

BOARD OF GOVERNORS MEETING

AGENDA

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| Date: | June 2, 2023 |
| Time: | 9:00am - 12:30pm (EST) |
| Location: | <p>Thunder Bay Campus: Governance Conference Room (UC2001) 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 OA2014 (will be connected to the Governance Conference Room)</p> <p>Click Here to Join the Zoom Meeting Meeting ID: 946 6878 3578 Passcode: 757575</p> |
| Orillia and Thunder Bay WiFi Network: LU Guest / Password: 23BuT3*FLY | |

Board of Governors Members: Rajni Agarwal; 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; Dr. Bryanna Scott-Kay; Mark Smith; Brent Sylvester; Cathy Tuckwell; Maria Vasanelli

Administrative Resources: Vanessa Franklin - Governance & Administrative Assistant (Recorder); Yvonne Roussel (Secretary) - Interim University Secretary

| To view and/or download supporting documents, click on the blue hyperlinks below. | | | |
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| Item | | Presenter(s) | Time* |
| *Timing is approximate and may be changed by the Board | | | |
| Traditional Land Acknowledgement | | | |
| Welcome and Introduction of New Board Members (Rajni Agarwal, City of Thunder Bay Member and Brent Sylvester, LGIC Member) | | | |
| 1. | Approval of Agenda MOVED that the agenda be approved. | Maria Vasanelli | 9:00am |

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| 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. | Chair's Report | Maria Vasanelli | 10min 9:05am |
| 6. | President's Report | Dr. Moira McPherson | 15min 9:15am |
| 7. | Consent Agenda <i>For Information: The Board Bylaws provide that items for approval under the Consent Agenda may include non-controversial items and routine items that are regularly discussed including without limitation Board Standing Committee reports, reports from other committees with Governor representatives, approvals of Adjunct Professors, and appointment of academic chairs. Any Governor may require that an item be removed from the Consent Agenda portion of the meeting and placed as a separate item on the agenda to allow discussion or debate on the item.</i> MOVED that the Consent Agenda be approved. | Maria Vasanelli | 5min 9:30am |
| C1. | Minutes of Previous Meeting MOVED that the minutes of the May 4, 2023 meeting be approved. | | |
| C2. | Executive Committee Report - for information <i>For Information: The Board Executive Committee discussed items of business that were sensitive or confidential in nature during its meeting on May 16, 2023. A confidential report was provided during the in camera session.</i> | | |
| C3. | President's Report on Appointments | | |

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| C4. | <p>Audit and Risk Committee Report (of the May 11, 2023 meeting)</p> <p>a. Lakehead University Pension Investment Fund</p> <p>i. Pension Investment Fund Annual Report</p> <p>ii. Pension Investment Fund Audited Financial Statements</p> <p>MOVED to approve the Lakehead University Pension Investment Fund financial statements, as circulated.</p> |
| C5. | <p>External Relations Committee Report (of the May 12, 2023 meeting)</p> <p>a. Policy Review: Gift Acceptance 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 Gift Acceptance Policy, as circulated.</p> |
| C6. | <p>Governance and Nominating Committee Report (of the May 12, 2023 meeting)</p> <p>a. Amendments to the 2022-23 Board Meeting Schedule</p> <p>MOVED to approve rescheduling the October 5, 2023 Board AGM to October 12, 2023 and the October 6, 2023 Board Annual Retreat and Orientation to October 13, 2023.</p> <p>b. Student Member Recommendation</p> <p>MOVED to approve the re-appointment of Brandon Amyot as the Student Member on the Board, for a term commencing following the 2023 AGM through to the 2024 AGM.</p> |
| C7. | <p>Learning and Liaison Committee Report (of the May 12, 2023 meeting)</p> <p>a. Institute of Corporate Directors (ICD) Board Membership Renewal</p> <p>MOVED to approve renewing the ICD Board membership that expired on May 31, 2023.</p> |

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| | C8. | Other Informational Items <ul style="list-style-type: none"> a. Senate Report (of the May 15, 2023 meeting) b. Ogimaawin Indigenous Education Council Report (of the April 3, 2023 meeting) | | |
| | C9. | Ratification of 2023-24 Domestic Tuition Fees MOVED to ratify the Board's electronic resolution to approve the domestic tuition fees for 2023-24. | | |
| 8. | Items for Discussion from Committee Reports | | Maria Vasanelli | |
| | 8.1 | <p>Audit and Risk Committee</p> <ul style="list-style-type: none"> a. Policy/Procedures Review: Sexual and Gender-based Violence Response Policy and Procedures (legislative requirements) <ul style="list-style-type: none"> i. Memo ii. Current Policy and Procedures iii. Proposed Policy Amendments (with markup) iv. Proposed Procedures Amendments (with markup) <p>MOVED that the Board approves the proposed amendments to the Sexual and Gender-based Violence Response Policy and Procedures, required by legislation, as circulated.</p> | Mark Smith, Joy Wakefield | 5min 9:35am |
| | 8.2 | <p>Governance and Nominating Committee</p> <ul style="list-style-type: none"> a. Policy Review: Board Chair, Vice-Chair and Past-Chair Succession Policy <ul style="list-style-type: none"> i. Current Policy ii. Proposed Amendments (with markup) <p>MOVED that the Board approves the proposed amendments to the Board Chair, Vice-Chair and Past-Chair Succession Policy, as circulated.</p> | Peter Caldwell | 10min 9:40am |

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| 9. | Strategic Plan | Dr. Moira McPherson, Dr. Heather Murchison | 30min 9:50am |
| | <p>a. June Report on Implementation (Year 5)</p> <p>b. 2023-2025 Strategic Plan Extension</p> <p><i>Excerpt from the draft minutes of the May 4, 2023 Board meeting - “The President reported that the extended Strategic Plan will be ready to present to the Board at its next meeting for approval. On June 11, 2022, the Board of Governors adopted a motion to support the extension of the current 2018-2023 Lakehead University Strategic Plan by two years.”</i></p> <p>MOVED that the Board approves 2023-2025 Strategic Plan Extension, as circulated.</p> | | |
| 10. | Student Food Security: Overview and Discussion | Dr. David Barnett, Michael den Haan | 30min 10:20am |
| 11. | In Camera Session | Maria Vasanelli | 1hr 40min 10:50am |
| | 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. | | |
| 11.1 | Motions Arising from the In Camera Meeting | Yvonne Roussel | 12:30pm |
| 12. | Other Business | Maria Vasanelli | |
| Adjournment | | | 12:30pm |
| Next Meeting: October 12, 2023, 9:00am - 1:00pm (EST) (pending Board approval on June 2, 2023) | | | |



President's Report to the Board of Governors

June
2023





Office of the President

Lakehead Thunder Bay's 2023 Convocation

Lakehead University's annual Convocation returned to the Thunder Bay Community Auditorium in 2023 to celebrate the milestone achievements of its graduates at three ceremonies on May 25-26. Almost 1,500 graduates are expected to attend Lakehead's Convocation ceremonies.

In addition to celebrating its graduates, Lakehead will honour four exceptional people: The **Hon. Marion Buller**, the CBC's **Bob McDonald**, and filmmaker **Stephen Low** will each be conferred an honorary degree for their extraordinary achievements and remarkable service.

Vonnie Cheng will be named a Fellow of the University for her unique contribution to the growth, development, welfare, and well-being of the University.

Each ceremony was followed by a reception for grads and their supporters next to Lake Tamblyn.

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



Lakehead Orillia's 2023 Convocation

Lakehead will celebrate the exceptional achievements of over 500 graduates in Orillia on June 3.

The University will also bestow honours on three influential and highly-respected members of the Orillia community: Juno-award winning music producer and performer **Lance Anderson** will receive an honorary doctorate in music; founding Orillia Campus Principal **Dr. Kim Feddersen** will be named a Fellow of the University; and community advocate and retired teacher **Fred Larsen** will receive the 2023 Civitas Award.

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





Indigenous artwork inspires Lakehead's Nursing and Psychology students

To the delight of students, faculty, and staff, Lakehead's Visual Arts Department, School of Nursing, Department of Psychology, and Physical Plant collaborated to add paintings by Indigenous artists to the Olga Merz School of Nursing Building.

May-May-Quish #2 by Paul McKay is one of the works of the 10 paintings on display by artists including Carrienne Agawa, Ringo Fiddler, Paul McKay, and Lloyd Kakekapetum.

The display highlights the commitment of the School of Nursing and the Department of Psychology to support and acknowledge Indigenous contributions in diverse and creative ways.

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



International Alumni Speed Networking Event

On April 20, External Relations and International collaboratively hosted the first International Alumni Speed Networking event at the Orillia campus.

The event welcomed international alumni and graduating students from the Orillia campus for an opportunity to establish social and professional networks to support them in preparing for life after university. It featured social time with refreshments, guest presentations from local immigrants, Economic Development offices, the Alumni Association, Career Services, and Lakehead University International. Following presentations, students had the opportunity to participate in speed networking wherein they had brief conversations with alumni and community service providers using questions and prompts provided at each station.





Indigenous Initiatives on the Orillia Campus

On May 3, Lakehead's Indigenous Initiatives Coordinator partnered with our Indigenous Curriculum Specialist to offer an Indigenous Initiatives and Teaching Commons open house for faculty and staff — an opportunity to learn more about the resources that are available to them in Orillia through the Office of Indigenous and the Teaching Commons.

On May 5, the Indigenous Initiatives Coordinator offered a sacred fire during Wiigwasitig Gitigaan "Birch Tree Garden" Afternoons to the Lakehead community on Red Dress Day to honor missing and murdered indigenous women, girls, and two-spirit peoples.

Lakehead Orillia Hosts Applied Self-Regulation Knowledge Conference

The first-ever Applied Self-Regulation Knowledge (ASK) Conference was held on campus May 11-12, and featured dozens of student, academic, and mental health professional speakers.

Hosted by Dr. Sonia Mastrangelo from the Faculty of Education, the conference brought together the University community and community-based mental health organizations to share information about support that can result in improved mental health outcomes for university students.

Drawing on presentations from students, parent advocates, and scholars, the conference provided a space for the exchange of knowledge about mental health and well-being and evidence-based support with the goal of improving outcomes through knowledge mobilization and dissemination.

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



2023 Tamblyn Legacy Tea

Dr. Moira McPherson was pleased to host Lakehead University's annual Tamblyn Legacy Tea, a special occasion to honour donors who have chosen to include Lakehead University in their wills in support of our students now and into the future.

Gowtham Jaishankar and **Michelle Pacion**, both Honours Bachelor of Commerce degree students soon to graduate, spoke at the gathering, sharing their Lakehead experiences with guests.



President McPherson appointed to Campus Alberta Quality Council

Dr. Moira McPherson, President and Vice-Chancellor of Lakehead University, has recently been appointed to Alberta's 11-member [Campus Alberta Quality Council \(CAQC\)](#).

The CAQC is an arms-length quality assurance agency that reviews and recommends Alberta degree programs to the Minister of Advanced Education for approval, and monitors degree programs to ensure they continue to meet its standards. CAQC members must meet specific competency requirements before being appointed by Alberta's Minister of Advanced Education.



Gathering for Faculty and Staff: An Afternoon of Wellness

On April 25, Lakehead's Social Committee hosted its Gathering for Faculty and Staff: An Afternoon of Wellness. With the end of another academic year, completion of exams, and graduation ceremonies ahead, the committee wanted to provide an opportunity to rest and relax with our peers and colleagues in a spirited way. The afternoon consisted of food, entertainment, trivia, games, prizes, and many cherished memories that will remain with us for years to come.

A special note of thanks goes out to our trusted partner, Aramark, and Nick Buragina, Aramark Food Services General Manager, for providing the menu and space for our gathering, as well as our highly skilled performers who volunteered their time and talents. These performers included Amani Sloley, an accomplished viola player and a Lakehead University music student. He is the recipient of a prestigious scholarship from Lakehead University's Institute of Italian Studies and will be taking a life-changing trip to Italy this summer to study with world-class musicians at the renowned Cremona International Music Academy. Kathleen Michalchuck, a talented Ukrainian dancer and Lakehead University employee within the Institutional Planning and Analysis department, as well as Cathy Paroschy Harris, Artistic Director of the Chaban Ukrainian Dance Group, and alumni of our graduate business program.

Another highlight for both participants and spectators was the Lakehead University trivia game executed in a Jeopardy! format. Teams selected from six categories which included: LU Landmarks, LU History, Staff of LU, LU Events/Wellness, Partnerships and Programs, and Who Do I Call?. The game challenged and educated our institutional knowledge in a fun collaborative effort that is bound to leave lasting impressions on all who were present.

Thank you to our social committee for creating an opportunity to reconnect and further demonstrate Lakehead University's commitments to wellness while reinforcing our institutional values of respect, commitment, community, and innovation. The entire committee of volunteers are Lakehead University employees who genuinely believe in the importance of coming together as a community. Their initiative to act on the wants and needs of our employees as we continue to navigate social challenges faced by the pandemic has resulted in greater morale and camaraderie among fellow staff and faculty members.

We look forward to ongoing community building initiatives brought forth by our Social Committee!





Academic Excellence

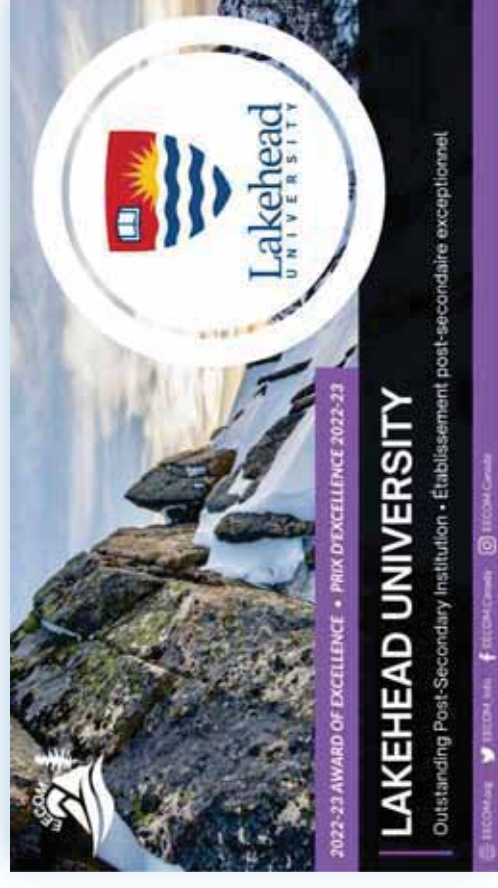
Faculty of Education Recognized for Environmental Education Excellence

EECOM (The Canadian Network for Environmental Education and Communication) awarded Lakehead University's Faculty of Education their 2022 Outstanding Post-Secondary Institution Award.

The Faculty of Education has a large contingent of faculty members at both the Thunder Bay and Orillia campuses who are deeply committed to environmental education. Collectively, they have made significant contributions to research on a wide range of environmental education topics over the years, and this passion for environmental education can be felt throughout the Faculty's undergraduate and graduate programs.

The innovative Master of Education program in Education for Change, with its specialization in Environmental and Sustainability Education has proven to be very popular. Highlights in the undergraduate program include being the first Ontario Faculty of Education to have a required course in environmental education, the only Faculty of Education in Canada to have a climate change education elective, and home to the longstanding Outdoor Experiential Education (OE3) specialization.

Another exciting innovation is the Faculty's collaboration with a number of First Nations to co-develop and deliver community-based, Aki-based learning in both the graduate and undergraduate programs; Aki is the Anishnaabeg word for Land that incorporates the Earth, water, air, and spirit.





Dr. Peter Hollings received the Goldich Medal Award

The Institute on Lake Superior Geology presented a Lakehead University professor with the Goldich Medal Award for his outstanding contributions to the geology of the Lake Superior region.

Dr. Peter Hollings is the NOHF Industrial Research Chair in Mineral Exploration and Director of Lakehead University's Centre of Excellence for Sustainable Mining and Exploration, known as CESME. The medal was presented at a gala on Monday, April 24 at the annual meeting in Eau Claire, Wisconsin.

The ongoing contributions to understanding Lake Superior geology and to the Institute on Lake Superior Geology make Dr. Hollings a worthy recipient of the Goldich Medal.

He has extensively conducted research on the geology of the Lake Superior region and the broader Superior Province. Dr. Hollings has focused on both the Midcontinent Rift System (MRS) and Archean greenstone belts and their mineral resources.

He has a significant number of publications and presentations relevant to the discovery and utilization of natural resources in the Lake Superior region. Some of his numerous economic geology publications and presentations on topics outside of the Lake Superior region are also applicable to regional geology.

As the Director of CESME, Dr. Hollings provides leadership in promoting the discovery of and environmentally sustainable exploration for natural resources.

The first award was made by the Institute to Sam Goldich in 1979 for his many contributions to the geology of the region extending over approximately 50 years.

The Institute on Lake Superior Geology is a non-profit professional society with the objectives of providing a forum for exchange of geological ideas and scientific data and promoting better understanding of the geology of the Lake Superior region.

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





Two Lakehead University Engineering professors inducted as Fellows

Two professors from Lakehead University were selected by the Engineering Institute of Canada (EIC) to be inducted as EIC Fellows for their excellence in engineering, and services to the profession and society.

Professors Abdelhamid Tayebi and **Mohammad Uddin** were inducted as Fellows at the 2023 EIC Awards Gala in Ottawa on Saturday, April 22.

Dr. Tayebi is a Professor in the Department of Electrical Engineering and is the founder and director of Lakehead University's Robotics and Automatic Control Laboratory. His current research interests are in the areas of control systems, cooperative control, iterative learning control, and unmanned aerial vehicles.

Dr. Uddin is also a member of the Department of Electrical Engineering and serves as Coordinator of the Electrical Engineering program with the Lakehead-Georgian Partnership. He is the Director of the Renewable Energy, Power Systems and Drive Research Lab located in Barrie, Ont.

Dr. Janusz Koziński, Lakehead's Dean of Engineering, said Dr. Tayebi and Dr. Uddin are both world-class researchers and teachers – who represent the very best of Lakehead University.

Founded in 1887, the EIC is the oldest engineering association in the country and is a federation of 12 engineering societies, representing more than 160,000 engineers across Canada.

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





Lakehead University researcher is exploring the potential of quantum computers

A Lakehead Thunder Bay Electrical Engineering professor is receiving \$25,000 through NSERC to push the boundaries in the field of quantum computers.



Dr. Ehsan Atoofian, Associate Professor in Electrical Engineering, will work with professors from Finland's Aalto University and Germany's Clausthal University of Technology for one year, thanks to funding through an Alliance International Catalyst Quantum Grant provided by the Natural Sciences and Engineering Research Council of Canada.

Quantum computers are based on quantum mechanics. They offer a level of parallelism, meaning they can perform a large number of operations at the same time, that is beyond the capability of classical computers.

This enables the execution of compute-intensive tasks that are not practical on classical computers. As an example, Google ran a quantum program on a 53-qubit machine in only 200 seconds – whereas the same task may take 10,000 years on a state-of-the-art classical supercomputer.

Dr. Atoofian and his colleagues will work to create smaller, more efficient quantum arithmetic circuits and then implement them on real quantum computers. Arithmetic operations such as multiplication, division, square root, etc. are the backbone of many applications such as image processing applications.

By completing this work, the research team led by Dr. Atoofian will create new avenues for the implementation of large-scale applications on quantum computers, which have not been feasible until now.

Dr. Atoofian will use Zoom to communicate with his colleagues, Prof. Alexandru Paler from the Department of Computer Science at Aalto University, and Prof. Robert Basmadjian from the Department of Computer Engineering within the Institute for Informatics at the Clausthal University of Technology. They will have access to a quantum computer located in New York, which they will use remotely.

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





Lakehead Engineering students scoop top prizes at the annual steel bridge competition

A Lakehead Engineering delegation including the Steel Bridge Team and four other Civil Engineering students earned several top prizes at the 2023 ASCE Western Great Lakes Student Symposium hosted by the University of Minnesota Duluth from April 13-15.

The Lakehead University Steel Bridge Team – comprised of **captain Josh Fiegehen, co-captain Cameron Nash, Will Neufeld, Matthew Boustani, Stephen Gonzales, and Kriss Patel** – won three awards at the event that featured students from 13 universities. The team achieved second place in aesthetics, third place in structural efficiency, and third place in stiffness.

Students were challenged to design and fabricate a 23-foot steel bridge, and then assemble it as quickly as possible at the competition while navigating a seven-foot-wide river. The bridge was then load tested to confirm its strength and stiffness.

In addition, Civil Engineering students Zachary Morgan and Harshit Garg won second place in the Concrete Frisbee Golf competition, where they built five frisbees made out of only concrete without additives or reinforcement.

Nadine Elmhrikhi and Matt Scott, also Civil Engineering students, participated in the Concrete Cornhole competition, where they designed and built a cornhole board with the help of two other students, Kailyn Clouthier and Alexander Randall.

The Lakehead delegation included faculty advisor **Dr. Yanglin Gong** and support from technologist **Cory Hubbard**, who also served as the advisor for the concrete competitions.



From Left: Dr. Yanglin Gong, Kriss Patel, Will Neufeld, Matthew Boustani, Josh Fiegehen, Cameron Nash, Stephen Gonzales, and Technologist Cory Hubbard.



Local and Global Partnerships

Lakehead University at Annual Conference of the Brazilian Association for International Education

Dr. Andrew P. Dean, Vice-President, Research and Innovation, and Jill Sherman, International Research Facilitator, Office of Research, traveled to Belo Horizonte, Minas Gerais, Brazil to represent CALAREO and Lakehead at the annual conference of the Brazilian Association for International Education (FAUBAI), April 15-19.

CALAREO was a sponsor of the conference and had a booth for members to meet, conduct meetings, and promote the Consortium and our individual member institutions (representatives from Memorial, York, and Carleton Universities also participated).

Conference highlights include a meeting with the Canadian Ambassador to Brazil, Emmanuel Kamarianakis, the signing of the MOU between CALAREO and the Minas Gerais State Agency for Research and Development (FAPEMIG), and presenting Lakehead at an EduCanada workshop at the Federal University of Minas Gerais (UFMG). Sherman participated in a panel discussion on inclusion in international education, presenting on the CALAREO IRME (GSO) Project.

After the conference, Dean and Sherman also visited Lakehead partner, Federal University of Ouro Preto (UFOP) and met with the Dean of Research, Graduate Studies, and Innovation, Prof. Renata Guerra de Sá Cota, as well as visited the School of Mines.



Photo caption: L-R: Ambassador Emmanuel Kamarianakis, Paulo Sérgio Lacerda Berão, President of FAPEMIG, and Dr. Andrew Dean, CALAREO Chair, preparing to sign the MOU.



Supporting the Decolonization of Higher Education

A group of Indigenous curriculum specialists from Lakehead University, the University of Ottawa, and Western University, have created the Indigenous Curriculum Specialist Network (ICSN) to share challenges, successes, strategies, techniques, tools and resources with others in their roles at post-secondary institutions across Canada.

Their roles involve supporting faculty and staff in engaging respectfully with Indigenous Peoples, Knowledges, Histories, and Ways of Knowing, Doing, and Being, as well as working with all levels of the University in decolonizing the academy and the road to truth and reconciliation.

ICSN's participants have been meeting for about a year-and-a-half, including a general meeting for all members to discuss their issues, obstacles and successes and to share their resources and materials and a Tea Time sharing circle for only Indigenous participants.

The Indigenous Curriculum Specialist Network is planning to hold a three-day gathering to meet in person now that COVID-19 pandemic restrictions have lifted.

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



Lakehead's Jerri-Lynn Orr, Indigenous Curriculum Specialist with the Teaching Commons, is a founding member of the national Indigenous Curriculum Specialist Network.



Lakehead students and Indigenous community members excavate 4,000-year-old archaeological sites

Professors and students from Lakehead's Anthropology department worked with Indigenous and Métis community members to excavate archaeological sites located beside the McIntyre River on our Thunder Bay campus.

As our campus is located on the traditional territory of Fort William First Nation, it approved the project. These sites recorded the daily lives of people from nearly 4,000 years ago, when the shoreline of Lake Superior was much higher than today.

This unique training opportunity is a partnership between the Department of Anthropology, the Nijiji Indigenous Mentorship Program, Woodland Heritage Northwest, the Ontario Archaeological Society, and Parks Canada.

It also provided training in basic archaeological field methods such as mapping, site surveying and excavation, and material culture identification.

A new Indigenous Archaeological Technician training program developed by Woodland Heritage Northwest and the Ontario Archaeological Society for the Waasigan Transmission Line project ran from May 15-19.

Members of our University and external communities were invited to see the work in progress until May 19.

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





Indigenous Education and Math Conference

On April 28-29, Dr. Ruth Beatty and research partners hosted a two-day conference entitled Wiidookaadying Gikinoomaagewin: Gindaaswin Kendaaswiin: Relationships and Reciprocity Indigenous Education and Mathematics at the Lakehead University Orillia Campus.

The conference was funded in part by a Social Sciences and Humanities Research Council (SSHRC) Connection Grant and a CanCode Grant.

Over 160 participants from across Canada gathered to work with and learn from Anishinaabe and Métis Knowledge Keepers, artists, and educators. Participants had an opportunity to discuss the work of the First Nations and Métis Math Voices Project, a comprehensive long-term multi-site study that has taken place in elementary and secondary classrooms throughout Canada. It also offered a forum for developing relationships and sharing experiences and ideas about the connections between the mathematics inherent in Indigenous cultural practices, such as creating beadwork or birchbark baskets (wiigwas makak), and the mathematical content knowledge found in Canadian mathematics curricula.

Participants took part in workshops to explore different cultural practices and how students learn through engaging in these practices, in addition to considering how Indigenous pedagogical approaches align with current mathematics instruction and provide insight for creating more inclusive classrooms. They also learned from community research partners as they shared their experiences of the importance of including First Nations and Métis cultures in mathematics instruction.





C2U Expo 2023

C2UExpo 2023, hosted by Lakehead University, was held on June 5-8, 2023.

The Office of Research Services and the C2UExpo 2023 Steering Committee are excited to welcome 350 delegates from as far away as New Zealand, South Africa, Brazil, and Italy — 75% of the conference delegates are coming from outside of Thunder Bay.

Embracing the spirit of collaboration and innovation is at the heart of community-based research and community-campus engagement. C2UExpo 2023 will feature several renowned keynote and plenary speakers, including Prof. Maui Hudson, Director of the Te Kotahi Research Institute at the University of Waikato, New Zealand; Dr. Eve Tuck, Canada Research Chair, Institute for Studies in Education (OISE), University of Toronto; Liz Weaver, Co-CEO Tamarack Institute; and Norbert Steinhaus, Coordinator, Living Knowledge Network, Germany.

As part of the conference, delegates will have an opportunity to experience campus-community projects as part of the Community Showcase on June 5:

- At the Roots Community Food Center facility, delegates will get a tour and learn about the local food access programs, outreach, advocacy initiatives, and food security challenges with Dr. Charles Levkoe, Canada Research Chair in Equitable and Sustainable Food Systems (Tier 2).
- At the Algonquin Public School, led by Dr. Edward Rawana (Director, Centre of Education and Research on Positive Youth Development) and community partners, delegates will learn about the school improvement plan and the Indigenous curriculum model that has been created to recognize and celebrate student strengths using Dr. Rawana's Strength Assessment Inventory (SAI) tool.
- Led by Dr. Ravi Gokani, Department of Sociology, the community showcase will also explore the issue of migration and homelessness in the City of Thunder Bay and Northern Ontario generally with visits to the Shelter House and Salvation Army.
- Finally, a Sustainability Walk around the Lakehead Campus will provide an insight on the sustainability services and attractions on campus and how it is defined by multiple worldviews.





North2North Mobility Program

Nine Lakehead faculty members will be traveling to Norway this year through the North2North mobility program. [North2North](#) is a program of the University of the Arctic Consortium. The mobility grants (valued at approx. CAD 2,000-2,600), were offered for short-term stays (3 days to 2 weeks) at six partner institutions in Norway. The grants are for teaching, research, or networking on an Arctic and Northern related issue, for projects that will result in closer collaboration and knowledge exchange between members. Nine of the eleven applicants were successful.

Lakehead partners with other universities to create a Northern and rural innovation cluster

Lakehead University is partnering with Laurentian, Nipissing and Trent universities to create a Northern and rural innovation cluster focused on critical minerals, cleantech, and electric vehicles.

Laurentian is leading the initiative, which the Government of Ontario prompted in 2022 by releasing the Critical Minerals Strategy to identify essential components required to transform the province into a leading producer of critical minerals.

One of the six pillars in the strategy focuses on the network necessary to foster collaboration between industry and academia, a network that would support innovation from early-stage discovery to validation and prototyping to scale up and commercialization.

In late April, Intellectual Property Ontario announced that it would provide \$2 million in funding for seven projects proposed by 10 postsecondary institutions across the province.

“Lakehead University is excited to see increased intellectual property literacy within the institutions and ecosystems, improved connectivity between stakeholders, and enhanced economic development through collaboration,” said **Ellen MacKay**, Lakehead University’s Director of Innovation Development.

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





Entrepreneurship and Innovation

Ingenuity launches third cohort of Ingenuity Accelerator program, Ascend

On May 8, Lakehead launched the third cohort of the Ingenuity Accelerator program, Ascend. The program is a great opportunity for entrepreneurial-minded Lakehead University students looking to transition an idea into a business opportunity or accelerate the growth and development of their early-stage start-up.

Ingenuity Ascend provides funding to the business ideas upon successful completion of set milestones. The 10-week bootcamp style program will also provide access to mentors and knowledge-based activities.

Ascend 2023 Cohort Participants

Liaison — Louis Johnson

There are a huge number of talented artists and innovative entrepreneurs throughout Thunder Bay that want to turn their craft into a business. However, turning your creativity and innovation into a business can be a difficult and time-consuming process, which is why I created Liaison, The official "small business middle man". With the skepticism that consumers face when buying products online, alongside the high cost to maintain a storefront and the hassle of trying to gain exposure for your small business, we at Liaison have created a solution that mitigates all these problems with one simple solution. Liaison is a completely automated locker system that allows artists and entrepreneurs to seamlessly market and sell their crafts and products in high foot traffic venues. When an artist chooses to invest in our service, they are also choosing to invest in themselves."



Silver Vantage Software — Christopher Silver

Silver Vantage Software is a software company providing solutions to modern problems using computer vision and machine learning. Currently, our main focus is the development and deployment of a thermal fall detection system, in which a thermal sensor monitors a room and sends an alert when a fall is detected.



Pixel Point — Allan Alias

Pixel Point is a comprehensive social media management and real estate media solution provider. We specialize in management and digital marketing, offering a range of services from content creation to paid ads management. In addition, we cater to the real estate sector with professional photography, videography, virtual staging, and floor plan services. Our approach is client-centric and data-driven, ensuring tailored strategies that resonate with your brand and audience. With our focus on efficiency, quality, and simple pricing, we are committed to helping businesses enhance their online presence and achieve their marketing goals.

Silver Sands Nail Bar — Asha Nurse

Silver Sands Nail Bar is a home-based and mobile nail salon based in Thunder Bay. We offer gel polish, gel extensions, and overlays, specializing in the newest trends in the nail industry. Our target audience includes students on campus and in the surrounding areas. As a mobile salon, we take the hassle out of finding a nail technician by bringing our services directly to you. Our mission is to understand and meet the needs of our clients, especially those of the younger generation.



BOARD OF GOVERNORS MEETING

DRAFT MINUTES

| | |
|------------------|--|
| Date: | May 4, 2023 |
| Time: | 9:00am - 1:00pm (EDT) |
| Location: | 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; *Rachael Paquette; *Dr. Moira McPherson; *Anna Sampson; **Dr. Bryanna Scott-Kay; *Mark Smith; *Cathy Tuckwell (Vice-Chair); *Maria Vasanelli (Chair)

Administrative Resources in Attendance: *Dr. David Barnett - Provost and Vice-President, Academic; *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 accordance with the Board Bylaws, Article 7.6, the Board Chair called a brief In Camera Session at 9:00am, prior to the start of the open meeting.

The open meeting was called to order at 9:27am.

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

| Item | Presenter(s) |
|---|--------------|
| 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. | |
| The 2023 Robert Poulin Award recipient, Marcela Garcia Bueno, was recognized by the Board of Governors and presented with the Poulin Award. | |

Welcome and Introduction of New Board Member

The Board Chair welcomed and introduced new Board member Dr. Bryanna Scott-Kay. Dr. Scott-Kay was appointed by the Board on March 23, 2023 as the Ogimaawin Indigenous Education Council Member on the Board.

| | | |
|----|---|------------------------------------|
| 1. | Approval of Agenda MOVED (R. Paquette) that the agenda be approved. CARRIED | Maria Vasanelli |
| 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. | Maria Vasanelli |
| 3. | Declaration of Conflict of Interest Members were reminded of their duty to declare a conflict of interest should awareness of conflict arise at any time during the meeting. | Maria Vasanelli |
| 4. | Code of Conduct at Meetings Members were reminded of the Board approved Code of Conduct in place to promote a positive environment. | Maria Vasanelli |
| 5. | Deputation to the Board of Governors The following documents were circulated in advance of the meeting: <ul style="list-style-type: none"> a. Deputation Request b. Letter from LUFA c. Board of Governors Deputation Policy (for information) The Board of Governors received a deputation request from the Lakehead University Faculty Association (LUFA). In accordance with the Board's Deputation Policy, 15 minutes was allotted for the deputation. Dr. Gautam Das and Dr. Lynn Martin delivered the deputation on behalf of LUFA. The subject of the deputation was collegial, transparent, and open hiring and renewal procedures for senior academic administrators. | Dr. Gautam Das, Dr. Lynn Martin |
| 6. | Chair's Report | Maria Vasanelli |

| | | |
|-----|---|---------------------|
| | <p>The following documents were circulated in advance of the meeting:</p> <ul style="list-style-type: none"> a. Letter from the Lakehead University Student Union (LUSU) regrading the Food Resource Centre - Food Security b. LUSU Food Resource Centre Statistics <p>The Board Chair provided rationale for this agenda item and reported that Administration is fully aware that student food insecurity is a growing issue. It was reported that Administration plans to bring forward recommendations for long term solutions to address food insecurity at Lakehead to the Board for consideration at its next meeting. Food security and possible solutions for Lakehead were discussed.</p> | |
| 7. | <p>President's Report</p> <p>The President's May 2023 online report was circulated in advance of the meeting. In addition, the President provided details regarding a couple of media events that were recently hosted by Lakehead, including the media announcement made by the Minister of Colleges and Universities, and by the Minister of Agriculture, Food and Rural Affairs supporting the approval of the Collaborative Doctor of Veterinary Medicine in Rural and Northern Community Practice.</p> <p>Discussion ensued.</p> | Dr. Moira McPherson |
| 8. | <p>Consent Agenda</p> <p>Supporting documentation for the items listed in the Consent Agenda was circulated in advance of the meeting.</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>MOVED (M. Smith) that the Consent Agenda be approved. CARRIED</p> | Maria Vasanelli |
| C1. | <p>Minutes of Previous Meeting</p> <p>MOVED that the minutes of the March 23, 2023 meeting be approved. CARRIED</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 April 13, 2023. A confidential report was provided during the in camera session.</i></p> |
| C3. | President's Report on Appointments |
| C4. | <p>External Relations Committee Report (of the April 12, 2023 meeting)</p> <p>a. Policy Review: 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> <p>CARRIED</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>CARRIED</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>CARRIED</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> <p>CARRIED</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. CARRIED</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. CARRIED</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. CARRIED</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. CARRIED</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. CARRIED</p> |
| | C8. | Other Informational Items |

| | | | |
|-----|-----------------------------|--|-----------------|
| | | <p>a. 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>b. 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>c. Ogimaawin Indigenous Education Council Report (of the April 3, 2023 meeting)</p> <p>d. Senate Report (of the April 17, 2023 meeting)</p> | |
| 9. | In Camera Session and Break | <p>MOVED (A. Sampson) 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 12:50pm.</p> | Maria Vasanelli |
| | 9.1 | <p>Motions Arising from the In Camera Meeting</p> <p>There were no motions arising in camera.</p> | Yvonne Roussel |
| 10. | Other Business | <p>There was no other business.</p> | Maria Vasanelli |

The meeting was adjourned at 12:51pm.

A link to the online meeting schedule was circulated in advance of the meeting.

Next Meeting: June 2, 2023, 9:00am - 1:00pm (EDT)

- Orillia Campus: In-Person Meeting, Meeting Room TBD
- Thunder Bay Campus: Virtual Meeting

Maria Vasanelli, Chair

Yvonne Roussel, Secretary



Lakehead
UNIVERSITY

Office of the
University Secretariat

MEMORANDUM

Date: May 25, 2023

From: Moira McPherson – President and Vice-Chancellor

To: The Board of Governors

Meeting Date: June 2, 2023

Agenda Item: C3 – President's Report on Appointments

Chair

- Dr. Vijay Mago was appointed as Chair in the Department of Computer Sciences for the period July 1, 2023 to June 30, 2026.

Assistant Dean

- Dr. Sonia Mastrangelo was appointed as Assistant Dean in the Faculty of Education for the period July 1, 2023 to June 30, 2026.



OPEN REPORT TO THE BOARD OF GOVERNORS – June 2, 2023

From: Mark Smith - Chair, Audit and Risk Committee

Subject: Audit and Risk Committee Open Report

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

The Board Audit and Risk Committee (BARC) met virtually on May 11, 2023. The following items of business were on the agenda:

Policy/Process Review: BARC Terms of Reference

The Committee continues the review of its Terms of Reference.

Enterprise Risk Management

The Committee completed its annual review of the Risk Register.

Reports Received:

- Auditors Annual Planning Report
- Pension Investment Fund Annual Report and Audited Financial Statements - the Committee plans to make a recommendation to the Board of Governors at the June 2, 2023 meeting:
 - MOVED to recommend that the Board of Governors approves the Lakehead University Pension Investment Fund financial statements, as circulated. CARRIED

Informational Items Received

- Management Assurance Letter (with respect to compliance with all statutory requirements)
- Committee Workplan Progress Report
- 2022-23 Board Meeting Schedule

Introduction

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

The following summary of the financial position of the Fund as at December 31, 2022, with comparative data from 2021, is based on the audited financial statements:

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

| | | | 2022 | 2021 |
|---|--|--------------------------|-------------------|-------------------|
| Assets | Professional and Administrative Staff Plan | Employee Pension Plan | Total | Total |
| Cash and cash equivalents | \$ 1,211 | \$ 213 | \$ 1,424 | \$ 612 |
| Investments, at market value (cost 2022 - \$189,982; cost 2021 - \$193,162) | 185,131 | 32,619 | 217,750 | 248,838 |
| HST receivable | 15 | 3 | 18 | 17 |
| Sponsor's contributions receivable | - | - | - | 850 |
| Employees' contributions receivable | - | - | - | 530 |
| | 186,357 | 32,835 | 219,192 | 250,847 |
| Liabilities | | | | |
| Accounts payable | 387 | 68 | 455 | 352 |
| Net assets available for benefits | \$ 185,970 | \$ 32,767 | \$ 218,737 | \$ 250,495 |

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

| | | | 2022 | 2021 |
|---|---|--------------------------|------------|------------|
| | Professional and Administrative Staff Plan | Employee Pension Plan | Total | Total |
| Increase in assets | | | | |
| Investment income | \$ 4,293 | \$ 756 | \$ 5,049 | \$ 4,461 |
| Net realized gains on investments | 1,748 | 308 | 2,056 | 13,379 |
| Net unrealized change in market value of investments | (23,988) | (3,842) | (27,830) | 14,500 |
| Other cash receipts - pension transfers | 190 | 0 | 190 | 24 |
| Contributions - employees | 4,805 | 1,482 | 6,287 | 6,390 |
| - sponsor | 8,090 | 1,137 | 9,227 | 8,365 |
| | (4,862) | (159) | (5,021) | 47,119 |
| Decrease in assets | | | | |
| Administration and professional fees | 1,227 | 216 | 1,443 | 1,372 |
| Pension benefits and refunds | 21,857 | 3,437 | 25,294 | 25,144 |
| | 23,084 | 3,653 | 26,737 | 26,516 |
| Increase (decrease) in net assets available for benefits | (27,946) | (3,812) | (31,758) | 20,603 |
| Net assets available for benefits, beginning of year | 213,232 | 37,263 | 250,495 | 229,892 |
| Interfund Pension Transfers | 684 | (684) | - | - |
| Net assets available for benefits, end of year | \$ 185,970 | \$ 32,767 | \$ 218,737 | \$ 250,495 |

Investments

Northern Trust holds the assets of the Fund. Addenda Capital, Fiera Capital (formerly CGOV Asset Management), Dimensional Fund Advisors Canada ULC., Jarislowsky Fraser Ltd., State Street Global Advisors Ltd., Burgundy Asset Management, Crestpoint Investments and T. Rowe Price act as investment managers of the Fund. The managers have discretionary investment authority, consistent with the University's Statement of Investment Policies and Procedures (SIPP) for the Fund, which sets out the University's position regarding asset mix, goals for Fund assets, and defines guidelines within which the managers may formulate and execute investment decisions. Proteus Performance advises the Pension Board and Advisory Committee and monitors and reports on the investment managers and their performance. During 2022, the rate of return earned by the Professional Plan was -8.94% (13.61% for 2021) and the rate of return earned by the LUEPP was -8.95% (13.78% for 2021).

Pension Plan for Professional Staff

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

In the event that an actuarial valuation discloses a going concern unfunded liability or a solvency deficiency as defined in the Pension Benefits Act, the University is obligated to make additional contributions as required by that Act. The most recent actuarial valuation of the Plan as at December 31, 2021 reported a going concern deficiency of \$10,786,000 (2020 - \$20,081,000), a solvency deficiency of \$5,695,000 (2020 - \$10,394,000), and a wind-up deficiency of \$15,203,000 (2020 - \$25,763,000). This requires the University to make monthly payments of \$226,700 in 2022 and \$124,050 monthly in each year thereafter, until the next valuation. A valuation will be required for 2022 as well, due to the solvency ratio of 81.5% being lower than 85%.

Faculty members and librarians contribute 6.5% of their earnings through payroll deductions, while the University contributes 8.05% on their behalf. Non-faculty members contribute 8.05%, and the University matches these contributions.

This Plan is monitored by a Pension Board, which is advisory to the Board of Governors. The Board is comprised of two faculty members, one pensioner, one non-faculty member, and two persons chosen by the Board of Governors. For part of 2022, Dr. Robert Mawhinney and Dr. Glenn Colton represented faculty, and Hugh Briggs represented non-faculty members. Effective July 1, Dr. Naqi Sayed replaced Dr. Colton on the Pension Board. Dr. Abdul Mamoojee served as the pensioner representative. For part of the year, Cathy Tuckell and Peter Caldwell served as the Board of Governors representatives; Ann Dumyn assumed Peter Caldwell's position on the Pension Board in November. Pension Board members generally serve 3-year terms on a rotating basis to ensure continuity.

Lakehead University Employee Pension Plan (LUEPP)

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

The Plan is monitored by an Advisory Committee to the Board of Governors. The Committee includes one member from each bargaining unit, one member from non-union staff, and two persons chosen by the Board of Governors. During 2022, the Committee was comprised of Robert Bell (COPE), Heather Spivak (UNIFOR), Greg Croft (USW), David Savelle (IUOE), Chris Gouett (non-union), Kristi Dysievvick (LUTA), Kathy Pozihun and Roshni Antony (Board of Governors representatives). OPSEU has not yet appointed an Advisory Committee representative.

Joint Activities of the Pension Board and the Advisory Committee

The Pension Board and Advisory Committee met four times during 2022 and approved one rebalancing transaction in an effort to maintain compliance with the SIPP. In 2022 the University received three capital calls to fund the real estate position with Crestpoint Investments, totaling \$5,881,000. These capital calls also served as minor rebalancing transactions, as the funding is generated from the sale of previously approved asset classes that are considered overweight.

The Pension Board and Advisory Committee have subsequently met twice in 2023 and have reviewed the SIPP and approved two more rebalancing transactions.

Employee Groups Joining CAAT for Future Service

Effective January 1, 2023, one union group has negotiated to join the CAAT DBplus pension plan for future service only. Subsequent to this, two other union groups have negotiated to join CAAT effective June 30, 2023. Additionally, the University has formally announced that all non-union staff will be moving to CAAT for future service only, effective July 1, 2023. This means that all contributions for these 4 groups will be directed to CAAT rather than the Pension Plan for Professional Staff of Lakehead University and the Lakehead University Employee Pension Plan.

Plan Amendments

In January of 2023, the Pension Board and Advisory Committee recommended amendments to both plans to recognize members who were still employed by the University (and therefore not “inactive members”) but no longer making contributions as a result of joining CAAT DBplus (and therefore also not “active members”). The amendments redefine these members as “suspended members”.

Submitted by,

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

Cathy Tuckwell
Board of Governors representative for the Pension Board

Ann Dumyn
Board of Governors representative for the Pension Board

Lakehead University
Pension Investment Fund
Financial Statements
For the year ended December 31, 2022

Contents

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Independent Auditor's Report

To the Administrator of Lakehead University Pension Investment Fund

Opinion

We have audited the fund financial statements of Lakehead University Pension Investment Fund (the fund financial statements) which comprise of the statement of net assets available for benefits as at December 31, 2022 and the statement of changes in net assets available for benefits for the year then ended, and notes to the fund financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying fund financial statements present fairly, in all material respects, the net assets available for benefits of Lakehead University Pension Investment Fund as at December 31, 2022, and its changes in net assets available for benefits for the year then ended in accordance with the financial reporting provisions of Section 76 of Regulation 909 of the Pension Benefits Act of Ontario.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Fund Financial Statements* section of our report. We are independent of Lakehead University Pension Investment Fund in accordance with the ethical requirements that are relevant to our audit of the fund financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting and Restriction on Use

We draw attention to Note 2 to the fund financial statements, which describes the basis of accounting. The fund financial statements are prepared to assist the Administrator of the Fund to meet the requirements of the Financial Services Regulatory Authority. As a result, the fund financial statements may not be suitable for another purpose. Our opinion is not modified in respect of this matter. Our report is intended solely for the Administrator of the Fund and the Financial Services Regulatory Authority and should not be used by parties other than the Administrator of the Fund or the Financial Services Regulatory Authority.

Responsibilities of Management and Those Charged with Governance for the Fund Financial Statements

Management is responsible for the preparation and fair presentation of the fund financial statements in accordance with the financial reporting provisions of Section 76 of Regulation 909 of the Pension Benefits Act of Ontario, and for such internal control as management determines is necessary to enable the preparation of fund financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the fund financial statements, management is responsible for assessing Lakehead University Pension Investment Fund's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless management either intends to liquidate Lakehead University Pension Investment Fund or to cease operations, or has no realistic alternatives but to do so.

Those charged with governance are responsible for overseeing Lakehead University Pension Investment Fund's financial reporting process.

Independent Auditor's Report

Auditor's Responsibilities for the Audit of the Fund Financial Statements

Our objectives are to obtain reasonable assurance about whether the fund financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these fund financial statements.

As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgement and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the fund financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omission, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Lakehead University Pension Investment Fund's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Lakehead University Pension Investment Fund's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause Lakehead University Pension Investment Fund to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the fund financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants, Licensed Public Accountants

Thunder Bay, Ontario
June XX, 2023

Lakehead University Pension Investment Fund Statement of Net Assets Available for Benefit

| December 31 (in thousands of dollars) | 2022 | | | | 2021 | | | |
|---|--|--|--|--|-------------------|--|--|-------------------|
| | Professional and Administrative Staff Plan (Ontario Registration Number 246058) | Employee Pension Plan (Ontario Registration Number 526921) | Professional and Administrative Staff Plan (Ontario Registration Number 246058) | Employee Pension Plan (Ontario Registration Number 526921) | Total | Professional and Administrative Staff Plan (Ontario Registration Number 246058) | Employee Pension Plan (Ontario Registration Number 526921) | Total |
| Assets | | | | | | | | |
| Cash and cash equivalents | \$ 1,211 | \$ 213 | \$ 521 | \$ 91 | \$ 1,424 | \$ 521 | \$ 91 | \$ 612 |
| Investments, at market value (Note 3, Schedules 1 and 2) | | | | | | | | |
| (cost 2022 - \$189,982; cost 2021 - \$193,162) | 185,131 | 32,619 | 217,750 | 36,977 | 217,750 | 211,861 | 36,977 | 248,838 |
| HST receivable | 15 | 3 | 18 | 3 | 18 | 14 | 3 | 17 |
| Sponsor's contributions receivable | - | - | - | 105 | - | 745 | 105 | 850 |
| Employees' contributions receivable | - | - | - | 139 | - | 391 | 139 | 530 |
| | 186,357 | 32,835 | 219,192 | 37,315 | 219,192 | 213,532 | 37,315 | 250,847 |
| Liabilities | | | | | | | | |
| Accounts payable (Note 4) | 387 | 68 | 455 | 52 | 455 | 300 | 52 | 352 |
| | \$ 185,970 | \$ 32,767 | \$ 218,737 | \$ 37,263 | \$ 218,737 | \$ 213,232 | \$ 37,263 | \$ 250,495 |
| Net assets available for benefits | | | | | | | | |
| On behalf of the Administrator | | | | | | | | |

The accompanying notes are an integral part of these fund financial statements.

Lakehead University Pension Investment Fund

Statement of Changes in Net Assets Available for Benefits

| For the year ended December 31 (in thousands of dollars) | 2022 | | | 2021 | | |
|--|---|--|---|--|------------------|-------------------|
| | Professional and Administrative Staff Plan (Ontario Registration Number 246058) | Employee Pension Plan (Ontario Registration Number 526921) | Professional and Administrative Staff Plan (Ontario Registration Number 246058) | Employee Pension Plan (Ontario Registration Number 526921) | Total | Total |
| Increase in assets | | | | | | |
| Investment income | \$ 4,293 | \$ 756 | \$ 5,049 | \$ 3,798 | \$ 663 | \$ 4,461 |
| Net realized gains on investments | 1,748 | 308 | 2,056 | 11,391 | 1,988 | 13,379 |
| Net unrealized change in market value of investments | (23,988) | (3,842) | (27,830) | 12,180 | 2,320 | 14,500 |
| Other cash receipts - pension transfers (Note 6) | 190 | 0 | 190 | 9 | 15 | 24 |
| Contributions (Note 7) - employees | 4,805 | 1,482 | 6,287 | 4,861 | 1,529 | 6,390 |
| - sponsor | 8,090 | 1,137 | 9,227 | 7,452 | 913 | 8,365 |
| | (4,862) | (159) | (5,021) | 39,691 | 7,428 | 47,119 |
| Decrease in assets | | | | | | |
| Administration and professional fees (Note 8) | 1,227 | 216 | 1,443 | 1,165 | 207 | 1,372 |
| Pension benefits and refunds (Note 9) | 21,857 | 3,437 | 25,294 | 23,320 | 1,824 | 25,144 |
| | 23,084 | 3,653 | 26,737 | 24,485 | 2,031 | 26,516 |
| Increase in net assets available for benefits | (27,946) | (3,812) | (31,758) | 15,206 | 5,397 | 20,603 |
| Net assets available for benefits, beginning of year | 213,232 | 37,263 | 250,495 | 197,726 | 32,166 | 229,892 |
| Interfund Pension Transfers (Note 6) | 684 | (684) | - | 300 | (300) | - |
| Net assets available for benefits, end of year | \$ 185,970 | \$ 32,767 | \$ 218,737 | \$ 213,232 | \$ 37,263 | \$ 250,495 |

The accompanying notes are an integral part of these fund financial statements.

Lakehead University Pension Investment Fund

Notes to Fund Financial Statements

December 31, 2022 (in thousands of dollars)

1. Description of Plans

The Lakehead University Pension Investment Fund ("the Fund") consists of two plans. The following description of the Professional and Administrative Staff Plan ("PP") and the Lakehead University Employee Pension Plan ("LUEPP") is a summary only. For more complete information, reference should be made to the Plan Agreements.

The Fund consists of 100% ownership of a Master Trust and a segregated short term account, the assets of which are held by Northern Trust. Addenda Capital, Fiera Capital Corporation, Dimensional Fund Advisors Canada ULC, Jarislowsky Fraser Limited, Burgundy Asset Management Ltd., T. Rowe Price Inc., Crestpoint Real Estate Investments Ltd., and State Street Global Advisors act as managers for the Fund and have discretionary investment authority. As of December 31, 2022, the LUEPP held 390,918.73 units or 15.06%, and the Professional Plan held 2,204,118.54 units or 84.94%, of a total of 2,595,037.27 units of the Master Trust.

The Fund is a Registered Pension Trust as defined in the Income Tax Act and is not subject to income taxes.

Professional and Administrative Staff Plan

The Plan is a contributory defined contribution pension plan. The Plan also provides for a defined benefit guarantee for service prior to January 1, 1997. Under the Plan, contributions of 6.5% (2021 - 6.5%) of earnings were made by faculty and librarians and 8.05% (2021 - 8.05%) by the Plan sponsor. For other members, contributions of 8.05% (2021 - 8.05%) of earnings were made by employees and 8.05% (2021 - 8.05%) by the Plan sponsor.

Lakehead University Employee Pension Plan

The Plan is a contributory defined contribution pension plan. Under the Plan, employees contribute 7.9% (2021 - 7.9%) of their earnings except for contracted employees who contribute 7.15% (2021 - 7.15%) of their earnings. The Plan sponsor matches employee contributions. For contract lecturers, contributions of 6.5% (2021 - 6.5%) of earnings are made by employees and 7.9% (2021 - 7.9%) by the Plan sponsor.

Lakehead University Pension Investment Fund

Notes to Fund Financial Statements

December 31, 2022 (in thousands of dollars)

2. Significant Accounting Policies

Basis of Presentation

These fund financial statements have been prepared in accordance with the significant accounting policies set out below to comply with the accounting requirements prescribed by the Financial Services Regulatory Authority ("FSRA") for financial statements under Section 76 of Regulation 909 of the Pension Benefits Act of the Province of Ontario. These regulations require pension plans to adhere to the provisions of *Section 4600 - Pension Plans in Part IV - Accounting Standards for Pension Plans* of the CPA Canada Handbook although they permit the exclusion of the actuarial liabilities of the Plan. Consequently, these fund financial statements do not purport to show the adequacy of the Plan's assets to meet its pension obligations. These fund financial statements have been prepared to assist in meeting the requirements of FSRA. For accounting policies that do not relate to the Fund's investment portfolio, the Fund has elected to apply Canadian accounting standards for private enterprises.

These Significant Accounting Policies are intended solely for the Administrator of the Fund and FSRA and should not be used by parties other than the Administrator of the Fund or FSRA.

Cash and Cash Equivalents

Cash and cash equivalents consist of cash on deposit and term deposits with maturity dates of less than 90 days from the date that they were acquired.

Investments

Investments are stated at fair value which is based on closing quoted market prices. Investments are recorded on a trade date basis. The fair value of units in the Master Trust represents the fair value of the underlying assets. Investments in pooled funds are valued using unit prices provided by the pooled fund administrator, which represent the Fund's proportionate share of underlying net assets at fair values determined using closing market prices.

The investment income recognized is the increase or decrease in the value of the pooled funds. Dividends and interest are reinvested within the pooled funds. Distributions from pooled funds are recorded when declared by the pooled fund managers.

The realized gain (loss) on investments is determined by the excess (shortfall) of proceeds over average cost of investments sold.

The fair value adjustments represent the unrealized appreciation (depreciation) in fair value of investments held at the year-end less the related unrealized appreciation (depreciation) as at the previous year-end.

Real estate investments are held through limited partnerships. The fair values of real estate funds are based on the net asset values reported in their respective financial statements. Fair values of the underlying real estate assets are based on the external manager or third party appraisals of the real estate properties.

Lakehead University Pension Investment Fund

Notes to Fund Financial Statements

December 31, 2022 (in thousands of dollars)

2. Significant Accounting Policies (cont'd)

Use of Estimates

The preparation of fund financial statements in accordance with the accounting principles described in the significant accounting policies requires the Fund to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements, and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from the Fund administrator's best estimates as additional information becomes available in the future.

Foreign Currency Translation

At the transaction date, each asset, liability, revenue and expense is translated into Canadian dollars by the use of the exchange rate in effect at that date. At the year-end date, monetary assets and liabilities are translated into Canadian dollars by using the exchange rate in effect at that date and the resulting foreign exchange gains and losses are included in income in the current period.

Pension Benefits

The Fund provides pension payments on death and/or retirement to eligible members and their spouses based on contributions and gains accrued during their employment at Lakehead University. Pension benefits are shown as expenditures in the year of payment.

Contributions

Employee and employer contributions due to the Fund as at the end of the year are recorded on an accrual basis. The Plans further allow Additional Voluntary Contributions (AVC), subject to the Money Purchase Limit imposed by Canada Revenue Agency. AVC's are recorded as employee contributions.

Lakehead University Pension Investment Fund

Notes to Fund Financial Statements

December 31, 2022 (in thousands of dollars)

3. Investments

| | 2022 | | 2021 | |
|--|-------------------|-------------------|-------------------|-------------------|
| | Market Value | Cost | Market Value | Cost |
| Canadian equities | \$ 20,317 | \$ 14,789 | \$ 25,574 | \$ 18,676 |
| Canadian denominated unit trust equities | 53,617 | 60,056 | 64,209 | 57,953 |
| US denominated unit trust equities | 68,700 | 32,397 | 74,621 | 31,288 |
| Canadian denominated unit trust bonds | 64,624 | 72,687 | 78,897 | 79,708 |
| Real estate | 9,199 | 8,760 | 2,677 | 2,677 |
| Accrued income | 30 | 30 | 44 | 44 |
| Unit trust money market fund | 1,263 | 1,263 | 2,816 | 2,816 |
| | <u>\$ 217,750</u> | <u>\$ 189,982</u> | <u>\$ 248,838</u> | <u>\$ 193,162</u> |

Broken down by Plan:

| | | | | |
|--|-------------------|-------------------|-------------------|-------------------|
| Professional and Administrative Staff Plan | \$ 185,131 | \$ 161,522 | \$ 211,861 | \$ 164,458 |
| Employee Pension Plan | 32,619 | 28,460 | 36,977 | 28,704 |
| | <u>\$ 217,750</u> | <u>\$ 189,982</u> | <u>\$ 248,838</u> | <u>\$ 193,162</u> |

The Professional and Administrative Staff Plan held 85.02% and the Employee Pension Plan held 14.98% of total assets.

Lakehead University Pension Investment Fund

Notes to Fund Financial Statements

December 31, 2022 (in thousands of dollars)

3. Investments (cont'd)

Individually significant investments

The cost or market value of the following investments exceeds 1% of the cost or market value of total pension fund investments at December 31, 2022:

| | 2022 Market Value | 2022 Cost |
|---|-------------------------|------------------|
| Canadian Equity Fund | | |
| Jarislowsky Fraser Investments - Equity Fund (1) | \$26,923 | \$28,642 |
| Bond Fund | | |
| Addenda Capital - Bond Fund (2) | 18,366 | 21,873 |
| Addenda Capital - Commercial Mortgage Fund (2) | 25,199 | 26,091 |
| Jarislowsky Fraser Investments - Bond Fund (1) | 21,059 | 24,723 |
| Foreign Equity Fund | | |
| State Street Global Advisors - Global Equity Fund (3) | 44,246 | 12,250 |
| Dimensional Fund Advisors - International Small Cap (4) | 24,454 | 20,147 |
| Burgundy - Global Equity Value Fund - Ex-Canada (5) | 14,925 | 15,555 |
| T. Rowe Price - Global Equity Growth Fund (6) | 11,769 | 15,859 |
| Miscellaneous - Other | | |
| Jarislowsky Fraser Investments - Short Term Investments (1) | 1,263 | 1,263 |
| Fiera Capital Corporation - Canadian Common Stocks (7) | 20,347 | 14,819 |
| Crestpoint - Canadian Real Estate (8) | 9,199 | 8,760 |
| | \$217,750 | \$189,982 |

- (1) Jarislowsky Fraser investments are pooled funds administered by Jarislowsky Fraser Limited.
- (2) Addenda Capital investments are a pooled fund administered by Addenda Capital.
- (3) State Street Global Advisors investments are a pooled fund administered by State Street Global Advisors, Ltd.
- (4) Dimensional Fund investments are pooled funds administered by Dimensional Fund Advisors Canada ULC
- (5) Burgundy investments are pooled funds administered by Burgundy Asset Management Inc.
- (6) T. Rowe Price investments are pooled funds administered by T. Rowe Price Inc.
- (7) Fiera Capital Corporation investments are common stocks administered by Fiera Capital Corporation (formerly CGOV Asset Management)
- (8) Crestpoint investments are a real estate investment administered by Crestpoint Real Estate Investments Ltd.

Lakehead University Pension Investment Fund

Notes to Fund Financial Statements

December 31, 2022 (in thousands of dollars)

4. Accounts Payable

| | 2022 | 2021 |
|-------------------------------------|---------------|---------------|
| Investment Management | | |
| Addenda Capital | \$ 37 | \$ 41 |
| Fiera Capital Corporation | 22 | 26 |
| Crestpoint | 27 | - |
| Jarislowsky Fraser Limited | 31 | 36 |
| State Street Global Advisors, Ltd. | 12 | 14 |
| Burgundy | 31 | 35 |
| T. Rowe Price | 44 | 29 |
| Other | | |
| BDO Canada LLP - Audit | 14 | 11 |
| Eckler Ltd. - Actuarial | 39 | 17 |
| Eckler Ltd. - Consulting | 68 | 27 |
| Proteus - Investment Advisors | 28 | 29 |
| Northern Trust - Custodial Services | 41 | 13 |
| Lakehead University | 61 | 74 |
| | \$ 455 | \$ 352 |

5. Actuarial Valuation

In the event that an actuarial valuation discloses a going concern unfunded liability or a solvency deficiency as defined by the Pension Benefits Act (1987), the University will be obligated to make additional contributions as required by the Act. The most recent actuarial valuation of the Fund at December 31, 2021, reported that based on then current provisions, the Fund had a going concern unfunded liability of \$10,786 and a solvency deficiency of \$5,695, and that additional University contributions would be required upon filing. The University made special payments of \$2,720,400 in 2022 and is scheduled to make annual special payments of \$1,488,600 in 2023 and each year after until the next scheduled actuarial valuation.

6. Pension Transfers

Pension transfers into the Lakehead University Plans were \$190 (2021 - \$24).

Transfers between the Lakehead University Employee Pension Plan and the Professional and Administrative Staff Plan were \$684 (2021 - \$300). Funds are transferred for members of the Lakehead University Employee Pension Plan that transfer to the Professional and Administrative Staff Plan when changing benefit classification effective January 1 of each year.

Lakehead University Pension Investment Fund Notes to Fund Financial Statements

December 31, 2022 (in thousands of dollars)

7. Contributions

| | Professional Plan 2022 | LUEPP 2022 | Total 2022 | Professional Plan 2021 | LUEPP 2021 | Total 2021 |
|--|------------------------------|---------------|---------------|------------------------------|---------------|---------------|
| Employee | | | | | | |
| Current Service Contributions | \$ 4,805 | \$ 1,482 | \$ 6,287 | \$ 4,861 | \$ 1,529 | \$ 6,390 |
| Sponsor | | | | | | |
| Current Service Contributions | 5,370 | 1,137 | 6,507 | 4,649 | 913 | 5,562 |
| Going Concern and Solvency Special Payments | 2,720 | - | 2,720 | 2,803 | - | 2,803 |
| | 8,090 | 1,137 | 9,227 | 7,452 | 913 | 8,365 |
| | \$ 12,895 | \$ 2,619 | \$ 15,514 | \$ 12,313 | \$ 2,442 | \$ 14,755 |

As of December 31, 2022 no required contributions were past due.

Lakehead University Pension Investment Fund

Notes to Fund Financial Statements

December 31, 2022 (in thousands of dollars)

8. Administrative Expenses and Professional Fees

| | 2022 | 2021 |
|-------------------------------|-----------------|-----------------|
| Investment management fees | \$ 732 | \$ 673 |
| Actuarial fees | 174 | 247 |
| Investment counselling | 116 | 121 |
| Audit fees | 17 | 11 |
| Consulting fees | 255 | 150 |
| Custodial service fees | 56 | 54 |
| Other - Pension Commission | 18 | 18 |
| Administration | 95 | 113 |
| Goods and services tax rebate | (20) | (15) |
| | <u>\$ 1,443</u> | <u>\$ 1,372</u> |

9. Pension Benefits and Refunds

| | 2022 | 2021 |
|---|------------------|------------------|
| Pension benefits | \$ 7,048 | \$ 16,270 |
| Refunds (deaths, terminations, resignations and retirements) | 18,246 | 8,874 |
| | <u>\$ 25,294</u> | <u>\$ 25,144</u> |

10. Related Party Transactions

The Fund does not hold any securities of the employer sponsor or its related parties.

11. Income Taxes

The Fund is not subject to income tax since it is a Registered Pension Trust as defined by the Income Tax Act (Canada).

Lakehead University Pension Investment Fund Notes to Fund Financial Statements

December 31, 2022 (in thousands of dollars)

12. Financial Instruments

The objective of the Fund is to maximize the long-term return for its defined contribution members, balanced with the relative preservation of capital, followed by capital growth in its Retirement Account. The Fund's investment policy is established by the Board of Governors and is set out in the statement of investment policies and procedures ("SIPP"). The SIPP was last amended June 5, 2020 with primarily administrative updates, and one non-trivial update. The update was a change to the asset allocation targets of the funds, allowing up to 7% investment in real estate, increasing the target for global equities by 10%, lowering the target for Canadian bonds by 7%, and lowering the target for Canadian equity by 10%.

The SIPP permits cash and cash equivalents, and fixed income investments in: bonds, debentures, coupons and residuals, mortgage and mortgage backed securities, asset-backed securities and preferred shares. It additionally permits equity investments in: publicly traded common stocks; rights, warrants, installment receipts, convertible debentures and other instruments convertible into common stocks; income trust units issued and/or registered in jurisdictions where appropriate legislation is in place to limit the liability of unitholders; American Depositary Receipts; and Global Depositary Receipts. Investments in alternative strategies that are permitted include: private equity, real estate, and hedge funds. The SIPP outlines an asset allocation target of:

| Asset Class | Permissible Range | Actual Fund Allocation |
|-----------------------|-------------------|------------------------|
| Canadian Money Market | 0-20% | 1% |
| Canadian Fixed Income | 23-50% | 30% |
| Canadian Equities | 10-30% | 22% |
| Global Equities | 30-50% | 43% |
| Alternative Assets | 0-12% | 4% |

Lakehead University Pension Investment Fund

Notes to Fund Financial Statements

December 31, 2022 (in thousands of dollars)

12. Financial Instruments (cont'd)

The Fund is in compliance with the SIPP's allowable asset allocation, as at December 31, 2022.

The Plan's investment performance is expected to:

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

The performance of the investment manager(s) relative to an appropriate benchmark and/or peer group over 4-year periods will be evaluated quarterly. The performance of individual asset classes is expected to:

- a) exceed the return of their corresponding benchmark indices by an average of 0.5%; or
- b) rank in the top 50% of the appropriate investment manager performance measurement universes over rolling 4-year periods in terms of return.

In 2022, the Fund had a one year rate of return of -8.5% and a four year return of 6.0%, measured against a one year benchmark of -9.6% and a four year benchmark of 6.6%.

The carrying value of cash and cash equivalents, sponsor's and employees' contributions receivable, and accounts payable approximates their fair value because of their short-term nature.

Risks arising from financial instruments:

Interest Rate Risk

Interest rate risk refers to the adverse consequences of interest rate changes on the Fund's financial position and revenue. This risk arises from the Fund's investments whose returns are linked to interest rates. The Plan invests in pooled funds that may hold debt instruments linked to interest rates. This risk has not changed from the prior year.

Foreign Currency Risk

Foreign currency exposure arises from the Fund's holdings of foreign equity or debt instruments. The Fund invests in pooled funds that may hold debt or equity instruments denominated in a foreign currency and as such would be exposed to fluctuations in currency risks. All of the Fund's investments are denominated in Canadian or US Dollars. US Dollar investments are translated into Canadian Dollars at the market rate at the end of the fiscal period. Investments denominated in foreign currencies are noted on the Schedule of Cost and Market Value of Investments by type (Schedule 1). An increase or decrease of 5% in the US exchange rate would result in an increase or decrease of net assets available for benefits of \$3,435. This risk has not changed from the prior year.

Lakehead University Pension Investment Fund

Notes to Fund Financial Statements

December 31, 2022 (in thousands of dollars)

12. Financial Instruments (cont'd)

Market Risk

Concentrations of market risk exist when a significant portion of the portfolio is invested in securities with similar characteristics and/or similar economic, political or other conditions that may prevail. The Fund Administrator believes that the investments in which the Fund invests spreads the market risk over different market sectors. The Fund Administrator uses a variety of investment management companies to ensure the portfolio is balanced to help mitigate market risk. An increase or decrease of 10% of the Fund's investment portfolio would result in an increase or decrease of net assets available for benefits of \$21,775.

An increase or decrease of 10% in the portion of the portfolio invested in Canadian Equities would result in an increase or decrease of net assets available for benefits of \$4,727.

An increase or decrease of 10% in the portion of the portfolio invested in Foreign Equities would result in an increase or decrease of net assets available for benefits of \$9,539.

This risk has not changed from the prior year.

Credit Risk

Credit risk is the risk that the counterparty to a financial instrument will fail to discharge an obligation that is entered into with the Fund. The risk of default on transactions in listed securities is considered minimal, as the trade will fail if either party to the transaction does not meet its obligation. The Fund also has credit risk to the extent that contributions receivable are not collectible. The Fund manages this risk by closely monitoring delinquent contributors and ensuring late contributions and deviations are pursued.

The Administrator has put in place a Statement of Investment Policies and Procedures that contains a set of guidelines for the fixed income portfolio to limit single issuer exposure.

The Fund's most significant credit risk exposure arises from its investments in interest bearing investments. While the Fund may have credit risk exposure to bonds and commercial mortgages, it manages this risk by holding such investments in pooled funds, as described in Note 3. The pooled funds represent 30% (2021 - 32%) of the total investments.

This risk has not changed from the prior year.

Liquidity Risk

Liquidity risk is the risk of not being able to meet the Fund's cash requirements in a timely and cost effective manner. Liquidity requirements are managed through income generated from investments, monthly contributions made by employers, and by investing in publicly traded liquid assets that are easily sold and converted to cash. The Fund's investments in real estate may be exposed to a higher degree of liquidity risk. This risk has not changed from the prior year.

Lakehead University Pension Investment Fund

Notes to Fund Financial Statements

December 31, 2022 (in thousands of dollars)

12. Financial Instruments (cont'd)

Financial Instruments Fair Value Hierarchy

Disclosure of a three-level hierarchy for fair value measurements is based upon transparency of inputs to the valuation of an asset or liability as of the measurement date. The three levels are defined as follows:

Level 1:

For securities valued based on unadjusted quoted prices in active markets for identical assets.

Level 2:

For securities valued based on inputs, other than quoted prices included in Level 1, that are observable for the asset, either directly or indirectly.

Level 3:

For securities valued based on inputs that are based on unobservable market data.

The following tables present the Fund's financial investments evaluated at fair value as at December 31st, classified according to the fair value hierarchy described above:

| | Level 1 | Level 2 | Level 3 | 2022 Total |
|------------------------------------|------------------|-------------------|-----------------|-------------------|
| Canadian | | | | |
| Cash and cash equivalents | \$ - | \$ 1,263 | - | \$ 1,263 |
| Equities - Common Stock | 20,347 | - | - | 20,347 |
| Unit Trusts - Bonds and debentures | - | 64,624 | - | 64,624 |
| Unit Trusts - Equities | - | 26,924 | - | 26,924 |
| Real Estate | - | - | 9,199 | 9,199 |
| Foreign | | | | |
| Unit Trusts - Equities | - | 95,393 | - | 95,393 |
| | <u>\$ 20,347</u> | <u>\$ 188,204</u> | <u>\$ 9,199</u> | <u>\$ 217,750</u> |

| | Level 1 | Level 2 | Level 3 | 2021 Total |
|------------------------------------|------------------|-------------------|-----------------|-------------------|
| Canadian | | | | |
| Cash and cash equivalents | \$ - | \$ 2,816 | - | \$ 2,816 |
| Equities - Common Stock | 25,618 | - | - | 25,618 |
| Unit Trusts - Bonds and debentures | - | 78,897 | - | 78,897 |
| Unit Trusts - Equities | - | 31,994 | - | 31,994 |
| Real Estate | - | - | 2,677 | 2,677 |
| Foreign | | | | |
| Unit Trusts - Equities | - | 106,836 | - | 106,836 |
| | <u>\$ 25,618</u> | <u>\$ 220,543</u> | <u>\$ 2,677</u> | <u>\$ 248,838</u> |

Lakehead University Pension Investment Fund Notes to Fund Financial Statements

December 31, 2022 (in thousands of dollars)

12. Financial Instruments (cont'd)

The following is an analysis of the investments of the Fund using the hierarchy related to the inputs to fair value measurement.

Level 1

The Fund's equity positions are classified as Level 1 when the security is actively traded and a reliable quote is observable. US partnerships are classified as Level 1 when they are held in a pooled fund and a reliable quote is observable. Cash, short-term notes and treasury bills are classified as Level 1. These instruments mature within one year and are stated at cost, which, when combined with accrued interest income, approximates market value.

Level 2

These instruments mature within one year and are stated at cost, which, when combined with accrued interest income, approximates market value. The Fund classified unit trusts as Level 2.

Level 3

These instruments are not based on observable market data. The Fund classified real estate as Level 3. The following table presents a reconciliation of Level 3 investments measured at fair value using unobservable inputs during the year.

| | 2022 | 2021 |
|-----------------------------------|-----------------|-----------------|
| Balance, beginning of year | \$ 2,677 | \$ - |
| Purchases | 5,881 | 2,677 |
| Reinvested distributions | 202 | - |
| Unrealized fair value adjustments | 439 | - |
| | <u>\$ 9,199</u> | <u>\$ 2,677</u> |

As at December 31, 2022 the Fund's investments are Level 1, 2 and 3 within the fair value hierarchy. There were no transfers between levels during the years ended December 31, 2022 and 2021.

13. Capital Management

The Administrator defines the Fund's capital as its net assets available for benefits. The Fund's objective when managing its capital is to safeguard its ability to provide benefits to members, as further described in Note 12. The Fund's assets are invested in accordance with its Statement of Investment Policies and Procedures, which includes the asset mix recommended by the Fund's investment consultant, and which is projected to enable the Fund to meet or exceed its ongoing and long-term funding requirements within an acceptable level of risk. There has not been any change in what the Fund considers to be capital and there have been no significant changes to the Fund's capital management objectives, policies and processes in the year.

Lakehead University Pension Investment Fund

Notes to Fund Financial Statements

December 31, 2022 (in thousands of dollars)

13. Capital Management (cont'd)

The investment managers appointed by the Fund are directed to achieve a long-term **rate of** return through a diversified portfolio, consistent with acceptable risks and prudent management. The long-term objective of the Fund is to achieve a total return **such that the** Fund can continue to provide the ongoing and projected benefits to its members.

There have been no changes in what the Fund considers to be its capital **and there have** been no significant changes to the Fund's capital management objectives, **policies and processes** for the year.

14. Subsequent Event

Effective January 1, 2023, one union group has negotiated to join the CAAT DBplus pension plan for future service only. Subsequent to this, two **other union** groups have negotiated to join CAAT effective June 30, 2023. Additionally, the University has formally announced that all non-union staff will be moving to CAAT for future service only, effective July 1, 2023. This means that all contributions for these 4 **groups will** be directed to CAAT rather than the Pension Plan for Professional Staff of Lakehead University and the Lakehead University Employee Pension Plan.

Lakehead University Pension Investment Fund

Schedule 1 - Market Value and Cost of Investments by Type

December 31 (in thousands of dollars) 2022 2021

| | Market value | Cost | Market value | Cost |
|--------------------------------|------------------|------------------|------------------|------------------|
| Equities | | | | |
| Common stock | | | | |
| Canada - CAD | \$20,317 | \$14,789 | \$25,574 | \$18,676 |
| Unit trust equity | | | | |
| Canada - CAD | 26,924 | 28,642 | 31,994 | 27,545 |
| Foreign - CAD | 26,693 | 31,414 | 32,215 | 30,408 |
| Foreign - USD | 68,700 | 32,397 | 74,621 | 31,288 |
| Total unit trust equity | 122,317 | 92,453 | 138,830 | 89,241 |
| Total equities | 142,634 | 107,242 | 164,404 | 107,917 |
| Fixed income | | | | |
| Unit trust bonds | | | | |
| Canada - CAD | 64,624 | 72,687 | 78,897 | 79,708 |
| Real estate | | | | |
| Canada - CAD | 9,199 | 8,760 | 2,677 | 2,677 |
| | 216,457 | 188,689 | 245,978 | 190,302 |
| Unit trust money market fund | 1,263 | 1,263 | 2,816 | 2,816 |
| Accrued income | 30 | 30 | 44 | 44 |
| Total investments | \$217,750 | \$189,982 | \$248,838 | \$193,162 |

Lakehead University Pension Investment Fund
Schedule 2 - Market Value and Cost of Investments
by Investment Manager

| December 31 (in thousands of dollars) | 2022 | | 2021 | |
|---|-------------------|-------------------|-------------------|-------------------|
| | Market Value | Cost | Market Value | Cost |
| Addenda Capital | \$ 43,565 | \$ 47,964 | \$ 54,961 | \$ 55,383 |
| Fiera Capital Corporation | 20,347 | 14,819 | 25,618 | 18,720 |
| Dimensional Fund Advisors Canada ULC | 24,454 | 20,147 | 24,361 | 19,030 |
| Burgundy | 14,925 | 15,555 | 16,724 | 14,656 |
| Jarislowsky Fraser Limited | 49,245 | 54,628 | 58,746 | 54,686 |
| State Street Global Advisors | 44,246 | 12,250 | 50,260 | 12,258 |
| T. Rowe Price | 11,769 | 15,859 | 15,491 | 15,752 |
| Crestpoint | 9,199 | 8,760 | 2,677 | 2,677 |
| | \$ 217,750 | \$ 189,982 | \$ 248,838 | \$ 193,162 |



OPEN REPORT TO THE BOARD OF GOVERNORS – June 2, 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 May 12, 2023. The following items of business were on the agenda:

Policy Review

Gift Acceptance 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 June 2, 2023 meeting:

- MOVED to recommend that the Board approves the proposed amendments to the Gift Acceptance Policy. CARRIED

Government Relations

The Committee received an overview of Lakehead government relations from Michael Nicin - Executive Director, Government Relations, at Lakehead University.

Updates and Reports Received

- President's Report
- Update from Vice-President, External Relations
 - Institutional Campaign Summary Update

Informational Items Received

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



Gift Acceptance Policy

Category: External Relations;

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

Approval Authority: Board of Governors;

Established on: April 21, 2016;

Amendments: None.

Policy Statement

This policy governs gift acceptance at Lakehead University.

Purpose

The purpose of this policy is to serve as a set of guiding principles to ensure that members of the University community can respond in a timely and appropriate manner to gift offers; informed decisions are made on the acceptance of gifts at Lakehead University; and that such gifts are accepted in accordance with Canada Revenue Agency guidelines and requirements of the Income Tax Act.

Scope

This policy encompasses the approval of gift types accepted by Lakehead University and circumstances where a gift shall be declined.

Principles and Responsibilities

No gift shall be accepted that negatively affects Lakehead University's academic integrity or reputation, or diminishes the profile or brand of the University.

Any gift that involves a proposed naming is subject to final approval in accordance with Lakehead University's Naming of Property Policy.

The External Relations Department, under the direction of the Vice-President External Relations, has the authority and responsibility to develop operational procedures to support the acceptance of gifts to Lakehead University in consultation with the Executive Team.

The External Relations Department, in consultation with the Office of Financial Services, is responsible for ensuring that gifts made to Lakehead University are accepted and receipted in accordance with Canada Revenue Agency guidelines; requirements of the Income Tax Act; and procedures established at Lakehead University.

The University does not offer legal, accounting, tax or financial advice to donors with respect to gifts to the University.

Lakehead University shall seek the advice of legal counsel in matters relating to the acceptance of gifts as appropriate. This includes but is not limited to gifts of securities that are subject to restrictions; all transactions governed by contracts or legal documents; and all transactions with potential conflicts of interest.

Certain forms of gifts or donated properties (e.g. books, artwork, jewellery, equipment, software, real estate, and other assets) may be subject to review by the Executive Team prior to acceptance.

Lakehead University is not responsible for the cost of appraisals and related expenses for donated property. The donor (when possible) will donate the cost of appraisal(s) and related expenses, in which case a charitable tax receipt will be issued to recognize the additional contribution made by the donor. In the event a donor is unable to donate the cost of appraisal(s) and related expenses, the accepting Faculty or department may elect to be wholly responsible for the expenses incurred to acquire, store, display and maintain the property as appropriate.

Approval

The Vice-President External Relations is responsible for ensuring that the acceptance of gifts is consistent with this policy and other policies of the University.

Consultation with the Executive Team shall take place before accepting any gift where consistency with this policy is in question. Recommendation may be made to seek the approval of the Board of Governors should such circumstances be unresolved or consistency with this policy remain in question.

The President shall report regularly to the Board of Governors through the Board External Relations Committee on all gifts accepted and declined in accordance with this policy.

Types of Gifts

The following types of gifts are eligible for consideration by the University:

- cash or cash equivalents (cash, cheques, credit card payments, electronic funds transfers, payroll deductions)
- gifts-in-kind (books, artwork, jewellery, equipment, software and other assets)
- real estate
- bequests
- life insurance
- publicly-traded securities, on recognized exchanges
- Registered Retirement Savings Plans (RRSPs) and Registered Retired Income Funds (RRIFs)
- other such gift types as deemed appropriate by the University

Declining a Donation

At times, Lakehead University may choose to decline a donation. The following conditions justify such an action, although other situations may also occur:

- The University is unable to honour the proposed terms of the donation.

- An appropriate fair market value cannot be determined, or will result in unwarranted or unmanageable expense to the University.
- There are unusual features to the donation that are contrary to the mission, vision and values of the University and/or the strategic and academic priorities of the University.
- The donation exposes the University to legal risk or liability.
- The donation could financially or morally jeopardize the donor and/or the University.
- There are physical or environmental hazards to the University in accepting the offered donation.
- The donation could jeopardize the University's charitable status.
- The gift is reasonably suspected to have originated from illegal activities.
- The donation or donation terms are illegal or contrary to public policy.
- There is question as to whether the donor has sufficient title to the assets or is mentally competent to legally transfer the funds as a gift to the University.
- The donation (e.g. questionable holdings within donated securities) negatively affects or could be perceived as negatively affecting Lakehead University's academic integrity or reputation, or diminishes the profile or brand of the University.

Returning a Gift

In most instances a registered charity cannot return a gift.

Should it become known that (a) an individual donor or organization has been convicted of an indictable offence; or (b) an individual donor has been removed for misconduct by a properly constituted legal authority from any official register or roll of members of the profession to which s/he belongs; or (c) if at the sole discretion of the University a gift negatively affects Lakehead University's academic integrity or reputation, or diminishes the profile or brand of the University, then the University may consult with legal counsel on the course of action to take in respect to returning the gift.

The ultimate authority to return a gift resides with the Board of Governors. Circumstances pertaining to the return of a gift shall be reviewed on a case by case basis. Resulting course of actions shall not be considered precedent setting.

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.

Gift Acceptance Policy

| | |
|----------------------------|---|
| Category: | External Relations; |
| Jurisdiction: | Vice President, External Relations; Board External Relations Committee; |
| Approval Authority: | Board of Governors; |
| Established on: | April 21, 2016; |
| Amendments: | April <u>May</u> 12, 2023. |

Policy Statement

This policy governs gift acceptance at Lakehead University.

Purpose

The purpose of this policy is to serve as a set of guiding principles to ensure that members of the University community can respond in a timely and appropriate manner to gift offers; informed decisions are made on the acceptance of gifts at Lakehead University; and that such gifts are accepted in accordance with Canada Revenue Agency guidelines and requirements of the Income Tax Act.

Scope

This policy encompasses the approval of gift types accepted by Lakehead University and circumstances where a gift shall be declined.

Definitions

1. Bequest - any donation received by Lakehead University through a person's will or that is gifted as a result of an inheritance.
2. Campaign Priorities - projects/initiatives that support Lakehead's overall mission as approved by the Board of Governors, Senate, and Executive Team Working Group (ETWG)

3. Campaign Period - The duration of the campaign as established by External Relations. The duration starts with the planning phase and is deemed complete once the financial and alumni goals have been met or exceeded.
4. Campaign - A series of fundraising, alumni, and communications activities meant to produce a particular result.
5. Case Priorities Committee - the committee mandated in 2019 to determine campaign priorities using a project submission process.
6. Cash – includes cash, cheque, credit card, payroll deduction, and electronic fund transfer.
7. Corporate and foundation grants - the charitable vehicles of a for-profit corporation, which provide the funding for grants.
8. Deferred gifts – decided upon or given now but received at some time in the future, often at the end of the donor's (and the donor's spouse's) lifetime. These include will bequests, life insurance policies, gift annuities, and charitable remainder trusts.
9. Gift - a voluntary transfer of property without valuable consideration. However, a transfer of property for which a donor receives an advantage is still considered a gift for purposes of the Income Tax Act as long as the Canada Revenue Agency (CRA) is satisfied that the transfer of property was made with the intention to make a gift. The fact that the donor received an advantage will not by itself disqualify the transfer from being a gift when the fair market value (FMV) of the advantage does not exceed 80% of the FMV of the transferred property.
10. Gifts-in-kind – a gift of property other than cash, such as real (capital) property or personal property. A gift-in-kind should be an item that can be retained as a university asset and used in connection with university activities with discretion as to its use and management or disposed of for cash equivalent.
11. Gift Agreement - Refers to the document issued by Lakehead University that outlines the conditions of the gift including when the gift will be transferred, the purpose of the gift, and how the gift will be recognized.
12. Irrevocable Gifts - Lakehead has been given control of these gifts, although the value of the gift will only be transferred upon the death of the donor. These gifts can qualify for a current income tax deduction. (Example - an insurance policy in the name of Lakehead University).

13. Planned Gifts - also referred to as Legacy gifts. Planned giving is the process of making a significant charitable gift during a donor's life or at death that is part of his or her financial or estate plan.
14. Realized Planned Gifts - Gifts that have been received by the University.
15. Pledge - Gifts given over a period. Lakehead University's typical pledge period is 5 years.
16. Revocable Planned Gifts – gifts where the donor preserves control over the asset(s) for the balance of their, her or his lifetime (i.e., a gift stated in a will).
17. Securities – refers to privately or publicly held shares, flow-through shares, bonds, units of a mutual fund, stock options and charitable stock options.
18. Unrestricted gifts - donations that may be used for any purpose the University determines will advance the mission.

Principles and Responsibilities

1. No gift shall be accepted that negatively affects Lakehead University's academic integrity or reputation or diminishes the profile or brand of the University.
2. Any gift that involves a proposed naming is subject to final approval in accordance with Lakehead University's Naming of Property Policy.
3. The External Relations Department, under the direction of the Vice-President External Relations, has the authority and responsibility to develop operational procedures to support the acceptance of gifts to Lakehead University in consultation with the Executive Team.
4. The External Relations Department, in consultation with the Office of Financial Services, is responsible for ensuring that gifts made to Lakehead University are accepted and receipted in accordance with Canada Revenue Agency guidelines; requirements of the Income Tax Act; and procedures established at Lakehead University.
5. The University does not offer legal, accounting, tax or financial advice to donors with respect to gifts to the University.
6. Lakehead University shall seek the advice of legal counsel in matters relating to the acceptance of gifts as appropriate. This includes but is not limited to gifts of securities that are subject to restrictions; all transactions governed by contracts or legal documents; and all transactions with potential conflicts of interest.
7. Certain forms of gifts or donated properties (e.g. books, artwork, jewelry, equipment, software, real estate, and other assets) may be subject to review by the Executive Team prior to acceptance.

8. Lakehead University is not responsible for the cost of appraisals and related expenses for donated property. The donor (when possible) will donate the cost of appraisal(s) and related expenses, in which case a charitable tax receipt will be issued to recognize the additional contribution made by the donor. In the event a donor is unable to donate the cost of appraisal(s) and related expenses, the accepting Faculty or department may elect to be wholly responsible for the expenses incurred to acquire, store, display and maintain the property as appropriate.

Approval

The Vice-President External Relations is responsible for ensuring that the acceptance of gifts is consistent with this policy and other policies of the University.

Acceptance of gifts will be approved by the following:

1. Gifts of \$5 million or more will receive final approval by the Board of Governors.
2. Gifts between \$1 million and \$4,999,999 will receive final approved by the President and Vice Chancellor.
3. Gifts under \$1 million will receive final approved by the Vice-President External Relations.

Consultation with the Executive Team shall take place before accepting any gift where consistency with this policy is in question and for any gift commitment at the level of \$5 million and over. The University's Executive Team can delegate this task to a Gift Review Committee. The Gift Review Committee may, from time to time, recommend to the Executive Team ~~Recommendation may be made that it to~~ seek the approval of the Board of Governors ~~(in should such circumstances where be unresolved or~~ consistency with this policy remains ~~in question)~~. The Gift Review Committee shall be composed of the Provost and Vice President Academic, Vice-President External Relations, Vice President Finance and Operations and Vice President Research. Depending on the gift under review; the Gift Review Committee shall consult with relevant faculty members, academic leadership, student representatives, or managers respectively.

The President shall report regularly to the Board of Governors through the Board External Relations Committee on the progress of fundraising including any gifts declined by the University in accordance with this policy. The President can delegate this task to the Vice

Types of Gifts

The following types of gifts are eligible for consideration by the University:

1. Cash
2. Deferred gifts
3. Gifts-in-kind
4. Securities

Gift Acceptance Documentation:

1. All gifts establishing naming will require signed documentation in the form of a gift agreement, letter or memorandum of understanding.
2. All gifts over \$25,000 will be finalized using a gift agreement. In the event that a donor chooses not to sign a gift agreement; then the University will accept correspondence (email or signed letter).as a record of the gift commitment.
3. Note that gifts in support of student financial aid (endowed and non-endowed awards), which are under \$25,000, require an Information Sheet and Acknowledgement letter for administrative and other purposes. They do not require a gift agreement.

Declining a Donation

At times, Lakehead University may choose to decline a donation. The following conditions justify such an action, although other situations may also occur:

1. The University is unable to honour the proposed terms of the donation.
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4. The donation exposes the University to legal risk or liability.
5. The donation could financially or morally jeopardize the donor and/or the University.
6. There are physical or environmental hazards to the University which are not considered or mitigated as part of the gift commitment.
7. The donation could jeopardize the University's charitable status.
8. The gift is reasonably suspected to have originated from illegal activities.

9. The donation or donation terms are illegal or contrary to public policy.
10. There is question as to whether the donor has sufficient title to the assets or is mentally competent to legally transfer the funds as a gift to the University.
11. The donation (e.g. questionable holdings within donated securities) negatively affects or could be perceived as negatively affecting Lakehead University's academic integrity or reputation, or diminishes the profile or brand of the University.

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In ~~most certain, unique instances circumstances~~ a registered charity ~~cannot~~ may choose to return a gift.

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The ultimate authority to return a gift resides with the Board of Governors. Circumstances pertaining to the return of a gift shall be reviewed on a case-by-case basis. Resulting courses of actions shall not be considered precedent setting.

Review Period: 5 years;

Date for Next Review: 2027-2028;

Related Policies and Procedures: None;

Policy Superseded by this Policy: None.

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Review Period: 5 years;

Date for Next Review: 2027-2028;

Related Policies and Procedures: None;

Policy Superseded by this Policy: None.

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OPEN REPORT TO THE BOARD OF GOVERNORS – June 2, 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; Anna Sampson; Cathy Tuckwell; Maria Vasanelli*

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

Amendments to the 2022-23 Board Meeting Schedule

The Committee plans to make a recommendation to the Board of Governors at the June 2, 2023 meeting:

- MOVED to recommend that the Board of Governors move the October 5, 2023 Board AGM to October 12, 2023 and the October 6, 2023 Board Annual Retreat and Orientation to October 13, 2023. CARRIED

Exit Interview Action Plan Subcommittee

The Committee received a report from the Exit Interview Action Plan Subcommittee, and it was determined that no further action was required.

Policy Reviews

Board Chair, Vice-Chair and Past-Chair Succession Policy - The Committee concluded its review of the policy and plans to make a recommendation to the Board at the June 2, 2023 meeting:

- MOVED to recommend that the Board approves the proposed amendments to the Board Chair, Vice-Chair and Past-Chair Succession Policy, as circulated. CARRIED

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. The Committee plans to make a recommendation to the Board at the June 2, 2023 meeting:

- MOVED to recommend that the Board approves the re-appointment of Brandon Amyot as the Student Member on the Board, for a term commencing following the 2023 AGM through to the 2024 AGM. CARRIED

Request for Leave of Absence

The Board Chair updated the Committee on her approval of Rachael Paquette's request to take a leave of absence from the Board of Governors, commencing May 6, 2023 to September 30, 2023.

Updates/Reports Received

- Update on Lieutenant Governor in Council (LGIC) Appointment
- Update on status of the the on-boarding process for new Board members
- Update from the Board Bylaw Review Subcommittee
- Update on status of exit interview with outgoing Board member

Informational Items Received

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



OPEN REPORT TO THE BOARD OF GOVERNORS – June 2, 2023

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

Subject: Learning and Liaison Committee Open Report

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

**was appointed to the BLLC on May 4, 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 May 12, 2023. The following items of business were on the agenda:

Board Mentorship Program

The Committee approved the following Board mentor/mentee assignment:

- Peter Caldwell / Brent Sylvester

Professional Development Planning

On-Boarding Program Overview for New Board Members - The Committee received a summary of the on-boarding program in place for new Board members. New members were invited to provide feedback on the existing program for future enhancement.

Board Fall Retreat Planning - The planning process and purpose of the annual retreat were discussed and members were invited to share ideas for future retreat topics.

Institute of Corporate Directors (ICD) Board Membership Renewal

The Committee plans to make a recommendation to the Board at the June 2, 2023 meeting:

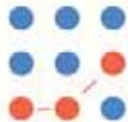
- MOVED to recommend that the Board of Governors approves renewing the ICD Board membership that expires on May 31, 2023. CARRIED

Collegial Governance Planning and Initiatives

Enhanced Orientation Session (The Senate) - The BLLC adopted a new enhanced Board orientation program (for new members) in September, 2022. One component of the new format includes inviting individuals from internal organizations (LUSU, AALU, Senate, OIEC, etc.) to meet with members of the BLLC annually, to familiarize new and experienced members with the current work and initiatives happening in each respective area. The Committee received a presentation from the Chair of the Senate and the Faculty Senator member on the Board that included an overview of the Senate's responsibilities, composition, standing committees, etc.

Reports and Informational Items Received

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



Invoice

ICD Member

Vanessa Franklin (184636)
Lakehead University
955 Oliver Road, UC 2002
Thunder Bay ON P7B 5E1

| Billing Date | ICD Member |
|--------------|------------|
| 30-Mar-2023 | 184636 |

| Code | Item | From | To | Amount |
|--|--|------------|----------------------|-----------------|
| FEE_BRDSEC | Board Membership / Adhésion globale du C. A. | 1-Jun-2023 | 31-May-2024 | 2,500.00 |
| GST# 12179 8201 | | | GST/HST | 325.00 |
| | | | Total Billing | 2,825.00 |
| Please contact membership@icd.ca < mailto:membership@icd.ca > to pay by Visa/Mastercard or by Electronic Funds Transfer (EFT). Remember to include your Member ID with your payment. | | | | |

| | |
|--|------------------|
| Additional Personal Information | |
| Work Phone: | Chapter: Ontario |
| Home Phone: | Home Address: |
| Cell Phone: | |
| Language: English | |
| Email: | |

Please take a moment to review and confirm that your mailing and additional information is accurate and up-to-date.
Please send any updates and changes to us at membership@icd.ca <<mailto:membership@icd.ca>>.

Thank you for your membership!



SENATE REPORT TO THE BOARD OF GOVERNORS

From: Dr. Donald Kerr

Board Meeting Date: June 2, 2023

Subject: Senate Report

May 15, 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.

Professor Emeritus Recognition

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

- Dr. Glenn Colton-Department of Music
- Dr. Bahram Dadgostar-Faculty of Business Administration
- Dr. Frances Helyar-Faculty of Education
- Dr. Mary Louise Hill-Department of Geology
- Dr. Alexandra Lawson-Faculty of Education
- Dr. Wietse Lense Meyer-Faculty of Natural Resources Management
- Dr. Edward Rawana-Department of Psychology

Graduands and Medal Recipients

The Senate approved the motion that the candidates on the distributed Graduands List be awarded the undergraduate degrees or diplomas, and graduate degrees indicated.

The Senate also approved the motion that the 2023 medal recipients indicated on the distributed list be approved.

Senate Committee Reports and Recommendations

The reports of the Senate Academic Committee, Senate Budget Committee, Faculty of Graduate Studies Council, Senate Organization Committee, Senate Research Committee, Senate Teaching

and Learning Committee and Senate Undergraduate Scholarships and Bursaries Committee, and the Senate Undergraduate Studies Committee were circulated in advance of the meeting.

The Senate adopted the following Senate Committee recommendations:

- MOVED that the Indigenous Content Requirement Policy Framework be approved.
- MOVED to approve the following change to the Discipline Definition:
Note: ~~Discipline(s) will not be referenced on the parchment nor the transcript.~~ **Discipline(s) will be referenced on the transcript.**

Senate Executive Committee Recommendation

The Senate adopted the following recommendation from the Senate Executive Committee:

- MOVED that the following individuals be appointed to the Senate Nominations Committee with each term commencing on July 1, 2023 to June 30, 2025:
 - Dr. Adam Algar
 - Dr. Isaam Dawood
 - Dr. Martin-Joe Ezeudu
 - Dr. Abdusalam Yassine

The Senate was provided with the following items for information:

- Calendar Change Deadlines Reminder
- Ogimaawin Indigenous Education Council Report
- Board of Governors Report
- President's Report
- Provost and Vice-President, Academic Report

The next Senate meeting is scheduled to take place on September 18, 2023.

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



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).



Marcie Morrison <govofficer.bog@lakeheadu.ca>

RESPONSE REQUIRED: Electronic Approval of Domestic Tuition Fees

1 message

Marcie Morrison <govofficer.bog@lakeheadu.ca>

25 May 2023 at 11:55

PLEASE REPLY BY THE END OF THE DAY ON MAY 26, 2023.

Hello Board of Governors members,

As you know, the Ministry of Colleges and Universities recently released the new domestic tuition framework that allowed for an anomaly process for up to three programs. An update was provided at the March 23 Board of Governors meeting. We have now received approval for our application. Administration has requested that the Board consider approving the proposed domestic tuition fees for 2023-24 electronically rather than wait until the next regular scheduled Board meeting. Time is of the essence as our tuition rates need to be published asap.

Please see the attached memo for details.

MOVED that the proposed domestic tuition fees for 2023-24 be approved, as circulated.

Please "reply all" to this email and indicate whether you are "in favour" or "opposed" to this resolution. A resolution signed by **ALL** of the Governors shall have the same force and effect as if passed at a regularly constituted Board Meeting. Your reply will be considered your "signing" of this resolution in accordance with Article 7.16(c) of the [Board Bylaws](#).

If you have any questions or concerns, please connect with the Board Chair directly.

Thank you.

Marcie

--

Marcie Morrison

Assistant University Secretary, University Secretariat

Lakehead University

p: (807) 343-8010 ext. 7949

e: govofficer.bog@lakeheadu.ca

www.lakeheadu.ca



*Discover the unconventional journeys our students, researchers, and alumni are taking in our 2016/2017 Annual Report, **Partnerships & Pathways**. Go to pathways.lakeheadu.ca*

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Domestic Tuition Framework - Update May 24, 2023.pdf
328K



OFFICE OF THE EXECUTIVE BUDGET COMMITTEE

Date: May 24, 2023
To: Robert Arnone
Chair, Finance & Operations Committee
From: Executive Budget Committee
Re: 2023-24 Domestic Tuition Fees - UPDATE

Further to the memo presented at the Board of Governors meeting on March 23, 2023, the Ministry of Colleges and Universities has now approved the tuition anomaly application for Lakehead University.

Tuition Anomaly Background:

MCU has recognized the historical differences in tuition-fee setting during the deregulated period followed by the effect of compounding percent increases in subsequent years. For the 2023-24 academic year, MCU is considering allowing tuition fee increases over a multi-year timeframe for certain programs with tuition fees that are lower than the sector average for comparable programs.

Eligibility Criteria:

Institutions were invited to submit an application identifying up to 3 programs that have anomalous tuition rates compared to other existing comparable programs across the sector.

1. The difference in fees for the program must be at least 15% below the sector average across comparable programs.
2. Consideration may be given to institutions that have tuition fees 10% below the sector average if the institution is experiencing financial challenges (subject to MCU discussions), and/or institutions that receive the Northern Ontario Grant and the Small, Northern, and Rural Grant.
3. Tuition fees cannot be increased more than 7.5% per year.
4. A multi-year time frame for adjustments will be considered as part of the application.
5. If approved, the adjustment for 2023-24 would be applicable to first-year incoming students only.
6. Health programs (ie nursing) are not eligible as part of the anomaly process.

Lakehead University completed the analysis to determine the three programs that meet the eligibility criteria for the tuition anomaly process. The three programs identified were Business, Law and Engineering. The application was submitted to MCU on March 24 and approved on May 15, 2023.

| PROPOSED DOMESTIC TUITION FEES | Approved 2022/23 | PROPOSED Tuition 2023/24 |
|--|---------------------|--------------------------------|
| Undergraduate (First Year) | | |
| Business | 7,170.73 | 7,170.73 |
| HBCom | 7,173.73 | 7,708.53 |
| Education, Concurrent | 6,229.32 | 6,229.32 |
| Education, Consecutive | 6,259.64 | 6,259.64 |
| Engineering (common year in applied science) | 6,266.37 | 6,266.37 |
| Engineering | 7,701.88 | 8,279.53 |
| Law | 16,734.43 | 17,989.48 |
| Other | 5,984.51 | 5,984.51 |
| Graduate (First Three Terms) | | |
| Masters (first three terms) | 8,084.87 | 8,084.87 |
| Master of Public Health (first three terms) | 8,326.63 | 8,326.63 |
| Master of Science in Management (Twelve month domestic program fee) | 13,474.77 | 13,474.77 |
| Master of Business Administration (Twelve month domestic program fee) | 18,557.10 | 18,557.10 |
| Other | 8,084.87 | 8,084.87 |

MOTION:

MOVED that the proposed domestic tuition fees for 2023-24 as presented be approved.

Date: Jun 2, 2023
To: Board of Governors
From: Kathy Pozihun, Vice-President (Administration & Finance)
Joy Wakefield, Director of Human Rights & Equity
Subject: Bill 26 and Policy Amendments

Bill 26 was passed in December 2022, which has amended the *Ministry of Training, Colleges and Universities Act*, R.S.O. 1990, c. M.19 (MCTUA). The included text offers some powers and some requirements, but most relevant is Schedule 1, s. 16.1(8), which is excerpted below:

Employee sexual misconduct policy

(8) Every institution shall have an employee sexual misconduct policy that includes, at a minimum,

(a) the institution's rules with respect to sexual behaviour that involves employees and students of the institution; and

(b) examples of disciplinary measures that may be imposed on employees who contravene the policy."

<https://www.ontario.ca/laws/statute/s22022>

From the language in other subsections, it's clear that this is a different policy than the sexual violence policy required by the MTCUA, but that this new policy may be part of that policy or any other policy: "(10) The employee sexual misconduct policy referred to in subsection (8) may be included as part of another policy, including as part of the sexual violence policy required under subsection 17 (3).".

In order to satisfy this requirement, the following updates to the Sexual and Gender-based Violence Response Policy (SGVRP) of the university are recommended. There are 2 changes proposed to the policy and procedures:

- (1) Addition of sexual misconduct to the definitions
- (2) Sample measures of disciplinary actions for sexual violence/misconduct

Definition of sexual misconduct

“sexual misconduct” means, in relation to a student of Lakehead University,
(a) physical sexual relations with the student, touching of a sexual nature of the student or behaviour or remarks of a sexual nature toward the student by an employee of the institution where,
 (i) the act constitutes an offence under the Criminal Code (Canada),
 (ii) the act infringes the right of the student under clause 7(3)(a) of the Human Rights Code to be free from a sexual solicitation or advance, or
 (iii) the act constitutes sexual violence, or examples thereof, as defined in this policy or contravenes any other policy, rule or other requirement of Lakehead University respecting sexual relations between employees and students, or
(b) any conduct by an employee of Lakehead University that infringes the right of the student under clause 7 (3) (b) of the Human Rights Code to be free from a reprisal or threat of reprisal for the rejection of a sexual solicitation or advance. [1]

...

[1] Ministry of Training, Colleges and Universities Act, RSO. 1990, c. M.19, s.16.1(1), with amendments to (a)(iii) and references changed to be applicable to Lakehead University. This definition is incorporated to comply with the amendments to the Act requiring a sexual misconduct policy.

The definition copies the precise language out of the statute, other than to reference Lakehead specifically rather than the institution. The exception is the third paragraph under subsection 16.1(1)(a) of the sexual misconduct definition, where it now links the definition of sexual misconduct to the definition of sexual violence in the policy.

The footnote is essentially a note that this provision has been added to comply with the legislative amendments, with clear reference to the MTCUA.

Sample Disciplinary Measures

The second change is an addition to s. 11.24, which will now read in totality (new text in bold):

(11.24) Where the Respondent is an employee, the Panel shall not impose any measures or consequences under the Policy. The Panel shall refer the Decision to the Respondent’s supervisor. Upon receipt of the Decision of the Panel, the Respondent’s supervisor, in consultation with Human Resources, shall impose appropriate measures and consequences under the appropriate University policy, contract, or collective agreement. **Measures and consequences may include, but are not limited to:**
(a) mandatory attendance at education and training workshop(s);

- (b) re-assignment of work;**
- (c) relocation of workspace;**
- (d) paid or unpaid suspension;**
- (e) trespass from the University campus; or**
- (f) termination. [1]**

...

[1] The Ministry of Training, Colleges and Universities Act, RSO. 1990, c. M.19 outlines in s. 16.1(2) that sexual misconduct by an employee against a student may be considered just cause for termination; may not require notice or termination pay, or other compensation or restitution; and that this is despite certain named legislation or provisions in collective agreements or employment contracts that may have language to the contrary.

This language is to comply with the provision that we have examples (plural) of disciplinary measures.

The footnote to this change is to draw attention to the legislative provisions that indicate universities have the power to terminate, without any kind of monetary amount, despite some of the previous legislative provisions and collective agreements staff or faculty may have relied on.

Process

Any changes to the SGVRP require a student consultation, per the MTCUA, unless they fall within exceptions (updating the titles and/or the resource list).

To that end, a notice was sent out, as well as to LUSU, advising University community members of the change, and offering email address, an anonymous Google survey, and two zoom sessions to allow for feedback.



Sexual and Gender-based Violence Response Policy

Category: General;

Jurisdiction: Vice-President, Administration and Finance; Board Audit & Risk Committee;

Approval Authority: Board of Governors;

Established on: December 21, 2016 (approved by the Executive Committee on behalf of the Board);

Amendments: March 7, 2018; February 24, 2022; November 24, 2022.

1. Preamble

(1.1) Lakehead University recognizes that sexual and gender-based violence, specifically violence against women and girls, is one of the most prevalent and pervasive human rights violations in the world. Sexual and gender-based violence is a violation of the fundamental rights to human dignity and bodily autonomy and is a form of political violence designed to prevent survivors from fully participating in the economic, social, cultural, and political life of the community. As a form of political violence, sexual and gender-based violence in the Canadian context is rooted in the history of colonialism. Therefore, Indigenous peoples, specifically Indigenous women and girls, are disproportionately impacted by sexual and gender-based violence. Sexual and gender-based violence prevention and response initiatives must be grounded in anti-colonial and anti-racism practices.

(1.2) Lakehead University recognizes that sexual and gender-based violence is rooted in the use and abuse of power, and, therefore, persons with less institutional and societal power are disproportionately impacted, including women, Indigenous peoples, members of racialized groups, persons with disabilities, and members of 2SLGBTQ+ groups. Therefore, acts of sexual and gender-based violence may also be acts of sexism, racism, ableism, homophobia, transphobia, and their intersections. Sexual and gender-based violence prevention and

response initiatives must be grounded in the intersections of sexual and gender-based violence and human rights.

(1.3) Lakehead University recognizes that gender-based violence is a form of discrimination that may include sexual, physical, psychological, or economic harm inflicted against persons because of their gender, gender identity, or gender expression. Therefore, some incidents of gender-based violence may be resolved under the Lakehead University Human Rights Policy and Procedures.

(1.4) Lakehead University is committed to building and fostering a University community where all members are free to fully participate in learning, teaching, research, and service. Every member of the Lakehead University community, whether a student, employee, or volunteer, is responsible for building and fostering a safe and healthy environment that is free from sexual and gender-based violence. Lakehead University recognizes that all forms of sexual and gender-based violence are violations of the values and norms of the Lakehead University community as well as violations of federal and provincial laws, including the *Criminal Code of Canada* and the *Ontario Human Rights Code*. Sexual and gender-based violence violates the fundamental right of persons to fully participate in the economic, social, cultural, and political life of the community, including the right to equal treatment in education, employment, and housing.

(1.5) Lakehead University recognizes that every person who experiences an incident of sexual and gender-based violence has the right to a remedy under this Policy, including the right to accommodations, support services, and a complaints resolution process; and

(1.6) The purpose of this Policy and the associated Sexual and Gender-based Violence Response Procedures is to set out Lakehead University's commitment to supporting a comprehensive sexual and gender-based violence prevention and response system, including initiatives to prevent and respond to sexual and gender-based violence against any member of the Lakehead University community. This commitment includes:

- (a) supporting the Office of Human Rights and Equity as a department dedicated to preventing and responding to sexual and gender-based violence;
- (b) supporting a sexual and gender-based violence prevention initiative, including a comprehensive education and training program that emphasizes the rights and responsibilities of students, employees, and volunteers with respect to sexual and

gender-based violence; and

(c) supporting a sexual and gender-based violence response initiative, including a comprehensive complaints resolution process that guarantees every member of the University community who experiences sexual and gender-based violence with accommodations, supports, and remedies.

2. Definitions

In this Policy:

“accommodation” means removal of barriers or flexibility in a policy, practice, rule, or requirement and/or the built environment, to ensure that persons with personal characteristics protected under the *Ontario Human Rights Code* receive equitable treatment and are fully able to participate in all aspects of University community life. The principles of accommodations are dignity, individualization, and inclusion.

“business day” means the days between Monday and Friday, inclusive, but does not include holidays or the days that constitute the annual holiday closure of the University. The day a correspondence is sent or received is not counted as a business day.

“code” means the *Ontario Human Rights Code*, RSO 1990, c H-19.

“complaint” means a report of an incident of sexual and gender-based violence that proceeds to a formal resolution process under the associated human rights procedures.

“Complainant” means a person who reports an incident of sexual and gender-based violence.

“consent” means a voluntary agreement that is expressed, by words or conduct, to engage in a sexual activity. Consent is an agreement to engage in a particular sexual activity, with a particular person, at a particular point in time. Consent must be freely and clearly communicated and may be withdrawn at any time. Silence is not consent. Consent cannot be given by intimidation, threat, or force. No consent is given in one or more of the following circumstances:

- (a) Where an agreement is expressed, by words or conduct, to engage in the sexual activity by a person other than the person who must give the consent.
- (b) Where a person expresses, by words or conduct, a lack of agreement to engage in the sexual activity Where the agreement is expressed by the words or conduct of a

person other than the person engaged in the sexual activity.

- (c) Where a person, after having consented to the sexual activity, expresses, by words or conduct, a lack of agreement to continue with that sexual activity.
- (d) Where a person is incapable of consenting to engage in the sexual activity (i.e. the person is asleep, unconscious, or under the influence of alcohol or drugs).
- (e) Where a person is coerced to engage in the sexual activity by another person who abuses a position of trust, power, or authority.

“cyber-harassment/cyber-stalking” means a form of harassment or stalking that is conducted on any electronic device or platform, including by phone, email, website, or social media. Cyber-harassment/cyber-stalking is an offence under the *Criminal Code of Canada*.

“director” means the Director of Human Rights and Equity or their designate.

“employee” includes but is not limited to, full-time and part-time unionized and non-unionized faculty and staff, contract faculty and staff, and research and graduate assistants.

“equity-deserving group” means women, Indigenous peoples, members of racialized groups, persons with disabilities, and members of 2SLGBTQ+ groups.

“gender expression” means the way in which a person outwardly presents their gender and may include a person’s name, pronoun, and appearance (i.e. dress, hair, body language, etc.). Gender expression is a prohibited ground of discrimination under the *Ontario Human Rights Code*.

“gender identity” means the way in which a person internally experiences their gender and may include their sense of being a woman, a man, both, neither, or anywhere along the gender spectrum. A person’s gender identity may be the same or different than their birth-assigned sex. Gender identity is fundamentally different from a person’s sexual orientation. Gender identity is a prohibited ground of discrimination under the *Ontario Human Rights Code*.

“indecent exposure” means the intentional display of one’s genitals to another person(s) without their consent for the purpose of instilling fear or intimidation. Indecent exposure is an offence under the *Criminal Code of Canada*.

“intimate partner violence” means an act that is threatened or committed against a person by another person who is in an intimate relationship with that person and includes acts of

physical, psychological, and sexual violence. Intimate partner violence is a form of sexual and gender-based violence for the purposes of this Policy.

“poisoned environment” means persistent or repetitious comments or conduct that creates a hostile or intolerant environment. Comments or conduct need not be directed at a specific person and may be from any person, regardless of position or status. A single comment or action, if sufficiently serious, may create a poisoned environment.

“policy” means the Lakehead University Sexual and Gender-based Violence Response Policy.

“report” means a verbal or written account of an incident of sexual and gender-based violence.

“Respondent” means a person against whom allegations of sexual and gender-based violence are made.

“sexual and gender-based violence” means any sexual act or act targeting a person’s sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person’s consent, and includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.¹

“sexual assault” means any unwanted sexual act, whether threatened, attempted, or carried out, against a person without their consent including any form of unwanted sexual contact from touching to sexual intercourse. Sexual assault includes intentionally damaging or removing a condom during sexual activity without the knowledge or consent of the other person. Sexual assault is an offence under the *Criminal Code of Canada*.

“sexual exploitation” means a circumstance where a person who is in a position of trust or authority coerces, compels, or forces another person to participate in sexual activity. Sexual exploitation is an offence under the *Criminal Code of Canada*.

“sexual harassment” means a course of vexatious comment or conduct of a sexual nature that is known or ought reasonably to be known to be unwelcome and may include repeated comments or conduct of a sexual nature, display of sexualized or pornographic images, requests

¹ Ministry of Training, Colleges and Universities Act, RSO. 1990, c. M.19, s.17 (1)

for sexual favours, implied or expressed benefits or denial of benefits in exchange for sexual favours, unwanted touching, indecent exposure, or voyeurism. Sexual harassment is prohibited under the *Ontario Human Rights Code*.

“stalking” means a pattern of behaviour that consists of repeatedly following and harassing a person with the intent to instill fear or injury. Stalking is an offence under the *Criminal Code of Canada*.

“student” means a person enrolled in any course of study at Lakehead University.

“survivor” means a person who experiences or witnesses sexual and gender-based violence.

“two-spirit” (“2S”) (*niizh manidoowag*) is a translation of an Anishinaabemowin term that describes a person who embodies both a masculine and feminine spirit. It is a term used by some Indigenous communities, and encompasses cultural and spiritual as well as sexual and gender identity. As a gender identity, two-spirit is a prohibited ground of discrimination under the *Ontario Human Rights Code*.

“University” means Lakehead University.

“University Community Member” means a student, employee, volunteer, post-doctoral fellow, and visitor of Lakehead University.

“voyeurism” means where a person secretly observes or records another person in a state of undress or sexual activity for the purposes of sexual gratification. Voyeurism is an offence under the *Criminal Code of Canada*.

3. Scope

(3.1) This Policy and these Procedures apply to all University Community Members. A Complainant and Respondent must be University Community Members in order to resolve the complaint. However, a University Community Member who experiences sexual and gender-based violence has the right to access accommodations and support services regardless of whether the Respondent is a University Community Member.

(3.2) This Policy and these Procedures apply to all University activities and University-sponsored events including, but not limited to, the following:

- (a) all classes and workplaces;
 - (b) all electronic communications including email, websites, and social media;
 - (c) experiential learning opportunities including but not limited to placements, internships, co-ops and work studies;
 - (d) research activities;
 - (e) residence;
 - (f) conference activities;
 - (g) athletic and sporting events;
 - (h) external events and meetings including donor, volunteer, alumni and University announcement events and meetings; and
 - (i) social events related to the workplace
- regardless of whether the activity or event is on or off-campus.

(3.3) This Policy is in no way intended to preclude a person who experiences sexual and gender-based violence from pursuing a remedy under any external process, including the Human Rights Tribunal of Ontario or the police. To avoid duplicate processes, the Office of Human Rights and Equity will provide University Community Members with their options with respect to remedies under internal and external resolution processes.

4. Procedural Fairness

(4.1) The Complainant and Respondent have a right to procedural fairness and natural justice in all proceedings under this Policy, including, but not limited to, the investigation, adjudication, and appeal processes. The duty of procedural fairness is to ensure that there is a fair and open procedure that provides persons affected by the decision with an opportunity to put forward their perspectives and evidence fully and have them considered by a fair and impartial decision-maker, including the following:

- (a) the right to a timely, fair, and open procedure;
- (b) the right of a person against whom allegations are made to know and respond to those allegations before a decision is made;
- (c) the right to be notified of all proceedings and the right to have a representative present at those proceedings;
- (d) the right to have all evidence in the matter considered;
- (e) the right to have the matter heard by a fair and impartial

decision-maker; and

(f) the right to be provided reasons for the decision.

5. Office of Human Rights and Equity

(5.1) The Office of Human Rights and Equity is an arms-length department of the University whose mandate is to promote and protect the human rights of University Community Members.

(5.2) The Office of Human Rights and Equity is responsible for the implementation of the Policy and these Procedures and has all the powers and duties as set out herein including:

- (a) to provide University Community Members with information and consultation on matters related to human rights and sexual and gender-based violence;
- (b) to provide University Community Members with education and training on matters related to human rights and sexual and gender-based violence;
- (c) to participate in research relevant to human rights and sexual and gender-based violence;
- (d) to collect and maintain records and statistics related to incidents of discrimination and sexual and gender-based violence within the University community;
- (e) to investigate and resolve reports and complaints of discrimination and sexual and gender-based violence; and
- (f) to promote principles and practices related to equity, diversity, and inclusion.

(5.3) The Office of Human Rights and Equity is the first point of contact for a University Community Member who experiences discrimination or sexual and gender-based violence to access accommodations and support services.

(5.4) Any University Community Member who receives a disclosure or report of discrimination or sexual and gender-based violence from another University Community Member shall refer that person to the Office of Human Rights and Equity.

6. Sexual and Gender-based Violence Review Pool

(6.1) The Sexual and Gender-based Violence Review Pool (the “Pool”) is a pool of University Community Members whose roles and responsibilities are to review and adjudicate complaints

of sexual and gender-based violence. The Pool is composed of no less than six (6) and no more than nine (9) members including:

- (a) employees of the University who are not faculty members;
- (b) employees of the University who are faculty members; and
- (c) representatives of the Lakehead University Student Union.

(6.2) No less than two-thirds (2/3) of the Panel shall be composed of members of equity-deserving groups. In addition, the Pool shall have diverse gender representation and representation from the Thunder Bay and Orillia campuses.

(6.3) The members of the Pool, collectively, shall have expertise in the following:

- (a) sexual and gender-based violence and harassment and their intersections with race, sexual orientation, gender identity, and ability;
- (b) sexual violence, human rights, and administrative law; and
- (c) investigation and adjudication processes.

The University shall provide members of the Pool with appropriate training.

(6.4) The members of the Pool shall be appointed by the Board of Governors on the recommendation of the President and Vice-Chancellor. Members of the Pool shall serve for a term of three (3) years (the “Term”). If, during the Term, a member is unable to continue serving on the Pool, the Board of Governors shall appoint a replacement member to serve out the remaining term.

(6.5) The Director shall select three (3) members of the Pool to serve on a panel to review and adjudicate each individual complaint of sexual and gender-based violence.

7. Policy Review

(7.1) Lakehead University shall review this Policy at least once every three (3) years ensuring that consultation, including student input, forms part of that review.

(7.2) The University may, by approval of the Executive Team, update the following information in this Policy at any time at its discretion:

- (a) the supports and services that are available at the University or in the community;

- (b) the identity of the following University officials, offices, and departments:
 - (i) the specific official, office, or department at the University that should be contacted to obtain supports and services for students, employees, and volunteers who experience sexual and gender-based violence;
 - (ii) the specific official, office, or department at the University that should be contacted to obtain accommodations for students, employees, and volunteers who experience sexual and gender-based violence.
 - (iii) the specific official, office, or department to whom incidents of sexual and gender-based violence may be reported; and
 - (iv) the specific officials, offices, or departments that will be involved in each stage of investigation and decision-making processes.

8. Acknowledgements

(8.1) Lakehead University acknowledges the work of numerous Ontario post-secondary academic institutions as well as the Ontario Human Rights Commission whose policies and guidelines informed the drafting of this document.

Review Period: 3 years;

Next Review Period: 2025-2026;

Related Policies and Procedures: Human Rights Policy and Procedures; Accommodations and Access for Students with Disabilities/Medical Conditions; Procedures Associated with the Policy on Accommodations and Access for Students with Disabilities/Medical Conditions; Sexual and Gender-based Violence Response Procedures (attached);

Policy Superseded by this Policy: None.

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

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

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

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



Sexual and Gender-based Violence Response Procedures

Category: General;

Jurisdiction: Vice President, Administration and Finance; Board Audit & Risk Committee;

Approval Authority: Board of Governors;

Established on: December 21, 2016;

Amendments: March 7, 2018; February 24, 2022; November 24, 2022.

1. Preamble

(1.1) The purpose of these Procedures is to supplement the associated Sexual and Gender-based Violence Response Policy, by providing members of the Lakehead University community who are affected by sexual and gender-based violence with information on accessing accommodations, support services, and complaint resolution processes.

2. Report of Sexual and Gender-based Violence

Report

(2.1) A University Community Member may report an incident of sexual and gender-based violence to the Office of Human Rights and Equity, in-person, by phone, by email, or via the Lakehead University Mobile Safety App. Where an incident of sexual and gender-based violence is witnessed by multiple persons, a witness to that incident may make a report. A person who reports an incident of sexual and gender-based violence is a Complainant for the purposes of these Procedures.

Students Not Subject to Alcohol or Drug Policies for Reporting

(2.2) A student who, in good faith, reports an incident of sexual and gender-based violence shall not be subject to discipline or sanctions for violations of University policies related to alcohol or drug use at the time the sexual and gender-based violence occurred.¹

Report to Police

(2.3) Where a Complainant chooses to report an incident of sexual and gender-based violence to the police, the Office of Human Rights and Equity will support the Complainant throughout that process. Where a Complainant reports to the police, the Director may place the report or complaint in abeyance pending the conclusion of a criminal investigation or prosecution.

Assessment of Report

(2.4) Upon receipt of a report, the Director shall determine whether the allegations as set out in the report, if proven, would constitute sexual and gender-based violence as defined under the Policy.

(2.5) The Director may request that the Complainant provide additional information.

Report Not Within Jurisdiction of Policy

(2.6) Where the Director determines that the report does not fall within the jurisdiction of the Policy, the Director shall:

- (a) provide the Complainant with reasons; and
- (b) refer the Complainant to another policy or procedure, if applicable.

Report Within Jurisdiction of Policy

(2.7) Where the Director determines that the report falls within the jurisdiction of the Policy, the Director, in consultation with the Complainant, shall:

- (a) coordinate the appropriate accommodations for the Complainant, where appropriate;
- (b) refer the Complainant to the appropriate support services;
- (c) refer the report to the alternative resolution process under Section 6; or

¹ O. Reg. 131/16: Sexual Violence at Colleges and Universities, s. 2 (1) (d.1).

(d) refer the report to the formal resolution process under Section 7.

Right to Accommodations and Support Services

(2.8) Pursuant to Section 4 of these Procedures, a University Community Member who is affected by sexual and gender-based violence, be they a survivor or witness, has the right to access accommodations and support services regardless of whether they file a report or complaint.

Right to Determine Process

(2.9) The Complainant must consent to have the report referred to the alternative or formal resolution process. However, the Director reserves the option to refer the report to the formal resolution process, without the Complainant's consent, where the University has a legal duty to investigate the allegations as set out in the report.

3. Confidentiality

(3.1) The Office of Human Rights and Equity shall treat the personal information collected and used for the purposes of the Policy as strictly confidential. The Office of Human Rights and Equity shall not disclose the personal information of any person, without their consent, except as required under the Policy or by the Ontario Health and Safety Act or any other relevant act or law.

(3.2) The Office of Human Rights and Equity, without the consent of the person, shall report the incident to an external body, such as the police or child protection services, where:

- (a) there are reasonable grounds to believe that a person is at imminent risk of harming themselves or another person; or
- (b) there are reasonable grounds to believe that a child needs protection pursuant to the *Child, Youth and Family Services Act*, SO 2017, c. 14.

(3.3) Parties who participate in an alternative or formal resolution process under these Procedures are required to disclose their personal information, such as their identity, for the purposes of procedural fairness and natural justice.

(3.4) The Office of Human Rights and Equity shall collect and use all personal information pursuant to the [Personal Health Information Protection Act S.O. 2004, c.3, Sched.](#)

[A](#) and the [Freedom of Information and Protection of Privacy Act](#), or, where applicable, the *Police Records Check Reform Act, 2015, S.O. 2015, c. 30*.

(3.5) Where a person who is subject to a confidentiality agreement violates one or more terms of that agreement, that person may be subject to disciplinary measures under appropriate University policies, including the *Student Code of Conduct* or the *Employee Code of Conduct*.

4. Accommodations and Support Services

Accommodations

(4.1) The University recognizes that sexual and gender-based violence has a negative impact on a person's mental and physical health, as well as a negative impact on the realization of a person's fundamental human rights. A University Community Member who is affected by sexual and gender-based violence, be they a survivor or witness, has the right to access accommodations, regardless of whether they file a report or complaint with the Office of Human Rights and Equity. Accommodations may include but are not limited to:

- (a) academic accommodations, such as extensions on assignments;
- (b) non-academic accommodations, such as a change in residence rooms; or
- (c) employment-related accommodations, such as a change in working Conditions.

(4.2) A University Community Member who requires accommodations related to an incident of sexual and gender-based violence may contact the Office of Human Rights and Equity. In collaboration with the person seeking the accommodation, the Office of Human Rights and Equity shall work with the relevant faculty or departmental supervisor and Human Resources, where appropriate, to determine a reasonable accommodation under the circumstances.

(4.3) Upon receipt of a request for accommodations from the Office of Human Rights and Equity, the relevant faculty or departmental supervisor, as well as the relevant faculty member, shall provide all reasonable accommodations.

Support Services

(4.4) A University Community Member who requires support services related to an incident of sexual and gender-based violence may contact the Office of Human Rights and Equity. In collaboration with the person seeking the support services, the Office of Human Rights and Equity shall provide information and referrals to on and off-campus support services [see Appendix “A” for a list of resources in the Thunder Bay and Orillia areas].

No Requirement to Notify Respondent

(4.5) The Office of Human Rights and Equity is not required to notify the Respondent where a person affected by sexual and gender-based violence seeks accommodations or support services.

5. Interim Measures

(5.1) The University may implement interim measures where the University concludes that such measures are necessary to protect the health, safety, or security of another University Community Member, regardless of whether a report of sexual and gender-based violence is referred to the alternative or formal resolution process under these Procedures. Interim measures may be implemented at any time after a report is received by the Office of Human Rights and Equity.

(5.2) Interim measures implemented under these Procedures are not intended to be punitive or disciplinary within the meaning of any University policy, contract, or collective agreement.

(5.3) Interim measures include, but are not limited to:

- (a) a no-contact order;
- (b) restricted access to buildings or other areas of the University;
- (c) suspension from University-sponsored extra-curricular activities;
- (d) suspension from class or placement;
- (e) relocation of room within residence;
- (f) re-assignment of course section;
- (g) re-assignment of working hours or location;
- (h) re-assignment of supervisor; or

(i) trespass from University campus.

(5.4) The University shall implement the least possible disruptive measures that balance the following:

- (a) the health, safety, and security interests of the Complainant or any other University Community Member; and
- (b) the procedural fairness and natural justice rights of the Respondent.

(5.5) The decision to implement interim measures shall be made by the Director or, pursuant to Section 9.7, the Sexual and Gender-based Violence Review Panel, in consultation with:

- (a) where the Respondent is a student, a representative of Student Affairs and the relevant department Dean/Chair or Program Director/Chair;
- (b) where the Respondent is an employee or volunteer, a representative of Human Resources and the relevant departmental supervisor or faculty Dean.

(5.6) Either the Complainant or Respondent may request to modify the interim measures by submitting a written request to the Office of Human Rights and Equity. The request must include reasons for modifying the interim measures. In considering a request to modify the interim measures, the Director shall balance the interests of both parties.

(5.7) Where a person who is subject to interim measures violates the terms of one or more of those measures, that person may be subject to disciplinary measures under appropriate University policies, including, but not limited to, the *Student Code of Conduct* or the *Employee Code of Conduct*.

6. Alternative Resolution Process

(6.1) Where appropriate, a report of sexual and gender-based violence may be resolved through an alternative resolution process. The purpose of the alternative resolution process is to resolve the matter outside of a formal investigation and adjudication process. An alternative resolution process does not require the Complainant and Respondent to meet face-to-face. Rather, it is a facilitated process to arrive at an agreement between the parties to resolve the matter, which may include imposing interim measures as set out under Section 5 of these Procedures.

(6.2) The Director shall determine, in collaboration with the Complainant, whether an alternative resolution process is appropriate in the circumstances. The Director, in their sole discretion, may determine that an alternative resolution process is not appropriate where the University has a duty to investigate the incident under the *Occupational Health and Safety Act*, RSO 1990, c.O.1, the *Code*, or other applicable laws.

(6.3) Both the Complainant and Respondent must agree to participate in the alternative resolution process voluntarily. Either the Complainant or Respondent may withdraw their participation in the alternative resolution process at any time.

(6.4) In collaboration with the parties, the Director shall determine the form of the alternative resolution process, including any measures to be put in place to balance the health, safety, or security and procedural fairness interests of the parties. Where appropriate, the Director may involve other University departments in the process, including, but not limited to, Student Affairs or Human Resources.

(6.5) The Complainant and Respondent have the right to have present at any meeting with respect to the alternative resolution process a support person or union representative, where appropriate.

(6.6) All parties to an alternative resolution process, including support persons and union representatives, are to keep confidential any information or documentation disclosed as part of the process.

(6.7) Where either of the parties violates one or more terms of an agreement made under the alternative resolution process, that party may be subject to sanctions under the appropriate University policy, including the *Student Code of Conduct* or *Employee Code of Conduct*.

7. Formal Resolution Process

(7.1) A formal resolution process includes:

- (a) referral to the Sexual and Gender-based Violence Review Panel (the “Panel”) [see Section 8];
- (b) review of the allegations as set out in the complaint;
- (c) investigation of the allegations as set out in the complaint; and

- (d) adjudication of the complaint.

Referral to Process

(7.2) A report may proceed to a formal resolution process where:

- (a) the Director determines that the nature of the allegations are not appropriate for the alternative resolution process under Section 6;
- (b) the Complainant or Respondent does not consent to participate in the alternative resolution process under Section 6; or
- (c) the Complainant and Respondent are unable to reach an agreement in the alternative resolution process under Section 6.

Complaint

(7.3) A report of sexual and gender-based violence that proceeds to a formal resolution process is a complaint for the purposes of these Procedures.

Filing a Complaint

(7.4) A complaint must be submitted by the Complainant, in print or electronic form, to the Office of Human Rights and Equity, in-person or by email, on the Sexual and Gender-based Violence Complaint Form (the “Form”). The Form must include:

- (a) the name of the Complainant and Respondent;
- (b) a description of the incident(s) including any relevant dates, times, locations, and persons involved; and
- (c) a signed declaration.

(7.5) The Complainant may request assistance from the Office of Human Rights and Equity to complete the Form.

(7.6) On review of the Form, the Director may:

- (a) request additional information or documentation; and
- (b) revise the Form to exclude any information that:
 - (i) is not relevant to the allegations; or
 - (ii) contains the personal information of a third party to the complaint.

Referral to the Panel

(7.7) The Director shall refer the complaint to the Panel within ten (10) business days of the date on which the Form is received by the Office of Human Rights and Equity.

Director Involved in Complaint

(7.8) Where the Director is a Complainant or Respondent in an incident of sexual and gender-based violence, the Associate Vice-President of Human Resources shall assume the powers and duties of the Director under the Policy and these Procedures for the purposes of the complaint.

8. Sexual and Gender-based Violence Review Panel

(8.1) Where a report is referred to the formal resolution process, the Director shall select three (3) members from the Sexual and Gender-based Violence Review Pool [see Section 6 of the Policy] to serve on the Sexual and Gender-based Violence Review Panel (the “Panel”). Where practicable, the Director shall ensure that there is diverse gender representation on the Panel.

(8.2) The Panel shall elect a chair (the “Chair”) to serve as the point-of-contact between the Panel and the parties to the complaint. The Chair may request that the Director communicate with the parties on behalf of the Panel.

Roles and Responsibilities of Panel

(8.3) The roles and responsibilities of the Panel are:

- (a) to review the allegations as set out in the complaint;
- (b) to implement interim measures, where appropriate;
- (c) to appoint an investigator to investigate the complaint;
- (d) to conduct a hearing(s) to determine whether sexual and gender-based violence occurred; and
- (e) to implement consequences or measures, where appropriate.

No Conflict of Interest

(8.4) No Panel member shall have a conflict of interest with the Complainant or Respondent, which could raise a reasonable apprehension of bias. A conflict of interest is where a Panel member has a personal or private interest with respect to their relationship with the Complainant or Respondent, including a romantic or familial relationship, a relationship of financial dependence (i.e. direct supervisor, grant holder), or a relationship borne out of a civil or criminal dispute. A current or previous collegial relationship without a personal or private interest, does not necessarily constitute a conflict of interest.

(8.5) All Panel members must declare any potential conflict of interest prior to the review of the complaint. The Chair shall determine whether any declaration constitutes a conflict of interest for the purposes of this Policy. If the Chair determines that a member is in a conflict of interest, the member shall recuse themselves, and the Director shall select another member of the Pool.

Right to Challenge Composition of Panel

(8.6) The Complainant or Respondent has the right to challenge the composition of the Panel where they believe that one or more members of the Panel are in a conflict of interest as set out in Section 8.4. The Complainant or Respondent must submit a challenge, in writing, to the Director within five (5) business days of receiving the Notice of Complaint of Sexual and Gender-based Violence as set out in Section 9.8. The Director, in their sole discretion, shall determine whether to adjust the Panel composition.

9. Review of Complaint

(9.1) Upon receipt by the Director, the Panel shall review the complaint and determine whether the allegations as set out in the complaint fall within the jurisdiction of the Policy. Where the Panel determines that the allegations as set out in the complaint, if proven, would constitute sexual and gender-based violence under the Policy, the complaint shall be accepted for filing.

Panel May Sever Complaint

(9.2) The Panel may sever any of the allegations from the complaint if the Panel determines that an allegation, if proven, does not constitute sexual and gender-based violence as defined under the Policy.

Complaint Rejected for Filing

(9.3) Where the Panel determines that any or all the allegations as set out in the complaint do not fall within the jurisdiction of the Policy, the Panel shall refer the Complainant to the appropriate University policy or procedure.

Vexatious Complaint

(9.4) A complaint that is frivolous, malicious, vexatious, retaliatory, or made in bad faith (a “Vexatious Complaint”) is a violation of the Policy and these Procedures. A determination that a complaint is a Vexatious Complaint is an extraordinary remedy that shall be made only in extraordinary circumstances.

(9.5) The Panel, at any time during the formal resolution process, may determine that a complaint is a Vexatious Complaint in the following circumstances:

- (a) where there are issues in the complaint have already been determined by the Panel;
- (b) where it is obvious that a complaint cannot succeed, where the complaint will lead to no possible good, or where a reasonable person could not reasonably expect to receive relief as a result of the complaint;
- (c) where a complaint is filed for an improper purpose, including the harassment or oppression of other parties, other than for the purpose of asserting legitimate rights.

(9.6) Where the Panel determines that a complaint is a Vexatious Complaint, the Panel may refer the matter to the appropriate University proceeding, such as that under the Student Code of Conduct or Employee Code of Conduct.

Complaint Accepted for Filing

(9.7) Where the Panel determines that any or all of the allegations as set out in the complaint fall within the jurisdiction of the Policy, the Panel shall:

- (a) notify the Complainant and Respondent, in writing, that a complaint of sexual and gender-based violence has been accepted for filing under the Policy (“Notice of Complaint of Sexual and Gender-based Violence”);
- (b) implement interim measures, where appropriate; and

- (c) appoint an investigator to investigate the allegations as set out in the complaint.

Notice of Complaint

(9.8) The Notice of Complaint of Sexual and Gender-based Violence shall include:

- (a) a description of the allegations of sexual and gender-based violence including any relevant dates, times, and locations;
- (b) the identity of the Complainant and Respondent;
- (c) a statement that the Respondent has the right to provide a response to the allegations as set out in the complaint;
- (d) a statement that the Complainant and Respondent has the right to have a support person or union representative, where applicable, at any proceeding; and
- (e) the names and positions of the Panel members, including a statement that the composition of the Panel may be challenged under Section 8.6.

Right to Determine Process

(9.9) A Complainant retains control over whether to proceed to a formal resolution process under the Policy and has the right to withdraw the complaint at any time. To the greatest extent possible, the University will respect the person's choice not to proceed with a formal complaint or request that the University not investigate. Notwithstanding, the University, at its sole discretion, reserves the right to initiate a formal resolution process if there is an imminent or material risk to the safety and security of a University Community Member, or if the University has a duty under the *Occupational Health and Safety Act*, RSO 1990, c.O.1.

Retaliation

(9.10) No person shall retaliate against another person because that person:

- (a) files a complaint or might file a complaint;
- (b) is named in a complaint or might be named in a complaint;
- (c) provides help or evidence in a complaint or might provide help or evidence in a complaint; or
- (d) participates in an investigation or adjudication process in the complaint or might

participate in an investigation or adjudication process in the complaint.

(9.11) Retaliation may include, but is not limited to:

- (a) negative treatment, such as intimidation or coercion;
- (b) imposition of burdens or obligations, such as academic or employment-related penalties; or
- (c) withholding of benefits or opportunities, such as academic or employment-related opportunities.

(9.12) In order for retaliation to be founded, a person against whom allegations of retaliation are made must have knowledge of the circumstances as set out in Section 9.8.

(9.13) The Panel may, at any time during the formal resolution process, determine retaliation occurred. Where the Panel determines that retaliation occurred, the Panel may refer the matter to the appropriate University proceeding, such as that under the Student Code of Conduct or Employee Code of Conduct.

10. Investigation of Complaint

Appointment of Investigator

(10.1) The Panel shall appoint a person to investigate the allegations set out in the complaint (the “Investigator”). The Investigator may be internal or external to the University and may include the Director or their designate. The Panel may engage internal or external counsel for an assessment of whether the allegations as set out in the complaint fall within the jurisdiction of the Policy.

(10.2) The Panel shall determine the terms of reference for the investigation.

Investigator

(10.3) The Investigator shall be independent of the Panel and shall:

- (a) have the requisite skills and training to investigate allegations of sexual and gender-based violence; and
- (b) have no conflict of interest with:

- (i) the Complainant;
- (ii) the Respondent; or
- (iii) any of the Panel members adjudicating the complaint.

Notice of Appointment of Investigator

(10.4) The Panel shall notify the Complainant and Respondent, in writing, of the appointment of an investigator (“Notice of Appointment of Investigator”). The Notice of Appointment of Investigator shall include the name and contact information of the Investigator.

Rights of the Parties

(10.5) The Complainant or Respondent has the right to choose not to participate in the investigation process. The choice not to participate in the investigation may prejudice the position of the party making that decision. The Investigator may proceed with the investigation without the participation of one or both of the parties and shall indicate this in the investigation report.

(10.6) The Complainant, Respondent, and any witnesses have the right to have present the following person(s) at any meeting with the Investigator:

- (a) a support person;
- (b) the University Ombudsperson; or
- (c) a union representative, if applicable;

and shall be informed of that right by the Investigator in advance of any meeting.

(10.7) The Complainant, Respondent, and any witnesses have the right to a reasonable expectation of privacy with respect to their personal information. All parties to an investigation, including any support person set out in Section 10.6, are bound by the confidentiality provisions including the consequences of disclosing personal information to any other party.

Collection and Disclosure of Evidence

(10.8) All interviews conducted by the Investigator shall be conducted in a fair, impartial, and professional manner, applying a trauma-informed approach. The Investigator shall not ask the Complainant, or any other party, questions with respect to their sexual expression or sexual

history.² In the event that the Complainant, or any other party, is asked questions with respect to their sexual expression or sexual history by the Investigator, they should inform the Chair of the Panel as soon as possible.

(10.9) The Investigator shall conduct interviews with the Complainant and Respondent and collect any other evidence that, in the opinion of the Investigator, is relevant to the investigation.

(10.10) The Investigator shall conduct interviews with any witnesses and collect any evidence that, in the opinion of the Investigator, is relevant to the Investigation.

(10.11) Any party to an investigation, including the Complainant, Respondent, and any witnesses, may submit additional evidence to the Investigator. The Investigator shall include this evidence in the investigation if, in the opinion of the Investigator, it is relevant.

Production of Evidence

(10.12) Any party to an investigation, including the Complainant, Respondent, and any witnesses, as well as the University, shall produce any document requested by the Investigator that, in the opinion of the Investigator, is relevant.

Investigation Report

(10.13) The Investigator shall prepare a written report of the investigation (the “Investigation Report”). The Investigation Report shall include:

- (a) any statements of the Complainant, Respondent, and any witnesses;
- (b) any additional evidence including correspondences, documents, and media;
- (c) any relevant policy provisions or laws; and
- (d) a finding of the investigator including reasons for that finding, if set out in the Panel’s terms of reference for the Investigator.

(10.14) The Investigator shall submit the Investigation Report to the Chair of the Panel and the Director.

² *O. Reg. 131/16: Sexual Violence at Colleges and Universities, at s. 14.*

(10.15) The Investigation Report as set out in Section 10.13 is privileged, and, therefore, the Complainant and Respondent do not have the right to the Investigation Report in its entirety. The Panel shall provide the Complainant and Respondent with any evidence the Panel intends to rely on for its decision as part of the adjudication process under Section 11.

(10.16) The Panel shall notify the Complainant and Respondent, in writing, when the investigation is completed.

(10.17) The University shall endeavour to complete the investigation process, including the Investigation Report, within sixty (60) business days of the date the Investigator is appointed by the Panel. Timelines may be extended in extraordinary circumstances, such as the illness of the Investigator or any of the parties to the investigation.

11. Adjudication of Complaint

(11.1) The Chair of the Panel shall serve as the point of contact between the Panel and the Complainant and Respondent. The Chair may request that the Director communicate with the parties on behalf of the Panel.

Hearings

(11.2) The Panel shall hold hearings to adjudicate the complaint. The purposes of these hearings are:

- (a) to review the evidence contained in the Investigation Report;
- (b) to adduce any evidence not collected as part of the investigation, if any;
- (c) to assess the credibility of the Complainant, Respondent, or any witnesses, where appropriate; and
- (d) to decide whether sexual and gender-based violence occurred.

(11.3) All hearings shall be held in private, either in-person or by video conference.

(11.4) The Panel shall hold hearings in a manner that the Complainant and Respondent do not appear face-to-face with one another unless the parties agree to a face-to-face hearing. Neither the Complainant nor the Respondent have the right to appear at a hearing of one another, or at the hearings of other witnesses.

(11.5) The Panel shall determine the nature of the proceedings at any hearing including, but not limited to, the following:

- (a) the forum for the hearing;
- (b) the parties and witnesses who appear at a hearing; and
- (c) the weight given to any additional evidence adduced at a hearing.

(11.6) The Chair may remove any person from a hearing who acts in contempt of the Panel.

Preliminary Hearing

(11.7) The Panel shall hold a preliminary hearing to:

- (a) determine whether to instruct the Investigator to collect any additional evidence to that contained in the Investigation Report; and
- (b) determine whether to request the Complainant, Respondent, or other witnesses to appear at subsequent hearings of the Panel.

Right Not to Appear at Hearing

(11.8) The Complainant and Respondent have the right not to appear at a hearing of the Panel. Where either party chooses not to appear, the Panel may proceed without their participation and rely on any previous evidence provided by that party, if any.

Right to Have Support Persons at Hearing

(11.9) The Complainant and Respondent have the right to have present at any hearing of the Panel:

- (a) a support person;
- (b) the University Ombudsperson; or
- (c) a union representative, where appropriate,

and shall be informed of that right by the Panel in advance of any hearing. All support persons as set out in this section are bound by the confidentiality provisions under these Procedures, including any disciplinary measures for breaches of confidentiality.

Right to Notice of Hearing

(11.10) Where the Panel requests that a person appears at a hearing, the Panel shall provide the person with written notice of the following:

- (a) the nature and format of the hearing;
- (b) the date, time, and location of the hearing;
- (c) the right of the person to have a support person present at the hearing; and
- (d) the right of the person not to participate in the hearing and any potential consequences for not participating.

(11.11) The Panel shall make all reasonable efforts to ensure that the person is able to appear at the hearing. Where the person does not respond to the notice to appear at the hearing after five (5) business days of receiving the notice, the Panel may proceed with the adjudication process without the participation of that person.

Right to Know Evidence

(11.12) The Complainant and Respondent have the right to know the evidence that the Panel intends to rely on for its decision, prior to a decision being made.

(11.13) Prior to making a decision, the Panel shall provide the Complainant and Respondent access to the evidence, in print or electronic form, that the Panel intends to rely on for its decision, including evidence collected as part of the investigation and adjudication processes (i.e. at hearings of the Panel). The Panel, in its sole discretion, reserves the right to provide the parties with written summaries of witness statements.

(11.14) The Panel, in its sole discretion, reserves the right to not provide the parties with any evidence that the Panel does not intend to rely on for its decision, including evidence the Panel deems to be irrelevant.

Right to Respond to Evidence

(11.15) The Complainant and Respondent have the right to respond to the evidence that the Panel intends to rely on for its decision, prior to a decision being made.

(11.16) Prior to making a decision, the Panel shall provide the Complainant and Respondent with an opportunity to respond to the evidence the Panel intends to rely on for its decision. Upon

review of the evidence provided under Section 11.13, the Complainant and Respondent may provide the Panel with a written response to that evidence, including any additional evidence. In special circumstances, the Panel may permit a party to provide a response to the Panel in person.

(11.17) The Panel shall notify the Complainant and Respondent, in writing, of their right to respond to the evidence. The parties must submit a written response to the Panel within the deadline provided by the Chair. Where a party does not submit a response within the deadline provided by the Panel, the Panel may continue the adjudication process without the response of that party.

Decision

(11.18) Upon completion of the hearing(s), the Panel shall consider all of the available evidence, including the Investigation Report, and determine whether sexual and gender-based violence occurred (the “Decision”). The Decision of the Panel shall be based on the civil standard of proof: the balance of probabilities.

(11.19) The Panel shall prepare a written decision, including reasons for the Decision. The Chair shall send a copy of the Decision to the Director. The Director shall send a copy of the Decision to the Complainant and Respondent.

Timeline

(11.20) The Panel shall endeavor to complete the adjudication process, including the Decision, within forty-five (45) business days of the date the Panel receives the Investigation Report.

Measures and Consequences

(11.21) Where the Panel decides that sexual and gender-based violence did not occur, the Panel shall not impose any measures or consequences against the Respondent. The Panel may maintain interim measures if, in the opinion of the Panel, those measures protect the health, safety, or security of any University Community Member.

(11.22) Where the Panel decides that sexual and gender-based violence occurred, the Panel may impose measures and consequences against the Respondent subject to Section 11.24.

(11.23) Where the Respondent is a student or volunteer, the Panel may impose measures and consequences. The Panel may share their findings with Student Affairs or the Respondent's supervisor, where appropriate.

(11.24) Where the Respondent is an employee, the Panel shall not impose any measures or consequences under the Policy. The Panel shall refer the Decision to the Respondent's supervisor. Upon receipt of the Decision of the Panel, the Respondent's supervisor, in consultation with Human Resources, shall impose appropriate measures and consequences under the appropriate University policy, contract, or collective agreement.

(11.25) Where the Respondent is both a student and an Employee, the Panel shall impose measures and consequences with respect to the Respondent's status as a student and shall refer the Decision to the Respondent's supervisor for measures and consequences with respect to their status as an employee.

(11.26) The Panel shall consider the following principles when imposing measures and consequences:

- (a) to put the Complainant into the position they would have been before the sexual and gender-based violence occurred;
- (b) to protect the health, safety, and security of the Complainant or any other University Community Member;
- (c) to prevent future occurrences of sexual and gender-based violence against the Complainant or any other University Community Member; and
- (d) to promote a healthy, safe, and secure environment that is free from sexual and gender-based violence for all University Community Members.

(11.27) The Panel shall consider the following factors when imposing measures and consequences:

- (a) the severity of the incident;
- (b) the relationship of power and authority between the Complainant and Respondent, if any;
- (c) the impact of the sexual and gender-based violence on the Complainant's emotional, psychological, and physical health; and

(d) any aggravating and mitigating factors.

(11.28) Measures and consequences may include, but are not limited to:

- (a) mandatory attendance at education and training workshop(s);
- (b) re-assignment of course sections;
- (c) relocation of room within residence;
- (d) suspension from class or placement attendance;
- (e) trespass from the University campus; or
- (f) suspension or expulsion.

Disclosure of Measures and Consequences

(11.29) The Complainant has the right to know the Decision of the Panel but not the details of any measures or consequences imposed against the Respondent. The Director reserves the right, after consulting with the supervisor, to disclose disciplinary actions or consequences, should they deem that disclosing that information may protect the health, safety, or security of the Complainant.

12. Remedies

(12.1) Where the Panel decides that sexual and gender-based violence occurred, the Complainant may request that the University provide remedial measures. Remedial measures may include, but are not limited to:

- (a) extension of academic program or course of study;
- (b) re-assignment of academic or employment supervisor; or
- (c) relief in academic fees.

(12.2) Where the Panel decides that sexual and gender-based violence did not occur, the Respondent shall not be entitled to request that the University provide a remedy.

(12.3) The Complainant must submit a request for a remedy, in writing, to the Director no later than thirty (30) business days after the date of the Decision of the Panel.

(12.4) The decision to approve or deny the remedy, in whole or in part, shall be made by:

- (a) the Vice-President of Administration and Finance or their designate, where the applicant is an employee or volunteer; or

(b) the Provost and Vice-President (Academic) or their designate, where the applicant is a student,

and is not subject to an appeal under Section 13.

(12.5) The decision to approve or deny the request for a remedy shall be provided to the Complainant in writing.

(12.6) Neither the Complainant, Respondent, nor any person involved in the complaint or process shall be entitled to compensatory, punitive, or aggravated damages.

13. Appeal Process

Appeal

(13.1) A Complainant or Respondent may appeal a Decision of the Panel in accordance with this Section.

(13.2) The right of the Complainant or Respondent to appeal a Decision of the Panel is not without limitation. An appeal is not an opportunity to re-adjudicate the complaint, but rather an opportunity to correct any procedural errors made during the adjudication process.

(13.3) An appeal must meet the following criteria:

- (a) the appeal is of a Decision of the Panel;
- (b) the appeal is made by the Complainant or Respondent; and
- (c) the appeal is made in writing within the time limit set out in Section 13.5.

(13.4) The appeal must be submitted to the Director, in writing, and include:

- (a) the contact information of the Appellant;
- (b) the reasons for the appeal including any procedural errors made during the adjudication process; and
- (c) any additional evidence that could not have been available during the adjudication process, if any.

Time Limit

(13.5) The appeal must be made no later than thirty (30) business days after the date of the Decision is sent to the parties.

Notice and Referral of Appeal

(13.6) Upon receipt of the appeal, and within five (5) business days, the Director shall:

- (a) notify the other party to the complaint that an appeal has been made including copy of the appeal; and
- (b) refer the appeal to the General Counsel of the University.

Appeal Board

(13.7) Upon receipt of the appeal, the General Counsel shall convene a meeting of the Appeal Board. The Appeal Board is composed of the following three (3) members:

- (a) the General Counsel or their designate, who shall serve as Chair;
- (b) the Vice-President of Administration and Finance or their designate; and
- (c) the Provost and Vice-President (Academic) or their designate.

Decision of Appeal Board

(13.8) The Appeal Board may grant an appeal based on the following factors:

- (a) there is clear and convincing evidence of a procedural error made during the adjudication process that resulted in actual prejudice to the party making the appeal; or
- (b) there is new evidence or arguments that were not, and could not, have been made during the adjudication process that would likely have resulted in a different Decision.

(13.9) The Appeal Board may reject an appeal based on the following factors:

- (a) the appeal is based on evidence or arguments that were already made to the Panel during the adjudication process;
- (b) the appeal is based on evidence or arguments that were not made but could have been made, to the Panel during the adjudication process or such evidence or arguments would likely not have changed the Decision;
- (c) the appeal is based on a disagreement with a finding of fact made by the Panel including findings of credibility;
- (d) the appeal is based on mere speculation of a procedural error or does not present clear and convincing evidence of the connection between a procedural error

and actual prejudice to the party making the appeal; or

(e) other grounds as determined by the Appeal Panel in accordance with procedural fairness and natural justice.

(13.10) The Appeal Board may request that either party provide additional information to make a decision.

(13.11) Where the Appeal Board grants the appeal, the Appeal Board shall make one of the following decisions:

(a) to uphold the Decision of the Panel; or

(b) to overturn the Decision of the Panel and substitute a new decision;

(13.12) The decision of the Appeal Board is final.

Notice of Decision

(13.13) The General Counsel shall notify the parties, in writing, of the decision of the Appeal Board with a copy to the Director.

Timelines

(13.14) The Appeal Board shall complete the appeal process within thirty (30) business days of the date the Board receives the appeal.

14. Reporting

(14.1) The Office of Human Rights and Equity shall provide, on an annual basis, the Board of Governors of the University a report that contains the following information:

(a) the number of times supports, services and accommodations relating to sexual violence are requested and obtained by students enrolled at the University, and information about the supports, services and accommodations;

(b) any initiatives and programs established by the University to promote awareness of the supports and services available to students;

(c) the number of incidents and complaints of sexual violence reported by students, and information about such incidents and complaints; and

(d) the implementation and effectiveness of the Policy.³

³ *Ministry of Training, Colleges and Universities Act*, RSO 1990, c.M.19, s. 17 (7.1).

APPENDIX “A”

SEXUAL AND GENDER-BASED VIOLENCE SUPPORT SERVICES

A. Office of Human Rights and Equity

Office of Human Rights and Equity

Sexual Violence Prevention and Education Coordinator

Ph: (807) 343-8010 ext. 7785 [Confidential Line/Voicemail]

Email: sv.hre@lakeheadu.ca [Confidential]

Website: www.lakeheadu.ca/ohre

NOTE: First point-of-contact for students, employees, and volunteers of Lakehead University's Thunder Bay and Orillia campuses who experience or witness sexual and gender-based violence

B. Thunder Bay Area Resources

In case of emergency, call 9-1-1

- **On-campus Resources**

Security Services

Ph: (807) 343-8569

NOTE: In residence buildings, press the “security” button. At an emergency tower on campus, press the call button.

Student Health and Wellness Centre

Ph: (807) 343-8361

Website: <https://www.lakeheadu.ca/students/wellness-recreation/student-health-and-wellness>

Indigenous Student Services Centre

Ph: (807) 343-8010 ext. 8072

Website: <https://www.lakeheadu.ca/indigenous/indigenous-services-tb/individual-services>

- **Off-campus Resources**

Thunder Bay Police Services

Ph: (807) 684-1200 (non-emergency number)

Thunder Bay Sexual Abuse Centre

Ph: (807) 345-0894

24-hour Crisis Line: (807) 344-4502

Website: <http://www.tbsasa.org/>

Assaulted Women's Helpline

Ph: 1-866-863-0511

Website: <https://www.awhl.org/>

NOTE: 24-hour talk or online chat crisis line in over 200 languages.

Talk4Healing

Ph: 1-855-554-HEAL

Website: <http://www.talk4healing.com/>

NOTE: A culturally-grounded talk, text, or online chat helpline for Indigenous women.

Northwestern Ontario Women's Centre

Ph: (807) 935-8042

Email: navigator@nwowc.org

Website: <https://nwowomenscentre.org/>

First Nations & Inuit Hope for Wellness Helpline

Ph: 1-855-242-3310

Online chat available at www.hopeforwellness.ca

Website: <https://www.sac-isc.gc.ca/eng/1576089519527/1576089566478>

NOTE: 24-hour helpline for Indigenous peoples with services in English, French, Cree, Ojibwa, and Inuktitut.

Support Services for Male Survivors of Sexual Abuse

Ph: 1-866-887-0015

Website: <https://malesurvivor.org/>

Support Services for Male Survivors of Sexual Abuse and Sexual Assault

(Thunder Bay Counselling)

Ph: 1-888-204-2221 / (807) 684-1880

Website: <https://www.tbaycounselling.com/>

NOTE: For male survivors of sexual abuse/assault over the age of 16.

C. Orillia Area Resources

In case of emergency, call 9-1-1.

- **On-campus Resources**

Security Services

Ph: (705) 330-4028 (Simcoe Hall)

(705) 330-4027 (Heritage place)

NOTE: In residence buildings, press the “security” button. At an emergency tower on campus, press the call button.

Student Health and Wellness Centre

Ph: (705) 330-4010 ext 2116

Website: <https://www.lakeheadu.ca/students/wellness-recreation/student-health-and-wellness>

- **Off-campus Resources**

Ontario Provincial Police ("OPP")

Ph: (705) 326-3536 (non-emergency number)

The Regional Sexual Assault Treatment Centre

(Soldiers Memorial Hospital, Orillia)

Ph: (705) 327-9155 / 1-877-377-7438

Website: <https://www.osmh.on.ca/sexual-assault-domestic-violence/>

Athena's Sexual Assault Counselling & Advocacy Centre Support

Ph: (705) 737-2008 / 1-800-987-0799

Website: <https://www.huroniatrtransitionhomes.ca/program.php?id=2>

NOTE: For woman-identified person 16 years of age and over.

Assaulted Women's Helpline

Ph: 1-866-863-0511

Website: <https://www.awhl.org/>

NOTE: 24-hour talk or online chat crisis line in over 200 languages.

Talk4Healing

Ph: 1-855-554-HEAL

Website: <http://www.talk4healing.com/>

NOTE: A culturally-grounded talk, text, or online chat helpline for Indigenous women.

Green Haven Shelter (Community Outreach Services)

Ph: (705) 329-2806

24-hour Crisis Line: (705) 327-7319 or Email: crisis@ghws.ca

Website: <https://greenhavenshelter.com/outreach/>

NOTE: For women (and their children) who experience intimate partner violence.

First Nations & Inuit Hope for Wellness Helpline

Ph: 1-855-242-3310

Online chat available at www.hopeforwellness.ca

Website: <https://www.sac-isc.gc.ca/eng/1576089519527/1576089566478>

NOTE: 24-hour helpline for Indigenous peoples with services in English, French, Cree, Ojibwa, and Inuktitut.

Support Services for Male Survivors of Sexual Abuse

Ph: 1-866-887-0015

Website: <https://malesurvivor.org/>

Catholic Family Services of Simcoe County/Barrie Office

Ph: 1-888-726-2503 / (705) 726-2503

Website: <https://cfssc.ca/>

NOTE: For male survivors of sexual abuse/assault and their families.

Review Period: 3 years;

Next Review Period: 2025-2026;

Related Policies and Procedures: Human Rights Policy and Procedures; Accommodations and Access for Students with Disabilities/Medical Conditions; Procedures Associated with the Policy on Accommodations and Access for Students with Disabilities/Medical Conditions; Sexual and Gender-based Violence Response Policy (attached);

Procedures Superseded by these Procedures: None (procedures were included in policy until November 24, 2022).

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

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

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

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

Sexual and Gender-based Violence Response Policy

Category: General;

Jurisdiction: Vice-President, Administration and Finance; Board Audit & Risk Committee;

Approval Authority: Board of Governors;

Established on: December 21, 2016 (approved by the Executive Committee on behalf of the Board);

Amendments: March 7, 2018; February 24, 2022; November 24, 2022; **June 2, 2023**

1. Preamble

(1.1) Lakehead University recognizes that sexual and gender-based violence, specifically violence against women and girls, is one of the most prevalent and pervasive human rights violations in the world. Sexual and gender-based violence is a violation of the fundamental rights to human dignity and bodily autonomy and is a form of political violence designed to prevent survivors from fully participating in the economic, social, cultural, and political life of the community. As a form of political violence, sexual and gender-based violence in the Canadian context is rooted in the history of colonialism. Therefore, Indigenous peoples, specifically Indigenous women and girls, are disproportionately impacted by sexual and gender-based violence. Sexual and gender-based violence prevention and response initiatives must be grounded in anti-colonial and anti-racism practices.

(1.2) Lakehead University recognizes that sexual and gender-based violence is rooted in the use and abuse of power, and, therefore, persons with less institutional and societal power are disproportionately impacted, including women, Indigenous peoples, members of racialized groups, persons with disabilities, and members of 2SLGBTQ+ groups. Therefore, acts of sexual and gender-based violence may also be acts of sexism, racism, ableism, homophobia,

transphobia, and their intersections. Sexual and gender-based violence prevention and response initiatives must be grounded in the intersections of sexual and gender-based violence and human rights.

(1.3) Lakehead University recognizes that gender-based violence is a form of discrimination that may include sexual, physical, psychological, or economic harm inflicted against persons because of their gender, gender identity, or gender expression. Therefore, some incidents of gender-based violence may be resolved under the Lakehead University Human Rights Policy and Procedures.

(1.4) Lakehead University is committed to building and fostering a University community where all members are free to fully participate in learning, teaching, research, and service. Every member of the Lakehead University community, whether a student, employee, or volunteer, is responsible for building and fostering a safe and healthy environment that is free from sexual and gender-based violence. Lakehead University recognizes that all forms of sexual and gender-based violence are violations of the values and norms of the Lakehead University community as well as violations of federal and provincial laws, including the *Criminal Code of Canada* and the Ontario *Human Rights Code*. Sexual and gender-based violence violates the fundamental right of persons to fully participate in the economic, social, cultural, and political life of the community, including the right to equal treatment in education, employment, and housing.

(1.5) Lakehead University recognizes that every person who experiences an incident of sexual and gender-based violence has the right to a remedy under this Policy, including the right to accommodations, support services, and a complaints resolution process; and

(1.6) The purpose of this Policy and the associated Sexual and Gender-based Violence Response Procedures is to set out Lakehead University's commitment to supporting a comprehensive sexual and gender-based violence prevention and response system, including initiatives to prevent and respond to sexual and gender-based violence against any member of the Lakehead University community. This commitment includes:

(a) supporting the Office of Human Rights and Equity as a department dedicated to preventing and responding to sexual and gender-based violence;

(b) supporting a sexual and gender-based violence prevention initiative, including a

comprehensive education and training program that emphasizes the rights and responsibilities of students, employees, and volunteers with respect to sexual and gender-based violence; and

(c) supporting a sexual and gender-based violence response initiative, including a comprehensive complaints resolution process that guarantees every member of the University community who experiences sexual and gender-based violence with accommodations, supports, and remedies.

2. Definitions

In this Policy:

“accommodation” means removal of barriers or flexibility in a policy, practice, rule, or requirement and/or the built environment, to ensure that persons with personal characteristics protected under the *Ontario Human Rights Code* receive equitable treatment and are fully able to participate in all aspects of University community life. The principles of accommodations are dignity, individualization, and inclusion.

“business day” means the days between Monday and Friday, inclusive, but does not include holidays or the days that constitute the annual holiday closure of the University. The day a correspondence is sent or received is not counted as a business day.

“code” means the *Ontario Human Rights Code*, RSO 1990, c H-19.

“complaint” means a report of an incident of sexual and gender-based violence that proceeds to a formal resolution process under the associated human rights procedures.

“Complainant” means a person who reports an incident of sexual and gender-based violence.

“consent” means a voluntary agreement that is expressed, by words or conduct, to engage in a sexual activity. Consent is an agreement to engage in a particular sexual activity, with a particular person, at a particular point in time. Consent must be freely and clearly communicated and may be withdrawn at any time. Silence is not consent. Consent cannot be given by intimidation, threat, or force. No consent is given in one or more of the following circumstances:

- (a) Where an agreement is expressed, by words or conduct, to engage in the sexual activity by a person other than the person who must give the consent.
- (b) Where a person expresses, by words or conduct, a lack of agreement to engage in the sexual activity Where the agreement is expressed by the words or conduct of a person other than the person engaged in the sexual activity.
- (c) Where a person, after having consented to the sexual activity, expresses, by words or conduct, a lack of agreement to continue with that sexual activity.
- (d) Where a person is incapable of consenting to engage in the sexual activity (i.e. the person is asleep, unconscious, or under the influence of alcohol or drugs).
- (e) Where a person is coerced to engage in the sexual activity by another person who abuses a position of trust, power, or authority.

“cyber-harassment/cyber-stalking” means a form of harassment or stalking that is conducted on any electronic device or platform, including by phone, email, website, or social media. Cyber-harassment/cyber-stalking is an offence under the *Criminal Code of Canada*.

“director” means the Director of Human Rights and Equity or their designate.

“employee” includes but is not limited to, full-time and part-time unionized and non-unionized faculty and staff, contract faculty and staff, and research and graduate assistants.

“equity-deserving group” means women, Indigenous peoples, members of racialized groups, persons with disabilities, and members of 2SLGBTQ+ groups.

“gender expression” means the way in which a person outwardly presents their gender and may include a person’s name, pronoun, and appearance (i.e. dress, hair, body language, etc.). Gender expression is a prohibited ground of discrimination under the *Ontario Human Rights Code*.

“gender identity” means the way in which a person internally experiences their gender and may include their sense of being a woman, a man, both, neither, or anywhere along the gender spectrum. A person’s gender identity may be the same or different than their birth-assigned sex. Gender identity is fundamentally different from a person’s sexual orientation. Gender identity is a prohibited ground of discrimination under the *Ontario Human Rights Code*.

“indecent exposure” means the intentional display of one’s genitals to another person(s)

without their consent for the purpose of instilling fear or intimidation. Indecent exposure is an offence under the *Criminal Code of Canada*.

“intimate partner violence” means an act that is threatened or committed against a person by another person who is in an intimate relationship with that person and includes acts of physical, psychological, and sexual violence. Intimate partner violence is a form of sexual and gender-based violence for the purposes of this Policy.

“poisoned environment” means persistent or repetitious comments or conduct that creates a hostile or intolerant environment. Comments or conduct need not be directed at a specific person and may be from any person, regardless of position or status. A single comment or action, if sufficiently serious, may create a poisoned environment.

“policy” means the Lakehead University Sexual and Gender-based Violence Response Policy.

“report” means a verbal or written account of an incident of sexual and gender-based violence.

“Respondent” means a person against whom allegations of sexual and gender-based violence are made.

“sexual and gender-based violence” means any sexual act or act targeting a person’s sexuality, gender identity or gender expression, whether the act is physical or psychological in nature, that is committed, threatened or attempted against a person without the person’s consent, and includes sexual assault, sexual harassment, stalking, indecent exposure, voyeurism and sexual exploitation.¹

“sexual assault” means any unwanted sexual act, whether threatened, attempted, or carried out, against a person without their consent including any form of unwanted sexual contact from touching to sexual intercourse. Sexual assault includes intentionally damaging or removing a condom during sexual activity without the knowledge or consent of the other person. Sexual assault is an offence under the *Criminal Code of Canada*.

“sexual exploitation” means a circumstance where a person who is in a position of trust or authority coerces, compels, or forces another person to participate in sexual activity. Sexual exploitation is an offence under the *Criminal Code of Canada*.

¹ Ministry of Training, Colleges and Universities Act, RSO. 1990, c. M.19, s.17 (1)

“sexual harassment” means a course of vexatious comment or conduct of a sexual nature that is known or ought reasonably to be known to be unwelcome and may include repeated comments or conduct of a sexual nature, display of sexualized or pornographic images, requests for sexual favours, implied or expressed benefits or denial of benefits in exchange for sexual favours, unwanted touching, indecent exposure, or voyeurism. Sexual harassment is prohibited under the *Ontario Human Rights Code*.

“sexual misconduct” means, in relation to a student of Lakehead University,

- (a) physical sexual relations with the student, touching of a sexual nature of the student or behaviour or remarks of a sexual nature toward the student by an employee of the institution where,
 - (i) the act constitutes an offence under the *Criminal Code* (Canada),
 - (ii) the act infringes the right of the student under clause 7(3)(a) of the *Human Rights Code* to be free from a sexual solicitation or advance, or
 - (iii) the act constitutes sexual violence, or examples thereof, as defined in this policy or contravenes any other policy, rule or other requirement of Lakehead University respecting sexual relations between employees and students, or
- (b) any conduct by an employee of Lakehead University that infringes the right of the student under clause 7 (3) (b) of the *Human Rights Code* to be free from a reprisal or threat of reprisal for the rejection of a sexual solicitation or advance.²

“stalking” means a pattern of behaviour that consists of repeatedly following and harassing a person with the intent to instill fear or injury. Stalking is an offence under the *Criminal Code of Canada*.

“student” means a person enrolled in any course of study at Lakehead University.

“survivor” means a person who experiences or witnesses sexual and gender-based violence.

“two-spirit” (“2S”) (*niizh manidoowag*) is a translation of an Anishinaabemowin term that describes a person who embodies both a masculine and feminine spirit. It is a term used by some Indigenous communities, and encompasses cultural and spiritual as well as sexual and gender identity. As a gender identity, two-spirit is a prohibited ground of discrimination under the *Ontario Human Rights Code*.

“University” means Lakehead University.

² *Ministry of Training, Colleges and Universities Act*, RSO. 1990, c. M.19, s.16.1(1), with amendments to (a)(iii) and references changed to be applicable to Lakehead University. This definition is incorporated to comply with the amendments to the Act requiring a sexual misconduct policy.

“University Community Member” means a student, employee, volunteer, post-doctoral fellow, and visitor of Lakehead University.

“voyeurism” means where a person secretly observes or records another person in a state of undress or sexual activity for the purposes of sexual gratification. Voyeurism is an offence under the *Criminal Code of Canada*.

3. Scope

(3.1) This Policy and these Procedures apply to all University Community Members. A Complainant and Respondent must be University Community Members in order to resolve the complaint. However, a University Community Member who experiences sexual and gender-based violence has the right to access accommodations and support services regardless of whether the Respondent is a University Community Member.

(3.2) This Policy and these Procedures apply to all University activities and University-sponsored events including, but not limited to, the following:

- (a) all classes and workplaces;
 - (b) all electronic communications including email, websites, and social media;
 - (c) experiential learning opportunities including but not limited to placements, internships, co-ops and work studies;
 - (d) research activities;
 - (e) residence;
 - (f) conference activities;
 - (g) athletic and sporting events;
 - (h) external events and meetings including donor, volunteer, alumni and University announcement events and meetings; and
 - (i) social events related to the workplace
- regardless of whether the activity or event is on or off-campus.

(3.3) This Policy is in no way intended to preclude a person who experiences sexual and gender-based violence from pursuing a remedy under any external process, including the Human Rights Tribunal of Ontario or the police. To avoid duplicate processes, the Office of

Human Rights and Equity will provide University Community Members with their options with respect to remedies under internal and external resolution processes.

4. Procedural Fairness

(4.1) The Complainant and Respondent have a right to procedural fairness and natural justice in all proceedings under this Policy, including, but not limited to, the investigation, adjudication, and appeal processes. The duty of procedural fairness is to ensure that there is a fair and open procedure that provides persons affected by the decision with an opportunity to put forward their perspectives and evidence fully and have them considered by a fair and impartial decision-maker, including the following:

- (a) the right to a timely, fair, and open procedure;
- (b) the right of a person against whom allegations are made to know and respond to those allegations before a decision is made;
- (c) the right to be notified of all proceedings and the right to have a representative present at those proceedings;
- (d) the right to have all evidence in the matter considered;
- (e) the right to have the matter heard by a fair and impartial decision-maker; and
- (f) the right to be provided reasons for the decision.

5. Office of Human Rights and Equity

(5.1) The Office of Human Rights and Equity is an arms-length department of the University whose mandate is to promote and protect the human rights of University Community Members.

(5.2) The Office of Human Rights and Equity is responsible for the implementation of the Policy and these Procedures and has all the powers and duties as set out herein including:

- (a) to provide University Community Members with information and consultation on matters related to human rights and sexual and gender-based violence;
- (b) to provide University Community Members with education and training on matters related to human rights and sexual and gender-based violence;
- (c) to participate in research relevant to human rights and sexual and gender-based violence;
- (d) to collect and maintain records and statistics related to incidents of discrimination

- and sexual and gender-based violence within the University community;
- (e) to investigate and resolve reports and complaints of discrimination and sexual and gender-based violence; and
- (f) to promote principles and practices related to equity, diversity, and inclusion.

(5.3) The Office of Human Rights and Equity is the first point of contact for a University Community Member who experiences discrimination or sexual and gender-based violence to access accommodations and support services.

(5.4) Any University Community Member who receives a disclosure or report of discrimination or sexual and gender-based violence from another University Community Member shall refer that person to the Office of Human Rights and Equity.

6. Sexual and Gender-based Violence Review Pool

(6.1) The Sexual and Gender-based Violence Review Pool (the “Pool”) is a pool of University Community Members whose roles and responsibilities are to review and adjudicate complaints of sexual and gender-based violence. The Pool is composed of no less than six (6) and no more than nine (9) members including:

- (a) employees of the University who are not faculty members;
- (b) employees of the University who are faculty members; and
- (c) representatives of the Lakehead University Student Union.

(6.2) No less than two-thirds (2/3) of the Panel shall be composed of members of equity-deserving groups. In addition, the Pool shall have diverse gender representation and representation from the Thunder Bay and Orillia campuses.

(6.3) The members of the Pool, collectively, shall have expertise in the following:

- (a) sexual and gender-based violence and harassment and their intersections with race, sexual orientation, gender identity, and ability;
- (b) sexual violence, human rights, and administrative law; and
- (c) investigation and adjudication processes.

The University shall provide members of the Pool with appropriate training.

(6.4) The members of the Pool shall be appointed by the Board of Governors on the recommendation of the President and Vice-Chancellor. Members of the Pool shall serve for a term of three (3) years (the “Term”). If, during the Term, a member is unable to continue serving on the Pool, the Board of Governors shall appoint a replacement member to serve out the remaining term.

(6.5) The Director shall select three (3) members of the Pool to serve on a panel to review and adjudicate each individual complaint of sexual and gender-based violence.

7. Policy Review

(7.1) Lakehead University shall review this Policy at least once every three (3) years ensuring that consultation, including student input, forms part of that review.

(7.2) The University may, by approval of the Executive Team, update the following information in this Policy at any time at its discretion:

- (a) the supports and services that are available at the University or in the community;
- (b) the identity of the following University officials, offices, and departments:
 - (i) the specific official, office, or department at the University that should be contacted to obtain supports and services for students, employees, and volunteers who experience sexual and gender-based violence;
 - (ii) the specific official, office, or department at the University that should be contacted to obtain accommodations for students, employees, and volunteers who experience sexual and gender-based violence.
 - (iii) the specific official, office, or department to whom incidents of sexual and gender-based violence may be reported; and
 - (iv) the specific officials, offices, or departments that will be involved in each stage of investigation and decision-making processes.

8. Acknowledgements

(8.1) Lakehead University acknowledges the work of numerous Ontario post-secondary academic institutions as well as the Ontario Human Rights Commission whose policies and guidelines informed the drafting of this document.

Review Period: 3 years;

Next Review Period: 2025-2026;

Related Policies and Procedures: Human Rights Policy and Procedures; Accommodations and Access for Students with Disabilities/Medical Conditions; Procedures Associated with the Policy on Accommodations and Access for Students with Disabilities/Medical Conditions; Sexual and Gender-based Violence Response Procedures (attached);

Policy Superseded by this Policy: None.

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

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

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

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



Sexual and Gender-based Violence Response Procedures

Category: General;

Jurisdiction: Vice-President, Administration and Finance; Board Audit & Risk Committee;

Approval Authority: Board of Governors;

Established on: December 21, 2016;

Amendments: March 7, 2018; February 24, 2022; November 24, 2022; ~~June 2, 2023~~;

1. Preamble

(1.1) The purpose of these Procedures is to supplement the associated Sexual and Gender-based Violence Response Policy, by providing members of the Lakehead University community who are affected by sexual and gender-based violence with information on accessing accommodations, support services, and complaint resolution processes.

2. Report of Sexual and Gender-based Violence

Report

(2.1) A University Community Member may report an incident of sexual and gender-based violence to the Office of Human Rights and Equity, in-person, by phone, by email, or via the Lakehead University Mobile Safety App. Where an incident of sexual and gender-based violence is witnessed by multiple persons, a witness to that incident may make a report. A person who reports an incident of sexual and gender-based violence is a Complainant for the purposes of these Procedures.

Students Not Subject to Alcohol or Drug Policies for Reporting

(2.2) A student who, in good faith, reports an incident of sexual and gender-based violence shall not be subject to discipline or sanctions for violations of University policies related to alcohol or drug use at the time the sexual and gender-based violence occurred.¹

Report to Police

(2.3) Where a Complainant chooses to report an incident of sexual and gender-based violence to the police, the Office of Human Rights and Equity will support the Complainant throughout that process. Where a Complainant reports to the police, the Director may place the report or complaint in abeyance pending the conclusion of a criminal investigation or prosecution.

Assessment of Report

(2.4) Upon receipt of a report, the Director shall determine whether the allegations as set out in the report, if proven, would constitute sexual and gender-based violence as defined under the Policy.

(2.5) The Director may request that the Complainant provide additional information.

Report Not Within Jurisdiction of Policy

(2.6) Where the Director determines that the report does not fall within the jurisdiction of the Policy, the Director shall:

- (a) provide the Complainant with reasons; and
- (b) refer the Complainant to another policy or procedure, if applicable.

Report Within Jurisdiction of Policy

(2.7) Where the Director determines that the report falls within the jurisdiction of the Policy, the Director, in consultation with the Complainant, shall:

- (a) coordinate the appropriate accommodations for the Complainant, where appropriate;
- (b) refer the Complainant to the appropriate support services;
- (c) refer the report to the alternative resolution process under Section 6; or

¹ O. Reg. 131/16: Sexual Violence at Colleges and Universities, s. 2 (1) (d.1).

(d) refer the report to the formal resolution process under Section 7.

Right to Accommodations and Support Services

(2.8) Pursuant to Section 4 of these Procedures, a University Community Member who is affected by sexual and gender-based violence, be they a survivor or witness, has the right to access accommodations and support services regardless of whether they file a report or complaint.

Right to Determine Process

(2.9) The Complainant must consent to have the report referred to the alternative or formal resolution process. However, the Director reserves the option to refer the report to the formal resolution process, without the Complainant's consent, where the University has a legal duty to investigate the allegations as set out in the report.

3. Confidentiality

(3.1) The Office of Human Rights and Equity shall treat the personal information collected and used for the purposes of the Policy as strictly confidential. The Office of Human Rights and Equity shall not disclose the personal information of any person, without their consent, except as required under the Policy or by the Ontario Health and Safety Act or any other relevant act or law.

(3.2) The Office of Human Rights and Equity, without the consent of the person, shall report the incident to an external body, such as the police or child protection services, where:

- (a) there are reasonable grounds to believe that a person is at imminent risk of harming themselves or another person; or
- (b) there are reasonable grounds to believe that a child needs protection pursuant to the Child, Youth and Family Services Act, SO 2017, c. 14.

(3.3) Parties who participate in an alternative or formal resolution process under these Procedures are required to disclose their personal information, such as their identity, for the purposes of procedural fairness and natural justice.

(3.4) The Office of Human Rights and Equity shall collect and use all personal information pursuant to the [Personal Health Information Protection Act S.O. 2004, c.3, Sched.](#)

Field Code Changed

[A](#) and the [Freedom of Information and Protection of Privacy Act](#), or, where applicable, the Police Records Check Reform Act, 2015, S.O. 2015, c. 30.

(3.5) Where a person who is subject to a confidentiality agreement violates one or more terms of that agreement, that person may be subject to disciplinary measures under appropriate University policies, including the Student Code of Conduct or the Employee Code of Conduct.

4. Accommodations and Support Services

Accommodations

(4.1) The University recognizes that sexual and gender-based violence has a negative impact on a person's mental and physical health, as well as a negative impact on the realization of a person's fundamental human rights. A University Community Member who is affected by sexual and gender-based violence, be they a survivor or witness, has the right to access accommodations, regardless of whether they file a report or complaint with the Office of Human Rights and Equity. Accommodations may include but are not limited to:

- (a) academic accommodations, such as extensions on assignments;
- (b) non-academic accommodations, such as a change in residence rooms; or
- (c) employment-related accommodations, such as a change in working Conditions.

(4.2) A University Community Member who requires accommodations related to an incident of sexual and gender-based violence may contact the Office of Human Rights and Equity. In collaboration with the person seeking the accommodation, the Office of Human Rights and Equity shall work with the relevant faculty or departmental supervisor and Human Resources, where appropriate, to determine a reasonable accommodation under the circumstances.

(4.3) Upon receipt of a request for accommodations from the Office of Human Rights and Equity, the relevant faculty or departmental supervisor, as well as the relevant faculty member, shall provide all reasonable accommodations.

Support Services

(4.4) A University Community Member who requires support services related to an incident of sexual and gender-based violence may contact the Office of Human Rights and Equity. In collaboration with the person seeking the support services, the Office of Human Rights and Equity shall provide information and referrals to on and off-campus support services [see Appendix "A" for a list of resources in the Thunder Bay and Orillia areas].

No Requirement to Notify Respondent

(4.5) The Office of Human Rights and Equity is not required to notify the Respondent where a person affected by sexual and gender-based violence seeks accommodations or support services.

5. Interim Measures

(5.1) The University may implement interim measures where the University concludes that such measures are necessary to protect the health, safety, or security of another University Community Member, regardless of whether a report of sexual and gender-based violence is referred to the alternative or formal resolution process under these Procedures. Interim measures may be implemented at any time after a report is received by the Office of Human Rights and Equity.

(5.2) Interim measures implemented under these Procedures are not intended to be punitive or disciplinary within the meaning of any University policy, contract, or collective agreement.

(5.3) Interim measures include, but are not limited to:

- (a) a no-contact order;
- (b) restricted access to buildings or other areas of the University;
- (c) suspension from University-sponsored extra-curricular activities;
- (d) suspension from class or placement;
- (e) relocation of room within residence;
- (f) re-assignment of course section;
- (g) re-assignment of working hours or location;
- (h) re-assignment of supervisor; or

(i) trespass from University campus.

(5.4) The University shall implement the least possible disruptive measures that balance the following:

- (a) the health, safety, and security interests of the Complainant or any other University Community Member; and
- (b) the procedural fairness and natural justice rights of the Respondent.

(5.5) The decision to implement interim measures shall be made by the Director or, pursuant to Section 9.7, the Sexual and Gender-based Violence Review Panel, in consultation with:

- (a) where the Respondent is a student, a representative of Student Affairs and the relevant department Dean/Chair or Program Director/Chair;
- (b) where the Respondent is an employee or volunteer, a representative of Human Resources and the relevant departmental supervisor or faculty Dean.

(5.6) Either the Complainant or Respondent may request to modify the interim measures by submitting a written request to the Office of Human Rights and Equity. The request must include reasons for modifying the interim measures. In considering a request to modify the interim measures, the Director shall balance the interests of both parties.

(5.7) Where a person who is subject to interim measures violates the terms of one or more of those measures, that person may be subject to disciplinary measures under appropriate University policies, including, but not limited to, the Student Code of Conduct or the Employee Code of Conduct.

6. Alternative Resolution Process

(6.1) Where appropriate, a report of sexual and gender-based violence may be resolved through an alternative resolution process. The purpose of the alternative resolution process is to resolve the matter outside of a formal investigation and adjudication process. An alternative resolution process does not require the Complainant and Respondent to meet face-to-face. Rather, it is a facilitated process to arrive at an agreement between the parties to resolve the matter, which may include imposing interim measures as set out under Section 5 of these Procedures.

(6.2) The Director shall determine, in collaboration with the Complainant, whether an alternative resolution process is appropriate in the circumstances. The Director, in their sole discretion, may determine that an alternative resolution process is not appropriate where the University has a duty to investigate the incident under the Occupational Health and Safety Act, RSO 1990, c.O.1, the Code, or other applicable laws.

(6.3) Both the Complainant and Respondent must agree to participate in the alternative resolution process voluntarily. Either the Complainant or Respondent may withdraw their participation in the alternative resolution process at any time.

(6.4) In collaboration with the parties, the Director shall determine the form of the alternative resolution process, including any measures to be put in place to balance the health, safety, or security and procedural fairness interests of the parties. Where appropriate, the Director may involve other University departments in the process, including, but not limited to, Student Affairs or Human Resources.

(6.5) The Complainant and Respondent have the right to have present at any meeting with respect to the alternative resolution process a support person or union representative, where appropriate.

(6.6) All parties to an alternative resolution process, including support persons and union representatives, are to keep confidential any information or documentation disclosed as part of the process.

(6.7) Where either of the parties violates one or more terms of an agreement made under the alternative resolution process, that party may be subject to sanctions under the appropriate University policy, including the Student Code of Conduct or Employee Code of Conduct.

7. Formal Resolution Process

(7.1) A formal resolution process includes:

- (a) referral to the Sexual and Gender-based Violence Review Panel (the "Panel") [see Section 8];
- (b) review of the allegations as set out in the complaint;
- (c) investigation of the allegations as set out in the complaint; and

(d) adjudication of the complaint.

Referral to Process

(7.2) A report may proceed to a formal resolution process where:

- (a) the Director determines that the nature of the allegations are not appropriate for the alternative resolution process under Section 6;
- (b) the Complainant or Respondent does not consent to participate in the alternative resolution process under Section 6; or
- (c) the Complainant and Respondent are unable to reach an agreement in the alternative resolution process under Section 6.

Complaint

(7.3) A report of sexual and gender-based violence that proceeds to a formal resolution process is a complaint for the purposes of these Procedures.

Filing a Complaint

(7.4) A complaint must be submitted by the Complainant, in print or electronic form, to the Office of Human Rights and Equity, in-person or by email, on the Sexual and Gender-based Violence Complaint Form (the "Form"). The Form must include:

- (a) the name of the Complainant and Respondent;
- (b) a description of the incident(s) including any relevant dates, times, locations, and persons involved; and
- (c) a signed declaration.

(7.5) The Complainant may request assistance from the Office of Human Rights and Equity to complete the Form.

(7.6) On review of the Form, the Director may:

- (a) request additional information or documentation; and
- (b) revise the Form to exclude any information that:
 - (i) is not relevant to the allegations; or
 - (ii) contains the personal information of a third party to the complaint.

Referral to the Panel

(7.7) The Director shall refer the complaint to the Panel within ten (10) business days of the date on which the Form is received by the Office of Human Rights and Equity.

Director Involved in Complaint

(7.8) Where the Director is a Complainant or Respondent in an incident of sexual and gender-based violence, the Associate Vice-President of Human Resources shall assume the powers and duties of the Director under the Policy and these Procedures for the purposes of the complaint.

8. Sexual and Gender-based Violence Review Panel

(8.1) Where a report is referred to the formal resolution process, the Director shall select three (3) members from the Sexual and Gender-based Violence Review Pool [see Section 6 of the Policy] to serve on the Sexual and Gender-based Violence Review Panel (the "Panel"). Where practicable, the Director shall ensure that there is diverse gender representation on the Panel.

(8.2) The Panel shall elect a chair (the "Chair") to serve as the point-of-contact between the Panel and the parties to the complaint. The Chair may request that the Director communicate with the parties on behalf of the Panel.

Roles and Responsibilities of Panel

(8.3) The roles and responsibilities of the Panel are:

- (a) to review the allegations as set out in the complaint;
- (b) to implement interim measures, where appropriate;
- (c) to appoint an investigator to investigate the complaint;
- (d) to conduct a hearing(s) to determine whether sexual and gender-based violence occurred; and
- (e) to implement consequences or measures, where appropriate.

No Conflict of Interest

(8.4) No Panel member shall have a conflict of interest with the Complainant or Respondent, which could raise a reasonable apprehension of bias. A conflict of interest is where a Panel member has a personal or private interest with respect to their relationship with the Complainant or Respondent, including a romantic or familial relationship, a relationship of financial dependence (i.e. direct supervisor, grant holder), or a relationship borne out of a civil or criminal dispute. A current or previous collegial relationship without a personal or private interest, does not necessarily constitute a conflict of interest.

(8.5) All Panel members must declare any potential conflict of interest prior to the review of the complaint. The Chair shall determine whether any declaration constitutes a conflict of interest for the purposes of this Policy. If the Chair determines that a member is in a conflict of interest, the member shall recuse themselves, and the Director shall select another member of the Pool.

Right to Challenge Composition of Panel

(8.6) The Complainant or Respondent has the right to challenge the composition of the Panel where they believe that one or more members of the Panel are in a conflict of interest as set out in Section 8.4. The Complainant or Respondent must submit a challenge, in writing, to the Director within five (5) business days of receiving the Notice of Complaint of Sexual and Gender-based Violence as set out in Section 9.8. The Director, in their sole discretion, shall determine whether to adjust the Panel composition.

9. Review of Complaint

(9.1) Upon receipt by the Director, the Panel shall review the complaint and determine whether the allegations as set out in the complaint fall within the jurisdiction of the Policy. Where the Panel determines that the allegations as set out in the complaint, if proven, would constitute sexual and gender-based violence under the Policy, the complaint shall be accepted for filing.

Panel May Sever Complaint

(9.2) The Panel may sever any of the allegations from the complaint if the Panel determines that an allegation, if proven, does not constitute sexual and gender-based violence as defined under the Policy.

Complaint Rejected for Filing

(9.3) Where the Panel determines that any or all the allegations as set out in the complaint do not fall within the jurisdiction of the Policy, the Panel shall refer the Complainant to the appropriate University policy or procedure.

Vexatious Complaint

(9.4) A complaint that is frivolous, malicious, vexatious, retaliatory, or made in bad faith (a "Vexatious Complaint") is a violation of the Policy and these Procedures. A determination that a complaint is a Vexatious Complaint is an extraordinary remedy that shall be made only in extraordinary circumstances.

(9.5) The Panel, at any time during the formal resolution process, may determine that a complaint is a Vexatious Complaint in the following circumstances:

- (a) where there are issues in the complaint have already been determined by the Panel;
- (b) where it is obvious that a complaint cannot succeed, where the complaint will lead to no possible good, or where a reasonable person could not reasonably expect to receive relief as a result of the complaint;
- (c) where a complaint is filed for an improper purpose, including the harassment or oppression of other parties, other than for the purpose of asserting legitimate rights.

(9.6) Where the Panel determines that a complaint is a Vexatious Complaint, the Panel may refer the matter to the appropriate University proceeding, such as that under the Student Code of Conduct or Employee Code of Conduct.

Complaint Accepted for Filing

(9.7) Where the Panel determines that any or all of the allegations as set out in the complaint fall within the jurisdiction of the Policy, the Panel shall:

- (a) notify the Complainant and Respondent, in writing, that a complaint of sexual and gender-based violence has been accepted for filing under the Policy ("Notice of Complaint of Sexual and Gender-based Violence");
- (b) implement interim measures, where appropriate; and

- (c) appoint an investigator to investigate the allegations as set out in the complaint.

Notice of Complaint

(9.8) The Notice of Complaint of Sexual and Gender-based Violence shall include:

- (a) a description of the allegations of sexual and gender-based violence including any relevant dates, times, and locations;
- (b) the identity of the Complainant and Respondent;
- (c) a statement that the Respondent has the right to provide a response to the allegations as set out in the complaint;
- (d) a statement that the Complainant and Respondent has the right to have a support person or union representative, where applicable, at any proceeding; and
- (e) the names and positions of the Panel members, including a statement that the composition of the Panel may be challenged under Section 8.6.

Right to Determine Process

(9.9) A Complainant retains control over whether to proceed to a formal resolution process under the Policy and has the right to withdraw the complaint at any time. To the greatest extent possible, the University will respect the person's choice not to proceed with a formal complaint or request that the University not investigate. Notwithstanding, the University, at its sole discretion, reserves the right to initiate a formal resolution process if there is an imminent or material risk to the safety and security of a University Community Member, or if the University has a duty under the Occupational Health and Safety Act, RSO 1990, c.O.1.

Retaliation

(9.10) No person shall retaliate against another person because that person:

- (a) files a complaint or might file a complaint;
- (b) is named in a complaint or might be named in a complaint;
- (c) provides help or evidence in a complaint or might provide help or evidence in a complaint; or
- (d) participates in an investigation or adjudication process in the complaint or might

participate in an investigation or adjudication process in the complaint.

(9.11) Retaliation may include, but is not limited to:

- (a) negative treatment, such as intimidation or coercion;
- (b) imposition of burdens or obligations, such as academic or employment-related penalties; or
- (c) withholding of benefits or opportunities, such as academic or employment-related opportunities.

(9.12) In order for retaliation to be founded, a person against whom allegations of retaliation are made must have knowledge of the circumstances as set out in Section 9.8.

(9.13) The Panel may, at any time during the formal resolution process, determine retaliation occurred. Where the Panel determines that retaliation occurred, the Panel may refer the matter to the appropriate University proceeding, such as that under the Student Code of Conduct or Employee Code of Conduct.

10. Investigation of Complaint

Appointment of Investigator

(10.1) The Panel shall appoint a person to investigate the allegations set out in the complaint (the "Investigator"). The Investigator may be internal or external to the University and may include the Director or their designate. The Panel may engage internal or external counsel for an assessment of whether the allegations as set out in the complaint fall within the jurisdiction of the Policy.

(10.2) The Panel shall determine the terms of reference for the investigation.
Investigator

(10.3) The Investigator shall be independent of the Panel and shall:

- (a) have the requisite skills and training to investigate allegations of sexual and gender-based violence; and
- (b) have no conflict of interest with:

- (i) the Complainant;
- (ii) the Respondent; or
- (iii) any of the Panel members adjudicating the complaint.

Notice of Appointment of Investigator

(10.4) The Panel shall notify the Complainant and Respondent, in writing, of the appointment of an investigator ("Notice of Appointment of Investigator"). The Notice of Appointment of Investigator shall include the name and contact information of the Investigator.

Rights of the Parties

(10.5) The Complainant or Respondent has the right to choose not to participate in the investigation process. The choice not to participate in the investigation may prejudice the position of the party making that decision. The Investigator may proceed with the investigation without the participation of one or both of the parties and shall indicate this in the investigation report.

(10.6) The Complainant, Respondent, and any witnesses have the right to have present the following person(s) at any meeting with the Investigator:

- (a) a support person;
- (b) the University Ombudsperson; or
- (c) a union representative, if applicable;

and shall be informed of that right by the Investigator in advance of any meeting.

(10.7) The Complainant, Respondent, and any witnesses have the right to a reasonable expectation of privacy with respect to their personal information. All parties to an investigation, including any support person set out in Section 10.6, are bound by the confidentiality provisions including the consequences of disclosing personal information to any other party.

Collection and Disclosure of Evidence

(10.8) All interviews conducted by the Investigator shall be conducted in a fair, impartial, and professional manner, applying a trauma-informed approach. The Investigator shall not ask the Complainant, or any other party, questions with respect to their sexual expression or sexual

history.² In the event that the Complainant, or any other party, is asked questions with respect to their sexual expression or sexual history by the Investigator, they should inform the Chair of the Panel as soon as possible.

(10.9) The Investigator shall conduct interviews with the Complainant and Respondent and collect any other evidence that, in the opinion of the Investigator, is relevant to the investigation.

(10.10) The Investigator shall conduct interviews with any witnesses and collect any evidence that, in the opinion of the Investigator, is relevant to the investigation.

(10.11) Any party to an investigation, including the Complainant, Respondent, and any witnesses, may submit additional evidence to the Investigator. The Investigator shall include this evidence in the investigation if, in the opinion of the Investigator, it is relevant.

Production of Evidence

(10.12) Any party to an investigation, including the Complainant, Respondent, and any witnesses, as well as the University, shall produce any document requested by the Investigator that, in the opinion of the Investigator, is relevant.

Investigation Report

(10.13) The Investigator shall prepare a written report of the investigation (the "Investigation Report"). The Investigation Report shall include:

- (a) any statements of the Complainant, Respondent, and any witnesses;
- (b) any additional evidence including correspondences, documents, and media;
- (c) any relevant policy provisions or laws; and
- (d) a finding of the investigator including reasons for that finding, if set out in the Panel's terms of reference for the Investigator.

(10.14) The Investigator shall submit the Investigation Report to the Chair of the Panel and the Director.

² O. Reg. 131/16: Sexual Violence at Colleges and Universities, at s. 14.

(10.15) The Investigation Report as set out in Section 10.13 is privileged, and, therefore, the Complainant and Respondent do not have the right to the Investigation Report in its entirety. The Panel shall provide the Complainant and Respondent with any evidence the Panel intends to rely on for its decision as part of the adjudication process under Section 11.

(10.16) The Panel shall notify the Complainant and Respondent, in writing, when the investigation is completed.

(10.17) The University shall endeavour to complete the investigation process, including the Investigation Report, within sixty (60) business days of the date the Investigator is appointed by the Panel. Timelines may be extended in extraordinary circumstances, such as the illness of the Investigator or any of the parties to the investigation.

11. Adjudication of Complaint

(11.1) The Chair of the Panel shall serve as the point of contact between the Panel and the Complainant and Respondent. The Chair may request that the Director communicate with the parties on behalf of the Panel.

Hearings

(11.2) The Panel shall hold hearings to adjudicate the complaint. The purposes of these hearings are:

- (a) to review the evidence contained in the Investigation Report;
- (b) to adduce any evidence not collected as part of the investigation, if any;
- (c) to assess the credibility of the Complainant, Respondent, or any witnesses, where appropriate; and
- (d) to decide whether sexual and gender-based violence occurred.

(11.3) All hearings shall be held in private, either in-person or by video conference.

(11.4) The Panel shall hold hearings in a manner that the Complainant and Respondent do not appear face-to-face with one another unless the parties agree to a face-to-face hearing. Neither the Complainant nor the Respondent have the right to appear at a hearing of one another, or at the hearings of other witnesses.

(11.5) The Panel shall determine the nature of the proceedings at any hearing including, but not limited to, the following:

- (a) the forum for the hearing;
- (b) the parties and witnesses who appear at a hearing; and
- (c) the weight given to any additional evidence adduced at a hearing.

(11.6) The Chair may remove any person from a hearing who acts in contempt of the Panel.

Preliminary Hearing

(11.7) The Panel shall hold a preliminary hearing to:

- (a) determine whether to instruct the Investigator to collect any additional evidence to that contained in the Investigation Report; and
- (b) determine whether to request the Complainant, Respondent, or other witnesses to appear at subsequent hearings of the Panel.

Right Not to Appear at Hearing

(11.8) The Complainant and Respondent have the right not to appear at a hearing of the Panel. Where either party chooses not to appear, the Panel may proceed without their participation and rely on any previous evidence provided by that party, if any.

Right to Have Support Persons at Hearing

(11.9) The Complainant and Respondent have the right to have present at any hearing of the Panel:

- (a) a support person;
- (b) the University Ombudsperson; or
- (c) a union representative, where appropriate,

and shall be informed of that right by the Panel in advance of any hearing. All support persons as set out in this section are bound by the confidentiality provisions under these Procedures, including any disciplinary measures for breaches of confidentiality.

Right to Notice of Hearing

(11.10) Where the Panel requests that a person appears at a hearing, the Panel shall provide the person with written notice of the following:

- (a) the nature and format of the hearing;
- (b) the date, time, and location of the hearing;
- (c) the right of the person to have a support person present at the hearing; and
- (d) the right of the person not to participate in the hearing and any potential consequences for not participating.

(11.11) The Panel shall make all reasonable efforts to ensure that the person is able to appear at the hearing. Where the person does not respond to the notice to appear at the hearing after five (5) business days of receiving the notice, the Panel may proceed with the adjudication process without the participation of that person.

Right to Know Evidence

(11.12) The Complainant and Respondent have the right to know the evidence that the Panel intends to rely on for its decision, prior to a decision being made.

(11.13) Prior to making a decision, the Panel shall provide the Complainant and Respondent access to the evidence, in print or electronic form, that the Panel intends to rely on for its decision, including evidence collected as part of the investigation and adjudication processes (i.e. at hearings of the Panel). The Panel, in its sole discretion, reserves the right to provide the parties with written summaries of witness statements.

(11.14) The Panel, in its sole discretion, reserves the right to not provide the parties with any evidence that the Panel does not intend to rely on for its decision, including evidence the Panel deems to be irrelevant.

Right to Respond to Evidence

(11.15) The Complainant and Respondent have the right to respond to the evidence that the Panel intends to rely on for its decision, prior to a decision being made.

(11.16) Prior to making a decision, the Panel shall provide the Complainant and Respondent with an opportunity to respond to the evidence the Panel intends to rely on for its decision. Upon

review of the evidence provided under Section 11.13, the Complainant and Respondent may provide the Panel with a written response to that evidence, including any additional evidence. In special circumstances, the Panel may permit a party to provide a response to the Panel in person.

(11.17) The Panel shall notify the Complainant and Respondent, in writing, of their right to respond to the evidence. The parties must submit a written response to the Panel within the deadline provided by the Chair. Where a party does not submit a response within the deadline provided by the Panel, the Panel may continue the adjudication process without the response of that party.

Decision

(11.18) Upon completion of the hearing(s), the Panel shall consider all of the available evidence, including the Investigation Report, and determine whether sexual and gender-based violence occurred (the "Decision"). The Decision of the Panel shall be based on the civil standard of proof: the balance of probabilities.

(11.19) The Panel shall prepare a written decision, including reasons for the Decision. The Chair shall send a copy of the Decision to the Director. The Director shall send a copy of the Decision to the Complainant and Respondent.

Timeline

(11.20) The Panel shall endeavor to complete the adjudication process, including the Decision, within forty-five (45) business days of the date the Panel receives the Investigation Report.

Measures and Consequences

(11.21) Where the Panel decides that sexual and gender-based violence did not occur, the Panel shall not impose any measures or consequences against the Respondent. The Panel may maintain interim measures if, in the opinion of the Panel, those measures protect the health, safety, or security of any University Community Member.

(11.22) Where the Panel decides that sexual and gender-based violence occurred, the Panel may impose measures and consequences against the Respondent subject to Section 11.24.

(11.23) Where the Respondent is a student or volunteer, the Panel may impose measures and consequences. The Panel may share their findings with Student Affairs or the Respondent's supervisor, where appropriate.

(11.24) Where the Respondent is an employee, the Panel shall not impose any measures or consequences under the Policy. The Panel shall refer the Decision to the Respondent's supervisor. Upon receipt of the Decision of the Panel, the Respondent's supervisor, in consultation with Human Resources, shall impose appropriate measures and consequences under the appropriate University policy, contract, or collective agreement. -Measures and consequences may include, but are not limited to:

(a) mandatory attendance at education and training workshop(s);

(b) re-assignment of work;

(c) relocation of workspace;

(d) paid or unpaid suspension;

(e) trespass from the University campus; or

(f) termination.³

(11.25) Where the Respondent is both a student and an Employee, the Panel shall impose measures and consequences with respect to the Respondent's status as a student and shall refer the Decision to the Respondent's supervisor for measures and consequences with respect to their status as an employee.

(11.26) The Panel shall consider the following principles when imposing measures and consequences:

- (a) to put the Complainant into the position they would have been before the sexual and gender-based violence occurred;
- (b) to protect the health, safety, and security of the Complainant or any other University Community Member;
- (c) to prevent future occurrences of sexual and gender-based violence against the Complainant or any other University Community Member; and

³ The Ministry of Training, Colleges and Universities Act, RSO. 1990, c. M.19 outlines in s. 16.1(2) that sexual misconduct by an employee against a student may be considered just cause for termination; may not require notice or termination pay, or other compensation or restitution; and that this is despite certain named legislation or provisions in collective agreements or employment contracts that may have language to the contrary.

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(d) to promote a healthy, safe, and secure environment that is free from sexual and gender-based violence for all University Community Members.

(11.27) The Panel shall consider the following factors when imposing measures and consequences:

- (a) the severity of the incident;
- (b) the relationship of power and authority between the Complainant and Respondent, if any;
- (c) the impact of the sexual and gender-based violence on the Complainant's emotional, psychological, and physical health; and
- (d) any aggravating and mitigating factors.

(11.28) Measures and consequences may include, but are not limited to:

- (a) mandatory attendance at education and training workshop(s);
- (b) re-assignment of course sections;
- (c) relocation of room within residence;
- (d) suspension from class or placement attendance;
- (e) trespass from the University campus; or
- (f) suspension or expulsion.

Disclosure of Measures and Consequences

(11.29) The Complainant has the right to know the Decision of the Panel but not the details of any measures or consequences imposed against the Respondent. The Director reserves the right, after consulting with the supervisor, to disclose disciplinary actions or consequences, should they deem that disclosing that information may protect the health, safety, or security of the Complainant.

12. Remedies

(12.1) Where the Panel decides that sexual and gender-based violence occurred, the Complainant may request that the University provide remedial measures. Remedial measures may include, but are not limited to:

- (a) extension of academic program or course of study;
- (b) re-assignment of academic or employment supervisor; or

(c) relief in academic fees.

(12.2) Where the Panel decides that sexual and gender-based violence did not occur, the Respondent shall not be entitled to request that the University provide a remedy.

(12.3) The Complainant must submit a request for a remedy, in writing, to the Director no later than thirty (30) business days after the date of the Decision of the Panel.

(12.4) The decision to approve or deny the remedy, in whole or in part, shall be made by:

- (a) the Vice-President of Administration and Finance or their designate, where the applicant is an employee or volunteer; or
- (b) the Provost and Vice-President (Academic) or their designate, where the applicant is a student,

and is not subject to an appeal under Section 13.

(12.5) The decision to approve or deny the request for a remedy shall be provided to the Complainant in writing.

(12.6) Neither the Complainant, Respondent, nor any person involved in the complaint or process shall be entitled to compensatory, punitive, or aggravated damages.

13. Appeal Process

Appeal

(13.1) A Complainant or Respondent may appeal a Decision of the Panel in accordance with this Section.

(13.2) The right of the Complainant or Respondent to appeal a Decision of the Panel is not without limitation. An appeal is not an opportunity to re-adjudicate the complaint, but rather an opportunity to correct any procedural errors made during the adjudication process.

(13.3) An appeal must meet the following criteria:

- (a) the appeal is of a Decision of the Panel;
- (b) the appeal is made by the Complainant or Respondent; and
- (c) the appeal is made in writing within the time limit set out in Section 13.5.

(13.4) The appeal must be submitted to the Director, in writing, and include:

- (a) the contact information of the Appellant;
- (b) the reasons for the appeal including any procedural errors made during the adjudication process; and
- (c) any additional evidence that could not have been available during the adjudication process, if any.

Time Limit

(13.5) The appeal must be made no later than thirty (30) business days after the date of the Decision is sent to the parties.

Notice and Referral of Appeal

(13.6) Upon receipt of the appeal, and within five (5) business days, the Director shall:

- (a) notify the other party to the complaint that an appeal has been made including copy of the appeal; and
- (b) refer the appeal to the General Counsel of the University.

Appeal Board

(13.7) Upon receipt of the appeal, the General Counsel shall convene a meeting of the Appeal Board. The Appeal Board is composed of the following three (3) members:

- (a) the General Counsel or their designate, who shall serve as Chair;
- (b) the Vice-President of Administration and Finance or their designate; and
- (c) the Provost and Vice-President (Academic) or their designate.

Decision of Appeal Board

(13.8) The Appeal Board may grant an appeal based on the following factors:

- (a) there is clear and convincing evidence of a procedural error made during the adjudication process that resulted in actual prejudice to the party making the appeal; or
- (b) there is new evidence or arguments that were not, and could not, have been made during the adjudication process that would likely have resulted in a different Decision.

(13.9) The Appeal Board may reject an appeal based on the following factors:

- (a) the appeal is based on evidence or arguments that were already made to the Panel during the adjudication process;
- (b) the appeal is based on evidence or arguments that were not made but could have been made, to the Panel during the adjudication process or such evidence or arguments would likely not have changed the Decision;
- (c) the appeal is based on a disagreement with a finding of fact made by the Panel including findings of credibility;
- (d) the appeal is based on mere speculation of a procedural error or does not present clear and convincing evidence of the connection between a procedural error and actual prejudice to the party making the appeal; or
- (e) other grounds as determined by the Appeal Panel in accordance with procedural fairness and natural justice.

(13.10) The Appeal Board may request that either party provide additional information to make a decision.

(13.11) Where the Appeal Board grants the appeal, the Appeal Board shall make one of the following decisions:

- (a) to uphold the Decision of the Panel; or
- (b) to overturn the Decision of the Panel and substitute a new decision;

(13.12) The decision of the Appeal Board is final.

Notice of Decision

(13.13) The General Counsel shall notify the parties, in writing, of the decision of the Appeal Board with a copy to the Director.

Timelines

(13.14) The Appeal Board shall complete the appeal process within thirty (30) business days of the date the Board receives the appeal.

14. Reporting

(14.1) The Office of Human Rights and Equity shall provide, on an annual basis, the Board of Governors of the University a report that contains the following information:

- (a) the number of times supports, services and accommodations relating to sexual violence are requested and obtained by students enrolled at the University, and information about the supports, services and accommodations;
- (b) any initiatives and programs established by the University to promote awareness of the supports and services available to students;
- (c) the number of incidents and complaints of sexual violence reported by students, and information about such incidents and complaints; and
- (d) the implementation and effectiveness of the Policy.⁴

⁴ Ministry of Training, Colleges and Universities Act, RSO 1990, c.M.19, s. 17 (7.1).

APPENDIX "A"

SEXUAL AND GENDER-BASED VIOLENCE SUPPORT SERVICES

A. Office of Human Rights and Equity

Office of Human Rights and Equity

Sexual Violence Prevention and Education Coordinator

Ph: (807) 343-8010 ext. 7785 [Confidential Line/Voicemail]

Email: sv.hre@lakeheadu.ca [Confidential]

Website: www.lakeheadu.ca/ohre

NOTE: First point-of-contact for students, employees, and volunteers of Lakehead University's Thunder Bay and Orillia campuses who experience or witness sexual and gender-based violence

B. Thunder Bay Area Resources

In case of emergency, call 9-1-1

- On-campus Resources

Security Services

Ph: (807) 343-8569

NOTE: In residence buildings, press the "security" button. At an emergency tower on campus, press the call button.

Student Health and Wellness Centre

Ph: (807) 343-8361

Website: <https://www.lakeheadu.ca/students/wellness-recreation/student-health-and-wellness>

Indigenous Student Services Centre

Ph: (807) 343-8010 ext. 8072

Website: <https://www.lakeheadu.ca/indigenous/indigenous-services-tb/individual-services>

- Off-campus Resources

Thunder Bay Police Services

Ph: (807) 684-1200 (non-emergency number)

Thunder Bay Sexual Abuse Centre

Ph: (807) 345-0894

24-hour Crisis Line: (807) 344-4502

Website: <http://www.tbsasa.org/>

Assaulted Women's Helpline

Ph: 1-866-863-0511

Website: <https://www.awhl.org/>

NOTE: 24-hour talk or online chat crisis line in over 200 languages.

Talk4Healing

Ph: 1-855-554-HEAL

Website: <http://www.talk4healing.com/>

NOTE: A culturally-grounded talk, text, or online chat helpline for Indigenous women.

Northwestern Ontario Women's Centre

Ph: (807) 935-8042

Email: navigator@nwowc.org

Website: <https://nwowomenscentre.org/>

First Nations & Inuit Hope for Wellness Helpline

Ph: 1-855-242-3310

Online chat available at www.hopeforwellness.ca

Website: <https://www.sac-isc.gc.ca/eng/1576089519527/1576089566478>

NOTE: 24-hour helpline for Indigenous peoples with services in English, French, Cree, Ojibwa, and Inuktitut.

Support Services for Male Survivors of Sexual Abuse

Ph: 1-866-887-0015

Website: <https://malesurvivor.org/>

Support Services for Male Survivors of Sexual Abuse and Sexual Assault
(Thunder Bay Counselling)

Ph: 1-888-204-2221 / (807) 684-1880

Website: <https://www.tbaycounselling.com/>

NOTE: For male survivors of sexual abuse/assault over the age of 16.

C. Orillia Area Resources

In case of emergency, call 9-1-1.

- On-campus Resources

Security Services

Ph: (705) 330-4028 (Simcoe Hall)

(705) 330-4027 (Heritage place)

NOTE: In residence buildings, press the "security" button. At an emergency tower on campus, press the call button.

Student Health and Wellness Centre

Ph: (705) 330-4010 ext 2116

Website: <https://www.lakeheadu.ca/students/wellness-recreation/student-health-and-wellness>

- Off-campus Resources

Ontario Provincial Police ("OPP")

Ph: (705) 326-3536 (non-emergency number)

The Regional Sexual Assault Treatment Centre

(Soldiers Memorial Hospital, Orillia)

Ph: (705) 327-9155 / 1-877-377-7438

Website: <https://www.osmh.on.ca/sexual-assault-domestic-violence/>

Athena's Sexual Assault Counselling & Advocacy Centre Support

Ph: (705) 737-2008 / 1-800-987-0799

Website: <https://www.huroniatrtransitionhomes.ca/program.php?id=2>

NOTE: For woman-identified person 16 years of age and over.

Assaulted Women's Helpline

Ph: 1-866-863-0511

Website: <https://www.awhl.org/>

NOTE: 24-hour talk or online chat crisis line in over 200 languages.

Talk4Healing

Ph: 1-855-554-HEAL

Website: <http://www.talk4healing.com/>

NOTE: A culturally-grounded talk, text, or online chat helpline for Indigenous women.

Green Haven Shelter (Community Outreach Services)

Ph: (705) 329-2806

24-hour Crisis Line: (705) 327-7319 or Email: crisis@ghws.ca

Website: <https://greenhavenshelter.com/outreach/>

NOTE: For women (and their children) who experience intimate partner violence.

First Nations & Inuit Hope for Wellness Helpline

Ph: 1-855-242-3310

Online chat available at www.hopeforwellness.ca

Website: <https://www.sac-isc.gc.ca/eng/1576089519527/1576089566478>

NOTE: 24-hour helpline for Indigenous peoples with services in English, French, Cree, Ojibwa, and Inuktitut.

Support Services for Male Survivors of Sexual Abuse

Ph: 1-866-887-0015

Website: <https://malesurvivor.org/>

Catholic Family Services of Simcoe County/Barrie Office

Ph: 1-888-726-2503 / (705) 726-2503

Website: <https://cfssc.ca/>

NOTE: For male survivors of sexual abuse/assault and their families.

Review Period: 3 years;

Next Review Period: 2025-2026;

Related Policies and Procedures: Human Rights Policy and Procedures; Accommodations and Access for Students with Disabilities/Medical Conditions; Procedures Associated with the Policy on Accommodations and Access for Students with Disabilities/Medical Conditions; Sexual and Gender-based Violence Response Policy (attached);

Procedures Superseded by these Procedures: None (procedures were included in policy until November 24, 2022).

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

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

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

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

Field Code Changed



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

Category: Governance and Legal;

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

Approval Authority: Board of Governors;

Established on: April 24, 2020;

Amendments: May 4, 2022;

Most Recent Review: May 4, 2022.

Purpose

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

Policy

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

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

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

Board Leadership Recruitment, Selection, Evaluation and Succession Process

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

The following shall occur:

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

4. Each Governor shall be canvassed, confidentially, by the Committee on which Governor(s) possesses the competencies, attributes, availability, and proper motivation, to the best of each Governor's knowledge, information and belief, to fulfill the Position Description(s) set out in the "Roles and Responsibilities of Members of the Lakehead University Board of Governors", as applicable, and ideally six months prior to the term limit of the incumbent. The views of any such Governor should not be unduly influential or determinative. Normally, when this is done, there is a shared consensus around one Governor for the relevant position.
5. The Committee shall also consider, in its deliberations and report to the Board, diversity in all forms; leadership development and mentoring; and the talent pool of prospective board leaders, and the development of such talent pool.
6. The Committee shall produce a written report on its deliberations, application of the roles and responsibilities, and application of competencies and attributes required to fulfill the roles and responsibilities, and recommendation(s) of candidate(s), to the full Board, for review and approval.
7. If more than one Governor is arrived at by the Committee via the foregoing consultation process as candidates for Board Chair, or Vice-Chair, or Past-Chair, as the case may be, the Elections Process set out in Schedule 1 (attached) shall be followed.
8. The outgoing Board Chair, or Vice-Chair, or Past Board Chair, as the case may be, should work with and mentor the incoming Board Chair, Vice-Chair or Past Board Chair, respectively, for a limited period of time to ensure a smooth transition to a new Board Chair, Vice-Chair or Past Board Chair.
9. Despite paragraph 9.5(c) of the Board Bylaws (which states that the conflict of interest rule on abstaining from voting on a question of direct personal interest does not mean that a Governor should not vote for themselves for an office or other position to which Governors generally are eligible) no member of the Committee who wishes to be considered for the Board Chair, Vice-Chair or Past-Chair position, as the case may be, shall participate in portions of the meeting where such position is being considered. If there is a Committee member who wishes to be considered for the Board Chair, Vice-Chair or Past-Chair position, as the case may be, that Committee member should

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

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

Review and Amendment

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

Review Period: At least every two years;

Date for Next Review: 2023-2024;

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

Policy Superseded by this Policy: None.

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

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

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

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

Schedule 1 – Board Chair and Vice Chair Election Procedures

(adopted by the Board on 31 August 2020, amended on May 4, 2022)

Overview of the Approved Election Procedures

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

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

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

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

Section 3(a): Eligibility

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

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

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

Section 3(b): Nomination Procedures

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

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

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

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

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

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

Section 3(c): Election Procedures

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

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

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

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

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

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

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

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

An election becomes final when the chair announces the result.

APPENDIX A to the Board Chair and Vice Chair Election Procedures

Board Chair Selection

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

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

Section 10 of the Lakehead University Act:

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

Board Bylaws:

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

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

BGNC Terms of Reference:

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

Chair/VC/PC Selection Process:

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

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

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

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

Category: Governance and Legal;

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

Approval Authority: Board of Governors;

Established on: April 24, 2020;

Amendments: May 4, 2022; TBD

Most Recent Review: May 4, 2022.

Purpose

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

Policy

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

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

While it is normally desirable for Board leadership continuity for an individual to progress from Vice-Chair to Board Chair, and from Board Chair to Past-Chair, such progression is not

required. The Board Governance and Nominating Committee (“Committee”) shall review the desirability of the Vice Chair continuing on as Board Chair, and Board Chair continuing on as Past-Chair as part of the Committee’s consultations with Governors pursuant to this Policy.

Board Leadership Recruitment, Selection, Evaluation and Succession Process

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

The following shall occur:

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

~~Description(s) set out in the “Roles and Responsibilities of Members of the Lakehead University Board of Governors”, as applicable, and ideally six months prior to the term limit of the incumbent. The views of any such Governor should not be unduly influential or determinative. Normally, when this is done, there is a shared consensus around one Governor for the relevant position.¶~~

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

3. The Committee shall produce a written report on its deliberations, application of the roles and responsibilities, and application of competencies and attributes required to fulfill the roles and responsibilities, and recommendation(s) of candidate(s), to the full Board, for review and approval.
4. If more than one Governor is arrived at by the Committee via the ~~foregoing consultation~~ process as candidates for Board Chair, or Vice-Chair, or Past-Chair, as the case may be, the Elections Process set out in Schedule 1 (attached) shall be followed.
5. The outgoing Board Chair, or Vice-Chair, or Past Board Chair, as the case may be, should work with and mentor the incoming Board Chair, Vice-Chair or Past Board Chair, respectively, for a limited period of time to ensure a smooth transition to a new Board Chair, Vice-Chair or Past Board Chair.
6. Despite paragraph 9.5(c) of the Board Bylaws (which states that the conflict of interest rule on abstaining from voting on a question of direct personal interest does not mean that a Governor should not vote for themselves for an office or other position to which Governors generally are eligible) no member of the Committee who wishes to be considered for the Board Chair, Vice-Chair or Past-Chair position, as the case may be, shall participate in portions of the meeting where such position is being considered. If there is a Committee member who wishes to be considered for the Board Chair, Vice-Chair or Past-Chair position, as the case may be, that Committee member should recuse themselves from the Committee in deliberations and exert no influence on the process, for that particular role.

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

~~Review and Amendment ¶~~

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

Review Period: ~~3 years~~ At least every two years;

Date for Next Review: ~~2026-2027~~ 2024;

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

Policy Superseded by this Policy: None.

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

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

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

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

Schedule 1 – Board Chair and Vice Chair Election Procedures

(adopted by the Board on 31 August 2020, amended on May 4, 2022)

Overview of the Approved Election Procedures

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

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

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

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

Section 3(a): Eligibility

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

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

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

Section 3(b): Nomination Procedures

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

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

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

Each nominee shall be invited to speak to the Board separately for up to 5 minutes in support of their nomination. The order of the nominees speaking to the Board shall be determined by a random draw conducted by the Board Secretary. Following each nominee’s speech a

reasonable amount of time (such as 15 minutes) shall be provided for a question and answer session during which each Board member shall have the opportunity to ask the nominee one question, and if time permits, a second question.

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

Section 3(c): Election Procedures

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

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

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

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

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

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

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

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

An election becomes final when the chair announces the result.

APPENDIX A to the Board Chair and Vice-Chair Election Procedures

Board Chair Selection

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

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

Section 10 of the Lakehead University Act:

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

Board Bylaws:

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

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

BGNC Terms of Reference:

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

Chair/VC/PC Selection Process:

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

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

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



2018-2023

Strategic Plan

PROGRESS MONITORING AND REPORTING

YEAR 5
INTERIM REPORT 2

Board of Governors

June 2, 2023

Year 5 Interim Report 2

Context

- This Year 5 Interim Report includes the "Report Card" for the Strategic Plan metrics that are reported to the Board in June each year
- This Report includes the background data that was used to assess the metric scoring on the "Report Card", including baseline data, targets, and actuals, providing the Board insight into the data tracked by the Executive Team
 - Baseline reflects the University's starting point at the beginning of the Strategic Plan
 - Where an SMA 2 or SMA 3 target/band had been established, the in-year goal is to stay within the target/band
- Year on year variations are normal
- Some metrics are not expected to change significantly on an annual basis
- Year 5 implementation of the Strategic Plan continues to be significantly impacted by COVID-19.
 - Notes relating to the impact have been included for each metric as appropriate.
 - If the annual target was not achieved as a result of COVID-19, the indicator includes a "C".

STRATEGIC THEME:

Academic Excellence

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

STRATEGIC THEME:

Social Responsibility

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

STRATEGIC THEME:

Local & Global Partnerships

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

STRATEGIC THEME:

Entrepreneurship & Innovation

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

STRATEGIC THEME:

Capacity Development

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

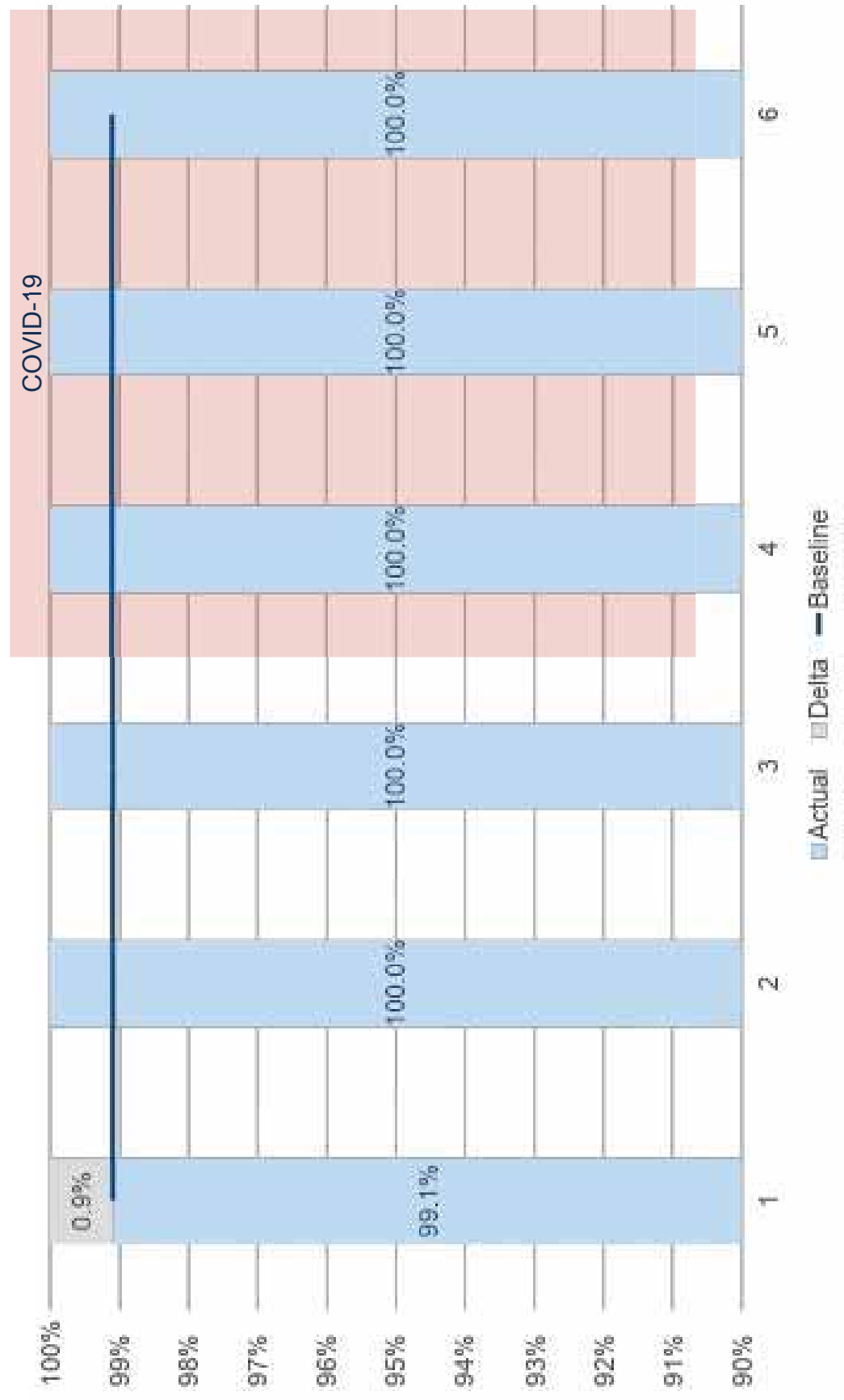


Annual Reporting Cycle

| | | Interim 1 | Interim 2 | Final |
|---------------------------------|---|-----------|-----------|---------|
| | | February | June | October |
| Academic Excellence | Students' perceived gains in higher order learning outcomes | ● | | |
| | Participation rate of senior-year students in exp. learning | | ● | |
| | Six-year graduation rate | ● | | |
| | Graduates employed in full-time jobs related undergraduate degree | ● | | |
| | Graduate student enrolment | ● | | |
| | Number of postdoctoral fellows | | ● | |
| | Number of Research Chairs to 25 | | ● | |
| | Domestic student population reflects the local demographics | | | ● |
| Social Responsibility | Participation rate for residents of Simcoe County and Northwestern Ontario | | | ● |
| | Indigenous student enrolment at both baccalaureate and graduate levels | | ● | |
| | Number of Indigenous faculty members and staff | | ● | |
| | Graduate employment rate (2 years) | ● | | |
| | Partnerships with municipalities, government orgs, research institutes and industry | | | ● |
| | Partnerships with Indigenous groups | | | ● |
| Local and Global Partnerships | Participation in the Achievement Program and Aboriginal Mentorship Program | | ● | |
| | Enrolment of under-represented student groups in specific programs | | ● | |
| | Alumni engagement | | | ● |
| | Work-integrated learning opportunities across disciplines | | ● | |
| Entrepreneurship and Innovation | Economic impact of Lakehead University | ● | | |
| | Societal impact of Lakehead University | | ● | |
| | Businesses and start-ups in local communities directly related to University activity | | | ● |
| | Increase in number of patents filed | | | ● |
| | Student satisfaction | ● | | |
| Capacity Development | Employee engagement | | | ● |
| | Enrolment will increase to 10,000 students | ● | | |
| | International enrolment will constitute 20% of overall enrolment | ● | | |
| | Proportion of revenue from sources other than government operating grants or government-regulated tuition | | | ● |



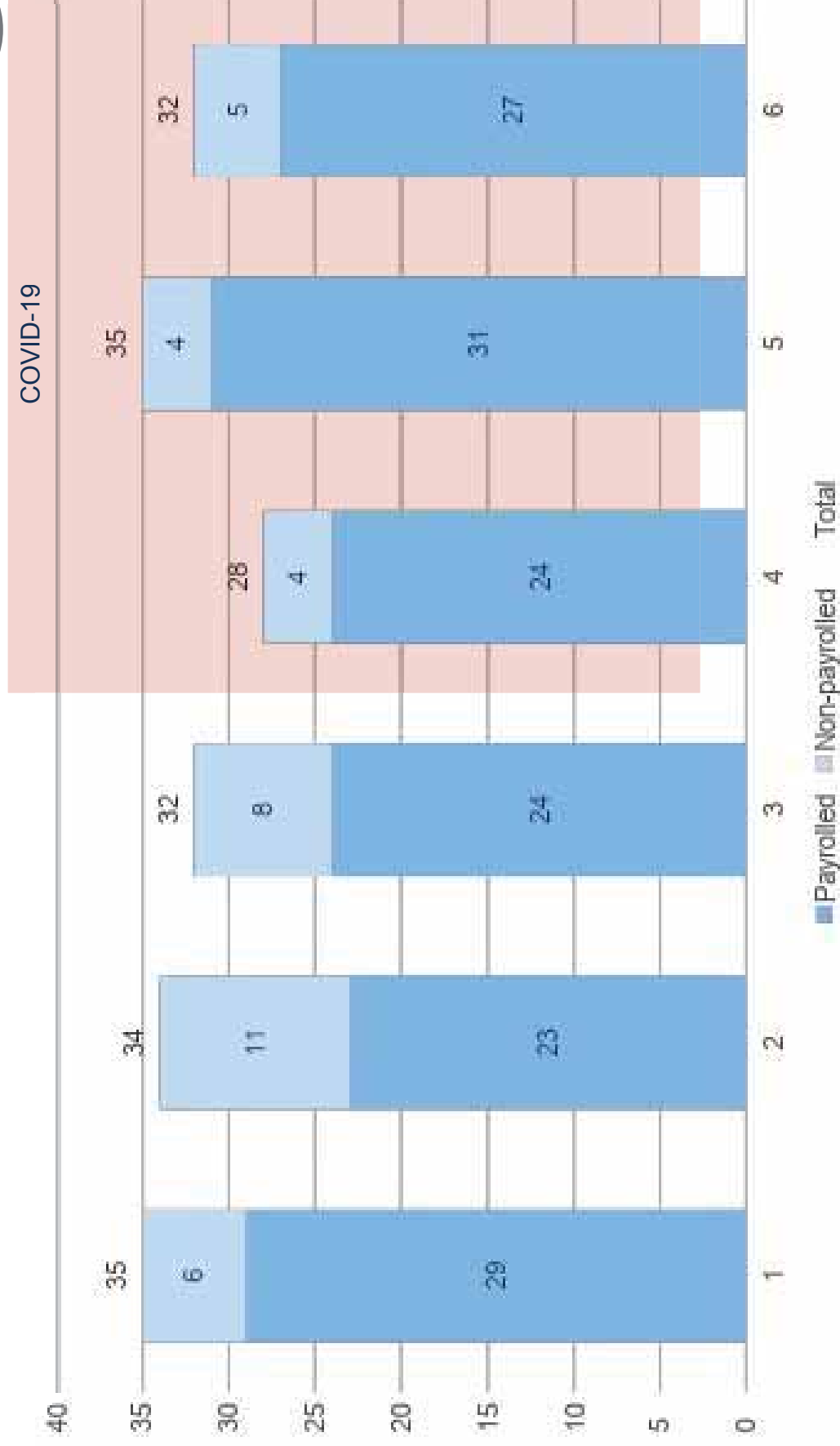
2. Achieve 100% participation rate of senior-year students in experiential learning



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



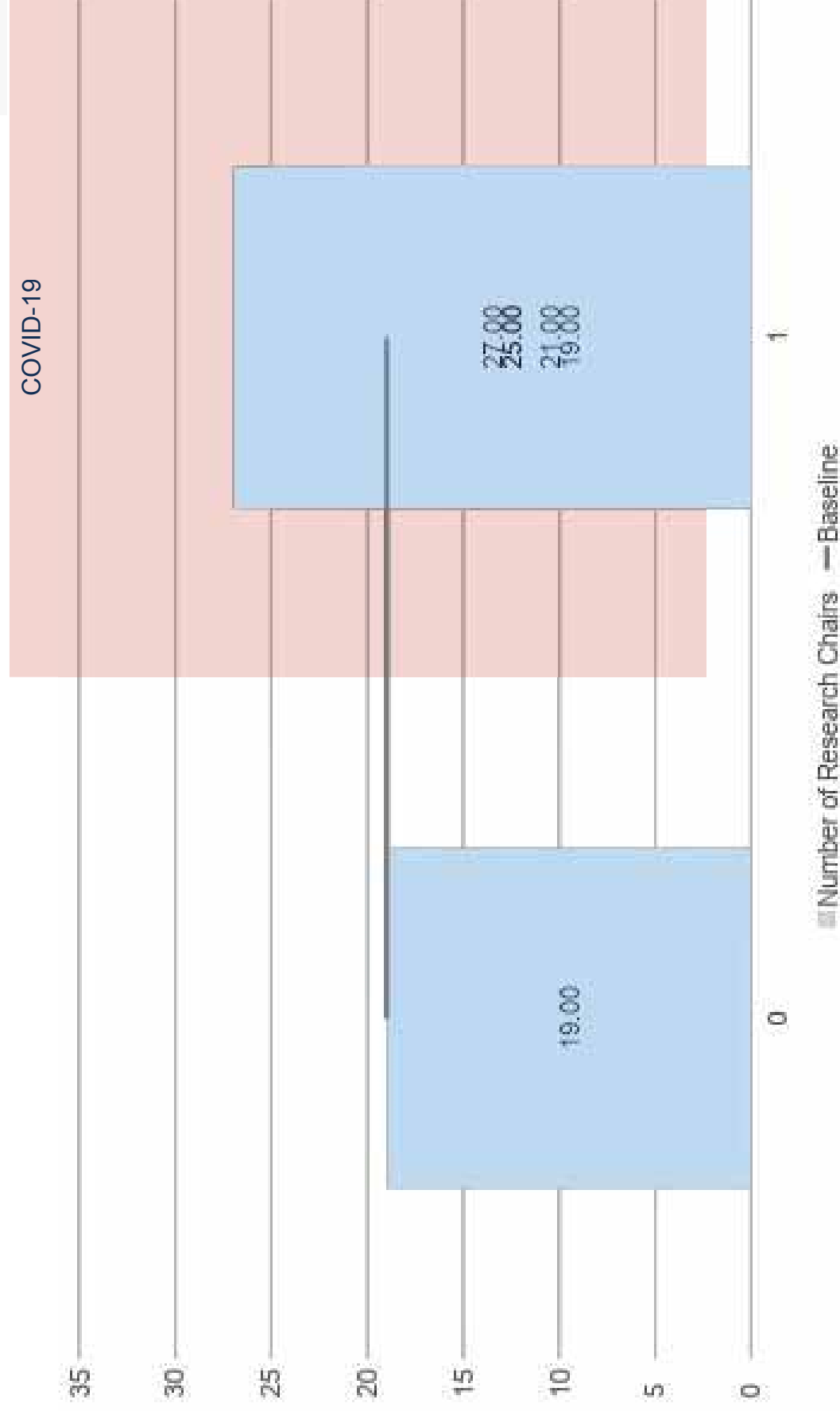
6. Increase in post-doctoral fellows



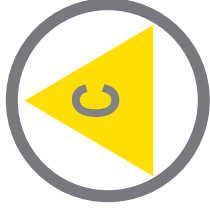
Definition: Payrolled post-doctoral fellows are derived from HR Information System; Non-payrolled post-doctoral fellows are derived from the Office of Research and reflect visiting post-doctoral fellows who are not included in the Lakehead University payroll. Post-doctoral fellows are based on Fiscal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

NOTE: The number of post-doctoral fellows has been significantly impacted by a number of factors resulting from COVID-19, including restricted mobility.

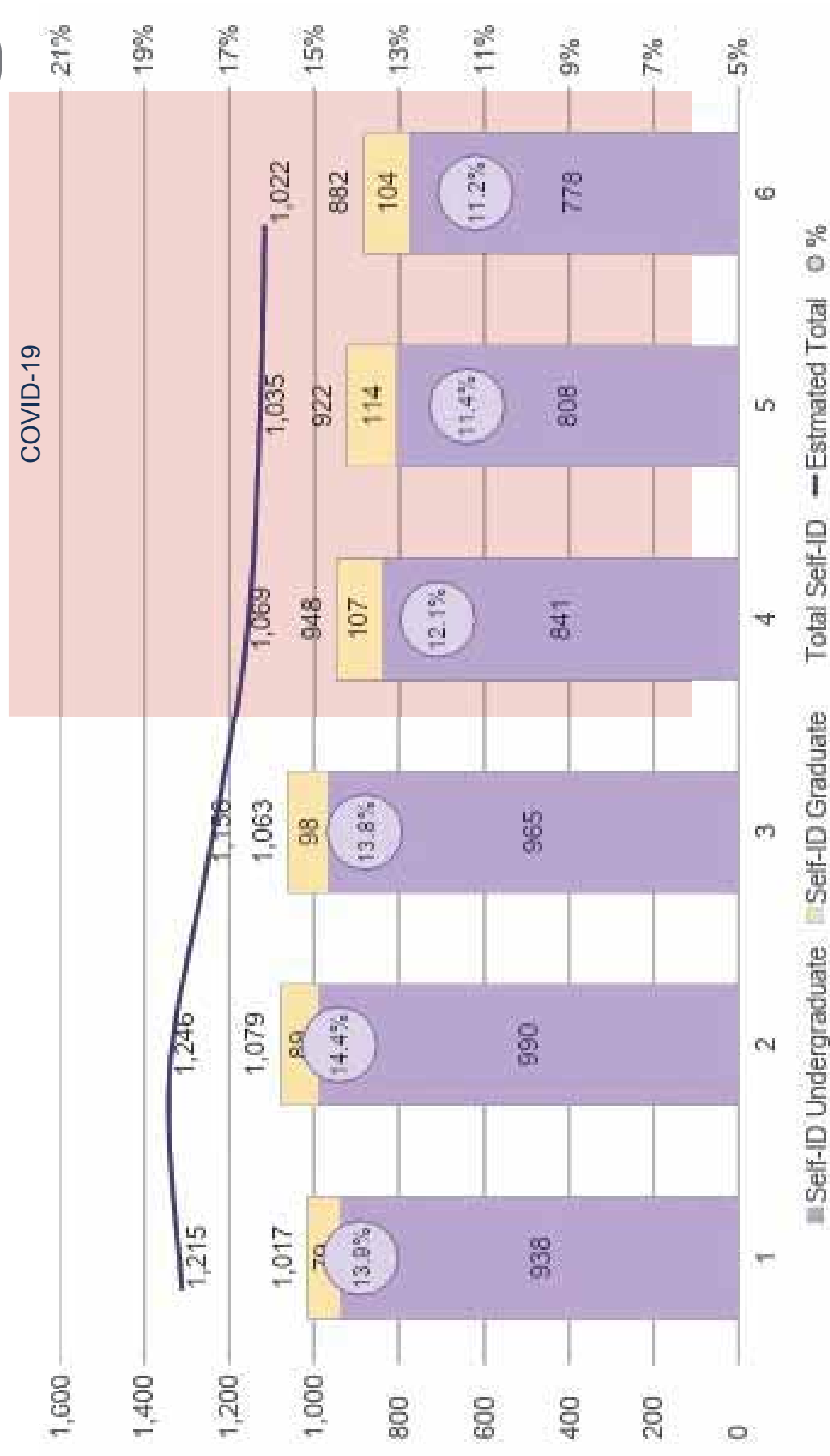
7. Increase the Number of Research Chairs to 25



Definition: Includes: Canada Research Chairs, Lakehead University Research Chair(s), Research Chair(s) in Northern Studies, Lakehead University/Thunder Bay Regional Health Research Institute Research Chair(s), Ontario Research Chair(s), Fulbright Research Chair(s) and Industrial Research Chair(s). Excludes NOSM Chair(s). Reporting period: May 1 – April 30.



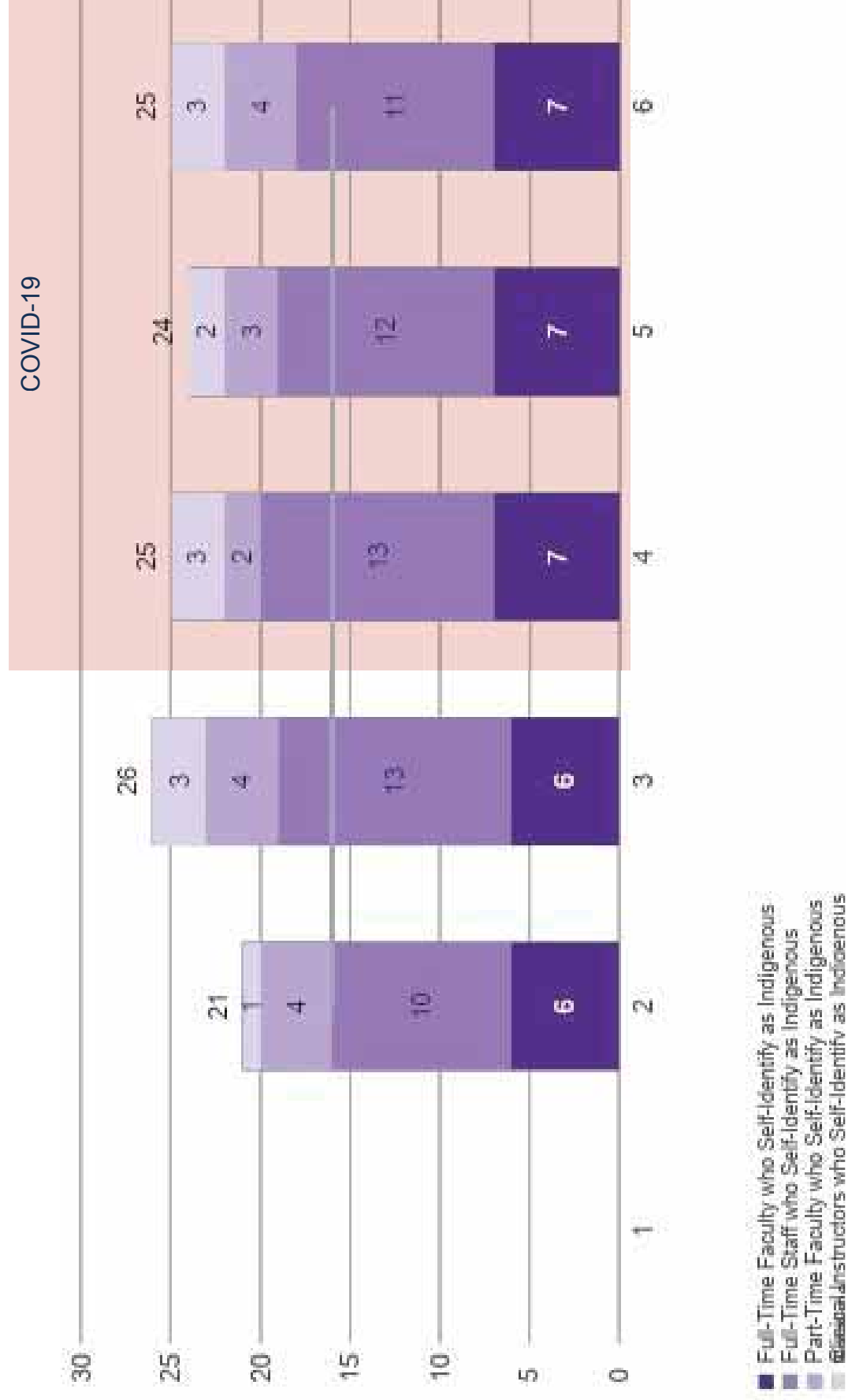
10. Indigenous student enrolment at both baccalaureate and graduate levels will increase



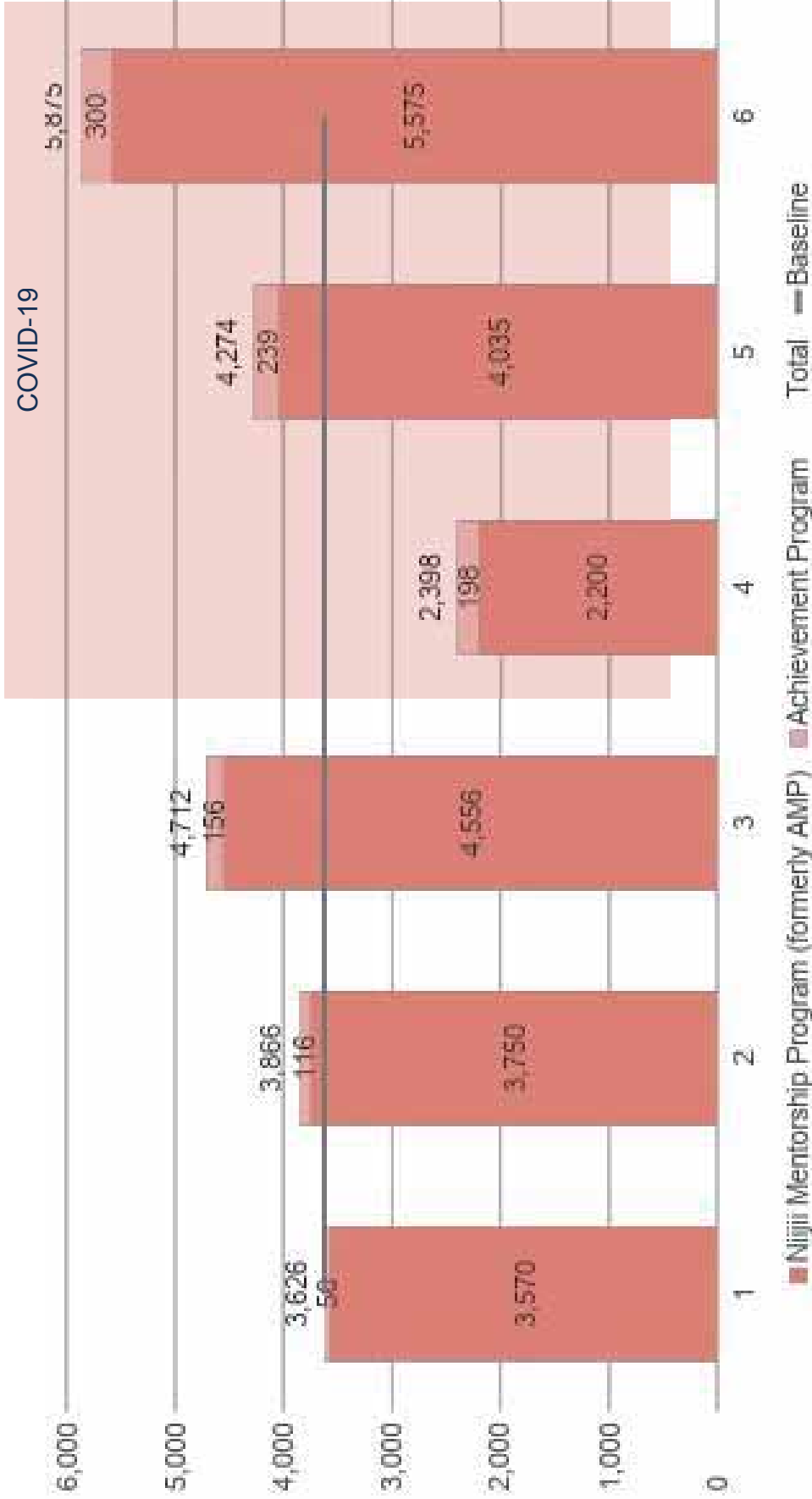
Definition: Based on all domestic students enrolled at Lakehead University per year. Includes full-time and part-time students, all terms, who self-identify as Indigenous per the Ministry definition (North American Indigenous), compared to all full-time and part-time domestic students, all terms.

NOTE: Enrolment has been significantly impacted by a number of factors resulting from COVID-19, including restricted mobility.

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



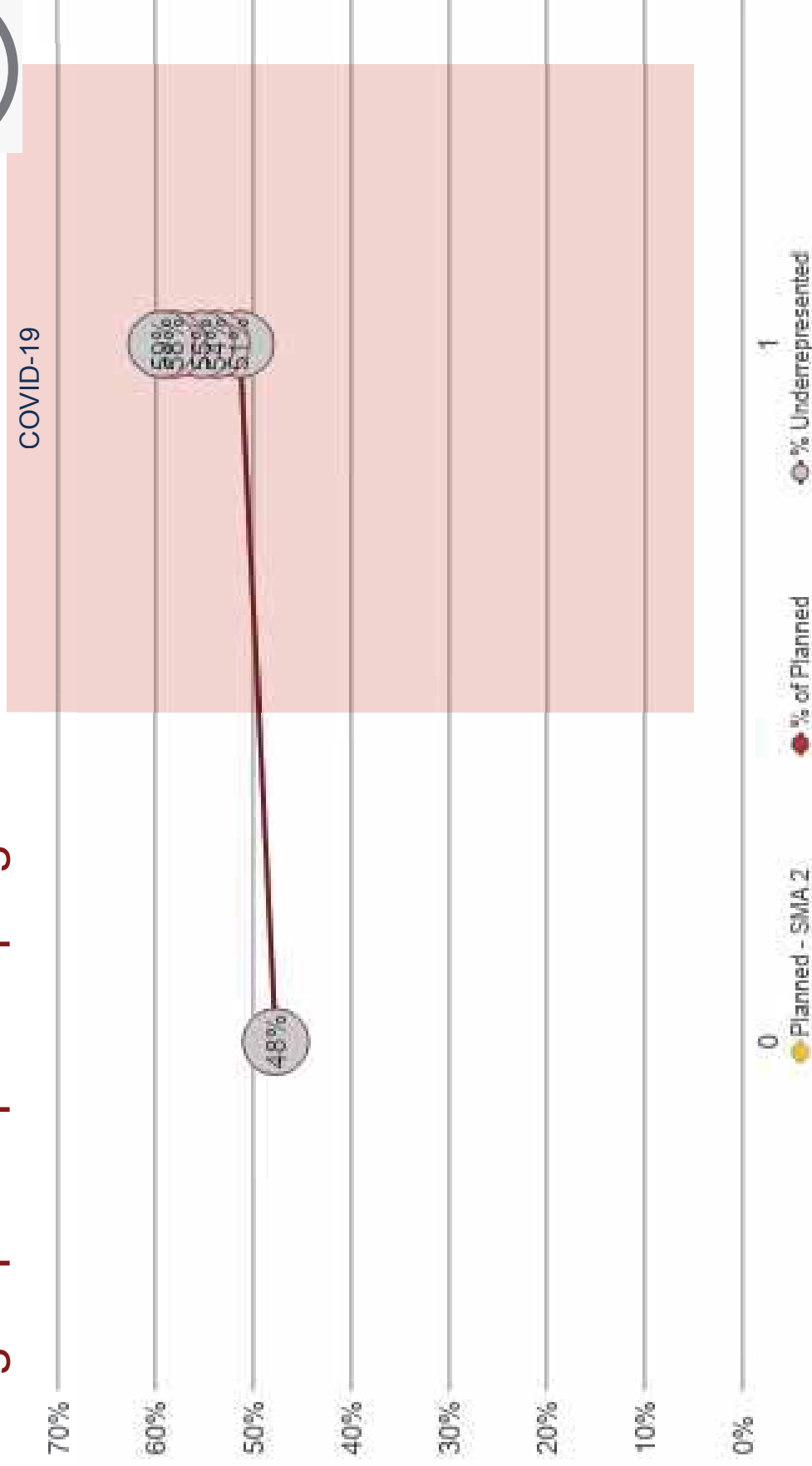
15. Increase participation in Achievement Program and Nijiji Mentorship Program



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

NOTE: Enrolment has been significantly impacted by a number of factors resulting from COVID-19, including restricted mobility. The in-person programming has changed to more time intensive smaller online virtual sessions. The program is also working with a number of 10 schools to offer virtual homework help, which includes one-on-one tutoring and assistance with homework, as well as providing pathway guidance.

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



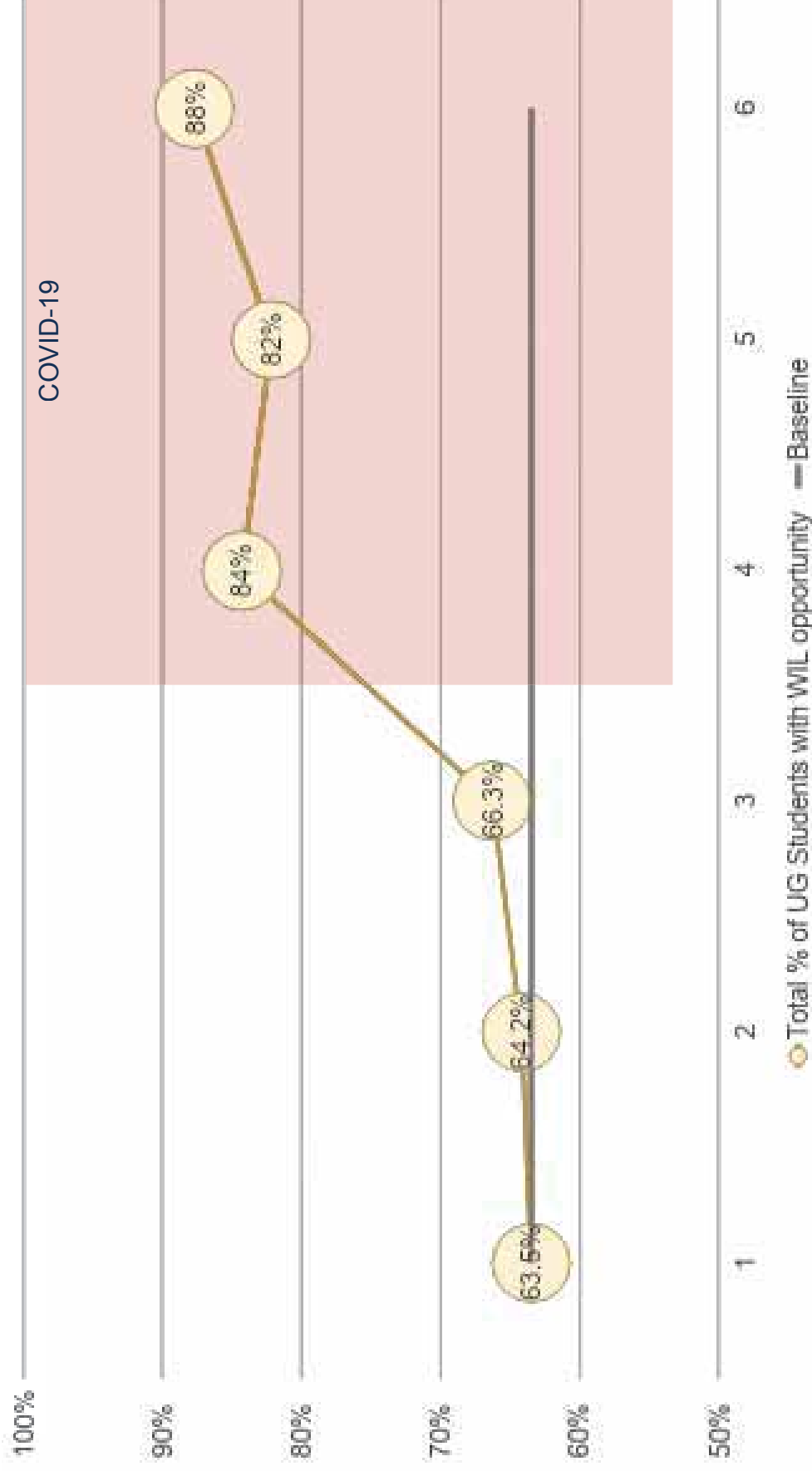
Definition: This data presents the number of domestic students from under-represented groups enrolled in undergraduate and graduate programs in the Faculties of Engineering, Science and Environmental Studies and Natural Resources Management as of the Nov 1 census date each academic year. Per Universities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

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

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

NOTE: Enrolment (total enrolment and enrolment of under-represented student groups in specific programs) has been significantly impacted by a number of factors resulting from COVID-19, including restricted mobility.

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



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

12 **NOTE:** This metric has been significantly impacted by a number of factors resulting from COVID-19, including restricted mobility and expanded remote learning opportunities.

2018-2023 Strategic Plan - Report Card

Date Updated: May 18, 2023

| | | | | | | | COVID-19 | | | | | |
|---------------------------------|--|--|--|--|--|--|---------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | | | | | Baseline 2017/18 | Year 1 2018/19 | Year 2 2019/20 | Year 3 2020/21 | Year 4 2021/22 | Year 5 2022/23 |
| Academic Excellence | | | | | | | | | | | | |
| 1 | Increase in students' perceived gains in higher order learning outcomes by 2023 (NSSE) | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 2 | Achieve 100% participation rate of senior-year students in experiential learning opportunities by 2023 | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 3 | Increase in six-year graduation rate | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 4 | # graduates employed in full-time jobs (skills match) is above the provincial avg. | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 5 | Increase in graduate student enrolment | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 6 | Increase in number of postdoctoral fellows | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 7 | Increase in the number of Research Chairs to 25 | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Social Responsibility | | | | | | | | | | | | |
| 8 | Lakehead's domestic student population will reflect the demographics and diversity in the regions served by the University | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 9 | Baccalaureate participation rate for residents of Simcoe County and Northwestern Ontario will increase | | | | | | ● | ✓ | ✓ | ✓ | ✓ | ✓ |
| 10 | Indigenous student enrolment at both baccalaureate and graduate levels will increase | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 11 | The number of Indigenous faculty members and staff will increase | | | | | | ● | ✓ | ✓ | ✓ | ✓ | ✓ |
| 12 | The graduate employment rate two years after graduation from a baccalaureate program will be above the provincial avg | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Local and Global Partnerships | | | | | | | | | | | | |
| 13 | Increase in # of partnerships w municipalities, gov't orgs, research institutes and industry (local, national and int'l) | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 14 | Increase in the number of partnerships with Indigenous groups | | | | | | ● | ✓ | ✓ | ✓ | ✓ | ✓ |
| 15 | Increase participation in the Achievement Program and Nijji Mentorship Program (formerly AMP) | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 16 | Increase in enrolment of under-represented student groups in specific programs | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 17 | Increase in total # of engaged alumni (per Alumni Engagement Plan) | | | | | | ● | ✓ | ✓ | ✓ | ✓ | ✓ |
| Entrepreneurship and Innovation | | | | | | | | | | | | |
| 18 | Increase in number of work-integrated learning opportunities across disciplines | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 19 | Increase in economic impact of Lakehead University | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 20 | Increase in societal impact of Lakehead University | | | | | | ● | ● | ✓ | ✓ | ✓ | ● |
| 21 | Increase in number of businesses and start-ups in local communities directly related to University activity | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 22 | Increase in number of patents filed | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Capacity Development | | | | | | | | | | | | |
| 23 | Increase in student satisfaction (National Survey on Student Engagement) | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 24 | Improve employee engagement | | | | | | ● | ● | ✓ | ✓ | ✓ | ✓ |
| 25 | Enrolment will increase to 10,000 students by 2023 | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 26 | International enrolment will constitute 20% of overall enrolment by 2023 | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| 27 | Increase proportion of revenue from sources other than government operating grants or government-regulated tuition | | | | | | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |

● Under Development
● Intervention Required

▲ Trending in Right Direction/Progress Impacted by CV-19
● Annual Target Achieved

5 YEARS OF ACHIEVEMENT

STRATEGIC PLAN – YEAR 1

June 2019

CANADA'S
TOP 10
UNIVERSITIES
THAT PREPARE
STUDENTS FOR
EMPLOYMENT
(MACLEAN'S)

CANADA'S
#1 RESEARCH
UNIVERSITY
4TH CONSECUTIVE
YEAR
(Undergraduate
category)



Academic Excellence

- Teaching Commons offered Summer Institute 2018 and Certificate in Teaching and Learning in Higher Education for faculty
- Expanded experiential learning opportunities
- Expanded international experiential learning
- Signing the Okanagan Charter; work underway to develop Wellness Action Plan
- Additional graduate study space at Lakeland Thunder Bay and Lakehead Orillia
- Aboriginal student cultural and support spaces
- Assembly of First Nations supports Indigenous Certificate in Geological Studies
- Continue to grow research funding/capacity

Social Responsibility

- 13% increase in Indigenous graduate student enrollment
- Inaugural Equity, Diversity and Inclusion survey for faculty and staff
- Expanded programming and pathways with Confederation College, Georgian College, Aboriginal Institutes
- Expansion of Achievement Program
- Continued development of the Office of Human Rights and Equity
- President's Council on Truth and Reconciliation
- Thunder Bay Anti-Racism & Inclusion Coalition

Local and Global Partnerships

- Enhanced partnership with Confederation College; Expansion of Lakeland-Georgian Partnership
- Lakeland University, Confederation College and Natural Resources Canada's Canadian Forest Service sign MOU for forest science research and education
- Agreement with CALAREO to increase research collaboration between Canadian and Latin American partners
- Memorandum of Understanding with City of Thunder Bay/City of Orillia
- Expanded Maple Leaf Schools partnership

Entrepreneurship and Innovation

- Opening of CASES - Centre for Advanced Studies in Engineering and Sciences
- State-of-the-art TEM and XPS research equipment installed at CASES
- INGENUITY – Lakeland's first student business incubator space
- RBC supported work-integrated learning opportunities
- Lakeland University Agricultural Research Station established
- 2019 Research & Innovation Weeks: Rise of the Machines
- Industry SPEED Connect Event

Capacity Development

- Employee engagement survey developed
- Enrollment increased to 8,470 students
- International students, representing 68 countries, comprised 15% of the total student population
- Continued maturity of Lakeland's approach to Integrated Planning and Budgeting
- Continued Implementation of Strategic Enrollment Management
- Revitalization of cross-functional Space Committee
- Technology updates to support students, staff and faculty across both campuses



2019-2024 Academic Plan approved by Senate; implementation to commence May 2019



2019-2024 Research Plan approved by Senate; implementation to commence May 2019



EDI Task Force established; Draft EDI Action Plan in final stages of development



Sustainability Action Plan approved by Senate; implementation to commence May 2019



Alumni Engagement Plan approved; implementation to commence May 2019

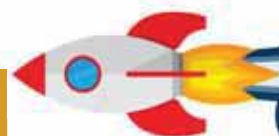
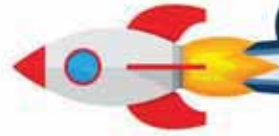
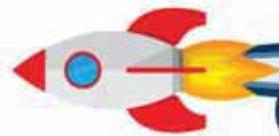
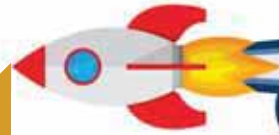
STRATEGIC PLAN – YEAR 2

June 2020



STRATEGIC PLAN – YEAR 3

June 2021



Academic Excellence

- Teaching & Learning week (Anti-Racism & Pedagogies of Inclusion)
- Launch of Talkcampus (online mental health network)
- Peer wellness educator training program
- 7 Vector Institute scholarships
- Tier 2 CRC in Social-Ecological Health
- Expanded experiential learning
- Hiring of Dean, Faculty of Engineering
- Launch of Wellness Strategy

• Internationalization Plan

Social Responsibility

- EDI Action Plan launch & implementation
- Truth and Reconciliation Modules
- Maamawi Bimosewag Indigenous Law and Justice Institute
- Lakehead Global Certificate
- University Seminar - Transition
- Indigenous Speaker Series
- Seven Generation and Lakehead BA General agreement
- EDI workshop for Senior Mgmt Team
- Seamless pathways (trfr students)

Local & Global Partnerships

- Working with Export Development Canada on partnerships
- Training sessions to Simcoe region manufacturing sector
- Magnet Student Work Placement Program supporting 88 students
- Partnered with Anishnabek Employment and Training Services to bring Humanities 101 to nine Indigenous communities
- NOHFC Industry Research Chair awarded in partnership with Impala
- Lakehead Georgian Partnership first graduating cohort

Entrepreneurship & Innovation

- Research & Innovation week (UN Sustainable Development Goals)
- Lakehead Community Zone launch
- Ingenuity supported 11 start-ups
- Mitacs Accelerate Entrepreneur Program hosted at Ingenuity
- PACED consultation sessions
- Initiated Phase 1 of Innovation Hub at Lakehead Orillia
- Bioenterprise housed in Ingenuity District
- University Economic Development Association accreditation Self Study underway

Capacity Development

- Development of Facilities Master Plan initiated
- Implementation of Employee Experience Unit Plans
- Developed Budget 3.0
- Accessibility audit of 7 buildings
- SEM - 5-year enrolment projections
- Finalized SMA 3
- Launch of myInsights to support SEM
- Completion of additional telepresence room



Ontario Undergraduate University

#2

MACLEAN'S

Undergraduate

#2

RESEARCH
INTOSOURCE INC.

STRATEGIC PLAN – YEAR 4

June 2022



Academic Excellence

- Guelph-Lakehead Collaborative Doctor of Veterinary Medicine in Rural and Northern Community Practice in development
- Indigenous Research Chair in Decolonial Futures appointed
- Launch of Master of Nursing (Nurse Practitioner)
- Launch of Psychology Clinic
- Faculty professional development (Summer Institute) on retention
- Launch of the Centre for Healthy Ecosystems and Environmentally Conscious Economic Development

Social Responsibility

- 2021/22 academic year declared a Year of Climate Action
- Climate Change Charter
- Indigenous STEM Access Program (ISTEM) launch
- Youth in Care Tuition Waiver introduced with the Child Welfare Political Action Committee
- Lake Superior Living Labs Climate Action Field School launched
- Bell Let's Talk grants to support students' mental health
- Lakehead-Confederation Joint Admission Agreement

Local & Global Partnerships

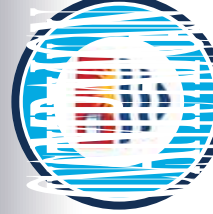
- Continued maturity of the Lakehead Georgian Partnership
- Achievement Program expanded to Keewatin Patricia District School Board
- Open Text Indigenous Internship Program
- Expanded programming with Seven Generations
- \$751K awarded through the provincial Virtual Learning Strategy
- Hosted Treaties Recognition Week
- Partnership with Trinity School of Medicine

Entrepreneurship & Innovation

- 2022 Research and Innovation Week: Planetary Stewardship
- epid@work awarded \$5.5M over 5 years
- \$1.3M awarded to Lakehead and TBRHRI scientists
- Ingenuity hosted 12-week Ascend Accelerator Program and Sustainability Disruption Contest
- Prep for the UEDA Innovation and Economic Prosperity designation
- Ingenuity Indigenous Start Up Fund supporting Indigenous entrepreneurs

Capacity Development

- Enrolment stability in 2021; international enrolment recovery
- New 30,000 sq. ft Wolf Den opened in Thunder Bay
- Training Education & Renewal Fund
- Implemented Budget 3.0 (SEM Initiative Fund)
- Institutional Campaign Year 2 Goals exceeded; Steering Committee appointed
- Community Zone launched; CELL hosted 3,000 participants
- Oak Medical sports medicine clinic



Ontario Undergraduate University

#3

MACLEAN'S

Undergraduate

#2

RESEARCH
INFOSOURCE INC.

STRATEGIC PLAN – YEAR 5

June 2023



Academic Excellence

- Guelph-Lakehead Collaborative Doctor of Veterinary Medicine in Rural and Northern Community Practice supported by province
- Launch of new Bachelor's degree (BEng) in Mechatronics
- Dr. Mushquash received Canada Gairdner Momentum Award
- Dr. Charles Levkoe inducted into the Royal Society of Canada
- LUARS Director inducted into the Ontario Agricultural Hall of Fame
- Awarded Canadian Network for Environmental Education and Communication 2022 Outstanding Post-Secondary Institution Award

Social Responsibility

- Lakehead hosted SDG Week Canada + a Climate Action Summit
- Global Indigenous Speaker Series: Revitalizing Indigenous Languages
- Lakehead University and TBDSSAB release report on migration and homelessness
- Over 5,500 Indigenous youth participated in the Nijiji Mentorship Program
- EV charging stations installed
- Opened *Every Child Matters* Crosswalks on both campuses
- Launch of Center for Healthy Ecosystems and Environmentally Conscious Economic Development

Local & Global Partnerships

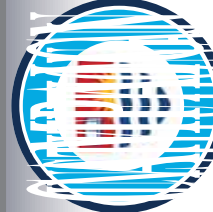
- MOU signed with Orillia Soldier's Memorial Hospital
- MOU signed with Kiikenomaga Kikenjigewen Employment & Training Services
- Lakehead hosting 23 Mitacs Globalink Research Interns from 6 countries in Summer 2023
- Lakehead hosting C2U Expo
- Launch of the LUI *Global Mobility Engagement (ME)* Program
- Signed first two international dual-degree agreements with the Rennes School of Business in France, and with Northumbria University in the UK

Entrepreneurship & Innovation

- 2023 Research and Innovation Week: Improving Our Lives Through Research
- Intellectual Property Law Clinic launched
- Launch of Innovation Hub in partnership with City of Orillia & Simcoe County
- Over 30 participants joined Ingenuity's 8th Disrupt It Event
- City of Orillia approves \$500,000 for new Innovation Hub
- Submitted proposal for the 'Economic Prosperity' designation through the University Economic and Development Association of America

Capacity Development

- 8,646 students enrolled in 2022
- 2,100+ students enrolled in Lakehead
- Orillia/Lakehead-Georgian Partnership
- 1,579 international students
- Grand opening of Wolf Den
- \$15M proposal to Simcoe County Council sets the stage for a major capital and program expansion at Lakehead Orillia
- 2022-23 philanthropic goal exceeded
- Official launch of the Community Zone; 50+ micro-credentials approved by MCU and eligible for Ontario Student Assistance Program



2023-2025

Strategic Plan Extension



Lakehead
UNIVERSITY

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Land Acknowledgment

Lakehead University respectfully acknowledges its campuses are located on the traditional lands of Indigenous Peoples.

Lakehead Thunder Bay is located on the traditional lands of the Fort William First Nation, Signatory to the Robinson Superior Treaty of 1850. Lakehead Orillia is located on the traditional territory of the Anishinaabeg. The Anishinaabeg include the Ojibwe, Odawa, and Pottawatomi nations, collectively known as the Three Fires Confederacy.

Lakehead University acknowledges the history that many nations hold in the areas around our campuses, and is committed to a relationship with First Nations, Métis, and Inuit Peoples based on the principles of mutual trust, respect, reciprocity, and collaboration in the spirit of reconciliation.

MESSAGE FROM THE Board Chair

LAKEHEAD UNIVERSITY

Extension of the Strategic Plan to 2025

At Lakehead University, the strategic plan serves as our compass, guiding decision-making with a focus on achievement of long-term goals aligned to our mission and vision.

As the University approaches the end of its 2018-2023 Strategic Plan, the Board of Governors has given considerable thought to our next chapter.

Through the implementation of the 2018-2023 Strategic Plan over the past five years, Lakehead University has achieved many successes that are cause for celebration despite operating in a highly constrained environment.

After years of managing evolving pressures and disruption resulting from a global pandemic, we recognize the University community needs time to transition to a phase of recovery before we can effectively engage on the development of the University's next strategic plan.

We also recognize that many components of the 2018-2023 Strategic Plan are still relevant and will continue to move the University towards achievement of its mission and vision as we adjust to an environment impacted by the global pandemic.

As a result of this reflection, the Board decided to extend the current plan for two more years through to 2025.

We remain firm in the belief that Lakehead's role as a regional comprehensive research-intensive university has boundless potential to actively contribute to positive change in the world, and that this extension of the Strategic Plan will support us in achieving this goal.

Maria Vasanelli

Chair, Board of Governors Lakehead University 2022-2023

Message from the Board Chair from 2018-2023 Strategic Plan

I am pleased to support this bold and ambitious Strategic Plan for Lakehead University's future. Lakehead University's 2018-2023 Strategic Plan is innovative and exciting and positions the University to achieve its aspirational goals and realize its vision.

The 2018-2023 Strategic Plan is the result of close collaboration between Lakehead's leadership and the Board of Governors, with extensive input from faculty, staff, students, alumni, partners and community members. The development of this Plan included numerous consultations and engagement events with a broad range of stakeholders over the past eighteen months. The feedback we heard inspired our thinking, informed our discussions and influenced the way forward. I particularly found this feedback informative and believe the resulting Plan is richer and more authentic as it is informed by diverse perspectives.

As we look to the future, it is important we maintain the qualities that make Lakehead stand out, that help our students succeed, and that build on strong partnerships established throughout our history.

As a regional university firmly rooted in Northwestern Ontario and Simcoe County, Lakehead is making a significant contribution to the economic, social and cultural well-being of the communities we work, study and live in.

Our faculty continue to inspire, to lead, and to contribute academic and practical knowledge that shapes the world around us.

Over the past five years, Lakehead has been recognized for its academic achievements, its unique programming, its commitment to social justice and its strong graduate outcomes. Lakehead was the first university in Canada to introduce an Indigenous content requirement into all our undergraduate programming. We have developed our campuses in Thunder Bay and Orillia. Lakehead is proud to have been named Canada's number one undergraduate research university for the

past three years. We have established strong partnerships with industry and government that translate into innovative learning experiences for our students and strong employment outcomes for our graduates. Our alumni network has grown to over 60,000 people globally. These graduates are working in leadership roles in diverse fields, influencing the local and global community in a multitude of ways.

However, as we look ahead, we know we will face challenges that require a planned, strategic approach.


The world we live in is changing at a rapid pace. Technology and globalization continue to impact local industry and regional economies, requiring innovative solutions and new partnerships. The skills required to participate in the workforce of the future are shifting locally and globally. While it is clear we live in an age where many jobs will require a postsecondary education, fewer people in Northwestern Ontario and Simcoe County attend university compared to the rest of Ontario.

At the same time, the populations in our local communities are changing, and in some cases, declining. While Lakehead has a clear goal of growing its student population, we are facing intensified competition for students at home and abroad.

Finally, the context for the University's financial planning is changing. As this Plan was being developed, a new provincial approach to funding universities came into effect. As Lakehead adapts to work in this new funding model, it is anticipated fiscal pressures will continue as inflationary increases are managed and investments are made to maintain and develop campuses that will meet the needs of students, faculty and staff into the future.

Lakehead University's 2018-2023 Strategic Plan positions us to adapt and respond to these challenges in a dynamic and inclusive manner.

The strategic themes laid out in this Plan build on our history of academic excellence as a regional, comprehensive university that conducts world-class research grounded in strong partnerships. They are shaped by



our long-standing commitments to access, social justice, diversity, student success, Indigenous curriculum and scholarship, and by continued internationalization of the University. The strategic themes recognize the need to invest in faculty renewal, in expanded student supports, faculty and staff development, and in our infrastructure to develop a strengthened foundation for the future.

This Plan provides a roadmap for the future that recognizes and strengthens Lakehead's contribution to society through the pursuit, dissemination and application of knowledge. Although it has taken eighteen months to develop this Plan, this is just the beginning of our journey, with the real work coming through disciplined implementation of the Plan across the University.

As a proud Lakehead alumnus, I know first-hand the value of the world-class education provided by Lakehead and the positive impact the University has on the local communities it serves. I am confident that Lakehead University is well positioned, through the implementation of this Plan, to continue providing exceptional learning experiences to the next generation of students, making a significant impact on our communities, and creating an environment for long term success.

Sincerely,

David Tamblyn

Chair, Board of Governors Lakehead University, 2017-2018

MESSAGE FROM THE President and Vice-Chancellor

FROM 2018-2023 STRATEGIC PLAN

Our mission to be an innovative comprehensive university that provides an education that is about how to think, not what to think, is increasingly relevant in today's society. An overarching theme of Lakehead University's 2018-2023 Strategic Plan is to embrace our role in creating future leaders, and in supporting the economic, social and cultural resilience of Northwestern Ontario and Simcoe County. We will achieve this by continuing to prioritize high calibre research and education, and by building strong local, global and Indigenous partnerships that champion equity and access.

This Plan speaks to the need to increase the percentage of students who attend university from both Northwestern Ontario and Simcoe County, and the importance of developing and supporting a diverse student population. We know there are many barriers to accessing university, and that getting here is only part of the journey. Through realizing the enhanced student supports embedded throughout this Plan, Lakehead remains committed to providing a range of services that help students realize their potential.

The Plan articulates our commitment to working with Indigenous Peoples in furthering their educational aspirations, and to working with school boards, communities, colleges, and public and private sectors to build university pathways for future generations. Doing so will not only ensure our University's sustainability and relevancy, but also enhance our cultural vibrancy and the achievement of our strategic mandates.

With academic excellence at the heart of our strategy, Lakehead University is committed to delivering high quality programs, fostering excellence in research, scholarly and creative work, and providing a unique and transformative learning experience that positions our graduates for success. To deliver on this, we must focus on quality and innovation both inside and outside our classrooms and labs, and on continued faculty and staff development and renewal.

Achieving the goals set out in this Plan will be challenging as we continue to manage demographic and scale realities, ensuring our University's development meets the needs of both our campuses and effectively responds to Lakehead's longstanding access and diversity objectives. With the help and expertise of faculty and staff throughout our University community, I am confident that Lakehead will continue to thrive.

Sincerely,

Dr. Moira McPherson
President and Vice-Chancellor
Lakehead University





We believe in our students, staff and faculty

Mission

To be an innovative comprehensive university that provides an education that is about how to think, not what to think

Vision

To provide a transformative university experience that is far from ordinary

Values

- Respect
- Innovation
- Commitment
- Community
- Honesty
- Acceptance
- Effort
- Scholarship
- Independence
- Individuality

Beliefs

- We believe our students, staff and faculty make Lakehead University different.
- We believe that our students, staff and faculty want an innovative comprehensive university where they have the highest chance of success.
- We believe that our students, staff and faculty have the passion and drive to realize their dreams and succeed.
- We believe that our students, staff and faculty want the intellectual freedom to pursue the unconventional.
- We believe in the diversity that comes from our students, staff and faculty of many cultures and nations.
- We believe that our students, staff and faculty are passionate about both their own individuality and their communities.

Strategic Plan Development Process

FROM 2018-2023 STRATEGIC PLAN

Looking to the Future

This Strategic Plan is the culmination of an 18-month process that began in autumn 2016 when Lakehead University's Board of Governors initiated development of the 2018-2023 Strategic Plan.

The Board of Governors reviewed the University's achievements over the course of the previous Strategic Plan "Nurturing a Passion to Lead", examined the challenging and evolving environment in which Lakehead University operates, and identified major directions that should guide Lakehead's future.

Through this process, the Board identified key themes centred on the vision of establishing Lakehead as a flexible university that can meet the needs of students today, and into the future, while recognizing the accelerated pace of change anticipated in the coming years.

As technology, including artificial intelligence, continues to change how we do things, the skills required in the future are expected to drive a greater need for the foundational skills developed through a university education and for lifelong learning. The 2018-2023 Strategic Plan acknowledges the gains Lakehead has made in research and scholarship excellence over the last decade, and continues to identify academic excellence as a priority in the future. As pedagogy continues to evolve, this vision recognizes the increasing importance of "hands-on" experiential learning for every student, the importance of offering study abroad and faculty exchange opportunities, and the need to expand non-degree programming to meet the emerging needs of the communities we serve.

The Board's vision recognizes the student demographics at Lakehead University are changing. While the student population at Lakehead is increasingly diverse, there continue to be a number of barriers that prevent some potential students from accessing university education, especially for rural, remote and Indigenous populations. Our challenge is to understand how we can work with local communities

to overcome these barriers and increase the participation rate of under-represented populations.

Lakehead recognizes there will be changes in how postsecondary education is delivered in the future. As technology and artificial intelligence continue to change how we do things, the skills required in the future are expected to drive a greater need for the foundational skills developed through a university education and for lifelong learning. In the future, an even greater proportion of students may be juggling careers, family demands and education, and may require greater flexibility and adaptability in how curriculum is delivered.

Finally, this vision reflects Lakehead's role in fostering a greater understanding of local and global societal issues, and inspiring positive change. Over the next five years, Lakehead University will continue to strengthen its commitment to social justice and will aspire to be recognized as the ideal location of study for Indigenous, social and environmental sustainability issues.

This vision takes into account Lakehead's local and regional role in Northwestern Ontario and Simcoe County, the partnerships established with Confederation College and Georgian College, its expanding global presence, and the unique and transformational student experiences Lakehead offers through comprehensive programming.

Engaging with Our Communities

Throughout 2017 and 2018 the Board of Governors sought input from the entire University community, including students, staff and faculty, the Ogimaawin Indigenous Education Council (formerly OAGC), and community and industry stakeholders in Northwestern Ontario and Simcoe County to help define Lakehead University's strategy for the next five years.

This valuable input informed the key themes and objectives and related strategies and metrics in this Plan.





Strategic Plan Framework

The overarching goal of the strategic framework is to strengthen Lakehead University's vision of providing a transformative university experience grounded in exceptional scholarship and student potential.

Lakehead University's Strategic Plan is built around five interrelated and interconnected strategic themes: **academic excellence, social responsibility, local and global partnerships, entrepreneurship and innovation, and capacity development**. Each of these themes will help Lakehead University achieve its vision.

This Strategic Plan details an aim for each theme that aligns with Lakehead University's vision. Each theme also has objectives, strategies and metrics that, over time, will contribute to achievement of the aim.

To achieve its goals, the University must adopt the Plan across both campuses and incorporate it into existing and emerging collaborations, working with faculty, staff, students, alumni and local, global and Indigenous partners.

Academic Excellence

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

Social Responsibility

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

Local and Global Partnerships

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

Entrepreneurship and Innovation

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

Capacity Development

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

Academic Excellence



Academic Excellence is the foundation of Lakehead University and is critical to achieving its vision.

As a comprehensive and research-intensive university, Lakehead will continue to nurture discovery, support innovation, and advance achievement by recognizing that teaching and research are interconnected and driven by a common focus on learning. Innovative approaches to learning that incorporate experiences inside and outside the classroom will prepare students for success as future leaders.

Aim

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

Objectives

To meet our aim we will:

- Focus on teaching excellence
- Provide a student-centred learning experience
- Promote research excellence and connectedness

Strategies

We will achieve our objectives by:

- Recruiting and retaining an optimal number of high-caliber full-time faculty and staff
- Increasing opportunities for faculty and staff professional and scholarly development
- Embedding experiential learning into every program and articulating learner outcomes to support graduate employment
- Fostering new approaches to cross-disciplinary curriculum development with the goal of providing students opportunities to experience scholarly expertise and unique learning experiences across faculties

- Developing and implementing a proactive and inclusive financial support and awards strategy that reflects the growing diversity of Lakehead's undergraduate and graduate student body
- Increasing access to resources at Lakehead Thunder Bay and Lakehead Orillia to support student health and well-being inside and outside the classroom
- Increasing opportunities for students to engage in innovation and collaboration, within and across disciplines, at Lakehead Thunder Bay and Lakehead Orillia
- Continuing to develop global perspectives through ongoing internationalization of Lakehead University campuses, curricula, and increased international experiential learning opportunities across disciplines
- Increasing undergraduate and graduate student research capacity
- Continuing to position Lakehead to successfully compete for research funding through implementation of a strategic approach to securing research awards and grants
- Building depth in high research activity areas while continuing to expand research and other scholarly and creative activities across disciplines
- Raising the profile of Lakehead University's research activity and expertise, both locally and globally
- Increasing overall per capita research funding at a rate higher than Lakehead's relative peer group

Metrics

Indicators of success include:

- Increase in students' perceived gains in higher order learning outcomes (National Survey on Student Engagement)
- Achieve 100% participation rate of senior-year students in experiential learning opportunities
- Increase in six-year graduation rate
- The number of graduates employed in full-time jobs related to skills developed through their undergraduate degree will be above the provincial average
- Increase in graduate student enrolment
- Increase in number of postdoctoral fellows
- Increase in the number of Research Chairs to 25

Social Responsibility



Social Responsibility recognizes the importance of Lakehead's unique role as a regional university in making a difference to the communities it serves, in developing broader understanding of societal issues, and inspiring action for thoughtful positive change.

By incorporating Social Responsibility as one of the strategic themes, Lakehead is reaffirming its longstanding commitment to social justice, to access and equity to postsecondary education, and to supporting diverse learners achieve their potential.

Aim

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

Objectives

To meet our aim we will:

- Reflect diversity in our faculty and staff, student body, programs, and curricula
- Support Indigenous and other underrepresented student groups to succeed at university
- Develop highly skilled, socially aware graduates
- Foster greater understanding of societal and environmental issues, and inspire action for positive change

Strategies

We will achieve our objectives by:

- Developing and implementing a social responsibility evaluation framework for Lakehead University to measure progress in addressing community and societal needs
- Increasing enrolment of underrepresented student groups in baccalaureate programs, including Indigenous students, first-generation students, and students from Simcoe County and Northwestern Ontario

- Reducing barriers to access for rural and remote residents through remote and distance learning opportunities
- Improving student mobility through transfer agreements/programs, flexible degrees, stacked credentials, certificate programs, part-time undergraduate and graduate opportunities, and transitional programming
- Increasing Indigenous enrolment in graduate degree programs
- Enhancing student supports to assist undergraduate and graduate students succeed academically and socially
- Supporting recruitment, hiring, promotion and retention of indigenous faculty and staff to better reflect the Indigenous population in the regions Lakehead University serves
- Supporting and expanding Indigenous curriculum content at both the undergraduate and graduate level
- Establishing Lakehead University as a leader in social justice, including the development of an Indigenous Research Centre with a focus on health, equity, environmental and international issues impacting Indigenous populations
- Continuing to grow and evolve the Lakehead-Georgian and Confederation College partnerships to improve university participation rate in Simcoe County and Northwestern Ontario
- Developing and implementing strategies to support improved student outcomes in collaboration with partner colleges, universities and Aboriginal Institutes
- Continuing to implement the Lakehead University Equity, Diversity and Inclusion Action Plan in the interest of providing an inclusive, equitable and accessible environment at both Lakehead Thunder Bay and Lakehead Orillia
- Continuing to address the Truth and Reconciliation Commission Calls for Action and Universities Canada Commitments to Truth and Reconciliation
- Continuing to implement the Lakehead University Sustainability Plan

Metrics

Indicators of success include:

- Lakehead's domestic student population will reflect the demographics and diversity in the regions served by the University
- Baccalaureate participation rate for residents of Simcoe County and Northwestern Ontario will increase
- Indigenous student enrolment at both baccalaureate and graduate levels will increase
- The number of Indigenous faculty members and staff will increase
- The graduate employment rate two years after graduation from a baccalaureate program will be above the provincial average

Local and Global Partnerships



The theme Local and Global Partnerships brings a renewed focus on building a culture of mutual recognition and engagement between the University and the communities it serves.

This theme focuses on maturing existing partnerships while developing new opportunities for outreach, collaboration, and knowledge creation and exchange. Engaging with the community, alumni and the learners of tomorrow, the University will continue to grow, to change, and to influence the local and global stage.

Aim

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

Objectives

To meet our aim we will:

- Actively engage and partner with local and global communities, industry and other academic and research institutions
- Build strong and effective relationships with Indigenous partners
- Connect with the students of tomorrow
- Enhance alumni engagement

Strategies

We will achieve our objectives by:

- Establishing the Gichi Kendaasiwin Centre, a community hub that will reflect and celebrate the culture of Indigenous communities in the region, support Indigenous learner pathways to education, and provide support for work placement, training and skills development in Northwestern Ontario.
- Partnering with industry to develop strategies to increase baccalaureate and graduate degree attainment in fields aligned with industry growth in the regions served by Lakehead University

- Increasing the number of research partnerships, co-op placements and work-integrated learning opportunities with municipalities, local government organizations, industry and other organizations
- Developing long-term, sustainable relationships with small and medium enterprises through a focused and proactive engagement approach
- Strengthening partnerships with local chambers of commerce, industry and community to develop life-long learning and experiential learning opportunities aligned to industry needs
- Increasing the number of active Memorandums of Understanding and global strategic research partnerships
- Expanding provision of basic legal services through expansion of community legal clinics across Northwestern Ontario
- Expanding partnerships with local, remote and provincial Indigenous groups
- Expanding local outreach programs with elementary and secondary schools throughout Simcoe County and Northwestern Ontario
- Developing partnerships with regional school boards and Indigenous education councils to create effective pathways to postsecondary education for people who face economic challenges, or who are from under-represented populations
- Collaborating with regional education partners to increase participation of under-represented students in specific disciplines and programs
- Continuing to build strong partnerships with Confederation College and Georgian College
- Continuing to implement a multi-year Alumni Engagement Plan to expand opportunities for lifelong alumni engagement and affiliation

Metrics

Indicators of success include:

- Increase in the number of partnerships with municipalities, government organizations, research institutes and industry (local, national and international)
- Increase in the number of partnerships with Indigenous groups
- Increase participation in the Achievement Program and Aboriginal Mentorship Program
- Increase in enrolment of under-represented student groups in specific programs
- Increase in total number of engaged alumni, as measured by a broad range of activities as identified in the Alumni Engagement Plan

Entrepreneurship and Innovation



A main priority of Lakehead University is facilitating entrepreneurship and economic development throughout Northwestern Ontario and Simcoe County in an innovative, sustainable and culturally appropriate way.

This includes working with local and global partners to better understand public and private sector industry skills needs today and in the future, developing partnerships to help graduates transition into the workforce, and developing new approaches to support lifelong learning.

Aim

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

Objectives

To meet our aim we will:

- Connect with local and global industry
- Drive entrepreneurship and innovation
- Be a leader in sustainability
- Positively influence economic development in local communities

Strategies

We will achieve our objectives by:

- Continuing to advance partnerships with communities, organizations and local industry through the President's Advisory Council on Economic Development in Simcoe County
- Entering into strategic partnerships with local municipalities, business and industry to support innovation, economic development and highly-skilled job seekers in Northwestern Ontario and Simcoe County

- Expanding co-op placements and work-integrated learning opportunities for students across disciplines
- Enhancing career services at Lakehead Thunder Bay and Lakehead Orillia to help students seamlessly transition into the workforce upon graduation
- Supporting student innovation and entrepreneurship, including Indigenous student innovation and entrepreneurial activities
- Extending Lakehead University's range of continuing professional development programming based on consultation with local community and industry partners
- Establishing Lakehead University as a leader in environmental, community and economic sustainability by integrating teaching, learning, research, and developing or enhancing community and industry partnerships
- Partnering with Indigenous communities to support increased culturally appropriate innovation and economic development
- Increasing opportunities for community-driven research
- Stewarding ongoing development of technology-based industry
- Participating in regional innovation clusters on pan-northern issues
- Partnering to develop local entrepreneurship and regional innovation clusters in Simcoe County
- Implementing an accountability framework for Economic Development Milestones for Success

Metrics

Indicators of success include:

- Increase in number of work-integrated learning opportunities across disciplines
- Increase in economic impact of Lakehead University
- Increase in societal impact of Lakehead University
- Increase in number of businesses and start-ups in local communities directly related to University activity
- Increase in total number of patents being managed/maintained in the Patent Suite

Capacity Development



Exceptional people and high-quality infrastructure and technology that support quality learning outcomes are key to achieving the University's vision.

Continued growth and diversification of our student body is also fundamental to achieving Lakehead University's optimal undergraduate and graduate student enrolment. Diversifying revenue will further support financial sustainability and position Lakehead University to fulfil its mission through continued investment in the pursuit of academic excellence.

Aim

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

Objectives

To meet our aim we will:

- Renew physical and technological infrastructure to support evolving pedagogical, teaching, learning and research needs at both Lakehead Thunder Bay and Lakehead Orillia
- Expand and refine services and infrastructure on both campuses to promote an excellent student experience
- Attract, retain and develop the best people, accessing local, national and global talent
- Achieve optimal enrolment at Lakehead Orillia and Lakehead Thunder Bay
- Fully integrate planning and budgeting across the University
- Strengthen the University's position through diversification of revenue and cost containment

Strategies

We will achieve our objectives by:

- Operationalizing a multi-year Facilities Master Plan that includes a strategic, staged and agile approach to revitalization and cross-functional optimization of new and existing infrastructure

- Developing and implementing an iterative strategic Talent Management Plan that includes a multi-year approach to recruitment, succession planning, and ongoing development of faculty and staff
- Continued development of a high performing culture that reflects Lakehead University's core values
- Implementing a multi-year Technology Plan that provides a strategic, staged approach for ongoing technology-based improvements across all levels of the University
- Continuing to develop partnerships with Colleges, Universities and Aboriginal Institutes with the goal of offering students a seamless path to a university degree
- Ongoing implementation of Strategic Enrolment Management
- Ongoing implementation of integrated planning and budgeting with a focus on alignment with strategic and academic priorities and fiscal stewardship across all units
- Diversifying funding sources to achieve revenue growth (including certificates, research grants, industry partnerships, donors)
- Continuing to increase annual philanthropic revenue
- Designing and executing an implementation plan for Lakehead University's Philanthropic Campaign Plan
- Continued growth and diversification of Lakehead Orillia

Metrics

Indicators of success include:

- Increase in student satisfaction (National Survey on Student Engagement)
- Improve employee engagement
- Enrolment will increase to 10,000 students
- International enrolment will constitute 20% of overall enrolment
- Increase proportion of revenue from sources other than government operating grants or government-regulated tuition

Metrics

Academic Excellence

- Increase in students' perceived gains in higher order learning outcomes (National Survey on Student Engagement)
- Achieve 100% participation rate of senior-year students in experiential learning opportunities
- Increase in six-year graduation rate
- The number of graduates employed in full-time jobs related to skills developed through their undergraduate degree will be above the provincial average
- Increase in graduate student enrolment
- Increase in number of postdoctoral fellows
- Increase in the number of Research Chairs to 25

Social Responsibility

- Lakehead's domestic student population will reflect the demographics and diversity in the regions served by the University
- Baccalaureate participation rate for residents of Simcoe County and Northwestern Ontario will increase
- Indigenous student enrolment at both baccalaureate and graduate levels will increase
- The number of Indigenous faculty members and staff will increase
- The graduate employment rate two years after graduation from a baccalaureate program will be above the provincial average

Local and Global Partnerships

- Increase in the number of partnerships with municipalities, government organizations, research institutes and industry (local, national and international)
- Increase in the number of partnerships with Indigenous groups
- Increase participation in the Achievement Program and Aboriginal Mentorship Program
- Increase in enrolment of under-represented student groups in specific programs
- Increase in total number of engaged alumni, as measured by a broad range of activities as identified in the Alumni Engagement Plan

Entrepreneurship and Innovation

- Increase in number of work-integrated learning opportunities across disciplines
- Increase in economic impact of Lakehead University
- Increase in societal impact of Lakehead University
- Increase in number of businesses and start-ups in local communities directly related to University activity
- Increase in total number of patents being managed/maintained in the Patent Suite

Capacity Development

- Increase in student satisfaction (National Survey on Student Engagement)
- Improve employee engagement
- Enrolment will increase to 10,000 students
- International enrolment will constitute 20% of overall enrolment
- Increase proportion of revenue from sources other than government operating grants or government-regulated tuition



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