



BOARD OF GOVERNORS MEETING

AGENDA

Date:	March 24, 2022
Time:	9:00am - 3:00pm (EDT)
Location:	Zoom Meeting: https://lakeheadu.zoom.us/j/96792388308 Meeting ID: 967 9238 8308 <ul style="list-style-type: none">• For technical support phone 1-866-652-8657 or email multimed@lakeheadu.ca• To test ahead of time visit https://zoom.us/test• Please remember to mute yourself when possible
On Campus WiFi Network: LUGuest / WiFi Password: LUGuest8	

Board of Governors Members: Brandon Rhéal Amyot; Robert Arnone; Peter Caldwell; Claudine Cousins; Ann Dumyn; Dr. Don Kerr; Angela Maltese (Chair); Brian McKinnon; Michael Nitz; Dr. Moira McPherson; Ross Murray; Anna Sampson; Mark Smith; Cathy Tuckwell; Maria Vasanelli; Wendy Walberg; Debra Woods

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

Item	Presenter(s)	Start Time*	Length*
*Timing is approximate and may be changed by the Board			
1. Approval of Agenda	Angela Maltese	9:00am	
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.	Angela Maltese		
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.	Angela Maltese		

4.	Code of Conduct at Meetings Members are reminded of the Board approved Code of Conduct in place to promote a positive environment.	Angela Maltese		
5.	Chair's Report	Angela Maltese	9:00am	10min
6.	<u>President's Report</u> - attachment forthcoming	Dr. Moira McPherson	9:10am	10min
7.	Consent Agenda <i>For Information: The Board Bylaws provide that items for approval under the Consent Agenda may include non-controversial items and routine items that are regularly discussed including without limitation Board Standing Committee reports, reports from other committees with Governor representatives, approvals of Adjunct Professors, and appointment of academic chairs. Any Governor may require that an item be removed from the Consent Agenda portion of the meeting and placed as a separate item on the agenda to allow discussion or debate on the item.</i> MOVED that the Consent Agenda be approved.	Angela Maltese	9:20am	5min
C1.	Minutes of Previous Meeting MOVED that the minutes of the February 4, 2021 meeting be approved.			
C2.	President's Report on Appointments			
C3.	Audit and Risk Committee Report (of the March 3, 2022 meeting)			
C4.	Executive Committee Report (of the March 3, 2022 meeting) a. Board and Committee Meeting Formats WHEREAS the Board Executive Committee recommends that during the 2022-23 Board Year, Board Committee meetings be conducted via Zoom and Board meetings be conducted in person with an option for remote participation if required; MOVED to approve that Board Committee meetings in the 2022-2023 Board year be conducted via Zoom and all Board meetings be conducted in person with an opportunity to participate remotely if required.			
C5.	External Relations Committee Report (of the March 2, 2022 meeting)			

	C6.	<u>Finance and Operations Committee Report</u> (of the March 3, 2022 meeting)			
	C7.	<u>Governance and Nominating Committee Report</u> (of the February 15, 2022 special meeting and March 14, 2022 meeting)			
	C8.	Learning and Liaison Committee Report (of the March 2, 2022 meeting)			
	C9.	Other Informational Items <ul style="list-style-type: none"> Senate Reports: <ul style="list-style-type: none"> February 14, 2022 Report <u>March 14, 2022 Report</u> - attachment forthcoming 			
8.	Items for Discussion from Committee Reports		Angela Maltese	9:25am	
	8.1	<p>Items from Finance and Operations Committee Report (of the March 3, 2022 meeting)</p> <ul style="list-style-type: none"> 2022-2023 Tuition Fees and Miscellaneous Fees <ul style="list-style-type: none"> Memo Presentation <p>WHEREAS BFOC has reviewed and recommends approval of the proposed tuition fees for 2022-23;</p> <p>MOVED to approve the proposed tuition fees for 2022-23 as presented, and that the Board revisits the domestic tuition if the Provincial government promulgates a domestic tuition framework for 2022-23.</p>	Cathy Tuckwell	9:25am	45min
	8.2	<p>Items from Governance and Nominating Committee Report (of the February 15, 2022 special meeting and March 14, 2022 meeting)</p> <ul style="list-style-type: none"> Board Chair, Vice-Chair and Past Chair Succession Policy <p>WHEREAS BGNC has reviewed and recommends approval of the proposed</p>	Maria Vasanelli	10:10am	20min

		<p>Board Chair, Vice-Chair and Past-Chair Succession Policy;</p> <p>MOVED to approve the Board Chair, Vice-Chair and Past-Chair Succession Policy, subject to the appropriate changes being made to the “Roles and Responsibilities of Members of the Lakehead University Board of Governors”, and that the said policy replaces the current Board of Governors Chair, Vice-Chair and Past Chair Selection Procedures.</p> <p>b. Consequential Changes to “Roles and Responsibilities of Members of the Lakehead University Board of Governors” (the Board Roles Document)</p> <p>i. Current Document</p> <p>ii. Proposed Amendments (with markup)</p> <p>iii. Proposed Amendments (without markup)</p> <p>WHEREAS BGNC has reviewed and recommends amendments to the Roles and Responsibilities of Members of the Lakehead University Board of Governors;</p> <p>MOVED to approve the proposed amendments to the “Roles and Responsibilities of Members of the Lakehead University Board of Governors”.</p>			
9.	<p>In Camera Session</p> <p>MOVED to adjourn to an in camera session to discuss items of a personnel, legal or real estate nature, or any other item of sensitive or confidential nature, and that only</p>		Angela Maltese	10:30am	

	members of and others approved by the Board may be present.			
9.1	Motions Arising from the In Camera Meeting	Barbara Eccles	2:58pm	1min
10.	Other Business	Angela Maltese	2:59pm	1min
Adjournment			3:00pm	
Next Meeting: May 4, 2022, 9:00am - 1:00pm (EDT)				



BOARD OF GOVERNORS MEETING

DRAFT MINUTES

Date:	February 4, 2022
Time:	9:00am - 3:00pm (EST)
Location:	Zoom Meeting

Board of Governors Members in Attendance: Brandon Rhéal Amyot; Peter Caldwell; Claudine Cousins; Ann Dumyn; Dr. Don Kerr; Angela Maltese (Chair); Brian McKinnon; Michael Nitz; Dr. Moira McPherson; Ross Murray; Anna Sampson; Mark Smith; Cathy Tuckwell; Maria Vasanelli; Wendy Walberg; Debra Woods

Regrets: Robert Arnone

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

Invited Guests in Attendance:

Dr. David Barnett - Provost and Vice-President, Academic (Lakehead University)

Michael den Haan - 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 Chair opened the meeting by acknowledging the Indigenous territories of Thunder Bay and Orillia.

The meeting was called to order at 9:07am.

1.	Approval of Agenda The agenda was approved by consensus, as circulated.	Angela Maltese
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.	Angela Maltese
3.	Declaration of Conflict of Interest	Angela Maltese

	Members were reminded of their duty to declare a conflict of interest should awareness of conflict arise at any time during the meeting.	
4.	<p>Code of Conduct at Meetings</p> <p>Members were reminded of the Board approved Code of Conduct in place to promote a positive environment.</p>	Angela Maltese
5.	<p>Chair's Report</p> <p>The Board Chair thanked and congratulated all who donated to the Giving Tuesday campaign that raised more than \$216k for student financial aid. Thanks to the tremendous turn out from alumni, the Board of Governors, friends of the university, faculty, staff, and other donors, the goal of \$52,500 was exceeded.</p>	Angela Maltese
6.	<p>President's Report</p> <p>The February 2022 President's Report was circulated in advance and is available on the Lakehead website at www.lakeheadu.ca.</p> <p>The President answered questions and provided additional information about the process involved for grants and funding initiatives, and the Trinity School of Medicine/Lakehead partnership.</p>	Dr. Moira McPherson
7.	<p>Consent Agenda</p> <p>The items listed in the Consent Agenda, along with supporting documentation, were circulated to members in advance with the meeting materials. Prior to approving the Consent Agenda, Board members had the opportunity to request that an item be removed from the Consent Agenda and placed as a separate item on the agenda under Items for Discussion from Committee Reports or elsewhere on this agenda, to allow for discussion or debate.</p> <p>The Board Chair explained how the Consent Agenda is designed for items that are routine and non controversial in nature and should help meetings run more efficiently, reminding members that any item may be removed from the Consent Agenda and added as a separate item to allow for discussion.</p> <p>The Consent Agenda was approved by consensus.</p>	Angela Maltese
C1.	Approval of the November 25, 2021 Minutes	

		<p>MOVED that the minutes of the November 25, 2021 meeting be approved. CARRIED.</p> <p>There was no business arising from the minutes.</p>
	C2.	<p>Executive Committee Report</p> <p>The Board Executive Committee discussed items of business that were sensitive or confidential in nature during its meeting on January 21, 2022. A confidential report was provided during the in camera session.</p>
	C3.	President's Report on Appointments
	C4.	<p>Audit and Risk Committee Report (of the January 21, 2022 meeting)</p> <p>a. Sexual and Gender Based Violence Response Policy</p> <ul style="list-style-type: none"> • Memo • Current Policy • Proposed Amendments (with markup) • Proposed Amendments (without markup) <p>MOVED to approve the proposed amendments to the Sexual and Gender Based Violence Response Policy. CARRIED.</p>
	C5.	External Relations Committee Report (of the January 20, 2022 meeting)
	C6.	Finance and Operations Committee Report (of the January 21, 2022 meeting)
	C7.	<p>Governance and Nominating Committee Report (of the January 20, 2022 meeting)</p> <p>a. Reschedule April 2022 Board of Governors Meetings</p> <p>MOVED that the April 29, 2022 Board and Committee of the Whole meetings be rescheduled to May 4, 2022, to accommodate the 2022 CUBA Virtual Conference. CARRIED.</p>
	C8.	<p>Learning and Liaison Committee Report (of the January 20, 2022 meeting)</p> <p>a. Research and Innovation Week 2022 Draft Schedule - for Information</p>

	<p>C9. Other Informational Items</p> <p>a. Ogimaawin Indigenous Education Council Report (of the January 31, 2022 meeting)</p> <p>b. Senate Reports:</p> <ul style="list-style-type: none"> ○ November 29, 2021 Meeting ○ January 17, 2022 Meeting 	
8.	<p>First Progress Report on Strategic Plan Year 4</p> <p>The presentation was circulated in advance with the meeting materials. Highlights from the report included:</p> <ul style="list-style-type: none"> ● overview of the five pillars of the Strategic Plan Academic Excellence: <ol style="list-style-type: none"> 1. Social Responsibility 2. Local and Global Partnerships 3. Entrepreneurship and Innovation 4. Capacity Development ● overview of annual reporting cycle ● 2018-23 Strategic Plan Report Card (as of January 18, 2022) ● report on targets achieved: <ul style="list-style-type: none"> ○ increase in six-year graduation rate ○ above average - the number of graduates employed in full-time jobs (skills match) ○ increase in graduate student enrolment ○ above provincial average - the graduate employment rate two years after graduation from baccalaureate program ○ increase economic impact of Lakehead University - administration answered questions during the overview of the data on this slide ● report on targets trending in the right direction: <ul style="list-style-type: none"> ○ increase in students' perceived gains in higher order learning (NSSE) - administration answered questions during the overview of the data on this slide ○ increase in student satisfaction (NSSE) ○ total enrolment of 10,000 students ○ international enrolment will constitute 20% of overall enrolment by 2023 <p>Discussion ensued during and following the presentation.</p> <p>Wendy Walberg joined the meeting during the presentation.</p>	<p>Dr. Moira McPherson, Dr. Heather Murchison</p>

	<p>The Board Chair acknowledged and welcomed the guests in attendance, and highlighted the theme of this year's Research and Innovation Week, "Planetary Stewardship." Everyone was encouraged to attend Research and Innovation Week events.</p>	
9.	<p>In Camera Session</p> <p>MOVED to adjourn to an in camera session to discuss items of a personnel, legal or real estate nature, or any other item of sensitive or confidential nature, and that only members of and others approved by the Board may be present. APPROVED BY CONSENSUS</p> <p>At 10:00am the Board adjourned to the in camera session, Dr. David Barnett, Dr. Andrew Dean, Mike den Haan, Barbara Eccles, Toby Goodfellow, Dr. Dean Jobin-Bevans, Marcie Morrison, Dr. Heather Murchison, Kathy Pozihun and Yvonne Roussel were invited to remain for the in camera meeting.</p> <p>The Board returned to the open meeting at 3:09pm.</p> <p>Dr. David Barnett, Dr. Andrew Dean, Mike den Haan, Toby Goodfellow, Dr. Dean Jobin-Bevans, Brian McKinnon, Dr. Moira McPherson, Marcie Morrison, Dr. Heather Murchison, Kathy Pozihun, Yvonne Roussel, Anna Sampson, Wendy Walberg, and Debra Woods left during the in camera session.</p>	Angela Maltese
9.1	<p>Motions Arising from the In Camera Meeting</p> <p>The following in camera items were announced during the public portion of the meeting:</p> <p>Judicial Panel Faculty Appointment Recommendation (to fill vacancy created due to panel member sabbatical):</p> <ul style="list-style-type: none"> MOVED that Dr. Sreekumari Kurissery be appointed to the Judicial Panel commencing immediately, through to June 30, 2022. <p>Report on Renewal and Tenure/Simultaneous Promotion to Associate Professor:</p> <p>During the in camera session, the President reported that the following</p>	Barbara Eccles

individuals have been granted renewal and tenure and simultaneous promotion to Associate Professor, effective July 1, 2022:

Renewal of Probationary Appointments:

- Dr. Apparao Dekka, Department of Electrical Engineering
- Dr. Maryam Ebrahimi, Department of Chemistry
- Dr. Martin-Joe Ezeudu, Bora Laskin Faculty of Law
- Dr. Muditha Heenkenda, Department of Geography and the Environment
- Dr. Farhan Ghaffar, Department of Electrical Engineering
- Dr. Muhammad Kabir, Faculty of Business Administration
- Dr. Xin Yang Lu, Department of Mathematical Sciences
- Dr. Jessica Metcalfe, Department of Anthropology
- Dr. Shoeb Mohammad, Faculty of Business Administration
- Dr. Yimin Yang, Department of Computer Science
- Dr. Zikun (Kem) Zhang, Faculty of Business Administration

Renewal and Tenure:

- Dr. Zubair Fadlullah, Department of Computer Science

Tenure and Simultaneous Promotion to Associate Professor:

- Dr. Muntaisir Billah, Department of Civil Engineering
- Dr. Michael Campbell, Department of Chemistry
- Dr. Jennifer Chisholm, Department of Gender and Women's Studies
- Dr. Liang Cui, Department of Civil Engineering
- Dr. Sarah Jacoba, Department of Languages
- Dr. Daniel Krupp, Departments of Interdisciplinary Studies and Criminology
- Dr. Aislin Mushquash, Department of Psychology
- Dr. Gabriel Oba, Department of Chemistry
- Dr. Lana Ray, Department of Indigenous Learning
- Dr. Tobold Rollo, Department of Political Science
- Dr. Kathy Sanderson, Faculty of Business Administration
- Dr. Karl Skogstad, Department of Economics
- Dr. Ali Tarokh, Department of Mechanical Engineering
- Dr. David Thompson, School of Nursing
- Dr. ShiKui Wu, Faculty of Business Administration
- Dr. Wen Yao (Will) Zhao, Faculty of Business Administration

10.	Other Business	Angela Maltese
	There was no other business.	
The meeting was adjourned at 3:00pm.		
Next Board of Governors meeting is on March 24, 2022, from 9:00am - 1:00pm (EDT).		

Angela Maltese, Chair

Barbara Eccles, Secretary



MEMORANDUM

Date: March 24, 2022

From: Moira McPherson – President and Vice Chancellor

To: The Board of Governors

Meeting Date: March 24, 2022

Agenda Item: C2 – Report on Appointments

Chair

- Dr. Robert Petrunia was appointed as Chair of the Department of Economics, effective July 1, 2022 to June 30, 2024.

Adjunct Professors

- Dr. Dariush Ebrahimi was appointed as an External Adjunct Professor in the Department of Computer Science effective July 1, 2021 to June 30, 2025.
- Dr. Jaro Kotalik was appointed as an Internal Adjunct Professor in the Department of Philosophy effective January 1, 2022 to December 31, 2026.

Professional Associate

- Dr Robert Cundari was appointed as a Professional Associate in the Department of Geology effective July 1, 2022 to June 30, 2026

Research Ethics Board Appointment

- Ms. Jamie Cunningham was appointed to the Research Ethics Board effective February 1, 2022 to June 30, 2025.
- Mr. Michael Martel was appointed to the Research Ethics Board effective February 1, 2022 to June 30, 2025.



OPEN REPORT TO THE BOARD OF GOVERNORS – March 24, 2022

From: Brian McKinnon - Chair, Audit and Risk Committee

Subject: Audit and Risk Committee Open Report

Committee Members: *Robert Arnone; Ann Dumyn; Brian McKinnon (Chair); Dr. Moira McPherson; Mark Smith; Cathy Tuckwell*

The Board Audit and Risk Committee (BARC) met on March 3, 2022. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved the minutes from the January 21, 2022 meeting.

Reports and Updates Received

- Annual Review of the Auditors Planning Report
- Annual Review of Enterprise Risk Management
- Update on RFP for Cybersecurity External Audit

Informational Items Received

- Management Assurance Letter (with respect to compliance with all statutory requirements)
- Committee's Workplan Progress Report
- 2021-22 Board Meeting Schedule

There are no recommendations being presented to the Board of Governors on March 24, 2022, during the open meeting. Additional information has been reported to the Board in an in camera report.



OPEN REPORT TO THE BOARD OF GOVERNORS – March 24, 2022

From: Angela Malteses - Chair, Board Executive Committee

Subject: Board Executive Committee Open Report

Committee Members: Ann Dumyn; Angela Maltese (Chair); Dr. Moira McPherson; Brian McKinnon; Ross Murray; Cathy Tuckwell; Maria Vasanelli

The Board Executive Committee (BEC) met on March 3, 2022. The following item of business was on the agenda:

Board and Committee Meeting Formats

An important assumption for development of the Board budget relates to the travel costs associated with how Board and Committee meetings are conducted. Committee members were invited to share their feedback regarding their preference for remote, hybrid or in person meeting formats for the upcoming Board year. The BEC plans to make a recommendation to the Board of Governors on March 24:

- MOVED to recommend to the Board that the Board committee meetings in the 2022-2023 Board year be conducted via Zoom and all Board meetings be conducted in person with an opportunity to participate remotely if required.

Additional information has been reported to the Board in camera report.



OPEN REPORT TO THE BOARD OF GOVERNORS – March 24, 2022

From: Robert Arnone - Chair, External Relations Committee

Subject: External Relations Committee Open Report

Committee Members: *Robert Arnone (Chair); Peter Caldwell; Ann Dumyn; Dr. Don Kerr; Angela Maltese; Brian McKinnon; Dr. Moira McPherson; Michael Nitz; Anna Sampson; Debra Woods*

The Board External Relations Committee (BERC) met on March 2, 2022. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved the minutes from the January 21, 2022 meeting.

Fellow of the University

In accordance with the Fellow of the University Guidelines and Procedures, the Committee reviewed the Board Approved Fellow Nominees List and ranked potential candidate(s).

Updates and Reports Received

- Institutional Campaign Update
- Vice-President, External Relations Update
- Report from the President

Informational Items Received

- Committee's Workplan Progress Report
- 2021-22 Board Meeting Schedule

There are no recommendations being presented to the Board of Governors on March 24, 2022, during the open meeting. Additional information has been reported to the Board in an in camera report.



OPEN REPORT TO THE BOARD OF GOVERNORS – March 24, 2022

From: Cathy Tuckwell - Chair, Finance and Operations Committee

Subject: Finance and Operations Committee Open Report

Committee Members: *Brandon Rhéal Amyot; Robert Arnone; Ann Dumyn; Dr. Don Kerr; Angela Maltese; Dr. Moira McPherson; Ross Murray; Anna Sampson; Mark Smith; Cathy Tuckwell (Chair); Maria Vasanelli*

The Board Finance and Operations Committee (BFOC) met on March 3, 2022. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved the minutes from the January 21, 2022 meeting.

BFOC Responsible Investing Policy Review Ad Hoc Committee

Members received an update from the Ad hoc Committee and adopted the following motion during the meeting:

- MOVED that the funds held with Jarislowsky Fraser be moved to their fossil free funds.

2022-2023 Tuition Fees and Miscellaneous Fees

Administration provided the Committee with a presentation on the 2022-2023 tuition and miscellaneous fees. The Committee plans to make a recommendation to the Board of Governors on March 24, 2022.

- WHEREAS the Province has not yet announced a tuition framework for 2022-23 domestic tuition fees;
MOVED to recommend that the Board of Governors approves the proposed tuition fees for 2022-23 as presented, and that the Board revisits the domestic tuition if the Provincial government promulgates a domestic tuition framework for 2022-23.

Other Reports and Updates Received

- Capital Projects Update
- Strategic Enrolment Management Update
- Northern Ontario School of Medicine University Update
- Moody's Annual Report
- President's Report

Informational Items Received

- Operating and Ancillary Update (for the period ended January 31, 2022)
- Investment Report (as of January 31, 2022)
- Workplan Progress Report
- 2021-22 Board Meeting Schedule

Additional information has been reported to the Board in an in camera report.



OPEN REPORT TO THE BOARD OF GOVERNORS – March 24, 2022

From: Maria Vasanelli - Chair, Governance and Nominating Committee

Subject: Governance and Nominating Committee Open Report

Report Time: 20 minutes

Committee Members: *Brandon Rhéal Amyot; Claudine Cousins; Ann Dumyn; Angela Maltese; Dr. Moira McPherson; Ross Murray; Michael Nitz; Anna Sampson; Maria Vasanelli (Chair); Wendy Walberg*

February 15, 2022 Special Meeting

The Board Governance and Nominating Committee (BGNC) held a special meeting on February 15, 2022. The following items of business were on the agenda:

Board Chair, Vice-Chair and Past-Chair Succession Policy

The Committee reviewed the revised Board Chair, Vice-Chair and Past-Chair Succession Policy and plans to make a recommendation the Board of Governors at the March 24, 2022 meeting:

- MOVED to recommend that the Board of Governors approves the proposed amendments to the Board Chair, Vice-Chair and Past-Chair Succession Policy, subject to the appropriate changes being made to the “Roles and Responsibilities of Members of the Lakehead University Board of Governors”, and that the said policy replaces the current Board of Governors Chair, Vice-Chair and Past Chair Selection Procedures.

Roles and Responsibilities of Members of the Lakehead University Board of Governors

The BGNC approved consequential changes to “Roles and Responsibilities of Members of the Lakehead University Board of Governors” (the Board Roles Document) and plans to make a recommendation the Board of Governors at the March 24, 2022 meeting:

- MOVED to recommend that the Board of Governors approves the proposed amendments to the “Roles and Responsibilities of Members of the Lakehead University Board of Governors”.

Additional information has been reported to the Board in an in camera report.

March 14, 2022 Meeting

The BGNC met on March 14, 2022. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved the minutes of the January 20 and February 15, 2022 meetings.

Policy and Process Reviews

- **Board of Governors Diversity Policy:** The Committee established a Sub-Committee to carry out the review that commenced in February 2022.
- **Board of Governors Nominations Process:** The Committee commenced its review of the Board of Governors Nominations Process.
- **Board of Governors In Camera Meeting Process:** The Committee commenced its review of the Board of Governors In Camera Meeting Process.

Nominations and Recruitment

The Committee continues to review new nominations and conduct interviews when required. The Committee is working to fill current and upcoming vacancies on the Board, based on the Boards Skills Assessment Report and voluntary EDI Identification Survey Report.

Annual Review of Board Documents

The Committee reviewed and made amendments to the 2022-23 Committee Preference and Other Opportunities Questionnaire. The Questionnaire will have been distributed to Board members prior to the Mar 24, 2022 Board meeting, and is due back by April 1, 2022. Board members are encouraged to fill it out as soon as they can.

The Committee also determined that the following documents should be reviewed at least bi-annually, instead of annually:

- Skills and Diversity Matrix Questionnaire and EDI Self Identification Survey Tool Questions
- Board Performance Evaluation Survey Questions
- Committee Preference and Other Opportunities Questionnaire

Reports and Updates Received

- Lieutenant Governor In Council (LGIC) Appointments Update
- Board Comprehensive Bylaw Review - Report on Outstanding Items

Informational Items Received

- Board Attendance Report
- Workplan Progress Report
- 2021-22 Board Meeting Schedule

Additional information has been reported to the Board in an in camera report.



REPORT TO THE BOARD OF GOVERNORS

From: Dr. Don Kerr & Maria Vasenelli

Board Meeting Date: March 24, 2022

Subject: Senate Report

February 14, 2022 Senate Meeting Summary

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

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

The Senate adopted the following Senate Committee recommendations:

- MOVED that Valerie Stortini be appointed as the OIEC Member on the Senate for the term commencing immediately to June 30, 2023.
- MOVED that the proposed amendments to the Senate Teaching and Learning Committee Terms of Reference be referred to the Senate Organization Committee.

The Senate also adopted the following motion:

- MOVED that the attached adjunct professor recommendations be approved.

The Senate was provided with the following items for information:

- Adjunct Professor Renewals
- Ogimaawin Indigenous Education Council Report

- Board of Governors Report
- President's Report
- Provost and Vice-President, Academic Report

Senators had questions for the Provost regarding the timing of returning to campus, and steps toward face-to-face learning. The Provost reported that external guidance from provincial health authorities and others indicated that it is preferable to return to face to face learning where possible.

The next Senate meeting is scheduled to take place on March 14, 2022

Access to the Senate meeting materials is available on the [Senate section of the website](#).



OPEN REPORT TO THE BOARD OF GOVERNORS – March 24, 2022

From: Wendy Walberg - Chair, Board Learning and Liaison Committee

Subject: Board Learning and Liaison Committee Open Report

Committee Members: *Brandon Rhéal Amyot; Peter Caldwell; Claudine Cousins; Dr. Don Kerr; Dr. Moira McPherson; Ross Murray; Mark Smith; Wendy Walberg (Chair); Debra Woods*
All Board of Governors members were invited to participate in this meeting, in accordance with the BLLC Terms of Reference.

The Board Learning and Liaison Committee (BLLC) met on March 2, 2022. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved the minutes of the January 20, 2022 meeting.

Research and Innovation Education

Ore Deposit Research at Lakehead University: Dr. Peter Hollings - Professor, Geology (Lakehead University), was in attendance and gave a presentation on how the Centre of Excellence for Sustainable Mining and Exploration (CESME) is leading the way in industry partnerships.

Research and Innovation Week: Members received an overview of upcoming Research and Innovation Week events and were encouraged to participate.

Professional Development Planning

Information regarding Board professional development resources and opportunities were included in the agenda.

Board Winter Retreat Evaluation: The Committee reviewed the exit survey feedback from the winter retreat, recommendations for future professional development sessions were made.

Reports and Informational Items Received

- President's Report
- Committee Workplan Progress Report
- 2021-22 Board Meeting Schedule

There are no recommendations being presented to the Board of Governors on March 24, 2022.



REPORT TO THE BOARD OF GOVERNORS

From: Dr. Don Kerr & Maria Vasenelli

Board Meeting Date: March 24, 2022

Subject: Senate Report

March 14, 2022 Senate Meeting Summary

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

The reports of the Senate Budget Committee, Faculty of Graduate Studies Council, Senate Research Committee and Senate Teaching and Learning Committee were circulated in advance of the meeting.

The Senate was provided with the following items for information:

- Removal of Courses from the Calendar: The Senate’s Enduring Resolution, “Removing and Reinstating Courses” notes that if a course has not been offered for five years, the course (excluding special topics courses) will be automatically removed from the calendar. The list of courses being removed was circulated.
- Council of Ontario Universities Academic Colleague Report
- President’s Report
- Provost and Vice-President, Academic Report

The Senate also held an in camera session to discuss honorary degrees.

The next Senate meeting is scheduled to take place on April 11, 2022

Access to the Senate meeting materials is available on the [Senate section of the website](#).



President's Report to the Board of Governors

March
2022





Office of the President

Student Appreciation Day

On February 14, our Lakehead University community came together for Student Appreciation Day to show our students how much we value them. Students at both campuses participated in virtual and in-person activities, including sharing kind messages on the Heart Wall, making candy grams, watching movies, and eating some tasty treats.

The Student Success Centre team coordinated the day's events with many departments offering thanks throughout the day. President McPherson shared a special message of appreciation with all of students, and had the opportunity to hand out some persians on our Thunder Bay campus.



Ministry of Colleges and Universities Providing Lakehead University with \$1 Million for Upgrades

Ontario's Ministry of Colleges and Universities is providing \$1 million to Lakehead University for upgrades to its Wi-Fi, audiovisual and technology equipment in Orillia and Thunder Bay, resulting in a \$2 million benefit to students in Engineering and the Sciences.

Lakehead and the University's Student Tech Fee Committee contributed \$500,000 each, and Crestron, an audiovisual automation and controls manufacturer, added a \$60,000 rebate for further enhancements.

This funding will allow Lakehead Thunder Bay to upgrade aging instructional technology in approximately 35 rooms, within the Advanced Technology Academic Centre (ATAC), the Ryan building, and the CJ Sanders Fieldhouse – and add Wi-Fi to the Centennial building.

At Lakehead Orillia, the University will update audiovisual and conferencing equipment across roughly 15 instructional spaces – including 11 classrooms in Simcoe Hall and four in Heritage Place, benefiting students in all of Lakehead Orillia's programs.

Lakehead began this project in September 2021, with an estimated completion date of later this year.

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



Chancellor Deverell to Receive 2022 Governor General's Performing Arts Award for Lifetime Achievement

Originally published in Orillia Matters

An Oro-Medonte woman with a long track record in broadcasting, theatre and activism has received Canada's top honour for the performing arts.

Rita Shelton Deverell is one of seven people to receive a 2022 Governor General's Performing Arts Award. Hers is for lifetime artistic achievement.

Deverell has left her mark on the broadcasting and arts scenes for 55 years. She worked for CBC, where she produced Gemini Award-winning series, and was news director with the Aboriginal Peoples Television Network (APTN).

One of her longest-lasting legacies has been Vision TV, the world's first multifaith, multicultural network, which she co-founded. She is also one of the first Black women in the country to hold the positions of TV host and network executive.

Deverell, who currently serves as Lakehead University's chancellor, has had to clear a number of hurdles throughout her career.

Deverell was hired by the Globe Theatre in Regina in 1971. It was before many theatres had even thought about "non-traditional casting," she said, referring to people of different colours, genders and backgrounds.

She wanted to change that.

Deverell is often referred to as a social activist, and much of that work has been accomplished through her various jobs and her efforts to promote equity, diversity and inclusion.

Governor General Mary Simon will hand out the awards during a ceremony at Rideau Hall on May 28.

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





Lakehead Orillia Recreation

As part of Lakehead's commitment to provide more on-campus athletics and recreation programming for students, on Monday, Jan. 31, Lakehead Orillia opened its first outdoor rink on campus. Dr. Dean Jobin-Bevans, Chris Glover, and Mike den Haan were joined by Orillia Mayor Steve Clarke for the first official skate.

[Click here for more information...](#)



REASONS NOT TO START MY MBA

- My family needs me around in the evening
- I'm too tired to leave the house at end of day
- Too much rush to eat dinner and get to class
- Work is stressful, I need the comfort of home
- It's only for people who already know business

Online. Part-Time. **MBA** While you work. While you live. Applications Still Open for Fall 2022

Lakehead UNIVERSITY AACSB ACCREDITED

Part-time MBA now available online

The Faculty of Business Administration is making the online classroom a dedicated option for new, incoming part-time MBA students. While the shift to virtual learning over the past couple of years has been a challenge for some, it has been unanimously supported by all current part-time MBA students. The students have embraced the ability to attend class from home, as it has allowed them to better balance their work and family lives. In addition, the change allows alumni and staff located in the Orillia area and throughout Canada the opportunity to pursue their MBA with Lakehead.

For more information about Lakehead's MBA program, please visit mba.lakeheadu.ca or email colin.kutchyera@lakeheadu.ca.



Prospective students can learn more at Lakehead's Future Forward March Break open house

Lakehead invited prospective students to be future forward this March Break by attending an open house where they explored everything about the University – virtually or in person.

From March 14 to 18, Lakehead featured its seven exceptional faculties and two beautiful campuses.

Students had an opportunity to hear from Lakehead University staff about financial supports and bursaries, residence, co-op experiences, and more. Future Thunderwolves had an additional opportunity to accept their offer on the spot.

Future Forward to Lakehead offered a long awaited on-campus experience for applicants and prospective students. Each day featured a specific faculty, which included immersive and interactive experiences.

For more information, please visit www.lakeheadu.ca/marchbreak.



Academic Excellence

Lakehead Researchers Receive \$202,751 from Canada Foundation for Innovation

Two new Canada Foundation for Innovation (CFI) John R. Evans Leaders Fund (JELF) research infrastructure grants to two Lakehead University faculty members were recently announced. These grants provide funding for researchers to acquire research equipment to undertake innovative research that benefits Canadians.

Dr. Maryam Ebrahimi, Department of Chemistry: "Rational Design of Molecular-based Low-dimensional Quantum Materials" - \$100,080.

Dr. Wilson Wang, Department of Mechanical Engineering - "A New Research Infrastructure for Intelligent Diagnostics and Prognostics of Electric Machines" - \$102,671.

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



Music Student Wins Vocal Competition at Carnegie Hall

Lakehead music student **Jessica Hayes** spent the last two years mastering *Si, mi chiamano Mimi*, which earned her first place in the opera category at the Crescendo International Music Competition held at Carnegie Hall on Monday, Feb. 14.

She chose the song for Crescendo in 2019 – and then the pandemic hit, giving her more time to perfect it.

Follow this [link](#) for a video of Hayes performing *Si, mi chiamano Mimi*.

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

Lakehead music student overcomes health challenges to place first in Crescendo piano competition

A Lakehead University music student overcame great odds to place first in the Crescendo piano competition held in December 2021, allowing her to participate in an online winners' recital on Monday, Feb. 14.

From September 2020 to June 2021, **Evelyn Davenport** dealt with a serious overuse injury in her back and left shoulder, requiring months of physical therapy. This injury prevented her from practicing long hours at the piano and learning physically demanding pieces.

Follow this [link](#) for a video of Davenport performing *Brahms Ballade op. 118 no. 3*.

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





ONCAT awards Lakehead \$60,267 for Health and Science Diploma to Degree Pathways Development

Lakehead University has been awarded \$60,267 from the Ontario Council on Articulation and Transfer (ONCAT) to develop new and remodel existing health and science diploma to degree pathways.

Dr. Carlos Zerpa, an Associate Professor in the School of Kinesiology, and PhD student **Kaylin Kainulainen** have been awarded \$47,971 to remodel and strengthen diploma to degree pathways into the Honours Bachelor of Kinesiology (HBK) degree program.

Participating partners include Cambrian College of Applied Arts and Technology, Canadore College of Applied Arts and Technology, Collège Boréal, Confederation College of Applied Arts and Technology, Georgian College of Applied Arts and Technology, and Sault College of Applied Arts and Technology.

Dr. Craig MacKinnon, Professor of Chemistry, and **Dr. Heidi Schraft**, Associate Professor of Biology, have received \$12,296 to work with Fanshawe College to develop a set of transfer pathways to and from Lakehead University in the Chemical Laboratory Technology - Science Laboratory Advanced Diploma and the Honours Bachelor of Science in Chemistry/Honours Bachelor of Science in Applied Life Science.

In addition, the project team will assess the viability of developing additional pathways into Lakehead University's medical concentration programs and related Engineering credentials.

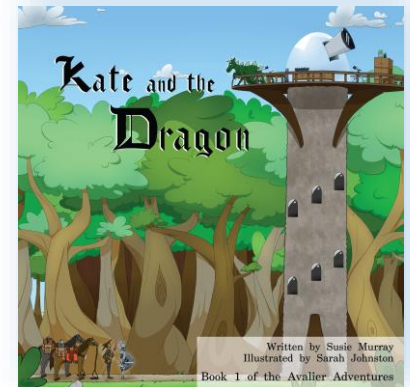
[Click here to view media release...](#)

Fourth-year English Student Releases her First Book

Fourth-year English student **Susie Murray** is releasing her first book, *Kate and the Dragon*, for ages three and up. The picture book follows a knight named Kate and a wizard named Sebastian as they use their creative puzzle-solving skills to rescue a dragon.

Susie wrote the fantasy/adventure story and her friend Sarah Johnston created the illustrations. It's Book 1 of a series called *The Avalier Adventures*; Book 2 is already in the works, and should be out within a year.

The book will be released on Monday, Feb. 21 (Family Day), in paperback, eBook, and hardcover. It will be available to purchase online through [Susie's website](#), in local bookstores, or directly from her by emailing smmurray@lakeheadu.ca.





CIHR providing Lakehead University professors with more than \$2.1 million for important research

Lakehead University researchers are receiving more than \$2.1 million from the Canadian Institutes of Health Research for several important projects.

Dr. Vicki Kristman, Associate Professor in Health Sciences and Director of Lakehead's Enhancing the Prevention of Injury and Disability (EPID) at Work Research Institute, is receiving \$367,200 to evaluate the Wiji app's effectiveness in improving the mental health of Indigenous people in the workplace.

With direction from the communities, members of the Nokiiwin Tribal Council and Dr. Kristman's team developed an e-mental health app for Indigenous workplaces called 'Wiji,' to improve Indigenous workplace mental health through a CIHR Catalyst Grant: Work Stress and Wellbeing Hackathon.

Wiji provides information on work-related mental health and mental-health resources that Indigenous workers can access, and provides a mechanism to connect with a peer-support who can assist the worker in times of stress.



Dr. Christopher Mushquash, Professor in Psychology and Canada Research Chair in Indigenous Mental Health and Addiction, and his team are receiving \$344,250 to examine the relationship between adverse childhood experiences and various aspects of well-being.

Conducted for up to five years, this research will allow the team to create a knowledge base that Indigenous community-based organizations can use to better support members who are facing difficulties with mental health and addictions.



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



TBDHU receives funding boost for the HOME Program in Thunder Bay

Thunder Bay District Health Unit (TBDHU) is pleased to announce the receipt of \$1,158,677 over 3 years from the Public Health Agency of Canada (PHAC) to implement the Healthy Kids Health on the Move for Equity (HOME) Program in Thunder Bay.

This initiative supports the delivery of health and community services for an estimated 1,500 children and their families in four priority neighbourhoods in Thunder Bay. These areas were identified through a comprehensive community needs assessment and include the neighbourhoods around Windsor Street, Academy Heights, Westfort and McKellar Park. The program brings together residents and community partners to provide evidence-informed programming around physical activity, nutrition, smoking prevention and cessation, mental health, and other topics identified by participants. The HOME program is supported by partners on the Healthy Kids Steering Committee.

The Healthy Kids HOME program has two main components: (1) Expanding Healthy Kids sites in priority neighbourhoods, which provide a safe space for accessing health promotion programming and social services; and (2), a four-week Healthy Kids Family Program to equip parents/caregivers with health-related knowledge, self-efficacy, coping skills, and information on local services and resources.

The program will be evaluated by principal investigator, **Dr. Erin Pearson**, Associate Professor in Kinesiology at Lakehead University, who will measure health outcomes and impact on the community.

Healthy Kids Steering Committee partners: Anishnawbe Mushkiki Aboriginal Health Access Centre, Boys and Girls Clubs of Thunder Bay, Children's Centre Thunder Bay, City of Thunder Bay, Communities Together for Children, Dilico Anishinabek Family Care, EcoSuperior, Indigenous Sport and Wellness Ontario, Lakehead Public School Board, Lakehead Social Planning Council, Lakehead University – School of Kinesiology and Department of Psychology, Little Lions Waldorf Child and Family Centre, Our Kids Count, P.R.O. Kids Thunder Bay, St. Joseph's Care Group, Thunder Bay Chill Soccer Club, Thunder Bay District Catholic School Board, Thunder Bay District Health Unit, Thunder Bay District Social Services Administration Board, Thunder Bay Indigenous Friendship Centre, Thunder Bay Police Service, Thunder Bay Public Library, Thunder Bay Regional Health Sciences Centre, United Way Thunder Bay.

For information about Healthy Kids Thunder Bay events and program updates, follow @healthykidstbay on Facebook and Twitter.

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



Centre on Education and Lifelong Learning

CELL has had an incredible beginning to 2022, as we continue to expand programs. The 12 Days of Learning offered a range of unique lifelong learning workshops throughout January that enabled people to do everything from pairing beer and cheese to making their own 'lettuce' and learning about the iconic Hoito. CELL received a \$25,000 SSHRC grant - in collaboration with Dr. Ellen Field and the Sustainable Orillia Youth Council - for the Youth Sustainability Summit, which will be one of the culminating events for YOCA. This day-long summit, to take place on the Orillia campus this coming May, will see 200 high school youth gather to hear speakers and participate in workshops with the Youth Climate Action Lab.

New “Research Integrity Matters” (RIM) Online Course

Lakehead University's Office of Research Services (ORS), in collaboration with the Faculty of Graduate Studies, has announced the offering of a new “Research Integrity Matters” (RIM) Online [Course](#). The new Lakehead University Research Integrity Matters (RIM) course is geared towards Highly Qualified Personnel (HQP) and was created by the ORS to help research supervisors comply with the new requirement to provide appropriate supervision and training in the conduct of research.



Entrepreneurship and Innovation

Ingenuity Awards Indigenous Start-up Fund

Thanks to the hard work of Lakehead University's External Relations department, this past November Ingenuity was able to launch applications for a \$5,000 Indigenous student start-up fund. The start-up fund has been a dream for *Ingenuity* since its opening in 2018.

The fund also includes business development support and mentorship from *Ingenuity* and its large group of community partners. After online applications closed, the next step was a business-pitch style presentation to a panel of judges in early December of 2021.

After much discussion and deliberation from the committee, Sabrina Slade, a fourth-year Masters of Medical Science student, was chosen for her web-based application in the health-care field.



Ingenuity Helps “Share Your Heart”

Ingenuity participated in Lakehead's Student Appreciation Day with a social media scavenger hunt type contest called "Share Your Heart".

Participants were to find the hidden "heart" in Ingenuity and post a picture with the heart to Ingenuity's social media. Along with its fun challenges Ingenuity has hosted 3 workshops so far this semester and involved a local certified Google Innovator to host a session based on newsletter creation.

The two biggest events for Ingenuity are upcoming in the next few weeks, Disrupt It Weekend (held virtually this year) and the launch of our Ascend Accelerator applications.



Research and Innovation Week

The 17th Annual Research and Innovation Week took place, Monday, March 7 to Friday, March 11, 2022. Highlights included the Opening Ceremonies with keynote speaker Seth Klein, Team Lead for the Climate Emergency Unit (a project of the David Suzuki Institute). Seth's book, *A Good War: Mobilizing Canada for the Climate Emergency*, was published in September 2020.

The showcase will include numerous Year of Climate Action (YOCA) driven sessions and graduate and undergraduate competitions. Attendees will also find two curated art tours, *Ignite* researcher showcase videos, 2021 Distinguished Researcher talks and more, finally concluding with the Research and Innovation Award of Excellence Celebration.

[Click here for more information...](#)





Ingenuity's Indigenous Start-Up Fund

In November 2021, *Ingenuity* put out a call for applicants to a \$5000 Indigenous start up fund. After holding interviews in December, the chosen recipient is **Sabrina Slade** who is currently finishing her Masters of Medical Science.

Sabrina and her business partner have created a web-based application that will work as a tool for recruitment of healthcare professionals in Northern Ontario. Currently they are working with Ingenuity to get their app ready to launch and will be putting a focus on the marketing and promotion to raise awareness and bring attention to their tool. The new logo is still to be developed but the team has settled on naming the app, Scout.

This fund comes from the hard work of our External Relations team securing a donor and Ingenuity hopes it will be an annual gift that allows one student to pursue their entrepreneurial dream.



Local and Global Partnerships

Successful Trans-Atlantic Platform in the Social Sciences and Humanities Submission

Dr. Kathy Sanderson is part of a successful [Trans-Atlantic Platform in the Social Sciences and Humanities](#) application, under the theme of Recovery, Renewal and Resilience. The project, entitled "[En Route to Recovery: Diversity and Vulnerability in Care Work During and After the COVID-19 Pandemic](#)." The research program is led by a team at the University of Helsinki, and includes teams in Finland, Canada (lead by Kathy), Scotland, and South Africa. The Canadian team will receive CAD \$200,000 from the Social Sciences and Humanities Research Council over three years.



Lakehead Celebrates Exceptional Researchers at R&I Awards of Excellence

Lakehead University held its Research and Innovation Awards of Excellence reception virtually on Thursday, March 10 to celebrate the exceptional achievements of professors, partners, and students.

Lakehead named **Dr. Monica Flegel**, **Dr. Pedram Fatehi**, and **Dr. Michel Bédard** as the 2022 Distinguished Researchers for their work in the social sciences and humanities, natural sciences and engineering, and health sciences, respectively.

Dr. Flegel is a researcher from the Faculty of English who is active in a wide variety of fields. She has made significant contributions within three major areas – Victorian studies, child studies, and fan and media studies. She has written three academic books – two of which she is the single author, one which is joint-authored, and one which is a joint-edited collection – which represent her most significant research contributions.

Dr. Fatehi is a professor, Canada Research Chair (Tier II) and Industrial Research Chair in Chemical Engineering who has published over 230 journal articles (more than 25 article publications per year). His contributions to international conferences – as an organizer, plenary speaker, invited speaker, committee member, and regular contributor – have been consistent.

Dr. Bédard is the Director of Lakehead's Centre for Research on Safe Driving and a professor in Health Sciences. He has spent the past 20 years advancing knowledge and developing a research agenda for older drivers by creating new knowledge that other researchers could build on. Dr. Bédard has been involved with knowledge translation and the application of knowledge, by working with the media, such as CBC News. He and his team organized five CIHR-funded Café Scientifique studies and they have collaborated with the government (Transport Canada, Ministry of Transportation of Ontario), local organizations such as hospitals, and patient groups including the Alzheimer's Society of Canada.

[Click here for the full list of winners and to view the media release...](#)





Community Engagement and Lifelong Learning

In collaboration with Lakehead's Chair of Truth and Reconciliation, **Dr. Cynthia Wesley-Esquimaux**, the Office of Community Engagement and Lifelong Learning (CELL) is presenting "Truth and Reconciliation: Community Dialogues." Beginning of March 1st, this series -- which will include four indigenous knowledge keepers speaking their truths, followed by a panel of indigenous leaders and non-indigenous allies enacting reconciliation -- will help the Simcoe County community lean into Truth and Reconciliation collectively.

Over 600 households have signed up to participate in these sessions and over 100 youth will participate in youth/elder dialogues in the public and Catholic school boards. In June, we hope to gather on the Orillia campus to enact reconciliation as a community in a meaningful way. This initiative is supported by a Social Sciences and Humanities Research Council (SSHRC) Connection grant.

CELL has also begun Specialist High Skills Major (SHSM) programming for this semester, working with high school students through the Ontario Youth Naturalist Program. Students from Nantyr Shores Secondary School, Patrick Fogarty Catholic High School, and Elmvale High School will learn about wetlands, invasive species, plants, pollinators, sustainable agriculture, and more, before working in teams on Innovation, Creativity, and Entrepreneurship projects solving real world problems with Parks Canada and Bass Lake Farms. Through a grant from the Invasive Species Centre, CELL will also work with Parks Canada to bring students to Georgian Bay Islands National Park to participate in an eradication project to 'Impede the Reed.'

[Click here for more information...](#)

Global Affairs Canada Faculty Mobility for Partnership Building Program

Dr. Muditha Heenkenda (Department of Geography and Environment) will be traveling to Costa Rica to teach a course on "Light Detection and Ranging" and its applications" at the Instituto Tecnológico de Costa Rica, and develop a research collaboration between Tecnológico de Costa Rica, the National Groundwater, Irrigation and Drainage Services institute in Costa Rica, and the Department of Geography and the Environment at Lakehead.

Dr. ShiKui Wu and Dr. Hui Zhang (Faculty of Business Administration) will be initiating a collaboration with the Mexico City campus of Tec de Monterrey. Dr. Wu will visit the Departments of International Business and Industrial Engineering in Mexico City, while Dr. Zhang will participate virtually from Thunder Bay. They will each be teaching a course, and plan to collaborate with the Center for Innovation in Design and Technology, Advanced Manufacturing Research Group, to develop a research program in Smart Supply Chain and Operations.

MEMORANDUM

Date: March 3, 2022
To: Finance & Operations Committee
From: Kathy Pozihun, Vice-President (Administration & Finance)
 Rita Blais, Associate Vice-President (Financial Services)
Subject: 2022/23 Tuition Fees and Other Miscellaneous Fees

PROPOSED TUITION FEES

On January 17, 2019, the Minister of Training, Colleges and Universities (MTCU) announced a new tuition fee framework. All publicly funded colleges and universities were instructed to set 2019/20 tuition fees by reducing the 2018/19 tuition fees by 10% for funding-eligible students in funding-eligible programs. For Lakehead University, that translated into all tuition fees charged to domestic students in academic credit programs. No new tuition fee framework has been announced for 2022/23; therefore we are assuming status quo, or 0% increase again for 2022/23. In addition to the tuition fee framework, MTCU confirmed the continuation of the tuition fee set aside requirements; this translated into a decrease in the total tuition set aside obligation of approximately 10% and remains in place for 2022/23.

The tuition fees for both domestic undergraduate and graduate programs are illustrated below:

PROPOSED DOMESTIC TUITION FEES		Approved 2021/22	Assumed Tuition 2022/23
<i>Undergraduate (First Year)</i>			
Business		7,170.73	7,170.73
Education, Concurrent		6,229.32	6,229.32
Education, Consecutive		6,259.64	6,259.64
Engineering (common year in applied science)		6,266.37	6,266.37
Engineering		7,701.88	7,701.88
Law		16,734.43	16,734.43
Other		5,984.51	5,984.51
<i>Graduate (First Three Terms)</i>			
Masters (first three terms)		8,084.87	8,084.87
Master of Public Health (first three terms)		8,326.63	8,326.63
Master of Science in Management (Twelve month domestic program fee)		13,474.77	13,474.77
Master of Business Administration (Twelve month domestic program fee)		18,557.10	18,557.10
Doctorate		8,084.87	8,084.87

Tuition for funding-ineligible students, such as international students, is excluded from the policy. We have conducted extensive analysis of tuition fees charged to international students at all Ontario universities. These proposed fees place Lakehead University close to our competitor universities in the province. During 2020/21 Lakehead considered student feedback and reviewed its approach to setting fees for returning International students with the intent to provide predictability on international tuition rates. Tuition increases were limited to 3% for returning students in 2021/22. This policy remains in place for 2022/23.

PROPOSED INTERNATIONAL TUITION FEES (Incoming Students)	Approved 2021/22	Proposed 2022/23
<i>Undergraduate (Appendix 1)</i>		
Business	30,000.00	32,000.00
Engineering	34,000.00	36,000.00
Other	26,500.00	27,295.00
<i>Graduate (Masters) (Appendix 2)</i>		
Business (MBA)	40,000.00	41,000.00
MSc in Management	28,800.00	28,800.00
Engineering	31,000.00	32,000.00
Computing Sciences	24,720.00	24,720.00
Education	23,500.00	23,500.00
Other	23,000.00	23,000.00
<i>Graduate (PhD) (Appendix 3)</i>		
Engineering	19,000.00	19,000.00
Other	19,000.00	19,000.00

MISCELLANEOUS FEES *(Appendix 4)*

The Miscellaneous Fees include Compulsory Ancillary Fees, Fees for Field Trips and Other Additional Course Fees. The proposed fees have been set in consultation with the Vice-Provost Student Affairs and the respective Deans and Directors. In accordance with the Compulsory Fee Protocol signed with LUSU some fees can only be increased at the annual rate of increase of the Statistics Canada Consumer Price Index (CPI) for Ontario as at the preceding December 31 (4.8% at December 31, 2021). A larger increase or new fees must be approved through the Protocol. All proposed fees are increasing in accordance with the Protocol except for the Health Services Fee and the Orientation fee; both these fees are being discussed with LUSU in accordance with the Protocol.

Field Trip Fees may be charged for reasonable, direct costs of travel and accommodation of students on compulsory field trips. All proposed increases are based on projected costs of the field trip and substantiated in writing by the Deans. Similarly, fees charged for lab supplies are based on actual costs and must be substantiated.

A number of miscellaneous fees such as the Document Evaluation Fee, the Non-Refundable Deposits, and the Late Payment Fee have been increased based on actual costs and are in line with fees charged at other Ontario universities.

Approximate total revenue generated by all Miscellaneous Fees (not including Field Trips) is \$2.500M.

APPENDIX 1

FIGURE 1					21/22	20/21	19/20
Undergraduate International Business	2021/22	2020/21	2019/20	2018/19	% increase	% increase	% increase
University							
Algoma	\$18,928	\$18,287	\$18,287	\$17,252	3.51%	0.00%	6.00%
Nipissing University	\$19,325	\$19,325	\$19,325	\$19,325	0.00%	0.00%	0.00%
Trent University	\$24,250	\$22,454	\$21,385	\$20,367	8.00%	5.00%	5.00%
Laurentian University	\$27,840	\$26,514	\$26,514	\$24,104	5.00%	0.00%	10.00%
Ontario Tech (previously UOIT)	\$29,440	\$26,764	\$24,330	\$22,119	10.00%	10.00%	10.00%
Lakehead University	\$30,000	\$28,350	\$27,000	\$25,358	5.82%	5.00%	6.48%
Brock University	\$30,611	\$29,153	\$27,765	\$26,443	5.00%	5.00%	5.00%
Carleton University	\$32,201	\$30,668	\$29,208	\$27,045	5.00%	5.00%	8.00%
University of Windsor	\$32,400	\$30,000	\$27,300	\$26,000	8.00%	9.89%	5.00%
Ryerson University	\$33,075	\$31,500	\$30,000	\$25,935	5.00%	5.00%	15.67%
University of Guelph	\$33,608	\$31,706	\$27,570	\$25,064	6.00%	15.00%	10.00%
York University	\$33,618	\$32,903	\$30,607	\$28,472	2.17%	7.50%	7.50%
Wilfrid Laurier University	\$35,123	\$31,930	\$28,860	\$27,481	10.00%	10.64%	5.02%
McMaster University	\$41,984	\$38,168	\$38,168	\$35,341	10.00%	0.00%	8.00%
University of Waterloo	\$43,182	\$41,126	\$39,168	\$37,302	5.00%	5.00%	5.00%
University of Ottawa	\$44,379	\$44,379	\$44,379	\$38,591	0.00%	0.00%	15.00%
Western » Main Campus	\$51,500	\$50,000	\$44,800	\$40,000	3.00%	11.61%	12.00%
Queen's University	\$53,838	\$51,274	\$48,833	\$45,681	5.00%	5.00%	6.90%
Toronto » All Campuses	\$66,110	\$64,810	\$60,570	\$56,610	2.01%	7.00%	7.00%
Source: COU Fee Survey Report 2021 (Tables 7A and 7B).	\$681,412	\$649,311	\$614,069	\$568,490	4.94%	5.74%	8.02%

PROPOSED 2022/23 TUITION FEE	\$32,000.00
% increase	6.67%

Years 2, 3 and 4 @ 3% increase	\$29,200.50
Years 2 @ 3% increase	\$30,900.00
Years 3 and 4 @ 3% increase	\$30,076.52

APPENDIX 1

FIGURE 2					21/22	20/21	19/20
Undergraduate International Engineering	2021/22	2020/21	2019/20	2018/19	% increase	% increase	% increase
University							
Lakehead University	\$34,000	\$32,000	\$28,400	\$25,358	6.25%	12.68%	12.00%
Ontario Tech (previously UOIT)	\$34,616	\$31,469	\$28,608	\$26,007	10.00%	10.00%	10.00%
Laurentian University	\$35,453	\$33,765	\$32,158	\$30,627	5.00%	5.00%	5.00%
University of Windsor	\$36,720	\$34,000	\$30,330	\$28,350	8.00%	12.10%	6.98%
Ryerson University	\$36,750	\$36,750	\$35,000	\$27,676	0.00%	5.00%	26.46%
University of Guelph	\$40,228	\$36,906	\$33,551	\$29,175	9.00%	10.00%	15.00%
Carleton University	\$40,816	\$37,793	\$34,994	\$32,402	8.00%	8.00%	8.00%
Western » Main Campus	\$49,971	\$46,269	\$41,312	\$36,886	8.00%	12.00%	12.00%
University of Ottawa	\$52,707	\$52,707	\$52,707	\$45,832	0.00%	0.00%	15.00%
Queen's University	\$54,893	\$50,827	\$47,062	\$43,576	8.00%	8.00%	8.00%
McMaster University	\$58,231	\$54,935	\$49,941	\$45,402	6.00%	10.00%	10.00%
University of Waterloo	\$60,334	\$57,462	\$51,306	\$44,614	5.00%	12.00%	15.00%
Toronto » All Campuses	\$62,250	\$66,440	\$58,680	\$54,840	-6.31%	13.22%	7.00%
<i>Source: COU Fee Survey Report 2021 (Tables 7A and 7B).</i>	\$596,969	\$571,323	\$524,049	\$470,745	4.49%	9.02%	11.32%

PROPOSED 22/23 TUITION FEE	\$36,000.00
% increase	5.88%

Years 2, 3 and 4 @ 3% increase \$32,960.00
 Years 2 @ 3% increase \$35,020.00
 Years 3 and 4 @ 3% increase \$33,948.80

APPENDIX 1

FIGURE 3					21/22	20/21	19/20
Undergraduate International Arts & Science	2021/22	2020/21	2019/20	2018/19	% increase	% increase	% increase
University							
Algoma	\$18,928	\$18,287	\$18,287	\$17,252	3.51%	0.00%	6.00%
Nipissing University	\$19,325	\$19,325	\$19,325	\$19,325	0.00%	0.00%	0.00%
Trent University	\$24,250	\$22,454	\$21,385	\$20,367	8.00%	5.00%	5.00%
OCAD	\$25,380	\$25,455	\$24,060	\$22,340	-0.29%	5.80%	7.70%
Laurentian University	\$25,960	\$25,960	\$25,960	\$24,104	0.00%	0.00%	7.70%
Lakehead University	\$26,500	\$25,000	\$23,731	\$22,601	6.00%	5.35%	5.00%
Ontario Tech (previously UOIT)	\$26,541	\$24,129	\$21,935	\$19,941	10.00%	10.00%	10.00%
Carleton University	\$27,056	\$26,268	\$25,503	\$24,761	3.00%	3.00%	3.00%
University of Guelph	\$28,334	\$26,730	\$24,300	\$22,091	6.00%	10.00%	10.00%
Ryerson University	\$28,665	\$27,300	\$26,000	\$24,454	5.00%	5.00%	6.32%
Wilfrid Laurier University	\$29,253	\$27,860	\$25,320	\$24,104	5.00%	10.03%	5.04%
Brock University	\$29,280	\$27,886	\$26,558	\$25,293	5.00%	5.00%	5.00%
University of Windsor	\$29,320	\$27,150	\$24,680	\$23,500	7.99%	10.01%	5.02%
York University	\$31,496	\$31,496	\$28,633	\$26,030	0.00%	10.00%	10.00%
University of Ottawa	\$36,161	\$36,161	\$36,161	\$31,444	0.00%	0.00%	15.00%
Western » Main Campus	\$36,208	\$33,526	\$31,042	\$28,743	8.00%	8.00%	8.00%
McMaster University	\$37,237	\$33,852	\$30,744	\$27,977	10.00%	10.11%	9.89%
University of Waterloo	\$42,520	\$38,656	\$33,614	\$29,230	10.00%	15.00%	15.00%
Queen's University	\$50,926	\$48,501	\$46,191	\$41,614	5.00%	5.00%	11.00%
Toronto » All Campuses	\$58,160	\$57,020	\$53,290	\$49,800	2.00%	7.00%	7.01%
Source: COU Fee Survey Report 2021 (Tables 7A and 7B).	\$631,500	\$603,016	\$566,719	\$524,971	4.72%	6.40%	7.95%

PROPOSED 2022/23 TUITION FEE	\$27,295.00
% increase	3.00%

Years 2, 3 and 4 @ 3% increase \$25,750.00
 Years 2 @ 3% increase \$27,295.00
 Years 3 and 4 @ 3% increase \$26,522.50

APPENDIX 2

FIGURE 4					21/22	20/21	19/20
Masters International Business	2021/22	2020/21	2019/20	2018/19	% increase	% increase	% increase
University							
University of Windsor	\$30,360	\$27,600	\$25,200	\$24,000	10.00%	9.52%	5.00%
Brock University	\$32,547	\$30,997	\$29,284	\$29,284	5.00%	5.85%	0.00%
Lakehead University	\$40,000	\$37,800	\$36,000	\$32,358	5.82%	5.00%	11.26%
Laurentian University	\$40,537	\$40,537	\$40,537	\$39,742	0.00%	0.00%	2.00%
McMaster University	\$42,915	\$39,736	\$39,736	\$38,957	8.00%	0.00%	2.00%
Ryerson University	\$46,350	\$38,740	\$37,610	\$35,819	19.64%	3.00%	5.00%
Carleton University	\$48,102	\$44,541	\$41,244	\$38,190	7.99%	7.99%	8.00%
Wilfrid Laurier University	\$49,739	\$48,526	\$46,215	\$44,000	2.50%	5.00%	5.03%
York University	\$52,534	\$52,534	\$51,253	\$50,002	0.00%	2.50%	2.50%
University of Ottawa	\$61,782	\$61,782			0.00%		
Toronto » All Campuses	\$64,910	\$63,020	\$59,450	\$57,160	3.00%	6.01%	4.01%
Western » Main Campus	\$120,500	\$117,500	\$111,750	\$106,500	2.55%	5.15%	4.93%
Source: COU Fee Survey Report 2021 (Tables 9A and 9B).	\$630,276	\$603,313	\$518,279	\$496,012	4.47%	16.41%	4.49%

PROPOSED 2022/23 TUITION FEE	\$41,000.00
% increase	2.50%

APPENDIX 2

FIGURE 5					21/22	20/21	19/20
Masters Science Management	2021/22	2020/21	2019/20	2018/19	% increase	% increase	% increase
University							
Queen's University	\$12,927	\$12,927	\$12,927	\$12,927	0.00%	0.00%	0.00%
Wilfrid Laurier University	\$20,655	\$20,655	\$20,655	\$20,049	0.00%	0.00%	3.02%
Brock University	\$23,504	\$23,504	\$23,504	\$23,504	0.00%	0.00%	0.00%
Ryerson University	\$23,530	\$22,840	\$22,170	\$21,517	3.02%	3.02%	3.03%
University of Ottawa	\$25,719	\$25,719	\$25,719	\$27,005	0.00%	0.00%	-4.76%
Lakehead University	\$28,800	\$28,000	\$26,625	\$25,358	2.86%	5.16%	5.00%
Carleton University	\$29,268	\$28,416	\$27,591	\$0	3.00%	2.99%	#DIV/0!
University of Waterloo	\$41,688	\$39,702	\$34,524	\$30,024	5.00%	15.00%	14.99%
Western » Main Campus	\$69,950	\$68,250	\$65,000	\$60,500	2.49%	5.00%	7.44%
Source: COU Fee Survey Report 2021 (Tables 9A and 9B).	\$276,041	\$270,013	\$258,715	\$220,884	2.23%	4.37%	17.13%

PROPOSED 2022/23 TUITION FEE	\$28,800.00
% increase	0.00%

APPENDIX 2

FIGURE 6					21/22	20/21	19/20
Masters International Engineering	2021/22	2020/21	2019/20	2018/19	% increase	% increase	% increase
University							
Queen's University	\$20,467	\$19,492	\$19,492	\$19,492	5.00%	0.00%	0.00%
Laurentian University	\$21,542	\$21,542	\$21,542	\$21,202	0.00%	0.00%	1.60%
Ryerson University	\$24,760	\$24,040	\$23,340	\$22,656	3.00%	3.00%	3.02%
Ontario Tech (previously UOIT)	\$27,582	\$25,074	\$22,795	\$21,709	10.00%	10.00%	5.00%
University of Guelph	\$27,810	\$26,236	\$23,425	\$20,915	6.00%	12.00%	12.00%
Lakehead University	\$31,000	\$30,000	\$27,000	\$25,358	3.33%	11.11%	6.48%
University of Ottawa	\$33,872	\$33,872	\$33,872	\$29,454	0.00%	0.00%	15.00%
Carleton University	\$34,029	\$31,509	\$29,175	\$27,015	8.00%	8.00%	8.00%
Western » Main Campus	\$34,589	\$33,259	\$31,675	\$30,167	4.00%	5.00%	5.00%
University of Windsor	\$37,000	\$34,500	\$30,000	\$27,500	7.25%	15.00%	9.09%
University of Waterloo	\$41,688	\$39,702	\$34,524	\$30,024	5.00%	15.00%	14.99%
Toronto » All Campuses	\$62,840	\$61,010	\$59,230	\$54,840	3.00%	3.01%	8.01%
Source: COU Fee Survey Report 2021 (Tables 9A and 9B).	\$397,179	\$380,236	\$356,070	\$330,332	4.46%	6.79%	7.79%

PROPOSED 2022/23 TUITION FEE	\$32,000.00
% increase	3.23%

Year 2

31,000.00

APPENDIX 2

FIGURE 7					21/22	20/21	19/20
Masters Computer Science	2021/22	2020/21	2019/20	2018/19	% increase	% increase	% increase
University							
University of Windsor	\$24,360	\$24,360	\$24,000	\$22,755	0.00%	1.50%	5.47%
Lakehead University	\$24,720	\$24,000	\$22,400	\$21,748	3.00%	7.14%	3.00%
University of Ottawa	\$25,719	\$25,719	\$25,719	\$22,364	0.00%	0.00%	15.00%
Carleton University	\$26,655	\$24,681	\$22,854	\$22,191	8.00%	7.99%	2.99%
Laurentian University	\$40,537	\$0	\$0	\$0	na	na	na
Source: COU Fee Survey Report 2021 (Tables 9A and 9B).	\$141,991	\$98,760	\$94,973	\$89,058	43.77%	3.99%	6.64%

PROPOSED 2022/23 TUITION FEE	\$24,720.00
% increase	0.00%

APPENDIX 2

FIGURE 8					21/22	20/21	19/20
Masters Education	2021/22	2020/21	2019/20	2018/19	% increase	% increase	% increase
University							
Ontario Tech (previously UOIT)	\$11,315	\$10,287	\$10,085	\$9,168	9.99%	2.00%	10.00%
Queen's University	\$12,927	\$12,927	\$12,927	\$12,927	0.00%	0.00%	0.00%
Nipissing University	\$18,350	\$18,350	\$18,350	\$18,350	0.00%	0.00%	0.00%
York University	\$18,825	\$18,825	\$18,825	\$18,825	0.00%	0.00%	0.00%
Trent University	\$21,914	\$20,870	\$20,262	\$0	5.00%	3.00%	#DIV/0!
University of Windsor	\$22,995	\$22,995	\$22,650	\$21,525	0.00%	1.52%	5.23%
Lakehead University	\$23,500	\$23,500	\$22,400	\$21,748	0.00%	4.91%	3.00%
Brock University	\$29,224	\$27,832	\$26,507	\$25,244	5.00%	5.00%	5.00%
University of Ottawa	\$29,923	\$29,923	\$29,923	\$26,020	0.00%	0.00%	15.00%
Western » Main Campus	\$34,589	\$33,259	\$31,675	\$30,167	4.00%	5.00%	5.00%
Toronto » All Campuses	\$39,620	\$37,730	\$35,930	\$34,220	5.01%	5.01%	5.00%
Source: COU Fee Survey Report 2021 (Tables 9A and 9B).	\$263,182	\$256,498	\$249,534	\$218,194	2.61%	2.79%	14.36%

PROPOSED 2022/23 TUITION FEE	\$23,500.00
% increase	0.00%

APPENDIX 2

FIGURE 9					21/22	20/21	19/20
Masters International	2021/22	2020/21	2019/20	2018/19	% increase	% increase	% increase
University							
Queen's University	\$12,927	\$12,927	\$12,927	\$12,927	0.00%	0.00%	0.00%
McMaster University	\$17,096	\$17,096	\$17,096	\$17,096	0.00%	0.00%	0.00%
Nipissing University	\$18,350	\$18,350	\$18,350	\$18,350	0.00%	0.00%	0.00%
York University	\$18,825	\$18,825	\$18,825	\$18,825	0.00%	0.00%	0.00%
Western » Main Campus	\$18,984	\$18,612	\$18,247	\$17,889	2.00%	2.00%	2.00%
Ontario Tech (previously UOIT)	\$19,166	\$19,166	\$18,790	\$18,422	0.00%	2.00%	2.00%
University of Guelph	\$20,513	\$20,513	\$20,513	\$19,915	0.00%	0.00%	3.00%
Wilfrid Laurier University	\$20,655	\$20,655	\$20,655	\$20,049	0.00%	0.00%	3.02%
Trent University	\$20,997	\$20,386	\$19,792	\$19,216	3.00%	3.00%	3.00%
Laurentian University	\$21,542	\$21,542	\$21,542	\$21,202	0.00%	0.00%	1.60%
University of Waterloo	\$22,416	\$21,762	\$21,126	\$20,514	3.01%	3.01%	2.98%
Ryerson University	\$22,860	\$22,190	\$21,540	\$20,912	3.02%	3.02%	3.00%
University of Windsor	\$22,995	\$22,995	\$22,650	\$21,525	0.00%	1.52%	5.23%
Lakehead University	\$23,000	\$23,000	\$22,400	\$21,748	0.00%	2.68%	3.00%
Brock University	\$23,504	\$23,504	\$23,504	\$23,504	0.00%	0.00%	0.00%
Carleton University	\$23,706	\$23,016	\$22,347	\$21,699	3.00%	2.99%	2.99%
University of Ottawa	\$25,472	\$25,472	\$25,472	\$22,149	0.00%	0.00%	15.00%
Toronto » All Campuses	\$26,210	\$24,960	\$23,770	\$22,640	5.01%	5.01%	4.99%
OCAD	\$32,421	\$32,535	\$30,762	\$28,575	-0.35%	5.76%	7.65%
Source: COU Fee Survey Report 2021 (Tables 9A and 9B).	\$411,639	\$407,506	\$400,308	\$387,157	1.01%	1.80%	3.40%

PROPOSED 2022/23 TUITION FEE	\$23,000.00
% increase	0.00%

APPENDIX 3

FIGURE 10					21/22	20/21	19/20
International Ph.D. Engineering	2021/22	2020/21	2019/20	2018/19	% increase	% increase	% increase
University							
Toronto » All Campuses	\$6,210	\$6,210	\$6,210	\$6,900	0.00%	0.00%	-10.00%
McMaster University	\$6,307	\$17,096	\$17,096	\$17,096	-63.11%	0.00%	0.00%
Western » Main Campus	\$6,360	\$6,360	\$6,360	\$7,067	0.00%	0.00%	-10.00%
University of Ottawa	\$7,062	\$7,062	\$7,062	\$7,846	0.00%	0.00%	-9.99%
Queen's University	\$12,927	\$12,927	\$12,927	\$12,927	0.00%	0.00%	0.00%
York University	\$18,000	\$18,000	\$18,000	\$18,000	0.00%	0.00%	0.00%
Lakehead University	\$19,000	\$19,000	\$19,000	\$25,358	0.00%	0.00%	-25.07%
Ontario Tech (previously UOIT)	\$19,166	\$19,166	\$18,790	\$18,422	0.00%	2.00%	2.00%
Carleton University	\$21,342	\$21,342	\$21,342	\$21,342	0.00%	0.00%	0.00%
Laurentian University	\$21,542	\$21,542	\$21,542	\$20,745	0.00%	0.00%	3.84%
Ryerson University	\$21,900	\$21,260	\$20,640	\$20,037	3.01%	3.00%	3.01%
University of Waterloo	\$22,188	\$21,546	\$20,916	\$20,310	2.98%	3.01%	2.98%
<i>Source: COU Fee Survey Report 2021 (Tables 9A and 9B).</i>	\$182,004	\$191,511	\$189,885	\$196,050	-4.96%	0.86%	-3.14%

PROPOSED 2022/23 TUITION FEE	\$19,000.00
% increase	0.00%

APPENDIX 3

FIGURE 11					21/22	20/21	19/20
International Ph.D.	2021/22	2020/21	2019/20	2018/19	% increase	% increase	% increase
University							
Toronto » All Campuses	\$6,210	\$6,210	\$6,210	\$6,900	0.00%	0.00%	-10.00%
McMaster University	\$6,307	\$17,096	\$17,096	\$17,096	-63.11%	0.00%	0.00%
Western » Main Campus	\$6,360	\$6,360	\$6,360	\$7,067	0.00%	0.00%	-10.00%
University of Ottawa	\$6,367	\$6,367	\$6,367	\$7,074	0.00%	0.00%	-9.99%
Queen's University	\$12,927	\$12,927	\$12,927	\$12,927	0.00%	0.00%	0.00%
York University	\$18,000	\$18,000	\$18,000	\$18,000	0.00%	0.00%	0.00%
Nipissing University	\$18,350	\$18,350	\$18,350	\$18,350	0.00%	0.00%	0.00%
Lakehead University	\$19,000	\$19,000	\$19,000	\$21,748	0.00%	0.00%	-12.64%
Ontario Tech (previously UOIT)	\$19,166	\$19,166	\$18,790	\$18,422	0.00%	2.00%	2.00%
Carleton University	\$19,590	\$19,590	\$19,590	\$19,590	0.00%	0.00%	0.00%
University of Guelph	\$19,681	\$19,681	\$19,681	\$19,108	0.00%	0.00%	3.00%
Wilfrid Laurier University	\$20,655	\$20,655	\$20,655	\$20,049	0.00%	0.00%	3.02%
Trent University	\$20,997	\$20,386	\$19,792	\$19,216	3.00%	3.00%	3.00%
Laurentian University	\$21,542	\$21,542	\$21,542	\$20,745	0.00%	0.00%	3.84%
Ryerson University	\$21,900	\$21,260	\$20,640	\$20,037	3.01%	3.00%	3.01%
University of Waterloo	\$22,188	\$20,916	\$20,916	\$20,310	6.08%	0.00%	2.98%
University of Windsor	\$22,995	\$22,995	\$22,650	\$21,525	0.00%	1.52%	5.23%
Brock University	\$23,504	\$23,504	\$23,504	\$23,504	0.00%	0.00%	0.00%
<i>Source: COU Fee Survey Report 2021 (Tables 9A and 9B).</i>	\$305,739	\$314,005	\$312,070	\$311,668	-2.63%	0.62%	0.13%

PROPOSED 2022/23 TUITION FEE	\$19,000.00
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% increase	0.00%
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APPENDIX 4

LAKEHEAD UNIVERSITY <i>Bolding in red denotes increases in the respective year</i> CPI (Ont.) Dec 21 over Dec 20: 4.8%	Approved 2021-22	Proposed 2022-23
Compulsory Ancillary Fees <u>All Students</u> Student Athletic Fee (Thunder Bay Campus) Student Athletic Fee (Orillia Campus) Health Services Support Fee(Thunder Bay Campus) (increase with LUSU for approval) Health Services Support Fee (Orillia Campus) (increase with LUSU for approval) Athletic Building Fund Fee (Thunder Bay Campus) Athletic Building Fund Fee (Thunder Bay Campus) 2018 referendum Capital Improvements C J Saunders Building Computer Enhancement Fee (both campuses) Orientation & First Year Experience Fee (increase with LUSU for approval) <u>Program Specific</u> Engineering students Engineering Fee Eng Equip Endowment Fee Nursing Students Canadian Nursing Students Association Fee (Full Time) Canadian Nursing Students Association Fee (Part Time)	121.38 97.12 63.83 63.83 70.00 99.00 30.00 25.00 20.00 30.00 35.00 10.00 6.00	127.21 101.79 92.00 88.00 70.00 99.00 30.00 25.00 80.00 30.00 35.00 11.00 7.00
Schedule of Fees for Services (previously "Miscellaneous Fees")	Approved 2021-22	Proposed 2022-23
Audit Fee (per 1.0 FCE) Convocation Ceremony (non-refundable) Co-op Continuing work term (same employer) + plus applicable ancillary fees Co-op First Work Term + plus applicable ancillary fees Co-op Work Term Application Fee Co-op Work Term Late Application Fee (submitted after deadline) Degree Parchment mailing fee Degree Replacement Certificate Document Evaluation Fee (Charged to Prospective Students) Duplicate Student ID Card Duplicate Tax receipt Graduate Studies Application Fee International Application Fee International Wire Transfer Fee Late Gown Rental Fee Late Payment Fee (per missed payment deadline) Letter of Permission/Student Exchange Letters of Verification/Degree Audit Missed/Deferred Exam Fee Office of Financial Services Miscellaneous Letter Office of the Registrar Miscellaneous letter Petition for Late Withdrawal Fee (per course) Pre-Collection Letter Program Change Fee Refund Administrative Fee	598.45 70.00 338.48 677.01 30.00 50.00 25.00 50.00 60.00 15.00 10.00 100.00 135.00 75.00 50.00 100.00 100.00 50.00 35.00 20.00 20.00 35.00 20.00 50.00 25.00	598.45 338.48 677.01 30.00 50.00 25.00 50.00 65.00 15.00 10.00 100.00 135.00 75.00 50.00 105.00 100.00 50.00 35.00 30.00 20.00 35.00 20.00 50.00 30.00

Rental of academic gown & hood (non-refundable)	50.00	50.00
Special Exam off campus: <i>North America</i>	200.00	200.00
Special Examination, per paper	100.00	100.00
Statement of Account Print	10.00	10.00
Student Appeal Fee	45.00	45.00
Transcript per copy	15.00	15.00
Undergraduate Application Fee (Part Time and Returning LU students)	70.00	80.00
Non-Refundable Deposits		
Domestic:		
Undergraduate Domestic (all non-Juris Doctor admits)	200.00	200.00
Undergraduate Juris Doctor Admits	500.00	500.00
Graduate Domestic (all non-MBA, and non-MPH)	100.00	100.00
Graduate MBA and MPH programs	500.00	500.00
International:		
Undergraduate International	400.00	500.00
Graduate International (all non-MBA, and non-MPH)	750.00	1,000.00
Graduate MBA and MPH programs	500.00	1,000.00
Course Related Fees		
<i>Bolding in red denotes increases in the respective year</i>	Approved 2021-22	Proposed 2022-23
Anthropology Lab Supplies		
ANTH 3118, 3133, 3815, 3817	15.00	15.00
ANTH 3134, 3136, 4219, 4450	25.00	25.00
ANTH 3138	37.00	37.00
ANTH 3801 (Archeology Field School)	610.00	610.00
Biology Lab Supplies		
BIOL 1050, 1051, 1110, 1130, 2011, 2012, 2030, 2050, 2051, 2070, 2110, 2131, 2171, 2210, 2711, 2910,	20.00	20.00
BIOL 3010, 3012, 3114, 3135, 3212, 3213, 3217, 3219, 3232, 3250, 3251, 3470,		
BIOL 4111, 4115, 4211, 4212, 4231, 4430, 4435, 4512, 4710, 4770		
BIOL 3138 (cross listed with ANTH 3138)	37.00	37.00
BIOL 3252, 3272 (cross listed with CHEM 3251, 3271)	25.00	25.00
BIOL 3450 (cross listed with NRMT 3450)	30.00	30.00
BIOL 4152 Field Trip	1,500.00	1,500.00
Chemistry Lab Supplies		
CHEM 1050, 1110, 1111, 1130, 1131, 2111, 2211, 2231, 2351, 2411, 2412,	25.00	25.00
CHEM 3131, 3210, 3231, 3251, 3271, 3371, 3451, 4494 (removed per Craig MacKinnon - June 10, 2021)		
CHEM 2610 FAO Field Trip	10.00	10.00
Education		
EDUC 3010/ INDI 3010 (Art Supplies)	70.00	70.00
EDUC 3012 (Art Supplies)	30.00	30.00
EDUC 3531 <i>(\$125 + \$325 = \$450 Total for Educ-3531—per Rain, April 21, 2020)</i>	125.00	125.00
EDUC 3910 (SAO)	300.00	300.00
EDUC 4035, 4226	16.00	16.00
EDUC (Lab Supplies) - 4200, 4201, 4205, 4224	15.00	0.00
EDUC (Lab Supplies) - 4225	20.00	0.00
Education- 3531 , and 4203	325.00	0.00
Education 4208	15.00	0.00
Education AQ 4708 ADE	300.00	300.00
Late Registration Fee	30.00	30.00
Teacher Candidates Additional Placement Fee	750.00	500.00
Teacher Candidates Deferred Placement Fee	500.00	500.00
Re-registration in Math Competency Exam EDUC 0451	125.00	0.00
PQP Placement Extension Fee <i>email from Rain - Oct 21, 2021</i>	150.00	150.00

Engineering Lab Supplies		
<i>Chemical</i>		
ECHE 2555	21.00	21.00
ECHE 3438	45.00	45.00
ENGI 3014, ECIV 4056	15.00	15.00
ECHE 4231	10.00	10.00
<i>Civil</i>		
ECIV 1235, 2135, 4969	40.00	40.00
ENGI 2139, ECIV 2012, 2639, 4052	20.00	20.00
<i>Electrical - Thunder Bay Campus</i>		
EELE 0554, 2939, 3311, 4134 , 4969	20.00	20.00
<i>Electrical - Barrie Campus</i> <i>*course code does not exist...</i>		
EELE 1133* , 3311, 4134, 4139, 4969	20.00	20.00
<i>Mechanical</i>		
EMEC 1233, 1635, 1731, 1553, 2434, 2518, 3555, 3559	20.00	20.00
<i>Software</i>		
ESOF 3350, 3050, 3655, 4969	20.00	20.00
ESOF 3555	30.00	30.00
Environmental Sustainability Lab Supplies		
ENSU 3013, 4013	335.00	335.00
ENSU 4013	335.00	450.00
ENSU 4110	15.00	20.00
ENSU 3073		20.00
General Science		
Photography Lab Fee GSCI 0310 and 0330	80.00	80.00
Geography Lab Supplies		
GEOG/ENST 1170 F1, F2, F3 & F4	20.00	20.00
GEOG 2215	25.00	25.00
GEOG 2232	25.00	25.00
GEOG 2351	25.00	25.00
GEOG 3253	25.00	25.00
GEOG 4231	75.00	75.00
GEOG/ENST 4411	10.00	10.00
Geology		
GEOL 2215, 2217, 3217, 3218, 4411	10.00	10.00
GEOL 2214 (field trip)		40.00
GEOL 3015	15.00	15.00
GEOL 3310 (field trip)		30.00
GEOL 4161 (plus the cost of students food)	535.00	550.00
GEOL 1111 FA/ENST 1112 FA	50.00	50.00
GEOL 2318	65.00	65.00
GEOL (Water Resource Science) (plus the cost of students food)	535.00	550.00
Kinesiology		
Field School (Collected for year levels 1-4 for all Kinesiology Students - Including Con.Ed./Kin)	105.00	105.00
Media Studies Lab Supplies		
MDST 1610 , 2030, 2610, 3610, 3650 , 3630, 3690, 4650	45.00	50.00
MDST 3910, 3930 Internship Application Fee	30.00	30.00
MDST 3910, 3930 Internship Late Application Fee	50.00	50.00
Music Lab Supplies		
MUSI 1333, 2333 3333, 4333	60.00	60.00

Music Performance Primary Lumina Concert Series	50.00	50.00
MUSI 1400, 1402, 1404, 1405, 1406, 1408, 1500, 1502, 1504, 1505, 1506, 1508, 1600, 1602, 1604, 1606,		
MUSI 1608, 1700, 1704, 2400, 2402, 2404, 2405, 2406, 2408, 2500, 2502, 2504, 2505, 2506,		
MUSI 2508, 2600, 2602, 2604, 2606, 2608, 2700, 2702, 2704, 3400, 3402, 3405, 3406, 3408, 3500, 3502		
MUSI 3504, 3505, 3506, 3508, 3600, 3602, 3604, 3606, 3608, 3700, 3702, 3704		
MUSI 4400, 4402, 4404, 4405, 4406, 4408, 4500, 4502, 4504, 4505, 4506, 4508, 4600,		
MUSI 4600, 4602, 4604, 4606, 4608, 4700, 4702, 4704.		
Natural Resources Management:		
Field School Year 1	350.00	350.00
Field School Year 2	350.00	450.00
Field School Year 3	800.00	900.00
Field School Year 4	1,000.00	1,100.00
NRMT 5094 Field Trip	1,000.00	1,100.00
Non-Natural Resources Management Students in NRMT 3116	80.00	80.00
NRMT 3450 (cross listed with BIOL 3450)	30.00	30.00
WATE 1094 (Water Resources Management)	100.00	100.00
Nursing Lab Supplies		
NURS 1512, 2511, 3513, 4501, 4503	15.00	15.00
FINE re. incomplete clinical documentation for students entering second, third and fourth year, applied at	100.00	100.00
For students entering third and fourth year, the following further fines will apply:		
For documents not complete by July 1 preceding the academic year: additional	100.00	100.00
NURS 2056 - NCLEX Digital Materials Fee	40.00	40.00
NURS 4111 - NCLEX Digital Materials fee	100.00	100.00
Outdoor Recreation, Parks & Tourism		
Outdoor Rec Field School - <i>per course</i>	200.00	200.00
OUTD 1010	0.00	0.00
OUTD 1150	0.00	0.00
Non HBOR Students OUTD 1310	275.00	275.00
Non HBOR Students OUTD 2350	275.00	275.00
Non HBOR Students OUTD 2755	200.00	200.00
OUTD 3311	0.00	0.00
OUTD 3370	0.00	0.00
Social Work		
Application Fee for One-Year Program	50.00	50.00
Challenge Exam Fee for third year field placement	50.00	50.00
Visual Arts		
VISU 1050 FA/WA	260.00	260.00
VISU 2110 FA/WA	270.00	270.00
VISU 2014	40.00	40.00
VISU 2111 FA/WA	270.00	270.00
VISU 3110 FA/WA	240.00	240.00
VISU 3111 FA/WA	240.00	240.00
VISU 4110 FA/WA	260.00	260.00
VISU 4111 FA/WA	260.00	260.00

2022/23 Tuition Rates

Board Finance & Operations Committee
March 3, 2022



2022/23

BUDGET ASSUMPTIONS:
REVENUE

Revenue Considerations

1. Domestic Student Tuition

- Domestic student tuition is subsidized by the province through provincial grant funding.
- Domestic student tuition is regulated by the Government of Ontario through a tuition fee framework that outlines parameters for domestic tuition fees.
- Provincial framework has not been announced
- Assume 0% for 2022/23

2. International Student Tuition

- International student tuition is not subsidized by the province, resulting in higher fees for international students.
- International tuition is not regulated by the government of Ontario.
- Ontario universities pay a fee to the provincial government for each international student enrolled at the university.

3. Provincial Grant Funding

- Government of Ontario provides grant funding focused on three main areas:
 - Domestic student enrolment
 - Performance
 - Advancing government initiatives (special purpose)
- Provincial grant funding and related performance monitoring are managed through a provincial accountability framework called the Strategic Mandate Agreement.

Revenue Considerations

1. Domestic Student Tuition

2019/20

10% CUT TO DOMESTIC TUITION

- Universities were required to reduce domestic tuition fees by 10% in 2019-20 relative to 2018-19 levels.
- Tuition reductions applied to all programs eligible for provincial operating grant funding.
- The policy does not differentiate between program types.

2020/21

FREEZE TO DOMESTIC TUITION

- Universities were required to maintain domestic tuition fees at 2019-20 levels.
- Tuition freeze applied to all programs eligible for provincial operating grant funding.
- The policy does not differentiate between program types.

2021/22

FREEZE TO DOMESTIC TUITION

- Universities were required to maintain domestic tuition fees at 2019-20 levels.
- Tuition freeze applied to all programs eligible for provincial operating grant funding.
- The policy does not differentiate between program types.

2022/23 - Beyond

UNKNOWN

- Information about the Domestic Tuition Fee Framework for future years has not yet been released.
- All indicators and imminent provincial election point to frozen domestic tuition.

Domestic Tuition

2022/23 Fee Assumptions

- Provincial tuition framework has not yet been announced
- Assume 0% increase from 2021/22

PROPOSED DOMESTIC TUITION FEES	Approved 2021/22	ASSUMED Tuition 2022/23
Undergraduate (First Year)		
Business	7,170.73	7,170.73
Education, Concurrent	6,229.32	6,229.32
Education, Consecutive	6,259.64	6,259.64
Engineering (common year in applied science)	6,266.37	6,266.37
Engineering	7,701.88	7,701.88
Law	16,734.43	16,734.43
Other	5,984.51	5,984.51
Graduate (First Three Terms)		
Masters (first three terms)	8,084.87	8,084.87
Master of Public Health (first three terms)	8,326.63	8,326.63
Master of Science in Management (Twelve month domestic program fee)	13,474.77	13,474.77
Master of Business Administration (Twelve month domestic program fee)	18,557.10	18,557.10
Other	8,084.87	8,084.87

Revenue Considerations

2. International Student Tuition

- International student tuition is not regulated.
- To maintain market position, Lakehead's international tuition rates have increased annually
- In 2020/21, Lakehead reviewed its approach to international student tuition with the goal of providing more transparency and predictability on international tuition rates

Undergraduate International Tuition Fee Framework

Incoming Students (Year 1)	Continuing Students (Year 2 - Graduation)
<ul style="list-style-type: none">• Tuition set on an annual basis	<ul style="list-style-type: none">• Tuition increases within a published band (e.g. 1%-3%)












Graduate International Tuition Fee Framework








Incoming Students (Year 1)	Continuing Students (Year 2 - Graduation)
<ul style="list-style-type: none">• Tuition set on an annual basis	<ul style="list-style-type: none">• Tuition increases within a published band (e.g. 1%-3%)

International Student Tuition (Incoming Students)

Based on COU Fee Survey, tuition fees increased in 2021/22:

- from 0% to 10% for undergrads
- generally 0% to 10% for Masters programs
- and generally 0% for PhD programs

INTERNATIONAL TUITION FEES (2021/22)	Provincial Range \$ (000)	Provincial Tuition Position
UNDERGRADUATE		
Business	19 – 66	
Engineering	34 – 62	
Other	19 – 58	
GRADUATE (MASTERS)		
Business (MBA)	30 – 120	
MSc in Management	13 – 70	
Engineering	20 – 63	
Computer Science	24 – 41	
Education	11 – 40	
Other	13 – 32	
GRADUATE (PhD)		
Engineering	6 – 22	
Other	6 – 24	

Low/Low End of Provincial Range        High/Top End of Provincial Range

International Student Tuition

2022/23 Fee Assumptions (Incoming Students)

In February 2022, COU conducted a survey of planned increases to international tuition fees, finding:

- Small universities are planning increases that range from 3%-10%
- Medium universities are planning increases that range from 5%-7%
- Large universities are planning increases that range from 0%-8%.

INTERNATIONAL TUITION FEES	Approved 2021/22	Provincial Tuition Position	2022/23 Proposed Incoming	Proposed Increase
UNDERGRADUATE				
Business	30,000.00	14 of 19	32,000.00	6.67%
Engineering	34,000.00	13 of 13	36,000.00	5.88%
Other	26,500.00	15 of 20	27,295.00	3%
GRADUATE (MASTERS)				
Business (MBA)	40,000.00	10 of 12	41,000.00	2.50%
MSc in Management	28,800.00	4 of 9	28,800.00	-
Engineering	31,000.00	7 of 12	32,000.00	3.23%
Computer Science	24,720.00	4 of 5	24,720.00	-
Education	23,500.00	5 of 11	23,500.00	-
Other	23,000.00	6 of 19	23,000.00	-
GRADUATE (PhD)				
Engineering	19,000.00	6 of 12	19,000.00	-
Other	19,000.00	11 of 18	19,000.00	-

International Student Tuition

2022/23 Fee Assumptions (Continuing Students year 2)

In March 2021, COU conducted a survey of planned increases to international tuition fees, finding that those universities that differentiate for continuing students:

- Small universities were planning increases of 5%
- Large universities were planning increases of 5%

INTERNATIONAL TUITION FEES	Approved 2021/22	2022/23 Proposed Con't	Proposed Increase
UNDERGRADUATE			
Business	30,000.00	30,900.00	3%
Engineering	34,000.00	35,020.00	3%
Other	26,500.00	27,295.00	3%
GRADUATE (MASTERS)			
Business (MBA)	40,000.00	41,000.00	2.50%
MSc in Management	28,800.00	28,800.00	-
Engineering	31,000.00	31,000.00	-
Computer Science	24,720.00	24,720.00	-
Education	23,500.00	23,500.00	-
Other	23,000.00	23,000.00	-
GRADUATE (PhD)			
Engineering	19,000.00	19,000.00	-
Other	19,000.00	19,000.00	-

Scholarships, Bursaries & Awards

LAKEHEAD UNIVERSITY 2021/22 APPROVED OPERATING BUDGET

Total Scholarships/Bursaries	<u>\$7,562,000</u>
Operating Fund Annual Total	<u>\$140,297,000</u>
% of Operating Fund Total	<u>5.39%</u>

** does not include scholarships/bursaries funded from Research and Trust funds

Questions

Board Chair, Vice-Chair and Past-Chair Succession Policy

Category: Governance and Legal;

Jurisdiction: Board Governance and Nominating Committee, General Counsel and University Secretary

Approval Authority: Board of Governors

Established on: April 24, 2020

Amendments: TBD [likely March 24, 2022]

Most Recent Review: TBD [likely March 24, 2022]

Purpose

To take all reasonable steps to ensure the independent, effective and continuous leadership of the Board of Governors (Board).

Policy

The Board Chair, Vice-Chair of the Board (Vice-Chair) and Past-Chair of the Board (Past-Chair) shall be External Governors who possess demonstrated and documented competencies and attributes set out within the Board approved “Roles and Responsibilities of Members of the Lakehead University Board of Governors” (“Board Roles Document”) and shall be recommended and selected using the process set out herein.

The incoming Board Chair, the Vice-Chair, and the Past-Chair shall be reviewed and approved by the Board prior to the expiry of each of the Incumbent Board Chair’s, Vice-Chair’s, or Past-Chair’s terms, as the case may be, respectively.

While it is normally desirable for Board leadership continuity for an individual to progress from Vice-Chair to Board Chair, and from Board Chair to Past-Chair, such progression is not required. The Board Governance and Nominating Committee (“Committee”) shall review the desirability of the Vice Chair continuing on as Board Chair, and Board Chair continuing on as Past-Chair as part of the Committee’s consultations with Governors pursuant to this Policy.

Board Leadership Recruitment, Selection, Evaluation and Succession Process

The Committee shall conduct the Board Chair, Vice-Chair and Past-Chair recruitment, selection, evaluation and succession processes, as set out below, and recommend to the Board, for review and approval, one or more nominees to fill upcoming vacancies in such positions.

The following shall occur:

1. The tenure of each of the Board Chair, the Vice-Chair, and the Past-Chair positions shall be up to two years, pending performance reviews (see item 2).
2. The independence and performance of the Board Chair, the Vice-Chair, and the Past-Chair shall be evaluated annually in writing by each Governor, and reported to the Committee. The Committee shall have meetings with each of the Board Chair, the Vice-Chair and the Past-Chair to discuss their evaluation and any action to be taken.
3. The Committee may recommend any External Governor for the positions of Board Chair, Vice-Chair, or Past-Chair. For greater certainty, the Committee is not required to recommend the most senior Governor(s), the incumbent Vice-Chair or Board Chair, or any Governor who desires, self-nominates, or is nominated from the floor, as the case may be. Rather, in reviewing and formulating its recommendation to the Board the Committee shall use its judgment to recommend the Governor(s) who possesses the competencies and attributes to fulfill the roles and responsibilities inherent in the relevant position, and the Board shall use the same standard in making such appointments. (See the Position Descriptions for each of the Board Chair, the Vice-Chair and the Past Chair, set out in the Board approved “Roles and Responsibilities of Members of the Lakehead University Board of Governors”.)
4. Each Governor shall be canvassed, confidentially, by the Committee on which Governor(s) possesses the competencies, attributes, availability, and proper motivation, to the best of each Governor’s knowledge, information and belief, to fulfill the Position Description(s) set out in the “Roles and Responsibilities of Members of the Lakehead University Board of Governors”, as applicable, and ideally six months prior to the term limit of the incumbent. The views of any such Governor should not be unduly influential or determinative. Normally, when this is done, there is a shared consensus around one Governor for the relevant position.
5. The Committee shall also consider, in its deliberations and report to the Board, diversity in all forms; leadership development and mentoring; and the talent pool of prospective board leaders, and the development of such talent pool.
6. The Committee shall produce a written report on its deliberations, application of the roles and responsibilities, and application of competencies and attributes required to fulfill the roles and responsibilities, and recommendation(s) of candidate(s), to the full Board, for review and approval.
7. If more than one Governor is arrived at by the Committee via the foregoing consultation process as candidates for Board Chair, or Vice-Chair, or Past-Chair, as the case may be, the Elections Process set out in Schedule 1 (attached) shall be followed.
8. The outgoing Board Chair, or Vice-Chair, or Past Board Chair, as the case may be, should work with and mentor the incoming Board Chair, Vice-Chair or Past Board

Chair, respectively, for a limited period of time to ensure a smooth transition to a new Board Chair, Vice-Chair or Past Board Chair.

9. Despite paragraph 9.5(c) of the Board Bylaws (which states that the conflict of interest rule on abstaining from voting on a question of direct personal interest does not mean that a Governor should not vote for themselves for an office or other position to which Governors generally are eligible) no member of the Committee who wishes to be considered for the Board Chair, Vice-Chair or Past-Chair position, as the case may be, shall participate in portions of the meeting where such position is being considered. If there is a Committee member who wishes to be considered for the Board Chair, Vice-Chair or Past-Chair position, as the case may be, that Committee member should recuse themselves from the Committee in deliberations and exert no influence on the process, for that particular role.

To assist in the foregoing process, please see the roles and responsibilities of the Board Chair, Vice-Chair and Past-Chair, set out in the Board approved “Roles and Responsibilities of Members of the Lakehead University Board of Governors”.

Review and Amendment

This Policy shall be reviewed by the Committee at least every two years, and shall be reviewed and approved by the Board on the recommendation of the Committee.

Review Period: At least every two years;

Date for Next Review: 2024;

Related Policies and Procedures: Roles and Responsibilities of Members of the Lakehead University Board of Governors

Schedule 1 – Board Chair and Vice Chair Election Procedures

(adopted by the Board on 31 August 2020, revised on TBD)

Overview of the approved election procedures:

1. The Board Governance and Nominating Committee (BGNC) follows the Chair/Vice Chair Selection process
2. Pre-election documentation – Nominees are invited to submit to the Board Secretary up to a two page statement, and a CV, which shall be circulated with the materials for the meeting at which the election shall be conducted.
3. During Annual Board Meeting:
 - a. Motion to move in camera.
 - b. The BGNC Chair reports on the BGNC's nominations for the office of Chair
 - c. Nominations for the Office of Chair are accepted from the floor.
 - d. Elections are conducted by secret ballot.
 - e. Chair announces election results.
 - f. Same process is followed for the Vice Chair position.

Proposed Election Procedures for the Board of Governors Chair and Vice Chair

Individuals are eligible to be considered for multiple positions, however they cannot be elected to both Chair and Vice Chair.

The Chair election shall be conducted first. Upon the successful election of a Board of Governors Chair, the Vice Chair elections shall be conducted. If a candidate wants to let their name stand for Chair, and for Vice Chair in the event they are not selected as Chair, they may make that known in their candidacy documents.

Section 3(a): Eligibility

Eligible for Nomination: External Members of the Board. See appendix A and B for further details requiring the Board Chair and Vice Chair selection criteria.

Eligible to Nominate: The Board Governance and Nominating Committee shall be eligible to submit nominations. In addition, all voting members of the Board of Governors shall be eligible to submit a nomination from the floor.

Eligible to Vote: All voting members of the Board of Governors present in person or by other suitable means (e.g. via distance) at the time of the vote shall be eligible to cast a ballot, including the current Board Chair and candidates on the ballot.

Section 3(b): Nomination Procedures

The Board Chair calls on the Chair of the Governance and Nominating Committee (BGNC) to indicate any BGNC nominations for the election (first for Chair and then once that election is completed, then for Vice Chair).

The Board Chair then calls for nominations from the floor by saying, for example, “Nominations are now in order for the office of the Chair.” Any member may then call out, for example, “I nominate Mrs. A.”, without first being recognized by the Chair. When it appears that everyone who wished to has made a nomination, the chair says, “Are there any further nominations? [pause]. If not, [pause] nominations are closed.”

The Board Chair shall confirm each nominees’ willingness to accept the nomination. Nominees not present are eligible to be nominated if they have previously consented their willingness to accept the nomination.

Each nominee shall be invited to speak to the Board separately for up to 5 minutes in support of their nomination. The order of the nominees speaking to the Board shall be determined by a random draw conducted by the Board Secretary. Following each nominee’s speech a reasonable amount of time (such as 15 minutes) shall be provided for a question and answer session during which each Board member shall have the opportunity to ask the nominee one question, and if time permits, a second question. Despite the foregoing, candidates on the same ballot shall not be permitted to ask questions to each other. For further clarification, all nominees shall be present during each other’s speeches and question periods.

Section 3(c): Election Procedures

Term: The Chair and Vice Chair shall each be elected for up to a two-year term commencing at the close of the Annual meeting at which the current corresponding Officer’s term expires to the close of the Annual meeting in the year their term ends.

Acclamations: If only 1 candidate is nominated for a position the Board shall conduct a confidential ballot vote to appoint that individual if they are determined eligible and are willing to accept the nomination.

Ballots/Voting: Following the Board of Governors deliberations, confidential ballots shall be distributed to the eligible voting members by the tellers (the University Secretary and Associate University Secretary). Paper ballots shall be circulated to those present in person and an electronic ballot shall be circulated to those participating remotely. In collecting the ballots, the tellers have the responsibility of ensuring that no member votes more than once.

When it appears that everyone has voted, the chair says, "Have all voted who wish to do so?" If there is no response, the chair continues, "Since no one else wishes to vote, [pause], the polls are closed."

At this point in time, if necessary, a 5-10 minute recess will be taken.

During the recess, the tellers count the ballots, usually in another room. Ballots shall be counted in accordance with the procedures set out in the most recent edition of Robert's Rules of Order.

After counting, the tellers prepare a confidential written report and provide it to the presiding officer. The presiding officer shall only announce the individual that is elected. The Tellers' Report shall remain confidential and shall not be entered into the minutes. For further clarity, only the individual elected shall be entered into the minutes.

Individuals shall be elected by plurality voting. Therefore the individual with the greatest number of votes shall be declared the successful candidate."

An election becomes final when the chair announces the result.

APPENDIX A to the Board Chair and Vice Chair Election Procedures

Board Chair Selection

The Board Chair is one of five “Board Officers”, and as such, the decision regarding who should be the Board Chair is in the purview of the Board. The Board has assigned responsibilities to the BGNC to collect information and provide recommendations. The relevant provisions and documents are:

- Lakehead University Act
- Board Bylaws
- BGNC Terms of Reference
- Board of Governors Chair, Vice-Chair and Past Chair Succession Policy
- Roles and Responsibilities of Members of the Lakehead University Board of Governors (the “Board Roles Document”)

Section 10 of the Lakehead University Act:

The Board shall elect a chairman from among its members for such period as may be determined by the Board.

Board Bylaws:

Article 4.1(b): Persons to be elected or appointed as Board Officers shall be those nominated by the Governance and Nominating Committee or those nominated from the floor.

Articles 4.1(a), 4.2(a) and 7.9(b)(7): The Board may appoint Board Officers from time to time for up to two consecutive years, and shall fill any existing vacancies in Board Officers at its Annual Meeting.

BGNC Terms of Reference:

Propose nominees for the positions of Board Chair and Board Vice-Chair.

Chair/VC Selection Process:

“The [Board Governance and Nominating Committee] shall conduct the Board Chair, Vice-Chair and Past Chair recruitment, selection, evaluation and succession processes ... and recommend to the Board, for review and approval, one or more nominees to fill upcoming vacancies in such positions.”

These documents together set out the following eligibility and selection criteria (some mandatory and some recommended) for Board Chair:

- must be a Member of the Board of Governors (s. 10, *Lakehead University Act*)

- must be an External Member of the Board
- should normally have served as Vice-Chair for at least one year prior to becoming Board Chair
- must be willing to fulfill the duties of Board Chair; and
- shall possess:
 - The skills and knowledge required of an individual Governor as outlined in the Board approved document entitled “Roles and Responsibilities of Members of the Lakehead University Board of Governors” (the “Board Roles Document”)
 - The skills, knowledge and attributes required of the position as outlined in the Board Roles Document
 - Ability and willingness to fulfill the role, duties and responsibilities of the position as outlined in the Board Roles Document and also Article 4.3(b)(1) of the Board Bylaws
 - Such other selection criteria reviewed and approved by the Board on the recommendation of the Board Governance and Nominating Committee

APPENDIX B to the Board Chair and Vice Chair Election Procedures

Vice-Chair Selection

The Vice-Chair is one of five “Board Officers”, and as such, the decision is in the purview of the Board. The Board has assigned responsibilities to the BGNC to collect information and provide recommendations. The relevant provisions and documents are:

- Board Bylaws
- BGNC Terms of Reference
- Board of Governors Chair, Vice-Chair and Past Chair Selection Procedures
- Roles and Responsibilities of Members of the Lakehead University Board of Governors (the “Board Roles Document”)

Board Bylaws:

Article 4.1(b): Persons to be elected or appointed as Board Officers shall be those nominated by the Governance and Nominating Committee or those nominated from the floor.

Articles 4.1(a), 4.2(a) and 7.9(b)(7): The Board may appoint Board Officers from time to time for up to two consecutive years, and shall fill any existing vacancies in Board Officers at its Annual Meeting.

BGNC Terms of Reference:

Propose nominees for the positions of Board Chair and Board Vice-Chair.

Chair/VC Selection Process:

“The [Board Governance and Nominating Committee] shall conduct the Board Chair, Vice-Chair and Past Chair recruitment, selection, evaluation and succession processes ... and recommend to the Board, for review and approval, one or more nominees to fill upcoming vacancies in such positions.”

These documents together set out the following eligibility and selection criteria (some mandatory and some recommended) for Vice-Chair:

- must be a Member of the Board of Governors
- must be an External Member of the Board
- should normally have served as a Standing Committee Chair for at least one year prior to becoming Vice-Chair.
- should be willing to entertain becoming Board Chair if the Board so desires

- must be willing to temporarily fulfill the duties of Board Chair from time to time; and
- shall possess:
 - The skills and knowledge required of an individual Governor as outlined in the Board approved document entitled “Roles and Responsibilities of Members of the Lakehead University Board of Governors” (the “Board Roles Document”)
 - The skills, knowledge, and attributes required of the position as outlined in the Board Roles Document
 - Ability and willingness to fulfill the role, duties and responsibilities of the position as outlined in the Board Roles Document and also Article 4.3(b)(3) of the Board Bylaws
 - Such other selection criteria established by the Board on the recommendation of the Board Governance and Nominating Committee



Roles and Responsibilities of Members of the Lakehead University Board of Governors

Approval Authority: Board of Governors

Established on: June 15, 2012

Amendments: June 9, 2017

Reviews: None

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Roles and Responsibilities of Governors

The following describes the individual roles and responsibilities of members of the Lakehead University Board of Governors ("Governors").

ROLE

Governors are each responsible for contributing to the University fulfilling its mission and serve, to the fullest possible extent, current and future generations. Governors should act in accordance with their fiduciary duty to the University, including with the integrity, independence and good faith of a reasonable individual to promote the best interests of the University, and in fulfillment of the role of the Board as set out in the Lakehead University Act, 1965 (the "Act") and the Bylaws of the Board of Governors ("Board Bylaws").

In addition to the Board responsibilities set out in the Act and the Board Bylaws (including Board Bylaw Article 4 - "Powers of the Board"), the following describes the duties and responsibilities required of an individual Board member:

DUTIES AND RESPONSIBILITIES

Governors must:

- Carry out their functions with integrity, independence, good faith and the prudence of a reasonable individual.
- Act in the best interests of the University as a whole. Each Governor has a responsibility only to the University. Each Governor must function as a member of the Board and not as a spokesperson for a constituency. While it is expected that Governors will bring to the Board a variety of perspectives, a Governor's responsibility is to the University and not to any private interest, community tie, or particular university sector.
- Appreciate the roles of universities in society, the particular mission of Lakehead University, and the Senate's role in the University's governance.

- Distinguish between matters of policy (Board responsibility) and matters of administration (President's responsibility). (Matters of policy may be defined as: general rules or principles, or a statement of direction or intent, which provide guidance to the President and senior academic administrators in reaching decisions with respect to the particular matters entrusted to their care.)
- Hold the University accountable, while acting as ambassadors for it.

More specifically, Governors are responsible for the following:

Oversight

- Make good governance of the University a first priority;
- Accept responsibility and accountability for delivery of the University's vision/mission and strategic plan;
- Monitor the University's performance in meeting the annual objective in the strategic plan;
- Maintain the financial health of the University; and
- Oversee the effective management of the University's physical assets.

Outreach

- Attend University events including convocations, Board retreats, and student events;
- Take an active role as a University contributor and ambassador; and
- Keep appropriately informed about major aspects and activities of the University.

Bicameral Governance

- Understand the respective roles of the Board and the Senate and Lakehead's bicameral governance system, the Ogimaawin-Aboriginal Governance Council and University Administration;
- Maintain a clear separation between the strategic and policy role of the Board and day to day operational responsibilities of Administration; and
- Respect the internal administrative authority of University Administration.

Board Development and Evaluation

- Support an orientation program for new members and participate in ongoing development programs for all Governors;
- Regularly help assess the Board's performance and the performance of its standing and advisory committees; and
- Evaluate, at least once a year, his/her own effectiveness as a Governor.

Preparation

Governors should make every effort to understand the University, including the Lakehead University Act and the Board's responsibilities and procedures, as well as to familiarize themselves with trends in governance and in post-secondary education. They should devote adequate time to preparation for Board and committee meetings and deliberations.

Attendance and Participation

Governors are expected to adequately prepare and attend Board and assigned Committee meetings regularly. Governors are expected to participate actively, constructively, and vigilantly in meetings of the Board and of the Committees to which they are assigned, and take an informed position on matters.

Exercise of Due Diligence

Governors must act with integrity, independence and the good faith of a reasonable individual to promote the best interests of the University, bringing due care, diligence and competence to that task. (Due diligence is defined as: the duty of Governors to exercise such degree of skill and diligence as would amount to the reasonable care that an ordinary person might be expected to take in the circumstances on his or her own behalf.)

Ethics

Governors must demonstrate a commitment to ethical standards appropriate of a member of a public board, and conduct all actions with University staff, faculty, students, and the public in accordance with the Board's standard of conduct.

Confidentiality and Security

Governors are expected to maintain the confidentiality of Board deliberations both in Committee and in-camera Board meetings and of materials considered in such meetings forever. A Governor who breaches confidentiality shall be subject to sanction by the Chair up to and including a request for the member's resignation.

Governors are required to keep and dispose of confidential Board materials in a secure manner. Governors must dispose of confidential paper records securely or return them to the University Secretariat for disposition. Likewise, members who keep Board records on computers, laptops or other electronic devices must keep these records secure. This involves measures such as taking steps to protect the physical security of the device, and ensuring that the records cannot be viewed by others when using the device in a public space. In order to minimize the risk of unauthorized access, Governors' copies of Board documents should be deleted after each meeting. Governors needing to review Board documents subsequent to meetings may access the official Board documents, which are held by the University Secretariat. If a Governor's computer, laptop or other electronic device containing confidential Board materials is lost or stolen, the Governor must promptly inform the University Secretariat. Governors travelling across international borders should be aware that electronic devices may be subject to search.

Conflict of Interest

Governors must act in the best interests of the University and must make full disclosure of all real, potential and apparent conflicts of interest annually and when they arise. If a Governor becomes aware during the year of a conflict of interest or an apparent conflict of interest, he or she must declare that conflict of interest immediately in writing and must conduct him- or herself in accordance with the sections of the Board's Procedures on Conflict of Interest (refer to Bylaws - Article 19). Governors must not:

- Assist any person or any organization in its dealings with the University, when such intervention may result in real, potential, or apparent preferential treatment to that person or organization by the University;

- Use, for personal benefit or advantage, any information acquired in the exercise of their office that is not otherwise generally available to the public; or
- Use, directly or indirectly, any facilities or services of the University, nor allow them to be used, for purposes other than those expressly approved by the University.

If a Governor becomes aware of any unethical or illegal behaviour associated with the activities of the Board, he or she must report it to the Board Chair or University Secretary.

Communication

Governors must recognize that the only spokesperson to the media for Board matters is the Chair of the Board of Governors or the Chair's express delegate. The only spokesperson for the senior administration to the media on Board matters is the President or the President's express delegate.

Governors are expected to communicate promptly and clearly to the Chair of the Board and the President any significant concern or complaint and to let them deal with it. They should refer any request for information from a member of the University community to the Board Chair or the University Secretary.

SKILLS AND KNOWLEDGE

Governors should have the following skills and knowledge:

- Familiarity with budgets and budgeting and the importance of ensuring the financial health of the institution;
- Ability to quickly and objectively assess and analyze information in order to reach decisions;
- Understanding of the communities in which the University operates;
- Appreciation of requirements for working as a team;
- Understanding the broad context and perspective for Board decision making;
- Understanding of how large organizations function, preferably in a unionized setting;
- Understanding the need for longer term strategic planning to ensure the continued renewal and assessment of the role and mission of an organization;

- Understanding the University in the context of the full range of educational opportunities provincially, nationally and internationally;
- Understanding the need for the University to operate within the perspective of a global economic and learning environment;
- Ability to assess the quality of service being delivered by the University; and
- Ability to deal with conflicting goals and competing interests in a public setting

Roles and Responsibilities of the Board Chair

ROLE

The principal role of the Board Chair is to provide leadership to the Board of Governors. The Board Chair is accountable to the Board, acts as a direct liaison between the Board and President, and represents the Board internally and externally, including acting as a spokesperson for Board decisions where appropriate.

DUTIES AND RESPONSIBILITIES

In addition to the duties and responsibilities of an individual Governor, the Board Chair is responsible for fulfilling such other duties set out in the Board Bylaws (see specifically Article 11(i)), and the following:

Working with the University President

- Act as a liaison between the Lakehead University President and the Board;
- Foster a constructive and harmonious relationship between the Board and administration through periodic contact with the President;
- Act as a sounding board, counselor and confidant for the President, including helping to review strategies, define issues, maintain accountability, and build community relationships;
- Review and approve the President's monthly expense and perquisite reimbursement;
- Keep informed generally of the activities of the University and administration.

Board Operations

- Recommend an annual schedule of the date, time and location of Board and Standing Committee meetings;
- With the President and University Secretary's assistance, develop and set the Board meeting agendas and oversee pre-meeting information packages;

- Chair Board meetings;
- Call meetings of the Board;
- Develop and monitor Board budget expenses;
- Ensure proper minutes are recorded and presented to subsequent Board meetings; and
- Oversee issues raised with respect to conflict of interest.

Board Effectiveness

- Ensure the Board fulfills its governance responsibilities as set out in the Act and Board Bylaws;
- Ensure Board meetings are conducted in an efficient, effective and focused manner;
- Maintain the boundaries between Board and University administration responsibilities;
- Ensure that Governors are properly informed and that sufficient and timely advance distribution of all background information is provided to enable Governors to form appropriate judgments;
- At meetings, encourage participation of all Governors and promote a spirit of collegiality where robust questioning and discussion is encouraged;
- Build consensus and develop teamwork within the Board;
- Foster ethical and responsible decision-making by the Board and Governors;
- Ensure that each Governor is contributing to the Board's work;
- Be available to Governors for questions, counsel and discussions relating to University;
- Provide, with the University Secretary's assistance, new Governors with information on their duties and responsibilities and encourage ongoing Governor education;
- Ensure the Board has cohesion of direction and purpose at a policy and strategic level;
- Keep the Board up to date on all significant developments.

Relationship with Government and Other Stakeholders

- Support the President in interactions between the University and government;
- Ensure the Board and President are alert to the University's obligations to government; and
- From time to time, to attend meetings with outside stakeholders.

Appointments, Performance and Re-Appointments

- In consultation with the Board and the Board Governance and Nominating Committee consider the optimal Board composition and desired attributes in new Governor appointees to strengthen the Board;
- Work with the Board Governance and Nominating Committee and Standing Committee Chairs regarding new Governor appointments, performance and re-appointments; and
- Working with the Governance and Nominating Committee, participate in the Board effectiveness evaluation process and meet with individual Governors to provide constructive feedback and advice

SKILLS AND KNOWLEDGE

All skills and knowledge required of an individual Governor as outlined above, plus:

- Familiarity with bicameral governance models and University governing bodies;
- Knowledge of the latest version of Roberts Rules of Order and how to conduct a constructive meeting;
- Demonstrates facilitative skill and appreciation of teamwork;
- Communication skills to represent the University if necessary before community groups, the media, and all levels of the University; and
- Ability to deal with and effectively resolve conflicting goals and competing interests in a public setting.

Roles and Responsibilities of the Board Vice-Chair

ROLE

The principal role of the Board Vice-Chair is to provide interim leadership to the Board of Governors when the Board Chair is unavailable.

DUTIES AND RESPONSIBILITIES

In addition to the duties and responsibilities of an individual Governor, the Board Vice-Chair is responsible for fulfilling such other duties set out in the Board Bylaws (see specifically Article 11(iii)), and as follows:

The duties of the Vice-Chair include but are not limited to, the following:

- Chairing Board meetings in the absence of the Board Chair;
- Chairing Executive Committee meetings in the absence of the Board Chair;
- Representing the Board of Governors at formal and other functions held at the University; and
- Other duties as may be required from time to time.

SKILLS AND KNOWLEDGE

All skills and knowledge required of an individual Governor as outlined above, plus:

- Familiarity with bicameral governance and the University governing bodies;
- Knowledge of the latest version of Roberts Rules of Order and how to conduct a constructive meeting;
- Demonstrates facilitative skill and appreciation of teamwork;
- Communication skills to represent the University if directed by the Board Chair before community groups, the media, and all levels of the University; and
- Ability to deal with and effectively resolve conflicting goals and competing interests in a public setting.

Roles and Responsibilities of Board Committee

Chairs

ROLE

The principal role of a Board Committee Chair is to provide leadership and stewardship to the designated Committee on behalf of the Board of Governors for the conduct and implementation of the Committee's Terms of Reference. A Standing Committee Chair is accountable to the Board and acts as a direct liaison between the Board, the Board Chair and the Standing Committee and represents the Committee at Board meetings. A Standing Committee Chair is an external member of the Board.

DUTIES AND RESPONSIBILITIES

In addition to the duties and responsibilities of an individual Governor, each Board Committee Chair is responsible for fulfilling such other duties set out in the Board Bylaws (see specifically “Standing Committees – General Rules” (Article 33)), the Committee’s respective “Terms of Reference”, and the following:

The Board Committee Chair:

- Sets the agenda and tone for the Committee work and delegates work among Committee members;
- Ensures that Committee members have the information needed in a timely fashion to fulfill their roles in an informed way;
- Conducts Committee meetings in compliance with applicable legislation and Board Bylaws: sets the agenda, facilitates discussion and resolution of matters processed by the Committee, and ensures timely distribution of meeting minutes;
- Ensures proper Committee minutes are recorded and presented to subsequent meetings; oversees issues raised with respect to conflict;

- Ensures that administration presents to the Committee all matters necessary to enable the Committee to effectively discharge its responsibilities in a timely fashion;
- Coordinates with the University Secretary, the logistics of the Committee's operations and liaises with the Board Chair regarding interface of Board and Committee;
- Produces and delivers reports to the Board as routinely required, including bringing forth recommendations or motions from the Committee;
- Initiates, leads and reports the Committee's annual report to the Board;
- Leads and reports the Committee performance evaluation to the Executive Committee;
- Collaborates with other Board Committee Chairs as required;
- Informs Committee members of relevant internal or external information regarding the University;
- Liaises with the Board Chair regarding Committee member appointments and performance;
- Reports progress on the Committee's projects and decisions to the Board Chair.

SKILLS AND KNOWLEDGE

All skills and knowledge required of an individual Governor as outlined above, plus:

- Be an interactive communicator with strong facilitative leadership skills and the ability to communicate well with a variety of people at all levels of the organization;
- Be familiar with bicameral governance and the University governing bodies;
- Knowledge of the latest version of Roberts Rules of Order and how to conduct a constructive meeting;
- Possess the skills and experience appropriate to the specific Committee;
- Ability to follow directions and accept feedback;
- Ability to manage time and meet deadlines; and

- Appropriate Board, senior staff, business or community leadership experience that is relevant to the focus and mandate of the Committee he/she is chairing.
-

Review Period: 5 years or as required

Date for Next Review: June 2022

Please contact the University Secretariat 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.



Roles and Responsibilities of Members of the Lakehead University Board of Governors (the “Board Roles Document”)

Approval Authority: Board of Governors

Established on: June 15, 2012

Amendments: June 9, 2017, TBD

*[NOTE TO DRAFT: CHANGES PROPOSED DUE TO DELETIONS AND OTHER ADVICE
ASSOCIATED WITH BOARD CHAIR, VICE-CHAIR AND PAST CHAIR SUCCESSION
POLICY WORK]*

Reviews: None

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Roles and Responsibilities of Governors

The following describes the individual roles and responsibilities of members of the Lakehead University Board of Governors ("Governors").

ROLE

Governors are each responsible for contributing to the University fulfilling its mission and serve, to the fullest possible extent, current and future generations. Governors should act in accordance with their fiduciary duty to the University, including with the integrity, independence and good faith of a reasonable individual to promote the best interests of the University, and in fulfillment of the role of the Board as set out in the Lakehead University Act, 1965 (the "Act") and the Bylaws of the Board of Governors ("Board Bylaws").

In addition to the Board responsibilities set out in the Act and the Board Bylaws (including Board Bylaw Article 4 - "Powers of the Board"), the following describes the duties and responsibilities required of an individual Board member:

DUTIES AND RESPONSIBILITIES

Governors must:

- Carry out their functions with integrity, independence, good faith and the prudence of a reasonable individual.
- Act in the best interests of the University as a whole. Each Governor has a responsibility only to the University. Each Governor must function as a member of the Board and not as a spokesperson for a constituency. While it is expected that Governors will bring to the Board a variety of perspectives, a Governor's responsibility is to the University and not to any private interest, community tie, or particular university sector.

- Appreciate the roles of universities in society, the particular mission of Lakehead University, and the Senate's role in the University's governance.
- Distinguish between matters of policy (Board responsibility) and matters of administration (President's responsibility). (Matters of policy may be defined as: general rules or principles, or a statement of direction or intent, which provide guidance to the President and senior academic administrators in reaching decisions with respect to the particular matters entrusted to their care.)
- Hold the University accountable, while acting as ambassadors for it.

More specifically, Governors are responsible for the following:

Oversight

- Make good governance of the University a first priority;
- Accept responsibility and accountability for delivery of the University's vision/mission and strategic plan;
- Monitor the University's performance in meeting the annual objective in the strategic plan;
- Maintain the financial health of the University; and
- Oversee the effective management of the University's physical assets.

Outreach

- Attend University events including convocations, Board retreats, and student events;
- Take an active role as a University contributor and ambassador; and
- Keep appropriately informed about major aspects and activities of the University.

Bicameral Governance

- Understand the respective roles of the Board and the Senate and Lakehead's bicameral governance system, the Ogimaawin-Aboriginal Governance Council and University Administration;
- Maintain a clear separation between the strategic and policy role of the Board and day to day operational responsibilities of Administration; and
- Respect the internal administrative authority of University Administration.

Board Development and Evaluation

- Support an orientation program for new members and participate in ongoing development programs for all Governors;
- Regularly help assess the Board's performance and the performance of its standing and advisory committees; and
- Evaluate, at least once a year, his/her own effectiveness as a Governor.

Preparation

Governors should make every effort to understand the University, including the Lakehead University Act and the Board's responsibilities and procedures, as well as to familiarize themselves with trends in governance and in post-secondary education. They should devote adequate time to preparation for Board and committee meetings and deliberations.

Attendance and Participation

Governors are expected to adequately prepare and attend Board and assigned Committee meetings regularly. Governors are expected to participate actively, constructively, and vigilantly in meetings of the Board and of the Committees to which they are assigned, and take an informed position on matters.

Exercise of Due Diligence

Governors must act with integrity, independence and the good faith of a reasonable individual to promote the best interests of the University, bringing due care, diligence and competence to that task. (Due diligence is defined as: the duty of Governors to exercise such degree of skill and diligence as would amount to the reasonable care that an ordinary person might be expected to take in the circumstances on his or her own behalf.)

Ethics

Governors must demonstrate a commitment to ethical standards appropriate of a member of a public board, and conduct all actions with University staff, faculty, students, and the public in accordance with the Board's standard of conduct.

Confidentiality and Security

Governors are expected to maintain the confidentiality of Board deliberations both in Committee and in-camera Board meetings and of materials considered in such meetings forever. A Governor who breaches confidentiality shall be subject to sanction by the Chair up to and including a request for the member's resignation.

Governors are required to keep and dispose of confidential Board materials in a secure manner. Governors must dispose of confidential paper records securely or return them to the University Secretariat for disposition. Likewise, members who keep Board records on computers, laptops or other electronic devices must keep these records secure. This involves measures such as taking steps to protect the physical security of the device, and ensuring that the records cannot be viewed by others when using the device in a public space. In order to minimize the risk of unauthorized access, Governors' copies of Board documents should be deleted after each meeting. Governors needing to review Board documents subsequent to meetings may access the official Board documents, which are held by the University

Secretariat. If a Governor's computer, laptop or other electronic device containing confidential Board materials is lost or stolen, the Governor must promptly inform the University Secretariat. Governors travelling across international borders should be aware that electronic devices may be subject to search.

Conflict of Interest

Governors must act in the best interests of the University and must make full disclosure of all real, potential and apparent conflicts of interest annually and when they arise. If a Governor becomes aware during the year of a conflict of interest or an apparent conflict of interest, he or she must declare that conflict of interest immediately in writing and must conduct him- or herself in accordance with the sections of the Board's Procedures on Conflict of Interest (refer to Bylaws - Article 19). Governors must not:

- Assist any person or any organization in its dealings with the University, when such intervention may result in real, potential, or apparent preferential treatment to that person or organization by the University;
- Use, for personal benefit or advantage, any information acquired in the exercise of their office that is not otherwise generally available to the public; or
- Use, directly or indirectly, any facilities or services of the University, nor allow them to be used, for purposes other than those expressly approved by the University.

If a Governor becomes aware of any unethical or illegal behaviour associated with the activities of the Board, he or she must report it to the Board Chair or University Secretary.

Communication

Governors must recognize that the only spokesperson to the media for Board matters is the Chair of the Board of Governors or the Chair's express delegate. The only spokesperson for the senior administration to the media on Board matters is the President or the President's express delegate.

Governors are expected to communicate promptly and clearly to the Chair of the Board and the President any significant concern or complaint and to let them deal with it. They should refer any request for information from a member of the University community to the Board Chair or the University Secretary.

SKILLS AND KNOWLEDGE

Governors should have the following skills and knowledge:

- Familiarity with budgets and budgeting and the importance of ensuring the financial health of the institution;
- Ability to quickly and objectively assess and analyze information in order to reach decisions;
- Understanding of the communities in which the University operates;
- Appreciation of requirements for working as a team;
- Understanding the broad context and perspective for Board decision making;
- Understanding of how large organizations function, preferably in a unionized setting;
- Understanding the need for longer term strategic planning to ensure the continued renewal and assessment of the role and mission of an organization;
- Understanding the University in the context of the full range of educational opportunities provincially, nationally and internationally;
- Understanding the need for the University to operate within the perspective of a global economic and learning environment;
- Ability to assess the quality of service being delivered by the University; and
- Ability to deal with conflicting goals and competing interests in a public setting

Roles and Responsibilities ~~of the~~ Board Chair

Position Description

ROLE

The principal role of the Board Chair is to provide leadership to the Board of Governors. The Board Chair is accountable to the Board, acts as a direct liaison between the Board and President, and represents the Board internally and externally, including acting as a spokesperson for Board decisions where appropriate.

DUTIES AND RESPONSIBILITIES

In addition to the duties and responsibilities of an individual Governor, the Board Chair is responsible for fulfilling such other duties set out in the Board Bylaws (see specifically Article 4.3(a) and 4.3(b)(1)), and the following:

Working with the University President

- Act as a liaison between the Lakehead University President and the Board;
- Foster a constructive and harmonious relationship between the Board and administration through periodic contact with the President;
- Act as a sounding board, counselor and confidant for the President, including helping to review strategies, define issues, maintain accountability, and build community relationships;
- Review and approve the President's monthly expense and perquisite reimbursement;
- Keep informed generally of the activities of the University and administration.

Board Operations

- Recommend an annual schedule of the date, time and location of Board and Standing Committee meetings;
- With the President and University Secretary's assistance, develop and set the Board meeting agendas and oversee pre-meeting information packages;
- Chair Board meetings;
- Call meetings of the Board;
- Develop and monitor Board budget expenses;
- Ensure proper minutes are recorded and presented to subsequent Board meetings; and
- Oversee issues raised with respect to conflict of interest.

Board Effectiveness

- Ensure the Board fulfills its governance responsibilities as set out in the Act and Board Bylaws;
- Ensure Board meetings are conducted in an efficient, effective and focused manner;
- Maintain the boundaries between Board and University administration responsibilities;
- Ensure that Governors are properly informed and that sufficient and timely advance distribution of all background information is provided to enable Governors to form appropriate judgments;
- At meetings, encourage participation of all Governors and promote a spirit of collegiality where robust questioning and discussion is encouraged;
- Build consensus and develop teamwork within the Board;
- Foster ethical and responsible decision-making by the Board and Governors;
- Ensure that each Governor is contributing to the Board's work;

- Be available to Governors for questions, counsel and discussions relating to University;
- Provide, with the University Secretary's assistance, new Governors with information on their duties and responsibilities and encourage ongoing Governor education;
- Ensure the Board has cohesion of direction and purpose at a policy and strategic level;
- Keep the Board up to date on all significant developments.

Relationship with Government and Other Stakeholders

- Support the President in interactions between the University and government;
- Ensure the Board and President are alert to the University's obligations to government; and
- From time to time, to attend meetings with outside stakeholders.

Appointments, Performance and Re-Appointments

- In consultation with the Board and the Board Governance and Nominating Committee consider the optimal Board composition and desired attributes in new Governor appointees to strengthen the Board;
- Work with the Board Governance and Nominating Committee and Standing Committee Chairs regarding new Governor appointments, performance and re-appointments; and
- Working with the Governance and Nominating Committee, participate in the Board effectiveness evaluation process and meet with individual Governors to provide constructive feedback and advice

SKILLS, ~~AND~~ KNOWLEDGE AND ATTRIBUTES

[NOTE TO DRAFT: Additions in the SKILLS, KNOWLEDGE AND ATTRIBUTES section were proposed by Dr. Richard Leblanc unless otherwise noted.]

All skills, ~~and~~ knowledge and attributes required of an individual Governor as outlined above, plus:

- Integrity;
- Leadership and consensus-building skills;
- Demonstrates facilitative skill and appreciation of teamwork;
- Ability to deal with and effectively resolve conflicting goals and competing interests in a public setting.
- An ability to act impartially, without bias, and in the best interests of Lakehead University;
- Knowledge of the strategic plan and risks of Lakehead University;
- Familiarity with bicameral governance models and University governing bodies;
- Knowledge of the latest version of Roberts Rules of Order and how to conduct a constructive meeting;
- Communication skills to represent the University if necessary before community groups, the media, and all levels of the University;
- The independence, competencies and attributes required to fulfill this Position Description;
- An ability, willingness and time to fulfill this Position Description;
- The Board Chair should normally have served as Vice-Chair for at least one year prior to becoming considered for Board Chair;
- The Board Chair must be willing to fulfill the duties and responsibilities of Board Chair; and
- Such other criteria reviewed and approved by the Board on the recommendation of the Board Governance and Nominating Committee.

~~Roles and Responsibilities of the~~ Board Vice-Chair

Position Description

ROLE

The principal role of the Board Vice-Chair is to provide interim leadership to the Board of Governors when the Board Chair is unavailable.

DUTIES AND RESPONSIBILITIES

In addition to the duties and responsibilities of an individual Governor, the Board Vice-Chair is responsible for fulfilling such other duties set out in the Board Bylaws (see specifically Article 4.3(a) and 4.3(b)(3)), and as follows:

The duties of the Vice-Chair include but are not limited to, the following:

- Chairing Board meetings in the absence of the Board Chair;
- Chairing Executive Committee meetings in the absence of the Board Chair;
- Representing the Board of Governors at formal and other functions held at the University; and
- Other duties as may be required from time to time.

SKILLS, ~~AND~~ KNOWLEDGE AND ATTRIBUTES

[NOTE TO DRAFT: Additions in the SKILLS, KNOWLEDGE AND ATTRIBUTES section were proposed by Dr. Richard Leblanc unless otherwise noted.]

All skills, ~~and~~ knowledge and attributes required of an individual Governor as outlined above, plus:

- Integrity;

- Leadership and consensus-building skills;
- Demonstrates facilitative skill and appreciation of teamwork;
- Ability to deal with and effectively resolve conflicting goals and competing interests in a public setting
- An ability to act impartially, without bias, and in the best interests of Lakehead University;
- Knowledge of the strategic plan and risks of Lakehead University;
- Familiarity with bicameral governance and the University governing bodies;
- Knowledge of the latest version of Roberts Rules of Order and how to conduct a constructive meeting;
- Communication skills to represent the University if directed by the Board Chair before community groups, the media, and all levels of the University; and
- The independence, competencies and attributes required to fulfill this Position Description;
- An ability, willingness and time to fulfill this Position Description;
- should normally have served as a Standing Committee Chair for at least one year prior to becoming considered for Vice-Chair;
- should be willing to entertain becoming Board Chair if the Board so desires, and must be willing to temporarily fulfill the duties of Board Chair from time to time; and
- Such other criteria reviewed and approved by the Board on the recommendation of the Board Governance and Nominating Committee.

Board Past Chair Position Description

[NOTE TO DRAFT: This Past Chair Position Description is a new addition recommended by Dr. Richard Leblanc]

ROLE

The principal role of the Board Past Chair is to work with and mentor the Board Chair as requested by the Board Chair, in part to ensure a smooth transition.

DUTIES AND RESPONSIBILITIES

In addition to the duties and responsibilities of an individual Governor, the Board Past Chair is responsible for fulfilling such other duties set out in the Board Bylaws (see specifically Article 4.3(a) and 4.3(b)(2)), and as follows:

The duties of the Past Chair include but are not limited to, the following:

- Representing the Board of Governors at formal and other functions held at the University;
- participating in activities of appropriate external organizations to which Lakehead belongs, such as the COU Council of Chairs of Ontario Universities, and
- Other duties as may be required from time to time.

SKILLS, KNOWLEDGE, AND ATTRIBUTES

All skills, knowledge and attributes required of an individual Governor as outlined above, plus:

- the skills, knowledge and attributes of the Board Chair as outlined above;
- Integrity;
- Leadership and consensus-building skills;
- An ability to act impartially, without bias, and in the best interests of Lakehead University;
- Knowledge of the strategic plan and risks of Lakehead University;
- The independence, competencies and attributes required to fulfill the ~~the~~ **this** Position Description;

- An ability, willingness and time to fulfill this Position Description;
- The Past Chair shall normally be the immediate past chair of the Board; however, in the event the immediate past chair is no longer a Board member, is unable or unwilling to act as Past Board Chair, or the Board determines otherwise, another former Board Chair may be selected as Past Chair; and
- Such other criteria reviewed and approved by the Board on the recommendation of the Board Governance and Nominating Committee.

[NOTE TO DRAFT: This SKILLS, KNOWLEDGE AND ATTRIBUTES section were proposed by Dr. Richard Leblanc unless otherwise noted.]

Roles and Responsibilities of Board Committee Chairs

ROLE

The principal role of a Board Committee Chair is to provide leadership and stewardship to the designated Committee on behalf of the Board of Governors for the conduct and implementation of the Committee's Terms of Reference. A Standing Committee Chair is accountable to the Board and acts as a direct liaison between the Board, the Board Chair and the Standing Committee and represents the Committee at Board meetings. A Standing Committee Chair is an external member of the Board.

DUTIES AND RESPONSIBILITIES

In addition to the duties and responsibilities of an individual Governor, each Board Committee Chair is responsible for fulfilling such other duties set out in the Board Bylaws (see specifically

“Standing Committees – General Rules” (Article 33)), the Committee’s respective “Terms of Reference”, and the following:

The Board Committee Chair:

- Sets the agenda and tone for the Committee work and delegates work among Committee members;
- Ensures that Committee members have the information needed in a timely fashion to fulfill their roles in an informed way;
- Conducts Committee meetings in compliance with applicable legislation and Board Bylaws: sets the agenda, facilitates discussion and resolution of matters processed by the Committee, and ensures timely distribution of meeting minutes;
- Ensures proper Committee minutes are recorded and presented to subsequent meetings; oversees issues raised with respect to conflict;
- Ensures that administration presents to the Committee all matters necessary to enable the Committee to effectively discharge its responsibilities in a timely fashion;
- Coordinates with the University Secretary, the logistics of the Committee's operations and liaises with the Board Chair regarding interface of Board and Committee;
- Produces and delivers reports to the Board as routinely required, including bringing forth recommendations or motions from the Committee;
- Initiates, leads and reports the Committee's annual report to the Board;
- Leads and reports the Committee performance evaluation to the Executive Committee;
- Collaborates with other Board Committee Chairs as required;
- Informs Committee members of relevant internal or external information regarding the University;

- Liaises with the Board Chair regarding Committee member appointments and performance;
- Reports progress on the Committee's projects and decisions to the Board Chair.

SKILLS AND KNOWLEDGE

All skills and knowledge required of an individual Governor as outlined above, plus:

- Be an interactive communicator with strong facilitative leadership skills and the ability to communicate well with a variety of people at all levels of the organization;
- Be familiar with bicameral governance and the University governing bodies;
- Knowledge of the latest version of Roberts Rules of Order and how to conduct a constructive meeting;
- Possess the skills and experience appropriate to the specific Committee;
- Ability to follow directions and accept feedback;
- Ability to manage time and meet deadlines; and
- Appropriate Board, senior staff, business or community leadership experience that is relevant to the focus and mandate of the Committee he/she is chairing.

Review Period: 5 years or as required

Date for Next Review: June 2022 [NOTE TO DRAFT: Secretariat recommends an earlier review given proposed deletions from the Board Chair, Vice-Chair and Past Chair Selection Process]

Please contact the University Secretariat 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.



Roles and Responsibilities of Members of the Lakehead University Board of Governors (the “Board Roles Document”)

Approval Authority: Board of Governors

Established on: June 15, 2012

Amendments: June 9, 2017, TBD

Reviews: None

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Roles and Responsibilities of Governors

The following describes the individual roles and responsibilities of members of the Lakehead University Board of Governors ("Governors").

ROLE

Governors are each responsible for contributing to the University fulfilling its mission and serve, to the fullest possible extent, current and future generations. Governors should act in accordance with their fiduciary duty to the University, including with the integrity, independence and good faith of a reasonable individual to promote the best interests of the University, and in fulfillment of the role of the Board as set out in the Lakehead University Act, 1965 (the "Act") and the Bylaws of the Board of Governors ("Board Bylaws").

In addition to the Board responsibilities set out in the Act and the Board Bylaws (including Board Bylaw Article 4 - "Powers of the Board"), the following describes the duties and responsibilities required of an individual Board member:

DUTIES AND RESPONSIBILITIES

Governors must:

- Carry out their functions with integrity, independence, good faith and the prudence of a reasonable individual.
- Act in the best interests of the University as a whole. Each Governor has a responsibility only to the University. Each Governor must function as a member of the Board and not as a spokesperson for a constituency. While it is expected that Governors will bring to the Board a variety of perspectives, a Governor's responsibility is to the University and not to any private interest, community tie, or particular university sector.

- Appreciate the roles of universities in society, the particular mission of Lakehead University, and the Senate's role in the University's governance.
- Distinguish between matters of policy (Board responsibility) and matters of administration (President's responsibility). (Matters of policy may be defined as: general rules or principles, or a statement of direction or intent, which provide guidance to the President and senior academic administrators in reaching decisions with respect to the particular matters entrusted to their care.)
- Hold the University accountable, while acting as ambassadors for it.

More specifically, Governors are responsible for the following:

Oversight

- Make good governance of the University a first priority;
- Accept responsibility and accountability for delivery of the University's vision/mission and strategic plan;
- Monitor the University's performance in meeting the annual objective in the strategic plan;
- Maintain the financial health of the University; and
- Oversee the effective management of the University's physical assets.

Outreach

- Attend University events including convocations, Board retreats, and student events;
- Take an active role as a University contributor and ambassador; and
- Keep appropriately informed about major aspects and activities of the University.

Bicameral Governance

- Understand the respective roles of the Board and the Senate and Lakehead's bicameral governance system, the Ogimaawin-Aboriginal Governance Council and University Administration;
- Maintain a clear separation between the strategic and policy role of the Board and day to day operational responsibilities of Administration; and
- Respect the internal administrative authority of University Administration.

Board Development and Evaluation

- Support an orientation program for new members and participate in ongoing development programs for all Governors;
- Regularly help assess the Board's performance and the performance of its standing and advisory committees; and
- Evaluate, at least once a year, his/her own effectiveness as a Governor.

Preparation

Governors should make every effort to understand the University, including the Lakehead University Act and the Board's responsibilities and procedures, as well as to familiarize themselves with trends in governance and in post-secondary education. They should devote adequate time to preparation for Board and committee meetings and deliberations.

Attendance and Participation

Governors are expected to adequately prepare and attend Board and assigned Committee meetings regularly. Governors are expected to participate actively, constructively, and vigilantly in meetings of the Board and of the Committees to which they are assigned, and take an informed position on matters.

Exercise of Due Diligence

Governors must act with integrity, independence and the good faith of a reasonable individual to promote the best interests of the University, bringing due care, diligence and competence to that task. (Due diligence is defined as: the duty of Governors to exercise such degree of skill and diligence as would amount to the reasonable care that an ordinary person might be expected to take in the circumstances on his or her own behalf.)

Ethics

Governors must demonstrate a commitment to ethical standards appropriate of a member of a public board, and conduct all actions with University staff, faculty, students, and the public in accordance with the Board's standard of conduct.

Confidentiality and Security

Governors are expected to maintain the confidentiality of Board deliberations both in Committee and in-camera Board meetings and of materials considered in such meetings forever. A Governor who breaches confidentiality shall be subject to sanction by the Chair up to and including a request for the member's resignation.

Governors are required to keep and dispose of confidential Board materials in a secure manner. Governors must dispose of confidential paper records securely or return them to the University Secretariat for disposition. Likewise, members who keep Board records on computers, laptops or other electronic devices must keep these records secure. This involves measures such as taking steps to protect the physical security of the device, and ensuring that the records cannot be viewed by others when using the device in a public space. In order to minimize the risk of unauthorized access, Governors' copies of Board documents should be deleted after each meeting. Governors needing to review Board documents subsequent to meetings may access the official Board documents, which are held by the University

Secretariat. If a Governor's computer, laptop or other electronic device containing confidential Board materials is lost or stolen, the Governor must promptly inform the University Secretariat. Governors travelling across international borders should be aware that electronic devices may be subject to search.

Conflict of Interest

Governors must act in the best interests of the University and must make full disclosure of all real, potential and apparent conflicts of interest annually and when they arise. If a Governor becomes aware during the year of a conflict of interest or an apparent conflict of interest, he or she must declare that conflict of interest immediately in writing and must conduct him- or herself in accordance with the sections of the Board's Procedures on Conflict of Interest (refer to Bylaws - Article 19). Governors must not:

- Assist any person or any organization in its dealings with the University, when such intervention may result in real, potential, or apparent preferential treatment to that person or organization by the University;
- Use, for personal benefit or advantage, any information acquired in the exercise of their office that is not otherwise generally available to the public; or
- Use, directly or indirectly, any facilities or services of the University, nor allow them to be used, for purposes other than those expressly approved by the University.

If a Governor becomes aware of any unethical or illegal behaviour associated with the activities of the Board, he or she must report it to the Board Chair or University Secretary.

Communication

Governors must recognize that the only spokesperson to the media for Board matters is the Chair of the Board of Governors or the Chair's express delegate. The only spokesperson for the senior administration to the media on Board matters is the President or the President's express delegate.

Governors are expected to communicate promptly and clearly to the Chair of the Board and the President any significant concern or complaint and to let them deal with it. They should refer any request for information from a member of the University community to the Board Chair or the University Secretary.

SKILLS AND KNOWLEDGE

Governors should have the following skills and knowledge:

- Familiarity with budgets and budgeting and the importance of ensuring the financial health of the institution;
- Ability to quickly and objectively assess and analyze information in order to reach decisions;
- Understanding of the communities in which the University operates;
- Appreciation of requirements for working as a team;
- Understanding the broad context and perspective for Board decision making;
- Understanding of how large organizations function, preferably in a unionized setting;
- Understanding the need for longer term strategic planning to ensure the continued renewal and assessment of the role and mission of an organization;
- Understanding the University in the context of the full range of educational opportunities provincially, nationally and internationally;
- Understanding the need for the University to operate within the perspective of a global economic and learning environment;
- Ability to assess the quality of service being delivered by the University; and
- Ability to deal with conflicting goals and competing interests in a public setting

Board Chair Position Description

ROLE

The principal role of the Board Chair is to provide leadership to the Board of Governors. The Board Chair is accountable to the Board, acts as a direct liaison between the Board and President, and represents the Board internally and externally, including acting as a spokesperson for Board decisions where appropriate.

DUTIES AND RESPONSIBILITIES

In addition to the duties and responsibilities of an individual Governor, the Board Chair is responsible for fulfilling such other duties set out in the Board Bylaws (see specifically Article 4.3(a) and 4.3(b)(1)), and the following:

Working with the University President

- Act as a liaison between the Lakehead University President and the Board;
- Foster a constructive and harmonious relationship between the Board and administration through periodic contact with the President;
- Act as a sounding board, counselor and confidant for the President, including helping to review strategies, define issues, maintain accountability, and build community relationships;
- Review and approve the President's monthly expense and perquisite reimbursement;
- Keep informed generally of the activities of the University and administration.

Board Operations

- Recommend an annual schedule of the date, time and location of Board and Standing Committee meetings;
- With the President and University Secretary's assistance, develop and set the Board meeting agendas and oversee pre-meeting information packages;
- Chair Board meetings;
- Call meetings of the Board;
- Develop and monitor Board budget expenses;
- Ensure proper minutes are recorded and presented to subsequent Board meetings; and
- Oversee issues raised with respect to conflict of interest.

Board Effectiveness

- Ensure the Board fulfills its governance responsibilities as set out in the Act and Board Bylaws;
- Ensure Board meetings are conducted in an efficient, effective and focused manner;
- Maintain the boundaries between Board and University administration responsibilities;
- Ensure that Governors are properly informed and that sufficient and timely advance distribution of all background information is provided to enable Governors to form appropriate judgments;
- At meetings, encourage participation of all Governors and promote a spirit of collegiality where robust questioning and discussion is encouraged;
- Build consensus and develop teamwork within the Board;
- Foster ethical and responsible decision-making by the Board and Governors;
- Ensure that each Governor is contributing to the Board's work;

- Be available to Governors for questions, counsel and discussions relating to University;
- Provide, with the University Secretary's assistance, new Governors with information on their duties and responsibilities and encourage ongoing Governor education;
- Ensure the Board has cohesion of direction and purpose at a policy and strategic level;
- Keep the Board up to date on all significant developments.

Relationship with Government and Other Stakeholders

- Support the President in interactions between the University and government;
- Ensure the Board and President are alert to the University's obligations to government; and
- From time to time, to attend meetings with outside stakeholders.

Appointments, Performance and Re-Appointments

- In consultation with the Board and the Board Governance and Nominating Committee consider the optimal Board composition and desired attributes in new Governor appointees to strengthen the Board;
- Work with the Board Governance and Nominating Committee and Standing Committee Chairs regarding new Governor appointments, performance and re-appointments; and
- Working with the Governance and Nominating Committee, participate in the Board effectiveness evaluation process and meet with individual Governors to provide constructive feedback and advice

SKILLS, KNOWLEDGE AND ATTRIBUTES

All skills, knowledge and attributes required of an individual Governor as outlined above, plus:

- Integrity;

- Leadership and consensus-building skills;
- Demonstrates facilitative skill and appreciation of teamwork;
- Ability to deal with and effectively resolve conflicting goals and competing interests in a public setting.
- An ability to act impartially, without bias, and in the best interests of Lakehead University;
- Knowledge of the strategic plan and risks of Lakehead University;
- Familiarity with bicameral governance models and University governing bodies;
- Knowledge of the latest version of Roberts Rules of Order and how to conduct a constructive meeting;
- Communication skills to represent the University if necessary before community groups, the media, and all levels of the University;
- The independence, competencies and attributes required to fulfill this Position Description;
- An ability, willingness and time to fulfill this Position Description;
- The Board Chair should normally have served as Vice-Chair for at least one year prior to becoming considered for Board Chair;
- The Board Chair must be willing to fulfill the duties and responsibilities of Board Chair; and
- Such other criteria reviewed and approved by the Board on the recommendation of the Board Governance and Nominating Committee.

Board Vice-Chair Position Description

ROLE

The principal role of the Board Vice-Chair is to provide interim leadership to the Board of Governors when the Board Chair is unavailable.

DUTIES AND RESPONSIBILITIES

In addition to the duties and responsibilities of an individual Governor, the Board Vice-Chair is responsible for fulfilling such other duties set out in the Board Bylaws (see specifically Article 4.3(a) and 4.3(b)(3)), and as follows:

The duties of the Vice-Chair include but are not limited to, the following:

- Chairing Board meetings in the absence of the Board Chair;
- Chairing Executive Committee meetings in the absence of the Board Chair;
- Representing the Board of Governors at formal and other functions held at the University; and
- Other duties as may be required from time to time.

SKILLS, KNOWLEDGE AND ATTRIBUTES

[NOTE TO DRAFT: Additions in the SKILLS, KNOWLEDGE AND ATTRIBUTES section were proposed by Dr. Richard Leblanc unless otherwise noted.]

All skills, knowledge and attributes required of an individual Governor as outlined above, plus:

- Integrity;
- Leadership and consensus-building skills;
- Demonstrates facilitative skill and appreciation of teamwork;

- Ability to deal with and effectively resolve conflicting goals and competing interests in a public setting
- An ability to act impartially, without bias, and in the best interests of Lakehead University;
- Knowledge of the strategic plan and risks of Lakehead University;
- Familiarity with bicameral governance and the University governing bodies;
- Knowledge of the latest version of Roberts Rules of Order and how to conduct a constructive meeting;
- Communication skills to represent the University if directed by the Board Chair before community groups, the media, and all levels of the University; and
- The independence, competencies and attributes required to fulfill this Position Description;
- An ability, willingness and time to fulfill this Position Description;
- should normally have served as a Standing Committee Chair for at least one year prior to becoming considered for Vice-Chair;
- should be willing to entertain becoming Board Chair if the Board so desires, and must be willing to temporarily fulfill the duties of Board Chair from time to time; and
- Such other criteria reviewed and approved by the Board on the recommendation of the Board Governance and Nominating Committee.

Board Past Chair Position Description

ROLE

The principal role of the Board Past Chair is to work with and mentor the Board Chair as requested by the Board Chair, in part to ensure a smooth transition.

DUTIES AND RESPONSIBILITIES

In addition to the duties and responsibilities of an individual Governor, the Board Past Chair is responsible for fulfilling such other duties set out in the Board Bylaws (see specifically Article 4.3(a) and 4.3(b)(2)), and as follows:

The duties of the Past Chair include but are not limited to, the following:

- Representing the Board of Governors at formal and other functions held at the University;
- participating in activities of appropriate external organizations to which Lakehead belongs, such as the COU Council of Chairs of Ontario Universities, and
- Other duties as may be required from time to time.

SKILLS, KNOWLEDGE, AND ATTRIBUTES

All skills, knowledge and attributes required of an individual Governor as outlined above, plus:

- the skills, knowledge and attributes of the Board Chair as outlined above;
- Integrity;
- Leadership and consensus-building skills;
- An ability to act impartially, without bias, and in the best interests of Lakehead University;
- Knowledge of the strategic plan and risks of Lakehead University;
- The independence, competencies and attributes required to fulfill this Position Description;
- An ability, willingness and time to fulfill this Position Description;
- The Past Chair shall normally be the immediate past chair of the Board; however, in the event the immediate past chair is no longer a Board member, is unable or unwilling to act as Past Board Chair, or the Board determines otherwise, another former Board Chair may be selected as Past Chair; and

- Such other criteria reviewed and approved by the Board on the recommendation of the Board Governance and Nominating Committee.

Roles and Responsibilities of Board Committee Chairs

ROLE

The principal role of a Board Committee Chair is to provide leadership and stewardship to the designated Committee on behalf of the Board of Governors for the conduct and implementation of the Committee's Terms of Reference. A Standing Committee Chair is accountable to the Board and acts as a direct liaison between the Board, the Board Chair and the Standing Committee and represents the Committee at Board meetings. A Standing Committee Chair is an external member of the Board.

DUTIES AND RESPONSIBILITIES

In addition to the duties and responsibilities of an individual Governor, each Board Committee Chair is responsible for fulfilling such other duties set out in the Board Bylaws (see specifically “Standing Committees – General Rules” (Article 33)), the Committee’s respective “Terms of Reference”, and the following:

The Board Committee Chair:

- Sets the agenda and tone for the Committee work and delegates work among Committee members;

- Ensures that Committee members have the information needed in a timely fashion to fulfill their roles in an informed way;
- Conducts Committee meetings in compliance with applicable legislation and Board Bylaws: sets the agenda, facilitates discussion and resolution of matters processed by the Committee, and ensures timely distribution of meeting minutes;
- Ensures proper Committee minutes are recorded and presented to subsequent meetings; oversees issues raised with respect to conflict;
- Ensures that administration presents to the Committee all matters necessary to enable the Committee to effectively discharge its responsibilities in a timely fashion;
- Coordinates with the University Secretary, the logistics of the Committee's operations and liaises with the Board Chair regarding interface of Board and Committee;
- Produces and delivers reports to the Board as routinely required, including bringing forth recommendations or motions from the Committee;
- Initiates, leads and reports the Committee's annual report to the Board;
- Leads and reports the Committee performance evaluation to the Executive Committee;
- Collaborates with other Board Committee Chairs as required;
- Informs Committee members of relevant internal or external information regarding the University;
- Liaises with the Board Chair regarding Committee member appointments and performance;
- Reports progress on the Committee's projects and decisions to the Board Chair.

SKILLS AND KNOWLEDGE

All skills and knowledge required of an individual Governor as outlined above, plus:

- Be an interactive communicator with strong facilitative leadership skills and the ability to communicate well with a variety of people at all levels of the organization;
 - Be familiar with bicameral governance and the University governing bodies;
 - Knowledge of the latest version of Roberts Rules of Order and how to conduct a constructive meeting;
 - Possess the skills and experience appropriate to the specific Committee;
 - Ability to follow directions and accept feedback;
 - Ability to manage time and meet deadlines; and
 - Appropriate Board, senior staff, business or community leadership experience that is relevant to the focus and mandate of the Committee he/she is chairing.
-

Review Period: 5 years or as required

Date for Next Review: June 2022

Please contact the University Secretariat if you require this information in another format:

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