine  
École de médecine  
du Nord de l'Ontario  
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Figure 1.1 Monthly prevalence estimates of illness in the community. Roles of physicians, hospital, and university medical centres providing medical care to patients 16 years and older



Source (White et al., 1961)

# Are we training the Doctors of the Future?



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du Nord de l'Ontario  
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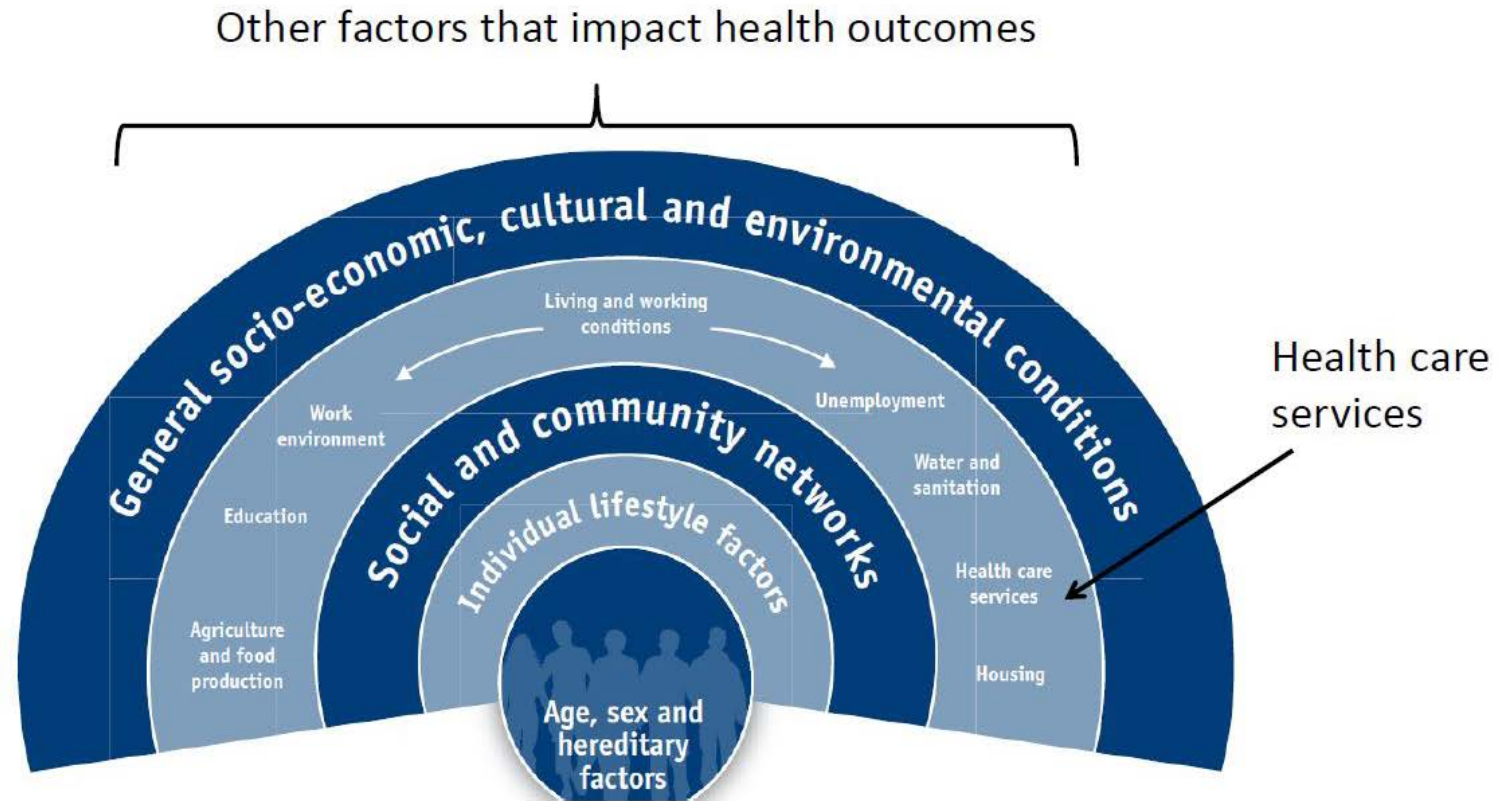


And...



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du Nord de l'Ontario  
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# Determinants of Population Health



**Source:** Butler-Jones D. The Chief Public Health Officer's report on the state of public health in Canada: Addressing health inequalities, 2008.

**Adapted from:** Dahlgren G, Whitehead M. Policies and strategies to promote social equity in health. Stockholm: Institute for futures studies, 1991.



# Health Inequity: Higher rates of

- Complex chronic conditions: diabetes
- Mental health and addictions
- Residential school survivors
- Town and Gown: trauma; racism

# Food Security



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# Water Security



# Personal Security







SEEKING  
HUMAN  
KINDNESS

# IT'S A NEW WORLD



MOH; MCU ARE LOOKING FOR  
LEADERSHIP



ONTARIO HEALTH TEAMS



ONTARIO HEALTH



MINORITY FEDERAL GOVERNMENT



GROUP OF SEVEN

# Value of Academic Health Centers



Advance knowledge through *research* and apply it through *education* in a synergistic and substantive fashion as part of the *mission* and *vision* of the institution



Build the *knowledge economy* (through education and research) and deliver comprehensive health care leading to *economic growth* and well-being (ROI)



# Value of Academic Health Centres

- 3-fold Impact on the Community
- High quality health care *improves health status*
- Research addresses *pressing health care problems*
- Education produces *health professionals who serve*

# Value of Academic Health Centres

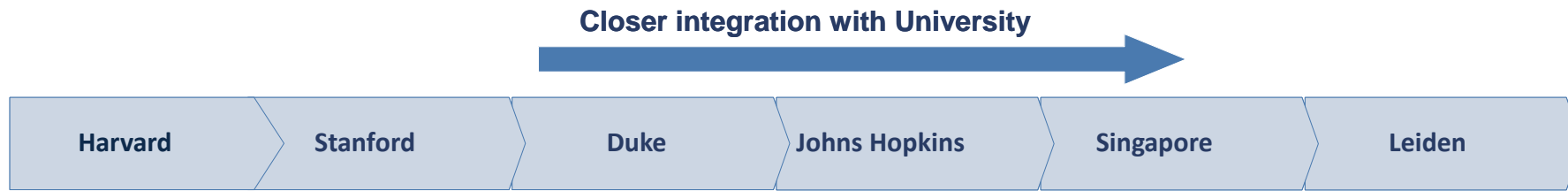


Assume responsibility for health in the community



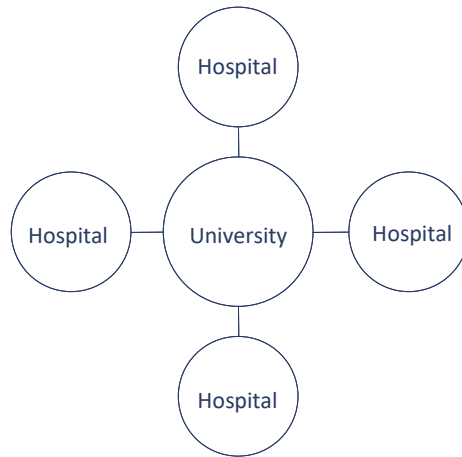
**Quality agenda of the MOHTLC -**  
measure outcomes and impact by  
key indicators and benchmark  
against evidence-based standards

# International AHSC Models



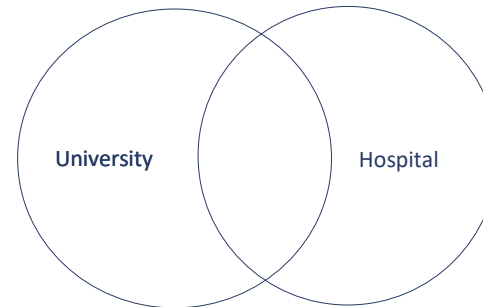
## Confederate/cluster model

*Separate leadership,  
institutions*



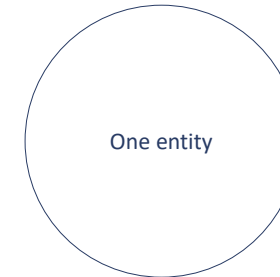
## Integrated model

*Integrated leadership,  
governance*

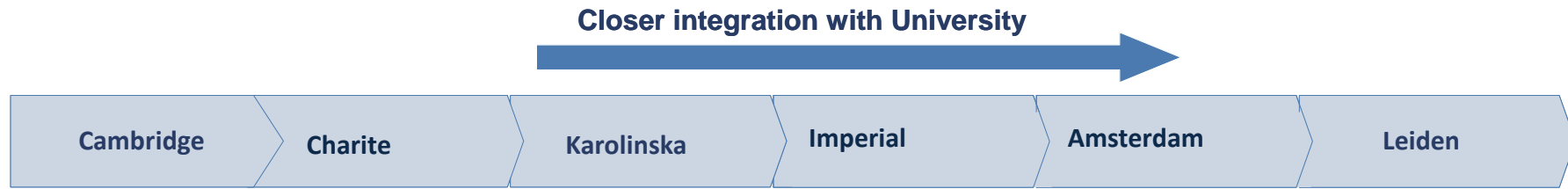


## Fully integrated model

*Hospital and University  
as single legal entity*

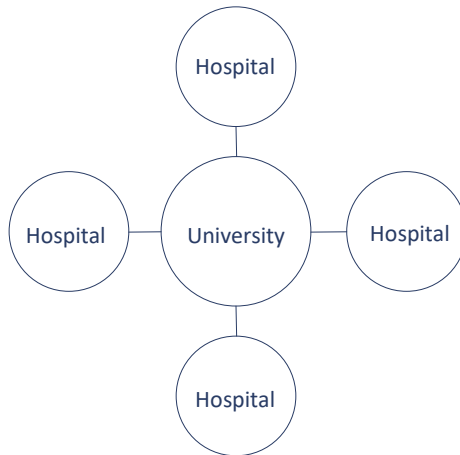


# European AHSC Models



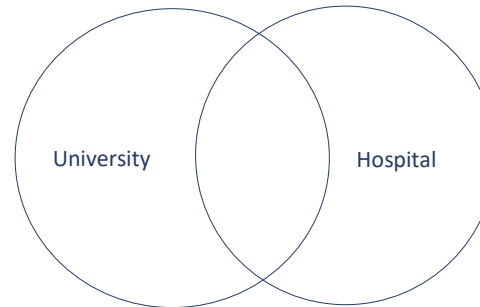
## Confederate/cluster model

*Separate leadership,  
institutions*



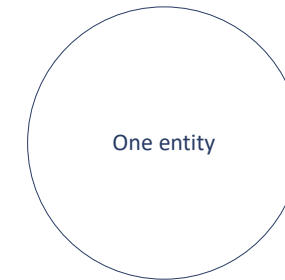
## Integrated model

*Integrated leadership,  
governance*



## Fully integrated model

*Hospital and University  
as single legal entity*



# Research Benefits of AHCs

- Integrated research strategy
- Single research directorate
- Academics embedded in clinical delivery structures
- Access to large patient populations
- Major investments in human and physical infrastructure (joint endowed chairs, capital)
- Collaborations with pharmaceutical and biotechnology industry
- Consistent research ethics and governance
- Global research partnerships- BRAND
- Commercialization



# Educational Benefits of AHCs

- Common Education vision
- Resource sharing
- Academy Structures
- Academic Leadership
- Innovation of Integrated Models
- HHR pathways
- Accreditation

# Community Benefits of AHCs

- Preventative and Interventional Public Health
- Networks with local providers
- Health Innovation and Education Clusters
- Transfer research advances into clinical benefit
- Collaborations for Leadership in Applied Health Research and Care
- Economic regeneration and new economies

# NOSM by the numbers

- 655 MD graduates since 2009.
  - 42 MD graduates self-identify as Indigenous.
  - 135 MD grads who self-identify as Francophone.
- 449 individuals have completed NOSM residency programs since 2008.
- In 2018, NOSM had an estimated economic impact of \$125 - \$137 million in Northern Ontario.
- Overall spending in 2018 was estimated to support 780 - 860 full-time equivalent jobs in the region.
- Since 2010, the Northern Ontario Academic Medical Association has awarded more than \$12.6 million to NOSM clinical faculty to conduct over 248 varying health research projects in Northern Ontario.

# The next 10 years

## Pillars

- Education: New degrees; pathways; curricular renewal; WELLNESS
- Research: Group of 7; clusters; population-based research; PBRN
- Partnerships: Hierarchy; New Accord; FPT conversations; Expansion
- Health System Innovation: AHSNN; PRTF; NTHA; HHR – locums; customized for the North

# Enablers

- Renew Social Accountability
- Invest in Technology
- People, Space, Money
- Campaign/Fundraise
- Be Smart, Lean and Nimble





# NOSM: 2020-2025

Aside from training physicians to practice medicine in Northern Ontario, what role can or should the medical school take on to improve the health of Indigenous, Francophone, Remote and Rural communities and Northern Ontario as a whole?

What should NOSM focus on in the next 5- 10 years?

NOSM has four main pillars: Education, Research, Partnerships (Community Relations) and Health Human Resource Supply. Are there other pillars? How should NOSM measure its performance in these key areas?



## REPORT TO THE BOARD OF GOVERNORS

From: Dr. Christine Gottardo

Board Meeting Date: January 31, 2020

Subject: Senate Report

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The Senate met twice since the last regular Board meeting.

### 1. December 2, 2019 Senate Meeting

Following the approval of the agenda and previous minutes, Dr. Barnett spoke to the accomplishments of each Teaching Innovation Award recipient being honoured at the Senate meeting. Dr. McPherson presented a certificate to each of the following recipients:

- Dr. Sarah Jacoba, Department of Languages
- Dr. Evgeny Chugunov, Department of Music

The Senate referred changes to academic programs, academic regulations and academic admission requirements (known as “calendar changes”) to the appropriate Senate committees for consideration. Before appearing on the Senate agenda for referral to a committee, each calendar change has already been approved by a Faculty Council and the appropriate Dean(s). If the proposed calendar changes are approved by the Senate committees, they will be brought back to Senate for final approval. This is a very thorough vetting process that includes input from academic units and the Registrar’s office as well as consideration of potential budgetary implications. The establishment and revision of academic programs, regulations and admission requirements is a primary function of Senate as set out in the Lakehead University Act, 1965. The Senate also held a discussion regarding the calendar change referral process.

The reports of the Senate Academic Committee, Senate Honorary Degrees Committee, Senate Organization Committee, Senate Research Committee, Senate Teaching and Learning Committee, and Senate Undergraduate Studies Committee were circulated in advance of the meeting.

The Senate adopted the following Senate Committee recommendations:

- MOVED that the following policies be rescinded:
  - Undergraduate Program Review Policy and Procedures
  - English Proficiency (Admissions)
- MOVED that the proposed amendments to the “Student Code of Conduct – Academic Integrity” be approved.
- MOVED that the proposed amendments to the Senate Honorary Degrees Committee Terms of Reference be referred to the Senate Organization Committee.

The Senate Organization Committee also provided notice of motion for Senate Bylaw amendments to Article 4.

In addition, the Senate approved the Lakehead University Student Union's appointment recommendation for a student to serve on the Senate Academic Appeals Committee.

The Senate was provided with the following items for information:

- Update on the Equity, Diversity, and Inclusion Action Plan
- 2020-21 Annual Integrated Planning and Budget Development presentation
- Board of Governors Report
- President's Report
- Provost & Vice-President (Academic) Report
- Calendar Changes for Referral deadline reminder

Prior to adjournment the Senate held an in camera session to discuss honorary degrees.

## **2. January 20, 2020 Senate Meeting**

Following the approval of the agenda and previous minutes, Dr. Barnett spoke to the accomplishments of the 2018 Distinguished Instructor Award recipient being honoured at the Senate meeting. Dr. McPherson presented a certificate to the recipient, Dr. Carney Matheson.

The Senate referred changes to academic programs, academic regulations and academic admission requirements (known as "calendar changes") to the appropriate Senate committees for consideration. Before appearing on the Senate agenda for referral to a committee, each calendar change has already been approved by a Faculty Council and the appropriate Dean(s). If the proposed calendar changes are approved by the Senate committees, they will be brought back to Senate for final approval. This is a very thorough vetting process that includes input from academic units and the Registrar's office as well as consideration of potential budgetary implications. The establishment and revision of academic programs, regulations and admission requirements is a primary function of Senate as set out in the Lakehead University Act, 1965. The Senate also granted final approval to a number of calendar changes.

The reports of the Senate Academic Committee, Senate Budget Committee, Faculty of Graduate Studies Council, Senate Organization Committee, Senate Research Committee, Senate Teaching and Learning Committee, Senate Undergraduate Scholarships & Bursaries Committee, Senate Undergraduate Studies Committee, and Joint Senate Committee for Northern Ontario School of Medicine were circulated in advance of the meeting.

The Senate adopted the following Senate Committee recommendations:

- MOVED that the 2020-2021 MD Program Course Descriptions be approved, as attached.
- MOVED that the revised 2020-2021 Undergraduate Medical Education (UME) Calendar of Academic Events be approved, as attached.
- MOVED that the revisions to the NOSM Admissions Policy be approved, as attached.

The Chairs of the Senate Academic Committee, Senate Budget Committee, and Senate Undergraduate Studies Committee, and the Interim Deputy Provost provided a presentation to the Senate that included a consultation on proposed changes to the calendar change referral process, and the calendar submission deadline.

In addition, the Senate approved 5 adjunct professor appointments in the Faculty of Education, 3 adjunct professor appointments in the Faculty of Health and Behavioural Sciences, and 1 adjunct professor appointment in the Faculty of Natural Resources Management.

The Senate was provided with the following items for information:

- Adjunct Professor renewal in the School of Nursing
- Fall 2019 Late Additions to Graduands List
- Removal of Courses from the Calendar
- Council of Ontario Universities Academic Colleague Report
- President's Report
- Provost & Vice-President (Academic) Report including a 2019-20 fall enrolment update
- Report to the Community Video