



BOARD OF GOVERNORS MEETING

AGENDA

Date:	June 10, 2022
Time:	9:00am - 3:00pm (EDT)
Location:	Orillia Campus: Room OA 2014 and Zoom Meeting: https://lakeheadu.zoom.us/j/96792388308 Meeting ID: 967 9238 8308 <ul style="list-style-type: none">• For technical support phone 1-866-652-8657 or email multimed@lakeheadu.ca• To test ahead of time visit https://zoom.us/test• Please remember to mute yourself when possible
On Campus WiFi Network: LUGuest / WiFi Password: LUGuest8	

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

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

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

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

3.	Declaration of Conflict of Interest	Angela Maltese		
	Members are reminded of their duty to declare a conflict of interest should awareness of conflict arise at any time during the meeting.			
4.	Code of Conduct at Meetings	Angela Maltese		
	Members are reminded of the Board approved Code of Conduct in place to promote a positive environment.			
5.	Lakehead University Faculty Association Deputation	Gautam Das, Scott Pound	9:00am	15min
	a. Deputation Request b. Board of Governors Deputation Policy - for information			
6.	Chair's Report	Angela Maltese	9:15am	15min
	a. Presidential Search Update			
7.	President's Report	Dr. Moira McPherson	9:30am	10min
8.	Consent Agenda	Angela Maltese	9:40am	5min
	<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.			
C1.	Previous Minutes			
	MOVED that the minutes of the May 4, 2022 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 19, 2022. A confidential report was provided during the in camera session.</i>		
	C3.	President's Report on Appointments		
	C4.	Audit and Risk Committee Report (of the May 19, 2022 meeting) 1. Lakehead University Pension Investment Fund For Information: i. Pension Investment Fund Annual Report ii. Approval of the Pension Investment Fund Audited Financial Statements WHEREAS the Board Audit and Risk Committee recommends approval of the Lakehead University Pension Investment Fund Financial Statements; MOVED to approve the Lakehead University Pension Investment Fund Financial Statements.		
	C5.	External Relations Committee Report (of the May 18, 2022 meeting)		
	C6.	Finance and Operations Committee Report (of the May 19, 2022 meeting)		
	C7.	Governance and Nominating Committee Report (of the May 18, 2022 meeting)		
	C8.	Learning and Liaison Committee Report (of the May 18, 2022 meeting) 1. Institute of Corporate Directors (ICD) Board Membership Renewal WHEREAS the Board Learning and Liaison Committee recommends approval to renew the ICD Board membership; MOVED to approve renewing the ICD Board membership that expires on May 31, 2022.		
	C9.	Other Informational Items 1. Ojimaawin Indigenous Education Council Report (of the June 6, 2022 meeting) 2. Senate Report (of the May 12, 2022 meeting)		
8.	Items for Discussion from Committee Reports		Angela Maltese	9:45am

8.1	<p>Item(s) from the Finance and Operations Committee Report</p> <p>a. Responsible Investment</p> <p>WHEREAS the Board has decided to work towards divestment by the end of the current strategic plan in a manner consistent with the fiduciary and legal responsibility of the Board;</p> <p>AND WHEREAS Lakehead investment funds managed by Jarislowsky Fraser have transitioned to an investment solution consistent with the Board's decision at this time;</p> <p>AND WHEREAS Connor, Clark & Lunn (CC&L) has had a successful track record with Lakehead funds but does not currently have an investment solution consistent with the Board's decision;</p> <p>MOVED to approve that Lakehead investments currently with CC&L remain unchanged the time being, and that the University continue to work with CC&L to encourage them to create an investment solution consistent with the Board's decision.</p>	Cathy Tuckwell	9:45am	15min
9.	<p>2nd Progress Report on Implementation of the Strategic Plan</p>	Dr. Moira McPherson, Dr. Heather Murchison	10:00am	45min
10.	<p>In Camera Session</p> <p>MOVED to adjourn to an in camera session to discuss items of a personnel, legal or real estate nature, or any other item of sensitive or confidential nature, and that only</p>	Angela Maltese	10:45am	

	members of and others approved by the Board may be present.				
	10.1	Motions Arising from the In Camera Meeting	Barbara Eccles	2:00pm	
11.	Other Business		Angela Maltese	2:10pm	5min
Adjournment				3:00pm	
Next Meeting (AGM): September 29, 2022, 9:00am - 1:00pm (EDT)					



BOARD OF GOVERNORS MEETING

DRAFT MINUTES

Date:	May 4, 2022
Time:	9:00am - 2:10pm (EDT)
Location:	Zoom Meeting

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

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

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

The meeting was called to order at 9:04am.

Item	Presenter(s)
1. Approval of Agenda The agenda was approved as circulated.	Angela Maltese
David Tamblyn Remembrance The Board Chair and Immediate Past-Chair acknowledged the passing of past Board Chair David Tamblyn and the many contributions he made to Lakehead University and the Board of Governors.	Angela Maltese
2. Need for In Camera Items to be Declared Members were reminded that items arising that need in camera attention should be declared at the point of discovery.	Angela Maltese

3.	Declaration of Conflict of Interest	Angela Maltese
	Members were reminded of their duty to declare a conflict of interest should awareness of conflict arise at any time during the meeting.	
4.	Code of Conduct at Meetings	Angela Maltese
	Members were reminded of the Board approved Code of Conduct in place to promote a positive environment.	
5.	Chair's Report	Angela Maltese
	The Board Chair shared a video from Research and Innovation Week. [https://www.youtube.com/watch?v=uKuMdqJ_mLY&list=PLDAjrcZQG9cArwJ3aPTtUp-Af9yxhbR0S]	
6.	President's Report	Dr. Moira McPherson
	<p>The May 2022 President's Report was circulated in advance with the meeting materials. Highlights from the President's verbal report included:</p> <ul style="list-style-type: none"> • The Global Indigenous Speakers Series - Dr. Anton Treuer • Announcement: MOU signing with Confederation College • Announcement: Measuring Our Societal Impact <ul style="list-style-type: none"> ○ For the third year in a row, Lakehead has ranked among the top 100 universities in the world making an impact on our local and global communities, according to the 2022 Times Higher Education Impact Rankings (THE). <p>Discussion ensued.</p>	
7.	Consent Agenda	Angela Maltese
	<p>The items listed in the Consent Agenda, along with supporting documentation, were circulated to members in advance with the meeting materials. Prior to approving the Consent Agenda, Board members had the opportunity to request that an item be removed from the Consent Agenda and placed as a separate item on the agenda under Items for Discussion from Committee Reports or elsewhere on this agenda, to allow for discussion or debate.</p> <p>The Board Chair explained how the Consent Agenda is designed for items that are routine and non controversial in nature and should help meetings run more efficiently, reminding members that any item may be removed from the Consent Agenda and added as a separate item to allow for discussion.</p>	

	The Consent Agenda was approved by consensus.		
	C1.	Minutes of Previous Meeting MOVED that the minutes of the March 24, 2022 meeting be approved. CARRIED	
	C2.	Executive Committee Report - for information The Board Executive Committee discussed items of business that were sensitive or confidential in nature during its regular meeting on April 14, 2022 and other special meetings. A confidential report was provided during the in camera session.	
	C3.	President's Report on Appointments	
	C4.	Audit and Risk Committee Report (of the April 14, 2022 meeting)	
	C5.	Finance and Operations Committee Report (of the April 14, 2022 meeting)	
	C6.	Governance and Nominating Committee Report (of the April 13, 2022 meeting) a. 2022-23 Board Meeting Schedule WHEREAS the Board Governance and Nominating Committee recommends approval of the 2022-23 Board meeting schedule; MOVED to approve the proposed 2022-23 Board meeting schedule as presented. CARRIED	
	C7.	Learning and Liaison Committee Report (of the April 13, 2022 meeting)	
	C8.	Other Informational Items a. Ogimaawin Indigenous Education Council Report (of the April 4, 2022 meeting) b. Senate Report (of the April 11, 2022 meeting) c. 2022 Research and Innovation Week Video [https://www.youtube.com/watch?v=uKuMdqJ_mLY&list=PLDAjrcZQG9cArwJ3aPTtUp-Af9yxhbR0S]	
8.	Items for Discussion from Committee Reports		Angela Maltese

8.1	<p>Item(s) from the Board Governance and Nominating Committee (BGNC) Report (9:43)</p> <p>a. Board Chair, Vice-Chair and Past Chair Succession Policy</p> <p>The following documents were circulated in advance with the meeting materials:</p> <ul style="list-style-type: none">i. Current Policyii. Board Chair, Vice-Chair and Past Chair Succession Policy (with mark-up compared to March 24, 2022 version) <p>The BGNC Chair provided background information regarding the comprehensive review and consultation of this policy.</p> <p>Claudine Cousins joined the meeting.</p> <p>WHEREAS on March 24, 2022 members of the Board of Governors referred further proposed changes to the BGNC to the proposed Board Chair, Vice-Chair and Past-Chair Succession Policy;</p> <p>MOVED (M. Vasanelli) to approve the attached revised Board Chair, Vice-Chair and Past-Chair Succession Policy, subject to the appropriate changes being made to the “Roles and Responsibilities of Members of the Lakehead University Board of Governors”, and that the said policy replaces the current Board of Governors Chair, Vice-Chair and Past Chair Selection Procedures. CARRIED</p> <p>b. Roles and Responsibilities of Members of the Lakehead University Board of Governors</p> <p>The following documents were circulated in advance with the meeting materials:</p> <ul style="list-style-type: none">i. Current Documentii. Proposed Amendments (with mark-up compared to March 24, 2022 version)	Maria Vasanelli
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	<p>WHEREAS on March 24, 2022 members of the Board of Governors referred further proposed changes to the BGNC to the proposed amendments to the Roles and Responsibilities of Members of the Lakehead University Board of Governors;</p> <p>MOVED (M. Vasanelli) to approve the further proposed amendments to the “Roles and Responsibilities of Members of the Lakehead University Board of Governors”.</p> <p>CARRIED</p> <p>c. Board of Governors Nominations Process</p> <p>The following documents were circulated in advance with the meeting materials:</p> <ul style="list-style-type: none"> i. Current Process ii. Proposed Amendments (with mark-up) iii. Proposed Amendments (without mark-up) <p>WHEREAS the BGNC has carried out a period review of the Board Nominations Process and recommended changes;</p> <p>MOVED (M. Vasanelli) to recommend that the Board approve the amendments to the Board of Governors Nominations Process.</p> <p>CARRIED</p>	
8.2	<p>Item(s) from the Learning and Liaison Committee Report</p> <p>a. Rescheduling the September 30, 2022 Board Orientation</p> <p>WHEREAS the schedule approved by the Board in May 2021 includes holding a Board Orientation on September 30, 2022;</p> <p>AND WHEREAS the National Day of Truth and Reconciliation occurs on September 30, 2022;</p> <p>AND WHEREAS the recent past practice has been to hold a Board Retreat in the Fall instead of a Board Orientation Session;</p> <p>MOVED (W. Walberg) to reschedule the Board Orientation for new members from September 30, 2022 to a date to be determined</p>	Wendy Walberg

		with new Board members, and that the Board also schedule a Board Fall Retreat in 2022 at a date to be determined. CARRIED	
9.	In Camera Session	<p>By consensus, the Board agreed to adjourn to an in camera session to discuss items of a personnel, legal or real estate nature, or any other item of sensitive or confidential nature, and that only members of and others approved by the Board may be present.</p> <p>Dr. David Barnett, Rita Blais, Dr. Andrew Dean, Barbara Eccles, Toby Goodfellow, Dr. Dean Jobin-Bevans, Marcie Morrison, Dr. Heather Murchison, Kathy Pozihun, Rebecca Truax and Yvonne Roussel were invited to remain for the in camera meeting.</p> <p>The Board returned to the open meeting at 3:50pm.</p> <p>Rita Blais, Yvonne Roussel, Rebecca Truax, Maria Vasanelli and Wendy Walberg left during the in camera session.</p>	Angela Maltese
9.1	Motions Arising from the In Camera Meeting	<p>The Secretary reported that the following motions were approved during the in camera portion of the meeting:</p> <ul style="list-style-type: none"> • Item 4.2a - 2022-23 Proposed Operating Budget Presentation <ul style="list-style-type: none"> ○ MOVED to approve the proposed 2022-23 operating budget aggregating \$145.130 million of income and \$145.130 million of expenditures. CARRIED ○ MOVED to approve the proposed 2022-23 ancillary budget. CARRIED 	Barbara Eccles
10.	Other Business	<p>Board Finance and Operations Committee Responsible Investment Policy Review Ad Hoc Committee:</p> <p>The Chair of the Ad Hoc Committee provided an update on work to date, reporting that Lakehead assets have been transferred from regular investments to fossil free investments.</p>	Angela Maltese

	<p>Presidential Search Update:</p> <p>The Board Chair provided an update on the presidential search work to date, encouraging all Board members to attend the upcoming Board of Governors special meeting that will focus on developing the profile for the next president.</p>	
<p>The meeting was adjourned at 3:54pm.</p> <p>Next Meeting: June 10, 2022, 9:00am - 1:00pm (EDT)</p> <ul style="list-style-type: none">● Orillia Campus: Possible In-Person Meeting, Meeting Room TBD<ul style="list-style-type: none">○ At the request of the Board Chair, the University Secretariat will circulate a poll to Board members to help determine if the June 10 Board meeting will be in person on the Orillia campus.● Thunder Bay Campus: Virtual Meeting		

Angela Maltese, Chair

Barbara Eccles, Secretary



MEMORANDUM

Date: June 10, 2022

From: Moira McPherson – President and Vice Chancellor

To: The Board of Governors

Meeting Date: June 10, 2022

Agenda Item: C3 – President's Report on Appointments

Assistant Dean

- Dr. Catherine Phillips was appointed as Assistant Dean (Orillia campus) in the Faculty of Health & Behavioural Sciences effective July 1, 2022 to June 30, 2025.
- Dr. Paolo Sanzo was appointed as Assistant Dean (Thunder Bay campus) in the Faculty of Health & Behavioural Sciences effective July 1, 2022 to June 30, 2025.

Chairs

- Dr. Olakunle Akingbola was appointed as Chair of the Business Program in Orillia, Faculty of Business Administration effective July 1, 2022 to June 30, 2025.

Adjunct Professors

- Dr. Wouter Bleeker was appointed as an External Adjunct Professor in the Department of Geology effective July 1, 2022 to June 30, 2026.
- Dr. David Gauthier was appointed as an External Adjunct Professor in the Department of Geology effective July 1, 2022 to June 30, 2026.
- Dr. Kirsti Toivonen was appointed as an External Adjunct Professor in the Department of Psychology effective July 1, 2022 to June 30, 2026.
- Dr. Elaine Toombs was appointed as an External Adjunct Professor in the Department of Psychology effective July 1, 2022 to June 30, 2026.
- Dr. Yimin Yang was appointed as an External Adjunct Professor in the Department of Computer Science effective July 1, 2022 to June 30, 2026.

Professional Associate

- Ms. Melanie Morrow was appointed as a Professional Associate in the Department of Psychology effective July 1, 2022 to June 30, 2026.

- Dr. Jennifer Welsh was appointed as a Professional Associate in the Department of Psychology effective July 1, 2022 to June 30, 2026.



OPEN REPORT TO THE BOARD OF GOVERNORS – June 10, 2022

From: Brian McKinnon - Chair, Audit and Risk Committee

Subject: Audit and Risk Committee Open Report

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

The Board Audit and Risk Committee (BARC) met on May 19, 2022. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved the minutes from the April 14, 2022 meeting.

Reports and Updates Received

- Lakehead University Pension Investment Fund Annual Report and Financial Statements - the Committee plans to make a recommendation to the Board on June 10, 2022:
 - MOVED to recommend that the Board of Governors approves the Lakehead University Pension Investment Fund financial statements.
- Annual Update on Litigation Matters

Informational Items Received

- Management Assurance Letter with respect to compliance with all statutory requirements (for the period April 14, 2022 to May 19, 2022)
- Committee's Workplan Progress Report
- 2021-22 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, 2021, with comparative data from 2020, is based on the audited financial statements:

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

			2021	2020
Assets	Professional and Administrative Staff Plan	Employee Pension Plan	Total	Total
Cash and cash equivalents	\$ 521	\$ 91	\$ 612	\$ 675
Investments, at market value (cost 2021 - \$193,162; cost 2020 - \$186,231)	211,861	36,977	248,838	228,493
HST receivable	14	3	17	16
Sponsor's contributions receivable	745	105	850	538
Employees' contributions receivable	391	139	530	516
	213,532	37,315	250,847	230,238
Liabilities				
Accounts payable	300	52	352	346
Net assets available for benefits	\$ 213,232	\$ 37,263	\$ 250,495	\$ 229,892

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

			2021	2020
	Professional and Administrative Staff Plan	Employee Pension Plan	Total	Total
Increase in assets				
Investment income	\$ 3,798	\$ 663	\$ 4,461	\$ 4,881
Net realized gains on investments	11,391	1,988	13,379	1,444
Net unrealized change in market value of investments	12,180	2,320	14,500	7,538
Other cash receipts - pension transfers	9	15	24	-
Contributions - employees	4,861	1,529	6,390	6,026
- sponsor	7,452	913	8,365	4,843
	39,691	7,428	47,119	24,732
Decrease in assets				
Administration and professional fees	1,165	207	1,372	1,197
Pension benefits and refunds	23,320	1,824	25,144	18,800
	24,485	2,031	26,516	19,997
Increase (decrease) in net assets available for benefits	15,206	5,397	20,603	4,735
Net assets available for benefits, beginning of year	197,726	32,166	229,892	225,157
Interfund Pension Transfers	300	(300)	-	-
Net assets available for benefits, end of year	\$ 213,232	\$ 37,263	\$ 250,495	\$ 229,892

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 2021, the rate of return earned by the Professional Plan was 13.61% (6.35% for 2020) and the rate of return earned by the LUEPP was 13.78% (6.80% for 2020).

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, 2020 reported a going concern deficiency of \$20,081,000 (2019 - \$20,743,000), a solvency deficiency of \$10,394,000 (2019 - \$10,755,000), and a wind-up deficiency of \$25,763,000 (2019 - \$23,913,000). This requires the University to make monthly payments of \$233,600 in 2021 and \$226,700 monthly in each year thereafter, until the next valuation. A valuation will be required for 2021 as well, due to the solvency ratio of 70.8% 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 all of 2021, Ken Hartviksen (Chair) and Dr. Glenn Colton represented faculty, and Hugh Briggs represented non-faculty members. Dr. Abdul Mamoojee served as the pensioner representative. For part of the year, Cathy Tuckell and John Guerard served as the Board of Governors representatives, though Peter Caldwell assumed John Guerard's position on the Pension Board in December. Pension Board members generally serve 3-year terms on a rotating basis to ensure continuity.

Subsequent to the calendar year, on April 13, 2022, Ken Hartviksen passed away suddenly. Glen Colton was selected to Chair the most recent meeting on April 29, 2022 and two new members will be selected by LUFA before the next meeting is scheduled.

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 2021, the Committee was comprised of Robert Bell (COPE), Heather Spivak (UNIFOR), Bernard Chasse (USW), David Savelle (IUOE), Chris Gouett (non-union), Kristi Dysievick (LUTA), Kathy Pozihun and Adam Shaen (Board of Governors representatives). OPSEU has not yet appointed an Advisory Committee representative. In September, Roshni Antony replaced Adam Shaen as the Board of Governors appointee. Effective March of 2022 Gregory Croft replaced Bernard Chasse as USW's appointee.

Joint Activities of the Pension Board and the Advisory Committee

The Pension Board and Advisory Committee met four times during 2021 and approved three rebalancing transactions in an effort to maintain compliance with the SIPP. The prior year they recommended significant changes to the allowable asset allocation ranges of the SIPP, with the overriding goal of increasing exposure to global equities and real estate and reducing exposure to Canadian equity. In 2021 and 2022 the University received two capital calls to fund the real estate position with Crestpoint Investments, one for \$2.7M and another for \$2.2M.

The Pension Board and Advisory Committee have subsequently met twice in 2022 and have reviewed the SIPP and approved two more rebalancing transactions.

CPP Decoupling

In prior years contributions were calculated incorporating CPP so that while the member is making CPP contributions, the pension contribution is reduced by the exact amount of CPP. When CPP reaches the maximum contribution, the employee and employer contribution is made in full. On March 20, 2019 the Faculty Association (LUFA) entered into an agreement with the University to remove the reduction of the employee portion of the contribution by the CPP contribution. Effective January 1, 2020, full-time faculty and librarians who are members of LUFA started contributing to CPP and their individual pensions separately, while employer contributions will remain unchanged. Subsequent to this, all employee groups

of both plans except UNIFOR have voted to remove CPP integration for employee contributions as well, and all changes were approved by the Board of Governors. Amendments were made to both Plan Texts throughout 2020 to implement these changes, which all groups have come to refer to as “decoupling”.

Effective January 1, 2022 as part of annual salary administration, Lakehead University fully removed the CPP offset from both LUFA and all non-union employer-side pension contributions, effectively achieving total decoupling. Amendments were made to both Plan Texts to implement these changes in 2021.

Retroactive Increases

The Financial Services Regulatory Authority (FSRA) raised an issue with a Plan Amendment made to the Professional and Administrative Staff Plan in 2000. The amendment provided that pensioner increases would be granted only to the extent that the funds in the Retirement Account of the plan are sufficient to support the increase.

Following a multi-year dialogue with FSRA, on March 10, 2021 the Board of Governors of the University passed a resolution to authorize a change to the calculation of pension increases for any member of the plan who elected to retire prior to the adoption of Amendment 2000-1, which became effective January 1, 2000. As a result, affected members were owed pension increases retroactive to January 1, 2000. The increased monthly pensions payable to affected members started with the March 2021 payment and lump sum payments in respect of the retroactive increases were provided to affected members later in 2021. The issue had been noted as a Contingency in the Pension Investment Fund Financial Statements since 2010.

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



OPEN REPORT TO THE BOARD OF GOVERNORS – June 10, 2022

From: Robert Arnone - Chair, External Relations Committee

Subject: External Relations Committee Open Report

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

The Board External Relations Committee (BERC) met on May 18, 2022. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved the minutes from the March 2, 2022 meeting.

Fellow of the University Procedures and Guidelines

It was determined that the University Secretariat, in conjunction with the Committee Chair, will initiate a review of the Fellow of the University Procedures and Guidelines, specifically focusing on the language related to the revocation of title and/or removal from the Board approved List of Qualified Nominees for Fellow.

Updates and Reports Received

- Vice-President, External Relations Update
 - Institutional Campaign Update, Including 2021-22 Q4 Financial Update
- Report from the President

Informational Items Received

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

There are no recommendations being presented to the Board of Governors on June 10, 2022, during the open meeting.



OPEN REPORT TO THE BOARD OF GOVERNORS – June 10, 2022

From: Cathy Tuckwell - Chair, Finance and Operations Committee

Subject: Finance and Operations Committee Open Report

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

The Board Finance and Operations Committee met on May 19, 2022. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved the minutes from the April 14, 2022 meeting.

Responsible Investment Update

The BFOC Responsible Investment Policy Review Ad Hoc Committee reported that as instructed by the BFOC, Jarislowsky Fraser has completed the transition of funds to their fossil free funds. It was reported that the Ad Hoc Committee believes it has fulfilled its mandate and that the divestment initiatives thus far fulfill the commitment made by the Board of Governors in November 2020. The Ad Hoc Committee plans to complete its review of the SIPPs and the Responsible Investment Policy before the end of this term. The Committee plans to make a recommendation to the Board of Governors on June 10, 2022:

- WHEREAS the Board has decided to work towards divestment by the end of the current strategic plan in a manner consistent with the fiduciary and legal responsibility of the Board;

AND WHEREAS Lakehead funds invested with JF have transitioned to an investment solution consistent with the Board's decision;

AND WHEREAS CC&L has had a successful track record with Lakehead funds but does not have an investment solution at this time that is consistent with the Board's decision;

MOVED to recommend that our investments stay with CC&L for the time being, and that the University continue to work with CC&L to encourage them to create an investment solution consistent with the Board's decision.

Other Reports and Updates Received

- Endowment Plans First Quarter 2022 Performance Review:
 - Jarislowsky Fraser Performance Report
 - Connor, Clark & Lunn Performance Report
- Human Resources Annual Update
- Northern Ontario School of Medicine University Update

- COVID-19 Transition Committee Update
- President's Report

Informational Items Received

- Operating and Ancillary Update (for the period ended March 31, 2022)
- Investment Report (as of April 30, 2022)
- Workplan Progress Report
- 2021-22 Board Meeting Schedule

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



OPEN REPORT TO THE BOARD OF GOVERNORS – June 10, 2022

From: Maria Vasanelli - Chair, Governance and Nominating Committee

Subject: Governance and Nominating Committee Open Report

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

The Board Governance and Nominating Committee (BGNC) met on May 18, 2022. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved the minutes of the March 14 and April 13, 2022 meetings.

Nominations and Recruitment

The Committee continues to review new nominations and conduct interviews when required. The Committee is working to fill current and upcoming vacancies on the Board, based on the Boards Individual Skills Assessment and EDI Identification Survey report. The BGNC plans to make recommendations to fill vacancies to the Board of Governors at its annual meeting on September 29, 2022.

Recommendations to External Organizations

Based on the feedback received from the Board Committee and Other Preference Survey, the BGNC plans to make recommendations to the Board at the June 10, 2022 in camera meeting regarding:

- Board Member on the Senate
- Board Member on Ogimaawin Indigenous Education Council
- Board Members on the Board of the Professional Staff Pension Plan

Board Officers Recommendations

Based on the feedback received from the Board Committee and Other Preference Survey, and in alignment with the Board Chair, Vice-Chair and Past-Chair Succession Policy, the BGNC plans to make recommendations to the Board at the June 10 in camera meeting regarding:

- Board Chair
- Vice-Chair
- Past-Chair
- President
- Secretary

Committee Chairs and Committee Membership Recommendations

Based on the feedback received from the Board Committee and Other Preference Survey and the Terms of Reference for Board Standing Committees, the BGNC plans to make recommendations to the Board at the June 10 in camera meeting regarding Standing Committee membership and Standing Committee Chair assignments.

Reports and Updates Received

- Lieutenant Governor In Council (LGIC) Appointments Update

Informational Items Received

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

There are no recommendations being presented to the Board of Governors on June 10, 2022 during the open meeting. Additional information has been reported to the Board in an in camera report.



OPEN REPORT TO THE BOARD OF GOVERNORS – June 10, 2022

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

Subject: Board Learning and Liaison Committee Open Report

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

The Board Learning and Liaison Committee (BLLC) met on May 18, 2022. The following items of business were on the agenda:

Approval of Previous Minutes

The Committee approved the minutes of the April 13, 2022 meeting.

Professional Development Planning

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

Board Fall Retreat and Orientation Planning: The Committee reviewed and discussed the format of past orientation and retreat sessions and made some suggestions that could enhance the programs for the upcoming term:

- A conversation to be held on the roles of Administration versus the roles of the Board members.
- A discussion from each Executive Team member stating what their team is responsible for.
- More information around the implications of equity or governance with equity.
- Some sort of liaison activity between the Senate and the Board - a chance for members to get together to see how the other operates.

Research and Innovation Education

The Committee received a presentation on the EPID@Work Research Institute: Enhancing the Prevention of Injury & Disability in Northwestern Ontario, from Dr. Vicki Kristman - Associate Professor, Department of Health Sciences at Lakehead University.

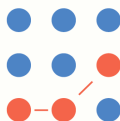
Mentor/Mentee Assignment

In accordance with the Board's Mentorship Program Guidelines and Process, the Committee approved the following mentor/mentee assignment:

- Mentor (Wendy Walberg) and Mentee (Pauline Mickelson)

Reports and Informational Items Received

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



Invoice

ICD Member

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

Billing Date	ICD Member
9-May-2022	184636

Code	Item	From	To	Amount
FEE_BRDSEC	Board Membership / Adhésion globale du C. A.	1-Jun-2022	31-May-2023	2,400.00
GST# 12179 8201			GST/HST	312.00
			Total Billing	2,712.00
<p>Please make cheque payable to "Institute of Corporate Directors" and <u>remit to the above address</u>. Remember to include your Member ID with your payment. You can also make your membership payment online by logging into www.icd.ca.</p>				

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 personal information is up-to-date and accurate. **Please fax any updates and changes to us at 416-593-0636**, or simply go online to update your member profile at www.icd.ca.

Thank you for your membership!



OIEC Summary Report

To: Lakehead University Board of Governors

From: Barbara Eccles – General Counsel and University Secretariat

Subject: Ogimaawin Indigenous Education Council (OIEC) Report

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

The OIEC met on June 6, 2022. Elder Gene Nowegejick shared an opening and closing prayer. The following items of business were on the agenda:

2022-23 Meeting Schedule:

The OIEC reviewed its proposed meeting scheduled for the upcoming term (July 1, 2022 to June 30, 2023). Due to the absence of a quorum, the schedule will be presented to the OIEC as a written resolution, circulated via email, over the summer.

Report from the OIEC Ad Hoc Nominating Committee:

- Appointment Recommendations - The Ad Hoc Committee continues its work on filling current and upcoming vacancies and made several recommendations for appointments to the OIEC. Due to the absence of a quorum, the appointments will be presented to the OIEC as written resolutions, circulated via email, over the summer to ensure that vacancies are filled prior to the new term that begins on July 1, 2022.
- OIEC Ad Hoc Nominating Committee Structure/Composition - It was determined that the work of the Ad Hoc Committee is ongoing and it was recommended that the Ad Hoc Committee be re-constituted as a Standing Committee of the OIEC. The Secretary was delegated with the task of amending the Ad Hoc Committee's Terms of Reference so that a draft and recommendation can be presented to the OIEC in the fall 2022.

National Day for Truth and Reconciliation Update:

It was reported that on May 12, 2022, the Senate approved that classes be cancelled on September 30th, extending the fall semester by one day into December, to accommodate the National Day for Truth and Reconciliation on September 30.

Other Reports and Updates Received:

- Report from the OIEC Advisors Committee
- President's June 2022 Online Report
- Reports from Matawa First Nations, Seven Generations Education Institute, and the Thunder Bay Indigenous Friendship Centre

Informational Items Received:

- Approved minutes of the March 21, 2022 OIEC Advisors Committee meeting
- Board of Governors Report (of the May 4, 2022 meeting)
- Senate Reports (of the April 11 and May 12, 2022 meetings)
- Chair on Truth and Reconciliation Report (for the period April 1 to May 20, 2022)
- Office of Indigenous Initiatives Report (for the period March 21 to May 17, 2022)

The next OIEC meeting is scheduled to take place on October 17, 2022, 2:00pm - 4:00pm (EST).



SENATE REPORT TO THE BOARD OF GOVERNORS

From: Dr. Don Kerr & Maria Vasanelli

Board Meeting Date: June 10, 2022

Subject: Senate Report

May 12, 2022 Senate Meeting Summary

In Memoriams

- Dr. Rupert Klein, Chair of Psychology, spoke in memory of Dr. Michael Stones.
- Dr. David Richards, Dean of Business Administration, spoke in memory of Ken Hartviksen.
- Dr. Wely Floriano, Chair of Chemistry, spoke in memory of Dr. David Chapman.

The Senate held a moment of silence in honour of Dr. Michael Stones, Ken Hartviksen, and Dr. David Chapman.

Professor Emeriti-ae 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. Wendy Huang – Department of Mathematical Sciences
- Prof. Karen Poole – School of Nursing
- Dr. Thomas Potter – School of Outdoor Recreation, Parks and Tourism
- Dr. Robert Robson - Department of Indigenous Learning
- Dr. Birbal Singh - Department of Mechanical Engineering
- Dr. Herman van den Berg - Faculty of Business Administration
- Dr. Douglas West - Department of Interdisciplinary Studies and Political Science

The Senate referred changes to academic programs, academic regulations and academic admission requirements (known as “calendar changes”) to the appropriate Senate committees for consideration. Before appearing on the Senate agenda for referral to a committee, each calendar change has already been approved by a Faculty Council and the appropriate Dean(s). If the proposed calendar changes are approved by the Senate committees, they will be brought back to the Senate for final approval. This is a very thorough vetting process that includes input from academic units and the Registrar’s

office, as well as consideration of potential budgetary implications. The establishment and revision of academic programs, regulations and admission requirements is a primary function of the Senate as set out in the Lakehead University Act, 1965. The Senate also granted final approval to a number of calendar changes.

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

The Senate adopted the following Senate Committee recommendations:

- MOVED that classes be cancelled on September 30th, extending the fall semester by one day into December, with Professional Programs making an equivalent calendar change to accommodate their context.
- MOVED that the attached 2022/23 Senate and Senate Executive Committee meeting schedule be approved.
- MOVED that Dr. Sultan Siddiqui, be appointed to the Senate Undergraduate Studies Committee for the faculty member term commencing July 1, 2022 to December 31, 2022.
- MOVED that the attached amendments to the Senate Research Committee Terms of Reference be approved.

The Senate also adopted the following motions:

- MOVED that the candidates on the distributed Graduands List be awarded the undergraduate degrees or diplomas, and graduate degrees indicated.
- MOVED that the 2022 medal recipients indicated on the distributed list be approved.
- MOVED that the student terms on the Senate and Senate standing committees be extended to the close of the first Senate meeting in fall 2022, contingent upon student acceptance.
- MOVED that the attached adjunct professor appointment recommendations be approved.

The Senate was provided with the following items for information:

- Adjunct Professor Renewals
- Senate Election Updates
- Calendar Change Deadlines Reminder
- Council of Ontario Universities Academic Colleagues Report
- Ogimaawin Indigenous Education Council Report
- Board of Governors Report
- President's Report
 - Times Higher Education Impact Rankings Update

- Update on research agreements with NOSMU
- Provost and Vice-President, Academic Report

During the Board of Governors report, discussion ensued regarding transparency, including the following topics:

- Auditor General's Interim Report with respect to Laurentian University;
- the danger of the overuse of In Camera Sessions at Board meetings.

Other Business

Discussion ensued regarding the following topics:

- Opportunities for the University community to contribute to recruitment and retention
- Strategic Enrolment Management Committee
- COVID-19 Transition Committee updates

The next Senate meeting is scheduled to take place on September 19, 2022

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

Deputation Request Form (Board of Governors)

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

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

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

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

Email *

gdas@lakeheadu.ca

Name of Organization (if applicable)

Lakehead University Faculty Association

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

Gautam Das

Phone Number (of individual submitting the request) *

807 630 0790

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

Scott Pound

Subject of Deputation *

Collegial Governance

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

 LUFA_Deputation...

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

This form was created inside Lakehead University.

Google Forms

May 25, 2022

Dear Ms. Eccles

The Lakehead University Faculty Association (LUFA) would be honoured to be invited to make a deputation to the Lakehead University Board of Governors on June 10, 2022 on the subject of collegial governance.

In its presentation, LUFA will discuss our mutual interests and shared responsibilities, our commitment to quality academic programming in the face of mounting challenges, the very serious risks that come into play when collegial governance is overlooked, and the important work ahead to ensure transparency, trust, and inclusion among the diverse stakeholders of the university.

LUFA concludes its presentation with a pledge to work closely with the board to renew our commitment to collegial governance and a request to the board to amend its composition to include a LUFA representative.

Sincerely,



Gautam Das, LUFA President



MEMORANDUM

TO: Board of Governors

FROM: Angie Maltese, Board Chair

DATE: June 10, 2022

RE: Presidential Search Process: Update

The following steps have been taken to date regarding the Lakehead University Presidential Search:

- The Board Executive Committee has set a goal to have the next President chosen and a contract executed by December 31, 2022 for an anticipated start date as of July 1, 2023. This will enable the successful Presidential candidate to have up to a six-month period to plan for and/ or liaise with Dr. Moira McPherson, as desired, to ensure a smooth transition to their future role as President of Lakehead University.
- **Retention of Executive Search Firm:** Leaders International was selected by the Board Executive Committee as the Executive Search Firm retained to assist the Board and the Presidential Search Committee ("PSC") with the search, consistent with past practice of engaging an external executive search firm. The selection was made after BEC reviewed and approved an RFP to retain an executive search firm. The RFP was launched Feb 23, 2022, with responses due March 23, 2022. BEC members reviewed all RFP submissions, and interviewed the top proponents prior to making their decision. Ardyce Kouri and her colleague Wendy Romanko are Leaders International main contacts.
- **Establishment of Presidential Search Committee:** The Presidential Search Committee was established as of May 20, 2022 after a public call for expressions of interest, and fulsome BEC and Board meetings reviewing expressions of interest submissions. All individuals who expressed an interest in this important work have been notified of the decision and thanked for their interest. The composition and membership of the Presidential Search Committee is set out in Schedule A. A kick-off meeting of the PSC is being scheduled for the week of Jun 20, 2022.
- **Presidential Mandate/Opportunity Profile Development:** Additional BEC and

Board meetings, and some Presidential Search Committee meetings, have been scheduled for the following purposes:

- Board discussion with Leaders International on potential profile (completed May 10, 2022)
 - Board decision on nature of stakeholder consultations (completed May 27, 2022)
 - Stakeholder Consultations – one-on-one and group consultation sessions are being scheduled to occur between June 9, 2022 and June 28, 2022 with the individuals and stakeholder groups previously determined by the Board. Stakeholders will have the option of real-time virtual meetings with Leaders International, and also responding to an anonymous survey. The survey may be accessed by this link: <https://www.surveymonkey.com/r/5ST3GKY>
 - PSC meeting to review Presidential Mandate/Opportunity Profile (being scheduled for July 5, 2022)
 - BEC discussion and recommendation on Presidential Mandate/Opportunity Profile (scheduled for July 6, 2022)
 - Board discussion and decision on Presidential Mandate/Opportunity Profile (being scheduled for mid-July 2022)
- **Future steps:**
 - Candidate solicitation
 - Review of submissions
 - Interviews
 - Decision, contract negotiation

Attachments:

- Schedule A – Presidential Search Committee (PSC) Membership
- Schedule B - Presidential Search Process Policy

Schedule A – PSC Membership

2022 Presidential Search Committee Membership

Board Chair (PSC Chair)	Angie Maltese
External Governor	Robert Arnone
External Governor	Peter Caldwell
External Governor	Dr. Claudine Cousins
External Governor	Michael Nitz
External Governor	Mark Smith
External Governor	Cathy Tuckwell
External Governor	Maria Vasanelli
Senator on the Board	Dr. Don Kerr
Faculty Senator	Dr. Douglas Ivison
Faculty Senator	Dr. Michael Stevenson
Undergraduate student	Brandon Amyot
Graduate student	Haley MacLeod
Full-time non-faculty staff member	Anna Sampson
OIEC Chair	Valerie Stortini
SMT member	Dr. Julia Hughes
Lakehead alumna/us recommended by AALU	Jamie Dennison
Secretary of the Board (non-voting)	Barbara Eccles assisted by Yvonne Roussel

Presidential Search Committee Diversity Matrix

Totals (voting members only)	Number	Percent
Size of Committee	17	
Gender Identity (self-identified and assumed)		
Female	8	47%
Non-binary	1	6%
Male	8	47%
Location		
Thunder Bay	10	59%
NW Ontario	1	6%
Simcoe County	4	24%
S. Ontario	2	12%
Indigenous (self-identified and assumed)	2	12%
Alumni	9	53%
Student	2	12%
Senate	4	24%
Board members	11	65%
External Board members	8	47%
External Members	10	59%

Presidential Search Process Policy

Category: Governance and Legal;

Jurisdiction: General Counsel and University Secretary; Board Executive Committee;

Approval Authority: Board of Governors;

Established on: May 3, 2017;

Amendments: None.

Initiating a Presidential Search:

1. Authority & Committee: The Lakehead University Act 1965 says “there will be a President of the University who shall be appointed by the Board and who, unless otherwise provided by the Board, shall hold office during the pleasure of the Board [section 15 (1)] .” The Act also assigns the Board of Governors the “power...to appoint and remove the President...” [section 12 (a)].

A presidential search will be initiated by the Board Executive Committee on behalf of the Board of Governors.

Where possible, a Presidential Search Committee will be established at least 12, but not more than 17 months prior to the end of the incumbent President’s term of office.

2. Presidential Search Committee Role: The Presidential Search Committee will be charged with recommending to the Board of Governors one individual to serve as the President and Vice Chancellor of the University. The search, and the committee, will be guided by the mandate for the next presidential term, sometimes referred to as “the official position specification”, established by the Board of Governors after consultation with the community as determined by the Board, and any additional directives the Board may provide concerning the search.

3. Search Committee Composition and Membership: The Presidential Search Committee shall be comprised of the following individuals appointed by the Board on the recommendation of the Board Executive Committee:

- The Chair or Vice Chair of the Board of Governors, who shall Chair the Committee;
- Four external members of the Board of Governors;
- Three Senate members, one who is a member of the Board of Governors and two who are elected by Senate from among faculty members on Senate;

- One undergraduate student from among the full and part-time undergraduate students, either serving on Senate or recommended by the Lakehead University Student Union;
- One graduate student from among the graduate students, either serving on Senate or recommended by Lakehead University Student Union;
- One full-time non-faculty staff member (excluding senior management, staff or advisors who report directly to a President or Vice-President);
- One member of the Ogimaawin - Aboriginal Governance Council recommended by the Ogimaawin - Aboriginal Governance Council;
- One member of the Senior Management Team;
- One Lakehead alumna/us, either serving on the Board of Governors or recommended by the Alumni Association of Lakehead University; and
- The Secretary of the Board of Governors, who shall be a non-voting member and Secretary of the Committee.

At least one voting member of the Committee shall be based in the Lakehead Orillia campus or Simcoe County. The Board may modify the composition of the Presidential Search Committee as necessary.

If a vacancy occurs once the Committee has begun its work, another member may be appointed if in the judgment of the Committee's chair, a new appointment at that time would not be disruptive to the search process.

The Committee will be assisted by the University Secretary, by external search consultants chosen by the University, and by such other resources as the Committee Chair deems necessary.

Confidentiality and Process:

1. Confidentiality: During and following the search, members of the Committee will maintain absolute confidentiality with respect to the Committee's deliberations and the names of candidates. As a condition to joining the Committee, Committee members must sign an appropriate confidentiality declaration.

2. Process: The Committee will consult the University community about the challenges that will face the next President and the attributes and expertise to be sought in candidates. The

Committee will determine its own procedure and through its Chair, will tender its advice to the Board in writing.

Normally it is expected that the Committee will complete its work in nine months.

In the event that the Committee is unable to complete its work, for whatever reason, the Board may disband it and retains the authority to complete the search using such mechanism or process as it shall determine.

3. Communication: The Chair of the Committee will be its official, and only, spokesperson and will provide the Board of Governors and the University community with regular updates on the progress of the search. In the case where the chair of the committee is not the Chair of the Board, the chair will communicate in confidence with the Chair of the Board periodically during the process and upon the conclusion of Committee deliberations, in order to obtain Board Chair approval prior to public updates.

4. Negotiation: The Board Executive Committee shall negotiate and approve on behalf of the Board the terms of the contract with the President. The Board Executive Committee may use the assistance of the General Counsel and University Secretary, and the external search consultants, in such negotiations.

Review Period: 7 years;

Date for Next Review: 2024-2025;

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.



President's Report to the Board of Governors

June
2022





Office of the President

Lakehead University in top 100 of Times Higher Education Impact Rankings for third consecutive year

For the third year in a row, Lakehead University was included in the top 100 of the *Times Higher Education* Impact Rankings. Lakehead is the highest ranked university in the world with under 10,000 students.

The Impact Rankings measure the societal impact of universities by evaluating an institutions' success in delivering the United Nations' Sustainable Development Goals. In 2022, Lakehead has been ranked as one of the top universities in the world contributing to poverty reduction, elimination of hunger, reduced inequalities, good health and wellbeing, and to peace, justice and strong institutions.



Lakehead is ranked 64th out of 1,406 universities from around the world, based on its performance in meeting the United Nations' 17 Sustainable Development Goals (SDGs). Lakehead is the only primarily undergraduate university in Canada that participated in the 2022 *Impact Rankings* and one of only 16 Canadian universities to be included in the top 100.

Lakehead is ranked in all 17 SDGs, which demonstrates the University's commitments to be a leader in sustainability and to embed and embrace sustainability throughout the university community.

Ranking ahead of several top comprehensive and research-intensive Canadian universities, Lakehead scored highly across many SDGs, including ninth globally in SDG 1: No Poverty, which measures institutions on their respective efforts to help reduce poverty, including research, stewardship, outreach, and teaching. This represents Lakehead's role as one of the largest employers, post-secondary institutions and economic hubs in Northwestern Ontario and Simcoe County, and the direct impact the University has on economic and social resiliency in the regions it serves.

This ranking also reflects the many initiatives Lakehead offers to support students who face barriers to accessing university education, including financial barriers, as well as the innovative research being done by faculty related to poverty in rural and remote communities in Northwestern Ontario.

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

Click here to view media release...



Lakehead University welcomes elementary school children to campus through the Achievement Program

Lakehead University's ActiveU staff hosted more than 80 young people on Friday, May 13 as part of the annual Achievement Program Day on Campus.

Lakehead started the Achievement Program in 2011 to help students obtain a post-secondary education.

The Achievement Program offers children who might otherwise not have been able to attend University the opportunity to experience it. School boards choose eligible schools based on socioeconomic status and families self enrol.

Children in grades 4-12 participate in programming yearly in their school, community and at Lakehead University, and in return earn financial support for Lakehead University once they graduate high school.



Lakehead University's Achievement Program Day welcomed the next generation of Lakehead students to the CJ Sanders Fieldhouse gym.

Amanda Stefanile, Achievement Program Coordinator, said she was happy to have the students back on campus for the day.

Achievement Program Day on Campus had students exploring campus through educational activities offered by ActiveU, the School of Nursing, Let's Talk Science, Ingenuity, the Department of Chemistry, the Faculty of Engineering, the Nijiji Indigenous Mentorship Program, and Indigenous Cultural Support Services.

Lakeishia Meekis is an Achievement Program alum who encouraged the students to continue to push themselves.

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



Announcing the new Finnish Chair

The Finnish Chair Advisory Committee and the Department of Anthropology are pleased to announce the appointment of **Dr. Oula Seitsonen** as the 11th Lakehead University Chair in Finnish Studies. The Chair in Finnish Studies is an interdisciplinary appointment for one or two terms during the regular academic year.

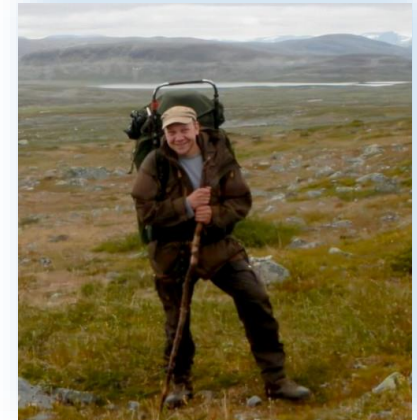
Chairs are chosen by the Advisory Committee through an open competition and are expected to have a significant research profile. Dr. Seitsonen is an archaeologist with a particular interest in contemporary archaeology of, for instance, immigrant and refugee populations.

Dr. Seitsonen will be in Thunder Bay for the fall term and will be teaching a course entitled Modern Conflict Archaeology (ANTH 3811). During his time at Lakehead University, he will also be conducting a research project entitled “Finnish-Canadian homestead research in the footsteps of archaeologist Sakari Pälsi.”

He will be carrying out a multidisciplinary contemporary archaeological study of early-20th century Finnish Canadian homesteads and exploring the material heritage of Finnish Canadians in the Thunder Bay region, and retracing the trail that Finnish archaeologist Sakari Pälsi took in 1927 across Canada. Pälsi visited Finnish societies in different parts of Canada and documented their lifeways in photographs and writing, for instance, in the Port Arthur area, and at Sointula on the Malcom Island, British Columbia.

Dr. Seitsonen has taught a wide variety of courses at Universities of Helsinki and Oulu, and been in charge of archaeological field schools and fieldwork in various areas, besides Fennoscandia, for example in Mongolia and eastern Africa. His recent teaching has included e.g. the following lecture series: “Archaeologies of 20th Century Conflicts” and “Remote Sensing methods and approaches in Archaeology”. In addition to teaching, he enjoys community engagement that he has practiced for example through public lectures and community archaeological projects.

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





Lakehead University's 2022 Convocation and Graduation celebrations

Lakehead University recognized six exceptional people at this year's main convocation ceremony held virtually on Thursday, June 2.

Lyn McLeod, Chief Perry Bellegarde, and Karl Subban will receive honorary degrees for their distinguished achievements within the communities and people they have dedicated their lives to improving.

Lakehead University will also honour former Lakehead Board of Governors Chair Cameron Clark by naming him Fellow of the University. Fellows are named for their unique contribution to the growth, development, welfare, and well-being of Lakehead University.

Clark served as Chair and Vice-Chair of Lakehead's Board of Governors from 2010-2014.

Robert and Qennefer Browne (posthumously) will be presented with the 2022 Civitas Award for their significant contributions to the University community.

Lakehead's virtual main Convocation Ceremony will also include the formal installation of Lakehead's 10th chancellor, Dr. Rita Shelton Deverell. Dr. Deverell was named Lakehead's Chancellor in October 2021.

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



Academic Excellence

\$1 million CIHR grant supports University-City Partnerships

A \$1 million grant from the Canadian Institutes of Health Research (CIHR) aims to improve local health outcomes for residents of Thunder Bay and Ottawa through partnership between academic researchers, universities, and municipalities.

NOSM University, City of Thunder Bay, and Lakehead University are collaborating with the University of Ottawa and the City of Ottawa, to address locally identified health and safety priorities. Recognized globally, the CityStudio framework of city-campus collaboration encourages post-secondary students to be agents of change for social accountability in their communities.

In collaboration with a team out of the University of Ottawa, led by Dr. Claire Kendall, Associate Dean of Social Accountability in the Faculty of Medicine and senior investigator at the Bruyère Research Institute, the project engages two municipalities, Ottawa and Thunder Bay, and a team of researchers who will use the CIHR funding to evaluate the impact of city-campus engagement on population health.

Thunder Bay will receive \$370K over four years to implement the project, which includes the hiring of a research coordinator. The funding will also evaluate the reciprocal relationship between cities and academic institutions and their ability to improve population health outcomes.

Thunder Bay and Ottawa share many challenges and factors closely linked to the social determinants of health in the areas of poverty, education, housing, racism, childhood experiences, and access to health services.

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



Lakehead researchers excited about the NDP's proposal to expand OHIP to include therapy sessions

Two Lakehead University psychology professors said NDP Leader Andrea Horwath's proposal to expand OHIP to include therapy sessions is in-line with recommendations they made in their 2020 article published in the Canadian Journal of Public Health.

In the article released on August 7, 2020, Lakehead psychology professors Drs. Deborah Scharf and Kirsten Oinonen, who are both registered clinical psychologists, argued Ontario's COVID-19 response highlights shortcomings of its physician-only public health-care system.

Drs. Scharf and Oinonen said it limits access to appropriate and sustainable mental health care. They encouraged the province to integrate registered mental health providers into the public health insurance system, which is why they're excited about the NDP's proposal.

Drs. Scharf and Oinonen argued that a physician-focused OHIP approach was inadequate because physicians were already overburdened with pandemic-related medical issues and they may not have the training or desire to assume increased responsibility for mental health care.

At the same time, registered and specially trained mental health professionals such as psychologists were available to help offset the increased need for services.

The researchers described several problems with Ontario's physician-centric response to COVID-19, including that physicians do not typically provide psychotherapy; payment incentives in medicine have not typically increased public access to mental health-care; shortages of psychiatrist and other public mental health-care services mean that physicians have nowhere within the public system to refer their patients with severe or emergency mental health issues, among other concerns.

To read the article visit [this page](#).

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





Lakehead research into an innovative mass timber beam-to-column connection received Canadian patent certificate

A Lakehead University Civil Engineering professor and graduate student have published the results of a new study on the fire performance of an innovative mass timber beam-to-column connection that they designed to achieve one hour of resistance from fire without any additional protection.

Dr. Sam Salem, Associate Professor and Chair of the Dept. of Civil Engineering, and graduate student Cory Hubbard developed and tested the timber beam-column connection, which they described in a research article in fire safety journal, Elsevier, a leading journal in fire safety engineering.

The new connection configuration utilizes two fully concealed, mechanically fastened steel rods in glulam beam sections. The fire experiments presented in the published article were conducted in the Fire Testing and Research Laboratory at Lakehead University.

The new timber beam-to-column connection configuration has received a patent certificate from Innovation, Science and Economic Development Canada – Canadian Intellectual Property Office (Patent No. 3045195) and patent-pending status in the USA.

Dr. Salem mainly funded this research through a Discovery grant from the Natural Sciences and Engineering Research Council of Canada (NSERC).

[Click here to access article](#)

The Canadian Patent record for this innovative mass timber beam-to-column connection can be seen [here](#).

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





News from the Giant airing on CKPR television

News from the Giant is a series of three programs that aired on CKPR television between May 18-May 20 at 7 pm. This series explores Thunder Bay and the Lakehead region through the lens of the nightly news from the late 1950s and early 1960s. The production is part of a larger project called the Reel Memories Project. News from the Giant replicates the newsreels that were once shown in movie theatres around the world.

This is a public history project that faculty, along with current and former students in the Department of History have been working on for the past three years and News from the Giant is one of the first results of the research. In addition to the work of faculty and students, the project also features the talent of people in the local film industry.

The series covers a variety of topics that will be of interest to anyone who appreciates history and the art of filmmaking. See a report on Queen's visit in 1959, hear what Tommy Douglas had to say about the Canadian economy, and watch as the "Twist" is danced for the first time at the Lakehead. Tune in for an entertaining look at the local news from years gone by.

Dr. Mirit Grabarski - Recipient of the 2022 HRRI Best Dissertation Award

Dr. Mirit Grabarski, Assistant Professor of Human Resources and Organizational Behaviour in the Faculty of Business Administration, was awarded the Best PhD Dissertation in HR Award from the Human Resources Research Institute (HRRI).

This award is granted to one recent PhD graduate from a Canadian PhD program in recognition of excellent research in the field of human resources.

Dr. Grabarski graduated from the Ivey School of Business at Western in 2021 before joining Lakehead University in August. In her dissertation she studied career empowerment, which embodies motivation for career-related behaviours. The dissertation is a multi-study project that employs mixed research methods to build the construct of career empowerment, create and validate a measure for it, and finally test its ability to predict a wide range of career-related variables such as objective and subjective career success.





Lakehead University Paleo DNA lab was Instrumental in Identifying the Remains of a Cold Case

Lakehead University's Paleo-DNA Laboratory has successfully identified an American man missing for 30 years. Eighteen-year-old Hoover Jerome Morris was last seen in November 1991 at his residence on Thomas Street in Heflin, Alabama. He left with a friend that evening and was never seen or heard from again. Police attempted to track him down but information was scarce at the time with no leads generated. Years later, remains were found in 1997 in a remote part of Heflin by a man preparing his land to build a house. When the man found the remains, he initially thought they were those of a deer, but after police inspection they were determined to be human and the result of a homicide. Covered in leaves and vegetation for 6 years, the remains were too degraded at the time to be identified by DNA. The case went cold.

This case was revisited in 2021. It was thought recent advancements in DNA testing may now make identification possible. In early 2021, the PDNA Lab began performing DNA extraction services for a few customers looking to do forensic genealogy on degraded material in order to generate new leads for identification purposes. The PDNA Lab would extract the DNA from the remains, send it off to another lab for whole genome sequencing, where that information would be forwarded on to genetic genealogists for analysis. One of those customers is the Mobile County Sheriff's Office in Alabama. A femur was sent to the PDNA Lab in November 2021. DNA was extracted and sent off for forensic genetic genealogy but there was not enough DNA extracted to produce any information. Next, 4 molars were sent in April 2022. DNA was extracted. The PDNA Lab was asked to perform mitochondrial DNA Analysis here and to compare the DNA profile to that of a possible maternal relative. The analysis took place, a comparison was made, and the remains were successfully identified as Hoover Jerome Morris.

[Click here to view news report](#)

Lakehead University's Paleo-DNA Laboratory continues to be involved in many high-profile identifications bringing awareness to the expertise Lakehead University has to offer.

Some of the other well-known identifications are:

- [‘Babes in the Woods’ in BC](#)
- [Remains of the ill-fated Franklin Expedition](#)
- [Remains of General Casimir Pulaski](#)
- [Canadian WWI missing in action soldier](#)
- [The unknown child of the Titanic disaster](#)



Local and Global Partnerships

Newly launched Anishinaabe Kendaasiwin Institute supporting Indigenous self-determination in Northwestern Ontario

The Anishinaabe Kendaasiwin Institute (AKI) was launched on Monday, May 30 at Lakehead University.

“Anishinaabe Kendaasiwin” – which loosely translates to “Anishnaabe knowledge systems” – is central to the mandate of AKI, which seeks to support mino-bimaadiziwin among Anishinaabe peoples, nations and territories through research that is situated in Anishinaabe Kendaasiwin and good relationships.

The Institute seeks to privilege Anishinaabe ways of knowing and being in research, to advance research excellence defined by Anishinaabe peoples and principles, to expand and support Indigenous governed and driven research and to support community building and mobilization between Indigenous peoples.

AKI has already begun its work, hosting “Telling Our Stories: Indigenous Self-Determination in Data and Research,” a regional Native American and Indigenous Studies Association conference.

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



AKI Director Dr. Lana Ray, centre, with two of the grandmothers who advised on the institute - Dorothy Taylor, second from left, and Sherry Copenace, second from right. Also included are Denise Baxter, left, from the Office of Indigenous Initiatives, and Dr. Andrew P. Dean, Vice-President, Research and Innovation, whose departments sponsored the Institute.



Updates from Community Engagement and Lifelong Learning

In mid-May, CELL hosted the first cohort of the Executive Leadership Program, in collaboration with Georgian College. Several Lakehead professors taught in this program, including **Dr. David Richards**, **Dr. Kunle Akingbola**, Dr. Sonia Mastrangelo, and **Dr. Linda Rodenburg**.

TALL's latest series - "Canadian Systems of Power" – started May 18 with an important lecture by Dr. Timothy Sayle on NATO and the war in Ukraine. Lakehead's Dr. Toby Rollo will also feature in this series.

On May 26, 200 high school students attended the Youth Sustainability Summit at the Orillia campus. Their teachers took part in professional development workshops as well. This event, in collaboration with the Sustainable Orillia Youth Council and **Dr. Ellen Field**, was supported by a SSHRC Connection grant.

Thunder Bay programming includes an Arts-based SHSM "reach-ahead" held on May 30 and 31, which over 90 students from two high schools came to campus for a lecture, arts workshops, and a campus tour. This initiative was supported by the Thunder Bay Community Foundation.

Entrepreneurship and Innovation

Ingenuity Updates

On May 2nd Ingenuity launched its second cohort of their Ascend Accelerator Program. With thanks to FedNor funding, Ingenuity was able to accept five teams and provide up to \$7500 per team for business development support. The applicants will work with Ingenuity over the next 12 weeks and have weekly milestone meetings, knowledge-based workshops and meet with mentors, along with other business support partners. A graduation ceremony to celebrate their success is planned for July 22.

Ingenuity continues to work with three of the four teams from the first cohort of Ascend. One business, Sunkissed Universe, is revenue generating and recently was a part of Craft Revival at Goods & Co in downtown Thunder Bay. Manilla has moved to Southern Ontario and is still working on plans to launch their app. Titan remains incorporated but the team has shifted focus to their engineering careers full time and their business as a part time enterprise.



2018-2023

Strategic Plan

PROGRESS MONITORING AND REPORTING

YEAR 4
INTERIM REPORT 2

Board of Governors

June 10, 2022

Year 4 Interim Report 2

Context

- This Year 4 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 4 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, transformational undergraduate and graduate teaching, learning and research experiences that encourage critical thinking and positions students for success beyond the University.



STRATEGIC THEME:
**Social
Responsibility**

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



STRATEGIC THEME:
**Local & Global
Partnerships**

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



STRATEGIC THEME:
**Entrepreneurship
& Innovation**

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



STRATEGIC THEME:
**Capacity
Development**

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

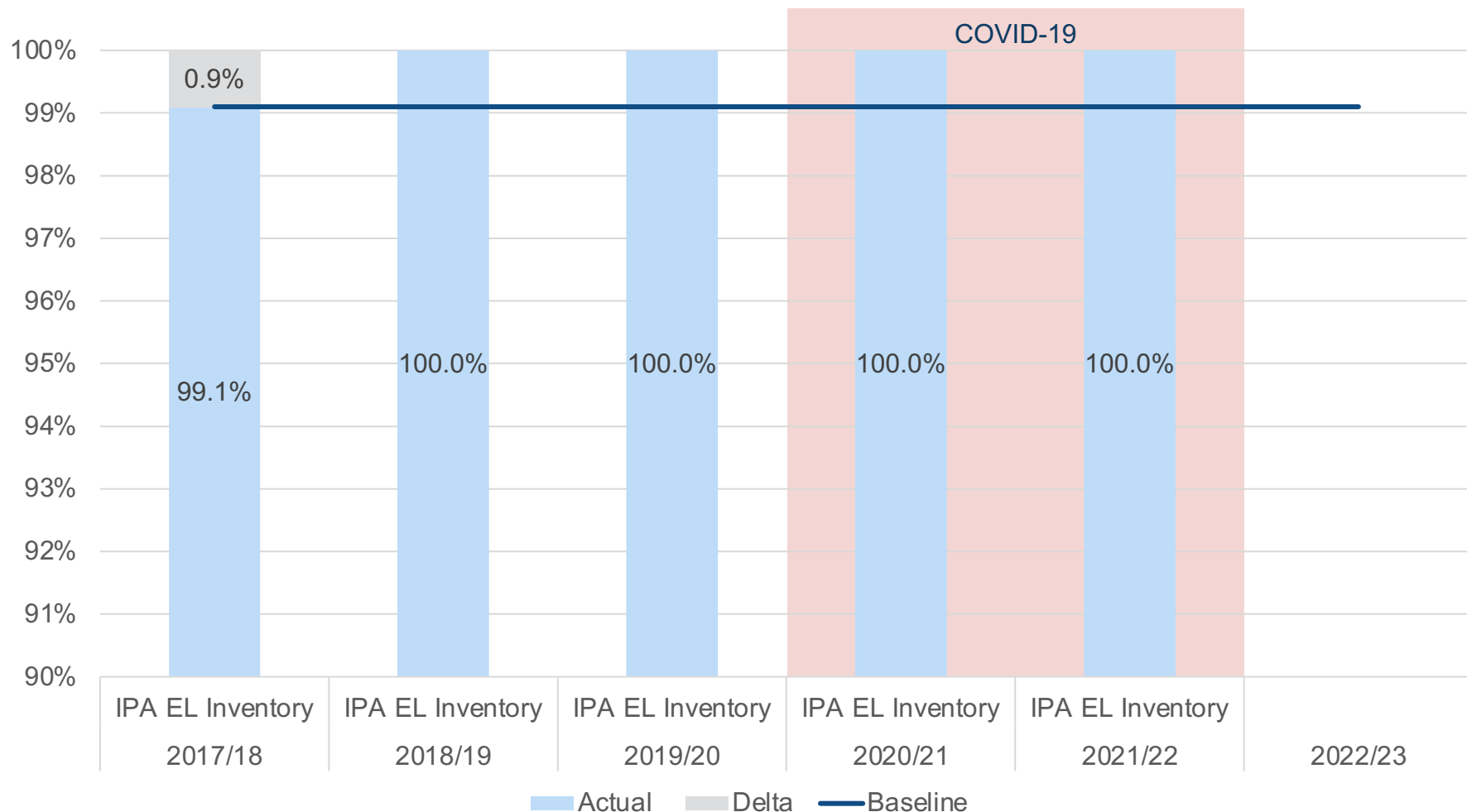


Annual Reporting Cycle

		Interim 1 February	Interim 2 June	Final 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		●	
Social Responsibility	Domestic student population reflects the local demographics			●
	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)	●		
Local and Global Partnerships	Partnerships with municipalities, government orgs, research institutes and industry			●
	Partnerships with Indigenous groups			●
	Participation in the Achievement Program and Aboriginal Mentorship Program		●	
	Enrolment of under-represented student groups in specific programs		●	
	Alumni engagement			●
Entrepreneurship and Innovation	Work-integrated learning opportunities across disciplines		●	
	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			●
Capacity Development	Student satisfaction	●		
	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			●

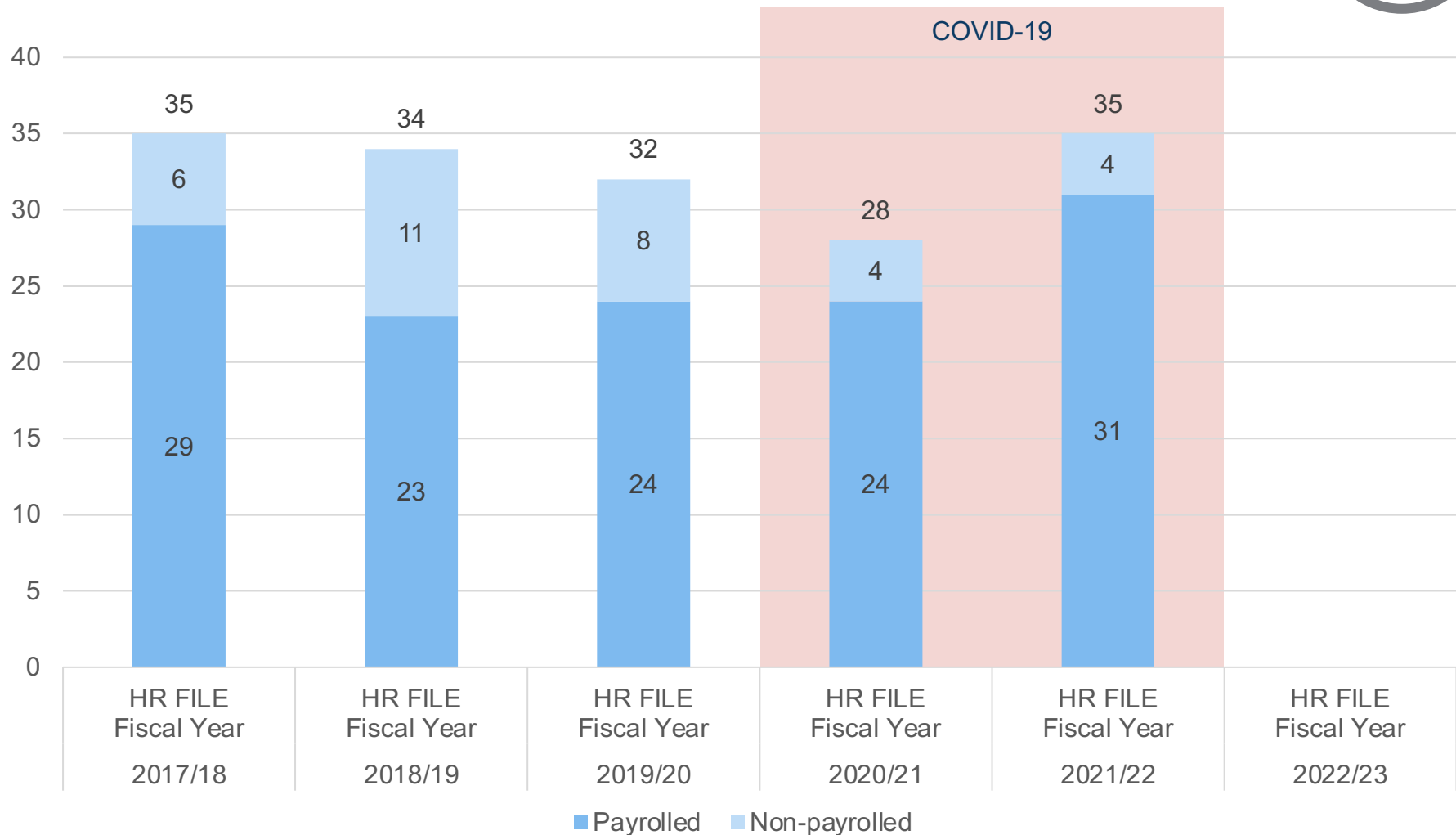


2. Achieve 100% participation rate of senior-year students in experiential learning



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 any students not enrolled in a degree program.

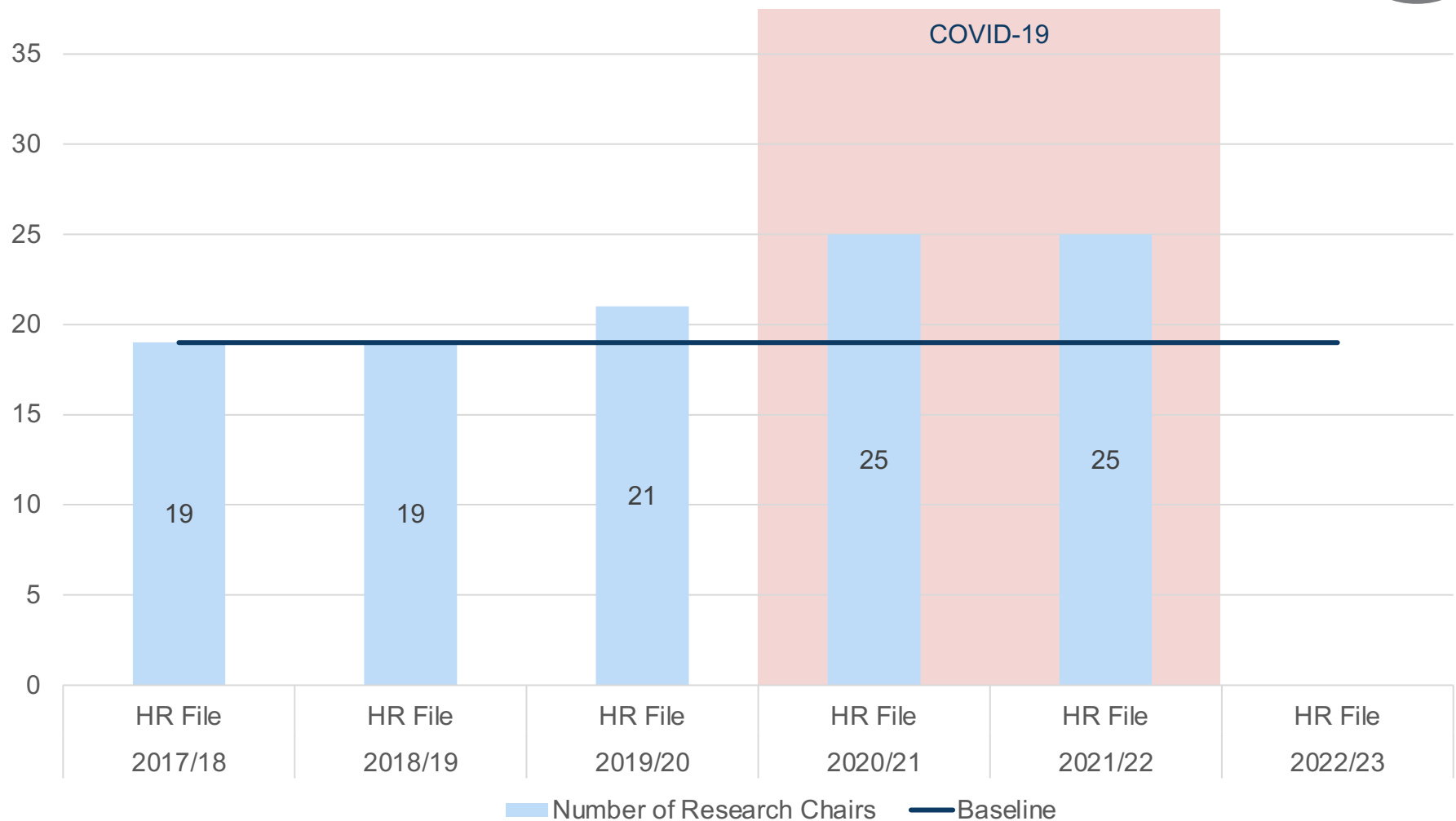
6. Increase in post-doctoral fellows



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 in 2020/21 was significantly impacted by a number of factors resulting from COVID-19, including restricted mobility. Restricted mobility continued to impact post-doctoral fellows in 2021/22.

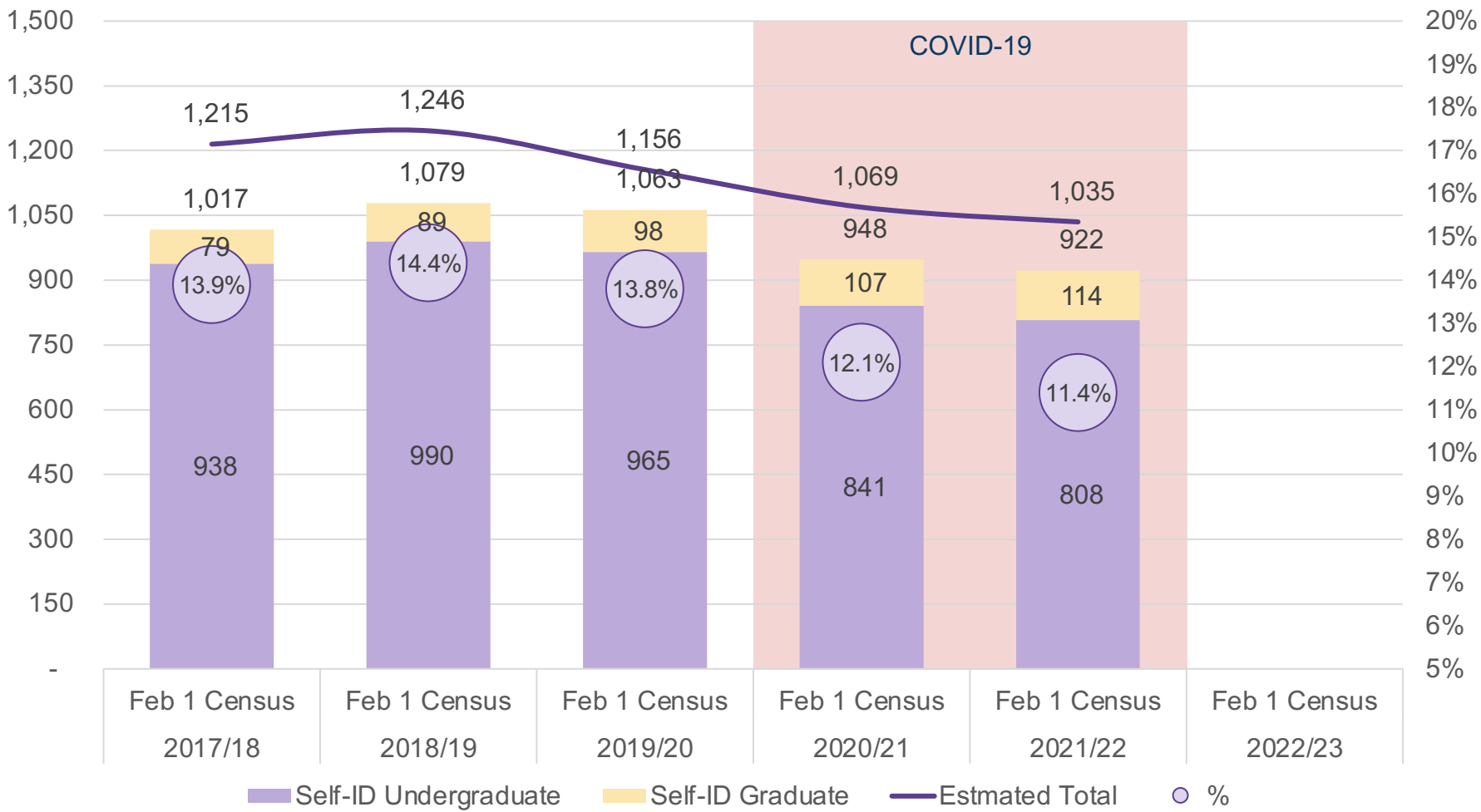
7. Increase the Number of Research Chairs to 25



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.



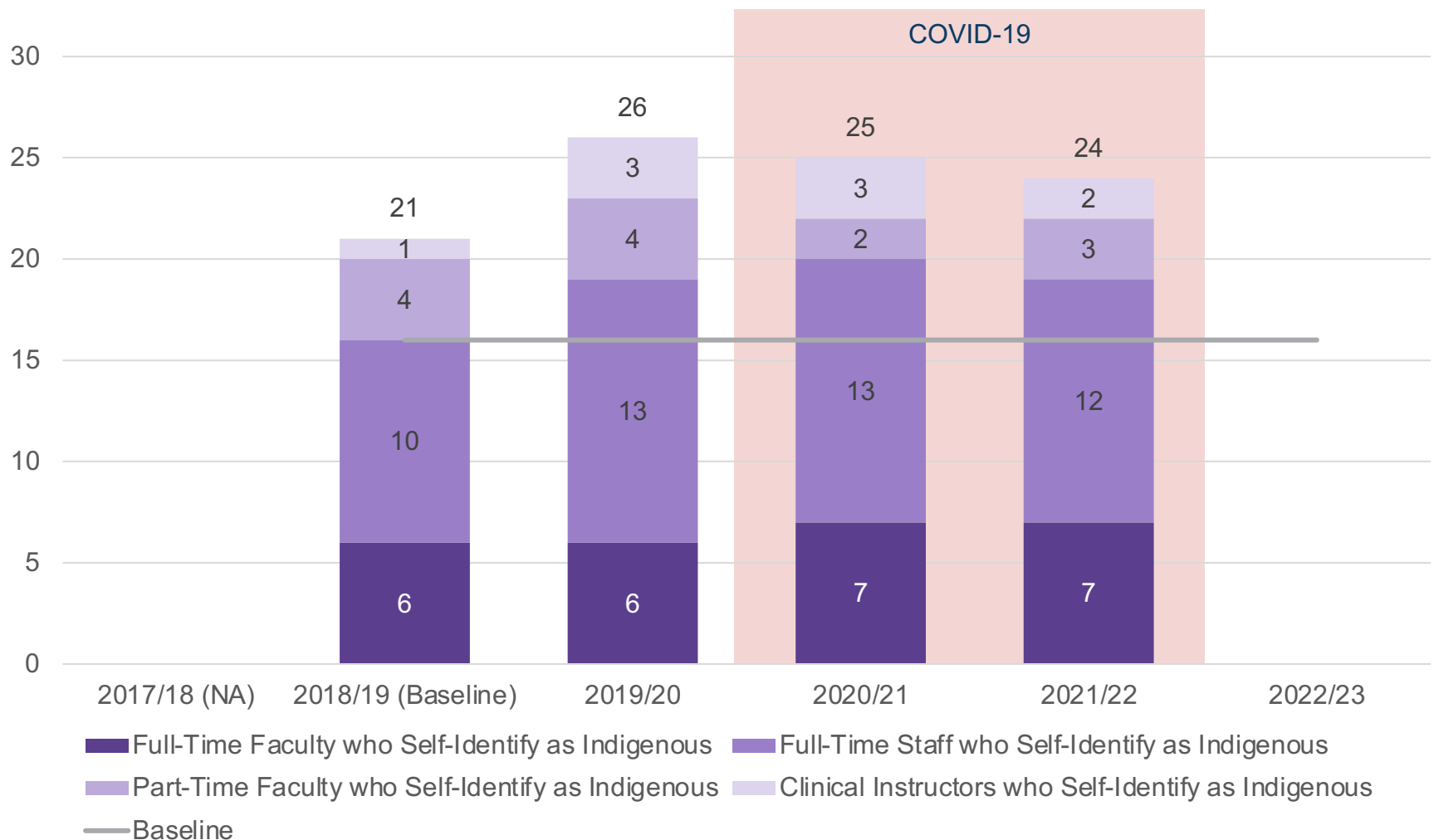
10. Indigenous student enrolment at both baccalaureate and graduate levels will increase



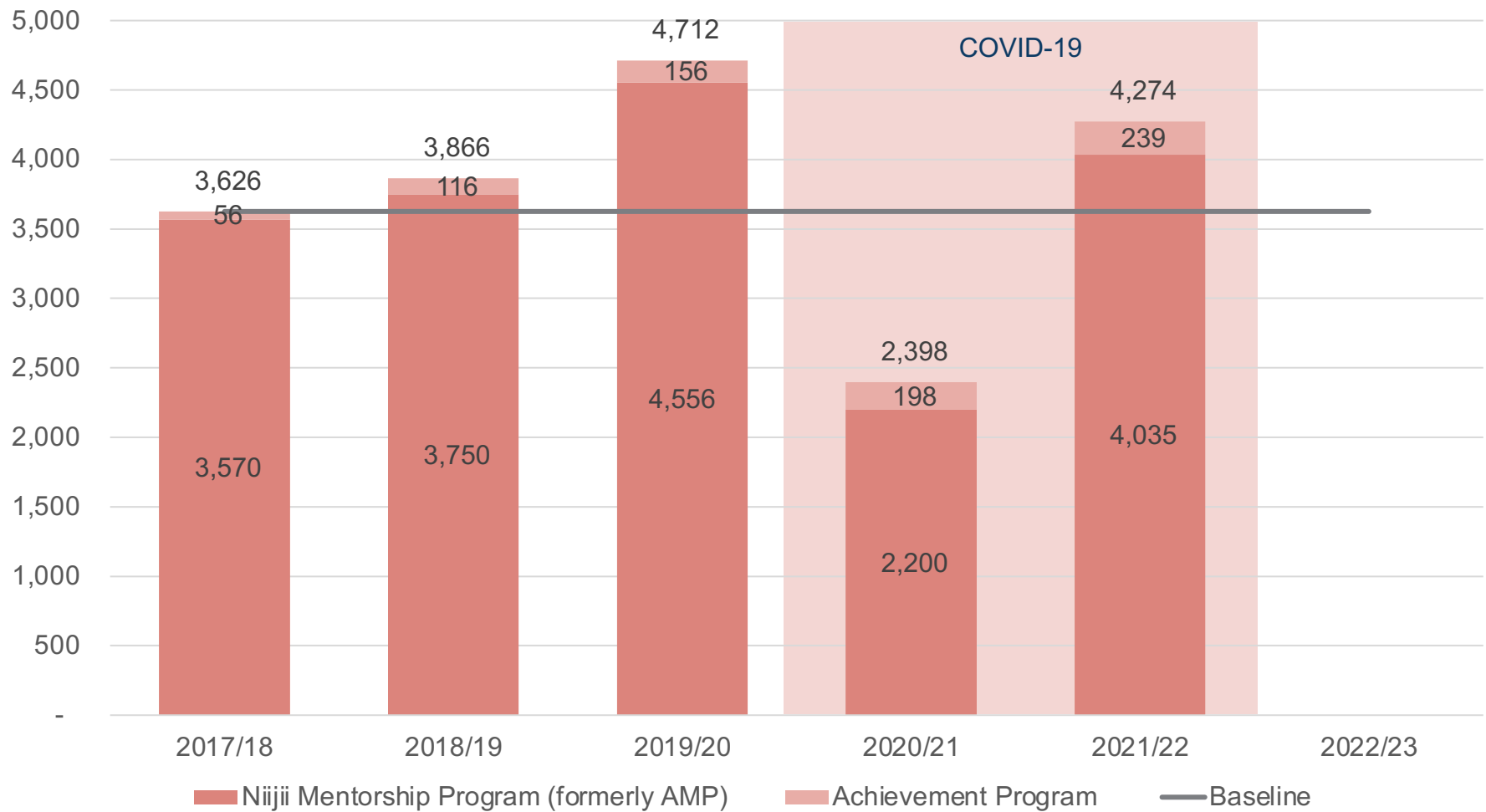
Definition: Based on all domestic students enrolled at Lakehead University per year. Includes full-time and part-time students, all terms, who self-identify as Indigenous per the Ministry definition (North American Indigenous), compared to all full-time and part-time domestic students, all terms.

8 NOTE: Enrolment in 2020/21 and 2021/22 was 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



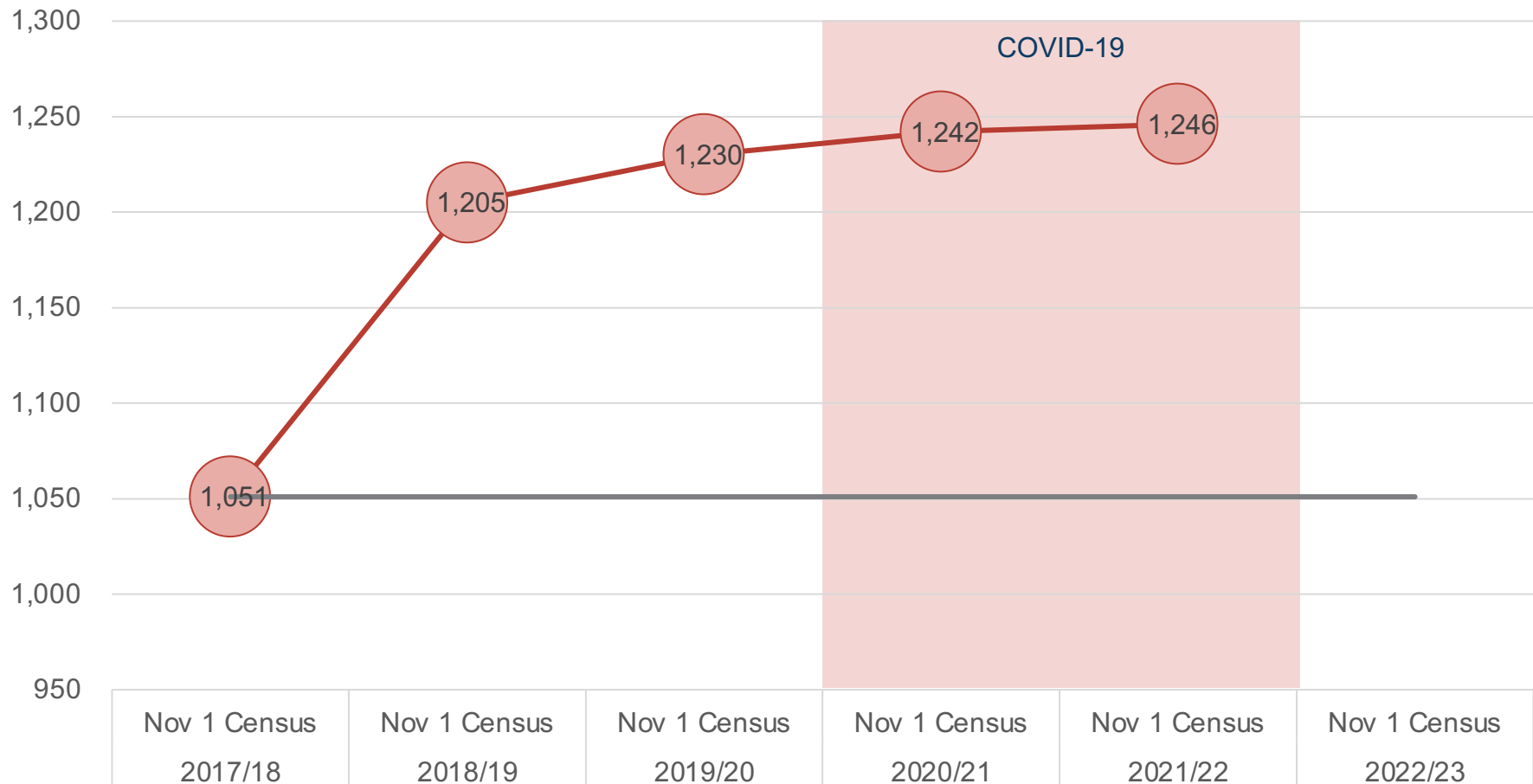
15. Increase participation in Achievement Program and Nijii Mentorship Program



Definition: Number of students participating in the Achievement Program and Nijii Mentorship Program (previously Aboriginal Mentorship Program) each year (May - April).

NOTE: Enrolment in 2020/21 was 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 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



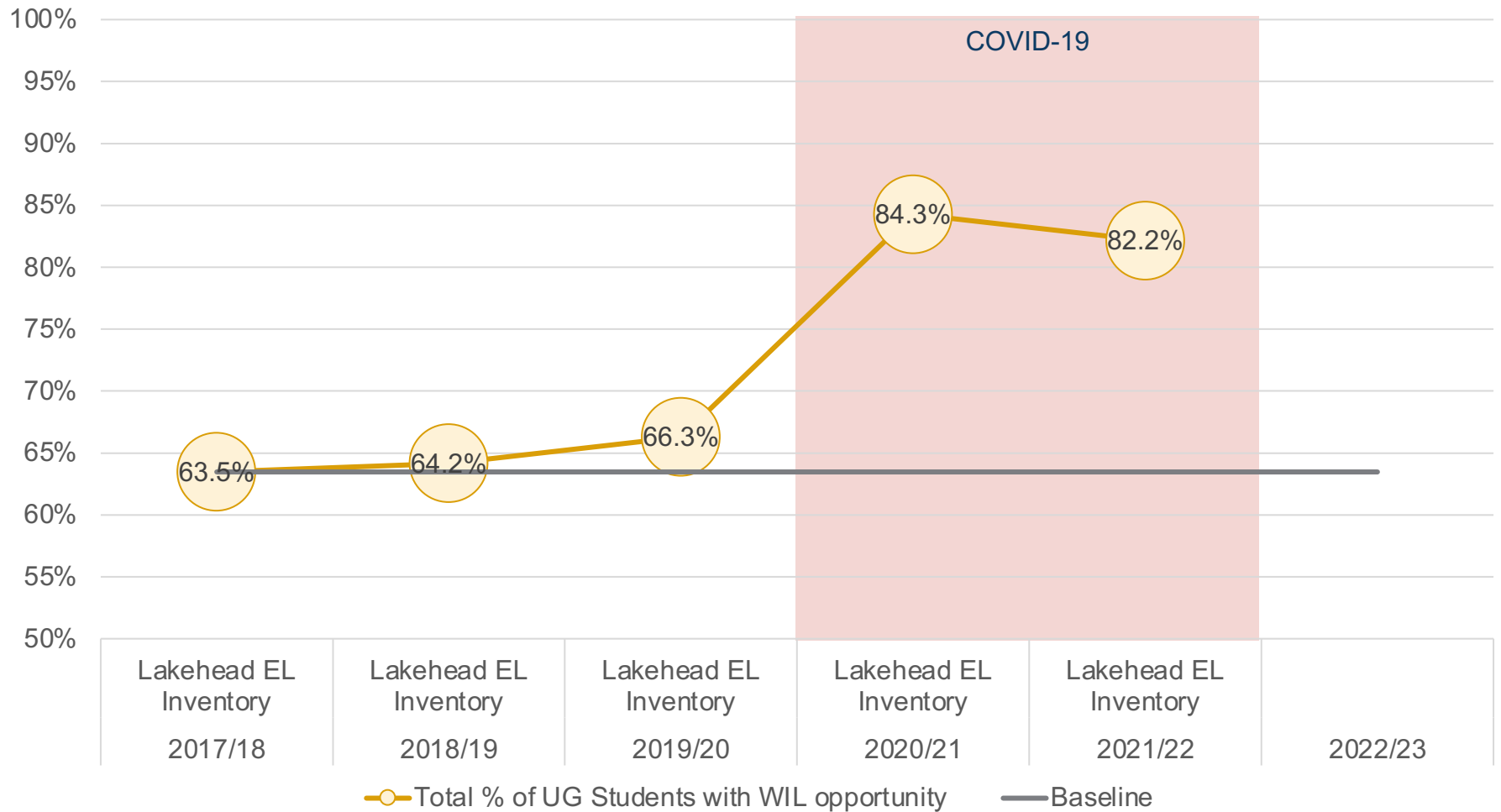
Definition: This data presents the number of students from under-represented groups enrolled in undergraduate and graduate programs in the Faculties of Engineering, Science and Environmental Studies and Natural Resources Management as of the Nov 1 census date each academic year.

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.



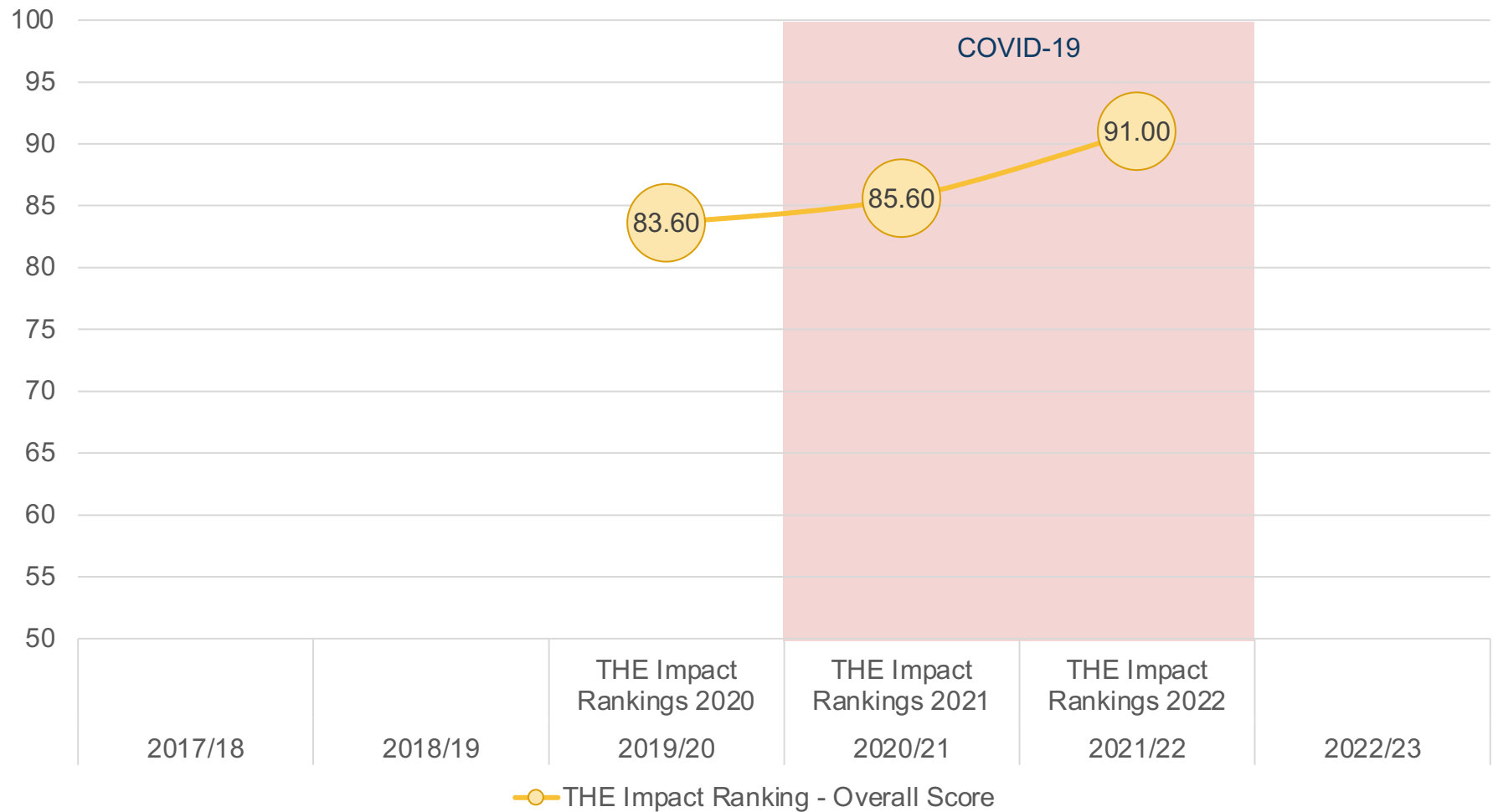
18. Increase in number of work integrated learning opportunities across disciplines



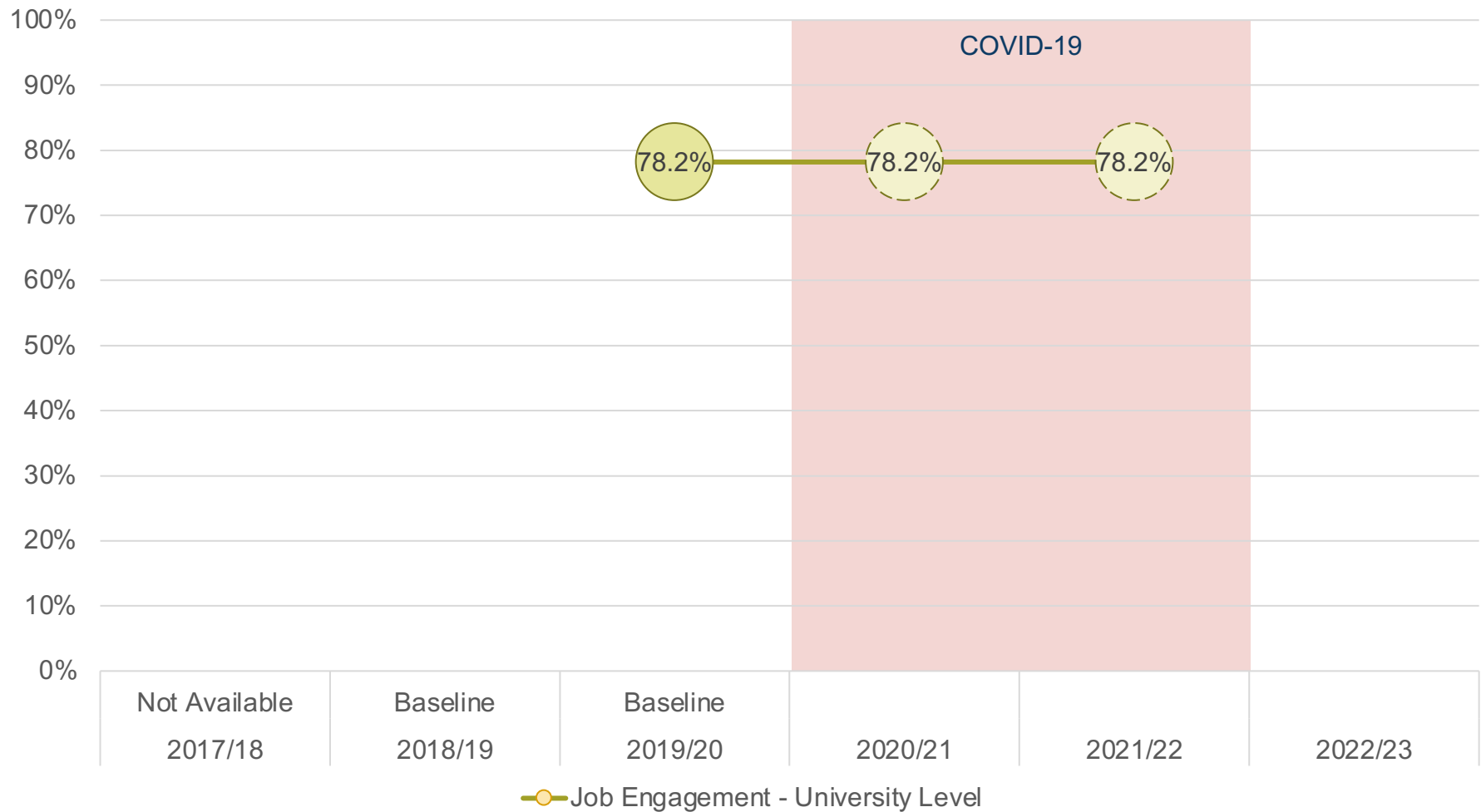
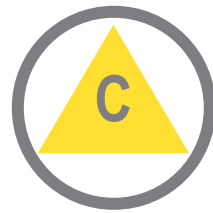
Definition: - Total number of undergraduate students who have taken at least one course with a work integrated learning component in it during their undergraduate degree. Work Integrated Learning definition is per the provincial definitions defined in the SMA 3 pilot metric project for EL course tagging and [CEWIL WIL Definition](#). Excludes any students not enrolled in a degree program. Includes students in the work study program.

12 **NOTE:** This metric was significantly impacted by a number of factors resulting from COVID-19, including restricted mobility and expanded remote learning opportunities in 2020/21.

20. Increase in societal impact of Lakehead University



24. Employee engagement



2018-2023 Strategic Plan - Report Card

Date Updated: May 25, 2022

COVID-19

	Baseline 2017/18	2018/19	2019/20	2020/21	2021/22
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 Nijiji 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

MAKING *an* IMPACT

Lakehead University is the highest ranked university in the world with fewer than 10,000 students for its global impact according to the 2022 *Times Higher Education Impact Rankings*.

Lakehead placed in the top 70 in the world based on our efforts in advancing the United Nations Sustainable Development Goals (SDGs), reflecting the University's commitment to social, cultural and environmental sustainability, and good health and well-being.

Lakehead University is finding solutions to the world's greatest societal challenges through academic programming, research excellence and collaboration.

lakeheadu.ca/THE



2022 TOP 70



#2 Ontario Undergraduate University
MACLEAN'S

#2 Ontario Undergraduate University
RESEARCH
Infosource Inc.

STRATEGIC PLAN – YEAR 4

June 2022



THE IMPACT
RANKINGS
2022 TOP 70

THE WORLD
UNIVERSITY
RANKINGS
2021 TOP 800



Academic Excellence

- Guelph-Lakehead Collaborative Doctor of Veterinary Medicine in Rural and Northern Community Practice
- 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
- OpenText 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

2019-2024

Academic
Plan

2019-2024

Research
Plan

2020-2025

Orillia Campus
Outlook



SUSTAINABILITY
PLAN 2019-2024

20-2025
Our Trail to
Wellness

Lakehead University Wellness Strategy



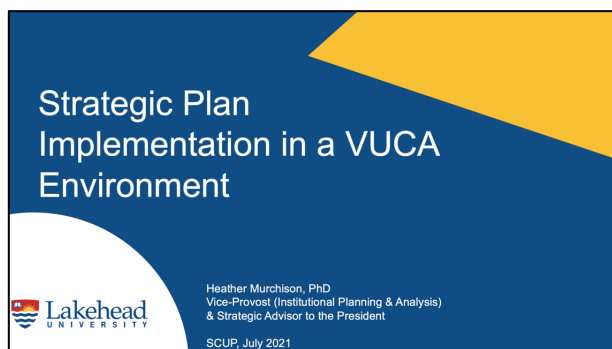


Lakehead's approach to Strategic Planning is Recognized Best Practice

Lakehead was selected to present on our leading practice approach to developing the Strategic Plan at the International Society of College and University Planning conference in 2019



Lakehead was invited to present a follow up on our approach to implementing the Strategic Plan at the International Society of College and University Planning conference in 2021



Lakehead is featured on the Society of College and University Planning Strategic Plan Resource page and has been asked to present to administrators and Boards over the past two years:

Related Learning Resources

CONFERENCE RECORDINGS

Strategic Plan Implementation in a VUCA Environment

In this session, we'll share how Lakehead University developed a phased strategic approach to guide implementation of its strategic plan.

PLANNING FOR HIGHER EDUCATION JOURNAL

Untangling the History and Procedures of Strategic Planning

Almost since the time when the concept of strategic planning first appeared in the literature of higher education, its value has been questioned. Do strategic plans help institutions achieve excellence, or are they more likely to gather dust on a shelf? Perspectives are presented through a review of nearly 100 years of the history and theoretical basis for strategic plans.

EBOOK

A Practical Guide to Strategic Planning in Higher Education

This guide provides a basic overview of strategic planning at the post-secondary level and defines the elements of a successful process. It is also useful as a checklist for more experienced campus leaders, providing colorful vignettes of circumstances in which ineffective strategic planning can create many problems.

EXAMPLE PLANS

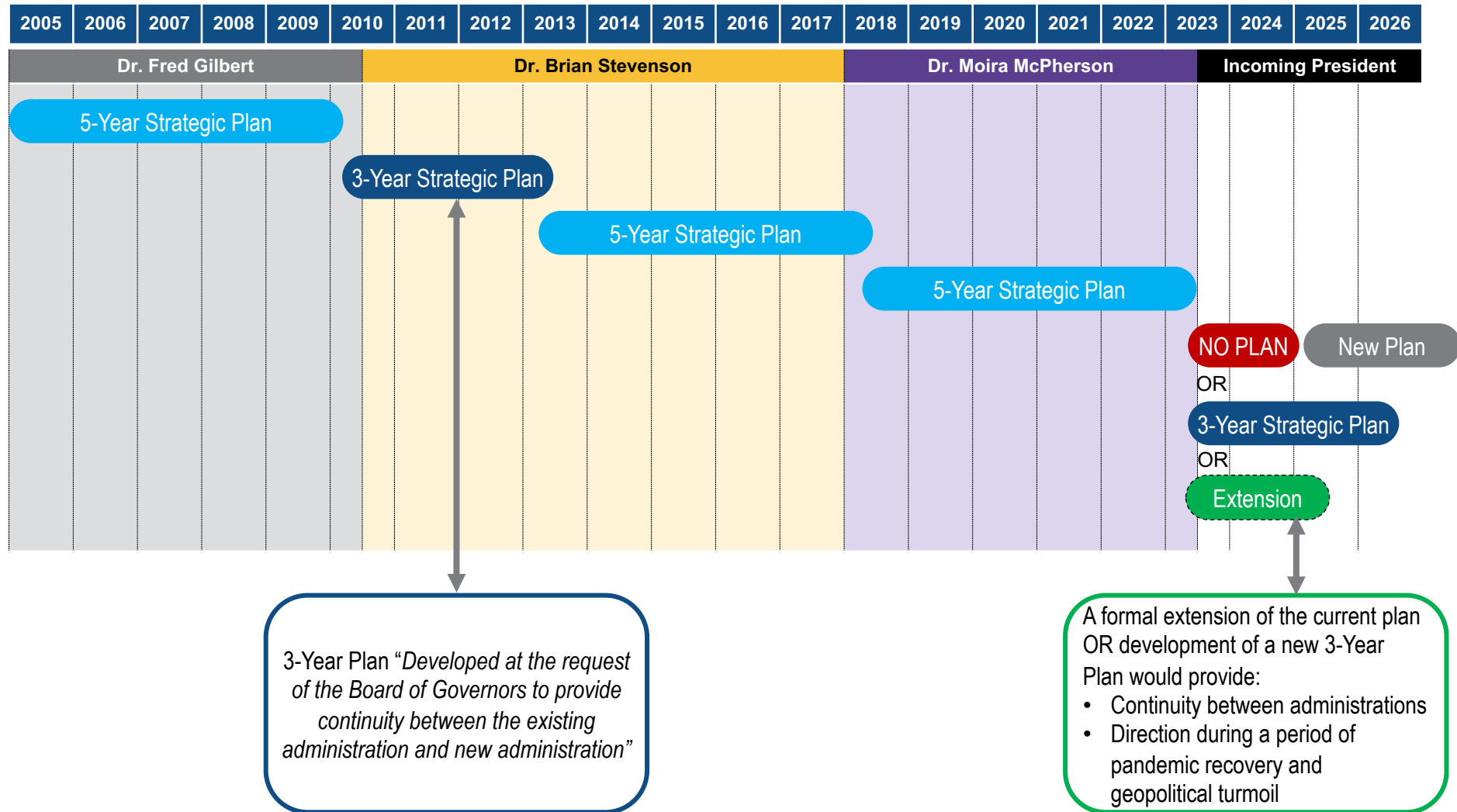
2015–2019 Strategic Plan

The plan includes a revised mission statement, core values and nine goals with specific objectives



Lakehead's Strategic Plans

Approach During Transition



Is The Timing Right for Strategic Planning?

























Risks of Postponing Strategic Plan Development




X	Incoming President doesn't have a framework aligned to University's mission and vision within which to inform early decisions
X	Major ongoing financial/operational decisions with long term impacts may not be aligned to University's vision
X	Potential non-compliance with external funding bodies, resulting in missed opportunities
X	Lack of a "North Star" to guide integrated decision-making in short and medium-term results in lack of cohesion/silos in large complex organization
X	Lack of clear, transparent, actionable and measurable vision for the Board, Senate and external partners

Benefits of Bridging Strategic Plan

✓	Provides framework for President aligned to University's mission and vision to inform decision making
✓	Maintains strategic framework for institutional transformation, innovation and investment (e.g. post-pandemic recovery, Institutional Campaign, capital investments)
✓	Maintains good standing/compliance with government, funding bodies (SMA, Tri-Council), external constituents, and strategic partners
✓	Provides direction to inform multi-year integrated planning and budgeting aligned across levels and units throughout the University (Academic, Research Plans)
✓	Provides transparent and actionable and accountable vision for the Board, Senate, and external partners

Considerations

Consideration	No Plan (2023-2025)	Formally Extend Current Plan for 2 Years (2023-2025)	Develop New 3-Year Plan (2023-2026)
Feasible timing/resourcing			
Consistent with University planning cycle			
Bridges period of continued volatility related to pandemic/recovery			
Allows for nimble response to pandemic recovery (e.g. capital/infrastructure)			
Allows for University to respond to pace of change impacting sector			
Reinforces integrated planning and budgeting best practice			
Positions incoming President for success			
Engages University community			

 Yes  Somewhat  No

DISCUSSION

2018-2023

Strategic Plan

