



BOARD OF GOVERNORS MEETING

AGENDA

Date:	April 30, 2021
Time:	9:00am - 3:00pm EDT
Join Remotely via Zoom:	<p>Zoom Meeting Link: https://lakeheadu.zoom.us/j/96792388308 Meeting ID: 967 9238 8308</p> <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; Claudine Cousins; Ann Dumyn; Dr. Christine Gottardo; Angela Maltese (Chair); Brian McKinnon; Michael Nitz; Dr. Moira McPherson; Ross Murray; Anna Sampson; Mark Smith; Cathy Tuckwell; Maria Vasanelli; Murray Waboose; Wendy Walberg; Debra Woods

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

*Timing is approximate

	Item	Presenter(s)	Time*
1.	Approval of Agenda MOVED that the agenda be approved.	Angela Maltese	
2.	Board Only Session (Governors only) MOVED to adjourn to an in camera session to discuss items of a personnel, legal, or real estate nature, and other sensitive or confidential matters, and that only members of the Board may be present.	Angela Maltese	10min

	PRIVATE SESSION (President departs)			
	Return to Open Session (approximately 9:20am)			10min
3.	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	
4.	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	
5.	Previous Minutes <ul style="list-style-type: none"> • <u>Approval of the March 26, 2021 Minutes</u> • Business Arising from the Minutes 		Angela Maltese	
6.	Chair's Report		Angela Maltese	10min
7.	<u>President's Report</u>		Dr. Moira McPherson	10min
	7a.	<u>Report on Appointments</u> - for information	Dr. Moira McPherson	
	7b.	<u>Report on THE Impact Rankings</u>	Dr. Moira McPherson	
8.	Executive Committee Report <i>The Board Executive Committee discussed items of business that were sensitive or confidential in nature at its meeting on April 15, 2021. A report will be provided to the Board of Governors during the in camera meeting.</i>		Angela Maltese	
9.	<u>Finance and Operations Committee Report</u>		Cathy Tuckwell	
	9a.	<u>2021-22 Tuition Fees and Miscellaneous Fees</u>	Cathy Tuckwell	30min

		<ul style="list-style-type: none"> • <u>Presentation</u> <p>WHEREAS the Province has not yet announced a tuition framework for 2021-22 domestic tuition fees;</p> <p>MOVED to approve the proposed tuition fees for 2021-22 as presented, and that the Board revisits the domestic tuition once the Provincial government promulgates a domestic tuition framework for 2021-22.</p>		
10.	<u>Governance and Nominating Committee Report</u>		Maria Vasanelli	5min
	10a.	<p>Terms of Reference Review - Board External Relations Committee</p> <ul style="list-style-type: none"> • <u>Current Terms of Reference</u> • <u>Proposed Amendments (with markup)</u> • <u>Proposed Amendments (without markup)</u> <p>MOVED that the proposed amendments to the Board External Relations Committee Terms of Reference be approved.</p>	Maria Vasanelli	
	10b.	<p>Terms of Reference Review - Board Finance and Operations Committee</p> <ul style="list-style-type: none"> • <u>Current Terms of Reference</u> • <u>Proposed Amendments (with markup)</u> <p>MOVED that the proposed amendments to the Board Finance and Operations Committee Terms of Reference be approved.</p>	Maria Vasanelli	
11.	<u>Learning and Liaison Committee Report</u>		Wendy Walberg	5min
12.	Other Reports for Information			
	12a.	<p>Northern Ontario School of Medicine Report</p> <p><u>Northern Routes - Building Relationships across Northern Ontario</u></p>		

		<ul style="list-style-type: none">• <u>NAN and NOSM Partnership will Support Capacity-Building Initiatives and Strengthen Health System within NAN Territory</u>• <u>WANTED - Change Makers - NOSM</u>• <u>Northern Constellations - Friday April 30 - May 1, 2021</u>
	12b.	<u>Senate Report</u>
13.	In Camera Session MOVED to adjourn to an in camera session to discuss items of a personnel, legal, or real estate nature, and other sensitive or confidential matters, and that only members of and others approved by the Board may be present.	
	13a.	Motions Arising from the In Camera Meeting
14.	Informational Items	
	14a.	Next Meeting: June 4, 2021, 9:00am - 1:00pm
15.	Other Business	Angela Maltese
Adjournment		



BOARD OF GOVERNORS MEETING

DRAFT MINUTES

Date:	March 26, 2021
Time:	9:00am - 2:00pm
Join Remotely via Zoom:	<p>Zoom Meeting Link: https://lakeheadu.zoom.us/j/96792388308 Meeting ID: 967 9238 8308</p> <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 in Attendance: Brandon Rhéal Amyot; Robert Arnone; Claudine Cousins; Ann Dumyn; Dr. Christine Gottardo; 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: Murray Waboose

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

Invited Guests in Attendance:

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

The meeting was called to order at 9:01am.

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

	Item	Presenter(s)
1.	<p>Approval of Agenda</p> <p>The Chair asked the Board if anyone opposed to rearranging the agenda to allow for a recess at approximately 11:00am. During the recess, the Board would go into the Committee of the Whole meeting. A short lunch break would immediately follow the Committee of the Whole meeting and the Board would return to its regular meeting at approximately 12:30pm. There was none opposed to this recommendation.</p> <p>MOVED (C. Tuckwell) that the agenda be approved. CARRIED</p>	Angela Maltese
2.	<p>Need for In Camera Items to be Declared</p> <p>Members were reminded that items arising that need in camera attention should be declared at the point of discovery.</p>	Angela Maltese
3.	<p>Declaration of Conflict of Interest</p> <p>Members were reminded of their duty to declare a conflict of interest should awareness of conflict arise at any time during the meeting.</p>	Angela Maltese
4.	<p>Previous Minutes</p> <p>The minutes of the February 5, 2021 meeting were approved by consensus, as circulated.</p> <p>There was no business arising from the minutes.</p>	Angela Maltese
5.	<p>Chair's Report</p> <p>The Chair noted that a confidential verbal report will be provided during the in camera session.</p>	Angela Maltese
6.	<p>President's Report</p> <p>The March 2021 President's Report was circulated in advance with the meeting materials and is available on the Lakehead website at www.lakeheadu.ca.</p>	Dr. Moira McPherson

	<p>Dr. Moira McPherson spoke in memory of Linda Phillips, a longtime employee of Lakehead University.</p> <p>Claudine Cousins joined the meeting during the President's report.</p>		
	6a.	<p>Report on Appointments</p> <p>The President's report on appointments, dated March 18, 2021, was circulated in advance with the meeting materials for information.</p>	Dr. Moira McPherson
	7.	<p>Executive Committee Report</p> <p>The Board Executive Committee discussed items of business that were sensitive or confidential in nature at its meeting on March 4, 2021. The approved minutes of the meeting were circulated to the Board of Governors for information with the in camera materials.</p>	Angela Maltese
	8.	<p>Audit and Risk Committee Report</p> <p>A report of the March 4, 2021 Audit and Risk Committee meeting was circulated in advance with the meeting materials.</p>	Brian McKinnon
	9.	<p>External Relations Committee Report</p> <p>A report of the March 3, 2021 External Relations Committee meeting was circulated in advance with the meeting materials.</p>	Ann Dumyn
	10.	<p>Finance and Operations Committee Report</p> <p>A report of the March 4, 2021 Finance and Operations Committee meeting was circulated in advance with the meeting materials.</p>	Cathy Tuckwell
	10a.	<p>Lakehead University Pension Plan Texts Amendments</p> <p>A memo dated March 4, 2021, prepared by the Vice-President, Administration and Finance, summarizing the amendment being put forward to modify both Plan Texts was circulated in advance with the meeting materials.</p> <ul style="list-style-type: none"> Pension Plan for Professional Staff of Lakehead University (the "Professional Plan") Amendment 2021/1 	Cathy Tuckwell

		<p>The proposed Amendment 2021/1 resolution was circulated in advance with the meeting materials.</p> <p>MOVED (C. Tuckwell) to approve the resolution relating to the Professional Plan Amendment 2021/1 that has been circulated with the meeting materials. CARRIED</p> <p>Wendy Walberg joined the meeting.</p> <ul style="list-style-type: none"> • Lakehead University Employee Pension Plan (the “Employee Plan”) Amendment 2021/1 <p>The proposed Amendment 2021/1 resolution was circulated in advance with the meeting materials.</p> <p>MOVED (C. Tuckwell) to approve the resolution relating to the Employee Plan Amendment 2021/1 that has been circulated with the meeting materials CARRIED.</p>	
11.	<p>Governance and Nominating Committee Report</p> <p>A report of the March 3, 2021 Governance and Nominating Committee meeting was circulated in advance with the meeting materials.</p>		Maria Vasanelli
11a.	<p>Board Composition</p> <p>A link to the Board Bylaws was provided for information.</p> <p>The Chair of the BGNC provided rationale for the recommendation being brought forward today, reporting that during the March meeting, the BGNC revisited the topic of increasing the size of the Board. The BGNC determined that the Board needs additional external members to spread the workload of external members. The BGNC determined that it is essential to have representation from the Orillia/Simcoe County area and from NWO.</p> <p>WHEREAS the Board size is currently 17;</p>		Maria Vasanelli

		<p>AND WHEREAS section 7 of the Lakehead University Act, 1965, indicates that the Board shall consist of not more than thirty members:</p> <p>MOVED (M. Vasanelli) to approve the Board size increase by two external Board members, one from Simcoe County and one from Northwestern Ontario, outside of Thunder Bay.</p> <p>Discussion ensued.</p> <p>CARRIED</p>	
12.	Other Reports for Information		
	12a.	<p>Northern Ontario School of Medicine Report</p> <p>Links to the following online reports were provided:</p> <ul style="list-style-type: none"> • Northern Routes <ul style="list-style-type: none"> ◦ Philanthropy for Social Accountability ◦ Demonstrating impact and leading for change • NOSM'S Dean Named in Top 30 Physician Power List • Donor Supports Transformation of Physician Workforce Planning in Northern Ontario • NOSM's Response to COVID-19 • More News and Information about NOSM 	
	12b.	<p>Senate Report</p> <p>A report of the March 1, 2021 Senate meeting was circulated with the meeting materials.</p>	
	<p>The Board Chair acknowledged the Fossil Free Lakehead (FFL) guests in attendance and reported that the Board will be reviewing and discussing the correspondence that she received from FFL on March 4, 2021 during the in camera session.</p>		
13.	<p>In Camera Session</p> <p>MOVED (B. McKinnon) to adjourn to an in camera session to discuss items of a personnel, legal, or real estate nature, and other sensitive or confidential matters, and that only members of and others approved by the Board may be present.</p> <p>CARRIED</p>		

	<p>Dr. David Barnett, Ann Brandt, Dr. Andrew Dean, Barbara Eccles, Toby Goodfellow, Dr. Dean Jobin-Bevans, 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 3:25pm.</p> <p>Brandon Rhéal Amyot; Dr. David Barnett, Ann Brandt, Claudine Cousins, Dr. Andrew Dean, Toby Goodfellow, Dr. Dean Jobin-Bevans, Marcie Morrison, Dr. Heather Murchison, Kathy Pozihun, Yvonne Roussel and Debra Woods left during the in camera session.</p>		
	13a.	Motions Arising from the In Camera Meeting	
14.	Informational Items		
	14a.	Next Meeting: April 30, 2021, 9:00am - 1:00pm	
15.	Other Business		Angela Maltese
	There was no other business.		
The meeting adjourned at 3:25 pm.			



President's Report to the Board of Governors

President's Report to the Board of Governors • April 2021

April
2021





Office of the President

Lakehead in Top 100 of Times Higher Education Impact Rankings for second time

For the second year in a row, Lakehead University has placed in the top 100 of the Times Higher Education (THE) Impact Rankings.

The THE Impact Rankings measure the societal impact of universities by evaluating an institutions' success in delivering the United Nations' Sustainable Development Goals. The rankings measure the impact universities make to the world in the areas of poverty, inequality, climate change, environmental degradation, peace and justice.

Lakehead finished 99th out of 1,115 universities from around the world, based on its performance in meeting the United Nations' 17 Sustainable Development Goals (SDGs).



Lakehead is the only primarily undergraduate university in Canada that participated in the 2021 THE Impact Rankings and one of only 26 universities from North America to be included in the top 100. The University was among just 260 universities from around the world that qualified to participate in all 17 SDGs.

Ranking ahead of several top comprehensive and research-intensive Canadian universities, Lakehead scored highly across many SDGs, including a top 10 ranking in SDG 15: Life on Land. The Life on Land SDG evaluates how universities support land ecosystems through education and action, how they contribute to sustainably managing forests, combating desertification, halting and reversing land degradation, and how they halt biodiversity loss by measuring their research on land ecosystems.

Lakehead also scored highly on other metrics, including a top 20 ranking in Life Below Water, a top 30 ranking in No Poverty and Zero Hunger, and a top 40 ranking for Reduced Inequalities and Clean Water and Sanitation.

Visit Lakehead University's Times Higher Education profile at timeshighereducation.com/world-university-rankings/lakehead-university.

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



Lakehead University names new Vice-President, External Relations

Lakehead University's President and Vice-Chancellor, Dr. Moira McPherson, is very pleased to announce that following an extensive national search, **Michael den Haan** has been appointed as the University's new Vice-President, External Relations.

Mr. den Haan brings 25 years of experience in fundraising, donor, alumni and volunteer engagement, communications, governance, and external relations. He most recently served as Vice-President, Advancement and Alumni Engagement at Simon Fraser University.

The University's External Relations portfolio plays a critical role in advancing Lakehead's strategic priorities by building and promoting key relationships with diverse internal and external audiences. As a member of Lakehead's Executive Team, den Haan will be responsible for providing a comprehensive, integrated approach to communications, marketing and web development, advancement and philanthropy, alumni engagement, and in close collaboration with government relations.

Mr. den Haan will be based at Lakehead University's Orillia campus while working closely with colleagues, alumni, donors and community members in Thunder Bay, Orillia, and around the world. Mr. den Haan will begin his role on May 5, 2021.



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

Lakehead Orillia Food & Conference Services' and TSC working with community and students

On March 4, **Lakehead Orillia hosted the City of Orillia's virtual Business Achievement Awards** event with over 100 attendees. Lakehead Orillia's Food & Conference Services and Technology Services Centre worked behind the scenes to organize the event. The City of Orillia was very happy with the outcome and the show went off without a hitch. Lakehead Orillia would like to host this event in the future, either virtually or in person. This event would normally include an awards gala with a cocktail reception and dinner.

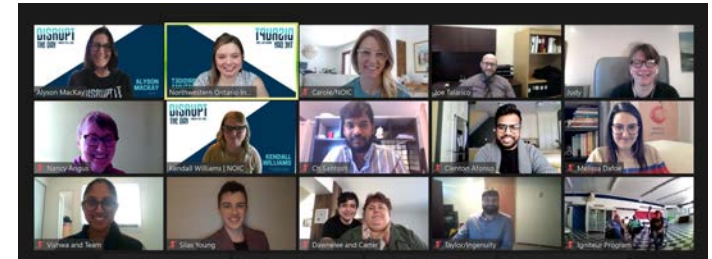
On March 11, **Lakehead Orillia's residence students enjoyed a special dinner** sponsored by the Office of the Principal. While meal service was by take-out only to adhere to COVID health guidelines, the 3-course meal was thoroughly enjoyed — particularly the triple-stack chocolate brownie with strawberries.



***Ingenuity's Disrupt the Day* competition and Ascend Accelerator Program launch**

On March 13, **Ingenuity** held its 7th annual ***Disrupt It Weekend*** event in a new virtual format, renamed ***Disrupt The Day***. The all-day event included 17 participants in six teams who pitched business ideas to win a cash prize sponsored by Thunder Bay Ventures.

The winning team was composed of community members and students from the Faculty of Business Administration. Their idea was Age BIG, a program to keep the aging population socially engaged.



The People's Choice Award went to a group of Lakehead students for their business idea, Bay Bazaar, an online market for local vendors. ***Disrupt The Day*** and ***Disrupt It Weekend*** are held in partnership with The Northwestern Ontario Innovation Centre.

Ingenuity has also launched applications for the **Ascend Accelerator Program**. Ascend is a 12-week bootcamp-style program that works with participants to help develop their business ideas to launch. The program features knowledge-based workshops, guest speakers, and mentors, and provides \$7,500 per team for start-up funding. The selection process will begin the week of April 5, and **Ingenuity** is accepting 3-4 business ideas for this year's cohort.

Academic Excellence

Lindsey Holmstrom receives Regina Borowska Scholarship

Lindsey Holmstrom, a student in the Collaborative BScN program, is one of the 2021 Registered Nurses' Foundation of Ontario's (RNFOO) award winners.

Holmstrom has won a Regina Borowska Scholarship which is conferred to individuals who wish to pursue a Bachelor's Degree in Nursing with preference given to post-diploma RNs, RPNs, and applicants whose professional career goals enable them to contribute to the advancement of nursing.

More information about the paper can be found [here](#).





New Lakehead University Research Chairs

Lakehead University is pleased to announce the selection of faculty members **Dr. Connie Russell** (Education) and **Dr. Salama Ikki** (Electrical Engineering) as the newest Lakehead University Research Chairs (LURCs).

Dr. Connie Russell, Lakehead University Research Chair in Environmental Education, will study how humour could be used to better engage the public as well as learners in formal and informal settings with difficult issues like climate change, social injustices, and environmental degradation.

Dr. Salama Ikki, Lakehead University Research Chair in Wireless Communications, will undertake research focused on creating a unified theoretical framework that will lead in the application of artificial intelligence to telecommunications systems. Considering various practical constraints, his focus is on the development of sophisticated algorithms that will enable the realization of these smart systems in realistic environments.

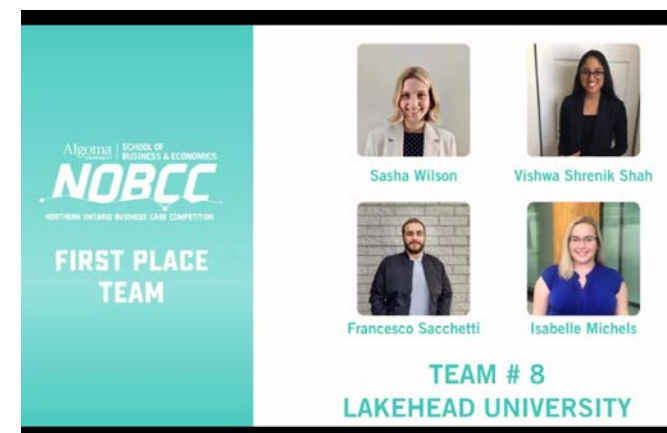
These two chairs, whose terms last for two years, are the 15th and 16th LURCs to be appointed since the program commenced in 2008.

For more information on LURCs and other chairs, please visit the [Research and Innovation website](#).

Faculty of Business Administration students win Northern Ontario Business Case competition

Honours Bachelor of Commerce students **Isabelle Michels**, **Francesco Sacchetti**, **Vishwa Shah**, and **Sasha Wilson** competed as Team #8 at the annual Northern Ontario Business Case hosted by Algoma University. The team's winning presentation was about reducing the effects of contract cheating as teaching transitioned online during COVID-19. They proposed to introduce more support for professors and students because it is an equal effort from both parties. The team took inspiration from some of the Faculty of Business Administration's practices during COVID-19, such as extensive use of D2L.

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





Software Engineering professor to guest edit special issue of *Journal of Imaging*

Dr. Thangarajah Akilan, Assistant Professor in Software Engineering, has been selected to be the guest editor of a special issue called Efficient Deep Learning Models for Resource-Limited Learning for Journal of Imaging.

Read more about the special issue [here](#).

Computer Science student publishes paper in *ACM Computing Surveys*

Congratulations to **Dhivya Chandrasekaran**, MSc Computer Science student, who has published *Evolution of Semantic Similarity - A Survey* in the ACM Computing Surveys journal with her supervisor Dr. Vijay Mago.

The paper provides a comprehensive view of existing semantic similarity systems for new researchers who intend to experiment and develop new innovative ideas to address the challenges of semantic similarity in sentences.

Researchers help newcomer women overcome economic shock caused by COVID-19

Dr. Kathy Sanderson, Assistant Professor in the Faculty of Business Administration, and her team, including Dr. Claudio Pousa, Associate Professor in the Faculty of Business Administration, and students, have received \$193,014 from the Future Skills Centre to study how newly-arrived women to Northwestern Ontario women are being further disadvantaged regarding employment.

The research team will survey 400 Northwestern Ontario women residents (half of them will be newcomers) over the next two years to determine how they can overcome the economic shock caused by COVID-19. This comparative, longitudinal study will allow the research team to reconceptualize how employment supports are delivered and identify opportunities and barriers to full labour participation by newcomer women in the wake of COVID-19.



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



Lakehead University awarded more than \$360k for Pathway and Transfer Projects that will serve the needs of diverse student groups

Lakehead University has been awarded \$367,708 from the Ontario Council on Articulation and Transfer (ONCAT) to explore new seamless transfer projects and to continue working on software that will automatically analyze curriculum gaps.

ONCAT's Seamless Transfer projects focus on policy and practice changes and interventions that affect the credit transfer system as a whole. This funding supports experimentation and innovations in credit transfer processes, helps gauge the sector's readiness for change, and identifies realistic models that can be scaled province-wide.

Dr. Lana Ray, Assistant Professor in the Department of Indigenous Learning, has been awarded \$114,094 over the next two years, for a project entitled Indigenizing Prior Learning Assessment and Recognition (PLAR): Exploring how post-secondary institutions can recognize Indigenous community-based knowledge during credit and degree-granting processes.

Denise Baxter, Vice-Provost Indigenous Initiatives, has received \$105,666 for a project called Actioning and Expanding Commitment to Indigenous Learners.

Dr. Heather Murchison, Vice-Provost Institutional Planning and Analysis, will receive \$77,448 for a project entitled Understanding Transfer Student Experience & Outcomes through Business Intelligence Analytics.

ONCAT has also extended and provided an additional \$70,500 for the PathwAI Project led by **Dr. Vijay Mago**, Associate Professor and Chair of the Department of Computer Science.

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



Local and Global Partnerships

Dr. Wilson Wang Receives NSERC Alliance Grant

Dr. Wilson Wang, Professor in the department of Mechanical Engineering, received \$468,000 from the NSERC Alliance program and partner, Wilderness North (\$270,000 cash + \$198,000 in-kind) to develop a new helicopter aerial refuelling system.

NSERC Alliance grants encourage university researchers to collaborate with partner organizations, which can be from the private, public or not-for-profit sectors. In collaboration with Wilderness North, Dr. Wang will develop new technology and intelligent tools for Helicopter Aerial Refueling (HAR), used for commercial applications such as in-fly exploration and search and rescue. The developed HAR will generate a revolutionary solution in helicopter refueling.

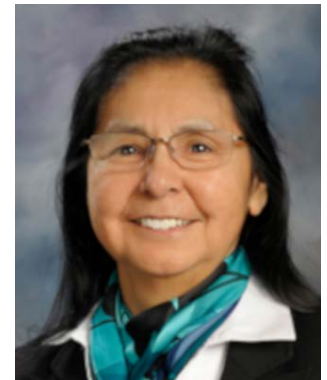
Social Responsibility

Bora Laskin Faculty of Law launches Indigenous Law and Justice Institute

Lakehead University's Bora Laskin Faculty of Law will receive up to \$437,139 to launch an Indigenous Law and Justice Institute, the *Maamawi Bimosewag – They Walk Together*, and expand its law program, thanks to the Justice Partnership and Innovation Program offered by Canada's Department of Justice. On April 1, the Indigenous Law and Justice Institute opened and began its mandate to advance community collaboration and curriculum innovation in Indigenous law at the Bora Laskin Faculty of Law.

This funding allows Lakehead University to meet call to action #50 in the Truth and Reconciliation Commission's final report — collaborating with the federal government to establish an Indigenous law institute for the development, use, and understanding of Indigenous laws and access to justice in accordance with the unique cultures of Aboriginal peoples in Canada.

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



Professor Nancy Sandy is the inaugural Director of Lakehead's new Indigenous Law and Justice Institute.



Lakehead launches 24/7 global peer support network *TalkCampus* as part of 2021 Wellness Strategy

Lakehead University is the latest institution to commit to supporting the well-being of students by choosing to partner with innovative mental health solution, *TalkCampus*. In 2021, Lakehead University launched its new Wellness Strategy to support the needs of students, recognizing that investing in the enhancement of health and wellness will better position students for success in the classroom.

With *TalkCampus*, students have free access to instant, ongoing peer support via their smartphones within a familiar and intuitive network. While traditional support services have a vital role to play for student mental health, online peer support plays a powerful role for upstream, early and ongoing intervention. *TalkCampus* is a proactive and preventative mental health solution that is inclusive to all students, whether on campus or studying remotely. With so many students studying at home in isolation, having someone to talk to and share with can make all the difference.

[Click here to view the TalkCampus pamphlet...](#)

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

CALAREO Pursues Research Collaborations with the State of Yucatan

Members of the Canada and Latin America Research and Exchange Opportunities (CALAREO) Consortium participated in a virtual meeting with representatives of SIIES (Department of Research, Innovation and Higher Education in the State of Yucatan), and SIIDETHEY (a consortium of 9 research centres and 7 universities in the State of Yucatan).

SIIDETHEY (Sistema de Investigación, Innovación y Desarrollo Tecnológico del Estado de Yucatán) was established in 2008 to enhance the training of highly qualified personnel, as well as scientific research, innovation, and technological development. The meeting was facilitated by the Canadian Embassy in Mexico to assist in establishing research collaborations between Canada and Mexico on health, environmental, community development, and Indigenous issues. The meeting included presentations from SIIES and CALAREO, as well as four individual research presentations from CALAREO members.

Dr. Rebecca Schiff and Dr. Salimur Choudhury presented from Lakehead.





Lakehead's Meal Exchange Chapter and LUSU Food Resource Centre Receive Food Banks Canada Grant

The Lakehead University Meal Exchange Chapter (LUMXC) is very excited to announce that we were successful applicants for the 2020 Rural and Northern Capacity Fund. With the funds received we have been able to purchase \$12,000 in gift certificates from local businesses (Maltese Grocery, The Cheese Encounter, Thunder Bay Country Market, Superior Seasons) that support local food producers. These gift cards are currently being distributed to Lakehead University Thunder Bay students who are facing food insecurity and are in need of assistance.

This is why LUMXC is so grateful to be able to do this work. Knowing what we do has helped even one student and knowing that students are able to purchase healthy food that can sustain them makes the work worthwhile. We're so thankful that we've been able to make even a small difference in these students' lives. At LUMXC we anticipate that we will be increasing the number of grant applications that we will be making in the coming year. In doing so, we hope to be able to support more students dealing with food insecurity. We will also continue our work with our parent charity, Meal Exchange, to increase awareness and to address systemic issues which create inequities that lead to post-secondary student food insecurity. Only when food insecurity is eliminated for all and food literacy is enhanced for all will our work truly be done.

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



MEMORANDUM

Date: April 23, 2021

From: Moira McPherson – President and Vice Chancellor

To: The Board of Governors

Meeting Date: April 30, 2021

Agenda Item: 7a – Report on Appointments

Chair/Director Appointments

- Dr. Adam Cornwell was appointed as Chair of the Department of Geography, effective July 1, 2021 to June 30, 2024.
- Dr. Kristen Jones-Bonofiglio was appointed as Director of the School of Nursing, effective July 1, 2021 to June 30, 2024.
- Dr. Rupert Klein was appointed as the Chair of the Department of Psychology, effective July 1, 2021 to June 30, 2024.



2018-2023

Strategic Plan

MEASURING OUR
SOCIETAL IMPACT

APRIL 30, 2021

STRATEGIC THEME: Academic Excellence

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

STRATEGIC THEME: Social Responsibility

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

STRATEGIC THEME: Local & Global Partnerships

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

STRATEGIC THEME: Entrepreneurship & Innovation

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

STRATEGIC THEME: Capacity Development

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

STRATEGY:

- *Developing and implementing a social responsibility evaluation framework for Lakehead University to measure progress in addressing community and societal needs*

OBJECTIVE:

- *Be a leader in sustainability*

METRIC:

- *Increase in the social impact of Lakehead University*

Context



The 17 interconnected United Nations Sustainable Development Goals:

- Address global challenges facing the world, including poverty, inequality, climate change, environmental degradation, peace and justice
- Provide a blueprint to achieve a better and more sustainable future



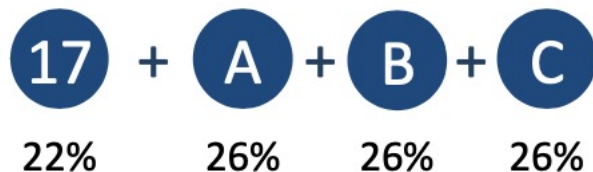
THE UNIVERSITY
IMPACT
RANKINGS

Times Higher Education has developed a set of metrics for each of the 17 SDGs that align to the role of universities in advancing the SDGs through:

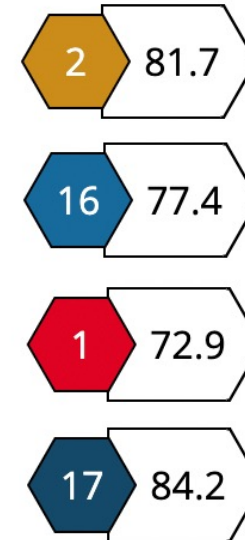
- Research
- Stewardship
- Outreach
- Teaching

Overview

Times Higher Education Impact Rankings



Lakehead Example (2020 Impact Rankings)



Overall
Score: 83.6



THE **IMPACT** **RANKINGS**

2021 **TOP 100**





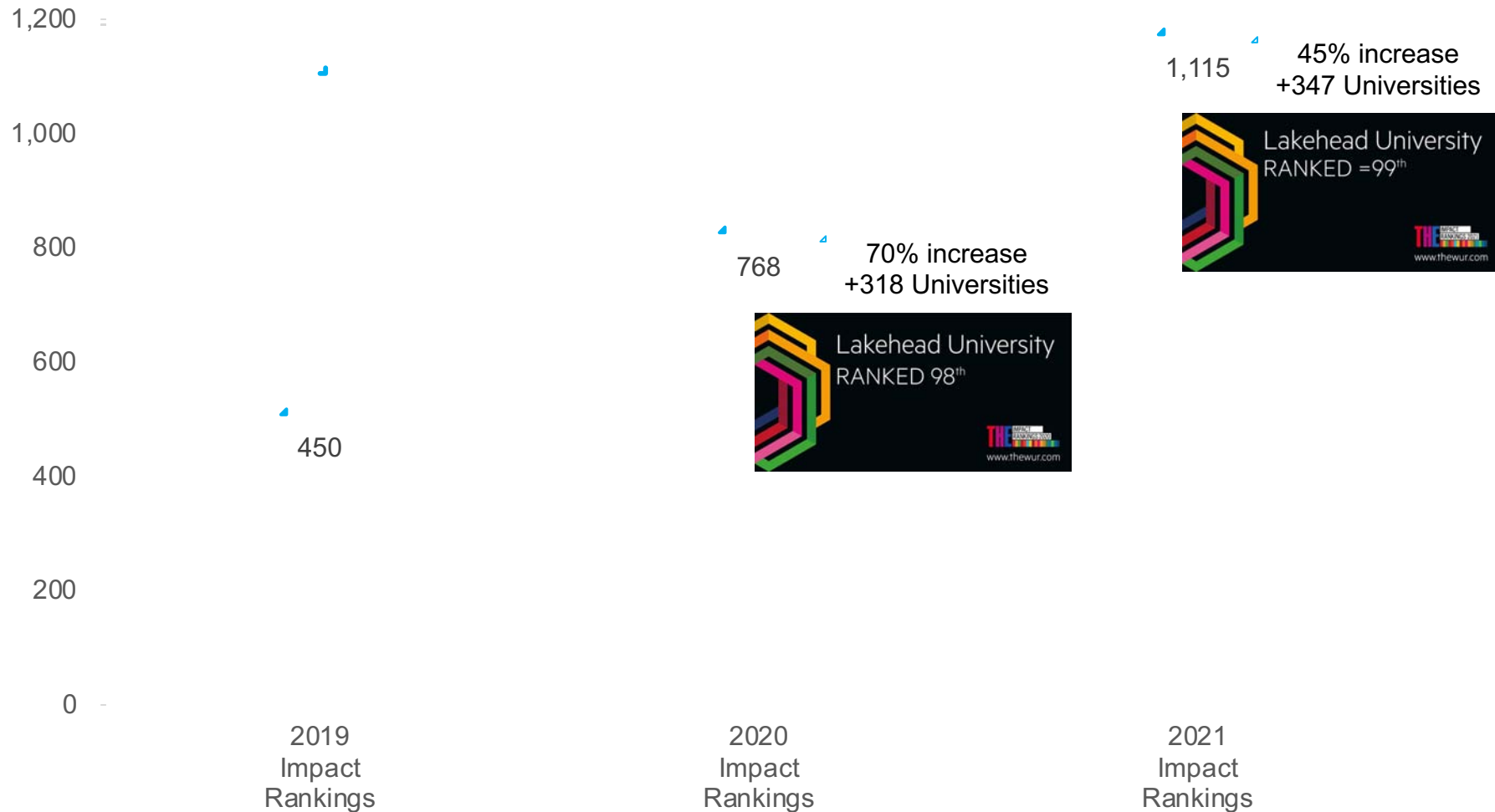
Lakehead University
RANKED = 99th



Overall Score = 85.6/100

Context: 2021 Impact Rankings

Increasing competition



Ranked Universities

Illustrates total number of ranked universities



THE IMPACT RANKINGS

2021 TOP 100

1 NO POVERTY



SCORE
78.7

RANK
22

2 ZERO HUNGER



SCORE
76.3

RANK
21

15 LIFE ON LAND



SCORE
88.3

RANK
8

17 PARTNERSHIPS FOR THE GOALS



SCORE
74.3

RANK
101-200

Lakehead's Global Results by SDG

1 NO POVERTY



Lakehead University
RANKED 22nd

2 ZERO HUNGER



Lakehead University
RANKED 21st

3 GOOD HEALTH AND WELL-BEING



Lakehead University
RANKED 101–200

4 QUALITY EDUCATION



Lakehead University
RANKED 301–400

5 GENDER EQUALITY



Lakehead University
RANKED 201–300

6 CLEAN WATER AND SANITATION



Lakehead University
RANKED 39th

7 AFFORDABLE AND CLEAN ENERGY



Lakehead University
RANKED =55th

8 DECENT WORK AND ECONOMIC GROWTH



Lakehead University
RANKED 101–200

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



Lakehead University
RANKED 201–300

10 REDUCED INEQUALITIES



Lakehead University
RANKED 39th

11 SUSTAINABLE CITIES AND COMMUNITIES



Lakehead University
RANKED 101–200

12 RESPONSIBLE CONSUMPTION AND PRODUCTION



Lakehead University
RANKED 101–200

13 CLIMATE ACTION



Lakehead University
RANKED 201–300

14 LIFE BELOW WATER



Lakehead University
RANKED 17th

15 LIFE ON LAND



Lakehead University
RANKED =8th

16 PEACE, JUSTICE AND STRONG INSTITUTIONS



Lakehead University
RANKED =75th

17 PARTNERSHIPS FOR THE GOALS



Lakehead University
RANKED 101–200



Note: Total number of universities ranked in each SDG varies

Sustainable Development Goals

Example of How We Influenced Performance

Examples of University Measures:

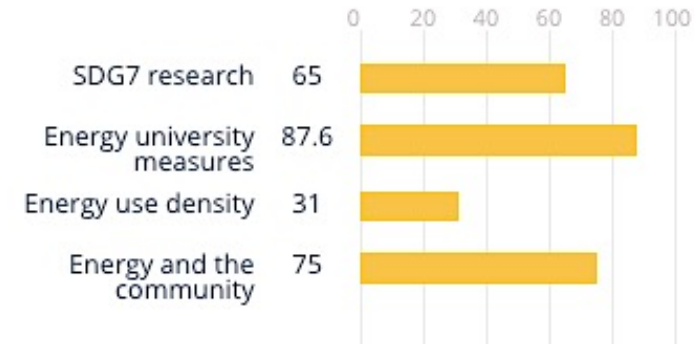
- Lakehead Sustainable Building Policy
- Lakehead Responsible Investment Policy
- Plans to implement energy efficiency measures in existing buildings
- Plans to reduce carbon dioxide emissions
- Energy Efficiency Plan



AFFORDABLE AND CLEAN ENERGY

2020 Rankings

SCORE RANK
63.3 **=91** out of 361 institutions



Examples of interventions impacting 2021 position

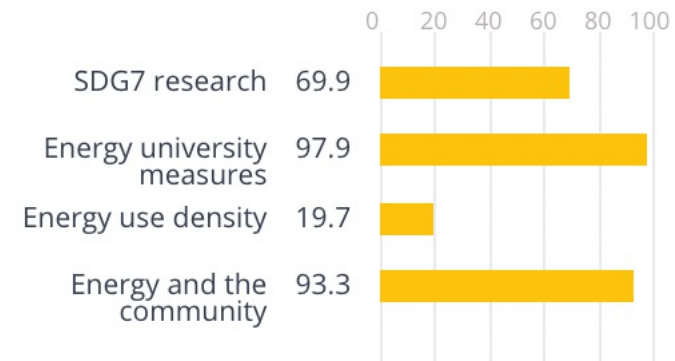
- Expanded research
- Divestment
- Sustainability Action Plan
- Policy review
- Biorefining Institute
- Lakehead Living Labs
- Examples of community involvement (e.g. City of Thunder Bay Climate Action Plan)



AFFORDABLE AND CLEAN ENERGY

2021 Rankings

SCORE RANK
68.2 **=55** out of 560 institutions



Enhancing Lakehead's Reputation Globally

Top universities in the world for global impact

Explore the top 100 universities making a global impact in the new *Times Higher Education* Impact Rankings

Best universities for reducing inequalities

Explore the top 100 universities for reducing inequalities based on data collected for the *Times Higher Education* University Impact Rankings

August 4 2020



Ads by Google

Stop seeing this ad Why this ad?

First generation students or students from lower socio-economic backgrounds are still present in higher education. But universities are now working hard to rectify this and the Impact Ranking is an indicator of which universities are doing this successfully.

To put together this ranking we mapped how universities around the world are committing to the *United Nations Sustainable Development Goals* (SDGs). The SDGs are a global call to action to tackle change and inequality.

The SDGs look to tackle some of today's biggest global issues and SDG 10 covers reducing inequalities.

Some of the metrics that helped to measure which universities were excelling at reducing inequalities were the number of first generation students, the number of students from developing countries, the proportion of students and staff with disabilities, the measures against discrimination and the amount of research a university undertakes on reducing inequalities. More information on the methodology can be found here.

Lakehead University

RANKED = 99th



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QUESTIONS



OPEN REPORT TO THE BOARD OF GOVERNORS – April 30, 2021

From: Cathy Tuckwell - Chair, Finance and Operations Committee

Subject: Finance and Operations Committee Open Report

Report Time: 5 minutes

Committee Members: *Brandon Rhéal Amyot; Robert Arnone; Ann Dumyn; Dr. Christine Gottardo; Angela Maltese; Dr. Moira McPherson; Michael Nitz; Anna Sampson; Cathy Tuckwell (Chair); Maria Vasanelli*

April 12, 2021 Special In Camera Meeting

The Board Finance and Operations Committee (BFOC) held a special in camera meeting on April 12, 2021 to review the 2021-22 tuition fees and miscellaneous fees, and the 2021-22 preliminary budget. The Committee will be making a recommendation to the Board of Governors on April 30, 2021.

April 15, 2021 Meeting

The BFOC met on April 15, 2021. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved the minutes from the March 4, 2021 meeting.

2021-22 Operating and Ancillary Budget

Administration provided the proposed 2021-22 operating and ancillary budget. It was reported that the Senate Budget Committee recently endorsed the proposed budget and it is planned to go to the Senate on April 19 for endorsement. The Committee will be making a recommendation to the Board of Governors on April 30, 2021.

Board Finance & Operations Responsible Investment Policy Review Ad hoc Committee

The Committee adopted the following motion:

MOVED (A. Maltese) that:

- (a) the Ad hoc Committee Terms of Reference circulated with the meeting materials are hereby approved, with the following addition to the composition section:
“And others recommended by the Ad hoc Committee and appointed by the Finance and Operations Committee.”
- (b) that an Ad hoc Committee of the Board Finance and Operations Committee be struck to fulfill the purpose and scope set out in the Ad hoc Committee Terms of Reference circulated with the meeting materials, and

(c) that the following Board members are hereby appointed as members of the Ad hoc Committee:

1. BFOC Chair, Cathay Tuckwell
2. Dr. Christine Gottardo
3. Mark Smith

Reports and Updates Received

- Moody's Annual Report
- President's Report

Informational Items Received

- Operating and Ancillary Update (for the period ending February 28, 2021)
- Investment Reports (for the period ending February 28, 2021)
- Committee Workplan Progress Report
- 2020-21 Board Meeting Schedule

Recommendation being presented to the Board of Governors on April 30, 2021:

- WHEREAS the Province has not yet announced a tuition framework for 2021-22 domestic tuition fees;
MOVED that the Board of Governors approves the proposed tuition fees for 2021-22 as presented, and that the Board revisits the domestic tuition once the Provincial government promulgates a domestic tuition framework for 2021-22.

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

MEMORANDUM

Date: April 12, 2021

To: Finance & Operations Committee

From: Kathy Pozihun, Vice-President (Administration & Finance)
Rita Blais, Associate Vice-President (Financial Services)

Subject: 2021/22 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 2021/22; therefore, we are assuming status quo, or 0% increase for 2021/22. In addition to the tuition fee framework, MTCU confirmed the continuation of the tuition fee set aside requirements; for the 2019/20 and 2020/21 years, this translated into a decrease in the total tuition set aside obligation of approximately 10% in 2019/20 and 2020/21 and will remain constant in 2021/22.

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

PROPOSED DOMESTIC TUITION FEES	Approved 2019/20	Assumed Tuition 2021/22
<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. The proposed fees for both undergraduate and graduate International students have been reviewed with James Aldridge, Vice-Provost International. These proposed fees place Lakehead University close to our competitor universities in the province. During 2020/21, Lakehead has considered student feedback and has reviewed its approach to setting fees for returning International students with the intent to provide predictability on international tuition rates. Tuition increases will be limited to 3% for returning students.

PROPOSED INTERNATIONAL TUITION FEES (Incoming Students)	Approved 2020/21	Proposed 2021/22
<i>Undergraduate (Appendix 1)</i>		
Business	28,350.00	30,000.00
Engineering	32,000.00	34,000.00
Other	25,000.00	26,500.00
<i>Graduate (Masters) (Appendix 2)</i>		
Business (MBA)	37,800.00	38,250.00
MSc in Management	28,000.00	28,000.00
Engineering Degree	30,000.00	30,000.00
Computing Sciences	24,000.00	24,000.00
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.

On January 17, 2019, the Minister of MTCU also introduced the “Student Choice Initiative” (SCI) which was an ancillary fee classification framework. This initiative was to provide transparency, allow students to opt out of some ancillary fees, and provide students with a choice of which services and activities they wished to support. The new guidelines continued to operate alongside current policies including the Compulsory Fee Protocol signed with LUSU whereby, for example, 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. When fees were non-essential, students were provided with an opt-out mechanism. Essential services included athletics and recreation, health and counselling, student buildings, and academic support. Existing mandatory transit pass fees were classified as essential. All other fees were considered as non-essential.

On November 21, 2019, the Divisional Court quashed the Ontario government’s SCI in the Canadian Federation of Students v. Ontario (Minister of Colleges and Universities). The court ruled that the two policies that comprise the SCI were beyond the scope of the provincial executive’s legal authority. On December 9, 2019, Ontario launched an appeal. Ontario universities, including Lakehead, suspended application of SCI for the 2020/21 academic year. On March 23, 2021, the Ontario Court of Appeal heard the appeal for the Student Choice Initiative (SCI); the court’s decision

is not due for another two to four months.

Program-specific fees, such as field trip fees, were not part of the framework. 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.

Appendix 1

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

PROPOSED 2021/22 TUITION FEE	\$30,000.00
% increase	5.82%

Years 2, 3 and 4 @ 3% increase

\$29,200.50

Appendix 1

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

PROPOSED 2021/22 TUITION FEE	\$34,000.00
% increase	6.25%

Years 2, 3 and 4 @ 3% increase

\$32,960.00

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

PROPOSED 2021/22 TUITION FEE	\$26,500.00
% increase	6.00%

Years 2, 3 and 4 @ 3% increase \$25,750.00

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

PROPOSED 2021/22 TUITION FEE	\$40,000.00
% increase	5.82%

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

PROPOSED 2021/22 TUITION FEE	\$28,800.00
% increase	2.86%

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

PROPOSED 2021/22 TUITION FEE	\$31,000.00
% increase	3.33%

Appendix 2

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

PROPOSED 2021/22 TUITION FEE	\$24,720.00
% increase	3.00%

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

PROPOSED 2021/22 TUITION FEE	\$23,500.00
% increase	0.00%

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

PROPOSED 2021/22 TUITION FEE	\$23,690.00
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% increase	3.00%
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FIGURE 10				20/21	19/20
Domestic Ph.D. Engineering	2020/21	2019/20	2018/19	% increase	% increase
University					
York University	\$4,307	\$4,307	\$4,785	0.00%	-9.99%
Queen's University	\$5,773	\$5,773	\$6,414	0.00%	-9.99%
Toronto » All Campuses	\$6,210	\$6,210	\$6,900	0.00%	-10.00%
McMaster University	\$6,307	\$6,307	\$7,008	0.00%	-10.00%
Western » Main Campus	\$6,360	\$6,360	\$7,067	0.00%	-10.00%
University of Waterloo	\$6,762	\$6,762	\$7,518	0.00%	-10.06%
University of Ottawa	\$7,062	\$7,062	\$7,846	0.00%	-9.99%
UOIT	\$7,579	\$7,579	\$8,421	0.00%	-10.00%
Ryerson University	\$7,613	\$7,613	\$8,458	0.00%	-9.99%
Lakehead University	\$8,085	\$8,085	\$8,983	0.00%	-10.00%
Carleton University	\$8,256	\$8,256	\$9,174	0.00%	-10.01%
Laurentian University	\$8,582	\$8,582	\$9,536	0.00%	-10.00%
<i>Source: COU Fee Survey Report 2019-20 (Tables 6A and 6B).</i>					
	\$82,896	\$82,896	\$92,110	0.00%	-10.00%

FIGURE 11				20/21	19/20
Domestic Ph.D.	2020/21	2019/20	2018/19	% increase	% increase
University					
York University	\$4,307	\$4,307	\$4,785	0.00%	-9.99%
Queen's University	\$5,773	\$5,773	\$6,414	0.00%	-9.99%
Toronto » All Campuses	\$6,210	\$6,210	\$6,900	0.00%	-10.00%
McMaster University	\$6,307	\$6,307	\$7,008	0.00%	-10.00%
Western » Main Campus	\$6,360	\$6,360	\$7,067	0.00%	-10.00%
University of Ottawa	\$6,367	\$6,367	\$7,074	0.00%	-9.99%
University of Waterloo	\$6,762	\$6,762	\$7,518	0.00%	-10.06%
University of Guelph	\$6,992	\$6,992	\$7,769	0.00%	-10.00%
University of Windsor	\$7,179	\$7,179	\$7,977	0.00%	-10.00%
Carleton University	\$7,428	\$7,428	\$8,256	0.00%	-10.03%
UOIT	\$7,579	\$7,579	\$8,421	0.00%	-10.00%
Ryerson University	\$7,613	\$7,613	\$8,458	0.00%	-9.99%
Wilfrid Laurier University	\$7,869	\$7,869	\$8,743	0.00%	-10.00%
Nipissing University	\$7,896	\$7,896	\$8,774	0.00%	-10.01%
Lakehead University	\$8,085	\$8,085	\$8,983	0.00%	-10.00%
Trent University	\$8,091	\$8,091	\$8,990	0.00%	-10.00%
Brock University	\$8,176	\$8,176	\$9,085	0.00%	-10.01%
Laurentian University	\$8,582	\$8,582	\$9,536	0.00%	-10.00%
<i>Source: COU Fee Survey Report 2019-20 (Tables 6A and 6B).</i>					
	\$127,576	\$127,576	\$141,758	0.00%	-10.00%

Appendix 4

1.019

1.01

LAKEHEAD UNIVERSITY		Approved	Proposed
<i>Bolding in red denotes increases in the respective year</i>		2020-21	2021-22
CPI (Ont.) Dec 20 over Dec 19: 1.01			
Compulsory Ancillary Fees			
<u>All Students</u>			
Student Athletic Fee (Thunder Bay Campus)		120.18	121.38
Student Athletic Fee (Orillia Campus)		96.16	97.12
Health Services Support Fee(Thunder Bay Campus)		63.20	63.83
Health Services Support Fee (Orillia Campus)		63.20	63.83
Athletic Building Fund Fee (Thunder Bay Campus)		70.00	70.00
Athletic Building Fund Fee (Thunder Bay Campus) 2018 referendum		99.00	99.00
Capital Improvements C J Saunders Building		30.00	30.00
Computer Enhancement Fee (both campuses)		25.00	25.00
Orientation & First Year Experience Fee (renamed from New Student Orientation Fee; all new students)		20.00	20.00
<u>Program Specific</u>			
Engineering students			
Engineering Fee		30.00	30.00
Eng Equip Endowment Fee		35.00	35.00
Nursing Students			
Canadian Nursing Students Association Fee (Full Time)		10.00	10.00
Canadian Nursing Students Association Fee (Part Time)		6.00	6.00
Schedule of Fees for Services (previously "Miscellaneous Fees")		Approved	Proposed
		2020-21	2021-22
Student Appeal Fee		45.00	45.00
Audit Fee (per 1.0 FCE)		598.45	598.45
Convocation Ceremony (non-refundable)		70.00	70.00
Co-op Continuing work term (same employer)		338.48	338.48
Co-op Work Term Application Fee		30.00	30.00
Co-op Work Term Late Application Fee (submitted after deadline)		50.00	50.00
Co-op First Work Term		677.01	677.01
Degree Parchment mailing fee		25.00	25.00
Degree Replacement Certificate		50.00	50.00
Document Evaluation Fee (Charged to Prospective Students)		60.00	60.00
Duplicate Student ID Card		15.00	15.00
Duplicate Tax receipt		10.00	10.00
Graduate Studies Application Fee		100.00	100.00
International Application Fee		135.00	135.00
International Wire Transfer Fee		75.00	75.00
Late Gown Rental Fee		50.00	50.00
Late Payment Fee (per missed payment deadline)		100.00	100.00
Letter of Permission/Student Exchange		100.00	100.00
Letters of Verification/Degree Audit		50.00	50.00
Missed/Deferred Exam Fee		35.00	35.00
Office of Financial Services Miscellaneous Letter		20.00	20.00
Office of the Registrar Miscellaneous letter		20.00	20.00
Petition for Late Withdrawal Fee (per course)		35.00	35.00
Pre-Collection Letter		20.00	20.00
Program Change Fee		50.00	50.00
Refund Administrative Fee		25.00	25.00
Rental of academic gown & hood (non-refundable)		40.00	50.00
Special Exam off campus: North America		200.00	200.00
Special Examination, per paper		100.00	100.00
Statement of Account Print		10.00	10.00
Transcript per copy		15.00	15.00
Undergraduate Application Fee (Part Time and Returning LU students)		50.00	70.00
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	400.00
Graduate International (all non-MBA, and non-MPH)	750.00	750.00
Graduate MBA and MPH programs	500.00	500.00
Course Related Fees		
<i>Bolding in red denotes increases in the respective year</i>	Approved 2020-21	Proposed 2021-22
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	20.00	20.00
BIOL 1110, 1130, 2011, 2012, 2030, 2050, 2051, 2070, 2110, 2131, 2171, 2210, 2711, 2910, 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	25.00	25.00
CHEM 1050, 1110, 1111, 1130, 1131, 2111, 2211, 2231, 2351, 2411, 2412, CHEM 3131, 3210, 3231, 3251, 3271, 3371, 3451, 4191 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	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	15.00
EDUC (Lab Supplies) - 4225	20.00	20.00
Education 4203	325.00	325.00
Education 4208	15.00	15.00
Education AQ 4708 ADE	300.00	300.00
Late Registration Fee	30.00	30.00
Teacher Candidates Additional Placement Fee	750.00	750.00
Teacher Candidates Deferred Placement Fee	500.00	500.00
Re-registration in Math Competency Exam EDUC 0451	125.00	125.00
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, 3316, 4136, 4969	20.00	20.00
<i>Electrical - Barrie Campus</i>		
EELE 1131, 3311, 4134, 4139, 4969	20.00	20.00
<i>Mechanical</i>		
EMEC 1233, 1635, 1731, 1553, 2434, 2518, 3555, 3559	15.00	20.00

Software		
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 4110	15.00	15.00
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 Lab Supplies		
GEOL 2215, 2217, 3217, 3218, 4411	10.00	10.00
GEOL 3015	15.00	15.00
GEOL 4161 (plus the cost of students food)	535.00	535.00
GEOL 1111 FA/ENST 1112 FA	50.00	50.00
GEOL 2318	65.00	65.00
GEOL (Water Resource Scienc (plus the cost of students food)	535.00	535.00
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 2030, 2610, 3630, 3690	40.00	45.00
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		
MUSI 1400, 1402, 1404, 1405, 1406, 1408, 1500, 1502, 1504, 1505, 1506, 1508, 1600, 1602, 1604, 1606, 1608, 1700, 1704, 2400, 2402, 2404, 2405, 2406, 2408, 2500, 2502, 2504, 2505, 2506, 2508, 2600, 2602, 2604, 2606, 2608, 2700, 2702, 2704, 3400, 3402, 3405, 3406, 3408, 3500, 3502, 3504, 3505, 3506, 3508, 3600, 3602, 3604, 3606, 3608, 3700, 3702, 3704, 4400, 4402, 4404, 4405, 4406, 4408, 4500, 4502, 4504, 4505, 4506, 4508, 4600, 4602, 4604, 4606, 4608, 4700, 4702, 4704.	50.00	50.00
Natural Resources Management:		
Field School Year 1	350.00	350.00
Field School Year 2	350.00	350.00
Field School Year 3	800.00	800.00
Field School Year 4	1,000.00	1,000.00
NRMT 5094 Field Trip	1,000.00	1,000.00
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 June 1	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
OUTD 1010	30.00	0.00
OUTD 1150	100.00	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	200.00	0.00
	OUTD 3370	300.00	0.00
Social Work			
Application Fee for One-Year Program		45.00	50.00
Challenge Exam Fee for third year field placement		35.00	50.00
Visual Arts			
VISU 1050	FA/WA	260.00	260.00
VISU 2110	FA/WA	270.00	270.00
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	220.00	260.00
VISU 4111	FA/WA	220.00	260.00



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OPEN REPORT TO THE BOARD OF GOVERNORS – April 30, 2021

From: Maria Vasanelli - Chair, Governance and Nominating Committee

Subject: Governance and Nominating Committee Open Report

Report Time: 5 minutes

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

The Board Governance and Nominating Committee (BGNC) met on April 14, 2021. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved the minutes of the March 3, 2021 meeting.

Board of Governors Skills Matrix Tool

The Committee approved updates to the Board of Governors Skills Matrix Tool, incorporating a new Equity, Diversity, and Inclusion Self Identification Survey section.

Code of Conduct

The Committee developed a Code of Conduct for Members of the Board of Governors of Lakehead University at Meetings and will be making a recommendation to the Board.

Nominations and Recruitment

The Committee continues to work on filling upcoming expiring terms on the Board and will be making recommendations to the Board for the 2021-22 term.

The Committee continues to review new nominations and conduct interviews when required. The Committee is working to fill the new Simcoe County External Board member position and will be making a recommendation to the Board.

Terms of Reference Review

The Committee reviewed the proposed amendments to the Board External Relations Committee Terms of Reference and will be making a recommendation to the Board.

The Committee reviewed the proposed amendments to the Board Finance and Operations Committee Terms of Reference and will be making a recommendation to the Board.

Work in Progress

- Board Bylaw Review
- Board Chair, Vice-Chair and Past Chair Selection Procedures review and update

Reports and Updates Received

- Update on Board Lieutenant Governor in Council Appointees/Process
- Committee's 2019-20 Performance Evaluation Report
- Update from the Board Bylaw Review Sub Committee

Informational Items Received

- Committee Workplan Progress Report
- 2020-21 Board Meeting Schedule

Recommendation(s) being presented to the Board of Governors on April 30, 2021:

- MOVED that the Board of Governors approve the proposed amendments to the Board External Relations Committee Terms of Reference.
- MOVED that the Board of Governors approve the proposed amendments to the Board Finance and Operations Committee Terms of Reference.

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



External Relations - Terms of Reference

Approved by: Board of Governors

Revised: February 1, 2013; October 1, 2015; March 2016; March 7, 2018; November 26, 2020

PURPOSE

External Relations is a Standing Committee of the Lakehead University Board of Governors, with the primary role of advancing the interests of the University in the areas of:

- Alumni Engagement
- Community Engagement
- Government Relations
- Philanthropy, including:
 - Annual Fund
 - Legacy Gifts
 - Major Gifts

SCOPE

Without limiting the general responsibilities as described above, the External Relations Committee shall:

Provide advice and recommendations to the Board concerning policies and priorities for philanthropic programs and campaigns. Monitor progress toward achievement of annual and multi-year fundraising targets.

Review, monitor and recommend to the Board of Governors philanthropic policies, strategy and plans that meet the University goals to ensure long-term viability.

Review, monitor and recommend to the Board, policies and actions that will enhance the University's domestic and international relations with government at the federal, provincial and municipal levels.

Develop policies, principles and strategic priorities for recommendation to the Board; and promote, secure and maintain relationships with the many external communities.

Advise the Board on continuing ways to nurture relationships between the Alumni Association, Alumni and the University.

Recommend to the Board accountability measures to inform the public of the University's mission and operations.

Review, monitor and recommend to the Board, advice on short and long-term goals and strategic actions (including communications) to influence perceptions of Lakehead by governments, the media, and the University's internal and external communities for all campuses.

Review, monitor and recommend to the Board, policies and actions that will enhance the significance of the University through media communications, marketing and branding strategies and its association with the general community through the use of names, logos, signs and marks associated with the University.

Guide and steward the development of Lakehead's institutional branding, visual identity and associated marketing and implementation strategies.

Propose, from time to time, individuals for the title "Fellow of the University" in accordance with the Fellow of the University Procedures and Guidelines.

Prepare an Annual Report for the Board of Governors.

COMPOSITION

- Chair of the Board
- President and Vice-Chancellor of the University
- Three external members of the Board
- One faculty Senator member of the Board
- One staff member of the Board

Resources:

- *Vice-President (External Relations)*
- *Provost and Vice-President (Academic)*
- *Vice-President (Administration and Finance)*
- *Vice-President (Research and Innovation)*
- *University Secretary, who shall act as the secretary for the Committee*

External Relations - Terms of Reference

Approved by: Board of Governors

Revised: February 1, 2013; October 1, 2015; March 2016; March 7, 2018; November 26, 2020; April 30, 2021.

PURPOSE

External Relations is a Standing Committee of the Lakehead University Board of Governors, with the primary role of advancing the interests of the University in the areas of:

- Alumni Engagement
- Community Engagement
- Government Relations
- Philanthropy, including Annual Fund, Legacy Gifts and Major Gifts:
 - ~~Annual Fund~~
 - ~~Legacy Gifts~~
 - ~~Major Gifts~~

SCOPE

Without limiting the general responsibilities as described above, the External Relations Committee shall:

- a. Provide advice and recommendations to the Board concerning policies and priorities for philanthropic programs and campaigns. Monitor progress toward achievement of annual and multi-year fundraising targets.
- b. Review, monitor and recommend to the Board of Governors philanthropic policies, strategy and plans that meet the University goals to ensure long-term viability.
- c. Review, monitor and recommend to the Board, policies and actions that will enhance the University's domestic and international relations with government at the federal, provincial and municipal levels.
- d. Develop policies, principles and strategic priorities for recommendation to the Board; and promote, secure and maintain relationships with the many external communities.
- e. Advise the Board on continuing ways to nurture relationships between the Alumni Association, Alumni and the University.
- f. Recommend to the Board accountability measures to inform the public of the University's mission and operations.
- g. Review, monitor and recommend to the Board, advice on short and long-term goals and strategic actions (including communications) to influence perceptions of Lakehead by

governments, the media, and the University's internal and external communities for all campuses.

- h. Review, monitor and recommend to the Board, policies and actions that will enhance the significance of the University through media communications, marketing and branding strategies and its association with the general community through the use of names, logos, signs and marks associated with the University.
- i. Guide and steward the development of Lakehead's institutional branding, visual identity and associated marketing and implementation strategies.
- j. ~~Propose, from time to time, individuals for the title "Fellow of the University" in~~ accordance with the Fellow of the University Procedures and Guidelines:
 - propose, from time to time, individuals for the title "Fellow of the University" and;
 - recommend to the Board of Governors revocation of title and or removal from the Board approved List of Qualified Nominees for Fellow when deemed necessary.
- k. Prepare an Annual Report for the Board of Governors.

COMPOSITION

- Chair of the Board
- President and Vice-Chancellor of the University
- Three external members of the Board
- One faculty Senator member of the Board
- One staff member of the Board

Resources:

- *Vice-President (External Relations)*
- *Provost and Vice-President (Academic)*
- *Vice-President (Administration and Finance)*
- *Vice-President (Research and Innovation)*
- *University Secretary, who shall act as the secretary for the Committee*

External Relations - Terms of Reference

Approved by: Board of Governors

Revised: February 1, 2013; October 1, 2015; March 2016; March 7, 2018; November 26, 2020; April 30, 2021.

PURPOSE

External Relations is a Standing Committee of the Lakehead University Board of Governors, with the primary role of advancing the interests of the University in the areas of:

- Alumni Engagement
- Community Engagement
- Government Relations
- Philanthropy, including Annual Fund, Legacy Gifts and Major Gifts

SCOPE

Without limiting the general responsibilities as described above, the External Relations Committee shall:

- a. Provide advice and recommendations to the Board concerning policies and priorities for philanthropic programs and campaigns. Monitor progress toward achievement of annual and multi-year fundraising targets.
- b. Review, monitor and recommend to the Board philanthropic policies, strategy and plans that meet the University goals to ensure long-term viability.
- c. Review, monitor and recommend to the Board, policies and actions that will enhance the University's domestic and international relations with government at the federal, provincial and municipal levels.
- d. Develop policies, principles and strategic priorities for recommendation to the Board; and promote, secure and maintain relationships with the many external communities.
- e. Advise the Board on continuing ways to nurture relationships between the Alumni Association, Alumni and the University.

- f. Recommend to the Board accountability measures to inform the public of the University's mission and operations.
 - g. Review, monitor and recommend to the Board, advice on short and long-term goals and strategic actions (including communications) to influence perceptions of Lakehead by governments, the media, and the University's internal and external communities for all campuses.
 - h. Review, monitor and recommend to the Board, policies and actions that will enhance the significance of the University through media communications, marketing and branding strategies and its association with the general community through the use of names, logos, signs and marks associated with the University.
 - i. Guide and steward the development of Lakehead's institutional branding, visual identity and associated marketing and implementation strategies.
 - j. In accordance with the Fellow of the University Procedures and Guidelines:
 - propose, from time to time, individuals for the title "Fellow of the University" and;
 - recommend to the Board of Governors revocation of title and or removal from the Board approved List of Qualified Nominees for Fellow when deemed necessary.
 - k. Prepare an Annual Report for the Board of Governors.
-

COMPOSITION

- Chair of the Board
- President and Vice-Chancellor of the University
- Three external members of the Board
- One faculty Senator member of the Board
- One staff member of the Board

Resources:

- *Vice-President (External Relations)*
- *Provost and Vice-President (Academic)*
- *Vice-President (Administration and Finance)*
- *Vice-President (Research and Innovation)*
- *University Secretary, who shall act as the secretary for the Committee*



Finance & Operations Committee – Terms of Reference

Approved by: Board of Governors

Revised: February 1, 2013; October 1, 2015; March 2016; June 8, 2018

PURPOSE

The Finance and Operations Committee is a Standing Committee of the Lakehead University Board of Governors constituted for the formulation and recommendation of policy with respect to the management and control of the property and financial resources of the University.

SCOPE

Without limiting the general responsibilities as described above, the Finance and Operations Committee shall:

Review, monitor and recommend general investment policy, and the management and performance of the University's investments.

Review, monitor and recommend the planning and budgeting of all funds, in keeping with the University's needs and purposes.

Review, monitor and recommend debt policy, debt retirement strategy and banking arrangements.

Advise the Board on the exercise of its powers and responsibilities relating to the management, administration, and control of the real property of the University as described in the Lakehead University Act and other external relevant law.

Review, monitor, and recommend policies to the Board that enhance the University's property development and management including, but not limited to land use, physical planning, use of space, development objectives and endowment wealth creation to ensure alignment to the needs of the University.

Review, monitor and recommend to the Board the capital plan for buildings and infrastructure, the aesthetics of the campuses, as well as the annual capital and maintenance budgets.

Review and monitor Strategic Plan objectives which relate to human resource and operations issues

Review, monitor and recommend to the Board:

- Approval of individual construction and maintenance projects,
- Appointment of architects and consultants, approval of designs,
- Award of contracts in accordance with Broader Public Sector legislation,
- Approval of cost overruns.

Provide capital project oversight for projects over \$0.5 million, including assurance of project funding sources and approval of budgets through Board approved project management processes. Receive annual reports of projects less than \$0.5 million.

Review and make recommendations regarding the acquisition or disposal of real property, whether by purchase, sale, leases over five years or greater than two million dollars, and the acquisition or construction of new space, the major renovation of existing space, or the decommissioning or disposition of existing space.

Review, monitor and recommend to the Board policies and actions pertaining to the safety, health and welfare (physical or otherwise) of students, faculty and staff.

Review, monitor and recommend the administrative policies and practices in place to ensure the ongoing health and safety of utilities and physical plant, including grounds, buildings and infrastructure and recommend, as appropriate, changes in policy or practices arising from this review.

Prepare an Annual Report for the Board of Governors.

COMPOSITION

- Chair of the Board
- President of the University
- Vice-Chair of the Board
- Four external members of the Board, one of whom be a member of the Audit and Risk Committee
- One faculty Senator member of the Board
- One staff member of the Board
- One student member of the Board

At least two members of the Committee are expected to have relevant experience in financial matters, one has property construction or planning experience and further, all external Committee members shall be financially literate.

Resources:

- *Vice President (Administration and Finance)*
- *Provost and Vice President (Academic)*
- *Associate Vice President, Financial Services*
- *University Secretary, who shall act as the secretary for the Committee*

Finance & Operations Committee – Terms of Reference

Approved by: Board of Governors

Revised: February 1, 2013; October 1, 2015; March 2016; June 8, 2018; **March 26, 2021**

PURPOSE

The Finance and Operations Committee is a Standing Committee of the Lakehead University Board of Governors constituted for the formulation and recommendation of policy with respect to the management and control of the property and financial resources of the University.

SCOPE

Without limiting the general responsibilities as described above, the Finance and Operations Committee shall:

Review, monitor and recommend general investment policy, and the management and performance of the University's investments.

Review, monitor and recommend the planning and budgeting of all funds, in keeping with the University's needs and purposes.

Review, monitor and recommend debt policy, debt retirement strategy and banking arrangements.

Advise the Board on the exercise of its powers and responsibilities relating to the management, administration, and control of the real property of the University as described in the Lakehead University Act and other external relevant law.

Review, monitor, and recommend policies to the Board that enhance the University's property development and management including, but not limited to land use, physical planning, use of space, development objectives and endowment ~~wealth creation~~ to ensure alignment to the needs of the University.

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COMPOSITION

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- ~~President of the University~~ President and Vice-Chancellor of the University
- Vice-Chair of the Board
- Four external members of the Board, one of whom be a member of the Audit and Risk Committee
- One faculty Senator member of the Board
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OPEN REPORT TO THE BOARD OF GOVERNORS – April 30, 2021

From: Wendy Walberg - Chair, Learning and Liaison Committee

Subject: Learning and Liaison Committee Open Report

Report Time: 5 minutes

Committee Members: *Brandon Rhéal Amyot; Claudine Cousins; Dr. Christine Gottardo; Dr. Moira McPherson; Ross Murray; Michael Nitz; Mark Smith; Maria Vasanelli; Debra Woods; Murray Waboose; Wendy Walberg (Chair)*

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 April 14, 2021. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved the minutes of the January 21, 2021 meeting.

Mentorship Program

The Committee approved amendments to the Board of Governors Mentorship Program that included implementing an online survey to assist in the annual evaluation of the program, and the addition of the following new tools:

- Mentor Assignment Checklist
- Topics for Discussion with Mentor

Review of Board Winter Retreat Program

The Committee discussed the exit survey feedback that was collected following the Board Winter Retreat.

Collegial Governance Planning and Initiatives

The Committee is in the planning stages of facilitating an equity, diversity and inclusion training initiative/liaison event.

Professional Development Planning

Committee members received links to Board professional development resources and opportunities.

Teaching and Learning Education

Guest speakers Andrea Tarsitano, Aimee Jaun and Nancy Cahill (Student Accessibility Services, Lakehead University) were invited to the meeting to give a presentation on Academic

Accommodations at Lakehead.

President's Report

The President provided an update on grants and funding applications.

Informational Items Received

- Committee Workplan Progress Report
- 2020-21 Board Meeting Schedule

There are no recommendations being presented to the Board of Governors on April 30, 2021.



REPORT TO THE BOARD OF GOVERNORS

From: Dr. Christine Gottardo

Board Meeting Date: April 30, 2021

Subject: Senate Report

The Senate met on March 30, 2021 and April 19, 2021.

March 30, 2021 Senate Meeting Summary

Prior to the meeting being called to order Dr. McPherson and the appropriate department chairs acknowledged some members of the Lakehead University community who passed away, including Dr. Sabah Mansour, Dr. Diarmuid (Dermot) McLoughlin, Dr. Joseph David Stewart and Linda Phillips. This was followed by a moment of silence.

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. A number of calendar changes were also granted final approval.

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

The Senate adopted the following Senate Committee recommendations:

- MOVED that the attached amendments to the Late Withdrawal Regulation be approved.
- MOVED that the attached Temporary Grading Scheme option for 2020Y and 2021W courses be approved.
- MOVED that the proposed amendments to the Senate Nominations Committee Terms of Reference be referred to the Senate Organization Committee.

The Senate was provided with the following items for information:

- 2021/22 Budget Development Update Presentation
- Northern Ontario School of Medicine Report
- Board of Governors Report
- President's Report
- Provost & Vice-President (Academic) Report

Prior to adjourning, the Senate adopted the following motion:

MOVED that:

Whereas An Act to Incorporate Laurentian University of Sudbury ("Act") states that the university's object and purpose are:

- a) the advancement of learning and the dissemination of knowledge; and
- b) the intellectual, social, moral and physical development of its members and the betterment of society;

Whereas the Act affirms the bicameral character of university governance by identifying the respective powers of a Board, responsible for the financial management of the university, and a Senate, responsible for the educational policy of the university which includes receiving recommendations from its Academic Planning Committee "on the academic restructuring of faculties or units within faculties or as well as the termination of programs" (Senate By-Laws, Chapter X. 2. (2) e.)

Whereas, in keeping with its bicameral role, any recommendation before Senate to terminate a program is to be assessed on academic grounds and not for reasons of financial expediency;

Be it resolved that this Senate affirm its own support for the Senate of Laurentian University's avowal of its power and responsibility to pronounce on the academic integrity of the proposals that come before it.

April 19, 2021 Senate Meeting Summary

The Senate referred and granted final approval for a number of calendar changes.

The reports of the Senate Academic Committee, Senate Budget Committee, Joint Senate Committee for NOSM, Senate Nominations Committee, Senate Organization Committee, and the Senate Undergraduate Studies Committee were circulated in advance of the meeting.

The Senate adopted the following Senate Committee recommendations:

- MOVED that the Senate endorses the attached 2021/22 draft Operating Budget.
- MOVED that the following individuals be appointed to the Senate Nominations Committee with each term commencing on July 1, 2021 to June 30, 2023:
 - Dr. Martin Joe-Ezeudu

- Dr. Jessica Metcalfe
 - Dr. Qiang Wei
 - Dr. Ruizhong Wei
- MOVED that the attached amendments to the NOSM Academic Council Constitution be approved.
- MOVED that the attached list of faculty appointments to the Senate Standing Committees be approved.
- MOVED that the attached amendments to the Senate Nominations Committee Terms of Reference be approved.

Prior to the endorsement of the draft Operating Budget the Vice-President, Administration and Finance and the Provost and Vice-President, Academic provided a 2021/22 Draft Operating Budget presentation.

The Senate was provided with the following items for information:

- Election Update
- Calendar Change Deadlines Reminder
- Northern Ontario School of Medicine Report
- Council of Ontario Universities Academic Colleague Report
- President's Report
- Provost & Vice-President (Academic) Report

Prior to adjourning, the Senate adopted a motion condemning, in the strongest possible terms, the legislation tabled by the Province of Ontario to sever NOSM from Lakehead University.

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