



BOARD OF GOVERNORS MEETING

AGENDA

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| Date: | May 4, 2023 |
| Time: | 9:00am - 1:00pm (EDT) |
| Location: | <p>Thunder Bay Campus: Senate Chambers (UC1001) Board Members attending in person are asked to bring a device and connect to the Zoom meeting to improve the experience for those participating virtually.</p> <p>Orillia Campus: Room OA3041 (will be connected to the Senate Chambers)</p> <p>Join Zoom Meeting: https://lakeheadu.zoom.us/j/98708845307 Meeting ID: 987 0884 5307 Passcode: 812295</p> |
| On Campus WiFi Network: LUEvents / 23BuT3*FLY | |

Board of Governors Members: Brandon Rhéal Amyot; Robert Arnone; Karen Boz; Peter Caldwell; Dr. Claudine Cousins; Ann Dumyn; Thomas Kehoe; Dr. Don Kerr; Pauline Mickelson; Michael Nitz; Rachael Paquette; Dr. Moira McPherson; Anna Sampson; Dr. Bryanna Scott-Kay; Mark Smith; Cathy Tuckwell (Vice-Chair); Maria Vasanelli (Chair)

Administrative Resources: Marcie Morrison (Recorder) – Acting Associate University Secretary; Yvonne Roussel (Secretary) - Interim University Secretary

| To view and/or download supporting documents, click on the blue hyperlinks below. | | | |
|---|--------------------|-----------------|--------|
| Item | | Presenter(s) | Time* |
| *Timing is approximate and may be changed by the Board | | | |
| Traditional Land Acknowledgement | | | |
| Robert Poulin Award Recognition | | | |
| The Robert Poulin Award (Thunder Bay Campus) is an award for outstanding citizenship presented to a full-time undergraduate or graduate student selected by their fellows, the faculty and administration as contributing most to the welfare of the University through their student activities. | | | |
| Welcome and Introduction of New Board Member (Dr. Bryanna Scott-Kay) | | | |
| 1. | Approval of Agenda | Maria Vasanelli | 9:00am |

| | | | |
|----|--|---------------------------------|-----------------|
| | MOVED that the agenda be approved. | | |
| 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. | Maria Vasanelli | |
| 3. | Declaration of Conflict of Interest Members are reminded of their duty to declare a conflict of interest should awareness of conflict arise at any time during the meeting. | Maria Vasanelli | |
| 4. | Code of Conduct at Meetings Members are reminded of the Board approved Code of Conduct in place to promote a positive environment. | Maria Vasanelli | |
| 5. | Deputation to the Board of Governors Lakehead University Faculty Association: Collegial, Transparent, and Open Hiring and Renewal Procedures for Senior Academic Administrators a. Deputation Request b. Letter c. Board of Governors Deputation Policy - for information | Dr. Gautam Das, Dr. Lynn Martin | 15min 9:05am |
| 6. | Chair's Report a. Lakehead University Student Union (LUSU) Food Resource Centre - Food Security b. LUSU Food Resource Centre Statistics | Maria Vasanelli | 10min 9:20am |
| 7. | President's Report | Dr. Moira McPherson | 10min 9:30am |
| 8. | Consent Agenda <i>For Information: The Board Bylaws provide that items for approval under the Consent Agenda may include non-controversial items and routine items that are regularly discussed including without limitation Board Standing Committee reports, reports from other committees with Governor representatives, approvals of Adjunct Professors, and appointment of academic chairs. Any Governor may require that an item be removed from the Consent Agenda</i> | Maria Vasanelli | 5min 9:40am |

| | | | |
|-----|--|--|--|
| | <p><i>portion of the meeting and placed as a separate item on the agenda to allow discussion or debate on the item.</i></p> <p>MOVED that the Consent Agenda be approved.</p> | | |
| C1. | <p>Minutes of Previous Meeting</p> <p>MOVED that the minutes of the March 23, 2023 meeting be approved.</p> | | |
| C2. | <p>Executive Committee Report - for information</p> <p><i>For Information: The Board Executive Committee discussed items of business that were sensitive or confidential in nature during its meeting on January 26, 2023. A confidential report was provided during the in camera session.</i></p> | | |
| C3. | <p>President's Report on Appointments</p> | | |
| C4. | <p>External Relations Committee Report (of the April 12, 2023 meeting)</p> <p>a. Naming of Property Policy</p> <p>i. Current Policy</p> <p>ii. Proposed Amendments (with markup)</p> <p>iii. Proposed Amendments (without markup)</p> <p>MOVED to approve the proposed amendments to the Naming of Property Policy, as circulated.</p> | | |
| C5. | <p>Finance and Operations Committee Report (of the April 13, 2023 meeting)</p> <p>a. Pension Plan Amendments</p> <p>i. Memo</p> <p>ii. Lakehead University Faculty Association (LUFA) Amendment 2023-1</p> <p>MOVED to approve LUFA Amendment 2023/1, as circulated.</p> <p>iii. Lakehead University Employee Pension Plan (LUEPP) Amendment 2023-1</p> <p>MOVED to approve LUEPP Amendment 2023/1, as circulated.</p> | | |

| | | |
|-----|--|--|
| | | <p>b. Statement of Investment Policies and Procedures - Lakehead University Pension Plan - Proposed Amendments</p> <p>MOVED to approve the proposed amendments to the Statement of Investment Policies and Procedures - Lakehead University Pension Plan, as circulated.</p> |
| C6. | <p>Governance and Nominating Committee Report (of the April 12, 2023 meeting)</p> <p>a. 2023-24 Board Meeting Schedule</p> <p>MOVED to approve the proposed 2023-24 Board meeting schedule, as circulated.</p> <p>b. Format for Board Standing Committee's for the 2023-24 Term</p> <p>MOVED to approve that Board Standing Committee meetings remain virtual for the 2023-34 term.</p> <p>c. Lieutenant Governor in Council Appointee Standing Committee Assignment</p> <p>MOVED to approve that Brent Sylvester be appointed to the Board Learning and Liaison Committee, commencing immediately, for the remainder of the 2022-23 term.</p> <p>d. City of Thunder Bay Appointee Standing Committee Assignment</p> <p>MOVED to approve that Rajni Agarwal be appointed to the Board Learning and Liaison Committee, commencing immediately, for the remainder of the 2022-23 term.</p> | |
| C7. | <p>Learning and Liaison Committee Report (of the April 12, 2023 meeting)</p> <p>a. Policy Review: Adjunct Professor Policy Amendments</p> <p>i. Current Policy</p> <p>ii. Proposed Amendments (with markup)</p> <p>MOVED to approve the proposed amendments to the Adjunct Professor Policy, as circulated.</p> <p>iii.</p> | |

| | | | |
|---|--|-----------------|------------------------|
| C8. | Other Informational Items | | |
| | <p>c. Lieutenant Governor in Council Appointee (Brent Sylvester) - As per the Lakehead University Act, this appointment is determined by the Lieutenant Governor in Council, and does not require approval by the Board of Governors. The Lieutenant Governor in Council appointed Brent Sylvester to the Board of Governors for the term March 23, 2023 to March 22, 2026.</p> <p>d. City of Thunder Bay Appointee (Rajni Agarwal) - As per the Lakehead University Act, this appointment is determined by the Corporation of the City of Thunder Bay, and does not require approval by the Board of Governors. On February 13, 2023, the City of Thunder Bay ratified the appointment of Rajni Agarwal to the Board of Governors for the term February 14, 2023 to November 14, 2026.</p> <p>e. Ojimaawin Indigenous Education Council Report (of the April 3, 2023 meeting)</p> <p>f. Senate Report (of the April 17, 2023 meeting)</p> | | |
| 9. | In Camera Session and Break | Maria Vasanelli | 1hr 40min 9:45am |
| | 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. | | |
| 9.1 | Motions Arising from the In Camera Meeting | Yvonne Roussel | |
| 10. | Other Business | Maria Vasanelli | 5min 11:25am |
| Adjournment | | | 11:30am |
| Next Meeting: June 2, 2023, 9:00am - 1:00pm (EDT) <ul style="list-style-type: none">Orillia Campus: In-Person Meeting, Meeting Room TBDThunder Bay Campus: Virtual Meeting | | | |

Deputation Request Form (Board of Governors)

Please review the Board of Governors Deputation Policy before submitting a deputation request.

The Lakehead University Board of Governors provides for deputations from interested parties by appointment during open meetings of the Board of Governors, in accordance with the procedures set out in the Board of Governors Deputation Policy. Deputations are intended to provide the opportunity for individuals and organizations to express their interest in and views on specific matters directly to the Board.

A Deputation Request Form must be submitted at least ten business days in advance of the date of the open Board meeting at which you wish to participate. Please attach supporting documents/presentation to this form, or send your supporting materials in a separate email to the University Secretariat (govofficer.bog@lakeheadu.ca) after submitting this form. Approved deputations will be scheduled for approximately 15 minutes.

You will be contacted by the University Secretariat regarding your deputation request.

Email *

gdas@lakeheadu.ca

Name of Organization (if applicable)

Lakehead University Faculty association

First and Last Name (of individual submitting the request) *

Gautam Das

Phone Number (of individual submitting the request) *

807 630 0790 (Cell) or 343 8010 X 7810

First and Last Name(s) of Other Individuals Participating in the Deputation

Lynn Martin

Subject of Deputation *

Collegial, transparent, and open hiring and renewal procedures for senior academic administrative staff - Deputy Provost and Vice-Provost (Teaching and Learning), and Associate Vice-Provost (Academic))

Please attach supporting documents/presentation in PDF format, or send your supporting materials in a separate email to the University Secretariat (govofficer.bog@lakeheadu.ca) after submitting this form

If you have any questions or required further information please contact the University Secretariat at 807-343-8010 ext. 7949 or govofficer.bog@lakeheadu.ca.

This form was created inside Lakehead University.

Google Forms

April 12, 2023

Dear Ms. Maria Vasanelli, Chair and members of the Lakehead University Board of Governors

RE: Deputation - Collegial, transparent, and open hiring and renewal procedures for senior academic administrators: Renewal of Deputy Provost and Vice-Provost (Teaching & Learning), and Associate Vice-Provost (Academic) AND *Appointment of Academic Administrators Policy* (the 'Policy')

LUFA has, for the last several years, advocated for a transparent and collegial hiring process for senior administrators. This is the norm in Canadian universities, is essential for the proper operation of a collegial system of governance, and is recognized in **Article 8.03** of the Collective Agreement between the Board of Governors and LUFA.

In the deputation on June 10, 2022, LUFA shared with you our concerns related to the processes of hiring and renewing senior administrators at Lakehead. In our presentation, we expressed our desire to work together as a team and achieve common goals such as building a university that serves the community's needs, that is a welcoming and nurturing place to learn, that is a safe and fulfilling place to work, and most of all, that is resilient and sustainable through difficult times. We also highlighted the risks to Lakehead and its members if it is governed in a non-collegial manner.

Non-collegial hiring processes have been prevalent at Lakehead University for a long time, resulting in a regrettable erosion of trust between the faculty and the administration. This erosion is reflected in the growing authority wielded by the President, particularly in matters like renewing Vice-Presidents and terminating tenured faculty. More recently, the senior academic administrative positions of Deputy Provost and Vice-Provost (Teaching & Learning) and Associate Vice-President (Academic), which were filled in 2020 without advertisement and without an open and transparent hiring policy, have come up for renewal, again without a formal process to engage the Faculty Association and the university community at large on such academic decisions. This lack of meaningful consultation has further deepened the concerns of the Faculty Association, and we are reiterating our objections.

Senates and faculty unions represent vital components of the system of checks and balances that ensure the maintenance of collegial governance. Senate procedures and collective bargaining are mechanisms to ensure negotiated and legally binding solutions to shared challenges. A commitment to collegial governance can restore and maintain the balance of power, transparency and trust required to ensure Lakehead's autonomy and sustainability. Transparency is much easier to maintain when all stakeholders are meaningfully involved, and when their contributions are valued in an inclusive environment.

As such, the **Lakehead University Faculty Association asks the Board to terminate the current renewal processes for the positions of Deputy Provost and Vice-Provost (Teaching & Learning) and Associate Vice-Provost (Academic).**

The original appointment of the Deputy Provost and Vice Provost (Teaching & Learning) elicited a long, contentious debate on the Senate floor (**Monday, October 26, 2020, Senate minutes: 6.7 – Senate Organization Committee Report**). The justification for the expedited hiring process, at that time, was that it was only to be for a brief period. On March 10, 2023, the administration sought feedback on the renewal of the Deputy Provost and Vice-Provost (Teaching & Learning) and Associate Vice-Provost (Academic) from a select few, rather than the entire university community. This renewal process seeks to legitimize what was supposed to be an exceptional, non-precedent-setting, closed, rushed appointment.

In his reply to LUFA's letter of March 20, 2023 (cc'd to Ms. Vasanelli, Chair of the Board of Governors and Dr. McPherson, President), the Provost and Vice-President (Academic) referenced a new renewal policy that was pending approval and indicated that in the meantime they were following the past renewal practices for a decanal review process. Unfortunately, these past renewal practices have provided a closed and non-transparent decision-making process. As such, LUFA is again voicing its objection.

Since the long debate on the Senate floor in October 2020, the administration has failed to conduct an open and transparent search and appointment process for either position in question. It is concerning that the administration is relying on problematic past practices for renewals of interim appointments. While the development of a new policy (pending approval) appears to signal a shift toward acknowledging the need for a more transparent process, this effort has not included input from LUFA and the wider university community. It is unclear how this policy can address the issues of openness, transparency, and collegiality when it was developed in exactly the opposite way.

The appointment and renewal processes for senior academic administrators have been and continue to be conducted behind closed doors, without broad advertisement or merit-based criteria. LUFA would welcome the opportunity to provide input on the new policy in development and to be a part of an open search and appointment process for both positions. There is no need to rush to renew either position.

LUFA urges the Board of Governors to immediately terminate the renewal processes for the positions of Deputy Provost and Vice-Provost (Teaching & Learning) and Associate Vice-Provost (Academic). Further, we ask that LUFA and the wider university community be engaged in the development of a hiring policy for senior academic administrators that is based on foundational principles of openness, transparency, collegiality, and Equity, Diversity, and Inclusion. Once this important policy work is complete, an open and transparent search for both senior academic positions in question can begin.

Thank you for your cooperation on these important matters.

Sincerely,

LUFA Executive



Board of Governors Deputation Policy

Category: Governance and Legal;

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

Approval Authority: Board of Governors;

Established on: April 27, 2012;

Amendments: February 5, 2021.

Policy Statement and Purpose

The Lakehead University Board of Governors provides for deputations from interested parties by appointment during open meetings of the Board of Governors in accordance with the procedures set out below. Deputations are intended to provide the opportunity for individuals and organizations to express their interest in and views on specific matters directly to the Board.

Procedures

1. The online Deputation Request Form and supporting materials (e.g. presentations) must be submitted to the University Secretary at least 10 business days in advance of the date of the open Board meeting. Deputations are only permitted at open meetings of the Board of Governors, and other requests (e.g. deputation to a Board Committee) will not be considered.
2. The Board Chair shall make a determination regarding each request and may defer a request to a future Board meeting. The Chair shall report confidentially to the Board on any requests.
3. Approved deputations will be scheduled for approximately 15 minutes. Generally, deputations will be scheduled at the beginning of the meeting.

4. In support of the Board's efforts to gather information, thoughts, concerns, and perspectives of interested parties in advance of its deliberations, Board members will have the opportunity to ask questions or seek clarification from those presenting.
5. At its discretion, the Board will determine when it will consider the information and concerns presented in the deputation. During the deputation, Board members will not opine about or debate the merit of information received.

Any required Board follow-up will be carried out by the Board Chair or designate.

An individual or group may use the procedure set out in this section to address the Board of Governors on a subject chosen by the speaker. Once exercised, this right may not be exercised again by the same person or group on the same subject until twelve months from the date of the meeting.

Review Period: 3 years;

Next Review Period: 2024;

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: 807-343-8010 Ext: 7929 or Email: univsec@lakeheadu.ca.

LUSU OFFICE

955 Oliver Road, SC-0001,
Thunder Bay, Ontario Canada P7B 5E1

P. 807.343.8259 | toll free: 1.888.628.3488
F. 807.343.8598 E. general@lusu.ca

Dear Members of the Board of Governors,

We are reaching out to you on behalf of the Lakehead University Student Union (LUSU) and the student body regarding the LUSU Food Resource Centre (FRC).

The FRC provides students with emergency food support, funded primarily by the students' union with occasional support from the Lakehead's Food Security Committee and community partners. Student food insecurity is a growing issue at Lakehead. Over the past school year, we have seen a constant rise in student usage each month. In September, the grocery pick up program had 160 uses. This has increased to 300 uses in January. Needless to say, our shelves are empty. This trend will continue.

Food insecurity is detrimental to students' ability to succeed in their studies. There are many effects of food insecurity, including: negative impacts to academic performance, social life, and quality of life; inability to eat balanced, healthy meals; negative mental health impacts (increased risk of depression, anxiety, and mood disorders); and increased risk of chronic health conditions (diabetes, heart disease, hypertension, etc).

Based on our recent demographic and usage survey, students who access our services indicate that high tuition rates, high cost of living, high food costs (off and on campus), and inadequate income supports (including limited scholarship and bursary opportunities) contribute to their food insecurity. This data is congruent with the research done in recent [reports](#) by Meal Exchange Canada.

To help students, we are asking the Board of Governors — as a part of this year's budget discussion — to consider our request to the Lakehead's Leadership Team to dedicate an annual budget of \$10,000.00 to the FRC for food purchasing. This would ensure that the FRC is able to keep our shelves stocked and meet students' needs and support their success.

We appreciate your consideration and look forward to hearing from you.

In the Thunderwolf Spirit,

The Lakehead University Student Union

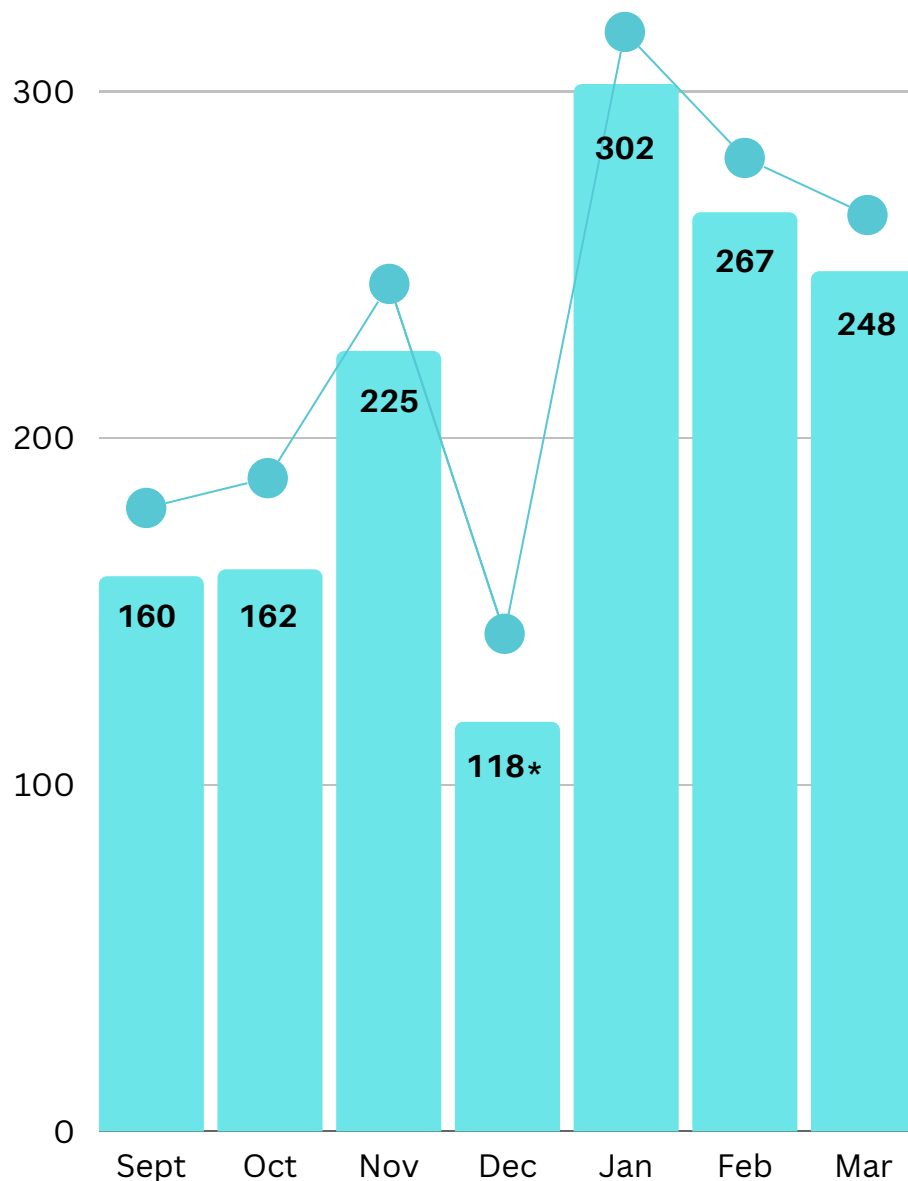
LUSU FOOD RESOURCE CENTRE

STATISTICS

Throughout the 2022/23 school year the Food Resource Centre collected data each month on student usage. A survey was also sent out during the Fall 2022 semester to all students who use the Pantry Emergency Food Pick-Up Program to collect demographic information.

Pantry Usage Per Month

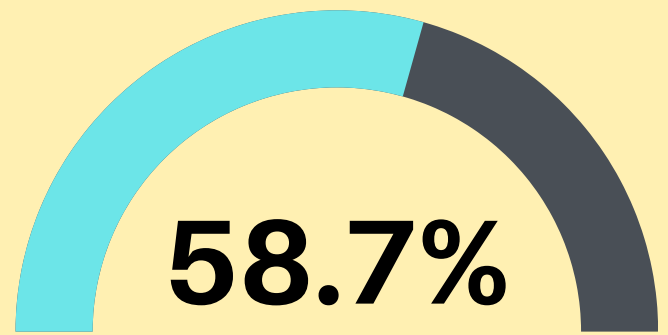
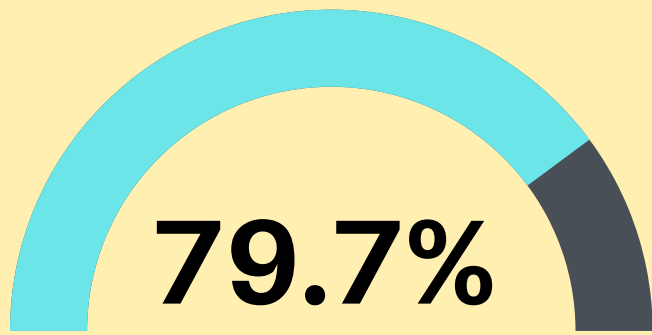
Students are able to use the Pantry Food Pick-Up Program once every two weeks.



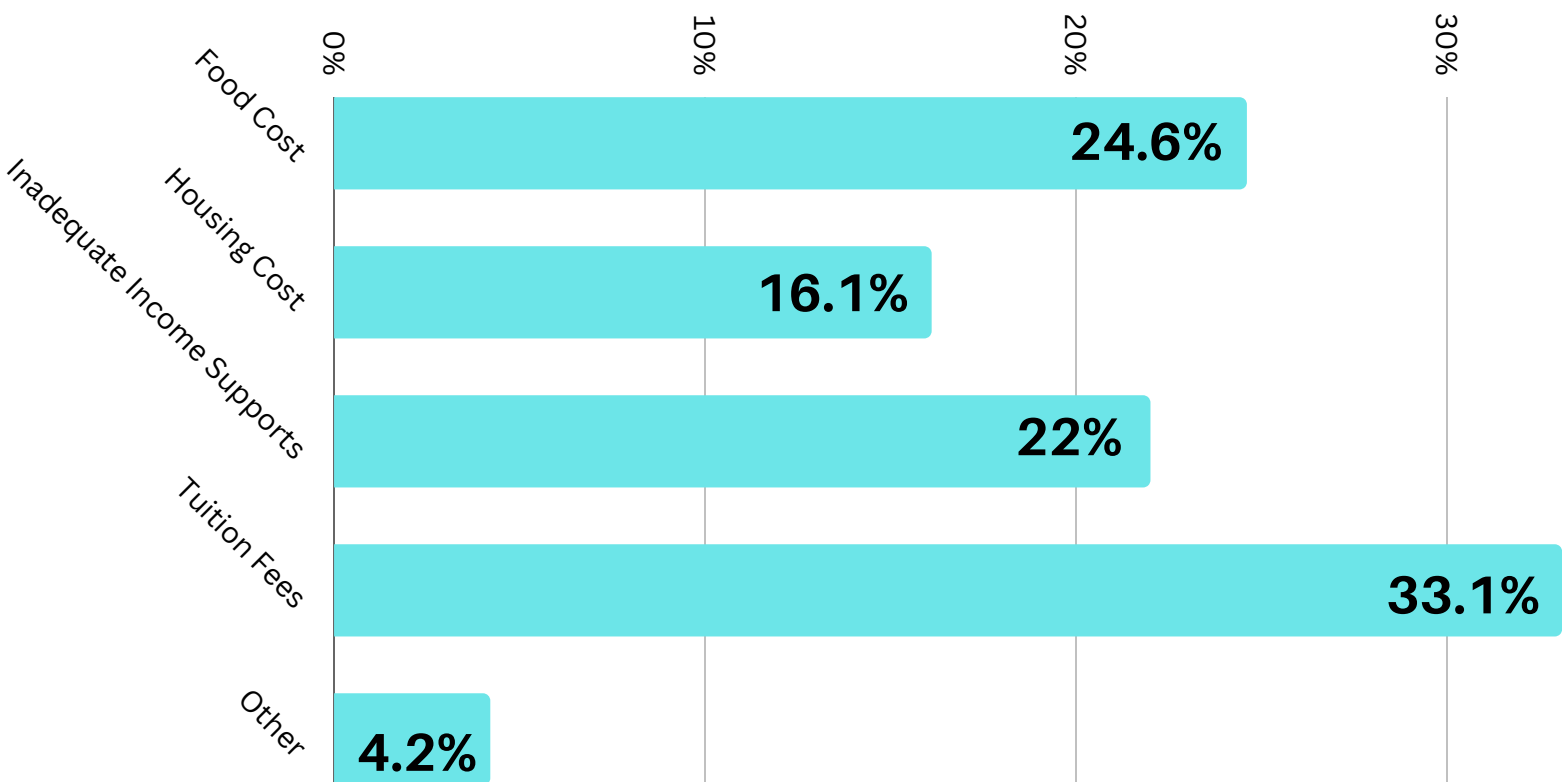
Food insecurity: inability to access nutritional, culturally and socially appropriate food, which can be due to lack of affordability or inability to access it due to isolation.

- **Marginal food insecurity:** limited food selection related to finances and worry about running out of food.
- **Moderate food insecurity:** the limitation and "compromise of the quality and/or quantity of food due to a lack of money"
- **Severe food insecurity:** extreme food access issues. Includes missing meals to going more than one day without food

*FRC was closed from December 19th-January 9th, however, provided grocery gift cards and food boxes throughout the closure which is not included in the usage number.

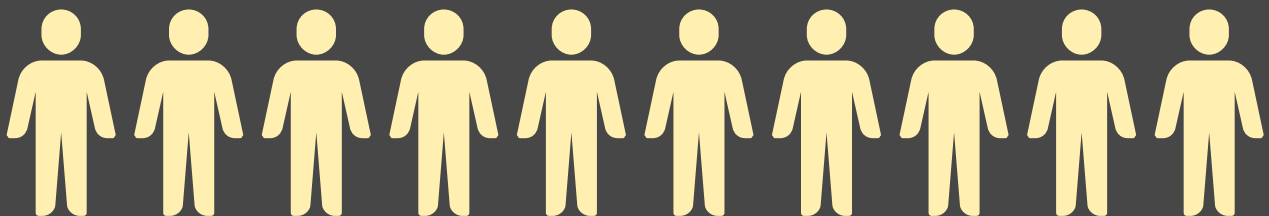


MAIN FACTORS CONTRIBUTING TO STUDENT FOOD INSECURITY



33.1% of students accessing our emergency food program stated that high tuition rates is the main contributing factor of their food insecurity

GENDER



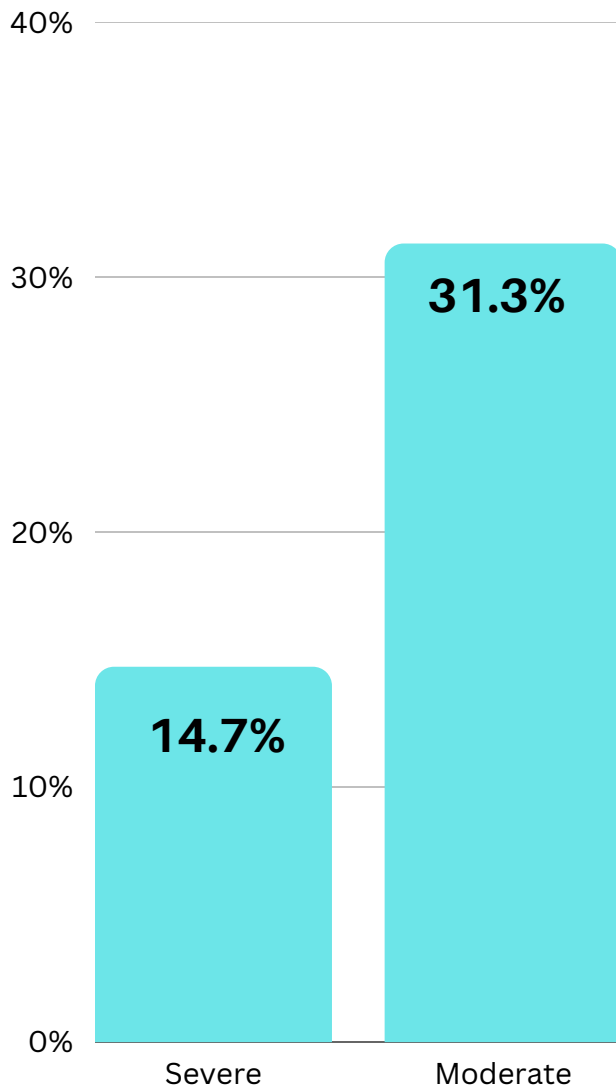
62.7% FEMALE | 33.1% % MALE | 1.7% NON BINARY | 0.8% TRANSGENDER

FOOD INSECURITY at Lakehead University

Level of Food Insecurity at LU in 2016

46%

of Lakehead student
respondents were
food insecure

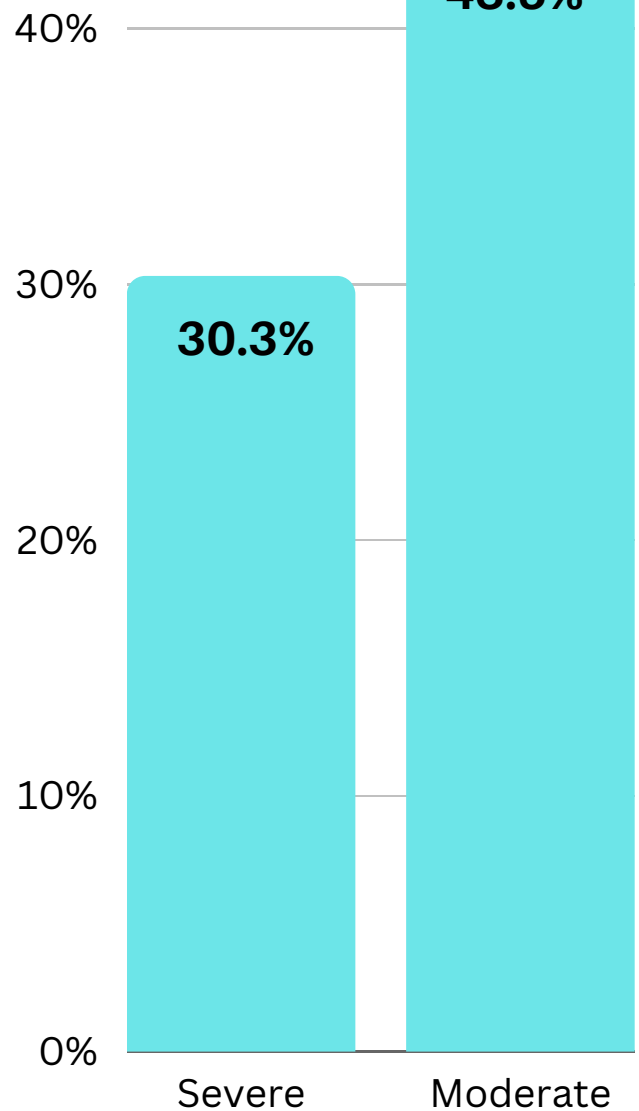


(n=655)

Level of Food Insecurity at LU in Fall 2021

73.8%

of Lakehead student
respondents were food
insecure



(n=154)

(Meal Exchange, 2021)



President's Report to the Board of Governors

May
2023





Office of the President

Ontario Government makes historic investment enabling Lakehead University and the University of Guelph to expand veterinary training, addressing critical workforce shortages

On March 23, as part of the Province of Ontario's annual Budget announcements, the Government unveiled that it would invest \$14.7M into our Collaborative Doctor of Veterinary Medicine Program in Rural and Northern Community Practice — a new collaborative program in partnership with the University of Guelph to increase the number of veterinarian graduates in Ontario by 20% per year, as well as support a new incentive program to expand number of large animal veterinarians practicing in underserved communities.

On April 28, a media event was hosted in Lakehead Thunder Bay's Agora. Speakers included MPP Kevin Holland, Ministers Jill Dunlop (Colleges and Universities), Lisa Thompson (Agriculture, Food and Rural Affairs), and Greg Rickford (Northern Development, Indigenous Affairs), as well as University of Guelph President Dr. Charlotte Yates.

The Collaborative Doctor of Veterinary Medicine Program in Rural and Northern Community Practice will support the economic growth of Ontario's agri-food sector by expanding the number of veterinarians trained in Ontario who are practicing within Northern, rural and Indigenous communities, ensuring livestock producers have the necessary veterinary services needed to expand operations.

The Veterinary Incentive Program will provide loan assistance to recently graduated veterinarians to practice in underserved areas and support large animal care.

[Click here to read the media release...](#)





Provincial Ministers Promote Internet Infrastructure

On April 27, Provincial **Minister of Infrastructure Kinga Surma** was joined by myself, MPP Kevin Holland, and Minister of Agriculture, Food and Rural Affairs Lisa Thompson to announce Ontario's new interactive online map to track high-speed internet projects at a media event hosted in Lakehead Thunder Bay's CASES atrium.

The Minister announced more than \$48 million in combined federal and provincial funding for a partnership project between Ontario and Canada by YorkNet, a corporation owned by the Regional Municipality of York, to bring high-speed internet access to over 3,800 homes in 31 Ontario communities.



CBC Thunder Bay photo

Orillia Campus Welcomes the World!

The Welcome the World Fair took place in the Orsi Learning Commons on March 21st, as part of the County of Simcoe's ITSTARTS diversity awareness campaign.

The purpose of the Fair was to raise awareness and celebrate the various cultures represented on campus. Students and employees were encouraged to sign up to host a table and represent a country they had a particular connection with. Sixteen countries were represented by staff, faculty and students which showcased a diverse cross section of facts, trivia, food samples and activities unique to each country.

Attendees were given a passport and encouraged to all visit tables to learn about the various cultures and countries represented on campus.



Formal partnership supports future of health care in Orillia and surrounding region

On Tuesday, March 21, Lakehead signed a memorandum of understanding (MOU) with Orillia Soldier's Memorial Hospital, formalizing a partnership which will support the future of health care in Orillia and the surrounding region. Dr. Moira McPherson was joined by Carmine Stumpo, President and CEO of OSMH, Dr. Linda Rodenburg, Interim Principal of the Orillia campus, as well as members of the board of directors and senior leadership teams at both institutions for the historical event.

The University is looking toward the future with the addition of 10 new programs of study at the Orillia campus in the next 10 years – programs that align with the socio-economic needs of the region. And, OSMH is moving forward with transformation of health in Orillia through integration of services, including a new hospital build.



From left: Peter Caldwell, second vice-chair Orillia Soldiers' Memorial Hospital Board of Directors and board member of Lakehead's Board of Governors, Ligaya Byrch, chair of OSMH Board of Directors, Carmine Stumpo, OSMH President and CEO, Dr. Moira McPherson, Lakehead President and Vice-Chancellor, Kathy Tuckwell, vice-chair Lakehead Board of Governors, and Brandon Rhéal Amyot, member Lakehead Board of Governors.

Areas of possible collaboration between the University and Hospital are outlined in the MOU – from academic and non-academic program development to scholarly and health-related projects and research, to collaborative long-term planning, such as opportunities for sharing of human and capital resources.

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

[Click here to view the press release...](#)



Orillia March Break Open House

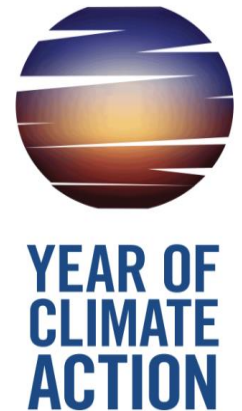
Orillia Student Affairs held a very successful two-day open house on March 14-15; welcoming potential students and families to the campus. Faculty provided informative sessions and prospective students were able to interact with current students and faculty regarding life on campus, programs, student activities and more. Tours of the campus and residence were also given. Students lined up to confirm their offers, and received give certificates to the bookstore and were featured on social media. There were proud parents and excited future Thunderwolves all over campus!

Research and Innovation Week Events in Orillia

Research and Innovation Week Events in Orillia occurred between March 7-9. Among several faculty, student and community research presentations, guests also participated in the first ever SDG Week Canada, with a Climate Action Summit that brought together climate action leaders from both campuses to share climate-forward initiatives and research at Lakehead.

On March 9, Lakehead University hosted an industry breakfast for over 60 people, featuring a discussion on how it takes a community of partners and businesses to be cyber-secure. Regional experts, **Dr. Amir Ameli**, Assistant Professor in the Faculty of Engineering at Lakehead University, Detective Sergeant Vern Crowley, OPP Cyber Crimes Investigation Team, and Laura Payne, Chief Enablement Officer and VP Security Consulting at White Tuque, will discuss how to keep yourself, business and community safe.

The event also featured opportunities to work with Lakehead through research projects and student co-ops.





Athletic Banquet Honours Student Athletes

On April 6th, Lakehead Orillia held its annual athletic banquet to celebrate its Varsity, Extramural and Club teams. The event was co-hosted by Athlete of the Year winners Grace Heywood (Indoor Women's Soccer) and Jack Beck (Golf & Men's Hockey). All 2023 award winners are listed below.

Graduating Athletes:

- Breann Sharma (Women's Indoor Soccer, Captain)
- Grace Heywood (Women's Indoor Soccer)
- Bruno Dias (Men's Indoor Soccer, Captain)
- Yuvraj Bakshi (Men's Indoor Soccer)
- Josh Brown (Golf)
- Emma Dunn (Women's Hockey)
- Anna Clarke (Women's Hockey)
- Ethan Sleep (Men's Hockey)
- Tyler Roberts (Men's Hockey)
- Ronnie Money (Men's Hockey)
- Danika Brown (Equestrian, Captain)
- Hunter Chmilnitzky (Equestrian)

OCAA All-Academic Awards:

- Grace Heywood - Winter 2022 (Women's Indoor Soccer)
- Tyler Jackman - Winter 2022 (Men's Indoor Soccer)
- Joshua Brown - Fall 2022 (Golf)
- Noah Collins - Fall 2022 (Golf)
- Bobby Munro (Men's Hockey)
- Hunter Chmilnitzky (Equestrian)
- Keaira Luedee (Dance)

Principal's Award:

- Breann Sharma (Women's Indoor Soccer, Captain)



MVP Awards:

- Bethany Foster (Women's Indoor Soccer)
- Bruno Dias (Men's Indoor Soccer)
- Noah Collins (Golf)
- Mackenzie Callery (Women's Hockey)
- Tyler Jackman (Men's Hockey)
- Danika Brown (Equestrian)
- Amy Eakin (Dance)

Athlete of the Year:

- Grace Heywood (Women's Indoor Soccer)
- Jack Beck (Golf & Men's Hockey)

Rookie of The Year Awards:

- Anna Toomey (Women's Indoor Soccer)
- Jonathan Aronov (Men's Indoor Soccer)
- Patrick Hayes (Golf)
- Taylor MacLean (Women's Hockey)



Academic Excellence

Dr. Christopher Mushquash honoured with prestigious Canada Gairdner Momentum Award

On March 31, the 2023 Canada Gairdner Award recipients were publicly announced, and local clinical psychologist **Dr. Christopher Mushquash** is being honoured for his work in Indigenous-led mental health and substance use research.

Dr. Mushquash is Vice President of Research at Thunder Bay Regional Health Sciences Centre (TBRHSC), Chief Scientist at the Thunder Bay Regional Health Research Institute (TBRHRI), a Canada Research Chair in Indigenous Mental Health and Addiction, Professor at Lakehead University and NOSM University, and psychologist at Dilico Anishinabek Family Care.

In his work, Dr. Mushquash investigates Indigenous mental health, substance use, trauma, and general mental wellness. He partners with communities, government and academia and uses evidence-based approaches in alignment with First Nations values to ensure his research and its outcomes are culturally — and contextually — appropriate for people in First Nations, rural and northern communities.

Established in 1957, the Gairdner Foundation's annual awards recognize and celebrate researchers from around the world for their excellence in fundamental research that impacts human health. Over the years, 402 awards have been presented to people from more than 40 countries and of those awardees, 96 have gone on to receive Nobel Prizes. Dr. Mushquash is a recipient of the 2023 Canada Gairdner Momentum Award.

You can find out more about Dr. Mushquash's work at

<https://www.christophermushquash.com/>.

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



Lakehead music student taking the trip of a lifetime

A Lakehead University music student will take a life-changing trip this summer when he travels to Italy to study at the renowned Cremona International Music Academy.

Thanks to a \$5,000 scholarship from Lakehead University's Institute of Italian Studies, third-year music student **Amani Sloley**, who plays the viola, will spend 18 days studying with world-class musicians in the birthplace of the legendary violin maker, Stradivarius.

This immersive program offers a wide range of string and wind instruments, piano, voice, composition, and conducting courses.

In addition to working with esteemed faculty members from around the world, Sloley will participate in chamber music coaching and orchestral and ensemble training.

While at Cremona, Sloley wants to improve and expand his skills in performance and composition. During the program, he will participate in many workshops, including sight-reading, technique and interpretation, and orchestra performance. Workshops like these will help enhance his musical abilities.

Sloley moved to Thunder Bay from Brampton. He chose to study at Lakehead University because of the wonderful music facilities and the professors.

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





Reflections on UN CSW: Lakehead student attends United Nations Panel

For International Women's Day, the United Nations Commission on the Status of Women (CSW), brought the world together - from world leaders, NGOs, academics and civil society.

The theme of this year's UN CSW67 was: Innovation and Technological Change, and Education in the Digital Age. The UNCSW is the world's main policy-making body dedicated to working towards gender equality and the advancement of women.

Meagan Malcolm, a Masters of Social Justice Studies student at Lakehead University, was invited to speak on a panel and roundtable discussion at the UNCSW in New York.

The panel "Young Voices: Technology," hosted by National Alliance of Women's Organizations (NAWO) a London-based umbrella organization dedicated to promoting women's human rights with a special focus on gender and Europe.

Panelists discussed the importance of imagining a feminist internet, which is critical to bringing about transformation in gendered structures of power that exist on and offline. Disparities in access to technology, online violence, and surveillance disproportionately affect marginalized communities. Meagan pointed out that internet access should be the number one priority, but rather the ongoing genocide against Indigenous women, girls and two-spirit people, a lack of access to clean drinking water and housing are the central crises impacting Indigenous communities.

Meagan, who is Anishinaabe from Roseau River Anishinaabe First Nation, feels attending the CSW67 has been invigorating.

It was an inspiring week at the UN hearing from those who are advocating for the rights of women and girls globally. But she hopes more Indigenous and racialized young women can attend these meetings in the future.

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





Local and Global Partnerships

University of Manitoba, Lakehead University and University College of the North Partner on Project to Support Indigenous Students in Post-Secondary Science Research, Training and Mentorship

The Natural Sciences and Engineering Research Council of Canada (NSERC) announced an investment of \$1.65 million to build a six-year program that will train and mentor the next generation of Indigenous science researchers working in the north.

University of Manitoba Principal Investigator, Professor Stéphane McLachlan, is partnering with academic experts at Lakehead University and University College of the North to develop and operate a program aimed at providing Indigenous students more opportunities for experiential learning in science research and the workforce.

The program goal is to address the severe under-representation of Indigenous trainees and cultures in the natural sciences and engineering fields with mentorship in research and employment skills.

It will also fund cultural supports for Indigenous trainees to conduct environmental research through both traditional Indigenous ways of knowing and western science. At the same time, it will encourage cross-cultural understanding for both Indigenous and non-Indigenous students interested in community-led environmental research. Lastly, the program will provide work-study training opportunities in collaboration with private, public and non-profit partners to connect Indigenous students with potential employers.

Funding for this initiative is provided through a federal government NSERC Collaborative Research and Training Experience (CREATE) grant. It supports the development of innovative training programs to address Canada's research priorities and transition new researchers and trainees into the workforce.

[Click here to read the media release...](#)



Lakehead University is now a member of Research Impact Canada

Lakehead University has become a member of [Research Impact Canada \(RIC\)](#), an open and collaborative network of 20+ universities across Canada, committed to maximize the impact of research for communities. Researchers and Knowledge Mobilizers are invited to visit the RIC website to access the national knowledge mobilization community of practice networks, knowledge mobilization tools and resources. Learn about professional development opportunities including learning strategies for measuring the impact of research to better communicate the benefits of community-based research and engagement within our institution, to partners, to the communities we serve, and to funding agencies. For more information, contact Anne Klymenko, Director, Office of Research Services, E-mail: Anne.Klymenko@lakeheadu.ca.

EDI in Research Speaker Series: "Panel Discussion on How Research Assessment Metrics Need to Change to be More Inclusive"

The EDI in Research Speaker Series "Panel Discussion on How Research Assessment Metrics Need to Change to be More Inclusive" was held on March 28, 2023. This well-attended event included over 50 attendees from Lakehead University, the Tri-Agencies, as well as other universities within Canada. The panel discussed the need to transform the way that academics are reviewed, assessed and rewarded in order to create a more inclusive research culture. Moderated by Dr. Christopher Mushquash, Canada Research Chair, Indigenous Mental Health and Addiction and Professor, Department of Psychology at Lakehead University, the panel included:

- **Dr. Julia Hughes**, Dean, Bora Laskin Faculty of Law, Lakehead University
- Dr. Shauneen Pete, Chair, Emerging Indigenous Scholars Circle, Royal Roads University
- Dr. Karine Duhamel, Director of Indigenous Strategy, SSHRC, Fellow, Morris J. Wosk Centre for Dialogue at Simon Fraser University, and Affiliate at the Centre for Human Right Research, University of Manitoba

For more information and for a link to the recording, please click [here](#).



Lakehead Orillia Celebrates its Student Leaders with Awards, Pasta and Dancing!

On April 5, LUSU, the Office of the Principal, Student Success, and Dana Hospitality partnered to present the very first People's Pasta event on campus.

The afternoon event featured the Lakehead Leaders' Awards Ceremony, a performance by the Lakehead Dance Team, and a free pasta lunch prepared by the Principal's Office team and the LUSU Vice President Orillia. The day celebrated the amazing achievements of Lakehead's student leaders who demonstrate the principles of Lakehead University's motto: Achievement Through Effort. As our campus community continues to grow and thrive, we celebrate our leaders and this community as a whole.





Lakehead International Launches New Global Mobility Engagement Website

Lakehead International's Global Engagement department is thrilled to announce the launch of the new website for the Global ME (Mobility Engagement) Program.

Whether you are a student seeking to expand your horizons and gain a global perspective, or a faculty member looking to engage in international opportunities, this page has something for everyone. With the launch of this new website, we aim to strengthen Lakehead's commitment to internationalization further and highlight accessible and diverse global learning initiatives for our students, staff, and faculty.

The Global ME (Mobility Engagement) Program offers a range of dynamic opportunities to study in different parts of the world, meet new people, and learn about different cultures. This website serves as the starting point for students interested in studying abroad, or for inbound exchange students who are preparing for their journey to Lakehead. On the website, you will find detailed information about the application process, eligibility requirements, and deadlines, making it easier for students to plan for their international experience.

It will also showcase previous students' experiences, including photos and testimonials, to give prospective students a glimpse into what their own Global ME experience could be like. Additionally, the website will highlight Lakehead University's partner institutions around the world, allowing students to explore their options and find the program that best suits their unique interests and academic goals. By launching this website, we aim to make study abroad more accessible and empower students to engage in life-changing experiences that will benefit them personally and professionally for years to come.

Ready to start your journey? [Visit the Global ME \(Mobility Engagement\) website today.](#)





Lakehead Orillia Hosts Local Event to Inspire High Future Scientist

Lakehead Orillia hosted Gairdner Day on March 27, a unique opportunity for high school students to learn about potential careers in science. The event was funded through the Gairdner Foundation, which promotes and rewards scientific excellence in human health; this year marks the first time the event has come to Lakehead's Orillia campus.

Students in grades 9 to 12 from across Simcoe County worked in groups to solve fun challenges that apply their knowledge of science and engineering in creative ways. They also heard about the science and the ethical issues around using human stem cells and gene editing to cure disease, delivered by Dr. Janet Rossant, Chief of Research Emeritus and Senior Scientist at SickKids, and President and Scientific Director, Gairdner Foundation.

Gairdner Day Orillia is a joint venture with the Gairdner Foundation and Lakehead University's Office of Research Services and the Faculty of Science and Environmental Studies.

[Click here to view the press release...](#)

Mitacs Globalink Research Interns at Lakehead University this Summer

Lakehead will be hosting 23 Mitacs Globalink Research Interns in Summer 2023, from India (17), France (2), and Colombia, Mexico, Ukraine, and the United Kingdom (1 each). Interns will begin arriving in May for their 12-week programs, with five going to Orillia (including two at the Barrie campus), with the rest coming to Thunder Bay. Sixteen faculty members will be hosting the undergraduate interns, who will work on a variety of research projects from Electrical, Mechanical, Civil, and Chemical Engineering, to Biology, Chemistry, Natural Resources, and Law.



C2U Expo

Connected Communities Collective Change is the theme of the [2023 Community-College-University Exposition](#) (C2U Expo), June 5-8, in Thunder Bay, Ontario. C2U Expo is being led and organized by Lakehead University's Office of Research Services. C2U Expo is Canada's leading conference on community-based research and community-campus engagement. It will be a conference that explores the edge of community-college-university partnerships as catalysts for social innovation.

We are expecting 400 delegates and some as far away as Australia, Italy, India, South Africa, and Europe. Research Services received an overwhelming response to the call for presentations with over 150 abstracts received.

An exciting line-up of plenary speakers includes acclaimed academic and community practitioners, namely: Prof Maui Hudson, Director, Te Kotahi Research Institute at the University of Waikato and co-author CARE Principles, Dr. Eve Tuck, Associate Professor of Critical Race and Indigenous Studies at the University of Toronto, Liz Weaver, Co-CEO of the Tamarack Institute, and Norbert Steinhaus, Coordinator and International Contact of Living Knowledge, Science Shop Network.

Pre-conference workshops feature: *Building Sustainable and Resilient Collaborations* and will highlight sustainability factors for collaborative processes with Liz Weaver. *Fundamentals of Community-based Research with CBRCanada* will explore how research can be an intervention towards positive change in society to contribute to transformative social change. Carleton University's interactive workshop, *Big Ship, Open Waters - Strategic Planning for Community Engagement* will explore the 'backstage' of strategic planning to support community engagement.

For more information, please visit [C2U Expo website](#).

Entrepreneurship and Innovation

Office of Innovation, Partnerships and Economic Development

Lakehead University is excited to announce the launch of a new Intellectual Property Law Clinic, offering free legal services around intellectual property for students and entrepreneurs. This clinic will be offered once per month starting in the fall, running through Ingenuity, Lakehead's business incubator, located in CASES, in partnership with the Faculty of Law. This one-year clinic will have legal services provided by current Lakehead law students, with a supervising lawyer, Mike Strickland from Buset LLP overseeing the student's work. For more information about this IP Law Clinic, please contact Ellen MacKay, Director, Innovation Development in the *Office of Innovation, Partnerships and Economic Development*.



MEMORANDUM

Date: April 24, 2023

From: Moira McPherson – President and Vice-Chancellor

To: The Board of Governors

Meeting Date: May 43, 2023

Agenda Item: C3 – President's Report on Appointments

Chairs/Acting Chairs

- Dr. Mark Gallagher was appointed as Chair in the Department of Physics for the period July 1, 2023 to June 30, 2026.
- Dr. Valerie Hebert was appointed as Acting Chair in the Department of Interdisciplinary Studies for the period January 1, 2024 to June 30, 2024.
- Dr. Sreekumari Kurissery was appointed as Chair in the Department of Sustainability Sciences for the period July 1, 2023 to June 30, 2026.
- Dr. Azim Mallik was appointed as Chair in the Department of Biology for the period July 1, 2023 to June 30, 2026.

Directors

- Dr. Les Fleischer was appointed as Director in the School of Social Work for the term July 1, 2023 to June 30, 2026.



BOARD OF GOVERNORS MEETING

DRAFT MINUTES

| | |
|-------------------|--|
| Date: | March 23, 2023 |
| Time: | 9:00am - 1:00pm (EDT) |
| Locations: | Virtual: via Zoom Thunder Bay Campus: Senate Chambers (UC1001) Orillia Campus: Room OA3041 |

***Video Conference *In Person*

Board of Governors Members in Attendance: **Brandon Rhéal Amyot; *Robert Arnone; **Karen Boz; **Peter Caldwell; **Dr. Claudine Cousins; **Ann Dumyn; **Thomas Kehoe; *Dr. Don Kerr; **Pauline Mickelson; **Michael Nitz; **Dr. Moira McPherson; *Anna Sampson; *Mark Smith; *Cathy Tuckwell (Vice-Chair)

Regrets: Rachael Paquette; Maria Vasanelli (Chair)

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

In absence of the Board Chair, the Vice-Chair, Cathy Tuckwell assumed the role of Acting Chair for the March 23, 2023 meeting.

The meeting was called to order at 9:03am.

| Item | | Presenter(s) |
|--|---|----------------|
| The Chair opened the meeting by acknowledging the Indigenous territories of Thunder Bay and Orillia. | | |
| 1. | Approval of Agenda MOVED (M. Smith) that the agenda be approved. CARRIED | Cathy Tuckwell |
| 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. | Cathy Tuckwell |

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| 3. | <p>Declaration of Conflict of Interest</p> <p>Members were reminded of their duty to declare a conflict of interest should awareness of conflict arise at any time during the meeting.</p> | Cathy Tuckwell |
| 4. | <p>Code of Conduct at Meetings</p> <p>Members were reminded of the Board approved Code of Conduct in place to promote a positive environment.</p> | Cathy Tuckwell |
| 5. | <p>Chair's Report</p> <p>There was no report.</p> | Cathy Tuckwell |
| 6. | <p>President's Report</p> <p>The President's March 2023 online report was circulated in advance of the meeting. In addition, the President acknowledged and provided some details regarding the Lakehead University/Orillia Soldiers' Memorial Hospital MOU signing that occurred earlier in the week.</p> <p>Brandon Amyot joined the meeting.</p> | Dr. Moira McPherson |
| 7. | <p>Consent Agenda</p> <p>Supporting documentation for the items listed in the Consent Agenda was circulated in advance of the meeting. Prior to approving the Consent Agenda, Board members had the opportunity to request that an item be removed from the Consent Agenda and placed as a separate item on the agenda under Items for Discussion from Committee Reports or elsewhere on this agenda, to allow for discussion or debate.</p> <p>The Board Chair explained how the Consent Agenda is designed for items that are routine and non controversial in nature and should help meetings run more efficiently, reminding members that any item may be removed from the Consent Agenda and added as a separate item to allow for discussion.</p> <p>It was requested that the following items be moved from the Consent Agenda to the regular agenda:</p> | Cathy Tuckwell |

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| | <ul style="list-style-type: none"> Item C6a - Follow Up Data Request from the February 10, 2023 Board Meeting Items C7.2a - Policy/Process Review: Board Exit Interview Guidelines and Process <p>MOVED (D. Kerr) that the Consent Agenda be approved, as amended. CARRIED</p> | |
| C1. | Minutes of Previous Meeting | |
| | MOVED that the minutes of the February 10, 2023 meeting be approved. CARRIED | |
| C2. | Executive Committee Report - for information | |
| | The Board Executive Committee discussed items of business that were sensitive or confidential in nature during its meeting on March 9, 2023. A confidential report was provided during the in camera session. | |
| C3. | President's Report on Appointments | |
| C4. | Audit and Risk Committee Report (of the March 2, 2023 meeting) | |
| C5. | External Relations Committee Report (of the March 1, 2023 meeting) | |
| C6. | <p>Finance and Operations Committee Report (of the March 2, 2023 meeting)</p> <p>a. Follow Up Data Request from the February 10, 2023 Board Meeting This item was moved from the Consent Agenda to the regular agenda.</p> <p><i>For Information: Excerpt from the February 10, 2023 Board of Governors open meeting draft minutes - "MOVED To direct administration to provide the board with a 10-year record of the total salary expenses for senior administration as a group, both in total and as a percentage of the university's total salary and benefit expense. CARRIED"</i></p> | |
| C7. | <p>Governance and Nominating Committee Report (of the March 1, 2023 meeting)</p> <ul style="list-style-type: none"> Policy/Process Review: Board Exit Interview Guidelines and Process <ul style="list-style-type: none"> i. Current Process ii. Proposed Amendments (with markup) <p>MOVED to approve the proposed amendments to the Board Exit Interview</p> | |

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| | | Guidelines and Process . This item was moved from the Consent Agenda to the regular agenda. |
| | C8. | Learning and Liaison Committee Report (of the March 1, 2023 meeting) |
| | C9. | Other Informational Items <ul style="list-style-type: none"> a. Senate Report (of the March 13, 2023 meeting) |
| | <p>Items for Discussion from the Consent Agenda</p> <ul style="list-style-type: none"> • Item C6a - Follow Up Data Request from the February 10, 2023 Board Meeting <p><i>For Information: Excerpt from the February 10, 2023 Board of Governors open meeting draft minutes - "MOVED To direct administration to provide the board with a 10-year record of the total salary expenses for senior administration as a group, both in total and as a percentage of the university's total salary and benefit expense. CARRIED"</i></p> <p>The Chair of the Finance and Operations Committee provided rationale for this item. Discussion ensued.</p> <ul style="list-style-type: none"> • Item C7a - Policy/Process Review: Board Exit Interview Guidelines and Process <ul style="list-style-type: none"> iii. Current Process iv. Proposed Amendments (with markup) <p>One member voiced concerns with the amendment at the top of page 2, <i>"The BGNC shall select an alternative interview panel if required by an outgoing Board member."</i> The Chair of the BGNC provided rationale for the BGNC's decision to recommend this amendment. Further discussion ensued.</p> <p>MOVED (M. Smith) to approve the proposed amendments to the Board Exit Interview Guidelines and Process.</p> <p>CARRIED</p> | |

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| 8. | Items for Discussion from Committee Reports | | Cathy Tuckwell |
| 8.1 | <p>Finance and Operations Committee</p> <p>a. 2023-24 Tuition Fees and Miscellaneous Fees</p> <p>i. Memo 1 (March 2, 2023)</p> <p>The same memo that went to the Finance and Operations Committee meeting on March 2, 2023, prepared by the Vice-President, Administration and Finance, and Associate Vice-President, Financial Services was circulated in advance of the meeting. The memo included background information regarding the Ministry of Colleges and Universities tuition fee framework, and a breakdown of the proposed tuition fees for both international undergraduate and graduate programs for 2023-24.</p> <p>ii. Memo 2 UPDATE (March 23, 2023)</p> <p>A memo, dated March 23, 2023, prepared by the Executive Budget Committee was circulated in advance of the meeting. The memo provided an update and the details of the 2023-24 Domestic Tuition Fee Framework recently announced by the Ministry of Colleges and Universities (MCU). Administration provided a summary of the details outlined in the Memo 2 Update. The next steps were discussed.</p> <p>iii. 2023-24 Tuition Rates Presentation Presentation</p> <p>Administration provided an overview of the presentation that was circulated in advance of the meeting. The same presentation went to the Finance and Operations Committee on March 2, 2023. Following the overview the floor was open to discussion.</p> <p>Administration answered several questions related to the new 2023-34 Domestic Tuition Fee Framework and how this</p> | | Robert Arnone |

| | | | |
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| | | <p>will impact Lakehead. Increases to International student tuition fees and enrolment targets were also discussed.</p> <p>MOVED (R. Arnone) that the proposed international tuition fees for 2023-24 be approved as presented.</p> <p>CARRIED</p> | |
| 9. | In Camera Session | <p>MOVED (R. Arnone) 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.</p> <p>CARRIED</p> <p>Marcie Morrison, Yvonne Roussel, and members of the President's Executive Team were invited to remain for a portion of the in camera session.</p> <p>The Board returned to the open meeting at 12:42pm.</p> | Cathy Tuckwell |
| 9.1 | Motions Adopted In Camera | <p>The Secretary reported that the following motions were adopted during the in camera session:</p> <ul style="list-style-type: none"> MOVED to approve the following proposed amendment to the Board Bylaws: <ul style="list-style-type: none"> Article 3, 3.1 <p>(3) "one shall be an External Governor recommended by the Lakehead University Ogimaawin Indigenous Education Council (OIEC) from amongst its external members;"</p> <p>CARRIED</p> MOVED to approve the attached proposed amendments to Article 1 and Article 7 of the Board Bylaws. CARRIED MOVED to approve that Dr. Bryanna Scott-Kay be appointed to the Board of Governors as the OIEC Member commencing immediately, through to the Board annual meeting in 2026, contingent upon interview. CARRIED | Yvonne Roussel |

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| | | <ul style="list-style-type: none">MOVED to approve that Dr. Bryanna Scott-Kay be appointed to the Board Learning and Liaison Committee for the term commencing at the close of the March 26, 2023 Board meeting to the close of the Board's 2023 Annual Meeting. CARRIED | |
| 10. | Other Business | There was no other business. | Cathy Tuckwell |
| <p>The meeting adjourned at 12:43pm.</p> <ul style="list-style-type: none">Next Meeting: May 4, 2023, 9:00am - 1:00pm (EDT) - A link to the online meeting schedule was provided. | | | |

Maria Vasanelli, Chair

Yvonne Roussel, Secretary



OPEN REPORT TO THE BOARD OF GOVERNORS – May 4, 2023

From: Michael Nitz - Chair, External Relations Committee

Subject: External Relations Committee Open Report

Committee Members: Robert Arnone; Karen Boz; Peter Caldwell; Ann Dumyn; Thomas Kehoe; Dr. Don Kerr; Dr. Moira McPherson; Pauline Mickelson; Michael Nitz (Chair); Anna Sampson; Maria Vasanelli

The Board External Relations Committee (BERC) met on April 12, 2023. The following items of business were on the agenda:

Policy Reviews

Gift Acceptance Policy - The Committee continues its review of this policy.

Naming of Property Policy - Following a review of the proposed amendments to this policy, the Committee plans to make a recommendation to the Board of Governors at the May 4, 2023 meeting:

- MOVED to recommend that the Board approves the proposed amendments to the Naming of Property Policy. CARRIED

Updates and Reports Received

- President's Report
- Update from Vice-President, External Relations
 - Institutional Campaign Summary Update
 - Overview of Major Gift Pipeline Management

Informational Items Received

- Committee Workplan Progress Report
- 2022-23 Board Meeting Schedule

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



Naming of Property Policy

Category: Space and Property;

Jurisdiction: Vice President, External Relations; Board External Relations Committee

Approval Authority: Board of Governors;

Established on: June 16, 2006;

Amendments: November 1, 2009; April 21, 2016;

Policy Statement

As the need for private donations to the University continues to increase, there is an opportunity for Lakehead University to facilitate gifts by naming University structures, assets, programs, endowments and other funds in honour of significant financial contributors to the University.

This policy shall govern the naming or renaming of university property:

- in recognition of philanthropic gifts, or
- in honour of individuals or organizations for their distinguished service to the University or society in general.

Purpose

This policy provides guidelines to those negotiating naming opportunities on behalf of Lakehead University as well as measures to protect the reputation of the University.

Scope

This policy guides the granting of named recognition at Lakehead University for the following assets:

- buildings, parts of buildings, facilities and common or green spaces;

- programs, departments, schools, faculties, centres and institutes and other academic units;
- chairs, professorships, fellowships, lecture series, or other academic appointments or initiatives;
- student assistance funds including scholarships, bursaries, awards, and prizes; and,
- such other assets as the University may see fit to name in order to recognize philanthropic donations or distinguished service.

Principles and Responsibilities

Ultimate authority to accept or decline any proposal for naming at Lakehead University rests with the Board of Governors unless delegated by them to another body or office (see Approval).

All requests for naming will be brought to the office of the VP External Relations.

Ultimate authority to discontinue the designated name of a physical space or fund or to transfer the name to another physical space or fund at Lakehead University rests with the Board of Governors.

Notwithstanding any other provision of this policy, no naming will be approved or (once approved) continued that will call into serious question the public respect of the University.

No names will be approved that will imply the University's endorsement of a partisan political or ideological position. This does not preclude a naming with the name of an individual who has at one time held public office or with the name of an individual or a company that manufactures or distributes commercial products.

When named recognition has been extended for a gift received, it will be honoured for the life of the contract. The contract will be approved by Lakehead University's legal counsel and include all the terms and conditions. In the event of changed circumstances the contract will clearly outline the process in the negotiated terms.

Named recognition will be available for short term yearly payment sponsorships and those terms will be negotiated by the partners and a contract prepared. Provided there are no contract violations Lakehead University will honour the name for that period of time, subject to renewal of the opportunity.

Provisions in this policy that refer to naming for a benefactor also in general apply to naming for a third party at the wish of a benefactor.

The Physical Plant Department shall be responsible for maintaining and updating an inventory of named facilities.

The VP External Relations shall advise on consistent application of current, approved naming policies with respect to recognition of philanthropic donations.

The Director of Physical Plant will work with the External Relations office to decide on the physical displays which may accompany named recognition.

Approval

Philanthropic naming is subject to satisfactory funding arrangements for the specific portion of the cost of the project or fund. A contract will be drawn up outlining the negotiated terms. When the philanthropic donation does not meet the specified portion cost of the project, naming is subject to completion of satisfactory funding arrangements, and the naming will become official only after that is achieved. The same applies when a Corporation requests a sponsorship naming opportunity.

The VP External Relations will bring all proposed naming opportunities intended to recognize a philanthropic donation to the Executive Team for information purposes.

Naming approvals that are:

- for any philanthropic donation of more than \$250,000,
- for any honorific naming valued at more than \$250,000, or
- otherwise advisable, in the President's judgment, for the Board's consideration,

shall be referred to the Board of Governors for final approval.

All other naming approvals are within the authority of the President.

Negotiating Names Recognition for Philanthropic Donations

It is the responsibility of individuals negotiating on behalf of the University to consult with the External Relations office when gifts involve a proposal to name.

It is the responsibility of individuals negotiating on behalf of the University to advise potential benefactors that the acceptance of any philanthropic donation involving a proposal to name is conditional upon final approval of the naming by the Board of Governors.

In negotiating with donors, Deans/Directors and External Relations staff need to ensure that donors understand that even when a physical space or fund will be named for them, they do not control the details of the administration and application of gift details including construction, furnishings, the selection of candidates, etc.

All name recognition must have a legal contract clearly stating the length of the naming and all other items such as terms of payment and recognition.

Removal or Change of Name

Individuals and organizations whose names are approved by the Board of Governors are expected to exemplify the attributes of integrity and civic leadership. Should a donor, for whom a university naming opportunity has been made, violate these standards, the University may choose to remove the donor's name from the naming opportunity.

The University has the right, in consultation with the donor, to change the name of a building, space, facility or endowment if, for example, a corporate donor has itself changed its name, or marital donors have divorced or separated. The naming contract will specify details for this procedure including terms for the rename and re-brand process.

Review and Revision

This policy shall be reviewed on a minimum of once every two years by the Board of Governors.

Review Period: 2 years;

Date for Next Review: 2020-2021;

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.

Naming Policy

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Category: Space and Property

Jurisdiction: Vice President, External Relations; Board External Relations Committee

Approval Authority: Board of Governors

Established on: June 16, 2006

Amendments: November 1, 2009; April 21, 2016, June 2022

Redrafted on November 30, 2022

Overview

The naming of physical property, endowment funds, student awards and academic units (including chairs) provide Lakehead University with the opportunity to recognize exceptional contributions, be they philanthropic or honourific.

This policy shall govern the naming or renaming of university property and units:

1. in recognition of philanthropic gifts, or
2. in honour of individuals or organizations for their distinguished service to the University or society in general.

Purpose

This policy provides guidelines to those negotiating respective naming opportunities on behalf of Lakehead University and will assist in:

1. Ensuring that naming opportunities are administered fairly, consistently, and appropriately.
2. Guiding discussions with donors and other individuals regarding naming opportunities.

3. ~~Assuring-Helping~~ the ~~appropriate utilization-University optimize~~ of the limited number of physical spaces available to be named
4. ~~Setting-out-the~~Describing the procedure for ~~the removingal~~ of recognition/-signage ~~due to-in those circumstances when a pledge is non-unfulfilled~~ of pledges.
5. Identifying measures to protect the reputation of Lakehead University

Scope

This policy guides the granting of named recognition at Lakehead University for the following assets:

- 3.1. Naming is defined as integrating an individual, family name, or company/organization name as part of the naming (areas that may be named listed below). The name can be used in wayfinding, in published materials and building/room signage (exterior and interior).
- 4.2. Awards and Scholarships and named academic appointments will be considered published or online material and therefore fall under this Naming Policy.
- 5.3. Buildings, parts of buildings, facilities, rooms and common or green spaces.
- 6.4. Programs, departments, schools, faculties, centres and institutes, and other academic units.
- 7.5. Chairs, professorships, fellowships, lecture series, endowments, or other academic appointments or initiatives.
- 8.6. Student assistance funds including scholarships, bursaries, awards, and prizes; and
- 9.7. Other assets as the University may see fit to name to recognize exceptional philanthropic donations or distinguished service.

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Policy

Lakehead University may name physical space/property, endowment funds, student awards and/or academic units (including chairs) to recognize philanthropic support or to honour eminent persons, distinguished service or personal contributions or corporate (foundation, company, government, etc.) contributions to the University or society in general.

1. For philanthropic naming, a donation may only be recognized with one physical, academic or endowment naming opportunity.
2. Philanthropic naming must meet the minimum donation level (amount in the Internal Guidelines for Naming) and may not include external or internal matching funds unless otherwise approved.
- ◆3. Naming must be congruent with the overall strategic direction, academic mission, vision, and values of Lakehead University.
- ◆4. Organizations that are affiliated with the University through formal agreements such as joint ventures, affiliation agreements or tenancy are subject to the University's Naming Policy and associated procedures, to the extent that the naming involves a university facility or academic unit.
- ◆5. All naming must go through the appropriate University approvals process, as detailed in the associated Internal Guidelines for Naming, with the proper supporting documentation and endorsement and in consultation and collaboration with the President and the Provost or VP Research (depending on the specific designation of the Gift).
- ◆6. All philanthropic naming must adhere to Lakehead University's Donation Acceptance Policy.
- ◆7. Naming may be time limited and/or subject to regular review.

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Principles

1. Naming Approval - Ultimate authority to accept or decline any proposal for naming at Lakehead University rests with the Board of Governors unless delegated by them to other bodies or offices (see Approval).
2. Remove or Discontinue Naming - Ultimate authority to discontinue the designated name of a physical space or fund or to transfer the name to another physical space or fund at Lakehead University rests with the Board of Governors.
3. Integrity - Notwithstanding any other provision of this policy, no naming will be approved or (once approved) continued that will call into serious question the public respect of the University.
4. Non-endorsement - No names will be approved that will imply the University's

endorsement of a partisan political or ideological position. This does not preclude a naming with the name of an individual who has at one time held public office or with the name of an individual or a company that manufactures or distributes commercial products.

5. Terms and Conditions - When named recognition has been extended for a gift received, it will be honoured for the period stated in the gift agreement. The gift agreement will be approved by Lakehead University's legal counsel and include all the terms and conditions. In the event of changed circumstances the gift agreement will clearly outline the process in the negotiated terms.
6. Short-term Naming - Named recognition will be available for short-term yearly payment sponsorships and those terms will be negotiated by the partners and a gift agreement prepared. Provided there are no gift agreement violations, Lakehead University will honour the name for that period, subject to renewal of the opportunity.
7. Naming for a Third Party - Provisions in this policy also apply to a donor wishing to honour a third party, by naming a space in their name, must adhere to the same policy conditions.)

Responsibilities

1. All requests for naming will be brought to the Vice-President, External Relations (VPER), who will ensure sufficient due diligence that leads to outcomes that reflect the values and integrity of the university.
2. The VPER shall advise on the consistent application of current, approved naming policies with respect to recognition of philanthropic donations.
3. External Relations shall be responsible for maintaining and updating an inventory of named facilities.
4. The Director of Physical Plant will work with the External Relations office to decide on the physical location/displays which may accompany named recognition.

Approval

Philanthropic naming is subject to satisfactory funding arrangements for the specific portion of the cost of the project or fund. A gift agreement will be drawn up outlining the negotiated

terms.

Naming will be implemented upon receipt of 15% of the total gift commitment. The same applies when a corporation requests a sponsorship naming opportunity.

The VPER will bring all proposed naming opportunities, intended to recognize a philanthropic donation, to the Executive Team for information purposes.

Naming levels requiring approval by the Board of Governors, President, and Vice-President External Relations respectively are:

3. Naming from gifts of \$5 million or more will receive final approval by the Board of Governors.
4. Naming from gifts between \$1 million and \$4,999,999 will receive final approved by the President and Vice Chancellor.
5. Naming from gifts under \$1 million will receive final approved by the Vice-President External Relations.
10. for any philanthropic donation of more than \$500K (previously \$250K)
11. if deemed advisable, in the President's judgment, and referred to the Board of Governors for final approval.

~~All other naming approvals are within the authority of the President and/or his or her designates as articulated in the *Operating Procedures for Naming Opportunities*.~~

Commented [Mdh1]: For BERC: this is a recommendation based on new research from KCI Philanthropy which will be discussed at the BERC meeting.

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Negotiating Names Recognition for Philanthropic Donations

It is the responsibility of External Relations to negotiate philanthropic gift recognition, with the advice of appropriate faculty, on behalf of the University and they must:

1. advise potential benefactors that the acceptance of any philanthropic donation involving a proposal to name is conditional upon final approval of the naming by the Board of Governors and/or other authorities, as noted in the *Operational Guidelines for Naming Opportunities*
2. ensure that donors understand that, when a physical space or fund will be named for them, donors do not control the details of the administration and application of gift details including construction, furnishings, the selection of candidates, etc.
3. implement a gift agreement clearly stating the length of the naming and all other items such as terms of payment and recognition.

Removal or Change of Name

Individuals and organizations whose names are approved by the Board of Governors or other authorities are expected to exemplify the attributes of integrity and civic leadership. Should a donor, for whom a university naming opportunity has been made, violate these standards, the University may choose to remove the donor's name from the naming opportunity.

The University has the right, in consultation with the donor, to change the name of a building, space, facility or endowment if, for example, a corporate donor has itself changed its name, or marital donors have divorced or separated. The naming gift agreement will specify details for this procedure including terms for the rename and re-brand process.

In the case that the named space or building is completely renovated/repurposed (after a minimum 20 years of naming) the donor or the donor's descendants will be given the first right of refusal to make a philanthropic gift at a naming level.

Review and Revision

This policy shall be reviewed minimally once every two years by the Board of Governors.

Review Period: 2 years.

Date for Next Review: _____;

Related Policies and Procedures: Operational Procedures for Naming Opportunities
Lakehead University

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.



Naming Policy

Category: Space and Property

Jurisdiction: Vice President, External Relations; Board External Relations Committee

Approval Authority: Board of Governors

Established on: June 16, 2006

Amendments: November 1, 2009; April 21, 2016, June 2022

Redrafted on November 30, 2022

Overview

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

AMENDMENT 2023/1

RESOLUTION OF THE BOARD OF GOVERNORS OF LAKEHEAD UNIVERSITY

WHEREAS Lakehead University (hereinafter referred to as the “University”) has established the Pension Plan for Technical, Clerical and Maintenance Staff of Lakehead University (hereinafter referred to as the “Plan”) effective September 1, 1966;

AND WHEREAS the University wishes to amend the Plan to reflect the cessation of contributions in respect of Lakehead University Faculty Association members;

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

NOW THEREFORE BE IT AND IT IS HEREBY RESOLVED THAT THE PLAN SHALL BE AMENDED EFFECTIVE JANUARY 1, 2023 AS FOLLOWS:

1. Section 2.04 is amended by replacing “Active Members” with “Active, Inactive and Suspended Members”.
2. The following new Section 2.47 is hereby added to Article 2 immediately after Section 2.46 and all following Sections under Article 2 shall be renumbered accordingly:

“1.47 **“SUSPENDED MEMBER”** means a Member who is not an Inactive Member and is not making Required Contributions but is an Employee and is contributing towards the College of Applied Arts and Technology (CAAT) pension plan. For greater certainty, full-time Employees who are subject to the Agreement and are either faculty or a librarian as determined by the Board of Governors shall become Suspended Members effective January 1, 2023.”
3. The following sentence is added at the end of paragraph 3.01(c):

“Contract Lecturer Members shall not be permitted to join the Plan on or after January 1, 2023.”
4. The following sentence is added at the end of paragraph 4.01(a):

“Starting January 1, 2023, contributions for Contract Lecturer Members shall cease.”
5. The table in paragraph 4.01(a) is deleted and replaced as follows:

| Effective Date | Percentage (%) Contribution Rates by Employee Group ^(a) | | | | | | | | |
|----------------------------|--|------|------------|---------------|-------------|-------|----------------------|--------------------------------|---------------|
| | Schedule II and Technical Staff | COPE | <u>USW</u> | <u>Unifor</u> | <u>IUOE</u> | OPSEU | Contract Employee | Contract Lecturer Member | Part-ti me |
| Prior to Jul 1, 1991 | 5.00 | 5.00 | 5.00 | 5.00 | 5.00 | N/A | N/A | N/A | 5.00 |
| Jul 1, 1991 | 5.50 | 5.50 | 5.50 | 5.50 | 5.50 | N/A | N/A | N/A | 5.00 |
| Jul 1, 1992 | 5.75 | 5.75 | 5.50 | 5.75 | 5.75 | N/A | N/A | N/A | 5.00 |
| Sep 1, 1995 ^(b) | N/A | N/A | N/A | N/A | N/A | N/A | 5.00 | N/A | N/A |
| Jan 1, 1998 | 6.15 | 6.15 | 5.50 | 6.15 | 6.15 | N/A | 5.40 | N/A | 5.40 |
| Jan 1, 1999 | 6.45 | 6.45 | 5.80 | 6.45 | 6.45 | N/A | 5.70 | N/A | 5.70 |
| Jan 1, 2000 | 6.85 | 6.85 | 6.20 | 6.85 | 6.85 | N/A | 6.10 | N/A | 6.10 |
| Jan 1, 2001 | 7.25 | 7.25 | 6.60 | 7.25 | 7.25 | N/A | 6.50 | N/A | 6.50 |
| Jan 1, 2002 | 7.65 | 7.65 | N/A | 7.65 | N/A | N/A | 6.90 | N/A | 6.90 |
| Nov 1, 2002 | N/A | N/A | 7.25 | N/A | N/A | N/A | N/A | N/A | N/A |
| Jan 1, 2003 | 7.90 | 7.90 | 7.50 | 7.90 | 7.90 | N/A | 7.15 | N/A | 7.15 |
| Jul 1, 2003 | N/A | N/A | 7.90 | N/A | N/A | N/A | N/A | N/A | N/A |
| Jan 1, 2007 | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 6.50 | N/A |
| July 1, 2015 | N/A | N/A | N/A | N/A | N/A | 7.90 | N/A | N/A | N/A |
| Jan 1, 2023 | N/A | N/A | N/A | N/A | N/A | N/A | N/A | 0.00 | N/A |

6. The following sentence is added at the end of paragraph 4.03(c):

“Effective January 1, 2023, no contributions shall be made by the University on behalf of Contract Lecturer Members.”

7. Section 8.03 is amended by replacing subsection 8.03(a) with the following:

“(a) the Active Account contained the account balance of both Active Members and Pensioners. The Active Member Account contains only the account balance of Active, Inactive and Suspended Members.”

Certified to be a true copy of a resolution passed by the Board of Governors on the _____ day of _____, 2023.

Secretary, Board of Governors

AMENDMENT 2023/1

RESOLUTION OF THE BOARD OF GOVERNORS OF LAKEHEAD UNIVERSITY

WHEREAS Lakehead University (hereinafter referred to as the "University") has established the Pension Plan for Professional Staff of Lakehead University (hereinafter referred to as the "Plan") effective September 1, 1965;

AND WHEREAS the University wishes to amend the Plan to reflect the cessation of contributions in respect of Lakehead University Faculty Association members;

AND WHEREAS Paragraph 19.1 permits the University to amend the Plan;

NOW THEREFORE BE IT AND IT IS HEREBY RESOLVED THAT THE PLAN SHALL BE AMENDED EFFECTIVE JANUARY 1, 2023 AS FOLLOWS:

1. The following paragraph is added at the end of the Introduction:

"Effective January 1, 2023, members of the Lakehead University Faculty Association joined the DBPlus component of the College of Applied Arts and Technology (CAAT) pension plan and ceased contributing to the Plan. Benefits earned and contributions made prior to January 1, 2023 will remain in the Plan and such members will become Suspended Members."

2. Section 1.10 is deleted and replaced with the following:

"1.10 **"BEST AVERAGE EARNINGS"** means the average annualized Earnings of the Member over the 60 consecutive months of Credited Service in which his Earnings were highest. If the Member has completed less than 60 consecutive months of Credited Service, the average shall be taken over the actual number of consecutive months of Credited Service. For the purposes of calculating Best Average Earnings, Credited Service shall be deemed to include Continuous Employment while a Suspended Member."

3. The following new Section 1.47 is hereby added to Article 1 immediately after Section 1.46 and all following Sections under Article 12 shall be renumbered accordingly:

"1.47 **"SUSPENDED MEMBER"** means a Member who is not an Inactive Member and is not making Required Contributions but is an Employee and is contributing towards the College of Applied Arts and Technology (CAAT) pension plan. For greater certainty, full-time Employees who are subject to the Agreement and are either faculty or a librarian as determined by the Board of Governors shall become Suspended

Members effective January 1, 2023.”

4. The following paragraph is added at the end of Section 2.1:

“Notwithstanding the above, full-time Employees who are subject to the Agreement and are either faculty or a librarian as determined by the Board of Governors shall not be permitted to join the Plan on or after January 1, 2023.”

5. Section 9.1 is amended by replacing all instances of “Active Member” with “Active or Suspended Member”.

Certified to be a true copy of a resolution passed by the Board of Governors on the _____ day of _____, 2023.

Secretary, Board of Governors



OFFICE OF THE VICE-PRESIDENT
(ADMINISTRATION & FINANCE)

Date: April 13, 2023
To: Finance & Operations Committee
From: Kathy Pozihun, Vice-President (Administration & Finance)
Subject: Pension Plan Text Amendments and SIPP Update

One amendment is being put forward by the LUEPP Advisory Committee to amend the Lakehead University Employee Pension Plan (LUEPP) text. This amendment will reclassify those LUFA members who are now contributing only to the CAAT DBplus pension plan as "Suspended Members". This will distinguish them from Active members who are contributing to the LUEPP, and Inactive Members, who are no longer employed at Lakehead University.

One amendment is being put forward by the Professional Staff Pension Board to amend the Pension Plan for Professional Staff text. This amendment will reclassify those LUFA members who are now contributing only to the CAAT DBplus pension plan as "Suspended Members". This will distinguish them from Active members who are contributing to the Professional Plan, and Inactive Members, who are no longer employed at Lakehead University.

These amendments will be named Amendment 2023/1 for each Plan and were recommended for Board approval at the March 24th, 2023 Joint Pension Meeting of the Pension Board and Advisory Committee. Ultimately it is the Board of Governor's responsibility and right as Plan Administrator to pass an amendment to the University's pension plans.

In addition to these amendments, the SIPP has been reviewed by the Investment Consultant, Proteus Performance, and some minor updates have been recommended. All recommended changes are considered "housekeeping" in nature, with the exception of Appendix A, which has been updated to reflect the correct target allocation to Real Estate of 7%, and the subsequent reduction in Canadian Bonds from 30% to 23%. On March 24th, 2023 the Pension Board and Advisory Committee reviewed these changes and are recommending them for approval by the Board of Governors.

OPEN REPORT TO THE BOARD OF GOVERNORS – May 4, 2023

From: Robert Arnone - Chair, Finance and Operations Committee

Subject: Finance and Operations Committee Open Report

Committee Members: *Brandon Rhéal Amyot; Robert Arnone (Chair); Dr. Don Kerr; Dr. Moira McPherson; Michael Nitz; Anna Sampson; Mark Smith; Cathy Tuckwell; Maria Vasanelli*

The Board Finance and Operations Committee (BFOC) met virtually on April 12, 2023. The following items of business were on the agenda:

2023-24 Operating Budget

Administration provided the Committee with an update on the 2023-24 operating budget. Highlights from the update included:

- projected FTE
- proposed operating budget revenue
- proposed operating expenses
- total proposed operating budget
- mitigation tactics
- ancillary services budgets
- consistent controls, monitoring, tracking and reporting
- innovative planning for future sustainability post-pandemic
- continued Advocacy efforts

The Committee agreed by consensus, to support the delay of recommending the 2023-24 budget to the Board of Governors with another update to be provided by Administration in June 2023.

Pension Plan and Statement of Investment Policies and Procedures (SIPP)

The Committee reviewed and approved the proposed amendments to the Pension Plan and the SIPP and plan to make recommendations to the Board at the May 4, 2023 meeting:

- MOVED to recommend that the Board of Governors approves LUFA Amendment 2023/1, as circulated. CARRIED
- MOVED to recommend that the Board of Governors approves LUEPP Amendment 2023/1, as circulated. CARRIED
- MOVED to recommend that the Board of Governors approves the proposed amendments to the Statement of Investment Policies and Procedures, as circulated. CARRIED

Reports and Updates Received

- Report from the President
 - Orillia Expansion Overview

Informational Items Received

- Moody's Annual Report
- Operating and Ancillary Update (as of February 28, 2023)
- Investment Reports (as of February 28, 2023)
- Committee Workplan Progress Report
- 2022-23 Board Meeting Schedule



Statement of Investment Policies and
Procedures
Lakehead University Pension Plan

Statement of Investment Policies and Procedures, Lakehead University Pension Plans

TABLE OF CONTENTS

| | |
|--|-----------|
| 1. INTRODUCTION | 4 |
| 2. PURPOSE OF THE INVESTMENT POLICY STATEMENT | 5 |
| 3. ROLES AND RESPONSIBILITIES | 5 |
| 3.1 RESPONSIBILITIES OF THE BOARD AND THE COMMITTEE | 5 |
| 3.2 INVESTMENT ADVISOR | 6 |
| 3.4 CUSTODIAN(S) | 9 |
| 4. INVESTMENT OBJECTIVES | 10 |
| 4.1 RETURN ON INVESTMENTS | 10 |
| 4.2 RISK TOLERANCE | 10 |
| 5. INVESTMENT CONSTRAINTS | 11 |
| 5.1 LEGAL STATUS | 11 |
| 5.2 TAXATION STATUS | 11 |
| 5.3 INVESTMENT TIME HORIZON | 11 |
| 5.4 LIQUIDITY AND INCOME REQUIREMENTS | 12 |
| 6. ASSET MIX | 12 |
| 7. INVESTMENT MANAGEMENT GUIDELINES | 14 |
| 7.1 PENSION PLAN GUIDELINES | 14 |
| 7.2 ELIGIBLE ASSET CLASSES - DEFINITIONS AND CONSTRAINTS | 14 |
| 7.3 ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) | 18 |
| 7.4 LENDING OF SECURITIES AND CASH | 19 |
| 7.5 BUY-IN ANNUITIES | 19 |
| 7.6 VALUATION OF INVESTMENTS AND SECURITIES NOT TRADED ON A PUBLIC EXCHANGE | 19 |
| 7.7 MATERIALITY | 19 |
| 7.8 RELATED PARTY TRANSACTIONS | 20 |
| 7.9 DERIVATIVE SECURITIES | 20 |
| 7.10 OVERDRAFT POSITIONS AND SHORT-SELLING | 20 |
| 7.11 ADDITIONAL CONSTRAINTS, INCLUSIONS AND EXCLUSIONS | 20 |

| | |
|--|-----------|
| 8. PERFORMANCE STANDARDS | 22 |
| 8.1 INVESTMENT RETURNS | 22 |
| 9. REBALANCING | 23 |
| 10. REPORTING AND SERVICE | 23 |
| 10.1 INVESTMENT MANAGER(S) | 23 |
| 10.2 INVESTMENT ADVISOR | 26 |
| 10.3 CUSTODIAN(S) | 26 |
| 11. REVIEW OF AN INVESTMENT MANAGER | 27 |
| 12. CONFLICT OF INTEREST | 29 |
| APPENDIX A | 30 |

Lakehead University Pension Plan

Statement of Investment Policies and Procedures

1. Introduction

Lakehead University Pension Plan (the “Plan”) consists of two plans which service two groups of employees (the “Members”) at Lakehead University (the “University”). In 2022, certain employee groups have joined the College of Applied Arts and Technology (“CAAT”) pension plan for future service. The Pension Plan for the Professional Staff of Lakehead University (the “Professional Plan”) covers ~~all~~-certain faculty, management and professional employees. The Lakehead University Employee Pension Plan (the “Employee Plan”) covers ~~all~~-certain support staff employed by the University. The Professional Plan encompasses an annuity account for retired professional members and a defined contribution plan for active professional members; these plans are administered by the Pension Board (the “Board”). The Employee Plan is structured as a defined contribution plan and is administered by the Advisory Committee (the “Committee”). This Statement of Investment Policies and Procedures is intended to be consistent with all federal and provincial pension legislation applicable to investments of the Plan. This SIPP was enacted on July 19, 1999, and revised:

April 19, 2001, October 12, 2007, May 20, 2010, June 6, 2014, January 29, 2016,
April 27, 2017, June 8, 2018, ~~and June 7, 2019~~ and June 5, 2020.

2. Purpose of the Investment Policy Statement

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

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

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

3. Roles and Responsibilities

3.1 Responsibilities of the Board and the Committee

The Board and Committee shall:

- a. maintain an understanding of legal and regulatory requirements and constraints applicable to the Plan including but not limited to the Canadian Association of Pension Supervisory Authorities (CAPSA) Guidelines, and the Pension Benefits Act;
- b. review the SIPP annually or more frequently when required;
- c. select investment managers and custodian;
- d. formulate specialized instructions and mandates for each investment manager (where direct investment in a pooled fund is not employed), in the event that more than one investment manager is engaged, and provide these instructions and mandates to the investment managers. These instructions and mandates will derive from, reflect and be consistent with the provisions of this SIPP;
- e. monitor the performance, risk management and personnel of each investment manager, as well as the overall strategy quarterly;
- f. monitor the investment managers’ compliance with the SIPP as well as each investment manager’s compliance with any specialized instructions and mandates they have been given in the event that more than one investment manager is engaged;

- g. monitor the Plan's asset allocation and take steps to ensure that the Plan is rebalanced, as necessary, per Section 9;
- h. take appropriate steps to resolve conflict of interest issues as provided for in Section 12;
- i. retain an Investment Advisor to delegate specified responsibilities to; and
- j. keep the Investment Advisor apprised of any developments that will affect the Plan's objectives or constraints.

3.2 Investment Advisor

The Investment Advisor will:

- a. provide the Board and Committee with information, advice and recommendations and information to assist in decision making regarding:
 - strategic asset allocation;
 - investment manager structures; and
 - the selection, dismissal or replacement of an investment manager(s) and custodian(s);
- b. provide the Board and Committee with a recommended SIPP and specialized investment manager instructions and mandates, as required;
- c. on an annual basis, or more frequently if required, provide the Board and Committee with advice on re-approving or amending the SIPP as well as any specialized instructions and mandates provided to the investment managers;
- d. monitor the asset allocation and provide recommendations to the Board and Committee with respect to rebalancing assets among investment managers and asset classes;
- e. provide reports to the Board and Committee at least quarterly as provided for in Section 10.2 of this SIPP;
- f. provide proactive information and advice with respect to developments that might affect the investment manager(s)' performance, risk characteristics and service capabilities;
- g. manage the process to acquire/renew/cancel services, including negotiate with investment manager(s) and custodian(s) fees on behalf of the Board and Committee;

- h. keep the Board and the Committee up to date on the CAPSA Guidelines and related regulations concerning pension fund management;
- i. be an independent and objective resource for all questions/issues concerning administration, custody, managers, specialty mandates, market conditions and related as it pertains to the management of the Plan; and
- j. exercise the care, skill and diligence that can reasonably be expected of a prudent expert and adhere to the CFA Institute's Code of Ethics and Standards of Professional Conduct.

3.3 Investment Manager(s)

The investment manager(s) will:

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

3.4 Custodian(s)

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

- a. provide safekeeping for Plan assets;

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

4. Investment Objectives

4.1 Return on Investments

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

Specific performance criteria are addressed in Section 8.

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

4.2 Risk Tolerance

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

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

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

5. Investment Constraints

5.1 Legal Status

The Plan is comprised of a Defined Contribution plan and an annuity account in the Professional Plan and a Defined Contribution plan in the Employee Plan. The

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

Plan is subject to the CAPSA Guidelines and must comply with the Pension Benefits Act (Ontario). The Professional Plan is considered a hybrid plan by the Canada Revenue Agency and the Financial Services Regulatory Authority of Ontario.

5.2 Taxation Status

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

5.3 Investment Time Horizon

A Plan's investment time horizon is an important factor in determining its investment strategy. The period over which a particular investment strategy can or will be maintained has a direct bearing on the likelihood that it will generate its targeted rate of return within that period and within acceptable risk parameters. It is anticipated that the Plan will exist ~~in perpetuity~~ **until the last Plan Member retires or passes away**. For planning and structuring purposes, it will be assumed that the investment time horizon of the Plan is more than ten years. It should be noted, however, that this SIPP will be reviewed on at least an annual basis.

5.4 Liquidity and Income Requirements

Liquidity risk is the risk that it will become necessary to liquidate Plan assets under unfavorable market conditions in order to make payments to beneficiaries. On balance, the Board and Committee must pursue investment strategies which provide sufficient liquidity at all points in an economic cycle.

6. Asset Mix

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

Table I: Plan Asset Allocation Policy Targets and Limits

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

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

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

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

The Investment Advisor will notify the Board and Committee, in a timely manner, if exposure to any asset class violates the permissible ranges. This notification will be required only in instances where the range violation is expected to persist for more than a short period of time. In this instance, the Investment Advisor must obtain the Board and Committee's written consent to continue to hold the subject asset class(es) outside of the permissible range.

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

7. Investment Management Guidelines

7.1 Pension Plan Guidelines

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

7.2 Eligible Asset Classes - Definitions and Constraints

7.2.1 Cash Equivalents

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

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

7.2.2 Fixed Income Instruments

Investments in the following marketable fixed income instruments are permitted:

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

Such instruments must be:

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

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

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

Preferred shares, if considered as part of the fixed income component of the portfolio, must have a minimum DBRS credit rating of PFD-3 or an equivalent rating by another well-established rating agency at the time of purchase and thereafter.

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

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

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

Investment in the securities of any single issuer should not constitute more than 5% of the market value of the Plan as a whole. In addition, investment in any single issuer should not constitute more than 10% of the market value of the fixed income asset class. Fixed income instruments issued or guaranteed by the Government of Canada or one of its agencies or by a Canadian provincial government or one of its agencies are exempted from this provision.

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

7.2.3 Equities

Investments in the following equity securities are permitted:

- a. publicly traded common stocks;
- b. rights, warrants, options, futures, installment receipts, convertible debentures and other instruments convertible into common stocks;

- c. income trust units issued and registered in jurisdictions where appropriate legislation is in place to limit the liability of unitholders;
- d. American Depositary Receipts; and
- e. Global Depositary Receipts.

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

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

7.2.4 Alternative Strategies

Investments in the following alternative strategies are permitted:

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

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

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

7.3 Environmental, Social and Governance (ESG)

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

7.4 Lending of Securities and Cash

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

7.5 Buy-In Annuities

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

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

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

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

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

7.7 Materiality

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

7.8 Related Party Transactions

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

- it is under terms and conditions that are not less favourable to the plan than market terms and conditions;
- it does not involve the making of loans to, or investments in, the related party;
- the value of the transaction is nominal, or the transaction is immaterial to the plan. In assessing whether the value of a transaction is nominal or whether a transaction is immaterial, two or more transactions with the same related party shall be considered a single transaction.

7.9 Derivative Securities

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

7.10 Overdraft Positions and Short-Selling

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

7.11 Additional Constraints, Inclusions and Exclusions

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

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

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

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

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

8. Performance Standards

8.1 Investment Returns

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

Table II: Plan Benchmark

| Asset Class | Index | Proportion * |
|--------------------------|--|-------------------------|
| Fixed Income Instruments | FTSE/TMX Universe Bond Index | 23% |
| | FTSE/TMX Short-term Bond Index | 10% |
| Canadian Equities | S&P / TSX Total Return Composite Index | 20% |
| Global Equities | MSCI World Total Return Index (CAD) | 40% |
| Alternative Strategies | Custom Benchmark | 7% |

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

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

The Plan's investment performance is expected to:

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

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

9. Rebalancing

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

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

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

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

10. Reporting and Service

10.1 Investment Manager(s)

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

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

- a. a valuation of the relevant component of the Plan as at the end of the quarter, including the market value of each security;
- b. a listing of transactions that were completed or initiated during the quarter;
- c. data and commentary on the investment manager investment performance relative to benchmarks established in this SIPP or to the investment manager's specialized mandate Guideline in the event that more than one investment manager is engaged;

- d. a commentary on the investment strategy and tactics employed over the past quarter;
- e. an outlook on capital markets for the upcoming quarter and proposed strategies and tactics to be employed during the quarter;
- f. information pertaining to changes in the investment manager's investment or senior management personnel and ownership structure, if any;
- g. information pertaining to changes to the investment manager's investment style, process or discipline or any other philosophical, operational or organizational matter that might reasonably be expected to have a bearing on the performance or risk profile of the assets managed by the investment manager;
- h. confirmation that the investment manager is in compliance with Section 12;
- i. suggestions regarding this SIPP or their Guideline if any; and
- j. a signed Certificate of Compliance must be submitted annually indicating that the assets have been managed within the parameters established by this SIPP or by the investment manager's specialized mandate Guideline in the event that more than one investment manager is engaged and that all investment activities have been conducted in accordance with requirements of the applicable securities commissions and the CFA's Standard Code of Ethics.

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

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

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

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

Committee, and will be available for discussion and consultation on an ad hoc basis.

10.2 Investment Advisor

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

- a. the performance of the Plan and each investment manager. These reports will detail performance in both absolute terms and relative to the benchmark index described in Section 8.1. Performance statistics will be provided for the quarter, the year-to-date, and other relevant time periods;
- b. the risk characteristics of the Plan and each investment manager;
- c. the performance and risk characteristics of the investment manager(s) relative to (an) appropriate peer group(s); and
- d. a qualitative assessment of the investments and investment management firms;

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

10.3 Custodian(s)

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

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

11. Review of an Investment Manager

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

- a. the investment manager's investment performance results have been below the median performance results of the appropriate manager peer group and the

appropriate market benchmark indice(s) on a rolling 4-year basis for six consecutive quarters;

- b. the investment manager's short-term underperformance is found to be a result of a change in the investment manager's investment style, process or discipline or a change in the key investment personnel;
- c. there is a significant change in the risk profile of the investment manager;
- d. the investment manager's investment style is no longer appropriate given the Plan's requirements;
- e. the investment manager is no longer in compliance with the provisions of this SIPP and any amendments thereto as well as any specialized instructions and mandates issued by the Board and the Committee;
- f. the investment manager's reporting and client service are unsatisfactory; or
- g. the Board and Committee have concerns regarding the investment manager's ethics.

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

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

- i) A qualitative review of the manager will be prepared addressing the following criteria;
 - Organizational structure / changes
 - Personnel changes
 - Investment style / process
 - Risk controls
- ii) A quantitative report will be prepared considering risk and return performance relative to the fund's universe;
- iii) The Board and Committee will consider whether the benchmark objective(s) continue to be appropriate;

- iv) The Board and Committee will decide whether there has been a fundamental change at the Manager's operation which renders them no longer appropriate for the Plan's pension mandate; and
- v) If required, the Board and Committee will conduct an investment manager search for the identified asset class.

12. Conflict of Interest

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

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

Appendix A

The strategic asset mix is described in the Statement of Investment Policies and Procedures (SIPP). This appendix has been prepared exclusively to provide the

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

disclosure required by subsection 78(7) of the General PBA Regulation. To the extent of any inconsistency between this appendix and any other provision of the SIPP, the other provision of the SIPP prevails.

| Investment Category | Target |
|--|-------------------|
| 1. Insured contracts | |
| 2. Mutual or pooled funds or segregated funds | |
| 3. Demand deposits and cash on hand | |
| 4. Short-term notes and treasury bills | |
| 5. Term deposits and guaranteed investment certificates | |
| 6. Mortgage loans | 10% |
| 7. Real estate | 7% |
| 8. Real estate debentures | |
| 9. Resource properties | |
| 10. Venture Capital | |
| 11. Corporations referred to in subsection 11(2) of Schedule III to the federal investment regulations | |
| 12. Employer issued securities | |
| 13. Canadian stocks other than investments referred to in items 1 to 12 | 20% |
| 14. Non-Canadian stocks other than investments referred to in items 1 to 12 | 40% |
| 15. Canadian bonds and debentures other than investments referred to in items 1 to 12 | 30 23% |
| 16. Non-Canadian bonds and debentures other than investments referred to in items 1 to 12 | |
| 17. Investments other than investments referred to in items 1 to 16 | 0% |



2023-24 Board of Governors Meeting Schedule - DRAFT

Approved by the Board on May 4, 2023.

| Governors are required to confirm attendance or send regrets to ALL meetings. All times are ET. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|----------------------------|---------------------------------|------------------------------|------------------------|---------------------|----------------------------|----------------------------|---------------------------------|------------------------------|----------------------|------------------|---|--|--|--|--|--|-------------------------|--------------------------|---------------------|-------------------------|------------------------|---------------------|--|--|--|--|--|--|-----------------------|------------------------|-------------------|-----------------------|----------------------|-------------------|------------------------|-------------------------|--------------------|-----------------------|----------------------|-------------------|-----------------------|------------------------|-------------------|-----------------------|----------------------|-------------------|------------------------|-------------------------|--------------------|------------------------|-----------------------|--------------------|----------------------|-----------------------|------------------|----------------------|---------------------|------------------|-------------------------|--------------------------|---------------------|-------------------------|------------------------|---------------------|--|--|--|--|--|--|---|--|--|--|--|--|
| <div>IN PERSON BOARD MEETINGS, ORIENTATION & RETREATS</div> <div>2022-23 TERM:</div> <div>Oct. 5 - Thunder Bay (AGM/ANNUAL DINNER) Board: 9am to 1pm CoW: 1pm to 3pm Dinner: TBD</div> <div>2023-24 TERM:</div> <div>Oct. 6 - Thunder Bay (ANNUAL FALL RETREAT & ORIENTATION) Time: TBD (all day)</div> <div>Nov. 30 - Thunder Bay (BOARD MEETING) Board: 9am to 1pm CoW: 1pm to 3pm</div> <div>Feb. 16 - Thunder Bay (BOARD MEETING) Board: 9am to 1pm CoW: 1pm to 3pm</div> <div>Feb. 17 - Thunder Bay (ANNUAL WINTER RETREAT) Time: TBD (all day)</div> <div>Mar. 22 - Thunder Bay (BOARD MEETING) Board: 9am to 1pm CoW: 1pm to 3pm</div> <div>Apr. 26 - Thunder Bay (BOARD MEETING) Board: 9am to 1pm CoW: 1pm to 3pm</div> <div>Jun. 7 - Orillia (BOARD MEETING) Board: 9am to 1pm CoW: 1pm to 3pm</div> <div>Oct. 10 - Thunder Bay (AGM/ANNUAL DINNER) Board: 9am to 1pm CoW: 1pm to 3pm Dinner: TDB</div> <div>Oct. 11 - Thunder Bay (ANNUAL FALL RETREAT & ORIENTATION) Time: TBD (all day)</div> | <div>VIRTUAL COMMITTEE MEETINGS</div> <div>Pending Board approval at the May 4, 2023 meeting MOVED to approve that Board Standing Committee meetings remain virtual for the 2023-34 term.</div> <table><tr><th>BERC External Relations</th><th>BLLC Learning & Liaison</th><th>BGNC Governance & Nominating</th><th>BFOC Finance & Operations</th><th>BARC Audit & Risk</th><th>BEC Executive</th></tr><tr><td colspan="6">2022-23 Term (meetings remaining for the 2022-23 term, September 29, 2022 - October 5, 2023)</td></tr><tr><td>Sept. 13 9am-10:30am</td><td>Sept. 13 11am-12:30pm</td><td>Sept. 13 3pm-5pm</td><td>Sept. 14 9am-12:30pm</td><td>Sept. 14 1pm-2:30pm</td><td>Sept. 14 3pm-5pm</td></tr><tr><td colspan="6">2023-24 Term (October 6, 2023 - October 10, 2024)</td></tr><tr><td>Nov. 1 9am-10:30am</td><td>Nov. 1 11am-12:30pm</td><td>Nov. 1 3pm-5pm</td><td>Nov. 2 9am-12:30pm</td><td>Nov. 2 1pm-2:30pm</td><td>Nov. 2 3pm-5pm</td></tr><tr><td>Jan. 31 9am-10:30am</td><td>Jan. 31 11am-12:30pm</td><td>Jan. 31 3pm-5pm</td><td>Feb. 1 9am-12:30pm</td><td>Feb. 1 1pm-2:30pm</td><td>Feb. 1 3pm-5pm</td></tr><tr><td>Mar. 6 9am-10:30am</td><td>Mar. 6 11am-12:30pm</td><td>Mar. 6 3pm-5pm</td><td>Mar. 7 9am-12:30pm</td><td>Mar. 7 1pm-2:30pm</td><td>Mar. 7 3pm-5pm</td></tr><tr><td>Apr. 10 9am-10:30am</td><td>Apr. 10 11am-12:30pm</td><td>Apr. 10 3pm-5pm</td><td>Apr. 11 9am-12:30pm</td><td>Apr. 11 1pm-2:30pm</td><td>Apr. 11 3pm-5pm</td></tr><tr><td>May 8 9am-10:30am</td><td>May 8 11am-12:30pm</td><td>May 8 3pm-5pm</td><td>May 9 9am-12:30pm</td><td>May 9 1pm-2:30pm</td><td>May 9 3pm-5pm</td></tr><tr><td>Sept. 11 9am-10:30am</td><td>Sept. 11 11am-12:30pm</td><td>Sept. 11 3pm-5pm</td><td>Sept. 12 9am-12:30pm</td><td>Sept. 12 1pm-2:30pm</td><td>Sept. 12 3pm-5pm</td></tr><tr><td colspan="6">Dates may change based on need or at the call of the Chair and/or Committee Chairs. 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OPEN REPORT TO THE BOARD OF GOVERNORS – May 4, 2023

From: Cathy Tuckwell - Chair, Board Learning and Liaison Committee

Subject: Learning and Liaison Committee Open Report

Committee Members: Brandon Amyot; Karen Boz; Dr. Claudine Cousins; Thomas Kehoe; Dr. Don Kerr; Pauline Mickelson; Dr. Moira McPherson; Rachael Paquette; Dr. Bryanna Scott-Kay; Cathy Tuckwell (Chair)

**Dr. Bryanna Scott-Kay was appointed to the BLLC on March 23, 2023, for the remainder of the term.*

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 12, 2023. The following items of business were on the agenda:

Policy Review: Adjunct Professor Policy

The Committee reviewed and approved the proposed amendments to the Adjunct Professor Policy and plans to make a recommendation to the Board of Governors at the May 4, 2023 meeting:

- MOVED to recommend that the Board approves the attached amendments to the Adjunct Professor Policy. CARRIED

Research and Innovation Education

The Committee received a presentation on the Summer School of Health Technologies, provided by Dr. Alla Reznick - Professor, Physics (Lakehead University), Brandon Baldassi and Henry Maa-Hacquoil (students from the Summer School program).

Professional Development Planning

Board Fall Retreat Planning - The Committee made suggestions for possible topics and enhancements to future Board Retreats, based on the feedback received by Board members through recent feedback surveys from the winter retreat and Committee of the Whole meetings.

Reports and Informational Items Received

- President's Report
- Board Professional Development Online Resources
- Committee Workplan Progress Report
- 2022-23 Board Meeting Schedule



Adjunct Professor

Category: Academic;

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

Approval Authority: Senate & Board of Governors;

Established on: September 14, 1978;

Amendments: Senate: March 16, 2012; May 11, 2020; September 14, 2020; Board of Governors: February 1, 2013; June 5, 2020; June 12, 2020 (editorial); November 26, 2020;

Most Recent Review: June 5, 2020.

The title, “Adjunct Professor,” reflects a mutually beneficial scholarly association between the University and the candidate.

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

Part I. External Adjunct Professor

Recommendation and Appointment of a New External Adjunct Professor

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

External Adjunct Professor need not satisfy the qualifications normally expected of a regular faculty appointment.

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

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

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

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

Renewal of an External Adjunct Professor Appointment

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

The President will present the renewal to the Senate for information only. The Dean(s) will notify the External Adjunct Professor of the renewal.

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

Rights and Responsibilities of an External Adjunct Professor

External Adjunct Professors may:

- supervise or co-supervise the research work of students proceeding toward either a Baccalaureate or graduate degree, subject to all regulations pertaining to the student's Academic Unit(s) and the Faculty of Graduate Studies, if applicable.
- be asked to give a seminar(s) or lecture(s) on a subject relevant to their expertise or to participate in other activities pertaining closely to expertise in accordance with the Academic Unit(s) requirements.

External Adjunct Professors shall:

- attend those Academic Unit(s) meetings where their presence is requested.
- be responsible for arranging provision of resources, equipment, and services for the successful completion of student research projects conducted under their co-supervision.

General Regulations

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

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

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

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

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

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

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

Part II. Internal Adjunct Professor

Recommendation and Appointment of a New Internal Adjunct Professor

A candidate for Internal Adjunct Professor must be a tenured or tenured-track faculty member of Lakehead University or of the Northern Ontario School of Medicine (West Campus). The candidate is recommended by the Chair/Director of the appropriate Academic Unit following normal Academic Unit procedures. The recommendation is forwarded to the Dean of the appropriate Faculty. In the case of interdisciplinary interests, the Chairs/Directors of the appropriate Academic Units will jointly recommend to the Dean(s) of the Faculty(ies) concerned following the normal procedures of the Faculty(ies). Each recommendation must be

accompanied by a full curriculum vitae of the candidate and an explanation of the purpose of the appointment.

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

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

Renewal of an Internal Adjunct Professor Appointment

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

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

Rights and Responsibilities of an Internal Adjunct Professor

Internal Adjunct Professors may:

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

- be asked to give seminar(s) or lecture(s) on a subject relevant to their expertise or to participate in other activities pertaining closely to their expertise in accordance with the Academic Unit(s) requirements.

Internal Adjunct Professors shall:

- attend those Academic Unit(s) meetings where his/her presence is requested.
- be responsible for arranging the provision of the resources, equipment and services for the successful completion of student's research projects conducted under their co-supervision.

Graduate Students Being Supervised by or Working under Internal Adjunct Professors

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

General Regulations

Within the Academic Unit(s) where the Internal Adjunct has been appointed, the Internal Adjunct Professor may be selected to serve on the Academic Unit(s)' Graduate Studies Advisory Committee(s) on the same basis as other members of the Academic Unit(s). Apart from this exception, an Internal Adjunct Professor may not be a member of another Academic Unit's Committee or of the Faculty Council, unless these committees or Council requests his/her presence (either voting or non-voting).

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

Review Period: 7 years;

Next Review Period: 2026-2027;

Related Policies and Procedures: None;

Policy Superseded by this Policy: None.

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

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

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

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



Adjunct Professor

Category: Academic;

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

Approval Authority: Senate & Board of Governors;

Established on: September 14, 1978;

Amendments: Senate: March 16, 2012; May 11, 2020; September 14, 2020; Board of Governors: February 1, 2013; June 5, 2020; June 12, 2020 (editorial); November 26, 2020;

Most Recent Review: June 5, 2020.

The title, “Adjunct Professor,” reflects a mutually beneficial scholarly association between the University and the candidate.

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

Part I. External Adjunct Professor

Recommendation and Appointment of a New External Adjunct Professor

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

External Adjunct Professor need not satisfy the qualifications normally expected of a regular faculty appointment.

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

Upon approval of the Faculty(ies) and Dean(s), the Dean(s) will forward the documentation to the Provost & Vice-President (Academic) for review (including assessment of whether the proposed terms of the appointment are subject to any associated agreements), consideration and approval of the terms of their appointment.

Upon approval of the Provost and Vice-President (Academic), the Provost and Vice-President (Academic), will forward the documentation and recommendation for approval to the President for approval by the President or President's delegate.

The recommendation to appoint the External Adjunct Professor will then be presented by the President to the Senate for approval and ~~then~~ to the Board of Governors for ratification. Upon ratification by the Board, the candidate will be informed of the approval, in writing, by the Board.

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

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

Rights and Responsibilities of an External Adjunct Professor

External Adjunct Professors may:

- supervise or co-supervise the research work of students proceeding toward either a Baccalaureate or graduate degree, subject to all regulations pertaining to the student's Academic Unit(s) and the Faculty of Graduate Studies, if applicable.
- be asked to give a seminar(s) or lecture(s) on a subject relevant to their expertise or to participate in other activities pertaining closely to expertise in accordance with the Academic Unit(s) requirements.
- be the Principal Investigator on external funding applications and be given signing authority on a research account in accordance with the University's policies

External Adjunct Professors shall:

- attend those Academic Unit(s) meetings where their presence is requested.
- be responsible for arranging provision of resources, equipment, and services for the successful completion of student research projects conducted under their co-supervision.

General Regulations

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

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

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

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

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

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

~~External Adjunct Professors may request an I.D. card issued by the Library which entitles him/her to Library privileges.~~

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

Part II. Internal Adjunct Professor

Recommendation and Appointment of a New Internal Adjunct Professor

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

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

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

Renewal of an Internal Adjunct Professor Appointment

A review will be conducted of an Internal Adjunct Professor appointment by the Academic Unit(s) concerned prior to renewal of the appointment. The Internal Adjunct Professor appointment may be renewed subject to the mutual agreement of the person concerned, the Academic Unit(s), and Dean(s) of Faculty(ies), subject to the normal procedures of the Faculty(ies). Once the Dean(s) has/have accepted or rejected the renewal, the renewal

documentation must be forwarded to the Provost & Vice-President (Academic) for approval by the President or President's delegate. The President will present the renewal to the Senate for information only. The Dean(s) will notify the Internal Adjunct Professor of the renewal.

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

Rights and Responsibilities of an Internal Adjunct Professor

Internal Adjunct Professors may:

- supervise or co-supervise the research work of students proceeding toward either a Baccalaureate or graduate degree, subject to all regulations pertaining to the student's Academic Unit(s) and the Faculty of Graduate Studies, if applicable.
- be asked to give seminar(s) or lecture(s) on a subject relevant to their expertise or to participate in other activities pertaining closely to their expertise in accordance with the Academic Unit(s) requirements.

Internal Adjunct Professors shall:

- attend those Academic Unit(s) meetings where his/her presence is requested.
- be responsible for arranging the provision of the resources, equipment and services for the successful completion of student's research projects conducted under their co-supervision.

Graduate Students Being Supervised by or Working under Internal Adjunct Professors

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

General Regulations

Within the Academic Unit(s) where the Internal Adjunct has been appointed, the Internal Adjunct Professor may be selected to serve on the Academic Unit(s)' Graduate Studies Advisory Committee(s) on the same basis as other members of the Academic Unit(s). Apart

from this exception, an Internal Adjunct Professor may not be a member of another Academic Unit's Committee or of the Faculty Council, unless these committees or Council requests his/her presence (either voting or non-voting).

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

Review Period: 7 years;

Next Review Period: 2026-2027;

Related Policies and Procedures: None;

Policy Superseded by this Policy: None.

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

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

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

Phone: 807-343-8010 Ext.-7929 or Email: univsec@lakeheadu.ca.



OPEN REPORT TO THE BOARD OF GOVERNORS – May 4, 2023

From: Peter Caldwell - Chair, Governance and Nominating Committee

Subject: Governance and Nominating Committee Open Report

Committee Members: *Brandon Rhéal Amyot; Peter Caldwell (Chair); Dr. Claudine Cousins; Dr. Moira McPherson; Rachael Paquette; Anna Sampson; Cathy Tuckwell; Maria Vasanelli*

The Board Governance and Nominating Committee (BGNC) met on April 12, 2023. The following items of business were on the agenda:

Policy Reviews

Board Members Seeking Employment with Lakehead University - The Committee continues its review of the Board Members Seeking Employment with Lakehead University Policy.

Board Chair, Vice-Chair and Past-Chair Succession Policy - The Committee continues its review of the Board Chair, Vice-Chair and Past-Chair Succession Policy.

Skills Assessment Matrix

The Committee updated the Board of Governors Skills Matrix by adding a section to capture personal attributes and governance skills of new recruits and by expanding on the professional skills section for current members.

Nominations/Appointments and Recruitment

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

City of Thunder Bay Appointee (Rajni Agarwal) - On February 13, 2023, the City of Thunder Bay appointed Rajni Agarwal to the Lakehead University Board of Governors, commencing February 14, 2023 to November 14, 2026. As per the Lakehead University Act, this appointment is determined by the Corporation of the City of Thunder Bay, and does not require approval by the Board of Governors

Lieutenant Governor in Council Appointee (Brent Sylvester) - The Lieutenant Governor in Council appointed Brent Sylvester to the Board of Governors for the term March 23, 2023 to March 22, 2026. As per the Lakehead University Act, this appointment is determined by the Lieutenant Governor in Council, and does not require approval by the Board of Governors.

Standing Committee Assignment

The Committee approved Standing Committee assignments for the two new Board members (Rajni Agarwal and Brent Sylvester) and plans to make recommendations to the Board of Governors at the May 4, 2023 meeting:

- MOVED to approve that Brent Sylvester be appointed to the Board Learning and Liaison Committee, commencing immediately, for the remainder of the 2022-23 term.
- MOVED to approve that Rajni Agarwal be appointed to the Board Learning and Liaison Committee, commencing immediately, for the remainder of the 2022-23 term.

2023-24 Board of Governors Meeting Schedule

The Committee approved the Board meeting schedule and format for Standing Committee meetings and plans to make recommendations to the Board at the May 4, 2023 meeting:

- MOVED to approve the proposed 2023-24 Board meeting schedule, as circulated.
- MOVED to approve that Board Standing Committee meetings remain virtual for the 2023-34 term.

Updates/Reports Received

- Update on Lieutenant Governor in Council (LGIC) Applications
- Update from the Board Bylaw Review Subcommittee

Informational Items Received

- Board Attendance Report
- Committee Workplan Progress Report
- 2022-23 Board Meeting Schedule



Councillor
Rajni Agarwal - At Large
City of Thunder Bay Member,
Board of Governors

Rajni Agarwal was born and raised in Northern Ontario. Her career and business knowledge is very diverse. She and her family have been in business in Thunder Bay since 1976. She is a Realtor, Land Developer, Restaurateur, an International Marketer for Experiential Learning and a Property Manager.

She is a daughter, sister, aunt and friend to many. She and her family call Thunder Bay their home and want to see it prosper for our future and those who come after us. She is proud to represent our great City and to be your voice on Council.

Current boards and committees (Council 2022-2026):

- Clean, Green & Beautiful Committee
- Community Communications Committee
- Tbaytel/Synergy North Recruitment
- Thunder Bay District Municipal League
- Fort William BIA



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Brent Sylvester
Lieutenant Governor in Council Member,
Board of Governors

Brent Sylvester started his first small owner-operator business in Thunder Bay more than 30 years ago. Today, he is the founder and CEO of a growing and forward-thinking engineering company called Secure Orbit Inc. that employs roughly 60 people. Orbit is an advanced design and advanced manufacturing company focused on developing product and service solutions for the physical security industry and distributes these to markets across North America. Orbit also has two regional construction interests in Northwestern Ontario, Northwest Fencing and Lakehead Overhead Door. Brent enjoys mentoring young entrepreneurs and serving business and community associations.



Report on the April 3, 2023 Ogimaawin Indigenous Education Council (OIEC) Meeting

To: Lakehead University Board of Governors

From: Bryanna Scott-Kay – Interim University Secretary

Subject: Ogimaawin Indigenous Education Council (OIEC) Report

OIEC Members: Brandon Amyot - Board of Governor Member (Lakehead University); Precious Anderson - Member-At-Large; Robert Atastise - Member At Large; Greer Atkinson - Ogemawahj Tribal Council; Dr. David Barnett - Provost and Vice-President, Academic (Lakehead University); Denise Baxter - Vice-Provost, Indigenous Initiatives (Lakehead University); Kathy Beardy - Nishnawbe Aski Nation; Matthew Bombardier - Indigenous Student Member (Lakehead University); Alecia Boshcoff - Fort William First Nation; Charles Brown - Member At Large; Alicia Cameron - Member-At-Large; Paul Capon - Matawa First Nations; Ben Cousineau - Chippewas of Rama First Nation; Lorrie Deschamps - Oshki-Pimache-O-Win Education & Training Institute; Christopher Glover - Designate, Orillia Principal (Lakehead University); Dr. Moira McPherson - President and Vice-Chancellor (Lakehead University, Non Voting); Amy Nadjiwon-Tobey (Chippewas of Nawash Unceded First Nation Board of Education); Grand Council Chief Reg Niganobe (Anishinabek Nation); Elder Gene Nowegejick (Non Voting); Dr. Lana Ray - Indigenous Faculty Member (Lakehead University); Dr. Linda Rodenburg - Interim Orillia Principal (Lakehead University); Yvonne Roussel - Interim University Secretary (OIEC Secretary); Dr. Bryanna Scott-Kay (Metis Nation of Ontario); Valerie Stortini (Chair) - Thunder Bay Indigenous Friendship Centre; Howard Twance - Seven Generations Education Institute; Dr. Anita Vaillancourt (OIEC Advisors Committee Chair)

The OIEC met virtually on April 3, 2023. Elder Gene Nowegejick shared an opening and closing prayer.

The following items of business were on the agenda:

OIEC Chair and Vice-Chair Vacancy

It was reported that a call out for the Chair and Vice-Chair will be taking place prior to the next meeting.

Recruitment and Appointments

The OIEC is working on filling upcoming external and internal vacancies as well as appointments to other organizations. Members whose terms are expiring as of June 30, 2023:

- Kathy Beardy (September 28, 2020 - June 30, 2023) (Partial)
- Paul Capon (October 7, 2021-June 30, 2023) (Partial)
- Lorie Deschamps (September 28, 2020 - June 30, 2023) (Partial)
- Precious Anderson (September 28, 2020 - June 30, 2023) (Partial)

The OIEC agreed to renew all of the above members for a 3 year term, contingent upon their acceptance.

Approval of the 2023-24 Meeting Schedule

The 2023-24 OIEC Meeting Schedule was approved.

External Member Updates

The group received updates from the external OIEC members.

Other Reports and Updates Received

- Diverse Scholarship Committee Update
- OIEC Nominating Committee Update
- OIEC Advisors Committee Update
- SAC/OIEC Joint Subcommittee Update
- Student Recruitment Update
- Indigenous Content Requirement Evaluation Framework Update
- President's Report
 - Strategic Plan - Year Four Highlights

Informational Items Received

- February 10, 2023 Board of Governors Report
- March 13, 2023 Senate Report

The next virtual OIEC meeting is scheduled to take place on Monday, October 16, 2023, 2:00pm to 4:00pm (EST).



SENATE REPORT TO THE BOARD OF GOVERNORS

From: Dr. Donald Kerr

Board Meeting Date: May 4, 2023

Subject: Senate Report

April 17, 2023 Senate Meeting Summary

Calendar Change Referrals

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 was approved by the appropriate Faculty Council and 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.

Senate Committee Reports and Recommendations

The reports of the Senate Academic Committee, Senate Budget Committee, Senate Nominations Committee, Senate Executive Committee, Senate Research Committee, Senate Teaching and Learning Committee and Senate Undergraduate Studies Committee were circulated in advance of the meeting.

The Senate adopted the following Senate Committee recommendations:

- MOVED that the list of faculty appointments to the Senate Standing Committee be approved.
- MOVED that the 2023/24 Senate and Senate Executive Committee meeting schedules be approved.
- MOVED to appoint Brandon Amyot to fill the student position on the Senate Organization Committee commencing immediately until June 30, 2023.

Other Motions

The Senate also approved new adjunct professor professional associate appointments.

The Senate was provided with the following items for information:

- Adjunct Professor Renewals
- Calendar Change Deadlines Reminder
- Board of Governors Report
- Council of Ontario Universities (COU) Academic Colleagues Report
- President's Report
- Provost and Vice-President, Academic Report

In Camera Session

The Senate also held an in camera session to discuss honorary degrees and other confidential matters.

Following the meeting, a public version of the 2023/24 Preliminary Operating Budget and Advocacy Efforts presentation was emailed to Senators and posted to the Senate section of the website.

The next Senate meeting is scheduled to take place on May 15, 2023.

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