BOARD OF GOVERNORS MEETING

AGENDA

Date:	May 4, 2022
Time:	9:00am - **2:10pm** (EDT)
Location:	Zoom Meeting: https://lakeheadu.zoom.us/j/96792388308 Meeting ID: 967 9238 8308 • For technical support phone 1-866-652-8657 or email multimed@lakeheadu.ca • To test ahead of time visit https://zoom.us/test • Please remember to mute yourself when possible
	On Campus WiFi Network: LUGuest / WiFi Password: LUGuest8

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

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

To view and/or download supporting documents, click on the blue hyperlinks below.

Item		Presenter(s)	Start Time*	Length*
			*Timing is approximate and may be changed by the Board	
1.	Approval of Agenda	Angela Maltese	9:00am	
	David Tamblyn Remembrance		9:00am	10min
2.	Need for In Camera Items to be Declared Members are reminded that items arising that need in camera attention should be declared at the point of discovery.	Angela Maltese		
3.	Declaration of Conflict of Interest	Angela Maltese		

	Members are reminded of their duty to declare a conflict of interest should awareness of conflict arise at any time during the meeting.			
4.	Code of Conduct at Meetings Members are reminded of the Board approved Code of Conduct in place to promote a positive environment.	Angela Maltese		
5.	Chair's Report	Angela Maltese	9:10am	10min
6.	President's Report	Dr. Moira McPherson	9:20am	10min
7.	Consent Agenda *For Information: The Board Bylaws provide that items for approval under the Consent Agenda may include non-controversial items and routine items that are regularly discussed including without limitation Board Standing Committee reports, reports from other committees with Governor representatives, approvals of Adjunct Professors, and appointment of academic chairs. Any Governor may require that an item be removed from the Consent Agenda portion of the meeting and placed as a separate item on the agenda to allow discussion or debate on the item.* MOVED that the Consent Agenda be approved.	Angela Maltese	9:30am	5min
	C1.	Minutes of Previous Meeting MOVED that the minutes of the March 24, 2022 meeting be approved.		
	C2.	Executive Committee Report - for information *For Information: The Board Executive Committee discussed items of business that were sensitive or confidential in nature during its regular meeting on April 14, 2022 and other special meetings. A confidential report was provided during the in camera session.*		
	C3.	President's Report on Appointments		
	C4.	Audit and Risk Committee Report (of the April 14, 2022 meeting)		
	C5.	Finance and Operations Committee Report (of the April 14, 2022 meeting)		
	C6.	Governance and Nominating Committee Report (of the April 13, 2022 meeting)		

		a. [2022-23 Board Meeting Schedule](#) WHEREAS the Board Governance and Nominating Committee recommends approval of the 2022-23 Board meeting schedule; MOVED to approve the proposed 2022-23 Board meeting schedule as presented.			
	C7.	[Learning and Liaison Committee Report](#) (of the April 13, 2022 meeting)			
	C8.	Other Informational Items a. [Ogimaawin Indigenous Education Council Report](#) (of the April 4, 2022 meeting) b. [Senate Report](#) (of the May 11, 2022 meeting) c. [2022 Research and Innovation Week Video (including Awards Ceremony)](#)			
8.	Items for Discussion from Committee Reports		Angela Maltese	9:35am	

	8.1	Item(s) from the Governance and Nominating Committee Report
		
		a. Board Chair, Vice-Chair and Past Chair Succession Policy
		
		    i. [Current](#)
		    ii. [Board Chair, Vice-Chair and Past Chair Succession Policy (with mark-up compared to March 24, 2022 version)](#)
		
		WHEREAS on March 24, 2022 members of the Board of Governors referred further proposed changes to the BGNC to the proposed Board Chair, Vice-Chair and Past-Char Succession Policy;
		
		MOVED to approve the attached revised Board Chair, Vice-Chair and Past-Chair Succession Policy, subject to the appropriate changes being made to the "Roles and Responsibilities of Members of the Lakehead University Board of
			Maria Vasanelli	9:35am	15min

Governors", and that the said policy replaces the current Board of Governors Chair, Vice-Chair and Past Chair Selection Procedures.

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

    i.   Current
    ii. Proposed Amendments (with mark-up compared to March 24, 2022 version)

    WHEREAS on March 24, 2022 members of the Board of Governors referred further proposed changes to the BGNC to the proposed amendments to the Roles and Responsibilities of Members of the Lakehead University Board of Governors;

    MOVED to approve the further proposed amendments to the "Roles and Responsibilities of Members of the Lakehead University Board of Governors".

c. Board of Governors Nominations Process

    i.   Current Process
    ii.   Proposed Amendments (with mark-up)
    iii. Proposed Amendments (without mark-up)

    WHEREAS the BGNC has carried out a period review of the Board Nominations Process and recommended changes;

    MOVED to recommend that the Board approve the amendments to the Board of Governors Nominations Process.

	8.2	Item(s) from the Learning and Liaison Committee Report
		
		    a. Rescheduling the September 30, 2022 Board Orientation
		
		        WHEREAS the schedule approved by the Board in May 2021 includes holding a Board Orientation on September 30, 2022;
		
		        AND WHEREAS the National Day of Truth and Reconciliation occurs on September 30, 2022;
		
		        AND WHEREAS the recent past practice has been to hold a Board Retreat in the Fall instead of a Board Orientation Session;
		
		        MOVED to reschedule the Board Orientation for new members from September 30, 2022 to a date to be determined with new Board members, and that the Board also schedule a Board Fall Retreat in 2022 at a date to be determined.
			Wendy Walberg	9:50am	10min

9.	In Camera Session MOVED to adjourn to an in camera session to discuss items of a personnel, legal or real estate nature, or any other item of sensitive or confidential nature, and that only members of and others approved by the Board may be present.		Angela Maltese	10:00am	
	9.1	Motions Arising from the In Camera Meeting	Barbara Eccles	2:10pm	
10.	Other Business		Angela Maltese	2:10pm	

Adjournment
 	
Next Meeting: June 10, 2022, 9:00am - 1:00pm (EDT)
   ● Orillia Campus: In-Person Meeting, Meeting Room TBD
   ● Thunder Bay Campus: Virtual Meeting
				2:10pm	

BOARD OF GOVERNORS MEETING

DRAFT MINUTES

Date:	March 24, 2022
Time:	9:00am - 3:00pm (EDT)
Location:	Zoom Meeting

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

Administrative Resources in Attendance: Dr. David Barnett - Provost and Vice-President, Academic; Barbara Eccles (Secretary) - General Counsel & University Secretary; Michael den Haan - Vice-President, External Relations; Dr. Andrew P. Dean - Vice-President, Research and Innovation; Toby Goodfellow - Chief of Staff, Office of the Presiden; Dr. Dean Jobin-Bevans - Principal, Orillia Campus; Marcie Morrison (Recorder) - Assistant University Secretary; Dr. Heather Murchison - Vice-Provost, Institutional Planning and Analysis; Kathy Pozihun - Vice-President, Administration and Finance; Yvonne Roussel - Associate University Secretary

The Chair opened the meeting by acknowledging the Indigenous territories of Thunder Bay and Orillia. The meeting was called to order at 9:02am.

Item		Presenter(s)
1.	Approval of Agenda The agenda was approved, as circulated.	Angela Maltese
2.	Need for In Camera Items to be Declared Members were reminded that items arising that need in camera attention should be declared at the point of discovery.	Angela Maltese
3.	Declaration of Conflict of Interest Members were reminded of their duty to declare a conflict of interest should awareness of conflict arise at any time during the meeting.	Angela Maltese

4.	Code of Conduct at Meetings Members were reminded of the Board approved Code of Conduct in place to promote a positive environment.		Angela Maltese
5.	Chair's Report The Chair noted that she will provide a report during the in camera session.		Angela Maltese
6.	President's Report The March 2022 President's Report was circulated in advance with the meeting materials and is available on the Lakehead website at www.lakeheadu.ca.		Dr. Moira McPherson
7.	Consent Agenda The items listed in the Consent Agenda, along with supporting documentation, were circulated to members in advance with the meeting materials. Prior to approving the Consent Agenda, Board members had the opportunity to request that an item be removed from the Consent Agenda and placed as a separate item on the agenda under Items for Discussion from Committee Reports or elsewhere on this agenda, to allow for discussion or debate. The Board Chair explained how the Consent Agenda is designed for items that are routine and non controversial in nature and should help meetings run more efficiently, reminding members that any item may be removed from the Consent Agenda and added as a separate item to allow for discussion. The Consent Agenda was approved by consensus.		Angela Maltese
	C1.	Minutes of Previous Meeting MOVED that the minutes of the February 4, 2022 meeting be approved. CARRIED	
	C2.	President's Report on Appointments	
	C3.	Audit and Risk Committee Report (of the March 3, 2022 meeting)	

	C4.	Executive Committee Report (of the March 3, 2022 meeting)	
		a. Board and Committee Meeting Formats	
		WHEREAS the Board Executive Committee recommends that during the 2022-23 Board Year, Board Committee meetings be conducted via Zoom and Board meetings be conducted in person with an option for remote participation if required;	
		MOVED to approve that Board Committee meetings in the 2022-23 Board year be conducted via Zoom and all Board meetings be conducted in person with an opportunity to participate remotely if required. CARRIED	
	C5.	External Relations Committee Report (of the March 2, 2022 meeting)	
	C6.	Finance and Operations Committee Report (of the March 3, 2022 meeting)	
	C7.	Governance and Nominating Committee Report (of the February 15, 2022 special meeting and March 14, 2022 meeting)	
	C8.	Learning and Liaison Committee Report (of the March 2, 2022 meeting)	
	C9.	Other Informational Items	

		● Senate Reports:
		    a. February 14, 2022 Report
		    b. March 14, 2022 Report	

8.	Items for Discussion from Committee Reports		Angela Maltese
	8.1	Items from Finance and Operations Committee Report (of the March 3, 2022 meeting)	Cathy Tuckwell, Dr. David Barnett, Kathy Pozihun
		a. 2022-23 Tuition Fees and Miscellaneous Fees	
		i. Memo: A memo dated March 3, 2022, prepared by the Vice-President, Administration and Finance and the Associate Vice-President, Administration and Finance that included a breakdown of the 2023-23 tuition fees and other miscellaneous fees was circulated in advance with the meeting materials.	

ii. Presentation:
Administration provided a presentation on the 2022-23 tuition and miscellaneous fees. Highlights from the presentation included:
- overview of revenue considerations and fee assumptions for domestic tuition, international student tuition
- scholarships, bursaries and awards: 2021-22 approved operating budget

Discussion ensued following the presentation. Some topics raised included:
- International tuition fees:
  - concerns with regards to the steady increase of international tuition fees,
  - are Lakehead's international students receiving higher quality education, additional supports and service as a result,
  - it was suggested that Lakehead's Vice-Provost, International be invited to a BLLC meeting or Board meeting to provide further details on international student services, supports and programs, and
  - relying on international tuition fees may not be sustainable.
- Lakehead's Strategic Plan includes initiatives to increase international student enrolment,
- the Province's recent announcement extending the tuition freeze to 2022-23 - How are Ontario Universities challenging the government's regulations? Are there joint lobbying efforts across the sector?

Maria Vasaneill joined the meeting during the discussion.

WHEREAS BFOC has reviewed and recommends approval of the proposed tuition fees for 2022-23 based on a status quo 0% domestic tuition increase;

		AND WHEREAS on March 22, 2022 the Provincial government promulgated a domestic tuition framework for 2022-23 prohibiting a domestic tuition increase for 2022-23; MOVED (C. Tuckwell) to approve the proposed tuition fees for 2022-23 as presented. CARRIED	

	8.2	Items from Governance and Nominating Committee Report (of the February 15, 2022 special meeting and March 14, 2022 meeting)
		
		a. Board Chair, Vice-Chair and Past Chair Succession Policy
		
		The draft Board Chair, Vice-Chair and Past Chair Succession Policy was circulated in advance with the meeting materials.
		
		The BGNC Chair provided background information regarding the development of the policy. Following a discussion, the following recommendations were made and were referred back to the BGNC for consideration:
		● Revisit Schedule 1, item 3(d): "Elections are conducted by secret ballot." - consider adding clarification here
		  ○ What happens if the candidate does not receive a majority vote? Consider changing the language such that, in the event that the candidate does not receive a majority of votes, they shall not be elected to the position and the selection process shall be referred back to the BGNC to commence again.
		  ○ Update certain language such as "Mrs." to "Ms."
		
		The Board agreed that an electronic vote may be conducted in order to approve the amended draft document prior to the next Board meeting in May.
		
		a. Consequential Changes to "Roles and Responsibilities of Members of the Lakehead University Board of Governors" (the Board Roles Document)
		
		The following documents were circulated in advance with the meeting materials:
			Maria Vasanelli

		i. Current Document ii. Proposed Amendments (with markup) iii. Proposed Amendments (without markup) The following recommendations were made to the Board Roles Document during the conversation above: ● remove the word "integrity" in the Chair, Vice-Chair and Past Chair position descriptions given that it is already in the Board Member description ● consider emphasising more that Board members are all fiduciaries, as it is only mentioned once (page 4, under "Oversight") ● clarify the meaning of "Hold the University accountable" (page 4, under "Governors Must")	
9.	In Camera Session By consensus, the Board agreed to adjourn to an in camera session to discuss items of a personnel, legal or real estate nature, or any other item of sensitive or confidential nature, and that only members of the Board and others approved by the Board may be present. Dr. David Barnett, Dr. Andrew Dean, Mike den Haan, Barbara Eccles, Toby Goodfellow, Dr. Dean Jobin-Bevans, Marcie Morrison, Dr. Heather Murchison, Kathy Pozihun and Yvonne Roussel were invited to remain for the in camera meeting. The Board returned to the open meeting. Dr. David Barnett, Dr. Andrew Dean, Mike den Haan, Toby Goodfellow, Dr. Dean Jobin-Bevans, Marcie Morrison, Dr. Heather Murchison, Kathy Pozihun, Yvonne Roussel and Anna Sampson left during the in camera session.		Angela Maltese
	9.1	Motions Arising from the In Camera Meeting There were no motions arising from the in camera session.	Barbara Eccles

10.	Other Business	Angela Maltese
	There was no other business.	
The meeting adjourned at 3:24pm.		
Next Meeting: May 4, 2022, 9:00am - 1:00pm (EDT)		

Angela Maltese, Chair   Barbara Eccles, Secretary

MEMORANDUM

Date: May 4, 2022

From: Moira McPherson – President and Vice Chancellor

To: The Board of Governors

Meeting Date: May 4, 2022

Agenda Item: C3 – President's Report on Appointments

Chairs

- Dr. Kristin Burnett was appointed as Chair in the Department of Indigenous Learning effective July 1, 2022 to June 30, 2025.
- Dr. Evgeny Chugunov was appointed as Chair in the Department of Music effective July 1, 2022 to June 30, 2025.
- Dr. Anna Guttman was appointed as Chair in the Department of English effective July 1, 2022 to June 30, 2025.
- Dr. Jennifer Jarman was appointed as Chair in the Department of Interdisciplinary Studies effective July 1, 2022 to June 30, 2025.
- Dr. Richard Maundrell was appointed as Acting Chair in the Department of History effective July 1, 2022 to June 30, 2023.
- Dr. Toby Rollo was appointed as Chair in the Department of Political Science effective July 1, 2022 to June 30, 2025.
- Dr. Jennifer Roth was appointed as Acting Chair in the Department of Gender and Women's Studies effective July 1, 2022 to June 30, 2023.
- Dr. Sam Shahsahabi was appointed as Chair in the Department of Visual Arts effective July 1, 2022 to June 30, 2025.

Adjunct Professors

- Dr. Jason Prno was appointed as an External Adjunct Professor in the Department of Geography and the Environment effective July 1, 2022 to June 30, 2026.
- Dr. Joshua Armstrong was appointed as an External Adjunct Professor in the Department of Health Sciences effective July 1, 2022 to June 30, 2026.
- Dr. Stephanie Melles was appointed as an External Adjunct Professor in the Department of Biology effective July 1, 2022 to June 30, 2026.

- Dr. Stephen Arnocky was appointed as an External Adjunct Professor in the Department of Psychology effective July 1, 2022 to June 30, 2026.
- Dr. Vince Palace was appointed as an External Adjunct Professor in the Department of Biology effective July 1, 2022 to June 30, 2026.

OPEN REPORT TO THE BOARD OF GOVERNORS – May 4, 2022

From: Brian McKinnon - Chair, Audit and Risk Committee

Subject: Audit and Risk Committee Open Report

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

The Board Audit and Risk Committee (BARC) met on April 14, 2022. The following items of business were on the agenda:

Approval of Previous Minutes
The Committee approved the minutes from the March 3, 2022 meeting.

Informational Items Received
- Management Assurance Letter with respect to compliance with all statutory requirements (for the period March 3 to April 14, 2022)
- Committee's Workplan Progress Report
- 2021-22 Board Meeting Schedule

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

OPEN REPORT TO THE BOARD OF GOVERNORS – May 4 , 2022

From: Cathy Tuckwell - Chair, Finance and Operations Committee

Subject: Finance and Operations Committee Open Report

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

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April 7, 2022 Special Meeting

The Board Finance and Operations Committee held a special meeting on April 7, 2022. The focus of the meeting was the 2022-23 preliminary operating budget. Additional information has been reported to the Board in an in camera report. All members of the Board of Governors were invited to attend this meeting.

April 14, 2022 Meeting

The Board Finance and Operations Committee met on April 14, 2022. The following items of business were on the agenda:

Approval of Previous Minutes
The Committee approved the minutes from the March 3, 2022 meeting.

2022-23 Operating and Ancillary Budget
The Committee received the proposed operating and ancillary budget.

Other Reports and Updates Received
- President's Report

Informational Items Received
- Operating and Ancillary Update (for the period ended February 28, 2022)
- Investment Report (as of February 28, 2022)
- Workplan Progress Report
- 2021-22 Board Meeting Schedule

No motions are being recommended to the Board at the May 4, 2022 meeting during the open session. Additional information has been reported to the Board in an in camera report.

OPEN REPORT TO THE BOARD OF GOVERNORS – May 4, 2022

From: Maria Vasanelli - Chair, Governance and Nominating Committee

Subject: Governance and Nominating Committee Open Report

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

The Board Governance and Nominating Committee (BGNC) met on April 13, 2022. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved the minutes of the March 14, 2022 meeting.

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

The Committee reviewed a proposed revised Board Chair, Vice-Chair and Past-Chair Succession Policy, which was revised in accordance with comments made at the March 24, 2022 Board meeting. The Committee made following recommendation for consideration by the Board of Governors at the May 4, 2022 meeting:

- MOVED to recommend that the Board approve the attached revised Board Chair, Vice-Chair and Past-Chair Succession Policy as amended during the meeting, subject to the appropriate changes being made to the "Roles and Responsibilities of Members of the Lakehead University Board of Governors", and that the said policy replaces the current Board of Governors Chair, Vice-Chair and Past Chair Selection Procedures.

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

The Committee approved further consequential changes to "Roles and Responsibilities of Members of the Lakehead University Board of Governors" (the Board Roles Document) in accordance with comments made at the March 24, 2022 Board Meeting. The Committee made the following recommendation for consideration by the Board of Governors at the May 4, 2022 meeting:

- MOVED to recommend that the Board approve the attached further proposed amendments to the "Roles and Responsibilities of Members of the Lakehead University Board of Governors" as amended during the meeting.

Board of Governors Nominations Process

The Committee completed their periodic review of the Board of Governors Nominations Process. The Committee approved amendments to the Board of Governors Nominations Process and Nomination Form and made the following recommendation for consideration by the Board of Governors at the May 4, 2022 meeting:

- MOVED to recommend that the Board approve the amendments to the Board of Governors Nominations Process.

In addition, the Committee approved changes to the Board Nominations Form, and passed the following motion:

- MOVED that the revised Nominations Form is approved, including renaming it "Expression of Interest to Serve" and other amendments made during the meeting.

2022-23 Board of Governors Meeting Schedule

The Committee approved the proposed 2022-23 meeting schedule and made the following recommendation for consideration by the Board of Governors at the May 4, 2022 meeting:

- MOVED to recommend that the Board of Governors approves the 2022-23 meeting schedule as amended during the meeting.

Nominations and Recruitment

The Committee continues to review new nominations and conduct interviews when required. The Committee is working to fill current and upcoming vacancies on the Board, based on the Boards Individual Skills Assessment and EDI Identification Survey report. The Committee agreed to commence development of a recruitment advertising campaign.

Reports and Updates Received

- Lieutenant Governor In Council (LGIC) Appointments Update

Informational Items Received

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

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

PROPOSED 2022-23 Board of Governors Meeting Schedule

Approved by the Board on May 4, 2022

Governors are required to confirm attendance or send regrets to ALL meetings. All times are EDT/EST.

BOARD MEETINGS, ORIENTATION & RETREATS

Sept. 29
(AGM/ANNUAL DINNER)
Board: 9am to 1pm
CoW: 1pm to 3pm
Location: TBD

Sept. 30
Orientation/Retreat
All Day
Location TBD

Nov. 24 (Orillia)
Board: 9am to 1pm
CoW: 1pm to 3pm
Location: TBD

Feb. 10
Board: 9am to 1pm
CoW: 1pm to 3pm
Senate Chambers

Feb. 11
Annual Retreat
All Day,
Location: TBD

Mar. 23
Board: 9am to 1pm
CoW: 1pm to 3pm
Senate Chambers

May 4
Board: 9am to 1pm
CoW: 1pm to 3pm
Senate Chambers

Jun. 2 (Orillia)
Board: 9am to 1pm
CoW: 1pm to 3pm
Location: TBD

Oct. 5 (AGM)
(AGM/ANNUAL DINNER)
Board: 9am to 1pm
CoW: 1pm to 3pm
Location: TBD

DATES HIGHLIGHTED IN GREEN WERE PREVIOUSLY APPROVED WITH THE 2021-22 SCHEDULE.

COMMITTEE MEETINGS - VIA ZOOM

On March 24, 2022, the Board of Governors approved the following motion:
MOVED to approve that Board Committee meetings in the 2022-23 Board year be conducted via Zoom and all Board meetings be conducted in person with an opportunity to participate remotely if required.

BERC External Relations	**BLLC** Learning & Liaison	**BGNC** Governance & Nominating	**BFOC** Finance & Operations	**BARC** Audit & Risk	**BEC** Executive
Sept. 14 9am-10:30am	**Sept. 14** 11am-12:30pm	**Sept. 14** 3pm-5pm	**Sept. 15** 9am-12:30pm	**Sept. 15** 1pm-2:30pm	**Sept. 15** 3pm-5pm
Nov. 2 9am-10:30am	**Nov. 2** 11am-12:30pm	**Nov. 2** 3pm-5pm	**Nov. 3** 9am-12:30pm	**Nov. 3** 1pm-2:30pm	**Nov. 3** 3pm-5pm
Jan. 25 9am-10:30am	**Jan. 25** 11am-12:30pm	**Jan. 25** 3pm-5pm	**Jan. 26** 9am-12:30pm	**Jan. 26** 1pm-2:30pm	**Jan. 26** 3pm-5pm
Mar. 1 9am-10:30am	**Mar. 1** 11am-12:30pm	**Mar. 1** 3pm-5pm	**Mar. 2** 9am-12:30pm	**Mar. 2** 1pm-2:30pm	**Mar. 2** 3pm-5pm
Apr. 12 9am-10:30am	**Apr. 12** 11am-12:30pm	**Apr. 12** 3pm-5pm	**Apr. 13** 9am-12:30pm	**Apr. 13** 1pm-2:30pm	**Apr. 13** 3pm-5pm
May 17 9am-10:30am	**May 17** 11am-12:30pm	**May 17** 3pm-5pm	**May 18** 9am-12:30pm	**May 18** 1pm-2:30pm	**May 18** 3pm-5pm
Sept. 13 9am-10:30am	**Sept. 13** 11am-12:30pm	**Sept. 13** 3pm-5pm	**Sept. 14** 9am-12:30pm	**Sept. 14** 1pm-2:30pm	**Sept. 14** 3pm-5pm

Dates may change based on need or at the call of the Chair and/or Committee Chairs.
Updated items will be highlighted in **red.**

Other University Events & Professional Development Opportunities

Will be added as dates become available.

OIEC Summary Report

To: Lakehead University Board of Governors

From: Barbara Eccles – General Counsel and University Secretariat

Subject: Ogimaawin Indigenous Education Council (OIEC) Report

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OIEC Members: Precious Anderson - Member-At-Large; Robert Atastise - Member At Large; Dr. David Barnett - Provost and Vice-President, Academic (Lakehead University); Denise Baxter - Vice-Provost, Indigenous Initiatives (Lakehead University); Kathy Beardy - Nishnawbe Aski Nation; Dr. Dean Jobin-Bevans - Orillia Principal (Lakehead University); Matthew Bombardier - Indigenous Student Member (Lakehead University); Alecia Boshcoff - Fort William First Nation; Charles Brown - Member-At-Large; Paul Capon - Matawa First Nations; Alicia Cameron - Member-At-Large; Ben Cousineau - Chippewas of Rama First Nation; Lorrie Deschamps - Oshki-Pimache-O-Win Education & Training Institute; Ann Dumyn - Board of Governor Member (Lakehead University); Barbara Eccles (Secretary, Non Voting) - General Counsel & University Secretary (Lakehead University); Christopher Glover - Designate, Orillia Principal (Lakehead University); Dr. Moira McPherson - President and Vice-Chancellor (Lakehead University, Non Voting); Elder Gene Nowegejick (Non Voting); Dr. Lana Ray - Indigenous Faculty Member (Lakehead University); Valerie Stortini (Chair) - Thunder Bay Indigenous Friendship Centre; Howard Twance - Seven Generations Education Institute; Dr. Anita Vaillancourt (OIEC Advisors Committee Chair)

The OIEC met on April 4, 2022. Elder Gene Nowegejick shared an opening and closing prayer. The following items of business were on the agenda:

Report from the OIEC Advisors Committee: National Day of Truth and Reconciliation Observance Discussion
The OIEC Advisors Committee members discussed considerations for Lakehead's commemoration of the National Day for Truth and Reconciliation at two meetings which took place on January 18, 2022 and through a sharing circle with Elder Gene on March 4, 2022. A summary of the discussions at those meetings were shared in the spirit of helping to inform the decision making of the OIEC. The OIEC plans to continue this discussion at its next meeting.

Every Child Matters Crosswalks at Lakehead
Denise Baxter and Christopher Glover shared examples of similar Every Child Matters Crosswalks initiatives in other communities. Renderings of the placement of the crosswalks on the Thunder Bay and Orillia campuses were shared with the group, and members had the opportunity to provide feedback on the project. By consensus, the group agreed that Lakehead move forward with the proposed project on both campuses.

Other Reports, Updates and Presentations Received
- Department of Indigenous Education: Language Programs and Initiatives Update
- United Nations Decade of Indigenous Languages Update
- President's April 2022 Online Report

Informational Items Received
- Approved minutes of the November 2021 and January 2022 OIEC Advisors Committee meetings
- Board of Governors Report (of the February 4, 2022 and March 24, 2022 meetings)
- Senate Reports (of the February 14, 2022 and March 14, 2022 meetings)
- Chair on Truth and Reconciliation Report (for the period January 18, 2022 to March 31, 2022)
- Office of Indigenous Initiatives Report (for the period January 18, 2022 to March 21, 2022)

The next OIEC meeting is scheduled to take place on June 9, 2022, 2:00pm - 4:00pm (EST).

OPEN REPORT TO THE BOARD OF GOVERNORS – May 4, 2022

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

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

The Board Learning and Liaison Committee (BLLC) met on April 13, 2022. The following items of business were on the agenda:

Approval of Previous Minutes
The Committee approved the minutes of the March 2, 2022 meeting.

Professional Development Planning
Committee members received notice of the upcoming ICD National Director Conference links to Board professional development resources and opportunities.

New Board Member Orientation: The Committee reviewed and discussed the format of past orientation sessions for new members and made some suggestions that could enhance the program moving forward:
- consider inviting all Board members to attend the orientation program
- consider incorporating a visit with **certain** Board members (**ie** student member, OIEC member and Alumni Association member)
- consider tours of both campuses including meeting the Executive Team members of said campuses, and
- suggest new members attend a Senate meeting

Rescheduling the September 30, 2022 Board Orientation: The Committee plans to make a recommendation to the Board at the May 4, 2022 meeting:
- WHEREAS the schedule approved by the Board in May 2021 includes holding a Board Orientation on September 30, 2022;
AND WHEREAS the National Day of Truth and Reconciliation occurs on September 30, 2022;
AND WHEREAS the recent past practice has been to hold a Board Retreat in the Fall instead of a Board Orientation Session;
MOVED to recommend that the Board reschedule the Board Orientation for new members from September 30, 2022 to a date to be determined with new Board members, and that the Board also schedule a Board Fall Retreat in 2022.

Teaching and Learning Education
The Committee received a presentation on Decolonizing and Demystifying University for Indegenous Learners from Denise Baxter, Vice-Provost, Indigenous Initiatives at Lakehead.

Reports and Informational Items Received
- President's Report
- Research & Innovation Week Videos
- Committee Workplan Progress Report
- 2021-22 Board Meeting Schedule

SENATE REPORT TO THE BOARD OF GOVERNORS

From: Dr. Don Kerr & Maria Vasanelli

Board Meeting Date: May 4, 2022

Subject: Senate Report

April 11, 2022 Senate Meeting Summary

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

In Memoriam - David Tamblyn
Dr. Moira McPherson, President and Vice-Chancellor, spoke in memory of David Tamblyn. The Senate held a moment of silence in honour of David Tamblyn.

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

As part of the report from the Senate Budget Committee, the 2022/23 draft operating budget was presented, and the Senate voted to endorse it.

The Senate adopted the following additional Senate Committee recommendations:
- MOVED that the following individuals be appointed to the Senate Nominations Committee with each term commencing on July 1, 2022 to June 30, 2024:
  - Dr. Evgeny Chugunov
  - Dr. Ahmed Elshaer

- - Dr. Lida Fan
  - Dr. David Rosenberg
- MOVED that the attached list of faculty appointments to the Senate standing committees be approved.
- MOVED that the Honorary Degrees Policy be approved contingent upon approval of the amended Senate Honorary Degrees Committee Terms of Reference.
- MOVED that the amended Senate Honorary Degrees Committee Terms of Reference be approved.
- MOVED that the attached amendments to the Senate Academic Committee Terms of Reference be approved
- MOVED Whereas, The Province of Ontario announced that it proclaimed a statute establishing the Northern Ontario School of Medicine (NOSM) as a stand-alone post-secondary medical institution effective as of April 1, 2022; and Whereas, The mandate of the Joint Senate Committee for NOSM and the associated responsibilities of the Lakehead University Senate, cease to exist on April 1, 2022; therefore, be it *Resolved*, That the Joint Senate Committee for NOSM be dissolved.
- MOVED that the proposed amendments to the Accommodations and Access for Students with Disabilities and Medical Conditions Policy be approved.

With regard to the statute establishing the Northern Ontario School of Medicine (NOSM) as a stand-alone post-secondary medical institution effective as of April 1, 2022, Senate expressed concern for the academic standing of those Lakehead University students in NOSM, and the President clarified that the concerns of all students initially registered as Lakehead University students had been of prime importance during negotiations.

The Senate also adopted a motion approving adjunct professor and professional associate appointments.

The Senate was provided with the following items for information:
- Adjunct Professor Renewals
- Senate Election update
- Calendar Change Deadlines Reminder
- Board of Governors Report
- Council of Ontario Universities (COU) Academic Colleagues Report
- President's Report
  - NOSM University Update
  - Potential Collaborative Doctor of Veterinary Medicine Program Update
- Provost and Vice-President, Academic Report

The next Senate meeting is scheduled to take place on May 12, 2022

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

President's Report to the Board of Governors

May 2022

Office of the President

Lakehead University launches 10-year plan to increase Indigenous language fluency

Lakehead University is embarking on a 10-year initiative that will support the revitalization of Indigenous languages in and around the University. This plan will reaffirm the University's commitment to working alongside Indigenous communities as they revitalize those languages by providing an interactive and immersive experience.

The United Nations Education, Scientific and Cultural Organization has designated 2022 – 2032 as the Decade of Indigenous Languages. The revitalization of Indigenous languages is a social movement, where everyone has a role whether they are Indigenous or non-Indigenous, a language learner or a non-language learner.

At Lakehead University, there are three Indigenous languages taught: Oji-cree, Cree, Ojibwe, with four dialects of Ojibwe: Eastern, Northern, Southwestern and Western. Lakehead held a kick-off celebration with Ojibwe Language Revitalization expert Dr. Anton Treuer, Ojibwe professor at Bemidji State University and author, on April 20.

At the Making a Decade of Action for Indigenous Languages meeting in Mexico City more than 500 participants from 50 countries passed the Los Pinos Declaration, which affirmed Indigenous Peoples' rights to freedom of expression, to an education in their mother tongue and to participation in public life using their languages, as prerequisites for the survival of Indigenous languages, many of which are currently on the verge of extinction.

Sadly, Indigenous language loss is prevalent in Canada, where many communities no longer produce fluent first-language speakers.

Click here to view media release...

Thunderwolves close out historic season at Provincials with a top four finish

The 2021-2022 season was a historic one for the Lakehead Orillia Thunderwolves varsity women's indoor soccer team. For the first time in the program's history, and after a season full of adaptation and unexpected challenges brought on by the pandemic, the Thunderwolves secured a final four finish in the Ontario College Athletics Association (OCAA) Provincial Championships and finished the season ranked fourth in the province.

Lakehead Orillia celebrates varsity athletes during in-person athletic banquet

The Lakehead Orillia Thunderwolves capped off a successful 2021-2022 athletic season on Tues. April 5 during the first in-person Athletic Awards Banquet since 2019. Marking the first season back to regular training and competition, there was a lot to celebrate for the Thunderwolves three varsity teams. Winners from the evening include:

Athlete of the Year
Breann Sharma, Women's Indoor Soccer
Shane Tonkonog, Men's Indoor Soccer

Principal's Award for Leadership in Athletics and Recreation
Sarah Simpson

OCAA All-Academic
Joshua Brown, Golf (fall 2021)
Ethan Sleep, Golf (fall 2021)
Grace Heywood, Women's Indoor Soccer (winter 2020)
Ally Morris, Women's Indoor Soccer (winter 2020)

Rookie of the Year
Jack Beck, Golf
Hady Hamdan, Men's Indoor Soccer
Mikaela Pludra, Women's Indoor Soccer

MVP
Noah Collins, Golf
Lucas Tinney, Men's Indoor Soccer
Grace Heywood, Women's Indoor Soccer

Alumni events from Lakehead Orillia

The Alumni Relations Office in Orillia held virtual events throughout February and March. These included an LGBTQ2+ event on February 17, with a drag queen performance, trivia quiz, followed by a panel discussion with both current and alumni on the topic of differences in the Lakehead University experience for LGBTQ2+ individuals, past and present. The event was well attended and the panel discussion informative. On February 28, an event was held on planting an Indigenous Medicine Garden hosted by Elder Gerry Martin. Participants were provided with a package of items, including tobacco seeds from the Thunder Bay Community Garden, followed by an informative session on how to plant and care for them. More than 100 people were in attendance.

Academic Excellence

Congratulations to Dr. Michael Hoechsmann

The book Education for Democracy 2.0. Changing Frames of Media Literacy has received a 2022 Society of Professors of Education Outstanding Book Award. Congratulations to lead editor **Dr. Michael Hoechsmann**, Chair, Education Programs (Orillia)/Associate Professor.

The awards ceremony was held virtually at the Annual Meeting of the SPE on April 23 - during the annual AERA convention. The Society of Professors of Education is an organization which since 1902 has provided a forum for addressing the issues facing the discipline and vocation of education.

See more here: **https://brill.com/view/title/59612**
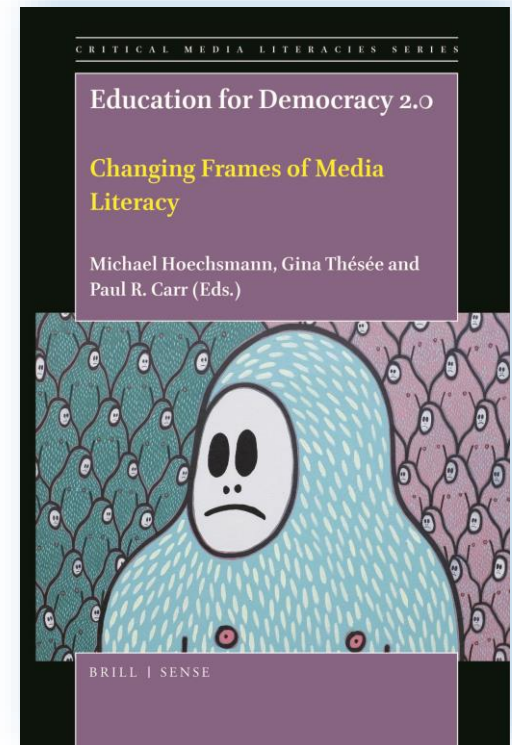
Lakehead professors receiving New Frontiers in Research Grants

Two Lakehead University professors are each receiving significant research funding from the Social Sciences and Humanities Research Council of Canada. In total, the amount represents more that $470,000 of funding.

Dr. Jian Deng from Civil Engineering is receiving a $237,970 grant under SSHRC's New Frontiers in Research Fund: special call on innovative approaches to research in the pandemic context.

Over one year, Dr. Deng and his team will explore new approaches in probabilistic slope stability analysis, which is how a civil engineer examines if the angle of a slope in a roadway, bridge or dam will result in that structure failing.

This research will contribute significantly to the advancement of knowledge and technologies associated with probabilistic slope analysis and design. Enhanced understanding of the slope failure mechanism will inform protocols and measures, by proper soil stabilization measures, to avoid slope disasters.

Dr. Nicholas Ravanelli from Kinesiology is also receiving a one-year grant under SSHRC's New Frontiers in Research Fund: special call on innovative approaches to research in the pandemic context – for $237,730.

Dr. Ravanelli and his team will examine the way vulnerable people behave and their physiological responses to heat waves.

Advancements in wearable sensors, web applications, and internet-connected devices offer a unique opportunity to transform traditional data collection equipment to monitor the indoor and outdoor environmental conditions along with each person's behavioural and physiological responses in real-time during heat waves.

Dr. Ravanelli said these at-home environmental and health monitoring solutions may identify the primary factors influencing heat-related complications in vulnerable populations and provide greater telemedicine diagnostic precision for individuals who lack immediate access to health-care services.

Click here to view media release...

Lakehead University earns first place at the Student Steel Bridge Regional Competition

The team representing Lakehead Engineering has won first place overall at the Student Steel Bridge Regional Competition held in Illinois April 7 to 9, organized by the American Institute of Steel Construction (AISC) and the American Society of Civil Engineers (ASCE).

This year's competition included eight categories: aesthetics, construction speed, lightness, stiffness, construction economy, structural efficiency, cost estimation, and overall performance. Lakehead's team placed first in seven of the eight categories and came second in the other category.

Dr. Yanglin Gong and technologist **Cory Hubbard** supervised the team, comprised of fourth-year Civil Engineering students **Damien Grayda, Paul Graham, Philip Duke, Felix Lasalle**, and **Matthew Scott.**

The Lakehead Engineering team won the competition for Western Great Lakes region, hosted at the University of Illinois at Urbana-Champaign. They were the only Canadian university in this regional competition that featured over 400 students from 13 American universities.

From left, Philip Duke, Matthew Scott, Damien Grayda, Paul Graham, Felix Lasalle, and Cory Hubbard (technologist), Dr. Yanglin Gong (faculty advisor) won first place at the regional competition.

Dr. Juan Pernia was faculty advisor for the ASCE student chapter. Technologists **Morgan Ellis**, **Kailash Bhatia** and **Stefanie Stangier** also acted as machinist advisors to the team. **Josh Fiegehen**, representing the student chapter, participated in symposiums and presented a technical paper.

The annual Student Steel Bridge Competition, which began in 1987, challenges student teams to develop a 20-foot-long steel bridge to fit a given hypothetical environment.

After triumphing in the regional competition, Lakehead's team will go up against top universities from across North America in the National Finals from May 27-28 at Virginia Tech in Blacksburg, Virginia.

Click here to view media release...

Faculty Members Receive SSHRC Funding for the Youth Sustainability Summit

Dr. Ellen Field, Faculty of Education, and **Dr. Linda Rodenberg**, Interdisciplinary Studies, Orillia, has received a SSHRC Connections Grant worth $24,354 in support of the Youth Sustainability Summit: Enabling Youth-led Dialogue and Action. This is a day-long event that will be youth-organized, and will be inviting student-led environmental groups from across Simcoe county to learn about the realities of climate change and how to engage in change-making processes.

Law student receives Royal Society of Canada's inaugural Justice Rosalie Silberman Abella Prize

Aria Kamal, from Barrie, Ont., has been named as one of the recipients of the Royal Society of Canada's inaugural Justice Rosalie Silberman Abella Prize.

Kamal began advancing equality in her community through her involvement with Dress for Success, a charitable organization that empowers women to achieve economic independence, where she worked closely with clients by providing them with business attire and professional development training to secure meaningful employment.

Kamal said she is grateful for the unique opportunities and experiences that she has had as a student in the Bora Laskin Faculty of Law.

The Royal Society of Canada established this prize in honour of Justice Rosalie Silberman Abella, a changemaker celebrated for her visionary intellectual contributions and commitment to building equality and equity across Canadian society and beyond.

The Justice Rosalie Silberman Abella Prize is presented annually to a graduating law student in each of the law schools in Canada who is most likely to positively influence equity and social justice in Canada or globally.

Click here to view media release...

Local and Global Partnerships

Ontario Working for Workers by Investing Over $5 Million in Health and Safety Research at Lakehead

The Ontario government is working for workers by investing $5.5 million in ground-breaking workplace health and safety research led by the Enhancing Prevention of Injury and Disability @ Work (EPID@Work) Research Institute at Lakehead University. The funding will contribute to the Institute's leading research in several key areas including, reducing mental health stigma in the workplace and designing injury prevention programs for vulnerable workers in Northwestern Ontario.

Research shows vulnerable workers are often at increased risk of workplace injury as they face challenges accessing conventional workplace health and safety resources and training. EPID@Work's research will aim to identify and address these barriers.

This investment is part of the government's plan to build a future where Ontario is the best place to live, work and raise a family. This includes recently passing new legislation that provides historic new protections for workers, as well as releasing the province's five-year health and safety strategy, Prevention Works.

Click here to view media release...

Lakehead University and Confederation College Sign Joint Admission Agreement

Lakehead University and Confederation College have signed a joint admission agreement that will facilitate the seamless transfer of students earning a college diploma directly to undergraduate studies at university. Covering more than 30 distinct diploma to degree programs, this agreement will reduce red tape and the time, costs, and barriers of higher education by encouraging students to continue with post-secondary education after they complete their respective diploma program.

Through this agreement, students will experience improved and collaborative recruitment, communication, transition, and academic advising.

Click here to view media release...

Congratulations to Dr. Rebecca Schiff

The District of Thunder Bay Social Services Administration Board has chosen Lakehead University's **Dr. Rebecca Schiff**, Chair/Professor of the Department of Health Sciences, to serve on the Community Homelessness Prevention Initiative (CHPI) Advisory Table.

The purpose of the CHPI Advisory Table is to review current Community Homelessness Prevention Initiative programs and funding commitments, and to identify new opportunities for consideration to assist TBDSSAB in meeting its strategic priorities, which will broaden engagement and participation of its rural and urban partners and stakeholders.

Dr. Schiff will serve on the advisory table until December 2023. Her research has brought much needed attention to homelessness in rural and remote communities during COVID-19.

Updates from Community Engagement and Lifelong Learning

CELL had over 700 people attend the Truth and Reconciliation dialogues - from as far away as New Zealand! In April, CELL hosted "Spring into Learning," four foodie workshops showcasing local businesses focusing on chocolate, gouda cheese, bread-making, and Shumka dust. CELL is also collaborating with Lions Oval and Regent Park elementary schools in Orillia on two PRO-grant funded workshops that will enable 200 families to participate in "Operation Grow!," learning about sustainable agriculture while planting tomatoes and lettuce this spring.

CELL has also launched registration for the next TALL series, "China and the World." The series, ran from March 30th - April 27th, it included not only bestselling author and journalist Jan Wong, but also Dr. Derek Irwin, a former Lakehead professor who is now Head of School at the University of Nottingham in Ningbo.

Finally CELL received a $5000 microgrant from the Invasive Species Centre to expand the Special High Skills major programming and to fund an Invasive Species Eradication event for high school students onsite at Georgian Bay Islands National Park in collaboration with Parks Canada.

Lakehead sponsor of 'back to business' event

On Thurs. April 7, the Orillia Campus team attended the Orillia & District Chamber of Commerce Business Achievement Awards at Casino Rama. It was the first in-person awards celebration since 2019. Lakehead University was Presenting Sponsor of this year's awards, as well as the Sustainability (Green) Award sponsor. Dr. Dean Jobin-Bevans, Principal of the Orillia Campus, was on hand to present the award to this year's recipient, Green Storage.

Virtual Patient Journey Conference: Our Voices, Our Stories will be held June 9 and 10

Lakehead University's School of Nursing and School of Social Work, in collaboration with Wounds Canada, will be hosting the first virtual Patient Journey Conference on Thursday, June 9 and Friday, June 10.

Funded through a grant from the Social Sciences and Humanities Research Council of Canada, **Dr. Ide Costa** from the School of Nursing (principal-investigator) is also the conference's chair, with presentations by the co-investigators **Dr. Catherine Phillips** (School of Social Work), **Dr. Michelle Spadoni** (School of Nursing), Dr. Pilar Camargo Plazas (Queen's University), and the support of Mariam Botros, CEO of Wounds Canada.

Called *Our Voices, Our Stories*, the conference will bring individuals, families and caregivers affected by complex wounds together with researchers, health and social service providers, educators, community leaders, and policymakers.

Speakers will address social determinants of health perpetuating health inequalities and discuss collaborative strategies to improve the delivery of a holistic and patient-centred wound care approach.

Register now by visiting: **https://www.woundscanada2022.ca/**

Click here to view media release...

Indigenous Initiatives

Supporting Student Potential

The Indigenous Initiatives Coordinator (Orillia) partnered with Lakehead University Student Union (LUSU) offered a Water Ceremony at the Orillia campus to mark World Water Day on March 22, 2022.

Engaging with Communities

The Indigenous Initiatives Coordinator (Orillia) continues to co-host weekly virtual Gindaasdaa (Reading Together) Book Club sessions with Elder Trish Monague, Elder in Residence - Lakehead University and Culture and Heritage Coordinator - Beausoleil First Nation (BFN). This initiative allows space for LU students and BFN members to stay connected and build relationships while exploring the book Braiding Sweetgrass by Robin Wall Kimmerer. In addition, this is a way for Lakehead University to build relationships with the BFN community and a way to engage in a Year of Climate Action (YOCA). This was open to both Orillia and Thunder Bay campuses. Please note: Elder Trish Monague is on a medical leave until further notice.

Entrepreneurship and Innovation

Ingenuity Updates

Ingenuity is excited to announce their participation in a pilot program to trial entrepreneurial co-op at Lakehead University with the School of Kinesiology. Over summer 2022, the Student Success Centre will work with Ingenuity and Kinesiology to trial an e-co-op placement using the approach outlined below. From this experience, the Student Success Centre and Ingenuity will consider the development of a program recommendation in Fall 2022, for potential expansion to a limited number of e-co-op placements in Kinesiology and other interested Faculties Summer 2023.

Enterprise Co-op (E-Co-op) gives students the opportunity to start their own business related to the student's area of study while earning a co-op credit. A successful Entrepreneur Co-op term is one where you have built skills such as communication, problem solving, setting goals, planning and organizing, which are all crucial when it comes to being a business owner and professional. Upon completion of the Entrepreneur Co-op term you will have the foundation of planning and running a successful business and understand your market, your customer and your competitors. You will have developed a value proposition and will be comfortable pitching your product/service to any stakeholder.

Ingenuity Awards Recipients

During the R&I week Awards ceremony two recipients received the *Ingenuity* award. **Silas Young**, a 4th year business student won the student award and **Dr. Pedram Fatehi** took home the award for Faculty.

The Lakehead University Ingenuity Awards are presented to one faculty member and one student of Lakehead University's Community who have exhibited an entrepreneurial spirit by identifying ways in which their ideas can be developed into problem solving solutions. The award is expected to showcase creative thought and contribute to Ingenuity's vision of fostering an entrepreneurial culture on campus.

Ingenuity has launched its applications for their Ascend Accelerator program starting in May 2022. The Ascend program is a 12-week bootcamp style program that is designed to take the student-based business from idea to launch. This will be the second time Ingenuity will run this accelerator program and will provide the applicants with up to $7500 to help support their business development costs.

Along with the funding the teams will receive mentorship, weekly workshops and one on one support with Ingenuity staff. The program will run in a hybrid format to help support our students who leave the area for the summer and also have full time jobs.

Planetary Stewardship theme of 2022 Research and Innovation Week

The Lakehead University community and the public were invited to participate in Lakehead University's 17th annual Research and Innovation Week, which was held virtually again this year. The week ran from Monday, March 7 to Friday, March 11 and included a variety of special speakers and events. This included several sessions comprising the Climate Change and Action Research Showcase in support of the Year of Climate Action. The Week commenced on March 7 at 11:20 with opening ceremonies. The keynote speaker was Seth Klein, team lead for the Climate Emergency Unit – a project of the David Suzuki Institute. He spoke on "Mobilizing Canada for the Climate Emergency." As well, the Youth Event hosted during R&I Week this year was a great success! We had over 20 participants (classrooms and individuals) participate. **Dr. Ellen Field** moderated the session with our Keynote Speaker, Seth Klein, joined by three youth panelists - Blythe Wieclawek, Anjelina Pathak and Chloe Nguyen. The youth panelists demonstrated incredible climate leadership, urging climate action at all levels from the local to the global. They shared their motivations for their climate activism and their ideas on what the most important climate issues are for young people today.

For more information about Research and Innovation Week, 2022, please go to the **Research Innovation webpage**.

Click here to view media release...

President's Luncheon for this year's R&I Week Undergraduate Student Research Conference winners

On Friday, March 11, Dr. McPherson celebrated the winners of the 2022 R&I Week Undergraduate Student Research Conference. The winners from the poster and oral competitions were selected by their peers for their engaging, innovative, and exciting research, and invited to lunch with the President and members of the Executive Team and the conference organizing committee members. Everyone gathered virtually with a lunch from UberEats, where students from both campuses shared their work. Dr. McPherson, Dr. Andrew Dean and Dr. David Barnett shared insights about their own research experiences during their undergraduate years.
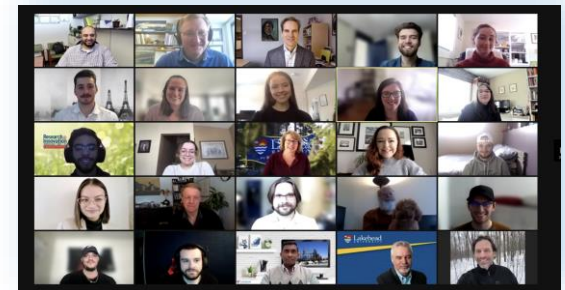
Lakehead presents professors, students and partners with Year of Climate Action s for research projects

Lakehead University has awarded seven research teams with Year of Climate Action awards worth $5,000 each, which they will use to explore various topics related to climate change.

The research team is comprised of Dan Duckert, Keewaytinook Okimakanak Tribal Council/Lakehead University; **Dr. Lindsay Galway**, Department of Health Sciences at Lakehead Thunder Bay; Anjali Mago, Luke Smyk and Josh Taylor, all from Keewaytinook Okimakanak Tribal Council; and **Donovan Parenteau**, a Lakehead University student in the Faculty of Natural Resources Management.

Dr. Francisco Ramos-Pallares and his research team are looking into developing alternative low-carbon technologies to produce chemicals, which he said is paramount for minimizing the effects of climate change.

Dr. Ellen Field, Assistant Professor in Education at Lakehead Orillia, is working with Dr. Muhammad Asaduzzaman, Assistant Professor, Computer Science, on a research project called Benchmarking Climate Change Policies across Canadian School Boards.

Dr. Ahmed Elshaer, Assistant Professor in Civil Engineering at Lakehead Thunder Bay, and his research team will develop tailored solutions to control the influence of climate change – particularly when it comes to the built environment.

Dr. Liang Cui, Assistant Professor in Civil Engineering at Lakehead Thunder Bay, is leading his research team in a project called Coupled Multiphysics Modeling of Impure CO_2 Geosequestration in Deep Saline Aquifers, which involves capturing carbon dioxide in aquifers as a way of reducing greenhouse gases in the atmosphere.

Dr. Robert Stewart, Associate Professor in Geography and the Environment at Lakehead Thunder Bay, and his team will use the grant to develop a paleo-climatic record of the conditions in Lake Nipigon to assess climate change impacts in Biinjitiwaabik Zaaging Anishnaabek Traditional Territory.

Dr. Elaine Wiersma, Associate Professor in Health Sciences at Lakehead Thunder Bay, and her research team will interview people who are ecological/native species gardeners in Thunder Bay, about their gardening practices, motivations, and understanding of beneficial gardening practices. Photo essays of participants' gardens will also be included.

Click here to view media release...

Board of Governors Chair, Vice-Chair and Past Chair Selection Procedures

Approval Authority: Board of Governors;

Established on: April 24, 2020;

Amendments: None;

Purpose

To ensure experienced and effective and continuous Board leadership.

Policy

The Chair, Vice-Chair and Past Chair shall be external members of the Board with the requisite skills and experience in accordance with the criteria set out herein and as established by the Board from time to time. The incoming Board Chair and Vice-Chair shall be approved by the Board prior to the conclusion of the incumbent Board Chair or Vice-Chair's terms. While it is normally desirable for Board continuity, efficiency and effective operations for an individual to progress from Vice-Chair to Board Chair, and from Board Chair to Past Chair, such progression is not required.

Selection Process

The Board Governance and Nominating Committee (BGNC) shall conduct the Board Chair, Vice-Chair and Past Chair selection process and recommend to the Board one or more nominees to fill upcoming vacancies in such offices. Such selection process includes:

1. At least six months prior to the expiration of the term of any of the Board Chair, Vice-Chair, or Past Chair, the Board Governance and Nominating Committee chair shall canvass each Board member to obtain views on the Selection Criteria.

2. At least five months prior to the expiration of the term of any of the Board Chair, Vice-Chair, or Past Chair, the Secretary shall invite all Board members to submit nominations or applications (self-nominations) for such office. The Secretary shall compile responses for the BGNC Chair.

3. In the event that the BGNC Chair has expressed interest in any one of the offices, the Past Chair shall fulfill the BGNC Chair's duties with respect to that office and the BGNC Chair shall not participate in selection proceedings with respect to that office other than as a nominee.

4. The BGNC Chair shall consult with each nominee to ascertain interest.

5. The BGNC Chair shall seek input from the President and Vice-Chancellor and the Secretary to obtain input on each nominee being put forward to the BGNC.

6. The BGNC shall consider whether each nominee fulfills the Selection Criteria, discuss findings, and provide recommendations to the Board. Such recommendations should be provided at least two months prior to the expiration of the term of any of the Board Chair, Vice-Chair, or Past Chair.

Selection Criteria

Each of the Board Chair, Vice-Chair, and Past Chair shall possess:

- The skills and knowledge required of an individual Governor as outlined in the Board approved document entitled "Roles and Responsibilities of Members of the Lakehead University Board of Governors" (the "Board Roles Document")

- The skills and knowledge required of the position as outlined in the Board Roles Document

- Ability to act impartially and without bias

- Ability and willingness to fulfill the role, duties and responsibilities of the position as outlined in the Board Roles Document

- Such other selection criteria established by the Board on the recommendation of the Board Governance and Nominating Committee

Office Specific Criteria

Board Chair: The Board Chair should normally have served as Vice-Chair for at least one year prior to becoming Board Chair. The Board Chair must be willing to fulfill the duties of Board Chair.

Vice Chair: The Vice-Chair should normally have served as a Standing Committee Chair for at least one year prior to becoming Vice-Chair. The Vice-Chair should be willing to entertain becoming Board Chair if the Board so desires, and must be willing to temporarily fulfill the duties of Board Chair from time to time.

Past Chair: The Past Chair shall normally be the immediate past chair of the Board, however in the event the immediate past chair is no longer a Board member, is unable or unwilling to act as Past Chair, or the Board determines otherwise, another former Board Chair may be selected as Past Chair.

Review and Amendment

These Procedures shall be reviewed by the BGNC at least every three years, and may be amended by the Board on the recommendation of the BGNC.

Review Period: At least every three years;
Date for Next Review: 2023;
Related Policies and Procedures: Roles and Responsibilities of Members of the Lakehead University Board of Governors;

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

Open: Monday through Friday from 8:30am to 4:30pm;
Location: University Centre, Thunder Bay Campus, Room UC2002;
Phone: 807-346-7929 or Email: univsec@lakeheadu.ca

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

Category: Governance and Legal;

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

Approval Authority: Board of Governors;

Established on: April 24, 2020;

Amendments: TBD [likely May XX, 2022];

Most Recent Review: TBD [likely May XX, 2022]

Purpose

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

Policy

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

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

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

Board Leadership Recruitment, Selection, Evaluation and Succession Process

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

The following shall occur:

1. The tenure of each of the Board Chair, the Vice-Chair, and the Past-Chair positions shall be up to two years, pending performance reviews (see item 2).
2. The independence and performance of the Board Chair, the Vice-Chair, and the Past-Chair shall be evaluated annually in writing by each Governor, and reported to the Committee. The Committee shall have meetings with each of the Board Chair, the Vice-Chair and the Past-Chair to discuss their evaluation and any action to be taken,
3. The Committee may recommend any External Governor for the positions of Board Chair, Vice-Chair, or Past-Chair. For greater certainty, the Committee is not required to recommend the most senior Governor(s), the incumbent Vice-Chair or Board Chair, or any Governor who desires, self-nominates, or is nominated from the floor, as the case may be. Rather, in reviewing and formulating its recommendation to the Board the Committee shall use its judgment to recommend the Governor(s) who possesses the competencies and attributes to fulfill the roles and responsibilities inherent in the relevant position, and the Board shall use the same standard in making such appointments. (See the Position Descriptions for each of the Board Chair, the Vice-Chair and the Past Chair, set out in the Board approved "Roles and Responsibilities of Members of the Lakehead University Board of Governors".)

4. Each Governor shall be canvassed, confidentially, by the Committee on which Governor(s) possesses the competencies, attributes, availability, and proper motivation, to the best of each Governor's knowledge, information and belief, to fulfill the Position Description(s) set out in the "Roles and Responsibilities of Members of the Lakehead University Board of Governors", as applicable, and ideally six months prior to the term limit of the incumbent. The views of any such Governor should not be unduly influential or determinative. Normally, when this is done, there is a shared consensus around one Governor for the relevant position.

5. The Committee shall also consider, in its deliberations and report to the Board, diversity in all forms; leadership development and mentoring; and the talent pool of prospective board leaders, and the development of such talent pool.

6. The Committee shall produce a written report on its deliberations, application of the roles and responsibilities, and application of competencies and attributes required to fulfill the roles and responsibilities, and recommendation(s) of candidate(s), to the full Board, for review and approval.

7. If more than one Governor is arrived at by the Committee via the foregoing consultation process as candidates for Board Chair, or Vice-Chair, or Past-Chair, as the case may be, the Elections Process set out in Schedule 1 (attached) shall be followed.

8. The outgoing Board Chair, or Vice-Chair, or Past Board Chair, as the case may be, should work with and mentor the incoming Board Chair, Vice-Chair or Past Board Chair, respectively, for a limited period of time to ensure a smooth transition to a new Board Chair, Vice-Chair or Past Board Chair.

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

recuse themself from the Committee in deliberations and exert no influence on the process, for that particular role.

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

Review and Amendment

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

Review Period: At least every two years;
Date for Next Review: 2023-2024;
Related Policies and Procedures: Roles and Responsibilities of Members of the Lakehead University Board of Governors
Policy Superseded by this Policy: None.

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

Open: Monday through Friday from 8:30am to 4:30pm;
Location: University Centre, Thunder Bay Campus, Room UC2002;
Phone: 807-343-8010 Ext. 7929 or Email: univsec@lakeheadu.ca

Schedule 1 – Board Chair and Vice Chair Election Procedures

(adopted by the Board on 31 August 2020, amended on <mark>TBD [likely May XX, 2022]</mark>)

Overview of the Approved Election Procedures

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

<mark>Election</mark> Procedures for the Board of Governors Chair and Vice-Chair

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

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

Section 3(a): Eligibility

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

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

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

Section 3(b): Nomination Procedures

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

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

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

Each nominee shall be invited to speak to the Board separately for up to 5 minutes in support of their nomination. The order of the nominees speaking to the Board shall be determined by a random draw conducted by the Board Secretary. Following each nominee's speech a reasonable amount of time (such as 15 minutes) shall be provided for a question and answer

session during which each Board member shall have the opportunity to ask the nominee one question, and if time permits, a second question.

Despite the foregoing, candidates on the same ballot shall not be permitted to ask questions to each other. For further clarification, all nominees shall be present during each other's speeches and question periods.

Section 3(c): Election Procedures

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

Acclamations: If only 1 candidate is nominated for a position the Board shall conduct a confidential ballot vote to consider electing that individual if they are determined eligible and are willing to accept the nomination. Write in ballots shall not be permitted. In the event that the candidate does not receive a majority of votes, they shall not be elected to the position during such vote, and the matter shall be referred back to the Board Governance and Nominating Committee. For greater certainty, that candidate may be considered for any future vote.

Ballots/Voting: Following the Board of Governors deliberations, confidential ballots shall be distributed to the eligible voting members by the tellers (the University Secretary and Associate University Secretary). Paper ballots shall be circulated to those present in person and an electronic ballot shall be circulated to those participating remotely. In collecting the ballots, the tellers have the responsibility of ensuring that no member votes more than once. Write in ballots shall not be permitted.

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

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

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

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

With the exception of acclamations, individuals shall be elected by plurality voting. Therefore the individual with the greatest number of votes shall be declared the successful candidate.

An election becomes final when the chair announces the result.

APPENDIX A to the Board Chair and Vice Chair Election Procedures

Board Chair Selection

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

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

Section 10 of the Lakehead University Act:

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

Board Bylaws:

> Article 4.1(b): Persons to be elected or appointed as Board Officers shall be those nominated by the Governance and Nominating Committee or those nominated from the floor.
>
> Articles 4.1(a), 4.2(a) and 7.9(b)(7): The Board may appoint Board Officers from time to time for up to two consecutive years, and shall fill any existing vacancies in Board Officers at its Annual Meeting.

BGNC Terms of Reference:

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

Chair/VC/PC Selection Process:

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

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

- must be a Member of the Board of Governors (s. 10, *Lakehead University Act*)
- must be an External Member of the Board
- should normally have served as Vice-Chair for at least one year prior to becoming Board Chair
- must be willing to fulfill the duties of Board Chair; and
- shall possess:
  - The skills and knowledge required of an individual Governor as outlined in the Board approved document entitled "Roles and Responsibilities of Members of the Lakehead University Board of Governors" (the "Board Roles Document")
  - The skills, knowledge and attributes required of the position as outlined in the Board Roles Document
  - Ability and willingness to fulfill the role, duties and responsibilities of the position as outlined in the Board Roles Document and also Article 4.3(b)(1) of the Board Bylaws
  - Such other selection criteria reviewed and approved by the Board on the recommendation of the Board Governance and Nominating Committee

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

Approval Authority: Board of Governors

Established on: June 15, 2012

Amendments: June 9, 2017

Reviews: None

Contents

Roles and Responsibilities of Governors

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

ROLE

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

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

DUTIES AND RESPONSIBILITIES

Governors must:

- Carry out their functions with integrity, independence, good faith and the prudence of a reasonable individual.

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

- Appreciate the roles of universities in society, the particular mission of Lakehead University, and the Senate's role in the University's governance.

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

More specifically, Governors are responsible for the following:

Oversight

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

Outreach

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

Bicameral Governance

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

Board Development and Evaluation

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

Preparation

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

Attendance and Participation

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

Exercise of Due Diligence

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

Ethics

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

Confidentiality and Security

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

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

Conflict of Interest

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

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

- Use, for personal benefit or advantage, any information acquired in the exercise of their office that is not otherwise generally available to the public; or

- Use, directly or indirectly, any facilities or services of the University, nor allow them to be used, for purposes other than those expressly approved by the University.

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

Communication

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

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

SKILLS AND KNOWLEDGE

Governors should have the following skills and knowledge:

- Familiarity with budgets and budgeting and the importance of ensuring the financial health of the institution;

- Ability to quickly and objectively assess and analyze information in order to reach decisions;

- Understanding of the communities in which the University operates;

- Appreciation of requirements for working as a team;

- Understanding the broad context and perspective for Board decision making;

- Understanding of how large organizations function, preferably in a unionized setting;

- Understanding the need for longer term strategic planning to ensure the continued renewal and assessment of the role and mission of an organization;

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

Roles and Responsibilities of the Board Chair

ROLE

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

DUTIES AND RESPONSIBILITES

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

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

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

- Chair Board meetings;

- Call meetings of the Board;

- Develop and monitor Board budget expenses;

- Ensure proper minutes are recorded and presented to subsequent Board meetings; and

- Oversee issues raised with respect to conflict of interest.

Board Effectiveness

- Ensure the Board fulfills its governance responsibilities as set out in the Act and Board Bylaws;

- Ensure Board meetings are conducted in an efficient, effective and focused manner;

- Maintain the boundaries between Board and University administration responsibilities;

- Ensure that Governors are properly informed and that sufficient and timely advance distribution of all background information is provided to enable Governors to form appropriate judgments;

- At meetings, encourage participation of all Governors and promote a spirit of collegiality where robust questioning and discussion is encouraged;

- Build consensus and develop teamwork within the Board;

- Foster ethical and responsible decision-making by the Board and Governors;

- Ensure that each Governor is contributing to the Board's work;

- Be available to Governors for questions, counsel and discussions relating to University;

- Provide, with the University Secretary's assistance, new Governors with information on their duties and responsibilities and encourage ongoing Governor education;

- Ensure the Board has cohesion of direction and purpose at a policy and strategic level;

- Keep the Board up to date on all significant developments.

Relationship with Government and Other Stakeholders

- Support the President in interactions between the University and government;

- Ensure the Board and President are alert to the University's obligations to government; and

- From time to time, to attend meetings with outside stakeholders.

Appointments, Performance and Re-Appointments

- In consultation with the Board and the Board Governance and Nominating Committee consider the optimal Board composition and desired attributes in new Governor appointees to strengthen the Board;

- Work with the Board Governance and Nominating Committee and Standing Committee Chairs regarding new Governor appointments, performance and re-appointments; and

- Working with the Governance and Nominating Committee, participate in the Board effectiveness evaluation process and meet with individual Governors to provide constructive feedback and advice

SKILLS AND KNOWLEDGE

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

- Familiarity with bicameral governance models and University governing bodies;

- Knowledge of the latest version of Roberts Rules of Order and how to conduct a constructive meeting;

- Demonstrates facilitative skill and appreciation of teamwork;

- Communication skills to represent the University if necessary before community groups, the media, and all levels of the University; and

- Ability to deal with and effectively resolve conflicting goals and competing interests in a public setting.

Roles and Responsibilities of the Board Vice-Chair

ROLE

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

DUTIES AND RESPONSIBILITES

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

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

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

SKILLS AND KNOWLEDGE

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

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

Roles and Responsibilities of Board Committee Chairs

ROLE

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

DUTIES AND RESPONSIBILITIES

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

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

- Ensures that administration presents to the Committee all matters necessary to enable the Committee to effectively discharge its responsibilities in a timely fashion;

- Coordinates with the University Secretary, the logistics of the Committee's operations and liaises with the Board Chair regarding interface of Board and Committee;

- Produces and delivers reports to the Board as routinely required, including bringing forth recommendations or motions from the Committee;

- Initiates, leads and reports the Committee's annual report to the Board;

- Leads and reports the Committee performance evaluation to the Executive Committee;

- Collaborates with other Board Committee Chairs as required;

- Informs Committee members of relevant internal or external information regarding the University;

- Liaises with the Board Chair regarding Committee member appointments and performance;

- Reports progress on the Committee's projects and decisions to the Board Chair.

SKILLS AND KNOWLEDGE

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

- Be an interactive communicator with strong facilitative leadership skills and the ability to communicate well with a variety of people at all levels of the organization;

- Be familiar with bicameral governance and the University governing bodies;

- Knowledge of the latest version of Roberts Rules of Order and how to conduct a constructive meeting;

- Possess the skills and experience appropriate to the specific Committee;

- Ability to follow directions and accept feedback;

- Ability to manage time and meet deadlines; and

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

Review Period: 5 years or as required

Date for Next Review: June 2022

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

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

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

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

![Lakehead University | University Secretariat]

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

Approval Authority: Board of Governors
Established on: June 15, 2012
Amendments: June 9, 2017, <mark>TBD</mark>
Reviews: <mark>None</mark>

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Roles and Responsibilities of Governors

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

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

DUTIES AND RESPONSIBILITIES

Every Governor, in exercising powers and discharging duties to the University, shall: (a) act honestly and in good faith with a view to the best interests of the University, in accordance with their fiduciary duty to the University; and (b) exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances, in accordance with their duty of care to the University. Accordingly, Governors must:

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

> **Commented [BHE1]:** On 24 Mar 2022 the Board asked the BGNC to consider emphasizing more that Board members are all fiduciaries, as the duty is only mentioned once in this document
>
> **Commented [BHE2R1]:** BGNC recommends this modification be adopted to address the issue.

responsibility is to the University and not to any private interest, community tie, or particular university sector.

- Appreciate the roles of universities in society, the particular mission of Lakehead University, and the Senate's role in the University's governance.

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

- ~~Hold the University accountable, while acting as ambassadors for it.~~

More specifically, Governors are responsible for the following:

Oversight

- Make good governance of the University a first priority;

- Accept responsibility and accountability for delivery of the University's vision/mission and strategic plan;

- Monitor the University's performance in meeting the annual objective in the strategic plan;

- Maintain the financial health of the University; and

- Oversee the effective management of the University's physical assets.

Outreach

- Attend University events including convocations, Board retreats, and student events;

- Take an active role as a University contributor and ambassador; and

- Keep appropriately informed about major aspects and activities of the University.

Commented [BHE3]: Per the 24 Mar 2022 Board meeting, BoG members would like BGNC to consider clarifying the meaning of "Hold the University accountable".

Commented [BHE4R3]: BGNC recommends that this bullet point be deleted. The Ambassadors point is already captured under the "Outreach" section, and the other point is unnecessary.

Bicameral Governance

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

Board Development and Evaluation

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

Preparation

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

Attendance and Participation

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

Exercise of Due Diligence

Governors must act with integrity, independence and the good faith of a reasonable individual to promote the best interests of the University, bringing due care, diligence and competence to that task. (Due diligence is defined as: the duty of Governors to exercise such degree of skill

and diligence as would amount to the reasonable care that an ordinary person might be expected to take in the circumstances on his or her own behalf.)

Ethics

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

Confidentiality and Security

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

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

Conflict of Interest

Governors must act in the best interests of the University and must make full disclosure of all real, potential and apparent conflicts of interest annually and when they arise. If a Governor

becomes aware during the year of a conflict of interest or an apparent conflict of interest, he or she must declare that conflict of interest immediately in writing and must conduct him- or herself in accordance with the sections of the Board's Procedures on Conflict of Interest (refer to Bylaws - Article 19). Governors must not:

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

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

Communication

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

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

SKILLS AND KNOWLEDGE

Governors should have the following skills and knowledge:

- Familiarity with budgets and budgeting and the importance of ensuring the financial health of the institution;

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

Board Chair Position Description

ROLE

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

DUTIES AND RESPONSIBILITES

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

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

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

Board Effectiveness

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

Relationship with Government and Other Stakeholders

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

Appointments, Performance and Re-Appointments

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

SKILLS, KNOWLEDGE AND ATTRIBUTES

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

- Leadership and consensus-building skills;
- Demonstrates facilitative skill and appreciation of teamwork;
- Ability to deal with and effectively resolve conflicting goals and competing interests in a public setting.
- An ability to act impartially, without bias, and in the best interests of Lakehead University;
- Knowledge of the strategic plan and risks of Lakehead University;
- Familiarity with bicameral governance models and University governing bodies;
- Knowledge of the latest version of Roberts Rules of Order and how to conduct a constructive meeting;
- Communication skills to represent the University if necessary before community groups, the media, and all levels of the University;
- The independence, competencies and attributes required to fulfill this Position Description;
- An ability, willingness and time to fulfill this Position Description;

> **Commented [BHE5]:** On 24 Mar 2022 the Board asked that "Integrity" be removed from this list as it is already a requirement of all individual Governors. This change has been made here, and also to the Vice Chair and Past Chair position description sections.
>
> **Deleted:** <#>Integrity;¶

- The Board Chair should normally have served as Vice-Chair for at least one year prior to becoming considered for Board Chair;
- The Board Chair must be willing to fulfill the duties and responsibilities of Board Chair; and
- Such other criteria reviewed and approved by the Board on the recommendation of the Board Governance and Nominating Committee.

Board Vice-Chair Position Description

ROLE

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

DUTIES AND RESPONSIBILITES

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

The duties of the Vice-Chair include but are not limited to, the following:
- Chairing Board meetings in the absence of the Board Chair;
- Chairing Executive Committee meetings in the absence of the Board Chair;
- Representing the Board of Governors at formal and other functions held at the University; and
- Other duties as may be required from time to time.

SKILLS, KNOWLEDGE AND ATTRIBUTES

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

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

Board Past Chair Position Description

ROLE

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

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DUTIES AND RESPONSIBILITES

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

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

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

SKILLS, KNOWLEDGE, AND ATTRIBUTES

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

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

Deleted: <#>Integrity;¶

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

Roles and Responsibilities of Board Committee Chairs

ROLE

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

DUTIES AND RESPONSIBILITIES

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

The Board Committee Chair:
- Sets the agenda and tone for the Committee work and delegates work among Committee members;
- Ensures that Committee members have the information needed in a timely fashion to fulfill their roles in an informed way;

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

SKILLS AND KNOWLEDGE

All skills and knowledge required of an individual Governor as outlined above, plus:
- Be an interactive communicator with strong facilitative leadership skills and the ability to communicate well with a variety of people at all levels of the organization;
- Be familiar with bicameral governance and the University governing bodies;

- Knowledge of the latest version of Roberts Rules of Order and how to conduct a constructive meeting;
- Possess the skills and experience appropriate to the specific Committee;
- Ability to follow directions and accept feedback;
- Ability to manage time and meet deadlines; and
- Appropriate Board, senior staff, business or community leadership experience that is relevant to the focus and mandate of the Committee he/she is chairing.

Review Period: 5 years or as required

Date for Next Review: March 2027

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

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

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

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

Board of Governors Nominations Process

Category: Governance;

Jurisdiction: General Counsel and University Secretary; Board Governance & Nominating Committee;

Approval Authority: Board of Governors;

Established on: April 10, 2013;

Amendments: February 9, 2018; TBD.

The Board Governance & Nominating Committee (BGNC) is a Standing Committee of the Lakehead University Board of Governors that is charged with the primary role of assisting the Board of Governors in its governance stewardship and oversight responsibilities. Its main roles include:

- Reviewing the skills and experience required on the Board and identify to the Board candidates as prospective Governors,; and
- Recruiting, screening and recommending to the Board a roster of candidates for election to the Board.

Appointments are made respecting the Lakehead University Act, Lakehead University Bylaws, and the Lakehead University Board approved "Roles and Responsibilities of Members."

Identification of Board Needs:

At least once per year, and each time the Board composition or terms of reference of Board Standing Committees change:

- the BGNC Chair will consult with the Board Chair to determine if any skills gaps exist on the Board and report to the BGNC;
- the BGNC Chair will consult with Board Standing Committees Chairs to determine if any skills gaps exist on such Standing Committees and report to the BGNC; and
- the BGNC will review the Board Skills Matrix, and recommend to the Board any proposed changes.

Following the Annual Meeting of the Board, the Board Chair, with the assistance of the Secretary, shall identify the challenges, opportunities, and the course of action that the Board will likely pursue in the next few years and present this to the BGNC at its first meeting following the Annual Meeting.

Once a year, the BGNC and the Board shall be advised in writing by the Secretary of the names of those members whose terms expire during the current year. These names shall be recorded in the Official Minutes of that Board meeting. (Board By-Laws, Paragraph 7(a))

New Board Member Recruitment

When a vacancy exists or is anticipated, the BGNC shall implement the following steps to fill it:

> **Commented [1]:** October 28, 2019:
>
> Kathy Rippey recommendation: Board Chair's Report - move to Orientation session as CoW event or retreat rather than on BGNC Workplan - consider eliminating this item in the Nominations process -MM

Step 1 - Identification of skills -gaps

using the Board Skills Matrix and information from the Board Chair regarding the challenges, opportunities, and the course of action that the Board will likely pursue in the next few years, tThe BGNC will identify any gaps that should be filled to meet the needs of the Board and/or its Standing Committees, with due regard to the Board Skills Matrix and the Board Diversity Policy.

Step 2 - Recommendation

, and, wWith due regard for the identified skills gaps and Board Diversity Policy, the BGNC will determine recommend to the Board a suitable candidate from the Evergreen List to interview (the BGNC may decide to disregard an interview if the candidate was recently interviewed). with the desired skills and attributes to fill such vacancy. Should none of the candidates on the Evergreen List be suitable to fill the current vacancy, the BGNC shall move on to the next step in the process.

Step 3 - Seek Nominations

The BGNC willmay instruct the Secretariat to advertise any vacancies. Advertisements shall include the desired skills the Board is currently seeking to fill. The BGNC will formulate advertising strategies to encourage nominations from under-represented groups. The Board of Governors strives for a diverse membership reflective of the population it serves (See Board Diversity Policy). The BGNC first examines the membership in terms of sensitivity to diversity balance and then to the skills sets required.

Nomination of candidates must be made on the Board approved Nominations Form, be accompanied by a current resume or CV, and contain sufficient information to enable the BGNC to determine whether or not to interview a candidate. As part of the nomination process, nominees will also be required to fill out the Skills Matrix. Self-nominations are encouraged. Nominations shall be sent to the Board Secretary.

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Commented [3]: Provision moved here from elsewhere in document.

Step 4 - Nomination Review

Candidates must possess the qualifications, the experience, and the commitment required to govern an institution of the size, complexity and reputation of Lakehead University. Knowledge and expertise in a wide variety of fields are preferred in order that the duties of the Board can be discharged effectively. Upon the close of the nomination period (or such other reasonable times as nominations are received) the BGNC will review each nomination and decide to:

- interview the nominee (should they meet the current criteria identified to fill an upcoming Board vacancy); or
- add the nominee to the Evergreen List for future interview consideration (e.g. if candidate does not meet the current needs of the Board but may be a desirable candidate in the future);
- add the nominee to a secondary list for future consideration (e.g. if it is determined that the candidate requires more experience prior to being considered for a position on the Board of Governors).

Step 5 - Interviews and Recommendations

Interviews of prospective candidates will be carried out by a sub-committee of the BGNC, containing at least the Chair or Vice-Chair, the President, and the Chair of BGNC. The Interview Sub-Committee will report to the BGNC on the results of the interview, and make a recommendation regarding whether the individual shall be recommended to the Board for appointment or added to the Evergreen List. The BGNC will determine whether individuals will be recommended to the Board for appointment or added to the Evergreen List. The Committee will recommend appointments that, as much as possible, avoid potential conflicts of interest.

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Commented [5]: Provision moved here from elsewhere in document.

Commented [6]: Provision moved here from elsewhere in document.

No individual will be appointed by~to~ the Board without first being nominated and interviewed, regardless of whether such individual was recommended by a constituency such as the Ogimaawin Indigenous Education Council (OIEC), the Senate, the Lakehead University Student Union, or the Alumni Association. For greater certainty, members appointed by other bodies, such as the LGIC and the City of Thunder Bay, shall be interviewed in order to provide a mutually beneficial learning opportunity, and start developing a good rapport amongst Board members.

New Board Member Recruitment - Evergreen List

The~Board recruitment is carried out using an~ "Evergreen List" will contain a list of ~of pre-approved~ prospective Board members as determined by the BGNC. ~Recruitment of candidates to fill future Board vacancies will be an ongoing process (see Figure 1).~ The Evergreen List consists of a list of people who have been nominated, and either:

- interviewed~,~ and selected by the BGNC as ~a~ possible future Board member~s, or~
- ~and a list of those that~ the BGNC has decided to interview once the Board is seeking their skill set.

~The BGNC shall review any individual who has been on the Evergreen List for over three years, and determine if the individual shall remain on the Evergreen List for up to another three years. Evergreen List members may~shall~ be engaged in various University activities through an engagement strategy.

The University's Governance website will perpetually contain a call for interested individuals to be nominated or self-nominate to serve on the Board. ~Periodically, the BGNC will instruct the Secretary to push out calls for interest to serve. At least once per year, the BGNC Chair shall report to the Board on upcoming Board vacancies, and encourage current Board members to solicit nominations from prospective candidates.~

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Nomination of all new candidates must be made on the Board approved Nominations Form, be accompanied by a current resume or CV, and contain sufficient information to enable the BGNC to determine whether or not to interview a candidate. Self-nominations are encouraged. Nominations shall be sent to the Board Secretary. The BGNC shall review completed nominations periodically throughout each year, and determine whether a nominated candidate should be interviewed.

> **Commented [8]:** Moved above

No individual will be appointed to the Board without first being nominated using the above noted process and interviewed, regardless of whether such individual was recommended by a constituency such as O-AGC, Senate, LUSU, or the Alumni Association.

> **Commented [9]:** Moved above

Interviews of prospective candidates will be carried out by a sub-committee of the BGNC, containing at least the Chair or Vice-Chair, the President, and the Chair of BGNC. The Interview Sub-Committee will report to the BGNC on the results of the interview, and make a recommendation regarding whether the individual shall be added to the Evergreen List. The BGNC will determine whether individuals will be added to the Evergreen List.

> **Commented [10]:** Moved above

Candidates must possess the qualifications, the experience, and the commitment required to govern an institution of the size, complexity and reputation of Lakehead University. Knowledge and expertise in a wide variety of fields are preferred in order that the duties of the Board can be discharged effectively. In addition, the Committee will recommend appointments that, as much as possible, avoid potential conflicts of interest.

> **Commented [11]:** Moved above

Board Standing Committees

The BGNC is also charged with the following:

- Propose nominees to serve on all Standing Committees of the Board.
- Propose nominees for Chairs of all Standing Committees.

Each spring, the BGNC shall invite Board members to submit any preferences they may have on their first, second, and third choice for Board Standing Committees, and other appointments that the Board regularly makes (for example, a member on the Senate and the OIEC~~O AGC~~). In addition, the BGNC shall invite Board members to make recommendations on Standing Committee Chairs. While efforts will be made to address Board member preferences, the Board reserves the right to appoint Board members to any Standing Committee.

The BGNC shall strive to make a recommendation to the Board in June regarding Board members to fill Standing Committees and Standing Committee Chairs following the next Annual Meeting of the Board. The BGNC shall consult with the Board Chair prior to making such recommendation.

~~**Nominations Process Review**~~

~~**The Nomination Process will be reviewed by the Board at least every three years. The BGNC shall review the Board Nominations Form at least every three years and recommend any changes to the Board.**~~
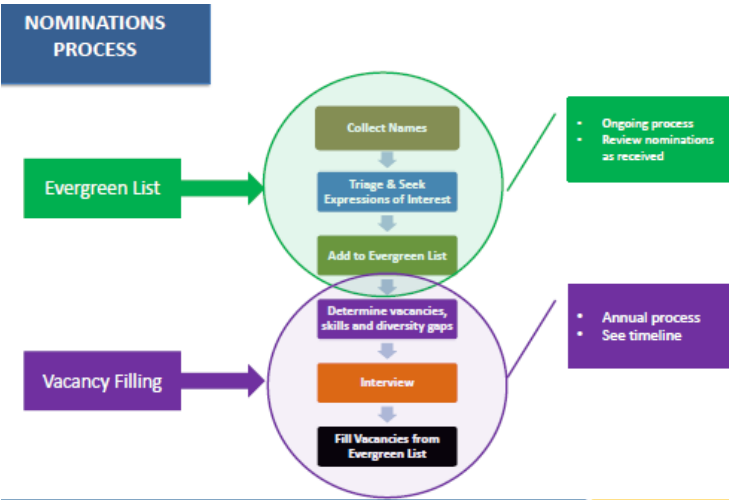
Figure 1: Board ~~Ongoing~~ Nominations Process

Figure 2: Nominations Timeline

Date	Who?	Decision/Action
November	Secretary	Notice of expiring terms
January to March	BGNC	Recommend any term extensions; determine gaps for upcoming term
March	Secretary	Distribute Committee Preference Survey and Board Performance Survey
Mid-April	BGNC	Recommend external appointments (OIEC, Senate, Pensions)
Mid-May	BGNC	Determine proposed new Board members; recommend Board Committee and Officer appointments
Summer	Interview Committee	Carry out potential new Board member interviews
Mid-September	BGNC	Recommend proposed new Board members; finalize annual report with all recommendations
Annual Meeting	Board	Review and approve recommendations

Committee Preference results available

Performance Survey results available

Review Period: 3 years;

Date for Next Review: 2021-2022;

Related Policies, ~~and~~ Procedures and Forms: Board Nominations Form~~None~~;

Policy Superseded by this Policy: None.

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

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

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

Phone: 807-34~~3-8010 Ext.6-~~7929 or Email: univsec@lakeheadu.ca.

Board of Governors Nominations Process

Category: Governance;

Jurisdiction: General Counsel and University Secretary; Board Governance & Nominating Committee;

Approval Authority: Board of Governors;

Established on: April 10, 2013;

Amendments: February 9, 2018.

The Board Governance & Nominating Committee (BGNC) is a Standing Committee of the Lakehead University Board of Governors that is charged with the primary role of assisting the Board of Governors in its governance stewardship and oversight responsibilities. Its main roles include:

- Reviewing the skills and experience required on the Board and identify to the Board candidates as prospective Governors,; and
- Recruiting, screening and recommending to the Board a roster of candidates for election to the Board.

Appointments are made respecting the Lakehead University Act, Lakehead University Bylaws, and the Lakehead University Board approved "Roles and Responsibilities of Members."

Identification of Board Needs:

At least once per year, and each time the Board composition or terms of reference of Board Standing Committees change:

- the BGNC Chair will consult with the Board Chair to determine if any skills gaps exist on the Board and report to the BGNC;
- the BGNC Chair will consult with Board Standing Committees Chairs to determine if any skills gaps exist on such Standing Committees and report to the BGNC; and
- the BGNC will review the Board Skills Matrix, and recommend to the Board any proposed changes.

Following the Annual Meeting of the Board, the Board Chair, with the assistance of the Secretary, shall identify the challenges, opportunities, and the course of action that the Board will likely pursue in the next few years and present this to the BGNC at its first meeting following the Annual Meeting.

Once a year, the BGNC and the Board shall be advised in writing by the Secretary of the names of those members whose terms expire during the current year. These names shall be recorded in the Official Minutes of that Board meeting. (Board By-Laws, Paragraph 7(a))

When a vacancy exists or is anticipated, using the Board Skills Matrix and information from the Board Chair regarding the challenges, opportunities, and the course of action that the Board will likely pursue in the next few years, the BGNC will identify any gaps that should be filled to meet the needs of the Board and/or its Standing Committees, and, with due regard for diversity, recommend to the Board a candidate from the

Evergreen List with the desired skills and attributes to fill such vacancy. The Board of Governors strives for a diverse membership reflective of the population it serves. The BGNC first examines the membership in terms of sensitivity to diversity balance and then to the skills set required.

New Board Member Recruitment - Evergreen List

Board recruitment is carried out using an "Evergreen List" of pre-approved prospective Board members. Recruitment of candidates to fill future Board vacancies will be an ongoing process (see Figure 1). The Evergreen List consists of a list of people who have been nominated, interviewed, and selected by the BGNC as a possible future Board member. The BGNC shall review any individual who has been on the Evergreen List for over three years, and determine if the individual shall remain on the Evergreen List for up to another three years. Evergreen List members shall be engaged in various University activities through an engagement strategy.

The University's Governance website will perpetually contain a call for interested individuals to be nominated or self-nominate to serve on the Board. Periodically, the BGNC will instruct the Secretary to push out calls for interest to serve. At least once per year, the BGNC Chair shall report to the Board on upcoming Board vacancies, and encourage current Board members to solicit nominations from prospective candidates.

Nomination of all new candidates must be made on the Board approved Nominations Form, be accompanied by a current resume or CV, and contain sufficient information to enable the BGNC to determine whether or not to interview a candidate. Self-nominations are encouraged. Nominations shall be sent to the Board Secretary. The BGNC shall review completed nominations periodically throughout each year, and determine whether a nominated candidate should be interviewed.

No individual will be appointed to the Board without first being nominated using the above noted process and interviewed, regardless of whether such individual was recommended by a constituency such as O-AGC, Senate, LUSU, or the Alumni Association.

Interviews of prospective candidates will be carried out by a sub-committee of the BGNC, containing at least the Chair or Vice-Chair, the President, and the Chair of BGNC. The Interview Sub-Committee will report to the BGNC on the results of the interview, and make a recommendation regarding whether the individual shall be added to the Evergreen List. The BGNC will determine whether individuals will be added to the Evergreen List.

Candidates must possess the qualifications, the experience, and the commitment required to govern an institution of the size, complexity and reputation of Lakehead University. Knowledge and expertise in a wide variety of fields are preferred in order that the duties of the Board can be discharged effectively. In addition, the Committee will recommend appointments that, as much as possible, avoid potential conflicts of interest.

Board Standing Committees

The BGNC is also charged with the following:

- Propose nominees to serve on all Standing Committees of the Board.
- Propose nominees for Chairs of all Standing Committees.

Each spring, the BGNC shall invite Board members to submit any preferences they may have on their first, second, and third choice for Board Standing Committees, and other appointments that the Board regularly makes (for example, a member on Senate
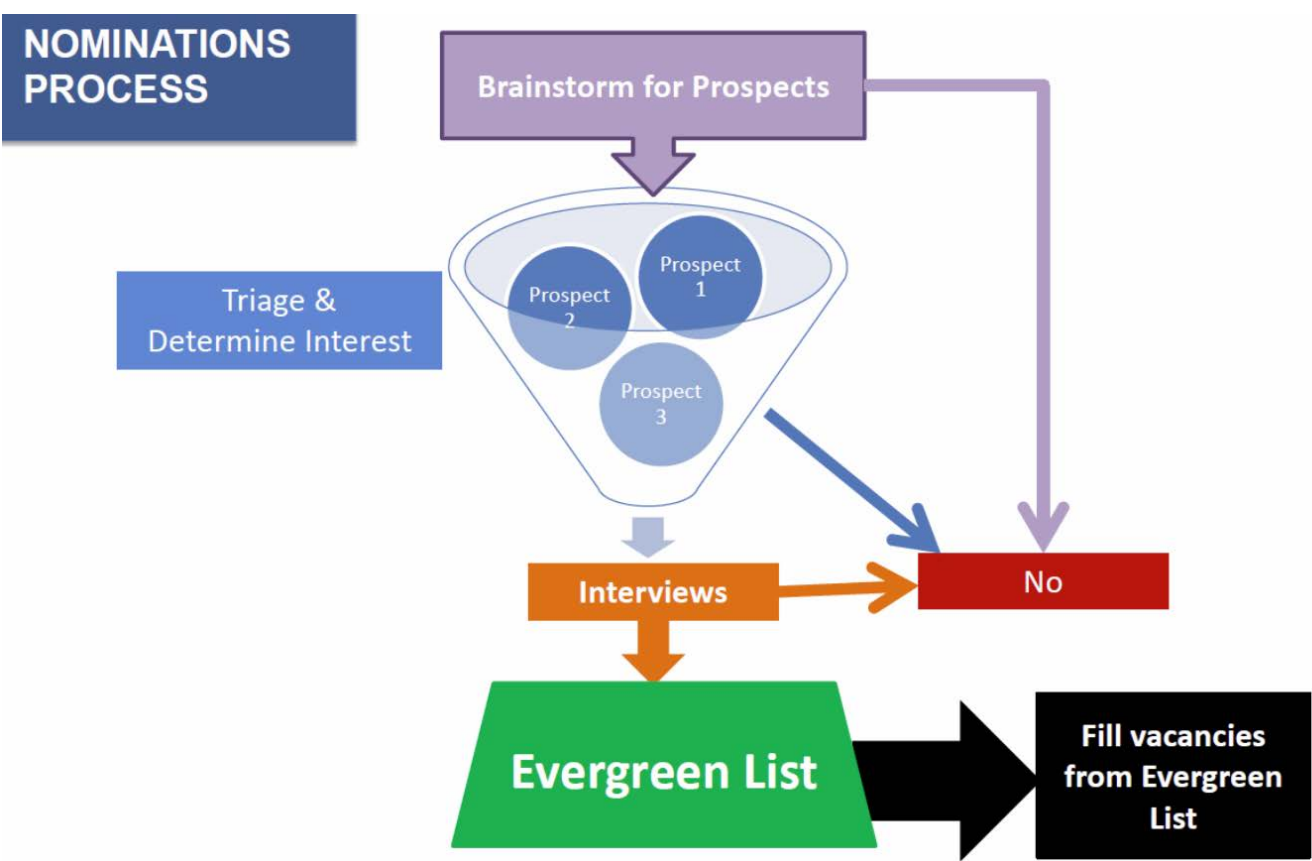
and O-AGC). In addition, the BGNC shall invite Board members to make recommendations on Standing Committee Chairs. While efforts will be made to address Board member preferences, the Board reserves the right to appoint Board members to any Standing Committee.

The BGNC shall strive to make a recommendation to the Board in June regarding Board members to fill Standing Committees and Standing Committee Chairs following the next Annual Meeting of the Board. The BGNC shall consult with the Board Chair prior to making such recommendation.

Nominations Process Review

The Nomination Process will be reviewed by the Board at least every three years. The BGNC shall review the Board Nominations Form at least every three years and recommend any changes to the Board.

Figure 1: Board Ongoing Nominations Process

Review Period: 3 years;
Date for Next Review: 2021-2022;
Related Policies and Procedures: None;
Policy Superseded by this Policy: None.

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

Open: Monday through Friday from 8:30am to 4:30pm;
Location: University Centre, Thunder Bay Campus, Room UC2002;
Phone: 807-346-7929 or Email: univsec@lakeheadu.ca.

Board of Governors Nominations Process

Category: Governance;

Jurisdiction: General Counsel and University Secretary; Board Governance & Nominating Committee;

Approval Authority: Board of Governors;

Established on: April 10, 2013;

Amendments: February 9, 2018; TBD.

The Board Governance & Nominating Committee (BGNC) is a Standing Committee of the Lakehead University Board of Governors that is charged with the primary role of assisting the Board of Governors in its governance stewardship and oversight responsibilities. Its main roles include:

- Reviewing the skills and experience required on the Board and identify to the Board candidates as prospective Governors; and
- Recruiting, screening and recommending to the Board candidates for election to the Board.

Appointments are made respecting the Lakehead University Act, Lakehead University Bylaws, and the Lakehead University Board approved "Roles and Responsibilities of Members."

Identification of Board Needs:

At least once per year, and each time the Board composition or terms of reference of Board Standing Committees change:

- the BGNC Chair will consult with the Board Chair to determine if any skills gaps exist on the Board and report to the BGNC;
- the BGNC Chair will consult with Board Standing Committees Chairs to determine if any skills gaps exist on such Standing Committees and report to the BGNC; and
- the BGNC will review the Board Skills Matrix, and recommend to the Board any proposed changes.

Once a year, the BGNC and the Board shall be advised in writing by the Secretary of the names of those members whose terms expire during the current year. These names shall be recorded in the Official Minutes of that Board meeting. (Board By-Laws, Paragraph 7(a))

New Board Member Recruitment

When a vacancy exists or is anticipated, the BGNC shall implement the following steps to fill it:

Step 1 - Identification of skills gaps
The BGNC will identify any gaps that should be filled to meet the needs of the Board and/or its Standing Committees, with due regard to the Board Skills Matrix and the Board Diversity Policy.

Step 2 - Recommendation

With due regard for the identified skills gaps and Board Diversity Policy, the BGNC will determine   a suitable candidate from the Evergreen List to interview (the BGNC may decide to disregard an interview if the candidate was recently interviewed).   Should none of the candidates on the Evergreen List be suitable to fill the current vacancy, the BGNC shall move on to the next step in the process.

Step 3 - Seek Nominations

The BGNC may instruct the Secretariat to advertise any vacancies. Advertisements shall include the desired skills   the Board is currently seeking to fill. The BGNC will formulate advertising strategies to encourage nominations from under-represented groups. The Board of Governors strives for a diverse membership reflective of the population it serves (See Board Diversity Policy). The BGNC first examines the membership in terms of sensitivity to diversity balance and then to the skill sets required.

Nomination of candidates must be made on the Board approved Nominations Form, be accompanied by a current resume or CV, and contain sufficient information to enable the BGNC to determine whether or not to interview a candidate. As part of the nomination process, nominees will also be required to fill out the Skills Matrix. Self-nominations are encouraged. Nominations shall be sent to the Board Secretary.

Step 4 - Nomination Review

Candidates must possess the qualifications, the experience, and the commitment required to govern an institution of the size, complexity and reputation of Lakehead University. Knowledge and expertise in a wide variety of fields are preferred in order that the duties of the Board can be discharged effectively. Upon the close of the

nomination period (or such other reasonable times as nominations are received) the BGNC will review each nomination and decide to:

- interview the nominee (should they meet the current criteria identified to fill an upcoming Board vacancy); or
- add the nominee to the Evergreen List for future interview consideration (e.g. if candidate does not meet the current needs of the Board but may be a desirable candidate in the future);
- add the nominee to a secondary list for future consideration (e.g. if it is determined that the candidate requires more experience prior to being considered for a position on the Board of Governors).

Step 5 - Interviews and Recommendations

Interviews of prospective candidates will be carried out by a sub-committee of the BGNC, containing at least the Chair or Vice-Chair, the President, and the Chair of BGNC. The Interview Sub-Committee will report to the BGNC on the results of the interview, and make a recommendation regarding whether the individual shall be recommended to the Board for appointment or added to the Evergreen List. The BGNC will determine whether individuals will be recommended to the Board for appointment or added to the Evergreen List. The Committee will recommend appointments that, as much as possible, avoid potential conflicts of interest.

No individual will be appointed by the Board without first being nominated and interviewed, regardless of whether such individual was recommended by a constituency such as the Ogimaawin Indigenous Education Council (OIEC), the Senate, the Lakehead University Student Union, or the Alumni Association. For greater certainty, members appointed by other bodies, such as the LGIC and the City of Thunder Bay, shall be interviewed in order to provide a mutually beneficial learning opportunity, and start developing a good rapport amongst Board members.

Evergreen List

The "Evergreen List" will contain a list of prospective Board members as determined by the BGNC. The Evergreen List consists of a list of people who have been nominated, and either:

- interviewed and selected by the BGNC as possible future Board members, or
- the BGNC has decided to interview once the Board is seeking their skill set.

The BGNC shall review any individual who has been on the Evergreen List for over three years, and determine if the individual shall remain on the Evergreen List for up to another three years. Evergreen List members may be engaged in various University activities through an engagement strategy.

The University's Governance website will perpetually contain a call for interested individuals to be nominated or self-nominate to serve on the Board.

Board Standing Committees

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- Propose nominees to serve on all Standing Committees of the Board.
- Propose nominees for Chairs of all Standing Committees.

Each spring, the BGNC shall invite Board members to submit any preferences they may have on their first, second, and third choice for Board Standing Committees, and other appointments that the Board regularly makes (for example, a member on the Senate and the OIEC). In addition, the BGNC shall invite Board members to make recommendations on Standing Committee Chairs. While efforts will be made to address Board member preferences, the Board reserves the right to appoint Board members to any Standing Committee.

The BGNC shall strive to make a recommendation to the Board in June regarding Board members to fill Standing Committees and Standing Committee Chairs following the next Annual Meeting of the Board. The BGNC shall consult with the Board Chair prior to making such recommendation.

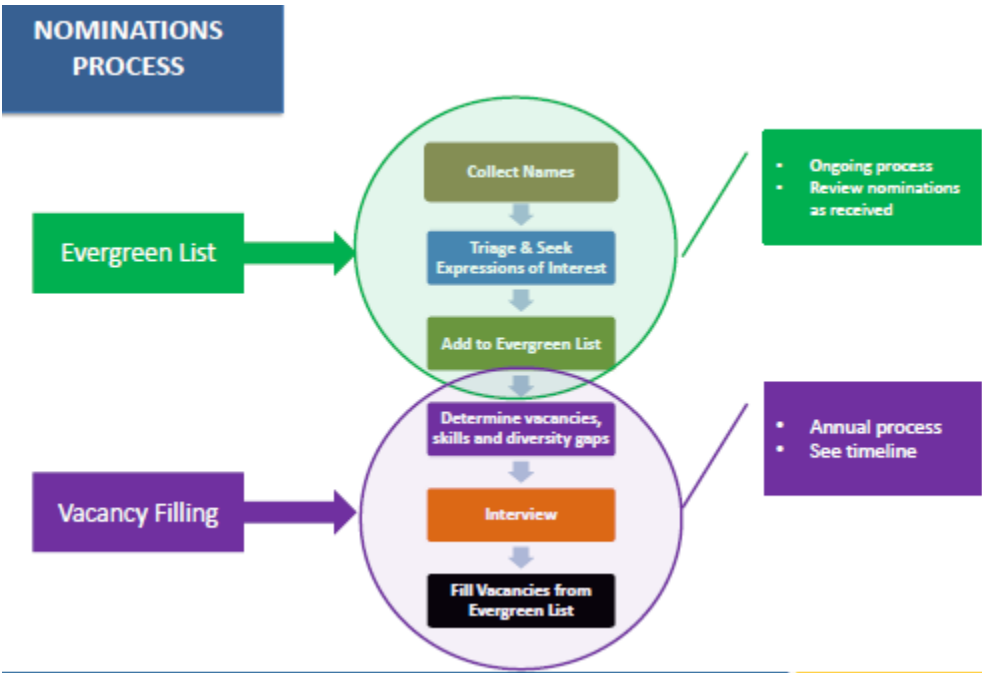## Figure 1: Board   Nominations Process

Figure 2: Nominations Timeline

Date	Who?	Decision/Action
November	Secretary	Notice of expiring terms
January to March	BGNC	Recommend any term extensions; determine gaps for upcoming term
March	Secretary	Distribute Committee Preference Survey and Board Performance Survey
Mid-April	BGNC	Recommend external appointments (OIEC, Senate, Pensions)
Mid-May	BGNC	Determine proposed new Board members; recommend Board Committee and Officer appointments
Summer	Interview Committee	Carry out potential new Board member interviews
Mid-September	BGNC	Recommend proposed new Board members; finalize annual report with all recommendations
Annual Meeting	Board	Review and approve recommendations

Committee Preference results available

Performance Survey results available

Review Period: 3 years;

Date for Next Review: 2021-2022;

Related Policies, Procedures and Forms: Board Nominations Form;

Policy Superseded by this Policy: None.

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