



BOARD OF GOVERNORS MEETING

AGENDA

Date of Meeting:	June 5, 2020
Time:	9:00am – 1:00pm
Location:	Zoom Meeting Only

Board of Governors Members: Robert Arnone; Dr. Michel Beaulieu; Ann Dumyn; Dr. Christine Gottardo; Angela Maltese; Brian McKinnon; Dr. Moira McPherson; Dawne Mowbray; Ross Murray (Chair); Kathryn Rippey; Anna Sampson; Sean Speer; David Tamblyn; 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 April 24, 2020 Minutes</u>	Ross Murray	
5.	Business Arising from the Minutes (not on the Agenda elsewhere)	Ross Murray	

6.	Chair's Report	Ross Murray	10min
7.	<u>President's Report</u> a. <u>Report on Appointments</u>	Dr. Moira McPherson	10min
8.	Executive Committee Report <i>For information: The Board Executive Committee discussed items of business that were sensitive or confidential in nature. The approved minutes of the May 21, 2020 Board Executive Committee meeting were circulated to the Board of Governors for information with the in camera meeting package.</i>	Ross Murray	5min
9.	<u>Audit and Risk Committee Report</u> a. <u>Pension Investment Fund Annual Report</u> – for information b. <u>Approval of the Pension Investment Fund Audited Financial Statements</u> MOVED to approve the Lakehead University Pension Investment Fund Financial Statements.	Ann Dumyn	5min
10.	<u>Finance and Operations Committee Report</u> a. Review of the Statement of Investment Policies and Procedures <ul style="list-style-type: none"> • <u>Summary</u> • <u>Statement of Investment Policies and Procedures for the Pension Plans (the 'SIPP')</u> MOVED that the amendments to the Statement of Investment Policies and Procedures for the Pension Plans be approved. b. <u>Letter from Fossil Free Lakehead</u>	Angela Maltese	10min
11.	<u>Governance and Nominating Committee Report</u>	Kathryn Rippey	15min

12.	<p><u>Learning and Liaison Committee Report</u></p> <p>a. <u>Honorary Professor Policy</u> <i>For information: The Senate approved the recommendation to rescind this policy at its March 2, 2020 meeting, as it is no longer relevant.</i></p> <p>MOVED that the Honorary Professor Policy be rescinded.</p> <p>b. <u>Adjunct Professor Policy</u> <i>For information: the Senate approved the proposed recommendations at its May 11, 2020 meeting.</i></p> <p>MOVED to approve the proposed amendments to the Adjunct Professor Policy.</p>	Maria Vasanelli	5min
13.	<u>2nd 2019-20 Progress Report on Implementation of the Strategic Plan</u>	Dr. Moira McPherson	45min
14.	<p><u>Judicial Panel Faculty Appointment Recommendations</u></p> <p>MOVED that the following faculty members of the University be appointed to the Judicial Panel for three year terms, commencing at the close of the annual meeting in 2020 through to the close of the annual meeting in 2023:</p> <ol style="list-style-type: none"> 1. Mariette Brennan 2. David Law 3. Naqi Sayed 	Dr. Moira McPherson	10min
15.	<p>Other Reports for Information</p> <p>a. <u>Northern Ontario School of Medicine Report</u></p> <p>b. <u>Senate Report</u></p>		
16.	<p>In Camera Meeting</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>		

17.	Motions Arising from the In Camera Meeting	Barbara Eccles	
18.	Next Board of Governors Meeting Date: Thursday, October 1, 2020 (Annual Meeting) Time: 9:00am - 1:00pm Location: Senate Chambers (UC1001) or Zoom Meeting	Ross Murray	
19.	Other Business	Ross Murray	
Adjournment			



BOARD OF GOVERNORS MEETING

DRAFT MINUTES

Date of Meeting:	April 24, 2020
Time:	11:00am – 1:00pm
Location:	Zoom Meeting Only

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

Regrets: Murray Waboose (was present for the in camera session)

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

Invited Guests in Attendance:

Dr. David Barnett - Provost and Vice-President, Academic (Lakehead University)
 Ann Brandt - Interim Vice-President, External Relations (Lakehead University)
 Dr. Andrew P. Dean - Vice-President, Research and Innovation (Lakehead University)
 Toby Goodfellow - Chief of Staff, Office of the President (Lakehead University)
 Dr. Heather Murchison - Vice-Provost, Institutional Planning and Analysis (Lakehead University)
 Kathy Pozihun - Vice-President, Administration and Finance (Lakehead University)

The meeting was called to order at 11:20am.

	Item
1.	Approval of Agenda MOVED (M. Beaulieu) that the agenda be approved. CARRIED
2.	Need for In Camera Items to be Declared Members were reminded that items arising that need in camera attention should be declared at the point of discovery.

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 March 12, 2020 Minutes</p> <p>The minutes of the March 12, 2020 meeting were circulated in advance with the meeting materials.</p> <p>MOVED (B. McKinnon) that the minutes of the March 12, 2020 meeting be approved. CARRIED</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>Motions Arising from the In Camera Meeting</p> <p>The Secretary reported that the following motions were adopted during the in camera meeting:</p> <p>MOVED that the proposed 2020-21 operating budget aggregating \$141.510 million of income and \$141.510 million of expenditures be approved. CARRIED</p> <p>MOVED that the proposed 2020-21 ancillary budget with the proposed surplus of \$0.101 million be approved. CARRIED</p>
7.	<p>Chair's Report</p> <p>There was no report from the Board Chair.</p>
8.	<p>Executive Committee Report</p> <p>The Board Executive Committee discussed items of business that were sensitive or confidential in nature. The approved minutes of the April 9, 2020 Board Executive Committee meeting were circulated to the Board of Governors for information with the in camera meeting package.</p>
9.	<p>External Relations Committee Report</p> <p>A report of the April 8, 2020 Board External Relations Committee meeting was circulated in advance with the meeting materials.</p>

10. Finance & Operations Committee Report

A report of the April 9, 2020 Board Finance and Operations Committee meeting was circulated in advance with the meeting materials.

The Chair of the Board Finance and Operations Committee acknowledged members of the Fossil Free Lakehead group who were present and confirmed that she received the correspondence from them dated April 16, 2020.

a. Pension Plan for Technical, Clerical and Maintenance Staff Amendments

A memo dated April 9, 2020, prepared by the Vice-President, Administration and Finance was circulated in advance with the meeting materials. The memo included the proposed change as drafted by the Plan's Actuary, Eckler Ltd., arising as a result of the Memorandum of Agreement dated January 21, 2020 between the University and the Ontario Public Service Employees Union #716 (OPSEU).

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 Ontario Public Service Employees Union;

AND WHEREAS Article 23.01 permits the University to amend the Plan;

NOW THEREFORE BE IT AND IT IS HEREBY RESOLVED (A. Maltese) THAT THE PLAN SHALL BE AMENDED EFFECTIVE MAY 1, 2020 AS FOLLOWS:

1. Article 4.01 (a) is hereby amended by adding the following sentence at the end of the paragraph:

"Starting May 1, 2020, contributions for Members in OPSEU are not reduced by their contributions to the Canada Pension Plan";

2. 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), Ontario Public Service Employees Union (OPSEU) and non-union employees, amounts equal to the total Required Contributions made by Members and;
- b. For the USW, COPE, and OPSEU 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."

CARRIED

b. Health and Safety Policy Amendments

The proposed amendments to the Health and Safety Policy were circulated in advance with the meeting materials.

MOVED (A. Maltese) to approve the proposed amendments to the Health and Safety Policy.

CARRIED

11. Governance & Nominating Committee Report

A report of the April 8, 2020 Board Governance and Nominating Committee (BGNC) meeting was circulated in advance with the meeting materials.

Board members were encouraged to complete the Committee Preference Form that was circulated on April 1, 2020.

The BGNC Chair reported on the Board Bylaw Review Subcommittee's work to date, noting that the BGNC will be reviewing the first draft of the revised Board Bylaws at its next meeting in May 2020.

- a. Board of Governors Chair, Vice-Chair and Past Chair Succession Planning and Process:

	<p>The proposed Board of Governors Chair, Vice-Chair and Past Chair Succession Planning and Process was circulated in advance with the meeting materials.</p> <p>MOVED (K. Rippey) to approve the Board of Governors Chair, Vice-Chair and Past Chair Succession Planning and Process. CARRIED</p> <p>b. Approval of the 2020-21 Board Meeting Schedule:</p> <p>The proposed 2020-21 Board of Governors meeting schedule was circulated in advance with the meeting materials.</p> <p>MOVED (K. Rippey) to approve the 2020-21 Board of Governors meeting schedule. CARRIED</p>
12.	<p>Learning and Liaison Committee Report</p> <p>A report of the April 8, 2020 Board Learning and Liaison Committee meeting was circulated in advance with the meeting materials.</p>
13.	<p>Other Reports for Information</p> <p>a. Northern Ontario School of Medicine (NOSM) Report:</p> <p>The March 2020 NOSM report was circulated in advance with the meeting materials.</p> <p>b. Senate Report:</p> <p>A report of the March 30 and April 20, 2020 Senate meetings was circulated in advance with the meeting materials.</p>
14.	<p>In Camera Meeting</p> <p>Secretary's Note: An in camera meeting preceded this public meeting.</p>
15.	<p>President's Report</p> <p>The April 2020 President's Report was distributed in advance with the meeting materials and can be found on the Lakehead website at www.lakeheadu.ca.</p>

	<p>It was announced that Lakehead University ranked in the top 100 (98th place) in the Times Higher Education (THE) University Impact Rankings 2020 (www.thewur.com). The THE Impact Rankings are the only global performance tables that assess universities against the United Nations' Sustainable Development Goals (SDGs).</p> <p>The President shared a presentation titled "Measuring Our Societal Impact." Highlights of the presentation included:</p> <ul style="list-style-type: none">● overview of the five pillars of the 2018-23 Lakehead University Strategic Plan● "Social Responsibility" pillar strategy framework● overview of Strategic Plan annual reporting cycle● overview of THE University Impact Rankings 2020 framework and SDGs● overview of global and domestic positioning● overview of domestic positioning <p>Discussion ensued following the presentation.</p> <p>Sean Speer joined the meeting during the discussion.</p> <p>Report on Appointments:</p> <p>The President's report on appointments was circulated in advance with the meeting materials for information.</p>
16.	<p>Informational Items</p> <p>a. Next Board of Governors Meeting:</p> <p>Members were reminded of the next online Zoom meeting on June 5, 2020.</p>
17.	<p>Other Business</p> <p>There was no other business.</p>
<p>The meeting adjourned at 11:59am.</p>	

Mr. Ross Murray, Chair

Ms. Barbara Eccles, Secretary



BOARD OF GOVERNORS MEETING

MINUTES

Date of Meeting:	June 5, 2020
Time:	9:00am – 1:00pm
Location:	Zoom Meeting Only

Board of Governors Members in Attendance: Dr. Michel Beaulieu; Ann Dumyn; Dr. Christine Gottardo; Angela Maltese; Dr. Moira McPherson; Dawne Mowbray; Ross Murray (Chair); Kathryn Rippey; Anna Sampson; Sean Speer; Cathy Tuckwell; Maria Vasanelli; Murray Waboose; Wendy Walberg

Regrets: David Tamblyn

Absent: Robert Arnone; Brian McKinnon

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)

Ann Brandt - Interim Vice-President, External Relations (Lakehead University)

Dr. Andrew P. Dean - Vice-President, Research and Innovation (Lakehead University)

Toby Goodfellow - Chief of Staff, Office of the President (Lakehead University)

Dr. Dean Jobin-Bevans - Principal, Orillia Campus (Lakehead University)

Dr. Heather Murchison - Vice-Provost, Institutional Planning and Analysis (Lakehead University)

Kathy Pozihun - Vice-President, Administration and Finance (Lakehead University)

The meeting was called to order at 9:04am.

	Item
1.	Approval of Agenda MOVED (M. Beaulieu) that the agenda be approved. CARRIED
2.	Need for In Camera Items to be Declared Members were reminded that items arising that need in camera attention should be declared at the point of discovery.

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 April 24, 2020 Minutes</p> <p>The minutes of the April 24, 2020 meeting were circulated in advance with the meeting materials.</p> <p>MOVED (C. Tuckwell) that the minutes of the April 24, 2020 meeting be approved. CARRIED</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>There was no open meeting report from the Board Chair.</p>
7.	<p>President's Report</p> <p>The President's June 2020 report was distributed in advance with the meeting materials and can be found on the Lakehead website at www.lakeheadu.ca.</p> <p>It was reported that the Ogimaawin-Aboriginian Governance Council recently approved major revisions to its Bylaws, including changing the name to the Ogimaawin Indigenous Education Council (OIEC).</p> <p>Dr. McPherson reported on recent University events that she attended and honoured Julia Pacifico, a member of the University community who recently passed away.</p> <p>a. Report on Appointments</p> <p>A memo from the President, dated May 22, 2020, listing recent Adjunct Professor and Professional Associate and Director appointments was circulated in advance with the meeting materials for information.</p>
8.	<p>Executive Committee Report</p> <p>The Board Executive Committee discussed items of business that were sensitive or confidential in nature. The approved minutes of the May 21, 2020 Board Executive Committee meeting were circulated to the Board of Governors for information with the</p>

	<p>in camera materials.</p>
9.	<p>Audit and Risk Committee Report</p> <p>A report of the May 21, 2020 Audit and Risk Committee meeting was circulated in advance with the meeting materials.</p> <p>a. Pension Investment Fund Annual Report</p> <p>A summary of the financial position of the Pension Plan for Professional Staff and the Lakehead University Employee Pension Plan as of December 31, 2019, with comparative data from 2018, based on the audited financial statements, was circulated in advance with the meeting materials for information.</p> <p>b. Approval of the Pension Investment Fund Audited Financial Statements</p> <p>The Lakehead University Pension Fund Financial Statements, for the year ending December 31, 2019, were circulated in advance with the meeting materials.</p> <p>MOVED (A. Dumyn) to approve the Lakehead University Pension Investment Fund Financial Statements. CARRIED</p> <p>Wendy Walberg joined the meeting.</p>
10.	<p>Finance and Operations Committee Report</p> <p>A report of the May 21, 2020 Finance and Operations Committee meeting was circulated in advance with the meeting materials.</p> <p>a. Review of the Statement of Investment Policies and Procedures</p> <ul style="list-style-type: none">• Summary <p>A memo received from Proteus, dated May 21, 2020 that provided a summary of the annual review of the Statement of Investment Policies and Procedures was circulated in advance with the meeting materials for information. It was reported that no amendments were being recommended to the Statement of Investment Policies and Guidelines for Trust and Endowment Funds and to the Statement of Investment Policies and Guidelines for Restricted Internal Funds at this time.</p>

	<ul style="list-style-type: none">• Statement of Investment Policies and Procedures for the Pension Plans (the 'SIPP') <p>The proposed amendments to the SIPP were circulated in advance with the meeting materials.</p> <p>MOVED (A. Maltese) that the amendments to the Statement of Investment Policies and Procedures for the Pension Plans be approved. CARRIED</p> <p>b. Letter from Fossil Free Lakehead</p> <p>A letter from Fossil Free Lakehead to the Chair of the Finance and Operations Committee and to Board of Governors members, dated June 3, 2020 was circulated in advance with the meeting materials for information.</p> <p>The Chair of the Finance and Operations Committee acknowledged and thanked members of Fossil Free Lakehead who were in attendance and reported that the Lakehead continues to take these issues very seriously and work though the Finance and Operations Committee continues. The Committee plans to report in more detail in fall 2020.</p>
11.	<p>Governance and Nominating Committee Report</p> <p>A report of the May 20, 2020 Governance and Nominating Committee meeting was circulated in advance with the meeting materials.</p>
12.	<p>Learning and Liaison Committee Report</p> <p>A report of the May 20, 2020 Learning and Liaison Committee meeting was circulated in advance with the meeting materials.</p> <p>a. Honorary Professor Policy</p> <p><i>For information: The Senate approved the recommendation to rescind this policy at its March 2, 2020 meeting, as it is no longer relevant.</i></p> <p>The Honorary Professor Policy was circulated in advance with the meeting materials.</p> <p>MOVED (M. Vasanelli) that the Honorary Professor Policy be rescinded. CARRIED</p>

	<p>b. Adjunct Professor Policy <i>For information: the Senate approved the proposed recommendations at its May 11, 2020 meeting.</i></p> <p>The proposed amendments to the Adjunct Professor Policy were circulated in advance with the meeting materials.</p> <p>MOVED (M. Vasanelli) to approve the proposed amendments to the Adjunct Professor Policy. CARRIED</p>
13.	<p>2nd 2019-20 Progress Report on Implementation of the Strategic Plan</p> <p>The 2010-20 Strategic Plan Progress Report presentation was circulated in advance with the meeting materials. Highlights included:</p> <ul style="list-style-type: none">● context - year two interim report two● overview of the five pillars of the Strategic Plan● overview of the annual reporting cycle● report on the following metrics:<ul style="list-style-type: none">○ Metric 2: Achieve 100% participation rate of senior-year students in experiential learning - actual target achieved○ Metric: Indigenous student enrolment at both baccalaureate and graduate levels will increase - trending in right direction○ Metric: the number of Indigenous faculty members and staff will increase - actual target achieved○ Metric: increase participation in Achievement Program and Aboriginal Mentorship Program - actual target achieved○ Metric: increase enrolment of under-represented student groups in specific programs - actual target achieved○ Metric 18: Increase in number of work integrated learning opportunities across disciplines - actual target achieved○ Metric 20: Increase in societal impact of Lakehead - actual target achieved○ Metric 24: Improve employee engagement - actual target achievedIt was noted that the results of the Employee Engagement Survey will be presented at the Committee of the Whole meeting following this meeting.● 2018-23 Strategic Plan report card● highlights of achievements to date in alignment with the <i>Times Higher Education Impact Ratings</i> <p>Members had the opportunity to ask questions during the presentation.</p>

14.	<p>Judicial Panel Faculty Appointment Recommendations</p> <p>A memo from the President, dated June 5, 2020, outlining the appointment process and role of the Judicial Panel was circulated in advance with the meeting materials.</p> <p>MOVED (M. McPherson) that the following faculty members of the University be appointed to the Judicial Panel for three year terms, commencing at the close of the annual meeting in 2020 through to the close of the annual meeting in 2023:</p> <ol style="list-style-type: none">1. Mariette Brennan2. David Law3. Naqi Sayed <p>CARRIED</p>
15.	<p>Other Reports for Information</p> <p>a. Northern Ontario School of Medicine Report</p> <p>A report from the Dean of NOSM, dated May 2020, was circulated in advance with the meeting materials.</p> <p>b. <u>Senate Report</u></p> <p>A report of the May 11, 2020 Senate meeting was circulated in advance with the meeting materials.</p>
16.	<p>In Camera Session</p> <p>MOVED (M. Beaulieu) 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>Dr. David Barnett, Ann Brandt, Dr. Andrew Dean, Barbara Eccles, Toby Goodfellow, Dr. Dean Jobin-Bevans, Dr. Heather Murchison, Marcie Morrison and Kathy Pozihun were invited to remain for the in camera session.</p> <p>The Board took a ten minute recess at 9:58am.</p> <p>Wendy Walberg and members of Fossil Free Lakehead left the meeting.</p> <p>The Board returned to the open meeting at 12:58pm.</p>

17.	<p>Information Arising from the In Camera Session</p> <p>The following appointments to Full Professor were reported during the in camera session:</p> <ul style="list-style-type: none">• Dr. Kristin Burnett, Department of Indigenous Learning• Dr. Jennifer Jarman, Departments of Interdisciplinary Studies and Sociology• Dr. Sandra Jeppesen, Department of Interdisciplinary Studies• Dr. Rhonda Koster, School of Outdoor Recreation, Parks & Tourism• Dr. Robert Mawhinney, Department of Chemistry• Dr. Kirsten Oinonen, Department of Psychology• Dr. Mirella Stroink, Department of Psychology
18.	<p>Next Board of Governors Meeting</p> <p>Date: Thursday, October 1, 2020 (Annual Meeting) Time: 9:00am - 1:00pm Location: Senate Chambers (UC1001) or Zoom Meeting</p>
19.	<p>Other Business</p> <p>There was no other business.</p>
<p>The meeting adjourned at 1:00 pm.</p>	

Mr. Ross Murray, Chair

Ms. Barbara Eccles, Secretary

MEMORANDUM

Date: May 22, 2020

From: Moira McPherson – President and Vice Chancellor

To: The Board of Governors

Meeting Date: June 5, 2020

Agenda Item: 7a – Report on Appointments

Adjunct Professor and Professional Associate Appointments

- Dr. John Albanese was appointed as an External Adjunct Professor in the Department of Anthropology, effective July 1, 2020 to June 30, 2024.
- Dr. Manal Alzghoul was appointed as an Internal Adjunct Professor in the Faculty of Education, effective July 1, 2020 to June 30, 2024.
Dr. Zhanjun Bai was appointed as an External Adjunct Professor in the Department of Electrical Engineering, effective March 1, 2020 to February 29, 2024.
- Mr. Gregory Brumpton was appointed as a Professional Associate in the Department of Geology, effective July 1, 2020 to June 30, 2024.
- Dr. Amanda Diochon was appointed as an Internal Adjunct Professor in the Department of Biology, effective July 1, 2020 to June 30, 2024.
- Dr. Daniel Duckert was appointed as an External Adjunct Professor in the Department of Geography and the Environment, effective July 1, 2020 to June 30, 2024.
- Dr. Tara Elton-Marshall was appointed as an External Adjunct Professor in the Department of Health Sciences, effective July 1, 2020 to June 30, 2024.
- Dr. Scott Jobin-Bevans was appointed as an External Adjunct Professor in the Department of Geology, effective July 1, 2020 to June 30, 2024.
- Ms. Tracey Larocque was appointed as an External Adjunct Professor in the School of Kinesiology, effective July 1, 2020 to June 30, 2024.
- Dr. Robert Lodge was appointed as an External Adjunct Professor in the Department of Geology, effective July 1, 2020 to June 30, 2024.
- Dr. Ahmed Mostafa was appointed as an External Adjunct Professor in the Department of Civil Engineering, effective March 1, 2020 to February 29, 2024.
- Dr. Qixiang (Kevin) Pang was appointed as an External Adjunct Professor in the Department of Computer Science, effective July 1, 2020 to June 30, 2024.
- Dr. Lana Ray was appointed as an Internal Adjunct Professor in the Faculty of Education, effective July 1, 2020 to June 30, 2024.

- Dr. Lana Ray was appointed as an Internal Adjunct Professor in the Department of Health Sciences, effective July 1, 2020 to June 30, 2024.
- Dr. Linda Rondenburg was appointed as an External Adjunct Professor in the Department of English effective July 1, 2020 to June 30, 2024.
- Dr. Osama (Sam) Salem was appointed as an Internal Adjunct Professor in the Faculty of Natural Resources Management, effective July 1, 2020 to June 30, 2024.
- Prof. Adam Schenk was appointed as an External Adjunct Professor in the Department of Political Science, effective July 1, 2020 to June 30, 2024.
- Dr. Tribeni Sharma was appointed as an External Adjunct Professor in the Department of Civil Engineering, effective March 1, 2020 to February 29, 2024.
- Dr. Alireza Somarin was appointed as an External Adjunct Professor in the Department of Geology, effective July 1, 2020 to June 30, 2024.
- Dr. Ralf Tappert was appointed as an External Adjunct Professor in the Department of Geology, effective July 1, 2020 to June 30, 2024.
- Dr. Aram Teymurazyan was appointed as an External Adjunct Professor in the Department of Physics, effective July 1, 2020 to June 30, 2024.
- Dr. Laura van Eerd was appointed as an External Adjunct Professor in the Department of Geology, effective July 1, 2020 to June 30, 2024.
- Dr. Michael Walton was appointed as an External Adjunct Professor in the School of Outdoor Recreation, Parks and Tourism, effective July 1, 2020 to June 30, 2024.
- Dr. Angie Wong was appointed as an External Adjunct Professor in the Department of Indigenous Learning, effective January 1, 2020 to December 31, 2023.

Director Appointment

- Dr. Tom Potter was appointed as Acting Director of the School of Outdoor Recreation, Parks and Tourism, effective July 1, 2020 to December 31, 2020.



OPEN REPORT TO THE BOARD OF GOVERNORS – June 5, 2020

From: Ann Dumyn - Chair, Audit & Risk Committee

Subject: Audit & Risk Committee Open Report

Report Time: 5 minutes

Committee Members: Ann Dumyn (Chair); Angela Maltese; Brian McKinnon; Moira McPherson; Kathryn Rippey; Cathy Tuckwell

The Board Audit and Risk Committee (BARC) met on May 21, 2020. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved the minutes of the February 13, 2020 meeting.

Lakehead University Pension Investment Fund

Annual Report:

The Committee received a summary of the financial position of the Pension Plan for Professional Staff and the Lakehead University Employee Pension Plan as of December 31, 2019, with comparative data from 2018, based on the audited financial statements

Pension Investment Fund Audited Financial Statements:

The Committee approved the Lakehead University Pension Fund Financial Statements, for the year ending December 31, 2019 and will be making a recommendation to the Board of Governors.

Annual Update on Litigation Matters

Members were provided with a verbal update on litigation matters related to property and insurance. All other litigation matters have been reported to the Finance and Operations Committee.

Committee Workplan

The Committee reviewed and updated its workplan.

Informational Items Received

- Management Assurance Letter (with respect to compliance with all statutory requirements)
- Revised BARC Terms of Reference (as of March 12, 2020)
- 2019-20 Board Meeting Schedule

Motion Approved

- Approval to recommend that the Board of Governors approves the Lakehead University Pension Investment Fund financial statements

Introduction

The Lakehead University Pension Investment Fund (“the Fund”) is comprised of two pension plans – the Pension Plan for Professional Staff (Professional Plan) and the Lakehead University Employee Pension Plan (LUEPP). Information about the two plans follows in a later section of this report. Both plans provide for an annual report to the Board of Governors on the performance of the fund. The year-end for the Fund is December 31st, though this report includes events up to and including the current date.

The following summary of the financial position of the Fund as at December 31, 2019, with comparative data from 2018, is based on the audited financial statements:

Statement of Net Assets Available for Benefits (in 000’s)

Assets			2019	2018
	Professional and Administrative Staff Plan	Employee Pension Plan	Total	Total
Cash and cash equivalents	\$ 1,004	\$ 163	\$ 1,167	\$ 2,905
Investments, at market value (cost 2019 - \$188,546; cost 2018 - \$189,197)	192,677	30,593	223,270	205,279
HST receivable	10	2	12	13
Sponsor’s contributions receivable	466	78	544	487
Employees’ contributions receivable	384	81	465	441
	194,541	30,917	225,458	209,125
Liabilities				
Accounts payable	259	42	301	307
Net assets available for benefits	\$ 194,282	\$ 30,875	\$ 225,157	\$ 208,818

Statement of Changes in Net Assets Available for Benefits (in 000's)

	Professional and Administrative Staff Plan	Employee Pension Plan	2019 Total	2018 Total
Increase in assets				
Investment income	\$ 4,617	\$ 750	\$ 5,367	\$ 5,158
Net realized gains on investments	2,357	383	2,740	8,056
Net unrealized change in market value of investments	15,868	2,773	18,641	(20,259)
Other cash receipts - pension transfers	20	14	34	16
Contributions - employees	3,157	709	3,866	3,714
- sponsor	3,986	661	4,647	5,181
	30,005	5,290	35,295	1,866
Decrease in assets				
Administration and professional fees	876	138	1,014	1,014
Pension benefits and refunds	14,702	3,240	17,942	21,253
	15,578	3,378	18,956	22,267
Increase (decrease) in net assets available for benefits	14,427	1,912	16,339	(20,401)
Net assets available for benefits, beginning of year	177,461	31,357	208,818	229,219
Interfund Pension Transfers	2,394	(2,394)	-	-
Net assets available for benefits, end of year	\$ 194,282	\$ 30,875	\$ 225,157	\$ 208,818

Investments

Northern Trust holds the assets of the Fund. Addenda Capital, Fiera Capital (formerly CGOV Asset Management), Dimensional Fund Advisors Canada ULC., Letko Brosseau & Associates Inc., Jarislowsky Fraser Ltd. and State Street Global Advisors Ltd. act as investment managers of the Fund. The managers have discretionary investment authority, consistent with the University's Statement of Investment Policies and Procedures (SIPP) for the Fund, which sets out the University's position regarding asset mix, goals for Fund assets, and defines guidelines within which the managers may formulate and execute investment decisions. Proteus Performance advises the Pension Board and Advisory Committee and monitors and reports on the investment managers and their performance. During 2019, the rate of return credited to members of the Professional Plan was 12.83% (-3.91% for 2018) and the rate credited to members of the LUEPP was 12.70% (-3.75% for 2018).

Pension Plan for Professional Staff

The Professional Plan was originally established on September 1, 1965. Since then it has gone through a series of amendments.

In the event that an actuarial valuation discloses a going concern unfunded liability or a solvency deficiency as defined in the Pension Benefits Act, the University is obligated to make additional contributions as required by that Act. The most recent actuarial valuation of the Plan as at December 31, 2017 reported a going concern deficiency of \$3,903,000 (2015 - \$5,874,000), a solvency deficiency of \$6,249,000 (2015 - \$14,720,000), and a wind-up deficiency of \$8,985,000 (2015 - \$20,039,000). This requires the University to make monthly payments of \$37,033.33 in 2019 and each year until the next valuation.

Faculty members and librarians contribute 6.5% of their earnings through payroll deductions, while the University contributes 8.05% on their behalf. Non-faculty members contribute 8.05%, and the University matches these contributions. Typically these contributions are calculated incorporating CPP so that while the member is making CPP contributions, the pension contribution is reduced by the exact amount of CPP. When CPP reaches the maximum contribution, the employee and employer contribution is made in full. On March 20, 2019 the Faculty Association (LUFA) entered into an agreement with the University to remove the reduction of the employee portion of the contribution by the CPP contribution. Effective January 1, 2020, full-time faculty and librarians who are members of LUFA started contributing to CPP and their individual pensions separately, while employer contributions will remain unchanged. Similarly to this, non-union members of the Professional Plan voted to remove CPP integration for employee contributions as well, which was approved as an Amendment by the Board of Governors.

This Plan is monitored by a Pension Board, which is advisory to the Board of Governors. The Board is comprised of two faculty members, one pensioner, one non-faculty member, and two persons chosen by the Board of Governors. For all of 2019, Ken Hartviksen (Chair) and Dr. Glenn Colton represented faculty, and Hugh Briggs represented non-faculty members. Dr. Abdul Mamoojee served as the pensioner representative, and Ann Dumyn and John Guerard served as the Board of Governors representatives. Pension Board members serve 3-year terms on a rotating basis to ensure continuity.

Lakehead University Employee Pension Plan (LUEPP)

The Employee Plan was established in September 1, 1966 and since then has also gone through a series of amendments. It is a defined contribution plan, and employees contribute in a range from 7.15% to 7.90% of their earnings.

The Plan is monitored by an Advisory Committee to the Board of Governors. The Committee includes one member from each bargaining unit, one member from non-union staff, and two persons chosen by the Board of Governors. During 2019, the Committee was comprised of Robert Bell (COPE), Heather Spivak (UNIFOR), Bernard Chasse (USW), David Savela (IUOE), Chris Gouett (non-union), Kathy Pozihun and Adam Shaen (Board of Governors representatives). OPSEU has not yet appointed an Advisory Committee representative. Similarly to LUFA, COPE, USW, OPSEU, all non-union staff have voted to increase their contributions by removing integration with CPP for employee contributions only, with start dates varying from February 1 to May 1, 2020. The Board of Governors has subsequently approved all Amendments to put these changes in place. Only UNIFOR and IUOE remain integrated with CPP.

Joint Activities of the Pension Board and the Advisory Committee

The Pension Board and Advisory Committee met four times during 2019 and approved one rebalancing transaction in an effort to maintain compliance with the SIPP. The Pension Board and Advisory Committee have subsequently met twice in 2020, and have reviewed the SIPP and approved one more rebalancing transaction. The Pension Board and Advisory Committee will be recommending some minor administrative updates to the SIPP at the next Board of Governors meeting, as well as a change in the asset allocation targets of the plan.

Submitted by,

Kathy Pozihun

Vice President (Administration & Finance) and Board of Governors Representative for the LUEPP

Ann Dumyn,

Board of Governors Representative for the Pension Board

OPEN REPORT TO THE BOARD OF GOVERNORS – June 5, 2020

From: Angela Maltese - Chair, Finance & Operations Committee

Subject: Finance & Operations Committee Open Report

Report Time: 10 minutes

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

The Board Finance and Operations Committee (BFOC) met on May 20, 2020. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved minutes of the April 9, 2020 meeting.

Review of Policies

- Annual review of the Statement of Investment Policies and Procedures:
 - Statement of Investment Policies and Procedures for the Pension Plans (the 'SIPP) – the Committee approved the proposed amendments and will be making a recommendation to the Board of Governors
 - Statement of Investment Policies and Guidelines for Trust and Endowment Funds - no amendments were recommended
 - Statement of Investment Policies and Guidelines for Restricted Internal Funds - no amendments were recommended
- Trust Account Management Policy - this policy was scheduled for review, no amendments were recommended.

Other Reports, Updates and Presentations Received

- Human Resources Annual Update
- Budget Scenarios
- Moody's Annual Report

Informational Items Received

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

Motions Approved

- Approval to recommend the proposed amendments to the Statement of Investment Policies and Procedures for the Pension Plans to the Board of Governors for approval



Statement of Investment Policies and
Procedures
Lakehead University Pension Plan

DRAFT

Statement of Investment Policies and Procedures, Lakehead University Pension Plans

TABLE OF CONTENTS

1. INTRODUCTION	4
2. PURPOSE OF THE INVESTMENT POLICY STATEMENT	5
3. ROLES AND RESPONSIBILITIES	5
3.1 RESPONSIBILITIES OF THE BOARD AND THE COMMITTEE.....	5
3.2 INVESTMENT ADVISOR	6
3.4 CUSTODIAN(S).....	9
4. INVESTMENT OBJECTIVES.....	10
4.1 RETURN ON INVESTMENTS	10
4.2 RISK TOLERANCE	10
5. INVESTMENT CONSTRAINTS	11
5.1 LEGAL STATUS.....	11
5.2 TAXATION STATUS.....	11
5.3 INVESTMENT TIME HORIZON	11
5.4 LIQUIDITY AND INCOME REQUIREMENTS.....	12
6. ASSET MIX	12
7. INVESTMENT MANAGEMENT GUIDELINES	14
7.1 PENSION PLAN GUIDELINES	14
7.2 ELIGIBLE ASSET CLASSES - DEFINITIONS AND CONSTRAINTS.....	14
7.3 ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG).....	19
7.4 LENDING OF SECURITIES AND CASH	19
7.5 BUY-IN ANNUITIES	19
7.6 VALUATION OF INVESTMENTS AND SECURITIES NOT TRADED ON A PUBLIC EXCHANGE.....	20
7.7 MATERIALITY.....	20
7.8 RELATED PARTY TRANSACTIONS	20
7.9 DERIVATIVE SECURITIES	21
7.10 OVERDRAFT POSITIONS AND SHORT-SELLING	21

7.11 ADDITIONAL CONSTRAINTS, INCLUSIONS AND EXCLUSIONS	21
8. PERFORMANCE STANDARDS.....	22
8.1 INVESTMENT RETURNS	22
9. REBALANCING	24
10. REPORTING AND SERVICE.....	24
10.1 INVESTMENT MANAGER(S)	24
10.2 INVESTMENT ADVISOR	26
10.3 CUSTODIAN(S).....	27
11. REVIEW OF AN INVESTMENT MANAGER	28
12. CONFLICT OF INTEREST.....	30
APPENDIX A.....	31

Lakehead University Pension Plan

Statement of Investment Policies and Procedures

1. Introduction

Lakehead University Pension Plan (the “Plan”) consists of two plans which service two groups of employees (the “Members”) at Lakehead University (the “University”). The Pension Plan for the Professional Staff of Lakehead University (the “Professional Plan”) covers all faculty, management and professional employees. The Lakehead University Employee Pension Plan (the “Employee Plan”) covers all support staff employed by the University. The Professional Plan encompasses an annuity account for retired professional members and a defined contribution plan for active professional members; these plans are administered by the Pension Board (the “Board”). The Employee Plan is structured as a defined contribution plan and is administered by the Advisory Committee (the “Committee”). This Statement of Investment Policies and Procedures is intended to be consistent with all federal and provincial pension legislation applicable to investments of the Plan. This SIPP was enacted on July 19, 1999, and revised: April 19, 2001, October 12, 2007, May 20, 2010, June 6, 2014, January 29, 2016, April 27, 2017, ~~and June 8, 2018,~~ and June 7, 2019.

2. Purpose of the Investment Policy Statement

This Statement of Investment Policies and Procedures (“SIPP”) identifies the key factors bearing upon investment decisions for the Plan and provides a set of written guidelines for the management of its assets.

The Board and the Committee are acting in accordance with their responsibilities to the Members and their beneficiaries under the terms of the Plan and the Pension Benefits Act (Ontario) and regulations in establishing this SIPP.

This SIPP supersedes any existing document and will be reviewed at least annually or as required to ensure that it continues to reflect the Plan’s circumstances and requirements.

3. Roles and Responsibilities

3.1 Responsibilities of the Board and the Committee

The Board and Committee shall:

- a. maintain an understanding of legal and regulatory requirements and constraints applicable to the Plan including but not limited to the Canadian Association of Pension Supervisory Authorities (CAPSA) Guidelines, and the Pension Benefits Act;
- b. review the SIPP annually or more frequently when required;
- c. select investment managers and custodian;
- d. formulate specialized instructions and mandates for each investment manager (where direct investment in a pooled fund is not employed), in the event that more than one investment manager is engaged, and provide these instructions

and mandates to the investment managers. These instructions and mandates will derive from, reflect and be consistent with the provisions of this SIPP;

e. monitor the performance, risk management and personnel of each investment manager, as well as the overall strategy quarterly;

f. monitor the investment managers' compliance with the SIPP as well as each investment manager's compliance with any specialized instructions and mandates they have been given in the event that more than one investment manager is engaged;

g. monitor the Plan's asset allocation and take steps to ensure that the Plan is rebalanced, as necessary, per Section 9;

h. take appropriate steps to resolve conflict of interest issues as provided for in Section 12;

i. retain an Investment Advisor to delegate specified responsibilities to; and

j. keep the Investment Advisor apprised of any developments that will affect the Plan's objectives or constraints.

3.2 Investment Advisor

The Investment Advisor will:

a. provide the Board and Committee with information, advice and recommendations and information to assist in decision making regarding:

- strategic asset allocation;
- investment manager structures; and
- the selection, dismissal or replacement of an investment manager(s) and custodian(s);

- b. provide the Board and Committee with a recommended SIPP and specialized investment manager instructions and mandates, as required;
- c. on an annual basis, or more frequently if required, provide the Board and Committee with advice on re-approving or amending the SIPP as well as any specialized instructions and mandates provided to the investment managers;
- d. monitor the asset allocation and provide recommendations to the Board and Committee with respect to rebalancing assets among investment managers and asset classes;
- e. provide reports to the Board and Committee at least quarterly as provided for in Section 10.2 of this SIPP;
- f. provide proactive information and advice with respect to developments that might affect the investment manager(s)' performance, risk characteristics and service capabilities;
- g. manage the process to acquire/renew/cancel services, including negotiate with investment manager(s) and custodian(s) fees on behalf of the Board and Committee;
- h. keep the Board and the Committee up to date on the CAPSA Guidelines and related regulations concerning pension fund management;
- i. be an independent and objective resource for all questions/issues concerning administration, custody, managers, specialty mandates, market conditions and related as it pertains to the management of the Plan; and
- j. exercise the care, skill and diligence that can reasonably be expected of a prudent expert and adhere to the CFA Institute's Code of Ethics and Standards of Professional Conduct.

3.3 Investment Manager(s)

The investment manager(s) will:

- a. have full discretion in day-to-day investment management of the portion of the Plan for which they have been given responsibility, subject to this SIPP, any pooled fund investment policy, any manager specific mandate statements and any amendments thereto as well as any specialized instructions and mandates issued by the Board and the Committee;
- b. have the authority to vote all proxies and in exercising this authority, the investment manager(s) will act prudently and solely in the interest of the Plan; however the Board and the Committee retain the right to instruct the investment manager(s) on how to exercise voting rights and it is recognized that the above policy on voting rights is not enforceable by the Board and Committee to the extent that the subject investments are held within a pooled fund;
- c. provide regular reports to and meet with the Board and Committee as provided for in Section 10.1;
- d. recommend to the Investment Advisor, Board and Committee any changes to their specialized instructions and mandates issued by the Board and Committee, that the investment manager(s) deem(s) appropriate;
- e. provide advice and counsel with respect to the Plan when called upon to do so by the Board and Committee;
- f. exercise the care, skill and diligence that can reasonably be expected of a prudent expert and adhere to the CFA Institute's Code of Ethics and Standards of Professional Conduct; and

g. provide the Board and Committee with an annual signed document, certifying compliance or noting compliance breaches with the SIPP, pooled fund investment policy and / or manager Guidelines, over the past year.

3.4 Custodian(s)

Custody of the Plan's assets will be delegated to one or more trust companies or other financial institutions similarly recognized as a depository for securities ("Custodian(s)"). The Custodian(s) will:

- a. provide safekeeping for Plan assets;
- b. process transactions as directed by the investment manager(s) or the Board and Committee;
- c. collect interest, dividends and the proceeds of cash equivalent and fixed income instrument maturities;
- d. inform the investment manager(s) of pending corporate actions (e.g., name changes, mergers, odd lot offerings) and process instructions related to such matters;
- e. deposit funds and pay expenses as directed by the Board and Committee;
- f. maintain a record of all transactions;
- g. provide regular reports to the Board and Committee as provided for in Section 10.3; and
- h. provide the investment manager(s) and other agents of the Board and Committee with information required to fulfill their duties, as directed by the Board and Committee.

4. Investment Objectives

4.1 Return on Investments

The Plan is to be managed on a going concern basis. The overriding objective of the Professional and Employee Plan, excluding the short-term account, is to balance short to mid-term capital preservation with long-term returns within the level of risk identified in section 4.2..

Specific performance criteria are addressed in Section 8.

The above noted return objectives do not apply to Member assets held in the short-term investment account which targets short-term capital preservation.

4.2 Risk Tolerance

The Plan's exposure to risk will be measured in terms of the standard deviation¹ of its investment returns. These measures will be evaluated on a quarterly basis for each investment manager and the Plan. Risk characteristics will be compared to a universe of other comparable funds and appropriate benchmarks with an emphasis on 4-year standard deviation. Neither the individual funds, nor the Plan, should experience materially higher risk than the comparable universe or benchmark.

¹ Standard deviation is a statistical measure of the variability or distribution of a series of numbers. The higher the standard deviation of a Plan's investment returns, the greater the level of variability or uncertainty of those returns that can be achieved on a consistent basis.

Where active management is employed, investment fund risk adjusted returns are expected to consistently exceed comparable market indices and consistently rank in the top half of comparable funds over a 4-year period.

The level of risk to which the Plan is exposed will be controlled by diversifying the Plan's holdings, not only in terms of asset class, but also in terms of holdings within each asset class, geographically and by investment management style and investment manager.

5. Investment Constraints

5.1 Legal Status

The Plan is comprised of a Defined Contribution plan and an annuity account in the Professional Plan and a Defined Contribution plan in the Employee Plan. The Plan is subject to the CAPSA Guidelines and must comply with the Pension Benefits Act (Ontario). The Professional Plan is considered a hybrid [account plan](#) by the Canada Revenue Agency and the [Financial Services Regulatory Authority of Ontario](#)~~Financial Services Commission of Ontario~~.

5.2 Taxation Status

The Plan is tax exempt as per Canada Revenue Agency legislation.

5.3 Investment Time Horizon

A Plan's investment time horizon is an important factor in determining its investment strategy. The period over which a particular investment strategy can or will be maintained has a direct bearing on the likelihood that it will generate its targeted rate of return within that period and within acceptable risk parameters.

It is anticipated that the Plan will exist in perpetuity. For planning and structuring purposes, it will be assumed that the investment time horizon of the Plan is more

than ten years. It should be noted, however, that this SIPP will be reviewed on at least an annual basis.

5.4 Liquidity and Income Requirements

Liquidity risk is the risk that it will become necessary to liquidate Plan assets under unfavorable market conditions in order to make payments to beneficiaries.

On balance, the Board and Committee must pursue investment strategies which provide sufficient liquidity at all points in an economic cycle.

6. Asset Mix

A Plan's asset allocation is the proportion within which various asset classes are represented in the Plan. In general, the *greater* a Plan's allocation to equities relative to fixed income securities, the *greater* the potential for capital appreciation and the *higher* its potential risk (as measured by the standard deviation of the Plan's rate of return). Conversely, the greater its allocation to fixed income instruments relative to equities, the greater the potential for generating a consistent income stream and the *lower* its potential risk. Control of the Plan's asset allocation is, therefore, the principal means of controlling its risk and return characteristics. Given the Plan's minimum targeted return on investments, its risk tolerance, legal and taxation status, its investment time horizon, liquidity and income requirements, and the following 'benchmark' or long-term strategic asset allocation, these permissible asset class holding ranges have been established:

Table I: Plan Asset Allocation Policy Targets and Limits

Asset Class	Target	Min	Max
Fixed Income	40 33%	30 23%	50%
Money Market & Cash	0%	0%	20%
Canadian Bonds	30 23%	20 13%	50%
Commercial Mortgages	10%	0%	20%
Equity	60%	50%	70%
Canadian Equities	30 20%	20 10%	40 30%
Global Equities	30 40%	20 30%	40 50%
Alternative Assets	0 7%	0%	10 12%
<u>Real Estate</u>	<u>7%</u>	<u>0%</u>	<u>12%</u>
Total Plan	100%		

Members who meet specified criteria have access to a short term investment account. The assets held in the short-term account will be excluded from the other Plan assets for purpose of the ~~benchmark-Target~~ allocation and permissible ranges noted above.

Implementation of the updated Target and Min/Max allocation to Fixed Income, Canadian Bonds and Real Estate will only apply once there is an investment in Real Estate.

The Board and Committee recognize that certain asset classes, liquidity may not always be available and in extraordinary markets, rebalancing into or out of these asset classes may not be possible.

The Investment Advisor will notify the Board and Committee, in a timely manner, if exposure to any asset class violates the permissible ranges ~~set out in their mandates~~. This notification will be required only in instances where the range violation is expected to persist for more than a short period of time. In this

instance, the Investment Advisor must obtain the Board and Committee's written consent to continue to hold the subject asset class(es) outside of the permissible range.

Such consent will specify the period of time over which the range violation will be allowed and after which the Investment Advisor will be compelled to recommend a rebalance to the Plan so that all asset classes are within their respective permissible ranges.

7. Investment Management Guidelines

7.1 Pension Plan Guidelines

The Ontario Pension Benefits Act has adopted, as its investment regulations (R.R.O. 1990, Reg 909 s.66), Schedule III of the Pension Benefits Standards Regulations, 1985 (Canada), and the Plan investments will comply with said Schedule III, as may be amended from time to time.

7.2 Eligible Asset Classes - Definitions and Constraints

7.2.1 Cash Equivalents

Cash equivalents will consist of instruments issued by governments or corporations, with terms to maturity of 0 to 12 months.

Cash equivalents originally issued with terms to maturity of 12 months or less will have a minimum Dominion Bond Rating Service (DBRS) credit rating of R1 or an equivalent rating by another well-established rating agency at the time of purchase and thereafter.

7.2.2 Fixed Income Instruments

Investments in the following marketable fixed income instruments are permitted:

- a. bonds;
- b. debentures;
- c. coupons and residuals;
- d. mortgage and mortgage backed securities;
- e. asset-backed securities; and
- f. preferred shares.

Such instruments must be:

- a. issued or guaranteed by the Government of Canada or one of its agencies;
- b. issued or guaranteed by a Canadian provincial government or one of its agencies;
- c. issued by a Canadian municipality or regional government;
- d. issued by a Canadian corporation; or
- e. issued by a foreign government or a foreign corporation.

The following applies to instruments not held in a pooled fund.

'Maple bonds', i.e., bonds denominated in Canadian dollars both in terms of interest payments and principal payments but issued by non-Canadian entities, may be held in the portfolio provided they meet the minimum credit rating standards set out below. Maple bonds should not constitute more than 10% of the market value of the fixed income asset class.

Preferred shares, if considered as part of the fixed income component of the portfolio, must have a minimum DBRS credit rating of PFD-3 or an equivalent

rating by another well-established rating agency at the time of purchase and thereafter.

All other public fixed income instruments must have at least a DBRS credit rating of BBB, or an equivalent rating by another well-established rating agency, or better at the time of purchase. The maximum allocation to BBB (or equivalent) rated fixed income instruments is 15% of the market value of the overall fixed income Plan level allocation.

In the event that an investment manager expects a downgrade in the credit rating of a fixed income instrument) to below the minimum BBB credit rating, the investment manager shall develop a strategy for disposing of the fixed income instrument in a timely, orderly and efficient manner. In the event that the investment manager wishes to retain the investment in the portfolio, the investment manager will contact the Vice President, Administration & Finance and the Investment Advisor within five business days to provide detailed information on the downgrade as well as the investment manager's rationale for retaining the investment in the Plan. The Board and the Committee may require that the investment manager dispose of the investment immediately.

Alternatively, the Board and the Committee may authorize retention of the investment. In this instance, the Board and the Committee will provide the investment manager with a deadline by which the investment must be disposed of and the investment manager will provide, at a minimum, monthly updates on the investment in question, including its trading pattern and the investment manager's strategy for disposing of it on a timely basis and efficient manner. In the event of a 'split' rating (i.e., a situation in which credit rating agencies assign non-equivalent ratings), the lowest rating will apply.

Investment in the securities of any single issuer should not constitute more than 5% of the market value of the Plan as a whole. In addition, investment in any single issuer should not constitute more than 10% of the market value of the

fixed income asset class. Fixed income instruments issued or guaranteed by the Government of Canada or one of its agencies or by a Canadian provincial government or one of its agencies are exempted from this provision.

Foreign pay bonds should not constitute more than 10% of the market value of the fixed income asset class and only be invested in opportunistically.

7.2.3 Equities

Investments in the following equity securities are permitted:

- a. publicly traded common stocks;
- b. rights, warrants, options, futures, installment receipts, convertible debentures and other instruments convertible into common stocks;
- c. income trust units issued and registered in jurisdictions where appropriate legislation is in place to limit the liability of unitholders;
- d. American Depositary Receipts; and
- e. Global Depositary Receipts.

Individual equities or equities held within equity funds must be listed on a major stock exchange.

Investment in the securities of any single issuer should not constitute more than 5% of the market value of the Plan as a whole. In addition, investment in the securities of any single issuer should not constitute more than 10% of the market value of the equity asset class.

7.2.4 Alternative Strategies

Investments in the following alternative strategies are permitted: ~~though not currently (or historically) utilized:~~

- a. Real Estate; Private Equity;
- b. Real Estate Private Equity (though not currently, or historically, utilized); and
- c. Hedge Funds (though not currently, or historically, utilized).

Other potential strategies may be reviewed from time-to-time.

Alternative strategies can comprise a maximum of ~~40~~12% of Plan assets as per the aforementioned asset allocation. Depending on the strategy, additional due diligence and care to select a traditional manager will be used to select an alternative strategy manager.

7.3 Environmental, Social and Governance (ESG)

The Plan incorporates environmental, social, and governance (ESG) factors, as defined in the United Nations Principles for Responsible Investment (UNPRI), into the investment of its funds. Competency in and the capacity to take ESG factors into account in investment selection and management will be a selection criteria in the retention and review of investment managers. The Plan expects all investment managers to incorporate ESG factors into the selection and management of their portfolios within 3 years of the effective date of the 2017 revision of this SIPP. Where index or index-like funds are used, the Board and Committee have the right to waive this requirement.

7.4 Lending of Securities and Cash

The Plan will not lend cash or enter into securities lending agreements although pooled funds used by the Plan may do so if their practices permit.

7.5 Buy-In Annuities

The use of investments in buy-in annuities is not permitted by the Plan.

7.6 Valuation of Investments and Securities Not Traded on a Public Exchange

The trustees of the pooled funds shall value pooled fund units. It is [generally](#) expected that all the securities held by the Investment Manager will have an active market and therefore valuation of the securities held by the Plan will be based on their market values.

The Investment Manager will notify the Board and Committee if the market for any investment held by the Plan becomes inactive and provide for the Board and Committee's consideration a method for valuing the affected investment.

[For investments in non-market traded securities where there is no active market, the trustees of the pooled funds will value the pooled fund units using established methodologies.](#)

7.7 Materiality

The Board and Committee review materiality with the Auditor annually. The Auditor sets materiality, which the Board and Committee endorse for investment purposes.

7.8 Related Party Transactions

For the purposes of this Statement a “related party” and a “transaction” in respect of the Plan have the meanings given to those terms in Schedule III of the Pension Benefits Standards Regulations (Canada). The following related party transactions are permitted for the Plan if:

- it is under terms and conditions that are not less favourable to the plan than market terms and conditions;

- it does not involve the making of loans to, or investments in, the related party;
- the value of the transaction is nominal, or the transaction is immaterial to the plan. In assessing whether the value of a transaction is nominal or whether a transaction is immaterial, two or more transactions with the same related party shall be considered a single transaction.

7.9 Derivative Securities

Derivative securities, other than those employed by hedge fund managers, may be held in the Plan for risk management purposes only. Derivative securities may not be used for speculative purposes or solely to create a leveraged position.

7.10 Overdraft Positions and Short-Selling

The Plan will not engage in any short-selling, creation of overdraft positions, or borrowing, although pooled funds used by the Plan may do so if their practices permit.

7.11 Additional Constraints, Inclusions and Exclusions

The Plan as a whole and each asset class represented in the Plan must be reasonably diversified. If more than one investment manager is employed, a reasonable attempt will be made to ensure that the Plan is diversified in terms of investment management 'style'.

The Plan's investments as a whole should be reasonably liquid at the time of purchase and thereafter. In the event that the investment manager(s) forecast(s) an impairment in the liquidity of an investment, the investment manager will make all reasonable efforts to liquidate the investment on a timely basis.

Index, mutual and pooled funds may be held in the Plan with the understanding that the guidelines in the fund's offering memorandum will supersede the aforementioned guidelines. While such funds will be managed in keeping with their own investment policies, these policies must be consistent with the spirit of this SIPP. In the event that there are any substantive inconsistencies between the provisions of this SIPP and the policies applicable to a fund that an investment manager wishes to employ in the Plan, the Board and the Committee must provide written approval for investing in the fund before any such investment is made. These funds will be categorized as cash equivalents, fixed income investments or equities as appropriate given their underlying securities or the capital markets to which they are intended to provide exposure.

In the event that an investment manager plans to make a material change to the mandate or investment policy of one or more of the investment manager's index, mutual or pooled funds held in the Plan, the investment manager must provide the Board and the Committee with prior notice of the revision. This notification must be provided to the Board and the Committee at least one month in advance of the proposed revision.

The Board and the Committee reserve the right to instruct the investment manager(s) to exclude any asset, security or category of investment and will notify the investment manager(s) by written notice in the event that such restrictions are to be imposed.

8. Performance Standards

8.1 Investment Returns

The Plan's investment performance will be measured against the performance of a 'benchmark' index calculated using appropriate market indices combined in the same proportion as the Plan's benchmark asset mix.

Table II: Plan Benchmark

Asset Class	Index	Proportion*
Fixed Income Instruments	FTSE/TMX Universe Bond Index FTSE/TMX Short-term Bond Index	42 30% 10%
Canadian Equities	S&P / TSX Total Return Composite Index	30 20%
Global Equities	MSCI World Total Return Index (CAD)	30 40%
Alternative Strategies	FTSE/TMX 91-Day Treasury Bill + As Applicable Custom Benchmark	0 7%

[It is recognized that the implementation of the revised asset mix, especially Alternative Strategies, will take some time and there will be a transition from the previous benchmark to the updated benchmark.](#)*

The benchmark index indicates the return that a passive investor (i.e., one who invests in market indices) would earn by consistently employing the benchmark asset allocation set forth in Section 6.

The Plan's investment performance is expected to:

- a. exceed the investment performance of the benchmark over rolling 4-year periods; or
- b. rank in the top 50% of comparable portfolios over rolling 4-year periods in terms of return.

In addition, it is expected that managers will add value to enhance the return by an average of 0.50% per annum at the Plan level, so that the target average annual rate of return is above the benchmark allocation.

9. Rebalancing

The Plan's allocation among asset classes will be reviewed quarterly. Rebalancing will be considered on an ongoing basis and when allocations fall outside of the ranges established in Section 6 or outside of established parameters related to the allocation of assets between or among investment managers.

To the extent that is reasonable and possible, inflows and outflows of cash will be directed in such a way as to maintain:

- a. the long-term strategic asset allocation of the Plan; and
- b. the targeted allocation of assets between or among investment managers.

In the event that such flows of cash are insufficient to rebalance, the Investment Advisor will inform the Board and Committee as to the steps required to rebalance the Plan by way of the transfer of cash and assets between or among the investment managers.

10. Reporting and Service

10.1 Investment Manager(s)

Upon receipt of this SIPP, the appropriate custom manager mandate statement (as applicable) or any amendments thereto, the investment manager(s) will provide the Investment Advisor, Board and Committee with a written statement acknowledging receipt, understanding and acceptance of the portions of the SIPP applicable to the investment manager, mandate statement or the amendments.

Each calendar quarter and within 30 days of its end, each investment manager will provide the Investment Advisor, Board and Committee with reports containing:

- a. a valuation of the relevant component of the Plan as at the end of the quarter, including the market value of each security;
- b. a listing of transactions that were completed or initiated during the quarter;
- c. data and commentary on the investment manager investment performance relative to benchmarks established in this SIPP or to the investment manager's specialized mandate Guideline in the event that more than one investment manager is engaged;
- d. a commentary on the investment strategy and tactics employed over the past quarter;
- e. an outlook on capital markets for the upcoming quarter and proposed strategies and tactics to be employed during the quarter;
- f. information pertaining to changes in the investment manager's investment or senior management personnel and ownership structure, if any;
- g. information pertaining to changes to the investment manager's investment style, process or discipline or any other philosophical, operational or organizational matter that might reasonably be expected to have a bearing on the performance or risk profile of the assets managed by the investment manager;
- h. confirmation that the investment manager is in compliance with Section 12;
- i. suggestions regarding this SIPP or their Guideline if any; and
- j. a signed Certificate of Compliance must be submitted annually indicating that the assets have been managed within the parameters established by this SIPP

or by the investment manager's specialized mandate Guideline in the event that more than one investment manager is engaged and that all investment activities have been conducted in accordance with requirements of the applicable securities commissions and the CFA's Standard Code of Ethics.

On an annual basis, each investment manager will provide a written report to the Investment Advisor, Board and Committee outlining their standing policies with respect to proxy voting including any changes that have been made to these policies since the last report. Each investment manager will also provide, upon request, a written report on all of its proxy votes with respect to Plan assets under their management. Such reports will identify any instances in which proxies were not voted in accordance with standing policies.

Upon the request of the Board and Committee, the investment manager(s) will supply to the Board and Committee:

- a. copies of all documentation in support of any investment activity; and
- b. evidence of suitable insurance coverage.

The investment manager will be available for meetings with the Board and Committee on a quarterly basis, or more frequently if required by the Board and Committee, and will be available for discussion and consultation on an ad hoc basis.

10.2 Investment Advisor

On a quarterly basis, the Investment Advisor will provide the Board and Committee with a report detailing:

- a. the performance of the Plan and each investment manager. These reports will detail performance in both absolute terms and relative to the benchmark index

described in Section 8.1. Performance statistics will be provided for the quarter, the year-to-date, and other relevant time periods;

b. the risk characteristics of the Plan and each investment manager;

c. the performance and risk characteristics of the investment manager(s) relative to (an) appropriate peer group(s); and

d. a qualitative assessment of the investments and investment management firms;

The Investment Advisor will be available for meetings with the Board and Committee on a quarterly basis, or more frequently if required by the Board and Committee, and will be available for discussion and consultation on an ad hoc basis.

10.3 Custodian(s)

The Custodian(s) will provide the University with statements on a monthly basis. These statements will include, at a minimum, a summary and a detailed listing of assets held in the Plan as well as a listing of transactions (including deposits, withdrawals, receipt of interest and dividends, purchases, sales, corporate actions and fees paid) that occurred in the Plan during the reporting period.

The Custodians' reports will provide the book value and current market value of each asset held in the Plan, categorized securities by issuer type, market sector and industry, as appropriate.

11. Review of an Investment Manager

The Board and Committee will consider reviewing an investment manager when one or more of the following circumstances prevail:

- a. the investment manager's investment performance results have been below the median performance results of the appropriate manager peer group and the appropriate market benchmark indice(s) on a rolling 4-year basis for six consecutive quarters;
- b. the investment manager's short-term underperformance is found to be a result of a change in the investment manager's investment style, process or discipline or a change in the key investment personnel;
- c. there is a significant change in the risk profile of the investment manager;
- d. the investment manager's investment style is no longer appropriate given the Plan's requirements;
- e. the investment manager is no longer in compliance with the provisions of this SIPP and any amendments thereto as well as any specialized instructions and mandates issued by the Board and the Committee;
- f. the investment manager's reporting and client service are unsatisfactory; or
- g. the Board and Committee have concerns regarding the investment manager's ethics.

Notwithstanding the above, the Board and the Committee may decide that a manager be terminated for any reason that the Board and Committee deems appropriate.

If a Manager of any particular asset class fails to achieve the identified benchmark objectives the following process will be put in place by the Committee;

- i) A qualitative review of the manager will be prepared addressing the following criteria;
 - Organizational structure / changes
 - Personnel changes
 - Investment style / process
 - Risk controls
- ii) A quantitative report will be prepared considering risk and return performance relative to the fund's universe;
- iii) The Board and Committee will consider whether the benchmark objective(s) continue to be appropriate;
- iv) The Board and Committee will decide whether there has been a fundamental change at the Manager's operation which renders them no longer appropriate for the Plan's pension mandate; and
- v) If required, the Board and Committee will conduct an investment manager search for the identified asset class.

12. Conflict of Interest

No fiduciary or any of its governors, directors, officers, personnel or any party related thereto² will knowingly permit his or her interest to conflict with his or her duties or powers relating to investment of the Plan's assets or to any other matter related to the Plan. Any actual or perceived conflict of interest must be reported to the Board and Committee. Such disclosure will be made when the affected party first becomes, or ought to have become, aware of the conflict or potential conflict. The Board and Committee will be the sole arbiter in determining whether the conflict of interest exists and, if it determines that a conflict does exist, will take all necessary and appropriate measures to remedy the situation. Every disclosure of a conflict of interest will be recorded in the minutes of the relevant Board and Committee meeting.

The failure of a fiduciary to comply with the requirements of this Section will not of itself invalidate any decision, contract or other matter.

² A fiduciary is a person, organization or other entity entrusted with the property of another party, in whose best interests the fiduciary is expected to act when holding, investing or otherwise managing or utilizing that party's property

Appendix A

The strategic asset mix is described in the Statement of Investment Policies and Procedures (SIPP). This appendix has been prepared exclusively to provide the disclosure required by subsection 78(7) of the General PBA Regulation. To the extent of any inconsistency between this appendix and any other provision of the SIPP, the other provision of the SIPP prevails.

Investment Category	Target
1. Insured contracts	
2. Mutual or pooled funds or segregated funds	
3. Demand deposits and cash on hand	
4. Short-term notes and treasury bills	
5. Term deposits and guaranteed investment certificates	
6. Mortgage loans	10%
7. Real estate	
8. Real estate debentures	
9. Resource properties	
10. Venture Capital	
11. Corporations referred to in subsection 11(2) of Schedule III to the federal investment regulations	
12. Employer issued securities	
13. Canadian stocks other than investments referred to in items 1 to 12	30 20%
14. Non-Canadian stocks other than investments referred to in items 1 to 12	30 40%
15. Canadian bonds and debentures other than investments referred to in items 1 to 12	30%
16. Non-Canadian bonds and debentures other than investments referred to in items 1 to 12	
17. Investments other than investments referred to in items 1 to 16	0%



Wednesday, June 3rd, 2020

Angela Maltese
Chair
Board Finance and Operations Committee

Dear Ms. Maltese and Board of Governors Members,

This week we held an online campaign called #FossilFreelsMe. We asked students to share with us why they are fighting for a fossil-free future and how institutional divestment from fossil fuels is a way towards it. Please take a look at some of their messages below:

#FossilFreelsMe





“I want a fossil-free future because not only am I terrified of the catastrophes to come, but I am also tired of seeing the violence the fossil fuel industry has generated. They see this unsustainable industry as a source of profit, I see an unlivable future and insurmountable hurt inflicted upon communities of Colour, the workers, disabled folks, incarcerated folks, and the Global South. We are not disposable in the face of profit. I see the industry’s refusal to accept our environmental and social reality and reluctance to develop radically sustainable alternatives as absolute moral depravity. They may be willing to wage wars to protect their pockets, but our generation will not fall in line and remain apathetic. I want a fossil-free future because I want to see us SURVIVE #FossilFreelsMe”

“The other day I heard someone say that #divestment was only a symbolic gesture. Only? Hardly. I mean, of course it's symbolic!! By its very definition "symbolism" serves as the representation of a greater meaning. How else are we to communicate our response to the signals Mother Earth has been sending out for decades when she does not speak our words? Effecting systemic change through policy and collective action is how we let her know we are listening. That the stories of Elders and calls from scientists will be represented through a generation of youth ready to use their voice. Universities too are symbolic. They are emblematic as spaces for reasoning and innovation, yet many still refuse to let go of bad investments in non-renewable resources like fossil fuels. I joined @fossilfreelakehead to remind @mylakehead that they are accountable to a far more valuable (and renewable!) resource; their students. #FossilFreelsMe”

“What's right and what's logical on this issue are now the same thing. Please divest now so I can feel even better about graduating from Lakehead University this year. #FossilFreelsMe”

“COVID isn't the only crisis we're up against. We must lead the way in pursuing a just recovery, including by becoming fossil fuel-free and by respecting Indigenous sovereignty. #FossilFreelsMe”

“As the climate crisis grows worse and worse, universities across Canada and around the world have taken action by divesting from fossil fuels and refusing to put money into the industry that is supporting our planet. #FossilFreelsMe because there is no other option. We need to keep the carbon in the ground and embrace sustainable options, or there will be no tomorrow. Will you be ready to



be the innovators we claim to be and work towards a brighter, more sustainable future? #DivestNow”

“Instead of supporting the pollution of our air, land and waters, @mylakehead should be investing in our future #FossilFreelsMe”

“I want a fossil-free future because I want a future that is fair. Fair to the people whose voices are being suppressed, and who are forced to bear the consequences of the environmental destruction caused by the fossil fuel industry. Fair to our children, who deserve to grow up in a healthy world. Fair to the planet that we call home, and the other life that we share this home with.
#FossilFreelsMe”

“I want a fossil-free future because we should already be fossil fuel-free now! We already know what fossil fuels do to our planet and our vulnerable folx. We already know how to fix these issues. #FossilFreelsMe”

“I am passionate about creating a future where we are no longer reliant on fossil fuels. Many people believe that burning and extracting is the only way forward because it's what makes sense. It's how we transport, how we industrially grow food, how we heat our homes. But progress doesn't happen because we want to stay in our comfort zones. We can't imagine a green future if our public institutions and governments are profiting off of the destruction of our planet.
#FossilFreelsMe because I believe that Indigenous people shouldn't have to fight against having pipelines on their land. #FossilFreelsMe because it's an injustice that the pollution of our air, land and water further marginalizes communities that have the least carbon outputs. Instead of supporting this dirty industry @mylakehead should be investing in our future. Get off it. #Divest”

“I want a fossil free future so that I and everyone else in my generation can live to see the world changed, our dreams realized, and an earth just as beautiful (or more so) than it is now. #FossilFreelsMe”

“#FossilFreelsMe because our planet is on fire. We need to choose the less travelled green path. Now. We need a clean planet, socially just economies, and sustainable futures for ALL. Period. We need to act to make it happen. This is not



possible if @mylakehead keeps their investments in the fossil fuel industry. The Board of Governors @mylakehead need to step up and divest ASAP!"

"We don't have to change everything. We just have to stop fossil fuels. If you dig fossil fuels out of the ground and light them on fire, the world will get hot. That's basically it. We have to stop doing that. #FossilFreelsMe because I care about our planet, and I don't think we should be investing in an industry that is ruining it!"

"Fossil fuels fund the destruction of our future, our democracy, our health, our economy #FossilFreelsMe"

"Our futures deserve better than being funded by fossil fuels. Divest now! #FossilFreelsMe"

"I want a fossil-free future to allow future generations of humanity to continue their growth. Currently, we are disadvantaging the survival of humanity. Green markets are here and should be adopted as soon as possible. I won't rest until we have change. I want a healthy future for families to grow and expand; it is unethical to deprive upcoming generations of the opportunity to survive in this systemic ruin. #FossilFreelsMe"

"I support divestment because colleges should not be directing resources toward the destruction of the planet. #FossilFreelsMe"

"I want a fossil fuel future because I want my children to see a Christmas where snow is normal and not a rare occurrence due to global warming. I want my kids and their kids to have the same nature around them that I did, not one where dried out flowers and dead grass are the norm. I want them to live in a world where they don't have to use masks outside due to air pollution, where they can swim in the ocean without being scared of oil sticking to them. I want a future where we enjoy our planet but more importantly take care of it the way we take care of our children. #FossilFreelsMe"

"Our schools are not sustainable as long as they fund fossil fuels. Divest! #FossilFreelsMe"



“We are stewards of the earth and all the creatures who call it home. That home is on fire. Our institutions of higher learning can make a difference by divesting from fossil fuels. Encourage your institutions to be leaders in climate action and divest! #FossilFreelsMe”

Since our last letter, The University of Guelph¹, Cornell University², American University³ and Oxford University⁴ have made divestment commitments, joining the massive University of California⁵ network in divestment and bringing the total value of the funds that are divesting to over US\$14 trillion. These institutions have recognized the financial risks associated with continued investment in fossil fuels, as well as the global shift toward a more sustainable future. We urge Lakehead University to consider their decision regarding divestment before they become one of the last universities to still hold investments in fossil fuels!

As we reiterate our call for the Board of Governors to commit to divesting the Lakehead University endowment from fossil fuels, we ask that the Board provide:

1. An update in the public portion of the upcoming Board meeting (June 5th, 2020) on the Board’s progress regarding divestment;
2. A timeline for reporting on the University’s current investment portfolio;
3. A commitment to vote on a motion to divest at the Board’s Annual Meeting on October 1st, 2020

Sincerely,

Fossil Free Lakehead

¹ “The U of G’s VP of Finance Don O’Leary took time to answer why now was the time for the university brass to embrace divestment. O’Leary said data supports long-term outlook for non-fossil fuel investments being as profitable and possibly more profitable than those in the oil and gas sector.



“We are very satisfied and quite proud to bring this recommendation to the board today,” said O’Leary. “We should set an example for others.””

(<https://www.guelphtoday.com/coronavirus-covid-19-local-news/u-of-g-votes-in-favour-of-divesting-from-fossil-fuels-2275472>)

² ““There’s a growing recognition that we’re transitioning away from fossil fuels globally, and the economic competitiveness of renewable energy sources is rising,” said Ken Miranda, the university’s chief investment officer, in a press release. “We’re doing the right thing from an investment perspective, particularly for an endowment with a perpetual time horizon.”

(<https://www.ithacajournal.com/story/news/local/2020/05/27/cornell-university-divesting-fossil-fuels-due-climate-change/5258729002/>)

³ “President Sylvia Burwell said in the press release. “Our actions, from reaching carbon neutrality to the Board’s commitment to evolving our investments, will continue to serve as a model for sustainability, further demonstrating our leadership on the issue and how our community can make an impact in the global fight against climate change.”

“This is symbolic, but not in a superficial way,” Wapner said. “It’s a political act that’s trying to shift the balance of legitimacy of how we see fossil fuels and the recognition that you can’t keep planning on educating students if the world they’re going to be living in is fundamentally compromised by climate change. We’re saying, as an institution, that we want to do the right thing.””

(<https://www.theeagleonline.com/article/2020/04/breaking-au-announces-full-financial-divestment-from-fossil-fuel-stocks#>)

⁴ “As well as divesting its endowment from fossil fuel companies, the University has also asked its endowment office, Oxford University Endowment Management (OUem) to engage with fund managers to request evidence of net-zero carbon business plans across their portfolios. There will also be a new member of the Investment Committee, with experience of both endowment management, but with an additional focus on climate-conscious investment.

Professor Cameron Hepburn, Director of the Smith School of Enterprise and Environment, said: ‘This is not mere divestment; this is a commitment to divestment plus engagement, according to the Oxford Martin Principles, to help accelerate progress



towards net-zero emissions. It is right that Oxford's leadership on the science, economics and finance of the transition to net-zero emissions should be consistent with how we invest our endowment.”

(<http://www.ox.ac.uk/news/2020-04-27-oxford-announces-historic-commitment-fossil-fuel-divestment>)

⁵ “We believe hanging on to fossil fuel assets is a financial risk. That’s why we will have made our \$13.4-billion endowment “fossil free” as of the end of this month, and why our \$70-billion pension will soon be that way as well....

We’re in the business of helping to ensure the financial viability of a great university whose stakeholders frequently come at an issue — even one as terrifyingly consequential as climate change — from different perspectives.

The reason we sold some \$150 million in fossil fuel assets from our endowment was the reason we sell other assets: They posed a long-term risk to generating strong returns for UC’s diversified portfolios. We have been looking years, decades and centuries ahead as we place our bets that clean energy will fuel the world’s future.”

(<https://www.latimes.com/opinion/story/2019-09-16/divestment-fossil-fuel-university-of-california-climate-change>)



OPEN REPORT TO THE BOARD OF GOVERNORS – June 5, 2020

From: Kathryn Rippey - Chair, Governance & Nominating Committee

Subject: Governance & Nominating Committee Open Report

Report Time: 15 minutes

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

The Board Governance & Nominating Committee (BGNC) met on May 20, 2020. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved minutes from the April 8, 2020 meeting.

Board Bylaw Review Update

The Chair reported that the Bylaw Review Sub Committee still has some work to do and that the revised Bylaws will come forward to the BGNC as soon as they are ready. It was determined that it is not necessary at this time to have external legal counsel review the revised Bylaws.

2019-20 Board Performance Survey

Members received an update on the status of the 2020-21 Board Performance Survey that is scheduled for circulation over the upcoming weeks.

Recruitment

The Committee continues to work on filling upcoming external vacancies. New nominations that were received since the last meeting, nominations on the interview list and those under evaluation were reviewed.

Appointments

The Committee approved appointments to fill the upcoming Ogimaawin-Aboriginal Governance Council (O-AGC) Member and Alumni Association Member vacancies and will be making a recommendation to the Board at its annual meeting. Members received an update on Lieutenant Governor in Council applications.

Officers and Standing Committee

The results of the 2020-21 Committee Preference and Other Opportunities questionnaire was reviewed. The Committee continues its work on Board Officer, Standing Committee Chair, and Committee membership assignment, and appointments to external organizations (O-AGC, Alumni Association, Lakehead Pension Plan) for the 2020-21 term and will be making a recommendation to the Board at its annual meeting.

Exit Interviews

It was determined that Ross Murray and Angela Maltese will conduct the exit interviews.

Standing Committee Terms of Reference Review

The Committee adopted a timeline outlining the last review date, last change and next review date for all Standing Committee Terms of Reference.

Motions Approved

- Approval to recommend that Murray Waboose be reappointed as the O-AGC Member for a one year term
- Approval to recommend that that Debra Woods be appointed as the Alumni Association Member for a two year term
- Approved that Ross Murray and Angela Maltese conduct exit interviews
- By consensus, to adopt the Standing Committee Terms of Reference Review timeline

Next Meeting

The Committee plans to hold a special meeting in June to deal with filling upcoming vacancies, Board Officers, Standing Committee Chairs and committee membership assignment, and to review the draft Board Bylaws.

Reports and Informational Items Received

- Board attendance report
- Committee's workplan progress report
- 2019-20 Board meeting schedule



OPEN REPORT TO THE BOARD OF GOVERNORS – June 5, 2020

From: Maria Vasanelli - Chair, Learning & Liaison Committee

Subject: Learning & Liaison Committee Report

Report Time: 5 minutes

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

The Committee recently made revisions to its Terms of Reference to allow for all Board of Governors members to participate in BLLC meetings (as non-voting members). All Board members were invited to this meeting.

The Board Learning and Liaison Committee (BLLC) met on May 20, 2020. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved minutes from the April 8, 2020 meeting.

Collegial Governance Planning and Initiatives

Lakehead University Student Union (LUSU) Executive Annual Visit:

Annually, the Committee invites the LUSU Executive to participate in a meeting to encourage communication and an understanding of each other's roles. LUSU provided an update on several student initiatives. The group discussed the challenges that post secondary students across Canada are facing as a result of the COVID-19 pandemic, the current and future effects on students, and the work that is being done to deal with these challenges. Committee members asked for information on how they can donate to the Food Bank.

Professional Development Planning

The Committee discussed possible topics for the October 2020 Board Orientation/Fall Retreat session.

Teaching and Learning Education

The Committee received a presentation on remote course delivery.

Research and Innovation Education

Members reviewed and accepted the list of potential meeting topics presented by the Vice-President, Research and Innovation for the upcoming term.

Policy Review

- Honorary Professor Policy - the Committee reviewed the policy and will be making a recommendation to the Board of Governors.

- Adjunct Professor Policy - the Committee reviewed the proposed amendments to the policy and will be making a recommendation to the Board of Governors.

Informational Items Received

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

Motions Approved

- Approved to recommend to the Board of Governors that the Honorary Professor Policy be rescinded. The Senate approved the recommendation to rescind this policy at its March 2, 2020 meeting, as it is no longer relevant.
- Approval to recommend to the Board of Governors that the proposed amendments to the Adjunct Professor Policy be approved.



Honorary Professor

Category: Academic;

Jurisdiction: Provost and Vice President, Academic; Senate Academic Committee; Board Learning & Research Committee

Approval Authority: Senate and Board of Governors;

Established on: September 14, 1978 (approved by Senate on February 14, 1978);

Amendments: None.

The title of Honorary Professor may be bestowed upon a University colleague to honour him/her for dedicated service to the University, as a teacher, scholar, researcher, curator (or any combination of these), he/she having attained academic and/or professional distinction in those disciplines in which he/she has served with excellence the University community. In the case of an administrator, the title may be held, whether or not the administrator engages in teaching, research or professional activity in the area of his expertise, in Lakehead University, with or without remuneration therefor, during the term of his appointment as administrator. His Honorary Professorship shall be held within a Department of the University and designated by the name of that Department, e.g., Honorary Professor of Physics, Mathematics, Biology, Chemistry.

Criteria

The above criteria are to be applied somewhat stringently so that the title retains its character as designating a signal honour of the University for dedicated service to the University of an individual, as a colleague, as e.g., a Visiting Professor or Researcher, or future administrative colleague, as above outlined, or present holder of the title. That the title be basically for internal use (as distinct from Honorary Degrees, Adjunct Professorships) and for functions performed

internally in the University for the University. It would not thus include those who more appropriately qualify for an Honorary Degree or Adjunct Professorship. Should the Honorary Professor qualify under the terms of Professor Emeritus he shall be designated Professor Emeritus.

Method of Appointment

Nominations for the title and rank of Honorary Professor must be made to the Chair of the academic unit which is represented in Senate (e.g. Department) in whose area of discipline the qualifications of the nominee are. All nominations must be accompanied by a curriculum vitae and statement of the reasons for the nomination, and must be voted upon by the academic unit concerned, in accordance with the usual formal procedures for making appointments in that unit (e.g. Department). If so approved, the name, curriculum vitae, and reasons must be forwarded to the Dean of the Faculty concerned, and thence, if approved by the Dean, to the President, and thence, if approved by the President, to the Senate, and if approved by the Senate, to the Board for final consideration for appointment, as with other Professorships.

The term of holding of the title and rank shall be that of the term of the administrative office, or teaching and/or research functions, and shall be reviewable and renewable (upon the fulfilment of such conditions) at the end of each year, where the term of appointment is an annual one. The title and rank carry no salary implications as to remuneration at all, but may be held by one who holds any of the regular administrative posts in the University or falls under any of the usual categories of teaching and research, (e.g. sessional lecturer, term appointment). The duties and privileges would be those which pertain to that administrative or teaching or research appointment.

Review Period: 7 years;

Date for Next Review: 2019-2020;

Related Policies and Procedures: None;

Policy Superseded by this Policy: None.

The University Secretariat manages the development of policies through an impartial, fair governance process, and in accordance with the Policy Governance Framework. Please contact the University Secretariat for additional information on University policies and procedures and/or if you require this information in another format:

Open: Monday through Friday from 8:30am to 4:30pm;

Location: University Centre, Thunder Bay Campus, Room UC2002;

Phone: 807-346-7929 or Email: univsec@lakeheadu.ca.



Adjunct Professor

Category: Academic;

Jurisdiction: Provost and Vice President, Academic; Senate Academic Committee; Board Learning & Research Committee

Approval Authority: Senate & Board of Governors;

Established on: September 14, 1978;

Amendments: Senate: March 16, 2012; Board of Governors: February 1, 2013.

The ~~granting of the~~ title, “Adjunct Professor”, reflects ~~some~~ mutually beneficial scholarly association between the University and the candidate.

~~The title “Adjunct Professor” may be granted for any of the following purposes:~~

- ~~• To allow supervision or co-supervision of graduate or undergraduate students subject to all relevant Lakehead University regulations;~~
- ~~• To contribute to other scholarly pursuits of the department, school, or Faculty;~~
- ~~• To facilitate the pursuit of independent or collaborative research.~~

If the candidate is a tenured or tenure-track faculty member of Lakehead University, or of the Northern Ontario School of Medicine (West Campus), they are directed to Part II regarding Internal Adjunct Professors, otherwise the candidate is directed to Part I of the policy regarding External Adjunct Professors.

Part I. External Adjunct Professor

Recommendation and Appointment of a New External Adjunct Professor

A candidate for External Adjunct Professor is a person who is not a tenured or tenured-track member of the faculty. An appointment as External Adjunct Professor is formal recognition of an association between Lakehead University and a person who does not hold a regular academic appointment at the University (tenured, tenure-track or limited-term appointment), but who possesses skills and/or knowledge relevant to teaching and research activities of the University and the priorities identified in the University's Academic and Research Plans. A candidate for appointment as External Adjunct Professor need not satisfy the qualifications normally expected of a regular faculty appointment.

The candidate is recommended by the Chair/Director of the appropriate academic unit following normal academic unit procedures. The recommendation is forwarded to the Dean of the appropriate Faculty. In the case of interdisciplinary interests, the Chairs/Directors of the appropriate academic units will jointly recommend to the Dean(s) of the Faculty(ies) concerned following the normal procedures of the Faculty(ies). Each recommendation must be accompanied by a full curriculum vitae of the candidate and an explanation of the purpose of the appointment.

Upon approval of the Faculty(ies) and Dean(s), the Dean(s) will forward the documentation to the Provost & Vice-President (Academic) for approval by the President or President's delegate. The recommendation to appoint the External Adjunct Professor will be presented by the President to the Senate for approval and then to the Board of Governors for ratification. Upon ratification by the Board, the ~~candidates are~~ candidate will be informed of the approval, in writing, by the Board.

In the event that the candidate is employed by another organization or institution, a letter of notification to their immediate supervisor at that institution shall be sent following ratification of the appointment.

The duration of the new External Adjunct Professor appointment is flexible and may be up to a maximum of, but not exceed, four years.

Renewal of an External Adjunct Professor Appointment

~~There will be an annual review of the~~ An appointment as External Adjunct Professor appointment is subject to review by the academic unit(s) concerned before reappointment at the end of the term. The appointment may be renewed subject to the mutual agreement of the person concerned, the academic unit(s), and Dean(s) of Faculty(ies), subject to the normal procedures of the Faculty(ies). Once the Dean(s) has/have accepted or rejected the renewal, the renewal documentation must be forwarded to the Provost & Vice-President (Academic) for approval by the President or President's delegate. The President will present the renewal to the Senate for information only. The Dean(s) will notify the External Adjunct Professor of the renewal.

The duration of a renewal of an External Adjunct Professor appointment is flexible and may be up to a maximum of, but not exceed, four years.

Rights and Responsibilities of an External Adjunct Professor

~~He/she may~~ External Adjunct Professors may:

- supervise or co-supervise the research work of students proceeding toward either a Baccalaureate or graduate degree, subject to all regulations pertaining to the student's academic unit(s) and the Faculty of Graduate Studies, if applicable.

- ~~He/she may~~ be asked to give a seminar(s) or lecture(s) on a subject relevant to their expertise or to participate in other activities pertaining closely to his/her field of professional expertise in accordance with the academic unit(s) requirements.

~~He/she should~~ External Adjunct Professors shall:

- ~~attend~~ those academic unit(s) meetings where ~~his/her~~their presence is requested.
- ~~He/she may~~ be responsible for arranging provision of resources, equipment, and services for the successful completion of ~~the student's research project undertaken in his/her establishment with him/her as the co-supervisor.~~ student research projects conducted under their co-supervision.

General Regulations

External Adjunct Professors are not normally voting members of any University committee apart from voting on thesis and/or dissertation committees.

The name of the External Adjunct Professor shall be placed in a separate listing in the Calendar and in such other listings as the Chair/(s)/Director(s) of the appropriate academic unit(s) and his/her Dean(s) deems appropriate. Reference should be made in these listings to the organization or institution (if any) to which the External Adjunct Professor belongs.

A statement should appear in each publication or report resulting from a research project or a thesis involving a student indicating that the research was undertaken in partial fulfillment of the requirements for a graduate degree in a particular academic unit of the University. Support, either through facilities or financial aid for the student, should also be acknowledged in all reports and publications, including the thesis.

If the External Adjunct Professor authors a scholarly or creative product using the resources of the University, both the name of the appropriate academic unit(s) of the University and the name of the institution should be used.

Subject to the purpose of their appointment, External Adjunct Professors may utilize University equipment, material and services under the same terms and conditions which apply for regular academic staff. Acknowledgement for such support should be given in any subsequent publication or report.

External Adjunct Professors may request an I.D. card issued by the Library which entitles him/her to Library privileges and use of the athletic facility.

External Adjunct Professors will receive a Lakehead University e-mail address issued by Human Resources in accordance with Lakehead University policies.

Part II. Internal Adjunct Professor

Recommendation and Appointment of a New Internal Adjunct Professor

A candidate for Internal Adjunct Professor must be a tenured or tenured-track faculty member of Lakehead University or of the Northern Ontario School of Medicine (West Campus). The candidate is recommended by the Chair/Director of the appropriate academic unit following normal academic unit procedures. The recommendation is forwarded to the Dean of the appropriate Faculty. In the case of interdisciplinary interests, the Chairs/Directors of the appropriate academic units will jointly recommend to the Dean(s) of the Faculty(ies) concerned following the normal procedures of the Faculty(ies). Each recommendation must be accompanied by a full curriculum vitae of the candidate and an explanation of the purpose of the appointment.

Upon approval of the Faculty(ies) and Dean(s), the Dean(s) will forward the documentation to the Provost & Vice-President (Academic) for approval by the President or President's delegate. The recommendation to appoint the Internal Adjunct Professor will be presented by the President to the Senate for approval and then to the Board of Governors for ratification. Upon ratification by the Board, the ~~candidates are~~ candidate will be informed of the approval, in writing, by the Board.

The duration of the new Internal Adjunct Professor's appointment is flexible and may be up to a maximum of, but not exceed, four years.

Renewal of an Internal Adjunct Professor Appointment

~~There~~ A review will be ~~an annual review conducted~~ of ~~the~~an Internal Adjunct Professor appointment by the academic unit(s) concerned ~~prior to renewal of the appointment~~. The Internal Adjunct Professor appointment may be renewed subject to the mutual agreement of the person concerned, the academic unit(s), and Dean(s) of Faculty(ies), subject to the normal procedures of the Faculty(ies). Once the Dean(s) has/have accepted or rejected the renewal, the renewal documentation must be forwarded to the Provost & Vice-President (Academic) for approval by the President or President's delegate. The President will present the renewal to the Senate for information only. The Dean(s) will notify the Internal Adjunct Professor of the renewal.

The duration of a renewal of an Internal Adjunct Professor appointment is flexible and may be up to a maximum of, but not exceed, four years.

Rights and Responsibilities of an Internal Adjunct Professor

~~He/she~~ Internal Adjunct Professors may:

- supervise or co-supervise the research work of students proceeding toward either a Baccalaureate or graduate degree, subject to all regulations pertaining to the student's academic unit(s) and the Faculty of Graduate Studies, if applicable.
- ~~He/she may~~ be asked to give ~~a~~ seminar(s) ~~annually~~ or ~~to~~ lecture(s) on a subject relevant to their expertise or to participate in other activities pertaining closely to ~~his/her field of professional competence~~ their expertise in accordance with the academic unit(s) requirements.

~~He/she should~~ Internal Adjunct Professors shall:

- attend those academic unit(s) meetings where his/her presence is requested.
- ~~He/she may~~ be responsible for arranging the ~~provisions~~ provision of the resources, equipment and services for the successful completion of ~~the~~ student's research project undertaken in his/her establishment with him/her as the projects conducted under their co-supervisors supervision.

Graduate Students Being Supervised by or Working under Internal Adjunct Professors

Full-time students under the supervision or co-supervision of Internal Adjunct Professors are subject to the same conditions and rules as those which govern the academic activities of other graduate students in the academic unit(s).

General Regulations

Within the Academic Unit(s) where the Internal Adjunct has been appointed, the Internal Adjunct Professor may be selected to serve on the Academic ~~Unit's~~ Unit(s)' Graduate Studies Advisory Committee(s) on the same basis as other members of the ~~academic unit.~~ Academic Unit(s). Apart from this exception, an Internal Adjunct Professor may not be a member of

another ~~academic-unit's~~Academic Unit's Committee or of the Faculty Council, unless these committees or Council requests his/her presence (either voting or non-voting).

~~All~~The Internal Adjunct ~~Professors~~Professor will be listed in ~~a given academic unit's~~the Academic Unit(s)' entry(ies) in the Calendar under the appropriate rank and will have their home ~~departments~~department(s)/school(s) listed beside their ~~names~~name, a notation which will serve to identify them as an Internal Adjunct Professor. In addition, under the "Academic Staff" heading of the Calendar, the Internal Adjunct appointment of the member will be noted. In other listings, the Chair/(s)/Director(s) of ~~an academic unit~~the Academic Unit(s) and his/her Dean(s) should reference the home department(s)/school(s) to which an Internal Adjunct Professor belongs.

Review Period: 7 years;

Date for Next Review: 2019-2020;

Related Policies and Procedures: None;

Policy Superseded by this Policy: None.

The University Secretariat manages the development of policies through an impartial, fair governance process, and in accordance with the Governance Policy Framework. Please contact the University Secretariat for additional information on University policies and procedures and/or if you require this information in another format:

Open: Monday through Friday from 8:30am to 4:30pm;

Location: University Centre, Thunder Bay Campus, Room UC2002;

Phone: 807-346-7929 or Email: univsec@lakeheadu.ca.

2018-2023

Strategic Plan

PROGRESS MONITORING AND REPORTING

YEAR 2
INTERIM REPORT 2

Board of Governors

June 5, 2020

Year 2 Interim Report 2

Context

- This Year 2 Interim Report includes the "Report Card" for the nine Strategic Plan metrics that are reported to the Board in June 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 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

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.

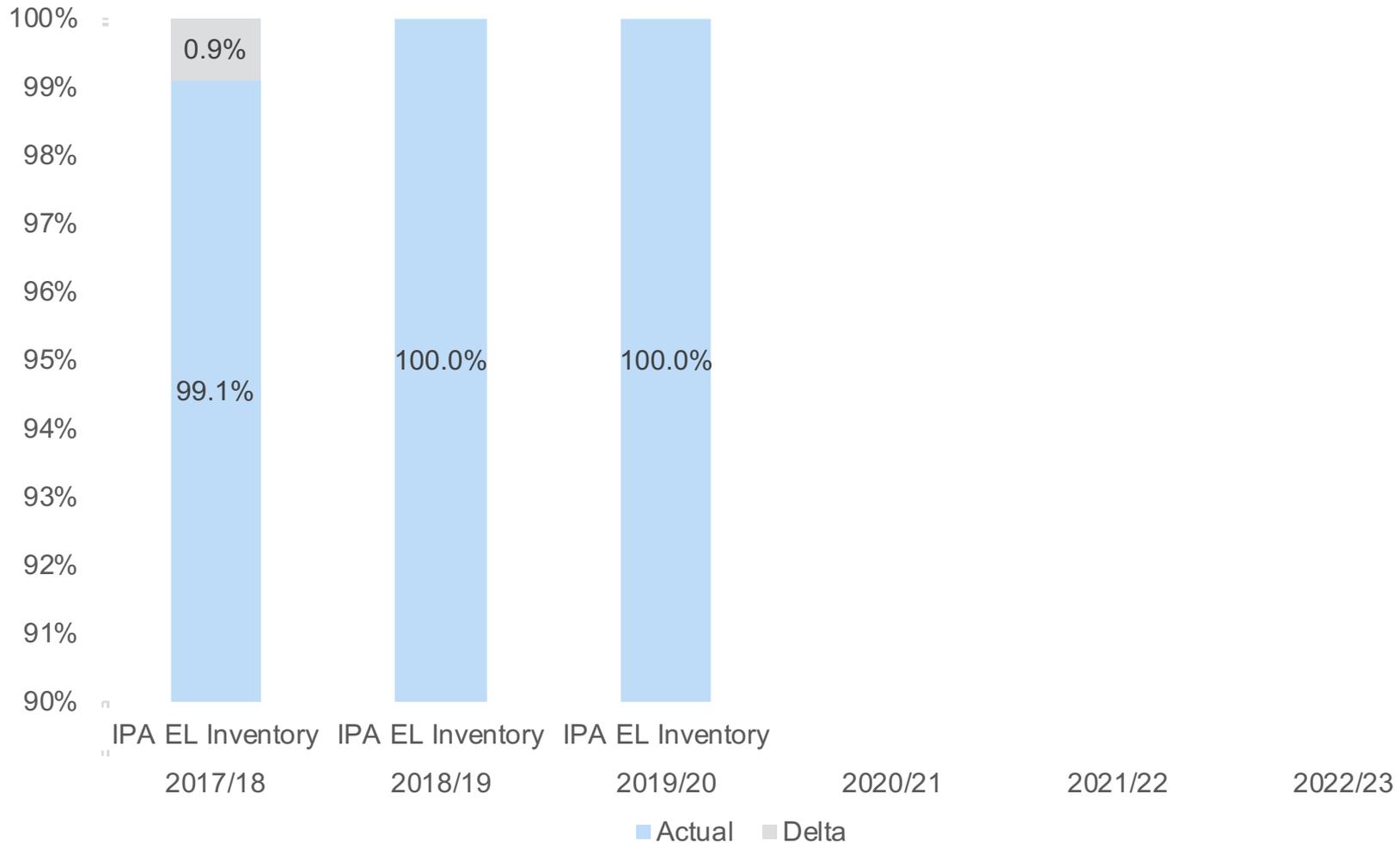


Annual Reporting Cycle

Interim 1 February Interim 2 June Final October

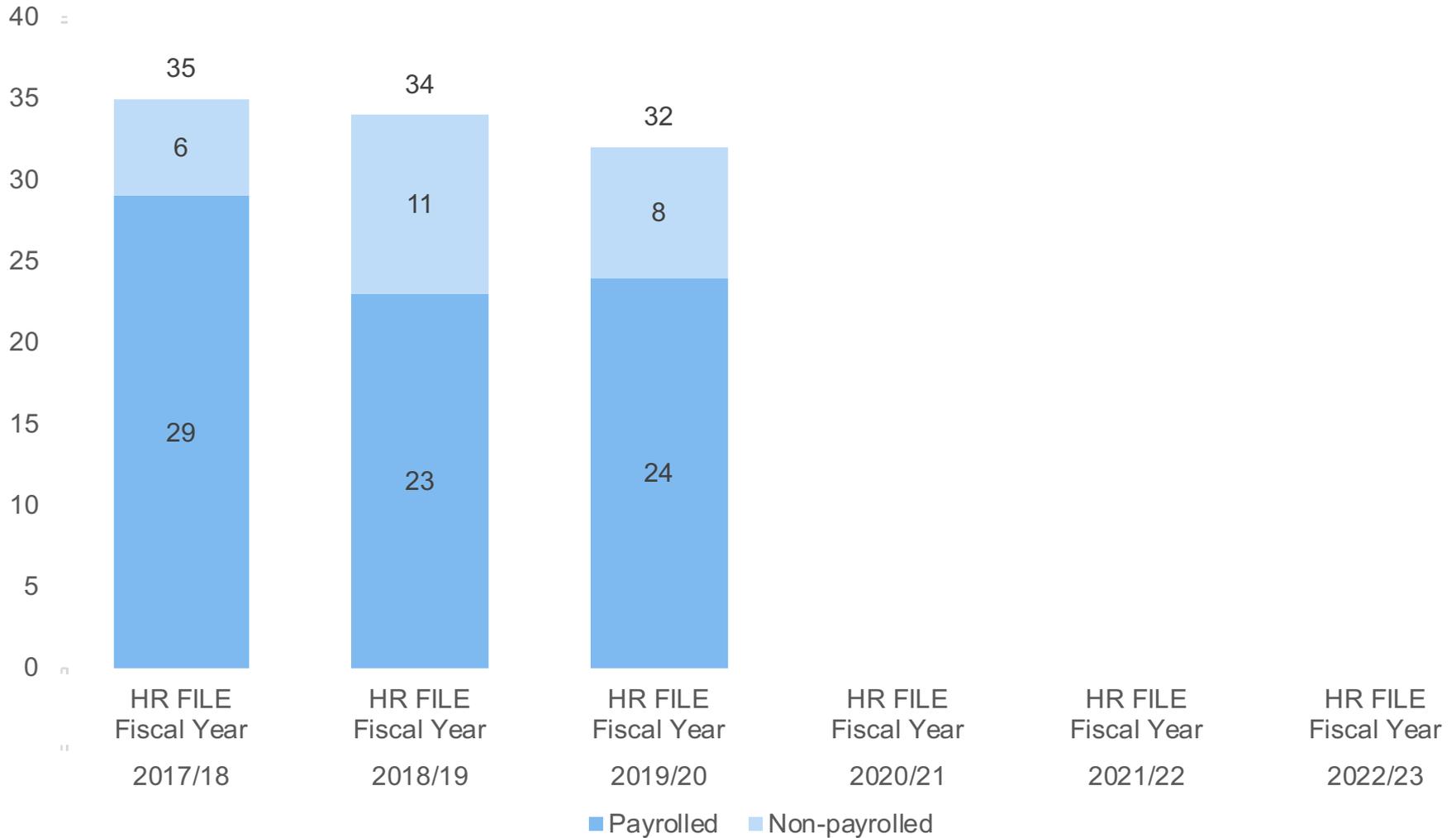


2. Achieve 100% participation rate of senior-year students in experiential learning



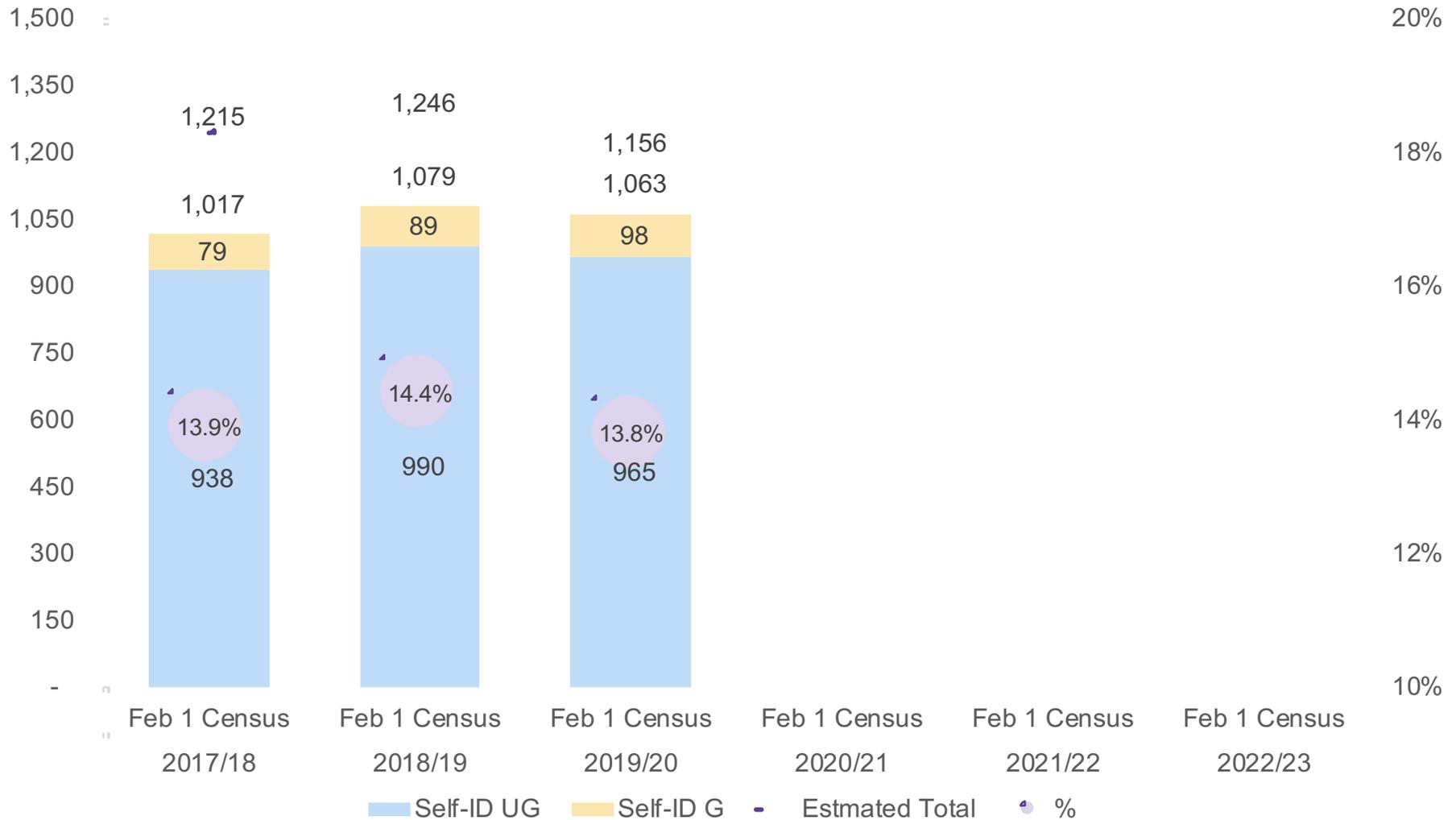
Definition: - Total number of senior year students who have taken at least one course with an experiential learning component in it during their undergraduate degree. Experiential Learning definition is per the provincial definitions defined in the SMA 3 pilot metric project for EL course tagging. Senior Year students excludes any students not enrolled in a degree program.

6. Increase in post-doctoral fellows



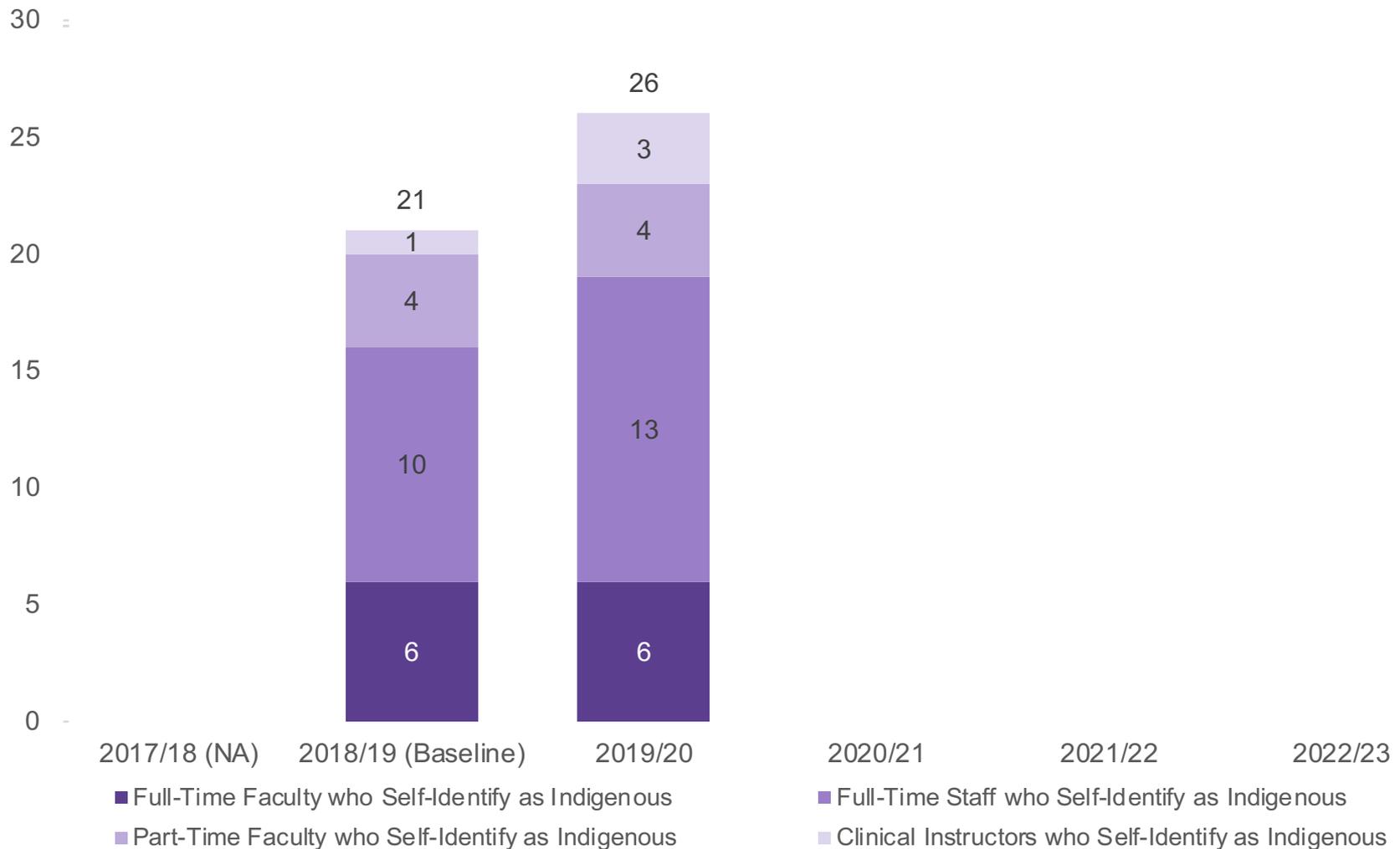
Definition: Payrolled post-doctoral fellows are derived from HR Information System; Non-payrolled post-doctoral fellows are derived from the Office of Research and reflect visiting post-doctoral fellows who are not included in the Lakehead University payroll. Post-doctoral fellows are based on Fiscal Year May 1 - April 30. All data is reconciled with the Office of Research.

10. Indigenous student enrolment at both baccalaureate and graduate levels will increase



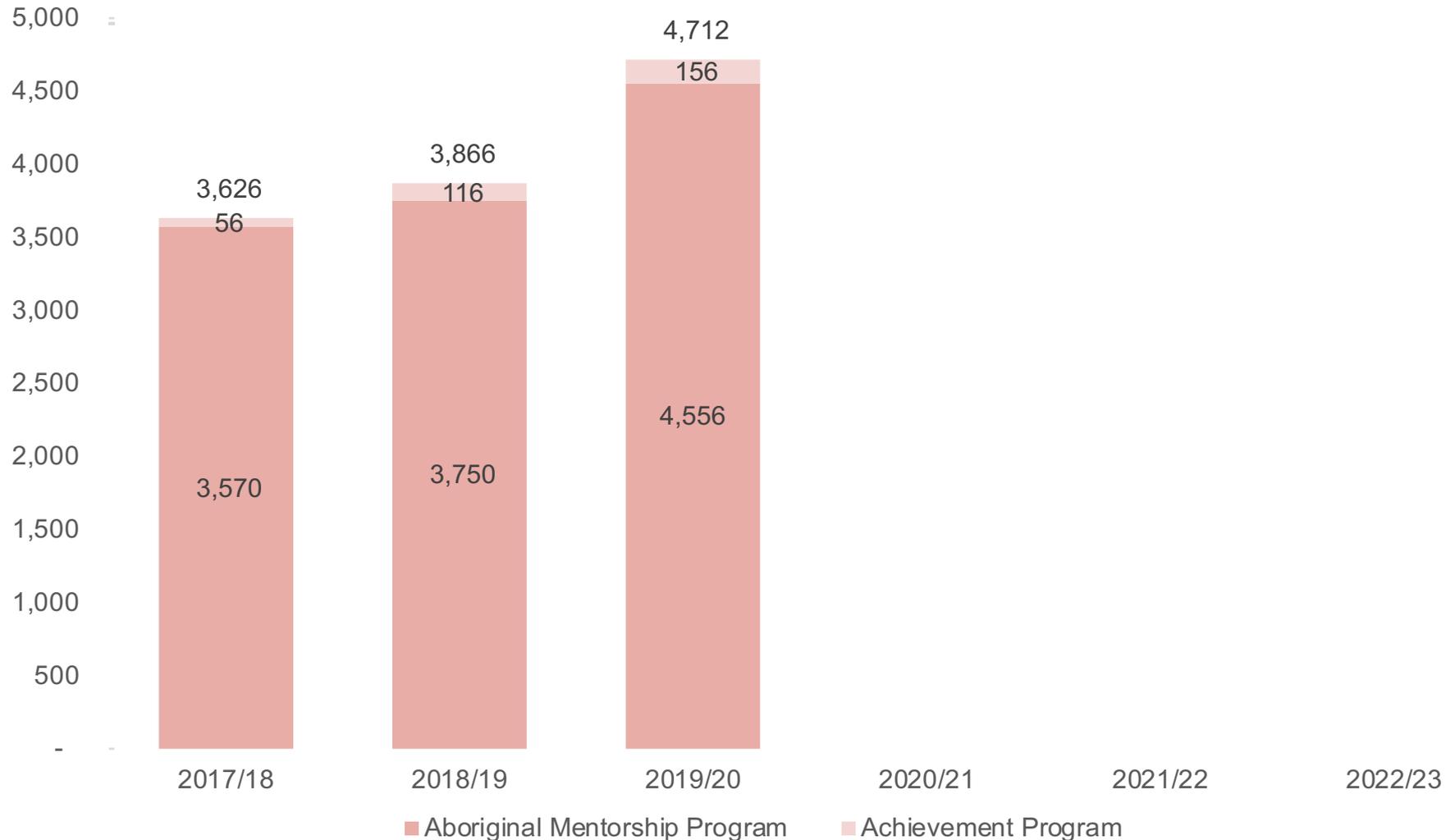
Definition: Based on all domestic students enrolled at Lakehead University per year. Includes full-time and part-time students, all terms, who self-identify as Indigenous per the Ministry definition (North American Indigenous), compared to all full-time and part-time domestic students, all terms.

11. The number of Indigenous faculty members and staff will increase



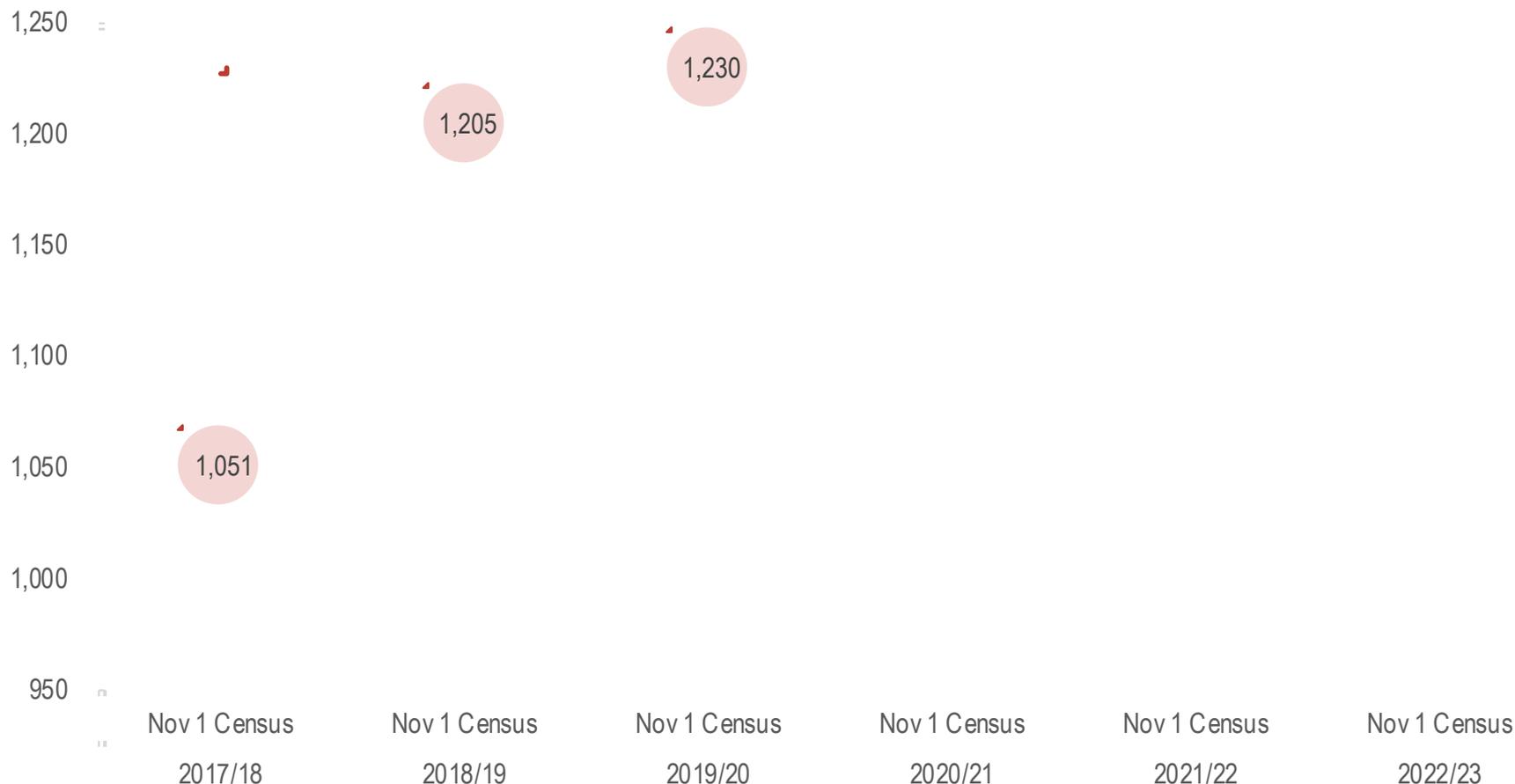
Definition: Self-declared per annual survey, initiated in February 2019, for full-time faculty (FFAC) and full and part-time permanent staff (PPAR + FSTA). Annual reporting takes into account in year declarations + historic declarations if the employee is still active.

15. Increase participation in Achievement Program and Aboriginal Mentorship Program



9 Definition: Number of students participating in the Achievement Program and Aboriginal Mentorship Program each year (May - April).

16. Increase enrolment of under-represented student groups in specific programs

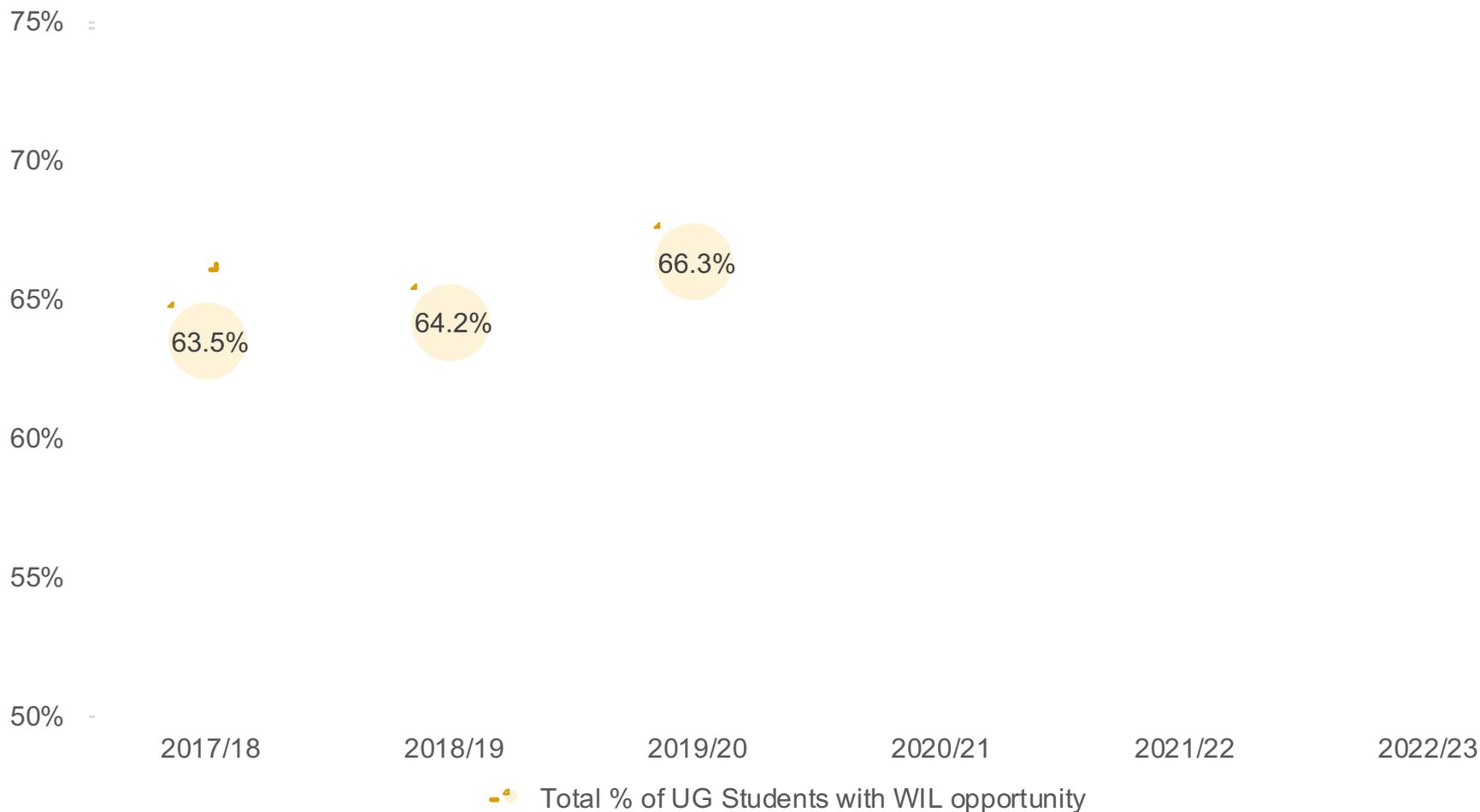


Definition: This data presents the number of students from under-represented groups enrolled in undergraduate and graduate programs in the Faculties of Engineering, Science and Environmental Studies and Natural Resources Management as of the Nov 1 census date each academic year.

Per Universities Canada Inclusive Excellence Principles (<https://www.univcan.ca/wp-content/uploads/2017/10/equity-diversity-inclusion-principles-universities-canada-oct-2017.pdf>), “under-represented groups include those identified in the federal Employment Equity Act – women, visible minorities, Aboriginal peoples, and persons with disabilities”.

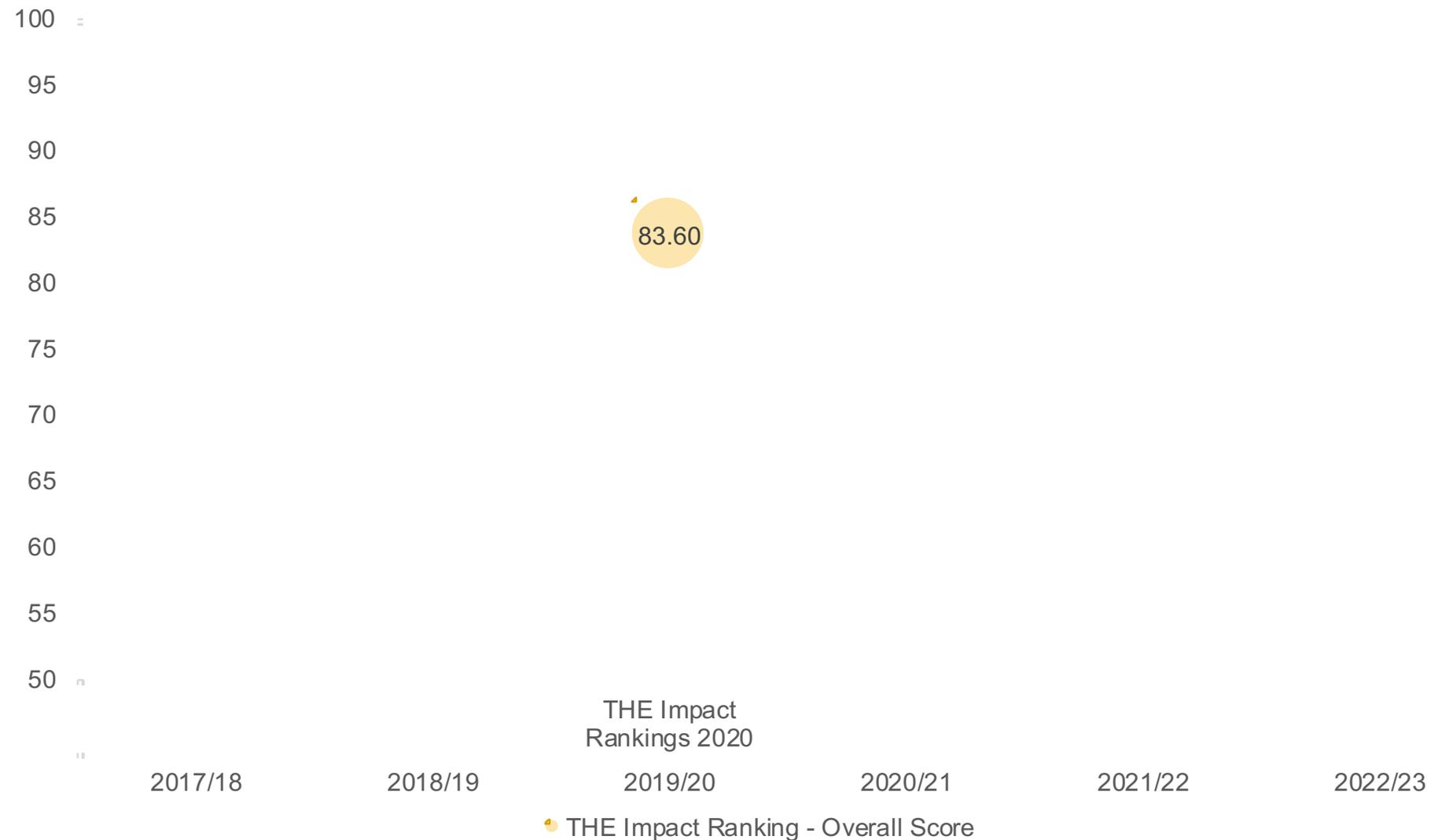
Note: At this time Lakehead University does not collect student data relating to visible minorities.

18. Increase in number of work integrated learning opportunities across disciplines

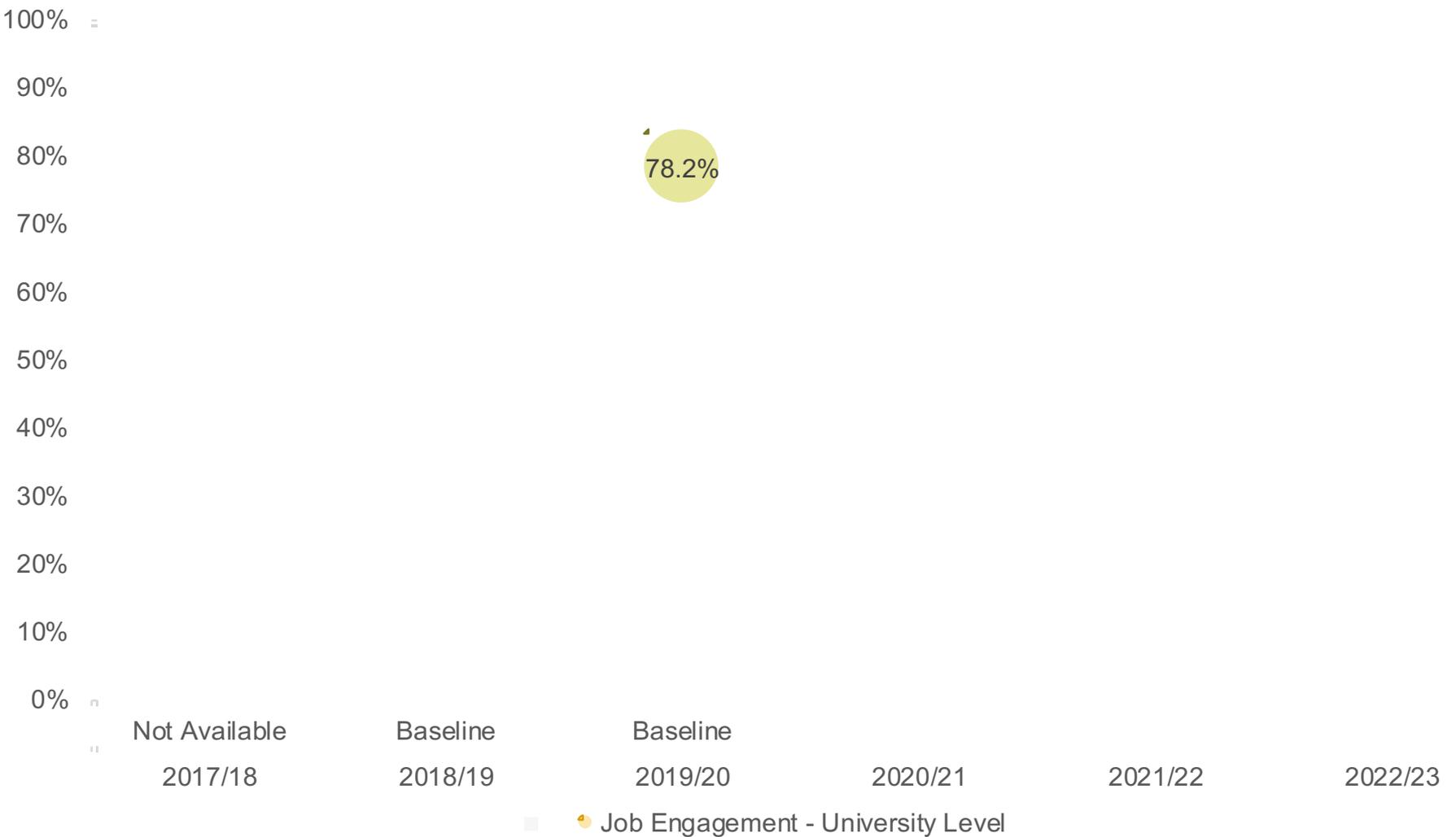


Definition: - Total number of undergraduate students who have taken at least one course with an work integrated learning component in it during their undergraduate degree. Work Integrated Learning definition is per the provincial definitions defined in the SMA 3 pilot metric project for EL course tagging and CEWIL WIL Definition (https://www.cewilcanada.ca/_Library/Rebrand_CEWIL/WIL-Def-Final.pdf). Excludes ay students not enrolled in a degree program. Includes students in the work study program.

20. Increase in societal impact of Lakehead University



24. Improve employee engagement



13 Definition: "Job Engagement" score at the institutional level from Metrics at Work Report (semi-annual employee experience survey conducted by Human Resources).

2018-2023 Strategic Plan - Report Card

Date Updated: May 21, 2020

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

LAKEHEAD UNIVERSITY

— TOP 100 —

UNIVERSITIES WORLDWIDE

We're proud to be in the top 100 Universities from 85 countries around the world in the *Times Higher Education Impact Rankings*!

THE *Impact Rankings* are the only global performance tables that assess universities against the United Nations' Sustainable Development Goals.

As one of a select group of universities from around the world, Lakehead is committed to influencing change, and ensuring the health and sustainability of our communities, locally and globally. These results speak to the exceptional work of our students, faculty, staff and alumni through innovation, research, teaching and learning.

Lakehead University is an innovative comprehensive university that provides an education that is about how to think, not what to think. This has never been more relevant than today!



lakeheadu.ca Thunder Bay | Orillia



* Times Higher Education Impact Rankings 2020

Lakehead University
Community Legal Services
supported 140+
Northwestern Ontario
clients

Bolstered financial award
strategy and entrance
scholarships

1 NO
POVERTY



\$250K in LUARS
Agricultural Partnership
grants awarded to 9
projects

2 ZERO
HUNGER



Lakehead Wellness
Committee
established and new cross-
campus strategy developed

Lakehead researchers
received over \$895K from
New Frontiers Research
program

Chair of Truth and
Reconciliation facilitated
multiple "Wise Practices in
Health Care" seminars

PhD in Health Sciences
launched

EPID@Work Research
Centre launched

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

Joint Mobile Crisis
Response Team program

3 GOOD HEALTH
AND WELL-BEING



4,500+ students
participated in the
Aboriginal Mentorship
Program supported by staff
and faculty across all
disciplines

156 students participated in
the Achievement Program

Hosted Teach for Canada
Summer Enrichment
Program

100% of undergraduate
students participate in
experiential learning

700 participants in Third
Age Learning events hosted
by Lakehead CELL

Over 100 students enrolled
in Lakehead Humanities
101 and 201 programs
across both campuses

4 QUALITY
EDUCATION



31% of total enrolment in
STEM programs is female
in 2019/20

72% of female students
enrolled at Lakehead
graduate within 6 years

150 Indigenous women and
girls attended the
"Indigenous Women in
Leadership Forum",
designed and co-hosted
by the Chair of Truth and
Reconciliation

5 GENDER
EQUALITY



\$100K in NSERC grants
awarded to support
research projects in
partnership with City of
Thunder Bay and BioLarge
Water

6 CLEAN WATER
AND SANITATION



LEED Gold athletics expansion at Lakehead Thunder Bay

Greenhouse gas reduction projects completed at Lakehead Thunder Bay

Biorefining and LingoAdvances

7 AFFORDABLE AND CLEAN ENERGY



\$1.55B
Annual economic impact of Lakehead University on GDP

CAREER ZONE opened Fall 2019

65% of students participated in work integrated learning in 2019/20

96.7% of graduates are employed within 2 years

91.6% of graduates are employed in full-time jobs related to skills developed during undergraduate studies

8 DECENT WORK AND ECONOMIC GROWTH



22 Research Chairs advancing Lakehead on the world stage

#1 Research University in undergraduate category for 5th consecutive year

\$24M in research funding

9 Vector Institute scholarships (2019/20-2020/21)

52 participants in 2019/20 Disrupt it event

Installation of new Nuclear Magnetic Resonance (\$1.5M project)

32 post-doctoral fellows

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Opening of Aboriginal Cultural Support Services

Equity, Diversity and Inclusion Action Plan implementation underway

CRC Equity, Diversity and Inclusion Plan approved; achieved Y1 equity targets

Member of Right to Play Advisory Circle

A leading partner university in Canada-Mexico Roundtable

10 REDUCED INEQUALITIES



Continued advancement of Gichi Kendaasiwin Centre

Opening of the M'wade Gaazhi Namaadibinaanowin outdoor classroom

Co-hosted Maadaadizi 2019

Celebrated Fall Harvest

Hosted Treaty Week on campus

Hosted Orange Shirt Day on campus

Celebration of the Year of Indigenous Languages

Developed and planted medicine garden at Lakehead Orillia

Sustainability Challenge

11 SUSTAINABLE CITIES AND COMMUNITIES



45,000 single-use water bottles avoided at Lakehead Orillia

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Year 2: Highlights of our achievements so far

Lakehead celebrates launch of Sustainability Action Plan

\$447K NSERC Strategic Project Grant to support multi-year research on climate change impacts

Scientist exchange program established with Canadian Forest Service

13 CLIMATE ACTION



Over \$280K in research grant funding received to support research relating to fisheries and freshwater fish

14 LIFE BELOW WATER



Over \$3M partnership funding for research to on when photosynthesis evolved planet Earth

100 participants in Master Naturalist Program

Chair of Truth and Reconciliation provided education to the Ontario Ministry of Natural Resources and Forestry

15 LIFE ON LAND



O-AGC By-law Review

Law students place #1 in moot competition for 2nd consecutive year

Chair of Truth and Reconciliation designed and implemented courses on Right Relations and Indigenous governance practices in partnership with Banff Centre of Arts and Creativity

Affiliate member of Tri-Council Dimensions Program

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



MOUs with Orillia, Thunder Bay, Sioux Lookout and Kenora

Chair of Truth and Reconciliation is a member of the governing circle of the National Centre for Truth and Reconciliation

"I love Simcoe County" Project Celebrate

Regional collaborative nursing program launched with Confederation College

All Nations Nurses Entry Program launched in partnership with 7 Generations

Expanded pathways

Maple Leaf Partnership

MOU signed with Natural Resources Canada and Confederation College

17 PARTNERSHIPS FOR THE GOALS



Year 2: Highlights of our achievements so far



MEMORANDUM

Board Meeting Date: June 5, 2020

From: Moira McPherson, President and Vice-Chancellor

To: Board of Governors of Lakehead University

Subject: **Recommendations for Appointment of Faculty Members to Judicial Panel**

Background: The *Student Codes of Conduct (Academic Integrity and Non-Academic)* (the “Codes”) are intended to ensure consistency and fairness for every student in the University through the consistent application of the procedures for the adjudication of cases of student academic and non-academic misconduct.

Judicial Panel members hear appeals of decisions made by Judicial Officers under the Codes. Article II, Sections 2.01 and 2.02 of the *Student Code of Conduct – Appeal Policy* require the Board to appoint 8 tenured faculty members to the Judicial Panel on the recommendation of the President, and 7 students on the recommendation of the Lakehead University Student Union (LUSU). The LUSU recommendations will be presented separately. The members of the Judicial Panel shall be appointed for up to three (3) year renewable staggered terms.

To fill the three faculty member vacancies, a call for expressions of interest to serve was circulated.

RECOMMENDATION: To ensure continuity on the Judicial Panel as well as a balanced and diverse membership, I recommend the following three faculty members’ terms be renewed:

- Dr. Mariette Brennan, Faculty of Law (three (3) year term)
- Dr. David Law, Biology (Orillia) (three (3) year term)
- Dr. Naqi Sayed, Faculty of Business Administration (three (3) year term)

Terms of all members shall commence immediately following the October 1, 2020 Board of Governors meeting to the close of the Board’s Annual meeting in 2023.

[The current Judicial Panel composition is available on the University website.](#)



DEAN'S REPORT

TO THE **NOSM** BOARD OF DIRECTORS

DR. SARITA VERMA, DEAN, PRESIDENT, AND CEO

The First Year

In May, I will be entering the 11th month of my first year at NOSM.

My work has been focused on meeting the five performance goals identified for this year, namely:

1. Transition as the new Dean, President and CEO
2. Cultivating Northern Ontario Relationships with an emphasis on Indigenous Communities
3. Advancing External and Government Relations for Growth and Sustainability
4. Achieving Transition of the Strategic Plan
5. Completing UME Accreditation and IQAP

Much of my work has been in building relationships and establishing trust with NOSM stakeholders, partners, communities and the leadership team. A key element of that work has involved assessing the current business situation and its implications for the school's performance.

Work addressing issues with Indigenous communities has also been ongoing. In addition, by visiting and meeting with major stakeholders, I have been completing an environmental scan of the current and future challenges of NOSM for the next 10 years; and preparing for the planned accreditation of the MD program. Rather than deferring a new strategic plan a year, we have decided to proceed with the development of a new five-year strategic plan to be launched in the fall of 2020. The recruitment of several senior academic leadership positions has been a priority – Associate Deans, Undergraduate Medical Education, Postgraduate Medical Education, Faculty Affairs, Research, Innovation and International Relations, Senior Associate Dean, Continuing Education and Professional Development, and new positions of Assistant Dean Physician Workforce Strategy and of Associate Dean Equity and Inclusion.

As a new Dean, President and CEO stepping into the role with a new vision, a key aspect in my onboarding has been in establishing relationships with communities and partners and understanding the scope of the role across a huge geography, has been a major focus. I reached out substantially across all of the North and with key provincial and national stakeholders. There

have been many engagements with government at the Ministerial and Deputy Minister level both Provincial and Federal. Since my last report in March, a substantial amount of time has been spent managing the COVID-19 crisis to maintain academic and business continuity. The crucial issue that has arisen is to ensure the flow of the physician workforce output is not unduly delayed as a disruption for certain stages of medical education – at entry to clerkship, on exit from clerkship and on exit from residency as major points of the pathway to becoming a doctor – must be preserved at all costs, especially at this time when society is in dire need of more health-care professionals.

The list of Dean engagements and ongoing commitments are summarized in the table below and in the attachment.

The Board has approved 5 performance goals for this first year up to May 2020 and the report on each goal to date is below.

Goal	Timeline	Tactics	Outcomes
Transition as the new Dean, President and CEO	July 1 2019 – May 13 2020	Undertook an ambitious travel and outreach agenda by meeting with partners and stakeholders, students, Residents, staff, faculty, Board members and Deans in Ontario and Canada to be known and to establish credibility.	<p>Established myself as the new Dean with a renewed vision for NOSM.</p> <p>Joining the Board of the Association of Faculties of Medicine of Canada and Health Services Organization (Previously Accreditation Canada)</p> <p>Strong presence at Council of Ontario Faculties of Medicine</p> <p>Bi-monthly Blog and Vlog created</p> <p>Media Coverage generated</p>
Recruitment of Leadership Team	July 2019- Present	Led five search committees, which advised on the selection of Associate Deans.	<p>Recruited:</p> <ol style="list-style-type: none"> 1. Chief of Staff, Office of the Dean 2. Associate Dean, Undergraduate Medical Education 3. Associate Dean, Postgraduate Medical Education & Health Sciences Programs 4. Associate Dean, Research, Innovation & International Relations 5. Senior Associate Dean, NOSM at Lakehead 6. Assistant Dean, Physician Workforce Strategy 7. Associate Dean, Continuing Education and Professional Development 8. Associate Dean, Faculty Affairs <p>Underway: Associate Dean Equity and Inclusion</p>
Crisis Management	February 2020 - Present	Reaction and Planning to COVID 19 Pandemic	<p>COVID 19 management- established Emergency Response Team (ERT) and Crisis Management Team (CMT).</p> <ul style="list-style-type: none"> • 28 ERT (estimate till May 13) • 11 CMT meetings • 3 Webinars with whole school • 6 Student webinars • 2 Staff webinars (Management Group) • 2 Faculty Webinars (all three divisions)

<p>Cultivating Northern Ontario Relationships with an emphasis on Indigenous Communities</p>	<p>July 1 2019 – May 13 2020</p>	<p>As reported in the past reports a major effort has been underway to heal relationships, to reorganize the Indigenous Reference Group (IRG), to refresh terms of reference of the IRG, establish the new IHEAC of Academic Council and to work with the Elder's Council.</p> <p>Met with Indigenous representatives – Introductory meeting with IRG and Council of Elders July 19, 2019</p> <p>Second follow up meeting held with IRG on October 15,2019</p> <p>Second follow up meeting held with Council of Elders meeting October, 18, 2019</p> <p>Held Healing Meeting for participants of February 12, 2018 meeting on November 25, 2019</p> <p>Held Strategic Plan consultation WebEx meetings with IRG COE and Health Authority Directors on January 27, and March 12.</p> <p>Provincial Territorial Organizations (PTO)</p> <p>November 6 - Dean's presentation to Grand Assembly Anishinabek Nation (40 chiefs in attendance)</p> <p>Have met with Grand Chief Fiddler and or NAN Health Transformation Director Ovide Mercredi – 3 times</p> <p>Met with 7 First Nation Health Authorities and/ or Service Providers;</p> <ul style="list-style-type: none"> • Meeting with Shkagamik-Kwe Health Centre • Meeting with Grand Chief Anishinabek Nation- Glen Hare • Meeting with Wikwemikong Health Centre • Meeting with Noojmowin Teg Health Center • Meeting with Mnaamodzawin Health Services • Meeting with Non Dway Gamig Health Center • Meeting with Baawaating Family Health Team 	<p>Deputy Grand Chief Ed Wawia (AN) was elected Chair of the IRG in July, strengthening both NOSM's relationship with its IRG and with the Anishinabek Nation. New Terms of Reference for the IRG have been established.</p> <p>Currently working on a new collaboration accord with NAN territory</p> <p>Currently working on a new collaboration accord with Metis Nation of Ontario.</p> <p>Currently working on the renewal of each member organization of the IRG (Have recruited two new faculty members to the IRG)</p>
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		<ul style="list-style-type: none"> • Meeting / Tour of Shingwauk Residential Schools Centre • Meeting with Wikwemikong First Nation • 12 Communities visited - Sudbury, • Thunder Bay, Little Current, • Mindemoya, Wikwemikong, • Espanola, Blind River, Sault Ste. Marie, • Wawa, Dryden, Duluth MN, and Iroquois Falls • 3 Comprehensive Community Clerkship (CCC) Sites visited (Manitoulin, Sault Ste. Marie, Dryden) • 6 Learner in person Meet and Greets held <p>Met with the Chair of Francophone Reference Group (FRG) twice, on January 18 held a FRG introductory meeting, held a consultation session with the FRG on the Strategic Plan.</p> <p>Attended annual Local Education Groups (LEGS) Retreat in early November, met with NOAMA, Board in late September.</p> <p>Bi-monthly meetings with the Hospital CEOs at HSN and TBRHSC.</p> <p>Will be joining HSNRI Board in the coming months</p> <p>Joined the TBRHSC Board in July 2020</p> <p>Holding monthly meeting with Presidents of both Lakehead University and Laurentian University</p> <p>Attending both Lakehead University and Laurentian University Senate committee meetings</p>	<p>Preparations for next phase of Alternate Funding Plan (NOAMA) Negotiations</p> <p>Established credibility with clinical faculty</p> <p>Held COVID response Webinars with all three faculty Divisions</p> <p>Signed Affiliation Agreement with HSN</p> <p>Currently working on Affiliation agreement with TBRHSC</p> <p>Continued work on Tri-lateral Relationship Agreement</p> <p>Continued work on the scheduling of this year IQAP review</p>
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<p>Advancing External and Government Relations for Growth and Sustainability</p>	<p>July 2 2019 – May 13 2020</p>	<p>Ongoing advocacy efforts: Meetings with Ontario Ministers of Health (MOH) and Training, Colleges and Universities (TCU), Minister Crown Indigenous Relations, Minister Indigenous Services and Minister Intergovernmental and Northern Affairs Meetings with political representatives, MPs, MPPs, Ministers</p> <p>Outreach to Municipalities (including Mayors/ Reeves,</p> <p>Federation of Northeastern Ontario Municipal Association and Northwestern Ontario Municipal Association)</p> <p>Meetings with key individuals/ representatives of municipal associations to obtain their letters of support/endorsement to NOSM's new business case proposals</p> <p>Work with/created letter of support for local Ontario Health Teams (OHT) in Northern Ontario</p> <p>Meetings and representation with the Association of Faculties of Medicine of Canada (AFMC), Council of Ontario Faculties of Medicine (COFM), Canadian Medical Association (CMA), Ontario Medical Association (OMA), Ontario Hospital Association, Ontario Health, Ontario Mining Association</p>	<p>Development of the strategy on expansion of the medical school</p> <p>Achieve Collaborative Sustainability Assessment Phase 2 (led by MOH, MTCU) to help address NOSM's structural deficit</p> <p>Application to MTCU's Northern Sustainability Fund (re: tuition reduction) Business Case Submission of Proposed Business Plan for Health Human Resource Planning and Service Delivery</p> <p>Confirmation from MOH/MTCU to explore opportunity for new (refreshed) Business Case (BC) for NOSM (i.e. NOSM still operates under original BC from 2002)</p> <p>Advocacy for national and provincial strategies on HHR, Indigenous Health, Social Accountability, Northern Health, Climate Change, Wellness</p> <p>Working on proposal for Mental Health Institute developed with Algoma U, SAH and other partners in SSM, presented to Ministers Romano, Elliot and Tibollo</p> <p>Ensure academic/medical education is interwoven in the fabric/</p> <p>establishment of new governance/ health services at new "integrated" (OHT) organizations across Northern Ontario</p> <p>AFMC Board meetings: October 28 – 29, February 3- 4, April 18</p> <p>AFMC Future of Admissions in Canada Think Tank (FACTT) -</p> <p>December 20, September 30, January 21</p> <p>COFM Dean's Meetings: September 16, October 21, January 30, February 19, March 9</p> <p>Meeting with Executive Director of FEDNOR and his team- January 9</p> <p>Chair for Advanced Health Care Technology - Ministry of Economic Development, Job Creation and Trade</p>
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		<p>Outreach on advancement of Rural Generalist pathway; Indigenous Education Pathway; Public education, Center for Social Accountability and Alumni Relations</p> <p>Development of and engagement on Rural Generalist Program</p> <p>Be Awesome with NOSM events and other public fundraising events (Sault Ste. Marie)</p> <p>November 14 40 Under 40 event in Sudbury</p> <p>December 4 - met with Arrell Foundation</p> <p>December 4 - met with Dr. Evan Fraser - University of Guelph Re: Director of Aero Food Institute</p> <p>January 25- attended Chinese New Year Celebration in Thunder Bay</p> <p>January 29- met with TD Bank - The Ready Commitment</p> <p>January 29- met with Fred Cass- long-time donor</p> <p>January 30- met with MD Financial</p> <p>February 13 - met with Stan and Judy Strato virtually to thank them for \$155,455 donation to support UME learners.</p> <p>February 18 - met with CMA</p>	<p>Forward planning for changes in health, education and workforce policy and working with the Northern Physicians Resources Task Force</p> <p>January 16 - Attended and presented at the Sault Ste. Marie- Bring a Doctor Home event</p> <p>See advancement report attached.</p>
<p>Achieving Transition of the Strategic Plan</p>	<p>July 2 2019 – May 13 2020</p>	<p>Strategic Plan Process developed</p> <p>SP Secretariat have met 11 times since October</p> <p>Steering Committee have met 3 times since October</p> <p>Public survey launched in November</p> <p>Social Accountability Advisory Group meetings held virtually in both Thunder Bay and Sudbury</p> <p>Two in person public town halls held in both Sudbury and Thunder Bay 1 in English</p> <p>1 in person public town hall held in both Sudbury and Thunder Bay in French</p> <p>Consultation sessions held with EG, Board of Directors, Staff, MG, TBRHSC MAC, HSN MAC, LEGS, IRG (leadership at FN Health Authorities also invited) and the FRG</p>	<p>The draft plan will be discussed at the May 13 Board retreat.</p>

Completing UME Accreditation and IQAP	July 2 2019 – May 13 2020	Comprehensive review of status of all accreditation documents and standards requiring attention Documents filed January 20 2020 Accreditation postponed due to pandemic. Planning to align it with IQAP review in late 2020.	Awaiting new dates from CACMS and IQAP Preparations for pre- site visits will commence once the dates are known.
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DEAN ENGAGEMENT



Increased Twitter followers to 1655

(03/03/2020 - 04/22/2020)

MARCH 2020 SUMMARY

Tweets	Impressions	Profile visits	Mentions	New followers
52	56.1K	780	82	44

APRIL 2020 SUMMARY

Tweets	Impressions	Profile visits	Mentions	New followers
9	13.4K	325	19	29

Since July 1, 2019

Impressions	Average Impressions Per Day	Average Engagement Rate
135K	1.5k	2.2%

21

blogs

04/22/2020

3735
Subscribers

Open Rate
30%

vs. 14.5% Industry Avg.

Click Rate
2.75%

vs. 1.6% Industry Avg.

39

COVID-19 ERT and CMT Meetings

13

COVID-19 Webinars

12

Community visits

COVID-19 Related Engagements

- 28 Emergency Response Team meetings
- 11 Crisis Management Team meetings
- 3 Webinars with NOSM whole school
- 6 Student webinars
- 2 Staff webinars (Management Group)
- 2 Faculty Webinars

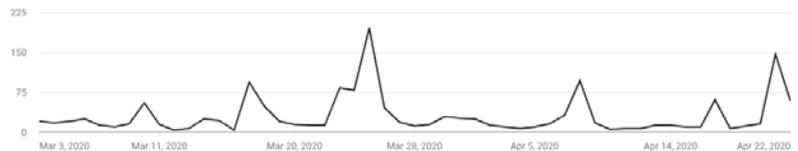


Donor Outreach

- Aubrey and Marla Dan Foundation
- Arrell Foundation
- Aero Food Institute
- CIBC
- CMA Foundation
- Mr. Fred Cass
- MD Financial
- Stan and Judy Strato
- TD Bank

40+

COVID-19 Updates to the NOSM Community



YouTube

(03/03/2020 - 04/22/2020)

1,581

Views

58

Watch Time (Hours)

11,292

Impressions

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COVID-19 a particular challenge for cancer patients needing surgery, says Dr. Willet

SooToday caught up with the former OMA head, who said that while many medical procedures can be done online, some have found themselves with a cancer diagnosis and unable to have the surgery they need

Apr 15, 2020 8:00 AM By: Frank Buonik



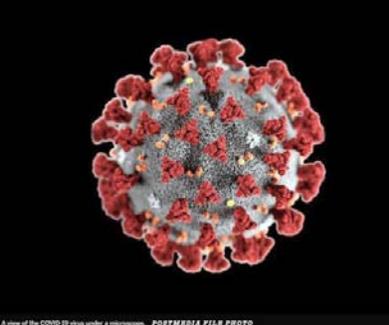
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Sudbury Accent: The best and worse case scenarios for COVID-19

Academic Microbiology professor in Sudbury talks about virus that has affected the world

Special to The Sudbury Star

Published on: April 18, 2020 | Last Updated: April 18, 2020 1:54 PM EDT



A view of the COVID-19 virus under a microscope. **POSTMEDIA FILE PHOTO**

Dr. Garry Ferroni is a bit of a legend. He is professor emeritus (retired) at the Northern Ontario School of Medicine and was a microbiology professor when I was a molecular biology student at Laurentian University. Most of my classrooms and I were in awe of...

tbnewswatch.com

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LU and NOSM donate protective equipment to local healthcare workers

More than 800 masks and other personal protective equipment has been collected from researchers, laboratories, and local businesses to be donated to frontline healthcare workers.

Apr 9, 2020 1:45 PM By: Doug Dziuk



More than 800 masks and other personal protective equipment has been collected from researchers, laboratories, and local businesses to be donated to frontline healthcare workers. (Photo supplied)

HUFFPOST NEWS | CORONAVIRUS | POLITICS | BUSINESS | LIFE | PARENTS | PERSPECTIVES | VIDEO

NEWS 5/4/2020 18:18 EDT | Updated: 04/27/2020 10:43 EDT

Ontario First Nation Hit By Water Crisis Now Faces COVID-19

The novel coronavirus has been diagnosed in a northwestern Ontario First Nation for the first time.

Michelle McGuigge
The Canadian Press



00:42
CANADA/COVID-19
CANADA/COVID-19
First Nations, remote communities need special attention in pandemic, Freeland says

The COVID-19 pandemic has reached a remote First Nation in northwestern Ontario, a local health authority said Monday as it cautioned the virus would soon place additional strain on a social and health-care system poorly equipped to handle it.

A statement from the Sioux Lookout First Nations Health Authority said a positive case of the disease caused by the novel coronavirus has surfaced in Eabametoong First Nation. The community, about 300 kilometres north of

If You Have Toenail Fungus, Do This Immediately (Genius!)

TRENDING

- Lululemon Art Director's 'Bat Fried Rice' T-Shirt Angers China
- Post-Secondary Students Can Get \$1,250/Month In New COVID-19 Aid Package
- Reaching The Peak On COVID-19 Doesn't Mean Back To Normal Just Yet

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NOSM students join medical school peers in running errands for health-care workers and their families

'We're hoping that we as medical students can really get involved,' says president of NOSM student council

544 shares

Mar 25, 2020 2:45 PM By: Canadian Press
Updated Mar 25, 2020 2:58 PM



Northern Ontario School of Medicine (Supplied)

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#PPEforHCPs: NOSM students seek donations of PPE for medical personnel

'Donations big and small are critical'

30 shares

Apr 13, 2020 1:00 PM By: Sudbury.com Staff



Phil Thompson, Manager Material Distribution and Jennifer Shave, Coordinator, Material Distribution with PPE for HCPs. (Special to Sudbury.com Staff)

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TV Schedule

COVID-19 is in northern Ontario — and there aren't enough doctors to handle it

The College of Physicians and Surgeons of Ontario is temporarily allowing graduating residents to serve as doctors and locums. Will that be enough to make up for the regional shortages?

By Jan Thompson - Published on Apr 06, 2020



On March 26, the CPSO introduced a temporary certificate that allows graduating residents to serve as doctors before having taken their professional examinations. (iStock.com/Andrei Vasilev)

Even though her final professional exams have been suspended due to COVID-19, medical resident Brooke Wilson is taking her place on the front lines of the pandemic in Timmins.

"We want to be able to provide care in this, a career-defining pandemic. We could help and really lend a hand, especially as we predict that many other physicians will be sick and not be able to work," says Wilson, who recently graduated from the Northern Ontario School of Medicine, in Sudbury. "We're trained and ready to go."

Help prevent the spread of COVID-19
 Avoid contact with others and stay at home



Visit ontario.ca/coronavirus Paid for by the Government of Ontario **Ontario**

A remote First Nation prepares for its most daunting challenge: limiting the spread of coronavirus

First case of COVID-19 confirmed in Eabametoong First Nation, which has limited resources to deal with an outbreak

MYNORTHBAYNOW

www.blueskybingo.org

NEWS
 Northern Ontario School of Medicine trying to streamline opioids prescribing methods

SHARE ON f t p

Rocco Pangaro, contributor, Tuesday, Jan 21st, 2020



sudbury.com

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Med school creating new strategic plan, and it wants to hear from you

Consultation sessions planned for Sudbury on Feb. 6 42 shares

Jan 20, 2020 9:00 PM By: Sudbury.com Staff



(File)

sudbury.com

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Cancer diagnosis inspires Sudbury couple to donate \$155K to NOSM

'We are not public people but we know how important it is to give back' 400 shares

Mar 7, 2020 1:00 PM By: Sudbury.com Staff




NOSM's Response to COVID-19

UPDATED: APRIL 3, 2020 | 2:32 PM EST

NOSM is an inclusive community where everyone is treated with respect. We are grateful to each of you for the efforts you are putting in to keep our students safe during this time. We are committed to keeping each of you safe, and respecting your individual needs. Please be kind and compassionate to one another.

Please check this website daily for updates.

NOSM's Response to COVID-19

- Daily Updates
- MD Students
- Residents
- Dietetic Interns
- Rehabilitation Sciences Learners
- Physician Assistant Trainees
- Visiting Learners
- Staff and Faculty
- Clinical Faculty
- Indigenous Communities
- Faculty Teaching Residents

STRATEGIC PLAN

ENGAGEMENT SUMMARY

ACTIVITIES AND PARTICIPANTS FOR COMPLETED ACTIVITIES

Engagement Phase	Engagement Method	Activities	Activities (% of Total)	Participants	Participants (% of Total)
Project Mobilization	Community Tour	3	9%	104	8%
	Facilitated Session	2	6%	39	3%
Project Mobilization Total		5	15%	143	11%
Current State and External Scan	Community Tour	1	3%	18	1%
	Facilitated Meeting	12	35%	308	24%
	Facilitated Session	6	18%	231	18%
	Key Informant Interview	1	3%	36	3%
	Social Accountability Advisory Group	2	6%	17	1%
	Survey	1	3%	422	32%
	Town Hall	5	15%	104	8%
Current State and External Scan Total		28	82%	1,136	87%
Strategic Options/Validation	Facilitated Session	1	3%	25	2%
Strategic Options/Validation Total		1	3%	25	2%
Grand Total		34	100%	1,304	100%

STRATEGIC PLAN

ENGAGEMENT SUMMARY

LIST OF COMPLETED ACTIVITIES

Engagement Activity Name	Engagement Method	Date(s)	Participants
Board Engagement Session - Mobilization	Facilitated Session	May 10, 2019	30
EG Blue Sky Session - Mobilization	Facilitated Session	Jul 17, 2019	9
Community Tour - Manitoulin Island	Community Tour	Sep 18, 2019 - Sep 21, 2019	22
Community Tour - Algoma Area	Community Tour	Oct 1, 2019 - Oct 4, 2019	66
Community Tour - Dryden	Community Tour	Oct 16, 2019 - Oct 17, 2019	16
Key Informant Interviews	Key Informant Interview	Nov 1, 2019 - Jan 31, 2020	36
Section Chairs & Medical Directors Meeting	Facilitated Meeting	Nov 8, 2019	20
LEG Administrators/PCTA Meeting	Facilitated Meeting	Nov 9, 2019	106
TBRHSC MAC Meeting	Facilitated Meeting	Nov 26, 2019	18
Board Engagement - Social Accountability Roundtable Discussion	Facilitated Session	Nov 27, 2019	30
Board Engagement - Strategic Planning Workshop	Facilitated Session	Nov 28, 2019	30
NOSM Student Council (NOSMSC) Face-to-Face	Facilitated Meeting	Nov 30, 2019	18
Bonds Across Borders - Meeting with University of Minnesota (Duluth)	Facilitated Meeting	Dec 6, 2019	-
Engagement Survey	Survey	Dec 9, 2019 - Jan 31, 2020	422
NOSM Staff & Faculty @ Lakehead	Facilitated Session	Dec 9, 2019	60
Academic Council Meeting	Facilitated Meeting	Dec 12, 2019	38
NOSM Staff & Faculty @ Laurentian	Facilitated Session	Dec 12, 2019	70
Rehabilitation Studies CLL Meeting (Clinical Learning Liaisons)	Facilitated Meeting	Dec 17, 2019	12
EG/MG Engagement Session	Facilitated Session	Jan 14, 2020	29
Francophone Reference Group Meeting	Facilitated Meeting	Jan 18, 2020	15

Northern Teaching Hospital Council	Facilitated Meeting	Jan 22, 2020	19
Thunder Bay Town Hall - Francophone	Town Hall	Jan 23, 2020	23
Indigenous Reference Group & Elders Meeting	Facilitated Session	Jan 27, 2020	12
HSN MAC Meeting	Facilitated Meeting	Jan 28, 2020	26
HSN Board of Directors Meeting	Facilitated Meeting	Jan 28, 2020	19
Lakehead Board of Governors Meeting	Facilitated Meeting	Jan 31, 2020	17
Sudbury Town Hall - Afternoon	Town Hall	Feb 6, 2020	25
Sudbury Town Hall - Evening	Town Hall	Feb 6, 2020	15
Sudbury Town Hall - Francophone	Town Hall	Feb 6, 2020	13
Social Accountability Advisory Group (Sudbury)	Social Accountability Advisory Group	Feb 7, 2020	8
Social Accountability Advisory Group (Thunder Bay)	Social Accountability Advisory Group	Feb 12, 2020	9
Thunder Bay Town Hall - Afternoon	Town Hall	Feb 12, 2020	28
Community Tour - Iroquois Falls	Community Tour	Feb 13, 2020 - Feb 14, 2020	18
Indigenous Reference Group Consultation	Facilitated Meeting	Mar 12, 2020	25
Total			1,304

REPORT TO THE BOARD OF GOVERNORS

From: Dr. Christine Gottardo

Board Meeting Date: June 5, 2020

Subject: Senate Report

May 11, 2020 Senate Meeting Summary

Following the approval of the previous minutes, Dr. Barnett spoke to the accomplishments of each of the following Professor Emeritus recipients being honoured in recognition of long and distinguished service to Lakehead University:

- Dr. Patrick Brady – Faculty of Education
- Dr. Nancy Luckai – Faculty of Natural Resources Management
- Dr. Margaret McKee – School of Social Work
- Dr. Michael Richardson – Department of English

Next, the Senate approved this year's graduands and medal recipients.

The reports of the Senate Academic Committee, Senate Budget Committee, Faculty of Graduate Studies Council, Senate Nominations Committee, Senate Organization Committee, Senate Teaching and Learning Committee, Senate Undergraduate Scholarships and Bursaries Committee and Senate Undergraduate Studies Committee were circulated in advance of the meeting.

The Senate adopted the following Senate Committee recommendations:

- MOVED that the amendments to the Adjunct Professor policy be approved.
- MOVED that the attached 2020/21 Senate and Senate Executive Committee meeting schedule be approved.
- MOVED that Dr. Isabelle Lemée be appointed to the Senate Organization Committee for the term commencing July 1, 2020 to June 30, 2023.

As part of the Senate Budget Committee report the Vice-President, Administration and Finance; and Provost and Vice-President, Academic provided a 2020/21 operating budget update.

In addition, the Senate approved a number of undergraduate and graduate Academic Calendar changes.

The Senate also approved the following two motions:

- MOVED that the terms of the current students serving on the Senate Academic Appeals Committee be extended until a sufficient number of students are appointed

for the 2020-2021 term, and contingent upon them continuing to meet the eligibility requirements.

- MOVED that the attached Adjunct Professor and Professional Associate recommendations be approved.

The Senate was provided with the following items for information:

- Election Updates
- Calendar Change Deadlines Reminder
- Board of Governors Report
- Council of Ontario Universities Academic Colleague Report
- President's Report
 - Times Higher Education Impact Ranking Presentation
- Provost & Vice-President (Academic) Report

Prior to adjournment the Senate held an in camera session to discuss confidential matters.

The Chair of the Senate with the support of Senators has called a Special meeting on May 29, 2020 for the purpose of providing further updates on pandemic planning and responses, and providing an opportunity for input from the Senate.