



BOARD OF GOVERNORS ANNUAL MEETING

AGENDA

Date:	October 1, 2021
Time:	9:00am - 4:00pm (EDT) via Zoom
Join Remotely via Zoom:	<p>Zoom Meeting Link: https://lakeheadu.zoom.us/j/96792388308 Meeting ID: 967 9238 8308</p> <ul style="list-style-type: none">• For technical support phone 1-866-652-8657 or email multimed@lakeheadu.ca• To test ahead of time visit https://zoom.us/test• Please remember to mute yourself when possible
On Campus WiFi Network: LUGuest / WiFi Password: LUGuest8	

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

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

*Timing is approximate and may be changed by the Board

Item		Presenter(s)	Start Time*	Length*
1.	Approval of Agenda MOVED that the agenda be approved.	Angela Maltese	9:00	
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.	<u>Code of Conduct at Meetings</u>	Angela Maltese		
	Members are reminded of the Board approved Code of Conduct in place to promote a positive environment.			
5.	Previous Minutes	Angela Maltese		
	<ul style="list-style-type: none"> • <u>Approval of the June 4, 2021 Minutes</u> • Business Arising from the Minutes 			
6.	Acknowledging Lakehead University's Chancellor	Angela Maltese	9:05	15min
7.	Chair's Report	Angela Maltese	9:20	15min
8.	<u>President's Report</u>	Dr. Moira McPherson	9:35	10min
8a.	<u>Annual Report on Student Appeals 2020-21</u> (for information)	Dr. Moira McPherson		
8b.	<u>Report on Appointments</u> (for information)	Dr. Moira McPherson		
9.	<u>2019-23 Strategic Plan Year End Implementation Report (Year 3)</u>	Dr. Moira McPherson, Dr. Heather Murchison	9:45	20min
10.	Executive Committee Report	Angela Maltese	10:05	
	<i>The Board Executive Committee discussed items of business that were sensitive or confidential in nature during its meetings on August 23, 2021 (special meeting) and September 9, 2021. A confidential report will be provided during the in camera session.</i>			

11.	<u>Audit and Risk Committee Annual Report</u>		Brian McKinnon	10:05	5min
	11a.	<u>Approval of the 2020-21 Financial Statements of Lakehead University and the Independent Auditors' Report</u> MOVED to approve the 2020-21 Financial Statements of Lakehead University and accept the Independent Auditor's Report attached thereto.	Brian McKinnon	10:10	20min
	11b.	Appointment of Auditors MOVED to appoint BDO Canada LLP as auditors of the University for the 2021-22 fiscal year.	Brian McKinnon	10:30	5min
	11c.	<u>Research Ethics Board (REB) Annual Report and Letter of Compliance</u> MOVED to accept the Research Ethics Board Annual Report and Letter of Compliance.	Brian McKinnon	10:35	5min
12.	<u>External Relations Committee Annual Report</u>		Ann Dumyn	10:40	5min
13.	<u>Finance and Operations Committee Annual Report</u>		Cathy Tuckwell	10:45	5min
	13a.	Investment Resolution WHEREAS Article 35 of the Board Bylaws requires the Board at its annual meeting to designate two or more individuals to manage the University's investments; MOVED that the President and the Vice President (Administration and Finance) shall be authorized to manage the investments of the University and to purchase, transfer, exchange, sell or otherwise dispose of or turn to account or realize upon securities, in accordance with	Cathy Tuckwell		

		<p>the policies established by the Board on the recommendations of the Board Finance and Operations Committee, such as the Statement of Investment Policies and Guidelines for Trust and Endowment Funds Policy, in accordance with the terms of reference of the Committee, and the laws and statutes of the Province of Ontario and the Government of Canada, effective at the close of the annual meeting on October 3, 2019 October 1, 2021 until the close of the annual meeting in 2020 2022. During the absence of:</p> <ul style="list-style-type: none"> • either the President or the Vice President (Administration and Finance), any one of the University's signing officers shall be authorized as the second signature; and • both the President and the Vice President (Administration and Finance), any two of the signing officers shall be authorized to perform the aforementioned activities, <p>effective at the close of the annual meeting on October 1, 2021 2020 until the close of the annual meeting in 2022 2021.</p>			
14.	<u>Governance and Nominating Committee Annual Report</u>		Maria Vasanelli	10:50	10min
15.	<u>Learning and Liaison Committee Annual Report</u>		Maria Vasanelli	11:00	5min
	<p>15a. <u>Association of Governing Boards (AGB) Membership Renewal</u></p> <p>MOVED to approve that the AGB Membership be renewed.</p>		Maria Vasanelli		

16.	Other Reports for Information				
	16a	<u>Senate Report</u>	Dr. Christine Gottardo		
	16b.	Northern Ontario School of Medicine <ul style="list-style-type: none"><u>Dean's Report & Strategic Plan Status, Fall 2021</u>			
17.	In Camera Session MOVED to adjourn to an in camera session to discuss items of a personnel, legal, or real estate nature, and other sensitive or confidential matters, and that only members of and others approved by the Board may be present.			11:05	
	17a.	Motions Arising from the In Camera Meeting	Barbara Eccles	3:50	2min
18.	Informational Items				
	18a.	Amendment to 2020-21 Board Meeting Schedule On September 22, 2021, via email, by consent in writing of all members in accordance with the Ontario Corporations Act, the Board agreed to reschedule the Annual Meeting from September 30, 2021 to October 1, 2021.			
	18b.	Next Meeting: November 25, 2021, 9:00am - 1:00pm (EDT)			
	18c.	Year of Climate Action (YOCA) The YOCA is an invitation, a call to action, and an opportunity for faculty, staff, administration, students, and our larger community to collectively join together to listen, learn, share, and most importantly act on climate change. Find out more at lakeheadu.ca/yoca.			
19.	Other Business		Angela Maltese	3:52	
Adjournment				4:00	



BOARD OF GOVERNORS MEETING

DRAFT MINUTES

Date:	June 4, 2021
Time:	9:00am - 4:00pm EDT
Join Remotely via Zoom:	<p>Zoom Meeting Link: https://lakeheadu.zoom.us/j/96792388308 Meeting ID: 967 9238 8308</p> <ul style="list-style-type: none">• For technical support phone 1-866-652-8657 or email multimed@lakeheadu.ca• To test ahead of time visit https://zoom.us/test• Please remember to mute yourself when possible
On Campus WiFi Network: LUGuest / WiFi Password: LUGuest8	

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

Absent: Brian McKinnon

Note to Change in Membership:

- *Murray Waboose, Ogimaawin Indigenous Education Council Member, resigned from the Board on May 14, 2021.*
- *Peter Caldwell, new Simcoe County External Board Member, was elected to the Board on April 30, 2021.*

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

Invited Guests in Attendance:

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

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

The meeting was called to order at 9:02am.

New Board member Peter Caldwell was welcomed and introduced.

Item	Presenter(s)
1. Approval of Agenda The agenda was approved by consensus, as circulated.	Angela Maltese
2. Board Only Session (Governors only) Wendy Walberg joined the meeting. By consensus, the Board adjourned to an in camera session to discuss items of a personnel, legal, or real estate nature, and other sensitive or confidential matters, and only members of the Board were invited to join the private session. The Board Only Session had no agenda, decisions were not made, and minutes were not recorded. The Board returned to the open meeting at 9:39am.	Angela Maltese
3. 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
4. Declaration of Conflict of Interest Members were reminded of their duty to declare a conflict of interest should awareness of conflict arise at any time during the meeting.	Angela Maltese
5. Code of Conduct at Meetings Members were reminded of the Board approved Code of Conduct in place to promote a positive environment. The Code of Conduct for Members of the Board of Governors of Lakehead University at Meetings was circulated with the meeting materials.	Angela Maltese

6.	<p>Previous Minutes</p> <p>The minutes of the April 30, 2021 meeting were approved by consensus, as circulated.</p>	Angela Maltese
7.	<p>Chair's Report</p> <p>The Chair reported on the success of this year's Thunder Bay Campus Virtual Convocation Ceremony that she recently attended, and noted the Fellow of the University and Honorary Degree recipients that were acknowledged during the ceremony. Members were encouraged to attend the Orillia Campus Virtual Convocation this week if they have the opportunity.</p>	Angela Maltese
8.	<p>President's Report</p> <p>The June 2021 President's Report was circulated in advance with the meeting materials and is available on the Lakehead website at www.lakeheadu.ca.</p> <p>In addition, the President welcomed and introduced Michael den Haan, the new Vice-President, External Relations.</p> <p>Members were reminded that all upcoming University events are published weekly via the University's Campus Connection and The Bulletin, noting that all Board members should be receiving these internal communications. All upcoming University events can also be found at www.lakeheadu.ca (https://www.lakeheadu.ca/about/news-and-events/events).</p>	Dr. Moira McPherson
8a.	<p>Report on Appointments - for information</p> <p>The President's report on appointments, dated May 26, 2021, was circulated in advance with the meeting materials for information.</p>	Dr. Moira McPherson
9.	<p>Executive Committee Report</p> <p>The Board Executive Committee discussed items of business that were sensitive or confidential in nature during its meeting on May 20, 2021. A confidential report will be provided during the in camera</p>	Angela Maltese

	session.	
	Dr. Andrew Dean joined the meeting.	
10.	<p>Audit and Risk Committee Report</p> <p>A report of the May 13, 2021 Audit and Risk Committee meeting was circulated in advance with the meeting materials.</p>	Robert Arnone
10a.	<p>Lakehead University Pension Investment Fund</p> <ol style="list-style-type: none"> 1. Pension Investment Fund Annual Report <p>The Lakehead University Pension Investment Fund Annual Report to the Board was circulated in advance with the meeting materials for information.</p> <ol style="list-style-type: none"> 2. Approval of the Pension Investment Fund Audited Financial Statements <p>The Lakehead University Pension Investment Fund Financial Statements (for the year ended December 31, 2020) were circulated in advance with the meeting materials.</p> <p>MOVED (R. Arnone) to approve the Lakehead University Pension Investment Fund Financial Statements.</p> <p>The Board Chair noted that the audited financial statements do not show liabilities with regards to the Financial Services Regulatory Authority of Ontario (FSRA) matter.</p> <p>CARRIED</p>	Robert Arnone
11.	<p>External Relations Committee Report</p> <p>A report of the May 12, 2021 External Relations Committee meeting was circulated in advance with the meeting materials.</p>	Ann Dumyn

12.	<p>Finance and Operations Committee Report</p> <p>A report of the May 13, 2021 Finance and Operations Committee (BFOC) meeting was circulated in advance with the meeting materials.</p> <p>In addition, the Chair of the Committee noted that the BFOC Responsible Investment Policy Review Ad hoc Committee has established its members, and that its draft workplan is currently being reviewed by Administration. The Committee plans to continue its work over the summer.</p>	Cathy Tuckwell
13.	<p>Governance and Nominating Committee Report</p> <p>A report of the May 12, 2021 Governance and Nominating Committee meeting was circulated in advance with the meeting materials.</p>	Maria Vasanelli
13a.	<p>2021-22 Board of Governors Meeting Schedule</p> <p>By consensus, the Board approved the proposed 2021-22 Board of Governors meeting schedule, as circulated.</p>	Maria Vasanelli
14.	<p>Learning and Liaison Committee Report</p> <p>A report of the May 12, 2021 Learning and Liaison Committee meeting was circulated in advance with the meeting materials.</p>	Wendy Walberg
14a.	<p>Institute of Corporate Directors (ICD) Board Membership Renewal</p> <p>The ICD membership renewal fee was circulated in advance with the meeting materials.</p> <p>MOVED (W. Walberg) that the Board of Governors approves renewing the ICD Board membership that expires on May 31, 2021.</p> <p>CARRIED</p>	Wendy Walberg
15.	<p>Senate Report</p>	Dr. Christine

	A report of the May 19 and May 21, 2021 Senate meetings was circulated in advance with the meeting materials.	Gottardo
16.	<p>2nd Progress Report on Implementation of the Strategic Plan</p> <p>Highlights from the presentation that was circulated in advance with the meeting materials included:</p> <ul style="list-style-type: none"> ● context - year three interim report ● overview of the five pillars of the Strategic Plan ● overview of the annual reporting cycle ● report on the following metrics: <ul style="list-style-type: none"> ○ Metric 2, target achieved: Achieve 100% participation rate of senior-year students in experiential learning ○ Metric 4, target achieved: Number graduates employed in full-time jobs (skills match) is above the provincial average ○ Metric 6, target not achieved: Increase in post-doctoral fellow ○ Metric 10, target not achieved: Indigenous student enrollment at both baccalaureate and graduate levels will increase ○ Metric 11, target achieved: The number of Indigenous faculty members and staff will increase ○ Metric 12, target achieved: The graduate employment rate two years after graduation from baccalaureate program will be above the provincial average ○ Metric 15, target not achieved: Increase participation in Achievement Program and Nijjii Mentorship Program ○ Metric 16, target not achieved: Increase enrolment of under-represented student groups in specific programs ○ Metric 18, target achieved: Increase in number of work integrated learning opportunities across disciplines ○ Metric 20, target achieved: Increase in societal impact of Lakehead University ○ Metric 24: Improve employee engagement ● 2018-23 Strategic Plan report card (as of May 26, 2021) ● Lakehead one of the top 100 universities in the world ranking 	Dr. Moira McPherson, Dr. Heather Murchison

	<ul style="list-style-type: none"> Strategic Plan Year 3 infographic slides highlighting major milestones, and new activities and initiatives that have been implemented as a result of the COVID-19 pandemic. <p>Discussion ensued following the presentation.</p>	
17.	Other Reports for Information	
17a.	<p>Northern Ontario School of Medicine Report</p> <ul style="list-style-type: none"> NOSM Board of Directors Release - May 20, 2021 - Discussions at NOSM Board Meeting focus on admissions, physician recruitment and NOSM expansion key areas of discussion Northern Routes - "The Only Constant in Life is Change" - Heraclitus 10th Annual Northern Constellations focuses on physician wellness and recognizes outstanding NOSM faculty 	
17b.	<p>Ojimaawin Indigenous Education Council Reports</p> <p>Reports of the April 26, 2021 and May 17, 2021 OIEC meetings were circulated in advance with the meeting materials for information.</p>	
18.	<p>In Camera Session</p> <p>By consensus, the Board agreed to adjourn to an in camera session to discuss items of a personnel, legal, or real estate nature, and other sensitive or confidential matters, and that only members of and others approved by the Board may be present.</p> <p>Dr. David Barnett, Dr. Andrew Dean, Barbara Eccles, Toby Goodfellow, Michael den Haan, Dr. Dean Jobin-Bevans, Marcie Morrison, Dr. Heather Murchison and Kathy Pozihun were invited to remain for the in camera meeting.</p> <p>Claudine Cousins and Brian McKinnon joined the meeting during the in camera session.</p> <p>Robert Arnone, Dr. David Barnett, Dr. Andrew Dean, Toby Goodfellow, Michael den Haan, Dr. Dean Jobin-Bevans, Brain McKinnon, Dr. Moira McPherson, Marcie Morrison, Dr. Heather Murchison, Kathy Pozihun, Maria Vasanelli and Wendy Walberg left during the in camera session.</p> <p>The Board returned to the open meeting at 3:59pm.</p>	

	18a.	<p>Motions Arising from the In Camera Meeting</p> <p>The Secretary reported that the following motion was passed during the in camera session:</p> <p>MOVED that Michael Nitz be recommended to the LGIC for appointment to the Board of Governors as an LGIC appointee. CARRIED</p> <p>The following appointments to Full Professor were reported during the in camera session, effective July 1, 2021:</p> <ul style="list-style-type: none"> • Dr. Ryan Alford, Bora Laskin Faculty of Law • Dr. Dean Jobin-Bevans, Department of Music • Dr. Frances Chapman, Bora Laskin Faculty of Law • Dr. Pedram Fatehi, Department of Chemical Engineering • Dr. Daniel Hannah, Department of English • Dr. Christopher Mushquash, Department of Psychology • Dr. Rebecca Schiff, Department of Health Sciences
19.	Informational Items	
	19a.	Next Meeting: AGM, September 30, 2021, 9:00am - 1:00pm EDT
20.	<p>Other Business</p> <p>There was no other business.</p>	Angela Maltese
The meeting adjourned at 4:00pm.		

 Angela Maltese, Chair

 Barbara Eccles, Secretary



President's Report to the Board of Governors

October
2021





Office of the President

Times Higher Education Ranks Lakehead University Among World's Top Universities

For the third year in a row, Lakehead University has been included in the top half of the Times Higher Education's list of the best universities from around the world.

The Times Higher Education (THE) World University Rankings 2022 places Lakehead University in the 801-1,000 category out of more than 1,600 universities from 99 countries. Over 2,100 universities participated in the world rankings this year, with more than 1,660 universities meeting the requirements to be included in the final rankings.

In this year's rankings, Lakehead ranked second among Canada's primarily undergraduate universities and second among Ontario's primarily undergraduate universities. Lakehead University also ranked in the same bracket as a number of Canadian universities, and ranked above the worldwide median in the areas of research and international outlook.

In terms of Lakehead's position in the area of international outlook, James Aldridge, Vice-Provost, International, said this ranking recognizes the efforts Lakehead has made toward internationalization of the University.



In addition to the world rankings, THE also releases a series of comparative subject rankings throughout the fall. In the first release of the 2022 World University Rankings by Subject, Lakehead was ranked in the top third of universities around the world in the discipline of Physical Sciences, which includes mathematics, physics, chemistry, geology, and environmental and earth sciences. Lakehead was also identified as one of the leading universities in the world in the disciplines of Life Sciences (agriculture and forestry, biological science and sports science) and Clinical and Health, and the top ranked Canadian university in these disciplines with less than 10,000 students.

The World University Rankings measure research-intensive universities performance across their core missions: teaching (the learning environment); research (volume and reputation); citations (research influence); industry income (knowledge transfer); and international outlook (staff, students and research).

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Dr. Mirella Stroink appointed Dean of the Faculty of Health and Behavioural Sciences

Lakehead University has named **Dr. Mirella Stroink** as its new dean of the Faculty of Health and Behavioural Sciences.

Dr. Stroink is a professor in the Department of Psychology at Lakehead University, where she has served two terms as Chair from 2015 to 2021. She has begun as dean as of August 1.

As Chair of Psychology, she facilitated a three-year process of developing a new undergraduate curriculum.

She also identified opportunities for the development of programs unique to the University and positioned the department for an enhanced focus on student success and experiential learning.

She is a passionate educator and mentor, an accomplished researcher, and an innovative, collaborative and systems-minded leader who is committed to Lakehead University and to Thunder Bay and Simcoe County.

Dr. Stroink said she is delighted to become the dean of the Faculty of Health and Behavioural Sciences, especially at such a critical time.

Dr. Stroink is looking forward to leveraging the faculty's strengths to demonstrate the value of Lakehead's programs, and mobilizing research to advance health in Thunder Bay, Simcoe County and in society as a whole.

Dr. Stroink looks forward to leading the vibrant Faculty of Health and Behavioural Sciences in achieving its strategic plan. In particular, she is eager to realize the Faculty's aims of diversity, equity, and inclusion, particularly for Indigenous students, faculty and staff, and to support its disciplines in embracing multiple ways of knowing.

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Congratulations to Brianna Knox, Lakehead University's Free First-Year Tuition winner

Brianna Knox of London, Ont., is excited to start her Lakehead journey this September after winning the University's first-year free tuition draw.

In a draw for Fall 2021 incoming domestic high school students coming to Lakehead University, students had an opportunity to win their first-year tuition for free by registering and attending Virtual Open Houses, and many other eligible domestic recruitment webinars or meetings with Lakehead recruiters.

Knox, who will begin her degree in Psychology this fall, is looking forward to moving to Thunder Bay as she loves the region's landscape which she has experienced while camping with family.

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Evelyn Davenport tops at Cremona International Competition

A Lakehead University student placed first in the Cremona International Competition for Piano, held virtually on July 17 and 18.

Third-year music student **Evelyn Davenport** spent six weeks preparing for the Cremona Competition, based out of Italy, practicing more than 25 hours per week.

The 18-year-old, who began playing when she was six, performed seven pieces during the competition.

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Academic Excellence

Dr. Lana Ray named as Lakehead University's Indigenous Research Chair in Decolonial Futures

On July 1, **Dr. Lana Ray**, Assistant Professor in Indigenous Learning, began her appointment as Lakehead University's Indigenous Research Chair in Decolonial Futures.

The position, the first of its kind at Lakehead, forwards the university's vision to strengthen research that is grounded in Indigenous knowledges and culturally appropriate methodologies. Dr. Ray said decolonial futures are those in which "Anishinaabe people can proudly and freely live our knowledge systems and enact our sacred responsibilities."

Dr. Ray, an Anishinaabe scholar from Opwaaganasiniing (Red Rock Indian Band), brings to this appointment over a decade of experience working with Indigenous peoples and communities to implement Indigenous community-based approaches to research. She has been recognized internationally for her scholarship and has been a strong voice within Ontario for the advancement of Indigenous education.



The chair position is for a five-year term and may be renewed once.

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Psychology graduate students receive Best Poster Award from Canadian Psychological Association

A Canadian Psychological Association Best Poster Award (Student Section) was recently awarded to Lakehead Department of Psychology graduate students and faculty collaborators, Joshua R Hawkins (presenter), Jane A Harder, Chiao-En (Joanne) Kao, Angela MacIsaac, and K. Amanda Maranzan. Their study examined self-care behaviours in a national sample of professional psychology trainees, finding that program self-care culture is related to trainees' self-care behaviours and stress. These findings will impact the development of self-care and wellness strategies in Canadian programs that train future psychologists. Congratulations to the team!



Royal Society of Canada will honour two Lakehead University professors for their remarkable contributions

Two Lakehead University professors will soon be part of the Royal Society of Canada.

On Friday, Nov. 19, **Dr. Lori Chambers** will be elected as a Fellow of the Royal Society of Canada (RSC) and **Dr. Ruth Beatty** will be inducted into the RSC's College of New Scholars, Artists and Scientists.

Dr. Chambers, Professor of Gender and Women's Studies in Thunder Bay, is only the second Lakehead professor to become a Fellow of the RSC, joining Dr. Roger Mitchell, Professor Emeritus of Geology, who was elected as a Fellow in 1994.

Fellows of the RSC are distinguished Canadians from all branches of learning who have made remarkable contributions in the arts, the humanities and the sciences, as well as in Canadian public life.

Dr. Chambers joined Lakehead University in 1999. Chair of the Department of Gender and Women's Studies, she is a former Lakehead University Research Chair on Gender, Law, and Equity, and was the Chair of the President's Task Force on Sexual Assault Education, Prevention, and Support.

She has won numerous awards, including Lakehead's Distinguished Researcher Award and awards from the Ontario Historical Society and the Canadian Journal of Law and Society.

Dr. Beatty, Associate Professor of Education in Orillia, is one of several new members of the College of New Scholars, Artists and Scientists, which recognizes those who have demonstrated a high level of achievement at an early stage of their career.

Dr. Beatty was selected for the College as a result of her collaborative and community-based research on the connections between Indigenous ways of knowing mathematics and the Western mathematics found in the Ontario curriculum.

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





Lakehead University researchers helping to make housing more affordable across Canada

A Lakehead University professor is co-leading two research teams receiving more than \$1.3 million each from the Government of Canada, which will improve the availability of affordable housing in Canada.

Dr. Rebecca Schiff, Chair and Professor in the Department of Health Sciences, is co-leading At Home in the North: Partners in Housing and Home, as well as Community Housing Canada.

By working in partnership with communities across the provincial and territorial Norths to advance a northern housing continuum, this partnership project informs the development and implementation of context-based, culturally safe programs, services and models for housing and homelessness, developed by and centred in northern communities, Dr. Schiff added.

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



Dr. Alla Reznik receives \$1,203,000 ORF Research Excellence Award

Dr. Alla Reznik, Canada Research Chair in Physics of Radiation Medical Imaging, and her colleagues at Western University have received an Ontario Research Fund – Research Excellence (ORF-RE) award of \$1,203,000. The ORF-RE program supports “new leading-edge, transformative, and internationally significant research” that is of strategic value to Ontario.

This award from the Ministry of Colleges and Universities will support the project, 3D Ultrasound and Multi-Modality Imaging for Personalized Medicine. They are developing unique solutions to solve poorly met needs for the diagnosis of prostate cancer, breast cancer and uterine prolapse.



Robin Canuel selected as ACRL's Member of the Week

Robin Canuel, University Librarian at Lakehead University, was selected as the Association of College and Research Libraries' (ACRL) Member of the Week for July 19, 2021.

Representing approximately 10,000 individuals and libraries, the ACRL is the largest division of the American Library Association. ACRL develops programs, products, and services for those working in academic and research libraries so they can learn, be innovative, and lead within the academic community.

[Click here for the announcement and an interview with Robin Canuel.](#)

Lakehead University's Faculty of Business Administration granted extension of AACSB accreditation

Lakehead University's Faculty of Business Administration has had its AACSB accreditation extended for five years and it now includes both the Orillia and Thunder Bay campuses.

The Association to Advance Collegiate Schools of Business peer review team met with faculty, staff, students, and alumni in mid-March to conduct this intense peer-review process. Several aspects of the Faculty of Business of Administration's degree programs were assessed, including pedagogic strategies, program quality, learning outcomes, and student success.

Accreditation with AACSB International (AACSB) indicates that students receive a high-quality business education from an institution that values excellence, innovation and continuous improvement.

For more than a century, AACSB accreditation has been synonymous with the highest standards in business education. Today, a total of 901 institutions across 58 countries and territories have earned [AACSB accreditation in business.](#)

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



Lakehead researcher involved in international collaboratory tackling of new approach to curing HIV



Dr. Pauline Sameshima, Lakehead University's Canada Research Chair in Arts Integrated Studies, is part of an international team of researchers recently awarded a five year, \$26.5-million (USD) grant from the [National Institutes of Health \(NIH\)](#) to try a new strategy for curing HIV.

Known as the HIV Obstruction by Programmed Epigenetics (HOPE) Collaboratory, the multi-institution collaboratory will be led by researchers at Gladstone Institutes, Scripps Research Florida, and Weill Cornell Medicine. Their approach, which aims to both silence and permanently remove HIV from the body, takes advantage of knowledge about how other viruses have become naturally inactivated over time.

A world-leading expert in education and curriculum development using the arts, Sameshima will be a co-investigator working alongside Dr. Patricia Defechereux, the community engagement coordinator at HOPE, to develop the Community Arts Integrated Research (CAIR) plan.

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Dr. Dariush Ebrahimi guest editor of special issue of *Sensors*

Dr. Dariush Ebrahimi, Assistant Professor in the Department of Computer Science, has been selected to be the guest editor of a special issue of *Sensors*, an open access journal with an impact factor of 3.576 by MDPI, called "Intelligent Vehicular Networks and Communication Systems".

[Click here to learn more...](#)



Lakehead University researchers receive Banting Fellowships for projects involving First Nations people

Two Lakehead University researchers have been awarded Banting Postdoctoral Fellowships of \$70,000 per year to study an online mental health intervention system for First Nations people and initiate a conversation about archival footage and medicine with Sandy Lake First Nation.



The Banting Postdoctoral Fellowships program provides two-year funding to the very best postdoctoral applicants, both nationally and internationally, who will positively contribute to the country's economic, social, and research-based growth.

Dr. Elaine Toombs will evaluate the development and implementation of a virtual, culturally-relevant mental health intervention system for individuals from First Nations communities to address accessibility related to substance use.

Researchers will examine both outcome and process-based data, using a mixed-method approach including interviews with treatment centre staff and service participants, quantitative measures of participant well-being, and program feasibility measures of attrition, technological difficulties, and participant engagement.

Dr. Chris Mushquash, Associate Professor in Psychology and Canada Research Chair in Indigenous Mental Health and Addiction, is supervising Dr. Toombs during this project.

Dr. Travis Hay will bring archival records to members of Sandy Lake First Nation to initiate a conversation on histories of medicine shaped by political leaders, Elders, and collaborative research relations grounded in respect, reciprocity, and reconciliation.



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



Lakehead / TBRHRI researchers receive more than \$244,000 from Canada Foundation for Innovation

Lakehead University and Thunder Bay Regional Health Research Institute scientists are receiving a total of more than \$244,000 in research grants through the John R. Evans Leaders Fund provided by the Canada Foundation for Innovation.



Dr. Qiang Wei, Assistant Professor in Electrical Engineering, received \$127,079 to design the next generation of wind energy conversion systems featuring small size and low weight, low cost and high conversion efficiency.

Dr. Lindsay Galway, Tier 2 Canada Research Chair in Social-Ecological Health and Associate Professor in Health Sciences, received \$49,033 to establish the Confluence Collaboratory at Lakehead University, which will enhance and support research, training and the collaborations necessary to spark innovation, implement discoveries and share knowledge.



Dr. Alla Reznik, Tier 1 Canada Research Chair in Physics of Radiation Medical Imaging at Lakehead University and a Scientist at the Thunder Bay Regional Health Research Institute, received \$68,407 to manufacture large-area detector prototypes for medical use, which will use a new photoconductor material called amorphous lead oxide.

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

Let's Talk Science outreach team receives 2021 Indigenous Outreach Project Award

Congratulations to the Lakehead Orillia campus *Let's Talk Science* outreach team who received the Indigenous Outreach Project Award during the 2021 Let's Talk Science National Volunteer Awards.

The Award recognizes the partnership between Let's Talk Science and the Education Department of the Beausoleil First Nation. The partnership allowed teacher candidates/Let's Talk Science volunteers to carry out STEM-focused learning opportunities for students at Christian Island Elementary School.

[Read more here...](#)

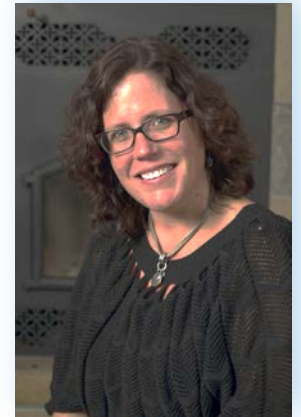


Dr. Kathy Kortés-Miller appointed Director of Centre for Education and Research on Aging & Health

Dr. Andrew P. Dean, Vice-President, Research and Innovation, is pleased to announce the recent appointment of **Dr. Kathy Kortés-Miller** as the new Director of the Centre for Education and Research on Aging & Health (CERAH) effective July 1.

Dr. Kortés-Miller took over from Dr. Elaine Wiersma, who expertly served as Director of CERAH since 2016. Dr. Wiersma thanks the Centre's staff, community partners, research affiliates, students, and University administrative support that allowed CERAH to thrive. She will be staying on a leadership role as Associate Director.

Dr. Kortés-Miller, Associate Professor in the Department of Social Work, has a passion for palliative care and improving the end-of-life care for all. She has served as CERAH's Associate Director since 2020. Her research is interdisciplinary and collaborative, contributing to a broad range of fields of study including: social work, palliative care, end-of-life, interprofessional education, LGBTQ+, caregiving and gerontology.



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

Dr. Tarlok Sahota receives Distinguished Agronomist Award

Dr. Tarlok Sahota, Director of Lakehead University's Agricultural Research Station, has won the Distinguished Agronomist Award given out annually by the Canadian Society of Agronomy (CSA).



The Distinguished Agronomist Award is presented to members of the CSA in recognition of their outstanding contributions to the science and technology of growing and using plants in agriculture for food, fuel, fiber, recreation, and land restoration.

Dr. Sahota was able to lead and sustain a private research station (2004-'18) with no guaranteed funding and was instrumental in its transition to Lakehead University in 2018, lending stability to it. His ability to relate his research to producers' current and future needs has been acknowledged by many organizations across the region and the country.

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



Dr. Charles Levkoe receives 2020 Food, Culture and Society's Best Article Award

Congratulations to **Dr. Charles Levkoe**, Associate Professor in Health Sciences and Canada Research Chair in Sustainable Food Systems, on receiving the *2020 Food, Culture & Society Best Article Award* for an article he was the lead author on for Taylor and Francis Online.

[Click here to read his paper, *Serving up food studies online: teaching about "food from somewhere" from nowhere*.](#)

The award is conferred by the editors of the journal to the article published in the previous calendar year that best exhibits particular excellence and also represents the scope and mission of the Association for the Study of Food and Society.

[Click here to see Dr. Levkoe's acceptance speech...](#)



Dr. Charles Levkoe Receives Early Researcher Award

Dr. Charles Levkoe, Canada Research Chair in Sustainable Food Systems and Associate Professor in the Department of Health Sciences, has received an Early Researcher Award (ERA) from the Ministry of Colleges and Universities. The ERA program provides support for promising, recently-appointed Ontario researchers to build their research teams. Each award to a leading researcher is a maximum of \$100,000 and must be matched by an additional \$50,000 from the researcher's institution and/or partner organization.

Dr. Levkoe was recently renewed for a second term as a Canada Research Chair. His ERA-supported project, Civil Society Network Engagement in Food Systems Governance, will offer critical insight into understanding and acting on some of Ontario's most pressing contemporary challenges - from addressing food insecurity and diet related disease to costly and unnecessary amounts of food waste and unsustainable levels of greenhouse gas emissions attributable to the food system. Engagement in food systems governance is a powerful vehicle for building more healthy, equitable and sustainable food systems. This community-based, action-oriented research will study the evolution of civil society networks from place-based initiatives to engaging in food systems governance through processes of participatory decision-making, policy interventions, and multi-stakeholder engagement. Beyond providing direct value to Ontario's civil society networks, food studies scholars and policy makers, this research will also serve as the basis for a national and transnational exchange of knowledge and experiences leading to new capacity for innovation in democratic and participatory food systems governance.



Lakehead University and TBRHRI scientists receiving more than \$1.3 million for research

Lakehead University and Thunder Bay Regional Health Sciences Centre (TBRHRI) researchers are receiving more than \$1.3 million from the Natural Sciences and Engineering Research Council of Canada for 16 exciting research projects.

In 2020/21, Lakehead University received nearly \$2 million in assistance from the Research Support Fund to support the indirect costs of research, which includes costs for supporting the management of intellectual property, research and administration, ethics and regulatory compliance, research resources, and research facilities.



Dr. Sam Salem, Associate Professor in Civil Engineering at Lakehead University, is receiving a \$130,000 Discovery grant to test the fire performance of Timber-Concrete Composite systems in mass timber buildings over five years.

Some advantages of utilizing timber-concrete composite floor systems include greater strength, durability, and much improved acoustics and vibration performance characteristics.



Dr. Amir Ameli, Assistant Professor in Electrical Engineering Department at Lakehead University, is receiving a total of \$152,500 to facilitate a smooth transition to more-secure power grids by tackling cyber-security challenges faced by their protection systems.



Dr. Michael Campbell, Assistant Professor in Chemistry and Lakehead University - Thunder Bay Regional Health Research Institute Research Chair, is receiving a total of \$132,500 to spend five years developing new methods for the cyclotron production of radionuclides and determining reactions and tools that will improve access to radionuclides for use in research, industry, and health care.

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



Lakehead University professor receives NSERC funding to create coding program for Indigenous youth



A Lakehead University Computer Science professor is receiving a \$36,000 PromoScience grant from the Natural Sciences and Engineering Research Council of Canada to develop and deliver a six-week coding program collaboratively with the Office of Indigenous Initiatives.

Dr. Vijay Mago, Chair and Associate Professor in Computer Science, is creating the program to serve Indigenous youth in grades 7 to 10 across Northwestern Ontario.

The results of Dr. Mago's work will introduce Indigenous youth to modern computer science skills and approaches through a consistent six-week program delivered by a skilled Computer Science graduate student as a new component of existing Nijjii Mentorship programming that serves over 4,000 Indigenous students per year.

Lisa Harris, Coordinator of the Nijjii Indigenous Mentorship Program at Lakehead University, will facilitate both virtual and in-person delivery of the programming.

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

Lakehead-Georgian Partnership graduates first cohort



The Lakehead-Georgian Partnership, a collaboration between Lakehead University and Georgian College, celebrated its first cohort of graduates on Tuesday, June 8 and Thursday, June 10.

Ten students enrolled in the Bachelor of Engineering (Electrical) degree and Electrical Engineering Technology advanced diploma program, and Honours Bachelor of Arts and Science (Environmental Sustainability) Specialization in Ecosystem Management degree and Environmental Technician diploma program, earned their degree-diplomas during Lakehead University's virtual faculty-specific convocation ceremonies.

Stephen Bond of Barrie, Ont. was one of the first electrical engineering students to set foot on Georgian's Barrie Campus back in September 2017.

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



2021 Lloyd Dennis Award recipient creates connection and belonging for international students

When **Lu-Han (Leanne) Wang** moved to Orillia, Ontario four years ago as an international student, just about everything seemed new and unfamiliar.

This year's recipient of the Lloyd Dennis Award for outstanding citizenship used her experiences to foster opportunities for friendship and belonging, efforts that have helped make the university feel like a second home for herself and many others.

Leanne said that the small campus and the welcoming, caring staff at Lakehead Orillia make the transition easier but that there are extra hurdles for first-time international students.

With that in mind, Leanne became one of the first peer-mentors for international students at Lakehead Orillia when the program launched in 2019. Through the Lakehead International office, peer mentors make themselves available to their student-matches for questions or concerns about on- or off-campus life and help organize social activities.



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

Dr. Sonja Grover's *The Persecution of Children as a Crime Against Humanity: The Case for the Prosecution*

Dr. Sonja Grover, Professor in the Faculty of Education, released her latest book - the most recent addition to her work on children's human rights in the context of international criminal law.

The book examines through various legal cases from international criminal courts/tribunals examples of the failure to charge persecution of children in connection with genocide, crimes against humanity and certain selected war crimes where the facts and the law would have supported the charge.

It introduces a new concept in international criminal law; namely the 'age-based persecution of children' as a crime against humanity and discusses the need for justice and accountability in regards to that distinct international crime. The topic of the persecution of children as a crime against humanity has in recent months come to the fore in the Canadian public consciousness as likely having occurred in the Canadian context. This with the discovery of mass unmarked graves holding the remains of missing Indigenous children who did not survive attendance at Canada's colonial residential 'school' system.



Social Responsibility

Lakehead University declaring the upcoming school year the Year of Climate Action

Lakehead University is declaring the 2021/2022 academic year a Year of Climate Action.

Lakehead University is calling on students, faculty, and staff to envision diverse contributions – everything from events to art, workshops, panel discussions, embedding climate learning outcomes into teaching, concrete climate actions, and more.

As parts of the country are seized by drought and wildfires, the impacts of climate change are becoming harder to ignore. The most recent report from the United Nations' Intergovernmental Panel on Climate Change, released August 9, clearly outlines that urgent climate action is needed.

On November 26, 2020, Lakehead University confirmed its leadership on climate change by announcing it is divesting its endowment of fossil fuel stocks, the sixth Canadian university to do so.

Lakehead University is declaring the 2021/2022 academic year a Year of Climate Action (YOCA) to build on this divestment leadership and recognize the need for more bold steps to tackle climate change.

This includes recognizing the causes and consequences of climate change, and the steps that we collectively need to take to restore our relationships with each other and the land. The YOCA is as much an opportunity to engage in climate mitigation and adaptation as it is an opportunity to reflect on the 94 Calls to Action of the Truth and Reconciliation Commission and how our actions should advance social, environmental and climate justice, including intergenerational inequity.

Over the past two years, Lakehead University has placed in the top 100 universities globally for the Times Higher Education Global Impact Rankings, the only assessment in the world that measures institutions of higher education on their performance related to the United Nations Sustainable Development Goals.

Sustainability is a core value of Lakehead University, as is reflected in its [Strategic](#) and [Academic](#) Plans. In 2019, the University launched its inaugural [Sustainability](#) Plan, further demonstrating its commitment to be a leader in sustainability and social responsibility.

The YOCA launched on Tuesday, Sept. 14, shortly after students return for the Fall semester. The launch introduced the YOCA, as well as profile how staff, faculty and students are getting involved.

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



Climate Action Field School: Connecting Across the Lake Superior Watershed

The Lake Superior Living Labs Network's (LSLLN) Climate Action Field School will bring together a diverse group of young people poised to become regional climate leaders, this summer.

Using a hybrid model of virtual and in person learning, participants will engage in an experiential training program that includes virtual workshops, community site visits, and interactive events in coastal communities across the Lake Superior Watershed.

The Climate Action Field School took place between August 21 and 27 in four locations: Thunder Bay and Sault Ste Marie, Ontario; Houghton, Michigan; and Duluth, Minnesota.

"Our goal is to connect with and inspire emerging leaders and their communities to catalyze climate action across the Lake Superior Watershed," said Dr. Lindsay Galway, Canada Research Chair in Social-Ecological Health at Lakehead University.

In Thunder Bay, highlights of the Climate Action Field School include learning from Indigenous Knowledge Keepers, engaging in climate activism workshops, a voyageur canoe excursion to investigate areas of concern on Lake Superior, exploring urban agriculture, and learning about natural inks and dyes with local artist Betty Carpick.

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



Local and Global Partnerships

Legacy of Hope Waniskahtan Exhibit



Lakehead University's Office of Indigenous Initiatives hosted the Legacy of Hope Waniskahtan Exhibit, designed to create greater awareness about the high rates of Missing and Murdered Indigenous Women and Girls (MMIWG) and the 2SLGBTQIA+ community.

The goal of the exhibit, at the Intercity Shopping Centre from Wednesday, Aug. 4 to Friday, Aug. 13, is to commemorate Missing and Murdered Indigenous Women and Girls (MMIWG), and hopefully prevent future violence.

The Legacy of Hope Foundation (LHF) is a national Indigenous-led, charitable organization working to promote healing and reconciliation in Canada for more than 19 years. It educates and raises awareness about the history and existing intergenerational impacts of the residential school system and subsequent '60s Scoop on Indigenous (First Nations, Inuit and Métis) survivors, their descendants, and their communities.

Having hosted previous Legacy of Hope exhibits, staff at Lakehead University are proud to be entrusted with this year's timely exhibit.

Lakehead University partnered with the Ontario Native Women's Association (ONWA) as community leaders in addressing Missing and Murdered Indigenous Women and Girls. ONWA continues to support programs by working on the frontlines of this ongoing national tragedy and will be inviting the Grandmother Earth Dress to be part of this important exhibit.

The Grandmother Earth Dress is a traditional red jingle dress, created by ONWA, and inspired by Jaime Black's REDress Project, which honours and acknowledges Missing and Murdered Indigenous Women, Girls, and 2SLGBTQIA+.



Denise Baxter, Vice-Provost, Indigenous Initiatives, speaks during the opening ceremony while Michele Solomon, Community Development Manager, Ontario Native Women's Association, and Rita Fenton from Fort William First Nation light the candle that burnt each day.



Achievement Program MOU Welcomes Keewatin-Patricia District School Board

Students with the Keewatin-Patricia District School Board will have a greater chance of attending university thanks to a memorandum of understanding (MOU) signed with Lakehead University on Thursday, Sept. 16.

Current and future Grade 4 students from Sioux Mountain Public School in Sioux Lookout who are eligible will now have the opportunity to enroll in Lakehead University's Achievement Program. Students who are eligible to participate (those facing barriers to postsecondary education) will attend special on-campus programming at the University and meet certain criteria to earn financial support toward their first year of tuition at Lakehead University.

The Honourable Jill Dunlop, Minister of Colleges and Universities, attended the signing event on Lakehead University's Thunder Bay campus.

Lakehead President and Vice-Chancellor Dr. Moira McPherson signed the MOU with Sherri-Lynne Pharand, Director of Education at the Keewatin-Patricia District School Board.

Lakehead introduced the program in 2011 to help students obtain a postsecondary education at the University. Eligible participants enrol in Grade 4 and continue with the program until Grade 12, with annual opportunities to earn financial assistance by completing specific requirements at their school, in their community, and at Lakehead University.

At the end of the nine years, the accrued value of each student's financial support will help fund their first year at Lakehead University. Lakehead provides additional spots each year, based on available funding, for eligible students to enrol.

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



From left, Dr. Moira McPherson, President and Vice-Chancellor, is pictured alongside Amanda Stefanile, Achievement Program Coordinator, and the Honourable Jill Dunlop, Minister of Colleges and Universities, at the signing of a memorandum of



Lakehead Research Team Recognized with Award for Work Helping Firefighters

A team comprised of individuals from Lakehead University and Thunder Bay Fire Rescue gathered together on July 15 to celebrate the Research and Innovation Award of Excellence that was announced in March. Their research focused on developing occupational health and safety strategies to address on-the-job exposures linked to mental health concerns.

Dr. Sinden has spent the last few years working on this research with Chief Greg Hankkio, Thunder Bay Fire Rescue, Division Chief of Administration Dennis Brescacin from Thunder Bay Fire Rescue and President of the Thunder Bay Professional Firefighters Association, and First Class Firefighter Regan Bolduc from Thunder Bay Fire Rescue, who is the Self-Contained Breathing Apparatus Technician.



From left, Dennis Brescacin, Regan Bolduc, Chief Greg Hankkio, Dr. Andrew P. Dean, Dr. Kathryn Sinden, and Deputy Chief Dave Paxton stand together after the event.

A significant of the research is that Bolduc, supported by Chief Hankkio and Brescacin, has led meetings with the CIRT and Joint Health and Safety Committee to discontinue defusing as a strategy to mitigate negative effects of high exposure calls.

The committee has replaced the CIRT and redirected focus towards identifying and providing mental health resources as support for firefighters with Thunder Bay Fire Rescue.

This research has also informed development of an evidence-based approach for managing firefighter mental health. Protecting firefighters' physical and mental health ensures that they can continue to serve and protect in a way that ensures a safer wider community.

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



CALAREO Delivers Presentation to the Argentine Forum for International Education

On August 6, **Dr. Batia Stolar**, **Jill Sherman** and **Pierre Sved** presented on the Canada and Latin America Research and Exchange Opportunities (CALAREO) consortium to the monthly meeting of the Argentine Forum for International Education (FAEI), a group of 25 universities in Argentina with an interest in expanding cooperation with Canada.

The meeting was organized with the assistance of Ms. Andrea Kobylnik, Trade Commissioner for the Canadian Embassy in Argentina. This is CALAREO's "first contact" in Argentina, selected as a priority country both for its high-quality education and as one of only 5 Latin American countries that currently partner with Mitacs. One follow up meeting with the Universidad Argentina de la Empresa (UADE) (Argentine University of Enterprise) has resulted in a potential partnership for both Lakehead and CALAREO.

Lakehead University's Paleo-DNA Lab assisting with Vancouver's Babes in the Woods cold case

Lakehead University's Paleo-DNA Laboratory is helping investigate one of Vancouver's oldest unsolved murders.

Stephen Fratpietro, Technical Manager of Lakehead's Paleo-DNA Lab, is working with Redgrave Research Forensics Services and the Vancouver Police Department to identify two boys found dead in Stanley Park in the early 1950s.

The case – known in popular culture as Babes in the Woods – dates back to 1953, when a groundskeeper discovered the boys' skeletal remains near Beaver Lake. The children's skulls had been bludgeoned by a hatchet found near their bodies. A picnic basket filled with petrified food was also found.

After his team successfully extracted DNA from the children's bones, Fratpietro hopes his work can help identify the boys, and maybe even determine who killed them.

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





Lakehead-Georgian Partnership's Electrical Engineering Program Receives CEAB Accreditation

Our Lakehead-Georgian Partnership's Electrical Engineering degree program has received the maximum possible accreditation from the Canadian Engineering Accreditation Board (CEAB). This represents a powerful endorsement of the Lakehead-Georgian Partnership's vision to offer a unique Bachelor of Electrical Engineering degree in Simcoe County.

The CEAB is the professional body responsible for the accreditation of all undergraduate engineering programs across Canada. To be accredited, an undergraduate engineering program must meet or exceed educational standards acceptable for professional engineering registration in Canada. The rigorous peer-review process evaluates the program against several standards including, graduate attributes, curriculum content and quality, program environment, and continual improvement.

Lakehead has a long history of offering accredited engineering programs at its Thunder Bay campus dating back to the original offerings in 1974.

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

Entrepreneurship and Innovation

Ingenuity's Ascend Accelerator Program Graduates First Cohort

On July 23rd, we celebrated the graduation for the first cohort of Ingenuity's Ascend Accelerator program. The Ascend program was a 12-week boot camp-style program designed to provide support for the development of student-based business ideas. Along with the funding provided from FedNor, the four student-based business ventures that were accepted to the program were provided mentorship, weekly workshops and were held accountable to milestone goals created throughout the 12 weeks. The first cohort saw a diverse group of businesses navigating their way through the entrepreneurial journey; they all faced some challenges and saw many successes. Ingenuity will host a second cohort of the Ascend program starting in May 2022.

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



Graduates of the Ascend Accelerator program include, from left, Yash Gupta, Nehi Igbinijesu, Mary Wokomah, Tristan St. Aubin, Ajey Meekis, and Andrew Faulkner.



Capacity Development

County of Simcoe presents final instalment of \$10-million pledge

On July 22, County of Simcoe Warden George Cornell officially announced the final instalment of a 10-year commitment from the County to Lakehead University.

The final \$500,000 instalment completes a \$10-million pledge from the County of Simcoe, which was approved by County Council in 2009, to improve access to postsecondary education across the region.

Since the opening of Simcoe Hall in 2010, Lakehead University has improved access to STEM (science, technology, engineering, and math) programming with the addition of four degree-diploma programs through the Lakehead-Georgian Partnership; expanded the teacher education program to include Intermediate/Secondary level training; and, opened the doors to improve access to continuing education and professional training opportunities with the establishment of the Office of Community Engagement and Lifelong Learning.

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





MEMORANDUM

TO: Yvonne Roussel, Associate University Secretary

Cc: Dr. G. Walton, Chair of the Judicial Panel, and Dr. B. Vernier, Chair of the Senate Academic Appeals Committee

FROM: Millo Shaw, Director of Risk Management and Access to Information,
Secretary to the Judicial Panel and the Senate Academic Appeals Committee

DATE: September 13, 2021

RE: ***Report on Student Appeals, 2020-2021***

Code of Student Behaviour and Disciplinary Procedures

Twelve appeals were considered by the Judicial Panel under the *Student Code of Conduct - Appeal Policy* (accessible on-line via the "APPEALS" link at <https://www.lakeheadu.ca/students/student-life/student-conduct>) during the 2020-2021 Board of Governors year (October 1, 2020 to September 29, 2021). Eleven involved breaches of academic integrity under the *Student Code of Conduct - Academic Integrity*. One was an appeal from a sanction under the *Student Code of Conduct - Non-Academic*. One of the appeals was affirmed, two were dismissed, five are ongoing, and four were withdrawn.

Senate Academic Appeals Committee (SAAC)

During the 2020-2021 academic year (July 1, 2020 to June 30, 2021) three appeals were considered by the SAAC under the *Senate Policy Regarding Academic Appeals* (accessible on-line via the link at: <https://www.lakeheadu.ca/about/policies-procedures/policies/list/node/51853>). All three were appeals from a final course mark. In one appeal the Appeal Tribunal concluded that the SAAC did not have jurisdiction to hear the appeal, in another the appeal was allowed, and the third is ongoing.



MEMORANDUM

Date: September 21, 2021

From: Moira McPherson – President and Vice Chancellor

To: The Board of Governors

Meeting Date: October 1, 2021

Agenda Item: 8b – Report on Appointments

Adjunct Professors

- Dr. Mitchell Albert was appointed as an Internal Adjunct Professor in the Department of Physics, effective July 1, 2021 to June 30, 2025.
- Dr. Jessica Clausen was appointed as an External Adjunct Professor in the Faculty of Education, effective June 1, 2021 to May 31, 2024.
- Dr. Idevania Costa was appointed as an Internal Adjunct Professor in the Department of Health Sciences, effective July 1, 2021 to June 30, 2025.
- Dr. Erin Dunlop was appointed as an External Adjunct professor in the Department of Biology, effective July 1, 2021 to June 30, 2025.
- Dr. Maryam Ebrahimi was appointed as an Internal Adjunct Professor in the Department of Physics, effective July 1, 2021 to June 30, 2025.
- Dr. Ikrema Hassan was appointed as an External Adjunct Professor in the Department of Civil Engineering, effective July 1, 2021 to June 30, 2025.
- Dr. Mohaned Helmy was appointed as an External Adjunct Professor in the Department of Computer Science, effective July 1, 2021 to June 30, 2025.
- Dr. Sarah Hunter was appointed as an External Adjunct Professor in the Faculty of Education, effective June 1, 2021 to May 31, 2025.
- Dr. Daniel Krupp was appointed as Internal Adjunct Professor in the Department of Psychology, effective July 1, 2021 to June 30, 2025.
- Dr. Kyle Murphy was appointed as an External Adjunct Professor in the DEpartment of Physics, effective July 1, 2021 to June 30, 2025.
- Dr. Luis Santiago-Moreno was appointed as an External Adjunct Professor in the Department of Mathematical Sciences, effective July 1, 2021 to June 30, 2025.

Chairs

- Dr. Razvan Anisca was appointed as Chair in the Department of Mathematical Sciences, effective July 1, 2021 to June 30, 2024.

- Dr. Matthew Boyd was appointed as Chair in the Department of Anthropology, effective July 1, 2021 to June 30, 2024.
- Dr. Andrew Conly was appointed as Chair in the Department of Geology, effective July 1, 2021 to June 30, 2024.
- Dr. Wely Floriano was appointed as Chair in the Department of Chemistry, effective July 1, 2021 to June 30, 2024.
- Dr. Brian McLaren was appointed as Chair of the HBEM Program in the Faculty of Natural Resources Management, effective July 1, 2021 to June 30, 2024.
- Dr. Osama Salem was appointed as Chair in the Department of Civil Engineering, effective August 1, 2021 to July 31, 2024.
- Dr. Abdulsalam Yassine was appointed as Chair in the Department of Software Engineering, effective July 1, 2021 to June 30, 2024.



2018-2023

Strategic Plan

PROGRESS MONITORING AND REPORTING

YEAR 3
ANNUAL REPORT

Board of Governors

Oct 1, 2021

Year 3 Annual Report

Context

- This Year 3 Annual Report includes the detailed data for the 9 Strategic Plan metrics that are reported to the Board in autumn each year and the "Report Card" for the full year
- The detailed data is the 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 for the metrics in this reporting cycle
 - 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
 - An indicator is included for each metric, illustrating if the annual target was achieved, is trending in the right direction, or requires intervention
- Year on year variations are normal
- Some metrics are not expected to change significantly on an annual basis
- Year 3 implementation of the Strategic Plan was 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**

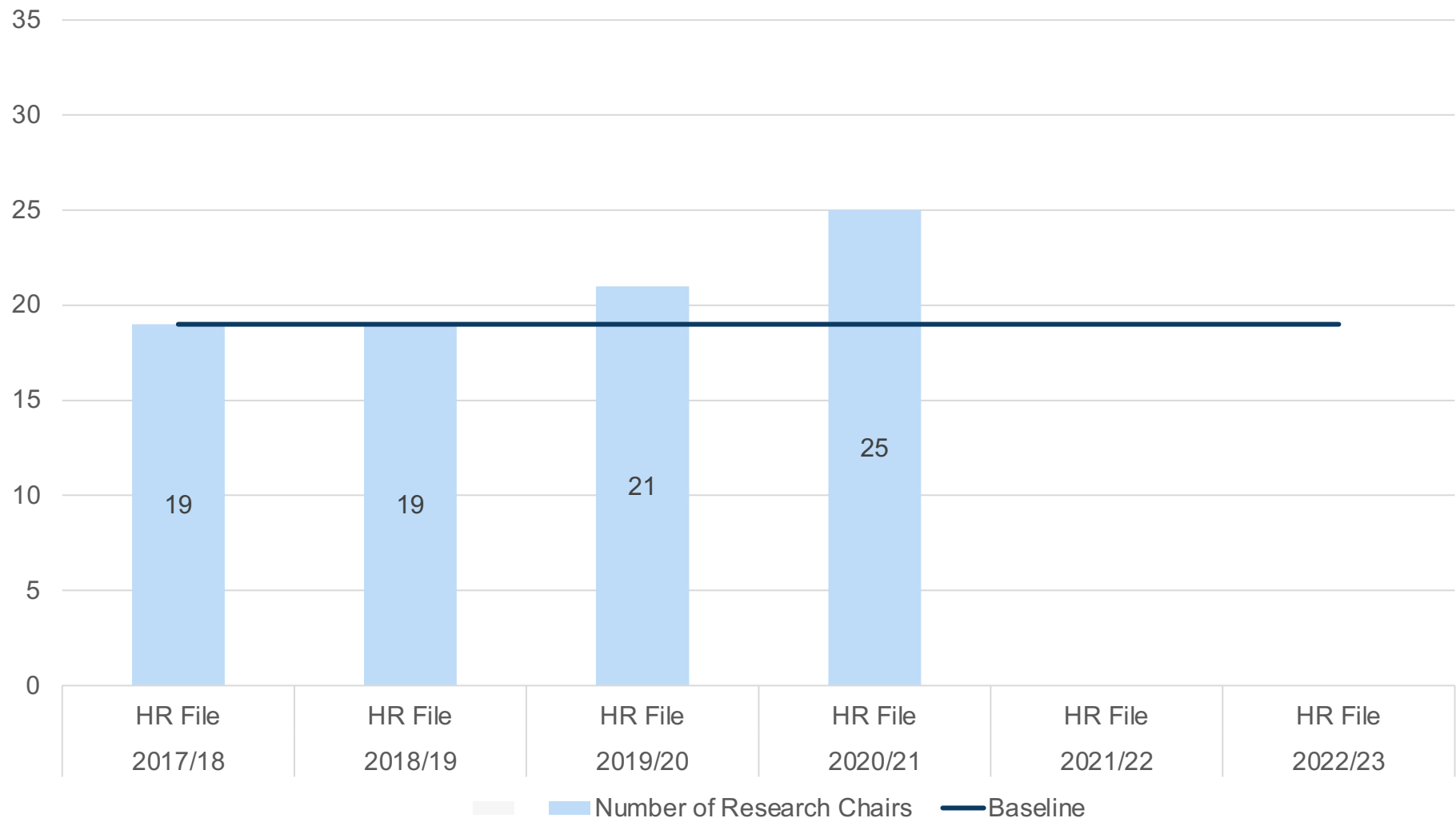
Lakehead University will be recognized as a high performing, efficient and innovative academic environment that supports world- class scholarly activity.



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			●

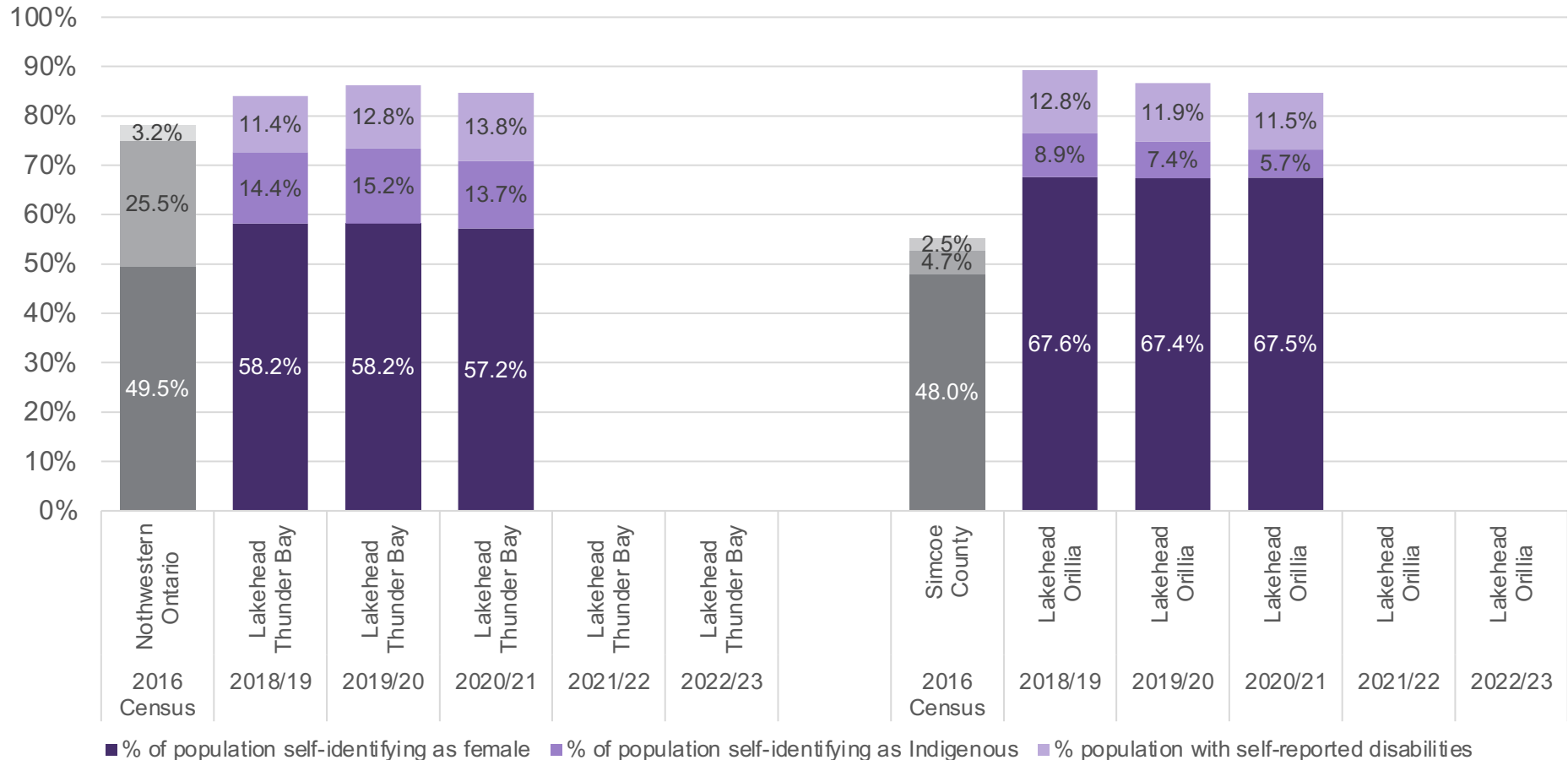
7. Increase the Number of Research Chairs to 25



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.



8. Lakehead's domestic student population will reflect the demographics and diversity in the regions served by the University



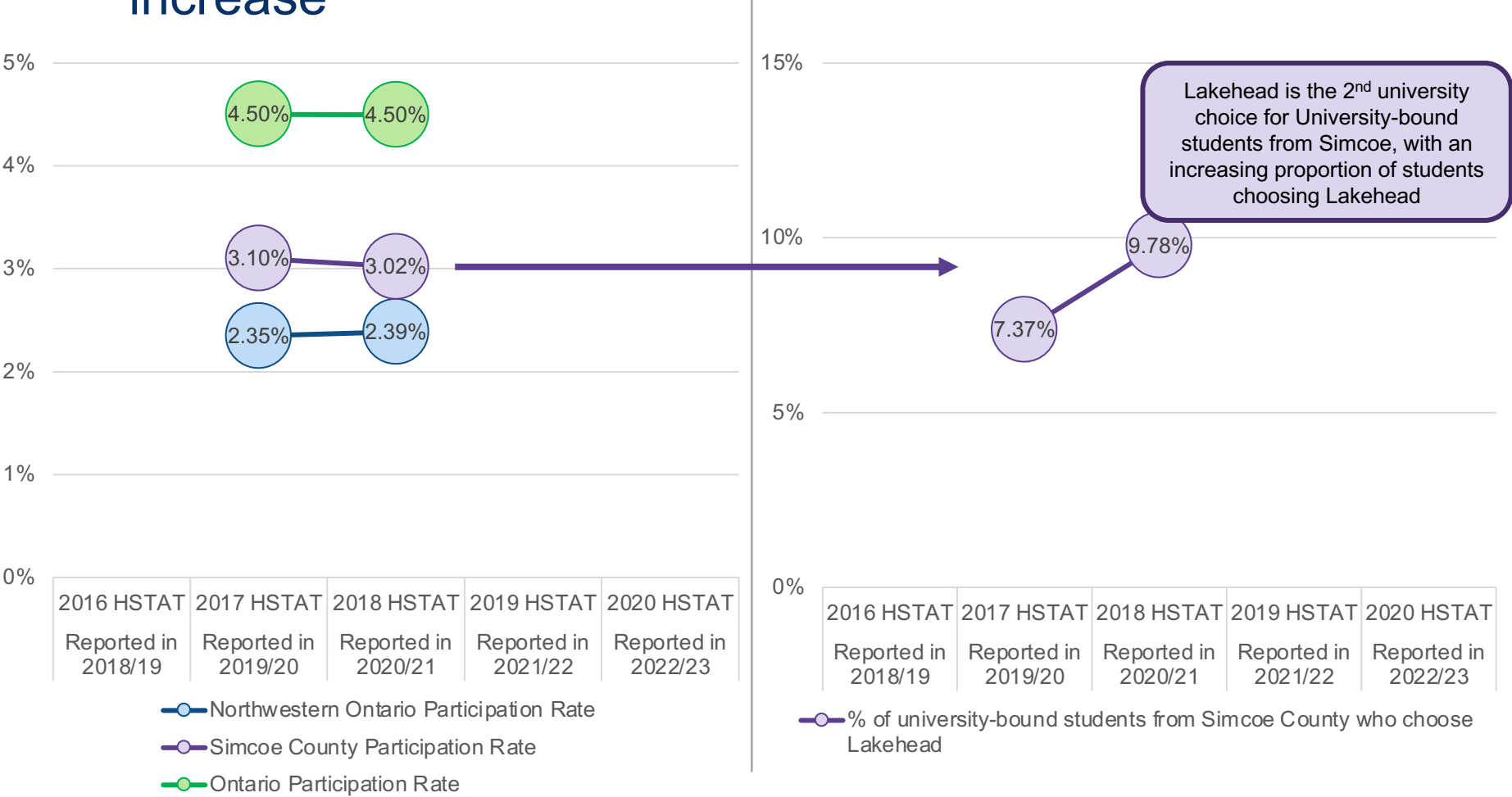
Definitions: Disability status is determined by ODSP case rates (2016) and Student Accessibility Services usage rates (reported each year). Aboriginal status is as reported on the 2016 census or as self-reported via student self-declaration survey (reported each year). Proportion of the population which is female is based on the 2016 census rates of 15-24 year-olds and self-reported gender of students aged 15-24.

Northwestern Ontario includes the districts of Thunder Bay, Kenora, and Rainy River. Student population reflects the proportion of the domestic student population by campus in each of the under-represented groups.

NOTE: Enrolment in 2020/21 was significantly impacted by a number of factors resulting from COVID-19, including restricted mobility.



9. Baccalaureate participation rate for residents of Simcoe County and Northwestern Ontario will increase

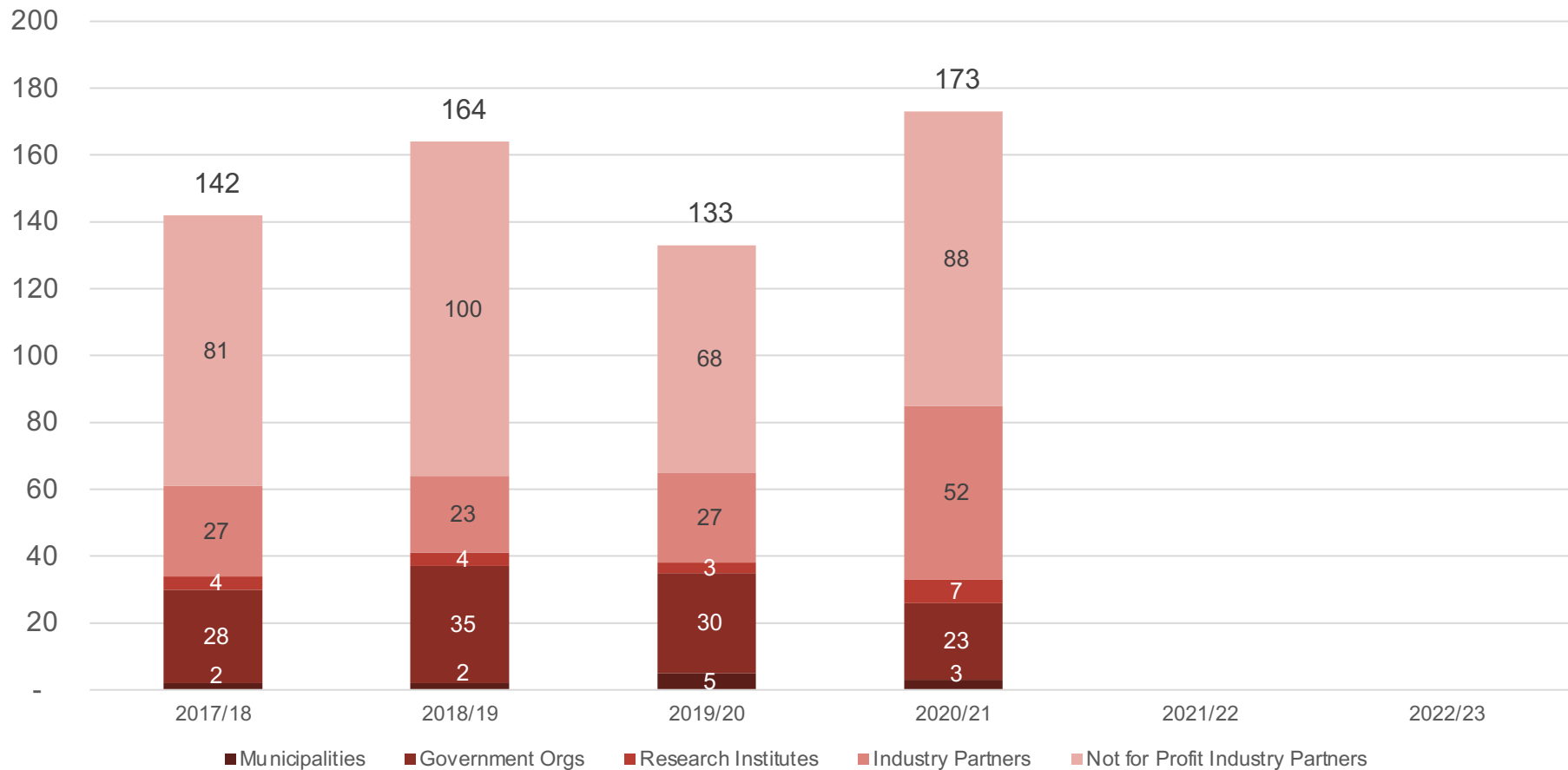


Context: Northwestern Ontario and Simcoe Country both have a lower proportion of the population having attained a university degree than the provincial and national average. This metric monitors Lakehead's long-term goal of positively impacting the overall participation rate of the regions it serves, regardless of where university-bound students choose to attend.

Definition: Metric calculation is based on the number of individuals from Northwestern Ontario, Simcoe County and all of Ontario registering for any university program at any Ontario university through the Ontario University Application Centre (OUAC).



13. Increase in # of partnerships with municipalities, government organizations, research institutes and industry (local, national and international)

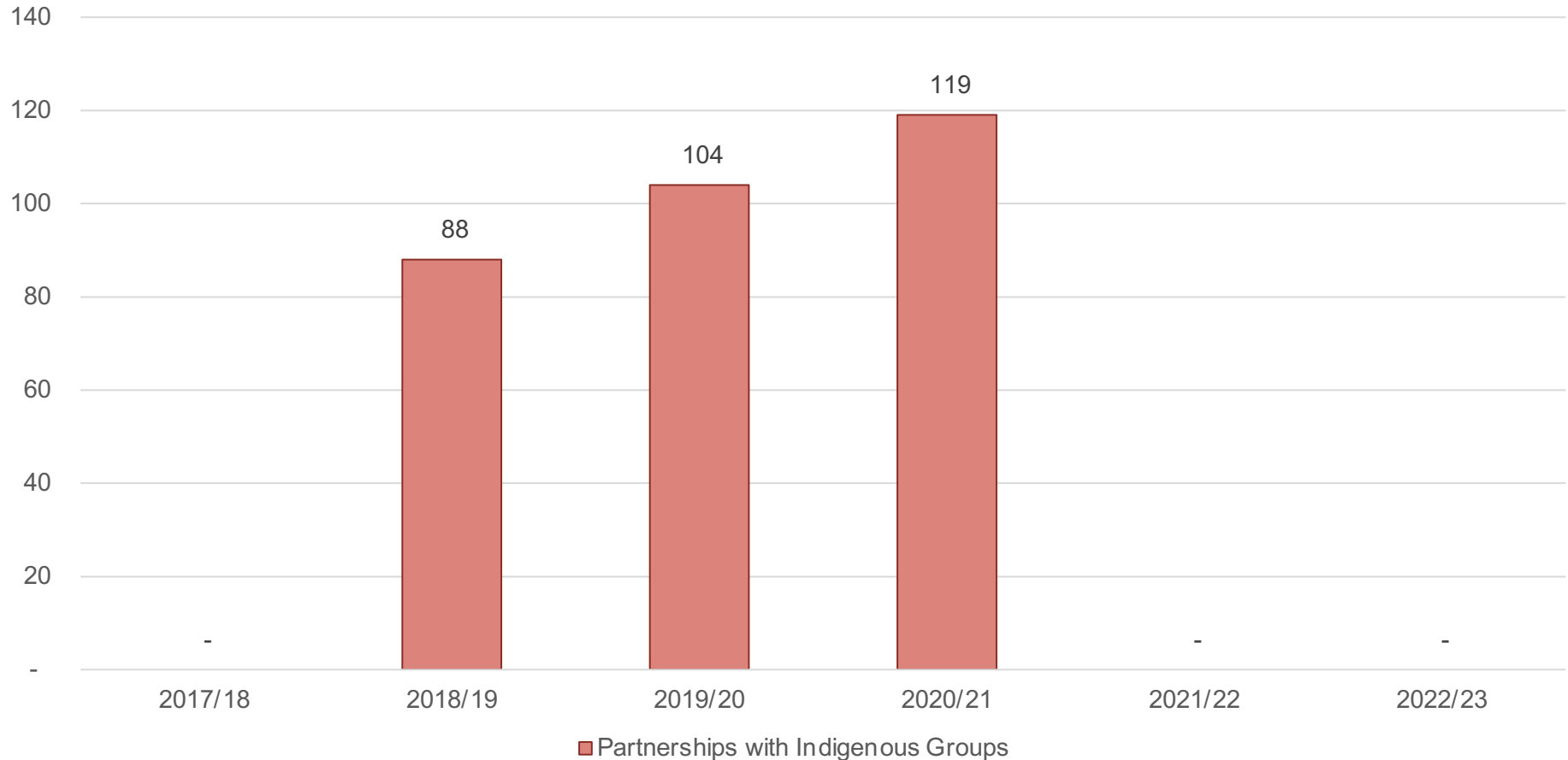


Definition: Partnerships with municipalities, government organizations, research institutes and industry (local, national and international) as captured in ROME0 (the ROME0 database includes internal and external research funding and ethics certifications. Reporting period is April 1 – March 31.

NOTE: Partnerships in 2020/21 were likely positively impacted by a number of factors resulting from COVID-19. As a result, this metric is experiencing a high degree of variability expected to impact future years.



14. Increase in # of partnerships with Indigenous Groups



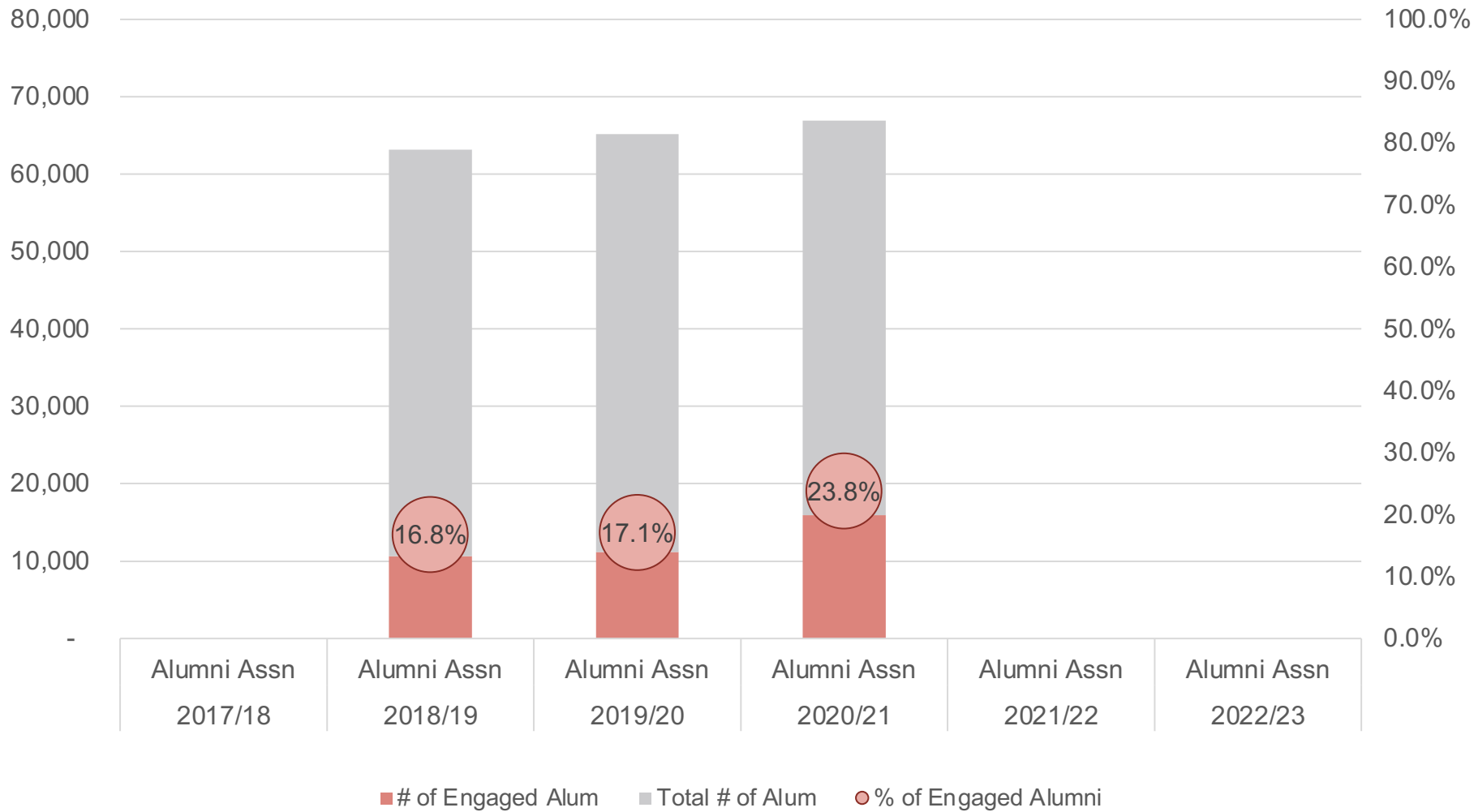
Definition: Active partnerships in the reporting year, with partner listed, where reporting year is fiscal year (May 1 - April 30) or government fiscal year (April 1 – March 31 for research projects).

Inclusions: Funded, sponsored and in-kind research partnerships with Indigenous groups, Graduate/unfunded research collaborations involving graduate students/faculty, Academic Partnerships, Partnerships with school boards (Nijiji Mentorship Program and Maadaadizi), Ingenuity partnerships with Indigenous groups, including industry partnerships and MOUs re economic development.

9

NOTE: Partnerships in 2020/21 were likely positively impacted by a number of factors resulting from COVID-19. As a result, this metric is experiencing a high degree of variability expected to impact future years.

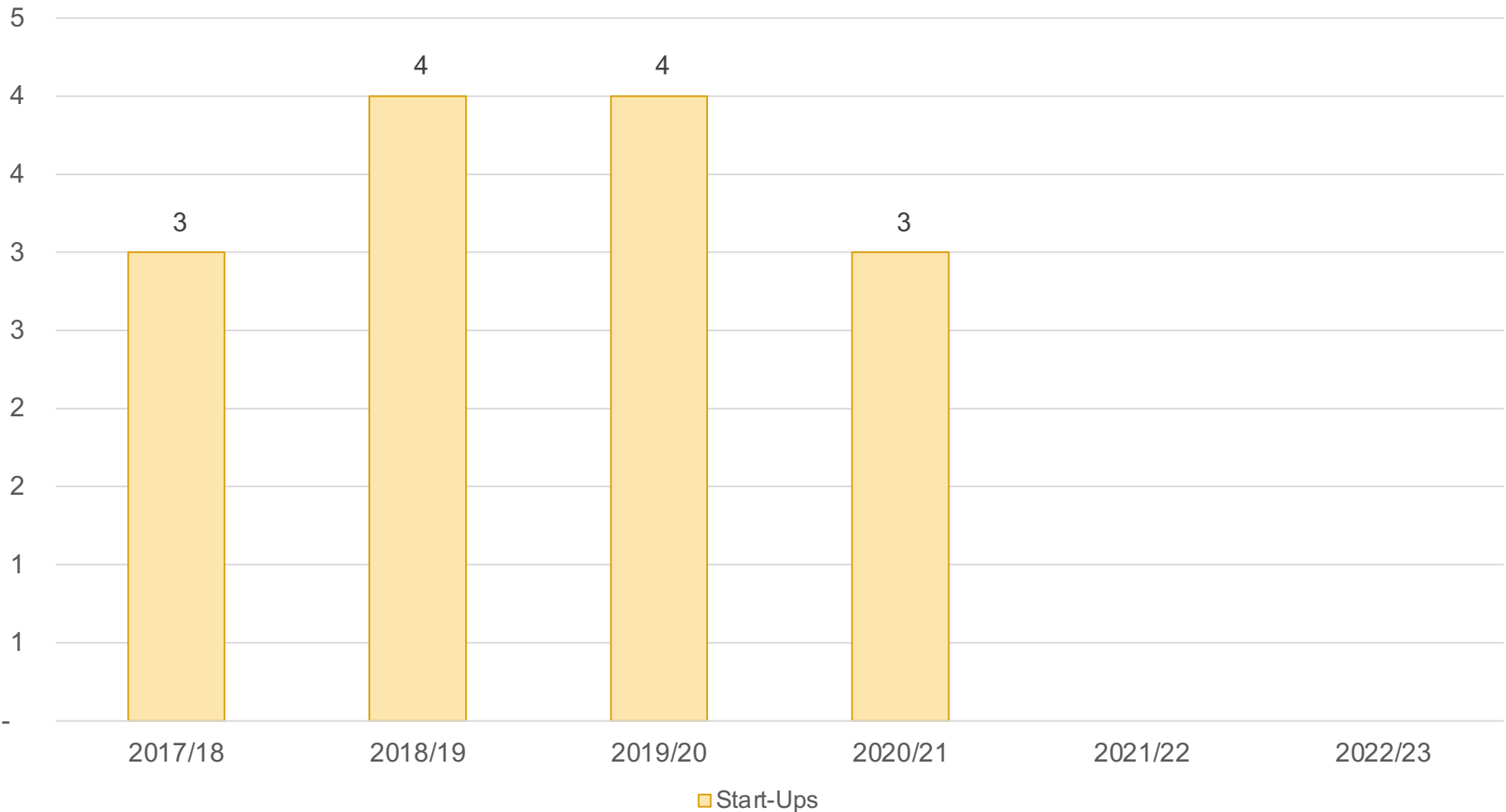
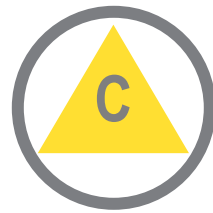
17. Increase in total # of engaged alumni (per Alumni Engagement Plan)



Definition: Total number of engaged alumni / total number of contactable alumni & points based on the 18 point scale, including monitoring of engagement level. Reporting period aligned to fiscal year, starting with baseline in 2018/19.

NOTE: Alumni engagement activities in 2020/21 were significantly impacted by a number of factors resulting from COVID-19, including restricted mobility.

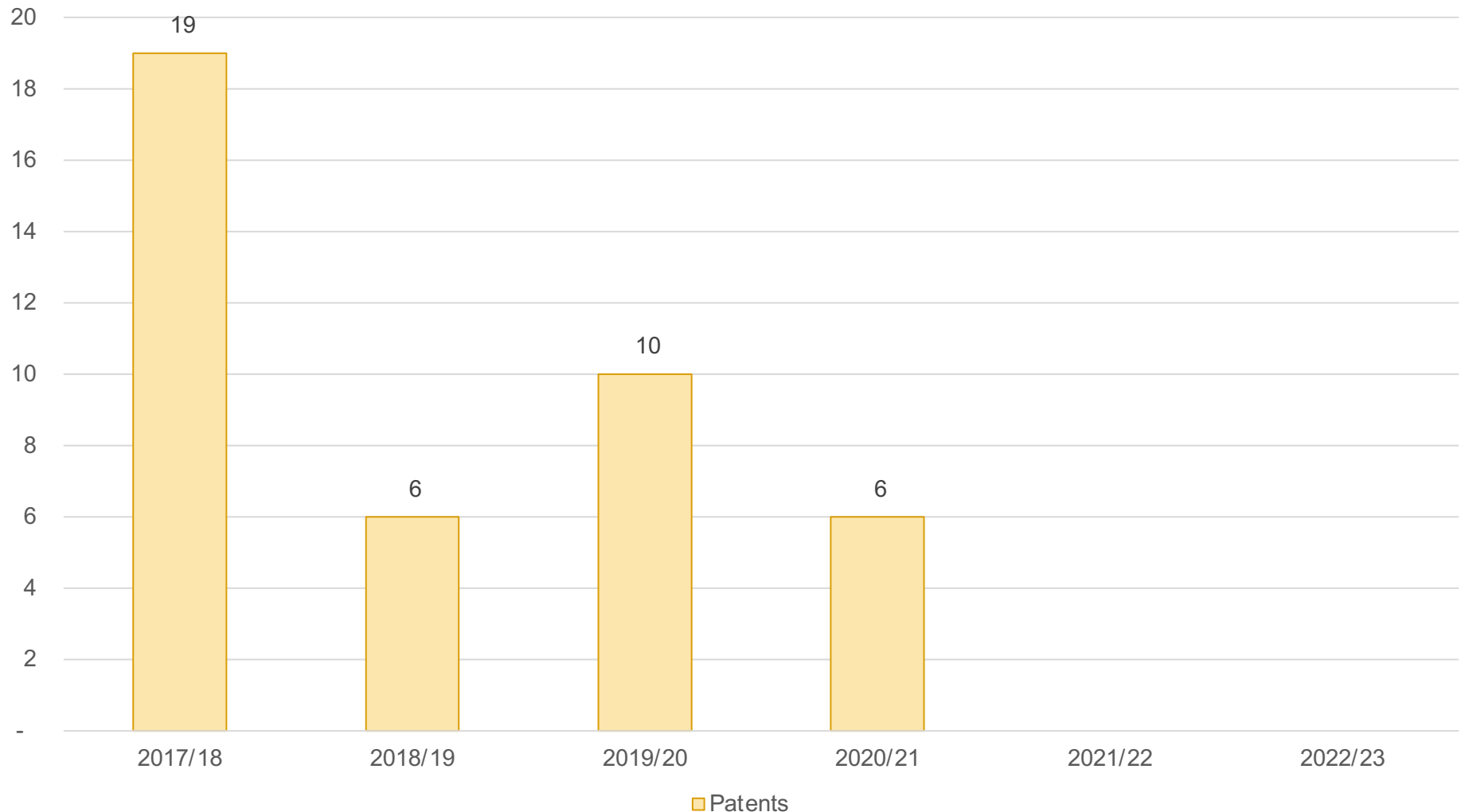
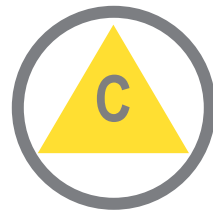
21. Increase in number of businesses and start-ups in local communities directly related to University activity



Definition: Includes summer company and Ingenuity Clients. Reporting period is April 1 to March 31.

11 NOTE: Activity in this area throughout 2020/21 was significantly impacted by a number of factors resulting from COVID-19, including restricted mobility and external economic variables.

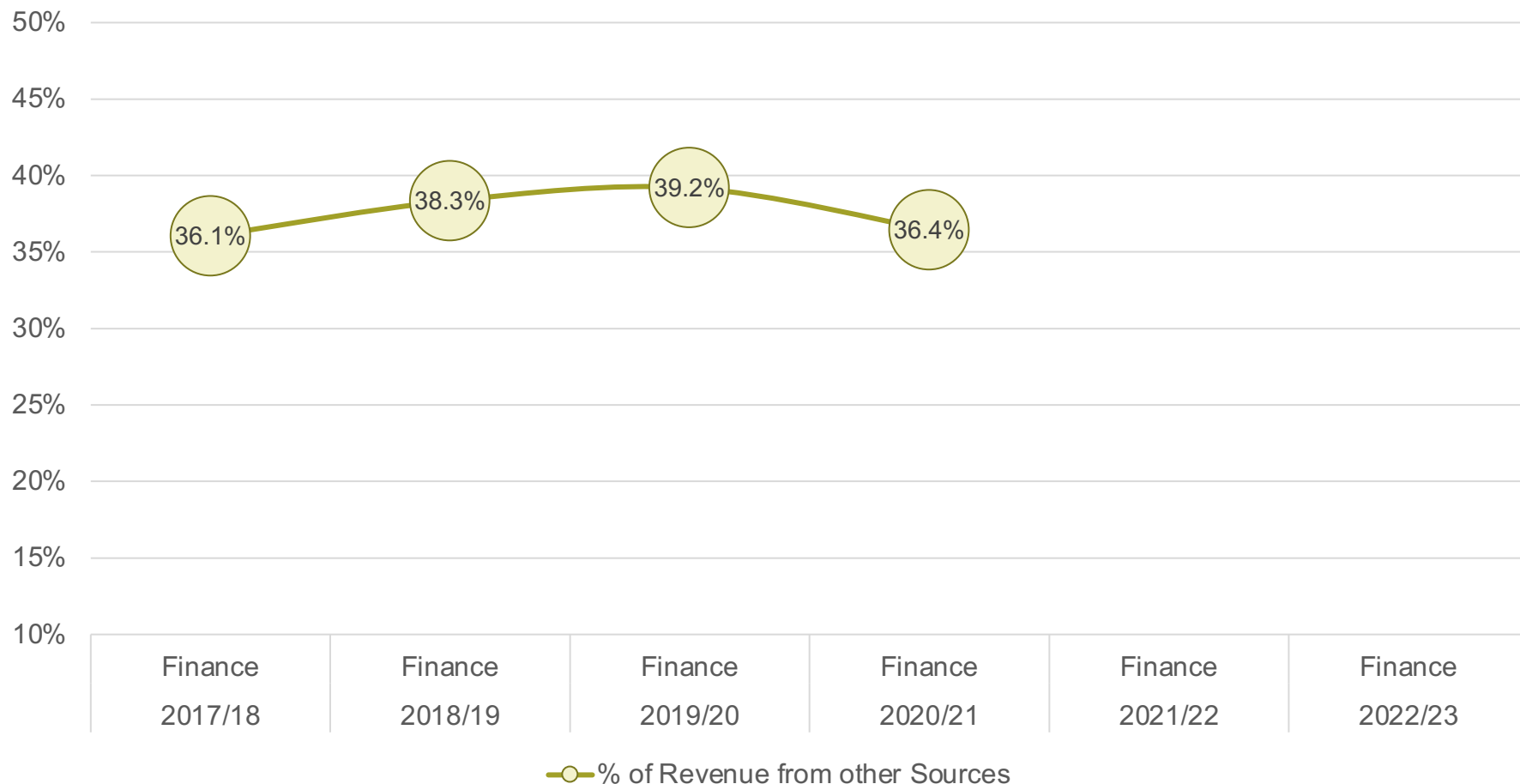
22. Increase in the number of patents filed



Definition: Patent Filings are based on Provisional filings + countries filed in. Reporting period is April 1 - March 31.

NOTE: Activity in this area throughout 2020/21 was significantly impacted by a number of factors resulting from COVID-19, including restricted mobility.

27. Increase proportion of revenue from sources other than government operating grants or government-regulated tuition



Definition: Fiscal Year (May 1 to April 30). Thunder Bay and Orillia campuses (Location 11 & 22); Operating Fund only (Fund 10); the revenue cost centre for the university (Function 9) and revenue codes that include non government operating grants and non-government regulated tuition (categories 451, 458, 464 and 468/ investment income/ other/overhead).

13 **NOTE:** The proportion of revenue from other sources was significantly impacted by a number of factors resulting from COVID-19 including the decrease in sales of goods and services related to ancillary operations and a decrease in philanthropic revenue.

2018-2023 Strategic Plan - Report Card

Date Updated: September 21, 2021

Academic Excellence		2017/18	2018/19	2019/20	2020/21
1	Increase in students' perceived gains in higher order learning outcomes by 2023 (NSSE)	✓	✓	✓	▲C
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	✓	▲	▲	▲C
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	✓	✓	▲	▲C
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)	✓	✓	✓	▲C
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	✓	✓	✓	▲C
22	Increase in number of patents filed	✓	◆	✓	▲C
Capacity Development					
23	Increase in student satisfaction (National Survey on Student Engagement)	✓	✓	✓	▲C
24	Improve employee engagement	●	●	✓	✓
25	Enrolment will increase to 10,000 students by 2023	▲	▲	▲	▲C
26	International enrolment will constitute 20% of overall enrolment by 2023	✓	✓	✓	▲C
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

14 NOTE: If the annual target was not achieved as a result of COVID-19, the indicator includes a "C".

STRATEGIC THEME:

Academic
Excellence

LAKEHEAD IS ONTARIO'S #1 PRIMARILY UNDERGRADUATE UNIVERSITY

(Maclean's 2021 University Rankings)

801-1000

category ranking in the
Times Higher
Education World
University Rankings 2022

#2

Canadian research
university in its
category
(2020, Research Infosource)

97.7%

of Lakehead graduates
are employed within 2
years of graduating
(2017 graduating cohort)

Highlight Achievements:

- Appointment of Deans of Engineering (Dr. Kozinski) and Health & Behavioural Science (Dr. Stroink)
- 25 Research Chairs in advancing Lakehead on the world stage
- Appointment of Dr. Ray as Indigenous Research Chair in Decolonial Futures
- Appointment of Dr. Galway as Canada Research Chair in Social-Ecological Health
- Appointment of Dr. Hollings as NOHFC Industrial Research Chair in Mineral Exploration
- Dr. Uddin named Fellow of the Institute of Electrical and Electronics Engineers (IEEE)
- PhD in Civil Engineering launched
- Law students place #1 in National Sopinka Cup Moot Competition
- 7 Vector Institute scholarships awarded to Lakehead students
- 91% of graduates are employed in jobs relating to skills developed at University (2017 grad cohort)

STRATEGIC THEME:

Social Responsibility



LAKEHEAD UNIVERSITY IS RANKED TOP 100 IN THE WORLD FOR GLOBAL IMPACT

12.1%

of Lakehead's domestic
student population self-
identifies as Indigenous
(2020/21)

50%

of Lakehead students
originate from outside
Northwestern Ontario
and Simcoe County (2020/21)

95%

of Lakehead's domestic
students face barriers to
accessing university
education (2020/21)

Highlight Achievements:

- Completed new Athletics "Wolf Den" facility and established temporary athletics space in Orillia
- Lakehead University's Equity, Diversity and Inclusion Plan developed and approved
- Lakehead University's Wellness Strategy developed and approved
- President's Council for Truth and Reconciliation launched Truth and Reconciliation Modules
- Lakehead awarded \$751K to reduce barriers to access and equity through virtual learning
- Over 300 households attended "When History Hurts: A Community Dialogue"
- Seven Generations and Lakehead offer All Nations Nursing Entry Program to students in communities in Northwestern Ontario
- Confederation College and Lakehead offer Regional Collaborative Nursing Program in communities throughout Northwestern Ontario
- Launch of Talkcampus (24/7 online mental health network)

STRATEGIC THEME:

Local and Global
Partnerships

LAKEHEAD IS ENGAGING WITH THE COMMUNITIES IT SERVES

119

active initiatives with
Indigenous partners
(2020/21)

173

research partnerships with
municipalities, government,
research institutes & industry
(2020/21)

2,200

students participated
in the Aboriginal
Mentorship
Program (2020/21)

Highlight Achievements:

- Celebrated first graduating cohort of Lakehead-Georgian Partnership programs
- Supported local health service providers in Thunder Bay and Orillia through donation of PPE
- Lakehead Orillia received a certificate of appreciation for support of Sustainable Orillia
- 198 students participated in Lakehead's Achievement Program (2020/21)
- Completed shovel-ready plan for Gichi Kendaasiwin
- Lakehead Community Zone launched; CELL programming delivered to over 1,425 attendees
- MOU signed with Bioenterprise Corporation, showcasing the value of Canada's Food & Agri-Tech Engine (The Engine) in northern Ontario
- Partnered with Anishnabek Employment and Training Services to bring Humanities 101 to nine Indigenous communities
- Let's Talk Science delivered virtual program

STRATEGIC THEME:

Entrepreneurship and Innovation



LAKEHEAD IS FACILITATING LOCAL ENTREPRENEURSHIP & INNOVATION

\$1.6 BN

annual economic
impact of Lakehead
University on GDP
(2019/20)

11

local startups
supported by
Ingenuity (2020/21)

84.3%

of Lakehead's
undergraduate students
participated in Work
Integrated Learning (2020/21)

Highlight Achievements:

- Launch of Industry 4.0: Automation Accelerator Pilot Program with County of Simcoe, Georgian College, City of Barrie and City of Orillia
- Actively engaged in Simcoe County Manufacturing Alliance
- Launch of 12-week Accelerator Program, Ingenuity Ascend
- Established Ingenuity Advisory Board
- Virtual Research & Innovation weeks in Thunder Bay and Orillia showcased research and innovation excellence and the positive impact it has on Our Changing World
- 100% of undergraduate students have an experiential learning opportunity
- Bioenterprise housed in Ingenuity District
- Mitacs Accelerate Entrepreneur Program hosted at Ingenuity
- Launch of Lake Superior Climate Action Field School

STRATEGIC THEME:
Capacity
Development

LAKEHEAD SUPPORTS WORLD-CLASS SCHOLARLY ACTIVITY

8,365

students attend
Lakehead University
(2020/21)

1,319


International students
from ~70 countries
enrolled in Lakehead
degree programs (2020/21)

99.7%

of Philanthropic
revenue goal achieved
(2020/21)

Highlight Achievements:

- Operational response to COVID-19 including remote work for all faculty and staff, additional zoom licenses and tech support, establishment of Transition Committee, and virtual gatherings
- Successful launch of a pan-university COVID-19 Student Relief Fund
- Ongoing fundraising for increased Student Relief funding
- Extensive COVID-19 advocacy resulting in provincial Support Fund allocation
- Initiation of development of Facilities Master Plan
- Updated instructional technology, completed classroom upgrades, and expanded WIFI enabled spaces on both campuses
- Proportion of revenue from sources other than government operating grants or government-regulated tuition remained over 36%
- Finalized SMA 3



2018-2023

Strategic Plan

KEY INITIATIVES/
CONSIDERATIONS

Year 4
(2021-22)

V

VOLATILITY

U

UNCERTAINTY

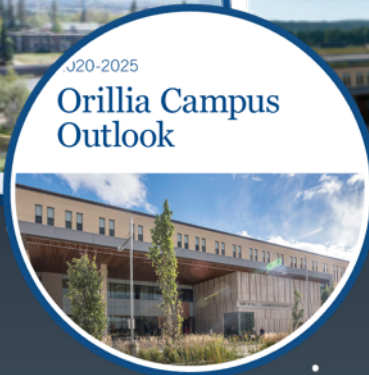
C

COMPLEXITY

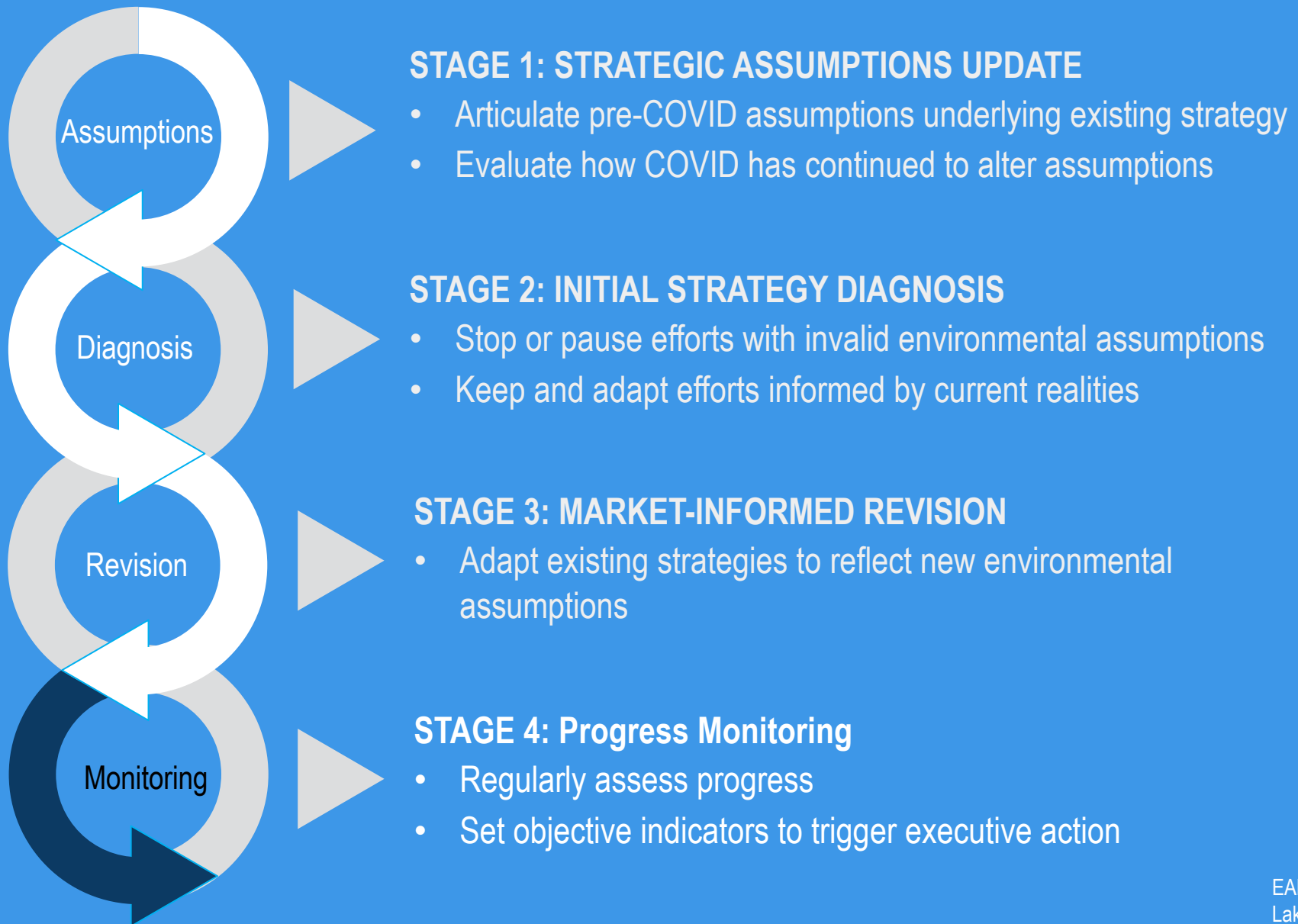
A

AMBIGUOUS





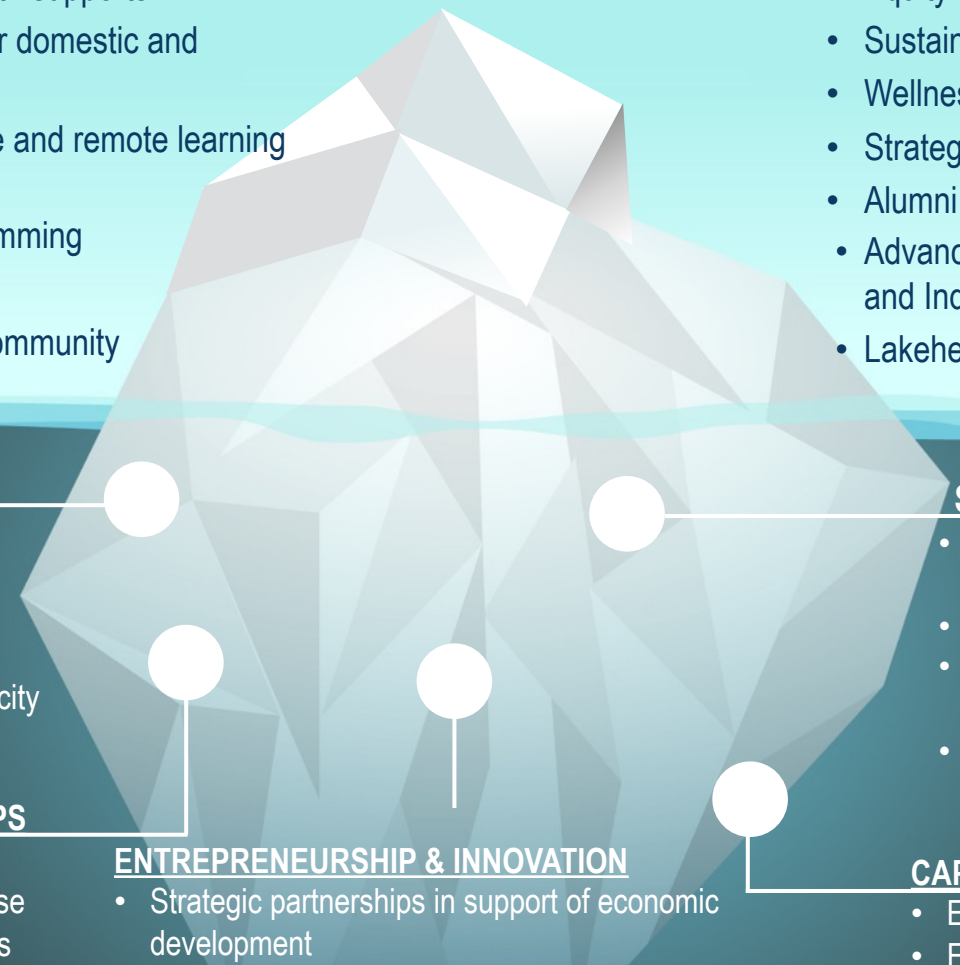
Summer 2021: Strategic Plan Y4 Implementation Planning Process



Year 4 Implementation Approach

In YEAR 4 we will continue to build on work completed in Year 1-Year 3 and implement Plans in areas including:

- Expanded student support resources
- Expanded student mental health supports
- Reducing barriers to access for domestic and international students
- Technology-enabled immersive and remote learning opportunities
- Ingenuity activities and programming
- Career Zone
- Community Zone (including Community Engaged Lifelong Learning)
- Lakehead Orillia Outlook
- Equity Diversity and Inclusion Action Plan
- Sustainability Action Plan
- Wellness Strategy
- Strategic Enrolment Management
- Alumni Engagement: Lakehead For Life
- Advancing MOUs with municipalities and Indigenous partners
- Lakehead Georgian Partnership



ACADEMIC EXCELLENCE

- Professional development
- Student health and well-being
- Technology-enabled spaces
- Continued internationalization
- Increasing student research capacity
- Research awards and grants

LOCAL & GLOBAL PARTNERSHIPS

- Gichi Kendaasiwin
- Partnering with industry to increase degree attainment in growth areas
- Lifelong learning aligned to industry needs (through Community Zone)
- Partnerships with local school boards, colleges and Indigenous Institutes
- Alumni engagement

ENTREPRENEURSHIP & INNOVATION

- Strategic partnerships in support of economic development
- Indigenous community partnerships
- Expanded professional development with local partners
- Stewarding development of technology-based industry
- Regional innovation cluster in Simcoe County
- Expanded work integrated learning across disciplines

SOCIAL RESPONSIBILITY

- Supporting access of underrepresented student groups
- Indigenous curriculum requirement
- Student mobility (e.g. transfers, pathways, college partnerships)
- Development of Indigenous Research Centre

CAPACITY DEVELOPMENT

- Employee experience action planning
- Facilities planning
- Technology planning
- Strategic Enrolment Management
- Integrated planning and budgeting
- Philanthropic campaign
- Expansion of Lakehead Orillia

2018-2023

Strategic Plan



QUESTIONS



ANNUAL OPEN REPORT TO THE BOARD OF GOVERNORS – October 1, 2021

From: Brian McKinnon - Chair, Audit and Risk Committee

Subject: Audit and Risk Committee Annual OPEN Report

Report Time: 5 minutes

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

The Board Audit and Risk Committee (BARC) met four times (November 5, 2020, March 4, 2021, May 13, 2021 and September 9, 2021) during the 2020-21 term. Two scheduled meetings were cancelled (January 21, 2021 and April 15, 2021) as there was no urgent business that needed to come forward during that time.

See Appendix A for the Committee's Final Workplan Report.

September 9, 2021 Meeting:

All members of the Board of Governors were invited to join the meeting for the Audit of Lakehead University Financial Statements and Capital Debt Reports item, and were provided with the audited financial statements in advance of the meeting.

Approval of Previous Minutes

The Committee approved the minutes from the May 13, 2021 meeting.

Updates and Reports Received

- Audit of Financial Statements and Capital Debt Reports:
 - BDO Canada LLP Final Report – 2020 Audit Results
 - 2020-21 Audited Financial Statements and
 - Internally Restricted Net Assets
 - Sustainability Metrics Report
 - Auditor's In camera Session
 - Appointment of Auditors'
- REB Annual Report and Letters of Compliance

Policy Review: Policy Framework for Research Ethics Involving Humans at Lakehead University

The policy was reviewed by administration and no amendments were recommended.

Review of the Committee's Accomplishments for the Term

The following two outstanding items were highlighted in the report and will be carried forward to the 2021-22 term:

- University Computers Policy (Deferred from 2019-20, pending comprehensive policy review of Senate related policy)
- Review Research Ethics Board Terms of Reference (Postponed)

Informational Items Received

- Management Assurance Letter, with respect to compliance with all statutory requirements (for the period May 13, 2021 to September 9, 2021)
- Operating and Ancillary Budget Results 2020-21
- 2020-21 and new 2021-22 Board Meeting Schedules

Motion Approved

- MOVED to accept the BDO Canada LLP Report.
- MOVED to approve the Internally Restricted Net Assets as outlined in Note 12 of the Financial Statements of Lakehead University.

Recommendation(s) being presented to the Board of Governors on October 1, 2021:

- MOVED to recommend that the Board of Governors approves the 2020-21 Financial Statements of Lakehead University and accepts the Auditor's Report attached thereto.
 - MOVED to recommend that the Board of Governors appoints BDO Canada LLP as auditors of the University for the 2021-22 fiscal year.
 - MOVED to recommend that the Board of Governors accepts the Research Ethics Board Annual Report and Letters of Compliance.
-

May 13, 2021 Meeting:

Approval of Previous Minutes

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

Updates and Reports Received

- Update on Cyber Insurance
- Lakehead University Pension Investment Fund
 - Pension Investment Fund Annual Report
 - Pension Investment Fund Audited Financial Statements (for the year ended December 31, 2020) - the Committee will be making a recommendation to the Board of Governors
- Annual Update on Litigation Matters
- President's Report

Informational Items Received

- Management Assurance Letter (for the period March 4, 2021 to May 13, 2021)

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

Recommendation(s) being presented to the Board of Governors on June 4, 2021:

- MOVED to recommend that the Board of Governors approves the Lakehead University Pension Investment Fund financial statements.
-

March 4, 2021 Meeting:

Approval of Previous Minutes

The Committee approved the minutes from the November 5, 2020 meeting.

Annual Reviews and Reports Received

- Annual Review of the Auditors Planning Report
- Review of Enterprise Risk Management

Informational Items Received

- Management Assurance Letter (for the period November 5, 2020 to March 4, 2021)
- Committee Workplan Progress Report
- 2020-21 Board Meeting Schedule

There were no recommendations going forward to the Board of Governors at the March 26, 2021 open meeting. Additional confidential details were reported to the Board of Governors in an in camera report.

November 5, 2020 Meeting:

Approval of Previous Minutes

The Committee approved the minutes from the September 10, 2020 meeting.

Committee Orientation

As part of the Committee orientation, at the first meeting of each Board term, members are provided with their respective Committee's Terms of Reference, Annual Report(s) to the Board of Governors and its draft workplan for the year. The Committee approved its draft workplan.

Annual Reviews and Reports Received

- Annual Review of the Auditors Engagement Letter
- Annual Review of Audit Fees
- Sexual and Gender Based Violence Response Policy Annual Report - in accordance with Article 12.3.3 of the policy, this report will be provided to the Board at its next meeting
- Lakehead University Sexual and Gender Based Violence Task Force Report - in accordance with the Ministry of Colleges and Universities directive, this report will be provided to the Board at its next meeting

Informational Items Received

- Management Assurance Letter (for the period September 10, 2020 to November 5, 2020)
- 2020-21 Board Meeting Schedule

Motions Approved

- MOVED that the Committee's 2020-21 workplan be approved.
- MOVED that the Committee accepts the Auditors Engagement Letter and recommends that the Chair of the Board and the President sign the letter.

There were no recommendations going forward to the Board of Governors at the November 26, 2020 meeting. Additional information was reported to the Board in an in camera report.

APPENDIX A

MARCIE TO ATTACH FINAL WORKPLAN PDF

MEMORANDUM

Date: September 9, 2021

To: Members of the Audit & Risk Committee

From: Ms. Rita Blais
Associate Vice-President (Financial Services)

Subject: **2020/21 ANNUAL FINANCIAL STATEMENTS**

We are pleased to provide you with a copy of the draft Financial Statements for your review prior to the Committee meeting on September 9, 2021.

The administration of the University is responsible for the preparation of the financial statements, the notes thereto, and all other financial information contained in this memorandum. The financial statements were prepared in accordance with the Canadian accounting standards for not-for-profit organizations developed by the Chartered Professional Accountants of Canada. Administration believes the financial statements present fairly, in all material respects, the University's financial position as at April 30, 2021, and the results of its operations and its cash flows for the year then ended. Management has developed and maintains internal controls designed to provide reasonable assurance that the University assets are safeguarded from loss and that the accounting records are reliable. The University has retained Eckler in order to provide an estimate of the University's pension liability. BDO Canada LLP, the auditors appointed by the Board of Governors, has reported on the financial statements for the year ended April 30, 2021. The independent auditors' report outlines the scope of their audit and their opinion on the presentation of the information included in the financial statements.

Some comments with respect to the Statements are provided as follows:

The University completed the year with revenue of \$198.339 million and expenses of \$187.648 million. The excess of revenue over expenses was \$10.691 million before the unrealized gain on the interest rate swaps of \$3.765 million for a total excess of revenue over expenses of \$14.456 million. The University's net assets increased from \$103.257 million to \$110.184 million, a \$6.927 million increase from the prior year.

Balance Sheet

The cash balance at April 30, 2021 is \$41.754 million (\$27.566 million – 2020). Operating activities provided cash in the amount of \$31.162 million in 2021 (\$4.214 million – 2020). Financing activities, including the repayment of long-term debt, provided cash of \$8.374 million in 2021; this included new long-term debt of \$11.0 million. (Financing activities used cash of \$2.322 million in 2020). Cash in the amount of \$25.348 million (\$5.667 million - 2020) was used for investing activities in 2021. The increase in cash for the fiscal year was \$14.188 million.

Accounts receivable decreased from \$12.536 million in 2020 to \$8.691 million in 2021. Note 3 of the Financial Statements provides detail of the accounts receivable. The allowance for doubtful accounts was increased by \$0.173 million in 2021 (\$0.580 million in 2020) or a total of \$0.753 million from 2019 to reflect the uncollectible nature of domestic and international student receivables representing the financial impact to students from the ongoing outbreak of COVID-19.

Investments at April 30, 2021 totalled \$147.417 million (\$129.116 million – 2020). Investments consisted of \$63.404 million in endowments, (\$58.965 million - 2020), and \$84.013 million in other investments (\$70.151 million – 2020). Other investments include \$19.540 million invested from the excess borrowings (including original principal of \$7.046 million and accumulated investment income), created when the debenture was negotiated, and \$24.058 million of a debt repayment sinking fund. Governance oversight of investments is provided by the Finance and Operations Committee of the Board.

The University's investment in capital assets increased from \$149.848 million in 2020 to \$150.715 million in 2021. Purchases of equipment, furnishings, and library acquisitions amounted to \$1.018 million; the construction in progress of the Athletics Building increased by \$7.433 million.

Accounts payable and accrued charges decreased from \$17.831 million in 2020 to \$17.464 million in 2021. Note 6 provides detail of the accounts payable and accrued charges.

The University records its pension obligation net of the fair value of plan assets on its balance sheet. The pension plan's deficit increased from \$9.818 million in 2020 to \$18.025 million in 2021. This increase is due mainly to the settlement of the previously reported contingent liability. 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. As a result, affected members are owed pension increases retroactive to January 1, 2000. The increased monthly pensions to affected members started with the March 2021 payment; lump sum payments in respect of the retroactive increases were provided to affected members at August 31, 2021. As of April 30, 2021 the value of lump sum payments with interest up to that date totaled \$11,786,000 and is included in the valuation at April 30, 2021.

The fair value of the interest rate swaps decreased from \$8.951 million at April 30, 2020 to \$5.186 million at April 30, 2021. The change in the fair value of \$3.765 million gain (\$3.729 million loss in 2020) is shown as a separate line item at the bottom of the Statement of Operations. Note 10.6 describes the notional loan amounts and the fair value of the interest rate swaps entered into by the University.

As summarized on the Balance Sheet, the University's unrestricted deficit has increased from \$16.042 million to \$16.126 million. Of the total deficit, \$5.186 million is attributable to the unrealized loss of the Interest Rate Swaps, \$3.472 million is attributable to items (faculty early retirement and vacation pay accrual) not yet charged to the Operating budget, \$1.112 million is attributable to ancillary operations and the remaining deficit is attributable to the Orillia Residence operation.

Statement of Operations

The University received \$1.936 million less in government funding for general operations in 2021 compared to 2020. The University received the last Teacher Education Program Grant in 2020; the amount of that grant in 2020 was \$2.185 million. The one-time Northern Sustainability Grant received in 2020 was \$3.659 million. In 2021 the University recognized \$4.052 million of a \$6.141 million one-time grant received for COVID-19 relief funding; the remaining \$2.089 million is attributable to 2021/22 fiscal year.

Government and other grants for restricted purposes decreased from \$18.166 million to \$16.838 million; grants for sponsored research were \$1.470 less in 2021 than 2020. Included in this line item is \$0.951 million received from the Canada Research Continuity Emergency Fund; this funding was announced on May 15, 2020, as part of the Government of Canada's COVID-19 Economic Response Plan; the program was established to help sustain research at Canadian universities.

The Statement of Operations reports total student fees decreasing from \$85.712 million in 2020 to \$84.460 million in 2021; a decrease of 1.46%. While the overall FTE decrease in 2020/21 was only 0.84%, the tuition fee mix for domestic and international students resulted in the 1.46% decrease in student fees.

Investment earnings increased from \$3.411 million in 2020 to \$20.055 million in 2021. The COVID 19 pandemic contributed to significant volatility in the equity markets at April 30, 2020. During fiscal 2021 the markets recovered their losses and continued to generate strong returns for the university to April 30, 2021. \$0.567 million was available for endowment capital preservation in 2021; zero investment income was available for capitalization to endowments in fiscal 2020.

The sales of goods and services decreased from \$18.156 million in 2020 to \$6.621 million in 2021; these sales include residence room revenue, meal plans, retail sales and parking revenues. As a result of COVID-19, levels of on-campus activity were significantly reduced in

2020/21 and these campus services were particularly hard hit. All ancillary services implemented significant cost saving strategies; there was a decrease in the cost of sales and services from \$5.702 million in 2020 to \$2.229 million in 2021. However, the magnitude of ancillary revenue reductions made it impossible to avoid financial losses.

Salaries and benefits decreased from \$127.510 million in 2020 to \$127.185 million in 2021; this 0.25% decrease reflects the budget constraints put in place during fiscal 2021 while still experiencing the annual increases associated with the collective agreements in place with university personnel.

Operational supplies and expenses decreased from \$9.693 million in 2020 to \$7.176 million in 2021.

Building and equipment maintenance decreased from \$11.028 million in 2020 to \$8.984 million in 2021. The decrease of \$2.044 million represents work not undertaken equally in both the operating fund and in the ancillary operations (mostly in the residences) attributable to budget constraints during COVID-19.

Scholarships, bursaries, and awards paid out increased from \$13.251 million in 2020 to \$13.488 million in 2021. The increase of \$0.237 was equally attributable to amounts paid from operating revenues and trust and endowment funds.

Other expenses increased from \$9.039 million in 2020 to \$10.543 million in 2021. This line item includes bad debt expenses as related to the allowance for doubtful accounts, international agent fees, memberships, insurance, legal and audit, and various marketing and advertising costs.

The University completed the 2021 year with a surplus of revenue over expenses of \$14.456 million compared to \$2.187 million deficit of revenue over expenses for the 2020 year – an increase of \$16.643 million.

Sincerely,

LAKEHEAD UNIVERSITY

Ms. Rita Blais, CPA, CA
Associate Vice-President (Financial Services)

Lakehead University
Financial Statements
For the year ended April 30, 2021

Contents

Independent Auditor's Report	2
Financial Statements	
Balance Sheet	4
Statement of Operations	5
Statement of Changes in Net Assets	6
Statement of Cash Flows	7
Notes to Financial Statements	8

Independent Auditor's Report

To the Chair and Members of the Board of Governors of Lakehead University

Opinion

We have audited the financial statements of Lakehead University (the Organization), which comprise the balance sheet as at April 30, 2021, and the statement of operations, changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Organization as at April 30, 2021, and its operations and cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

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

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

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Organization's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Organization or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

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

Independent Auditor's Report (cont'd)

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

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

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

Chartered Professional Accountants, Licensed Public Accountants

Thunder Bay, Ontario
October 1, 2021

Lakehead University Balance Sheet

April 30	2021	2020
Assets	(in thousands of dollars)	
Current		
Cash	\$ 41,754	\$ 27,566
Accounts receivable (Note 3)	8,691	12,536
Inventories and prepaid expenses	937	1,036
	51,382	41,138
Long-term investments (Note 4)	147,417	129,116
Capital assets (Note 5)	150,715	149,848
	\$ 349,514	\$ 320,102
Liabilities and Net Assets		
Liabilities		
Current		
Accounts payable and accrued charges (Note 6)	\$ 17,464	\$ 17,831
Deferred revenue (Note 7)	39,198	27,022
Current portion of long-term debt (Note 10)	2,772	2,358
	59,434	47,211
Faculty early retirement program costs (Note 8)	265	661
Accrued pension liability (Note 9)	18,025	9,818
Long-term debt (Note 10)	106,575	98,536
Interest rate swaps (Notes 10.5 and 10.6)	5,186	8,951
Deferred capital contributions (Note 11)	49,845	51,668
	239,330	216,845
Net Assets		
Internally restricted (Note 12)	62,906	60,334
Endowments (Note 13)	63,404	58,965
Unrestricted	(16,126)	(16,042)
	110,184	103,257
	\$ 349,514	\$ 320,102

Contingent Liabilities (Note 16)

On behalf of the Board of Governors:

Chair

President

Lakehead University Statement of Operations

For the year ended April 30	2021	2020
	(in thousands of dollars)	
Revenue		
Government grants for general operations	\$ 64,014	\$ 65,950
Government and other grants for restricted purposes	16,838	18,166
Student fees	84,460	85,712
Sales of goods and services	6,621	18,156
Investment income (Note 4)	20,055	3,411
Donations	1,777	3,357
Contract research	1,047	1,497
Sundry	1,666	2,083
Amortization of deferred capital contributions (Note 11)	1,861	1,861
	198,339	200,193
Expenses		
Salaries and benefits	127,185	127,510
Operational supplies and expenses	7,176	9,693
Cost of sales and services	2,229	5,702
Amortization of capital assets	7,584	7,970
Amortization of debenture issuance costs	117	117
Building and equipment maintenance	8,984	11,028
Scholarships, bursaries and awards	13,488	13,251
Utilities	4,445	4,613
Travel	302	4,142
Other	10,543	9,039
Interest on long term debt	5,595	5,586
	187,648	198,651
Excess of revenue over expenses before the undernoted	10,691	1,542
Unrealized gain (loss) on interest rate swaps	3,765	(3,729)
Excess (deficit) of revenue over expenses for the year	\$ 14,456	\$ (2,187)

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

Lakehead University
Statement of Changes in Net Assets

For the year ended April 30

2021 2020

(in thousands of dollars)

	Internally Restricted	Endowments	Unrestricted	Total	Total
	(Note 12)	(Note 13)			
Balance, beginning of year	\$ 60,334	\$ 58,965	\$ (16,042)	\$ 103,257	\$ 111,516
Excess (deficit) of revenue over expenses for the year	—	—	14,456	14,456	(2,187)
Post-employment benefit recovery - remeasurement (Note 9)	(8,933)	—	—	(8,933)	(6,983)
Change in internally restricted net assets	14,540	—	(14,540)	—	—
Transfer from endowments	(3,035)	3,035	—	—	—
Endowment contributions	—	837	—	837	911
Capitalization of investment income in endowments	—	567	—	567	—
Balance, end of year	\$ 62,906	\$ 63,404	\$ (16,126)	\$ 110,184	\$ 103,257

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

Lakehead University Statement of Cash Flows

For the year ended April 30	2021	2020
	(in thousands of dollars)	
Cash Flows from Operating Activities		
Excess (deficit) of revenue over expenses for the year	\$ 14,456	\$ (2,187)
Items not involving cash		
Amortization of capital assets	7,584	7,970
Amortization of debenture issuance costs	117	117
Amortization of deferred capital contributions	(1,861)	(1,861)
Net change in accrued pension liability	(726)	(237)
Interest rate swaps	(3,765)	3,729
Net change in non-cash working capital balances related to operations (Note 18)	15,357	(3,317)
Cash provided by operating activities	31,162	4,214
Financing Activities		
Long term debt principal repayments	(2,664)	(2,439)
Issue of long term debt	11,000	—
Deferred capital contributions received	38	117
	8,374	(2,322)
Investing Activities		
Endowment contributions	837	911
Capitalization of investment income in endowments	567	—
Purchase of capital assets	(8,451)	(5,983)
Change in long term investments, net	(18,301)	(595)
	(25,348)	(5,667)
Increase (decrease) in cash for the year	14,188	(3,775)
Cash, beginning of year	27,566	31,341
Cash, end of year	\$ 41,754	\$ 27,566

Lakehead University Notes to Financial Statements

April 30, 2021 (in thousands of dollars)

1. Authority and Purpose

Lakehead University was incorporated as a university when the Lakehead University Act was given Royal Assent by the Lieutenant Governor of Ontario in 1965. Lakehead University serves a dual role in that it provides Northwestern Ontario and Simcoe County with regional access to higher education while being committed to academic excellence on the provincial, national and international scenes.

These financial statements reflect the assets, liabilities, net assets, revenue, expenses, and other transactions of all the operations controlled by the University. Accordingly, these financial statements include the academic, administrative, and other operating expenditures funded by fees, grants and other general revenue, restricted purpose endowment funds, and the ancillary operations, such as residences, food services, bookstore, and parking.

The University also has a beneficial economic interest in the Lakehead University pension plan, the activities of which are not consolidated into these financial statements (Note 9). The Lakehead University Pension Investment Fund is audited separately.

The Northern Ontario School of Medicine ("School") is incorporated under the Ontario Business Corporations Act and is a not-for-profit organization. The School was created in order to provide medical education in Northern Ontario. The University, along with Laurentian University, the only voting members of the School, has significant relationships with the School, but the University has no claim to the net operating assets of the School and the University is not liable for any direct or contingent liabilities of the School. Accordingly, the operations of the School are not included in these financial statements.

The University is a not-for-profit organization and registered charity, and as such, is exempt from income taxes under the Income Tax Act (Canada).

2. Summary of Significant Accounting Policies

Financial statements of the University have been prepared in accordance with Part III of the Chartered Professional Accountants of Canada ("CPA Canada") Handbook — Accounting, which sets out Canadian accounting standards for not-for-profit organizations in Canada and includes the significant accounting policies summarized below.

a. Financial Instruments

Financial instruments are recorded at fair value when acquired or issued, in subsequent periods, equities traded in an active market and derivatives are reported at fair value, with any unrealized gains and losses reported in operations, other than financial instruments related to endowment funds. In addition, all bonds have been designated to be in the fair value category, with gains and losses reported in operations, other than financial instruments related to endowment funds. Changes in fair value of financial instruments related to endowment funds are recorded directly in net assets. All other financial instruments are reported at cost or amortized cost less impairment, if applicable. Financial assets are tested for impairment when changes in circumstances indicate the asset could be impaired.

Lakehead University Notes to Financial Statements

April 30, 2021 (in thousands of dollars)

2. Summary of Significant Accounting Policies (continued)

a. Financial Instruments (continued)

Transaction costs on the acquisition, sale or issue of financial instruments are expensed for those items re-measured at fair value at each statement of financial position date and charged to the financial instruments for those measured at amortized cost.

The value of investments recorded in the financial statements is determined as follows:

- 1) Investments in pooled funds are valued at their reported net asset value per unit.
- 2) Publicly traded bonds are determined based on the latest bid prices.
- 3) Private investment interests, which consist of common shares in a Canadian Controlled Private Company, life insurance policies and other shares, are valued at cost. The University believes the carrying value of these financial instruments is a reasonable estimate of fair value.
- 4) Freestanding derivative instruments that are not in a qualifying hedging relationship that are quoted in an active market are subsequently measured at fair value.

b. Inventories

Inventories, which consist of goods held for resale, are recorded at the lower of cost and net realizable value. Cost is generally determined on a first in, first out basis.

c. Capital Assets

Purchased capital assets are recorded at cost. Contributed capital assets are recorded at fair value at the date of contribution. Capital assets are amortized on a straight-line basis over their estimated useful lives, which are:

Site development	—	10 years
Buildings	—	20 and 40 years
Furniture and equipment	—	5 years
Leasehold improvements	—	3 years
Library books	—	5 years

Interest incurred on funds borrowed during construction is capitalized as a cost of the project.

Works of Art

Contributions of collection items are recorded as revenue and expensed, at fair market value, at the date of contribution.

Lakehead University Notes to Financial Statements

April 30, 2021 (in thousands of dollars)

2. Summary of Significant Accounting Policies (continued)

d. Revenue Recognition

The University follows the deferral method of accounting for contributions, which include donations and government grants. Unrestricted contributions are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Unrestricted donations are recorded on a cash basis since pledges are not legally enforceable claims. Contributions externally restricted for purposes other than endowment are deferred and recognized as revenue in the year in which the related expenses are recognized. Endowment contributions are recognized as direct increases in net assets in the year in which they are received. Student fees are recognized as revenue when courses and seminars are held. Sales and services revenue is recognized at point of sale or when the service has been provided. Restricted contributions for the purchase of property, plant and equipment that will be amortized are deferred and recognized as revenue on the same basis as the amortization expense related to the acquired asset. Investment income is recorded on the accrual basis as earned.

e. Contributed Materials and Services

Volunteers contribute an indeterminable number of hours per year. Because of the difficulty of determining their fair value, contributed services are not recognized in these financial statements.

Contributed materials which are used in the normal course of the University's operations and would otherwise have been purchased are recorded at their fair value at the date of contribution.

f. Use of Estimates

The preparation of financial statements in accordance with generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. The principal estimates used in preparation of these financial statements are the estimated useful life of property, plant and equipment, valuation of accounts receivable and doubtful accounts and assumption regarding the accrued pension liability.

Actual results could differ from management's best estimates as additional information becomes available in the future.

g. Derivative Financial Instruments

Derivative financial instruments related to interest rate swaps on a term loan are used by the University in the management of its exposure to changes in interest rates. The University does not enter into derivative financial instrument transactions for trading or speculative purposes. The University records financial instruments related to swaps on the balance sheet at fair value with subsequent changes in fair value recognized in the statement of operations. The fair value of the derivative financial instruments reflects the daily quoted market amount of those investments; thereby taking into account the current unrealized gains and losses. Quotes from financial institutions are available for all the University's derivative financial instruments.

Lakehead University Notes to Financial Statements

April 30, 2021 (in thousands of dollars)

2. Summary of Significant Accounting Policies (continued)

h. Employee Future Benefits

The University accrues its obligations under the defined benefit plans as the employees render the services necessary to earn the pension and other retirement benefits.

The University accounts for the defined benefit component of the Pension Plan for Professional Staff using the immediate recognition approach. The University recognizes the amount of the accrued benefit obligation, net of the fair value of the plan assets measured at year-end, adjusted for any valuation allowance, in the balance sheets. Actuarial gains and losses are included in the cost of the plans for the year. The accrued benefit obligation for the pension plan is determined based on an actuarial valuation using funding assumptions. The most recent actuarial valuation of the pension plan for funding purposes has been conducted as of December 31, 2019, and the next required valuation will be as of December 31, 2020. In years where an actuarial valuation is not prepared, the University uses a roll-forward technique to estimate the accrued liability using assumptions from the most recent actuarial valuation report.

3. Accounts Receivable

Accounts receivable consists of the following:

	2021	2020
Tuition and residence fees	\$ 3,262	\$ 2,703
Interest and sundry accounts	3,087	7,185
Sponsored research monies	3,805	3,938
Allowance for doubtful accounts	(1,463)	(1,290)
	<u>\$ 8,691</u>	<u>12,536</u>

4. Long-Term Investments and Investment Income

Long-term investments consist of the following:

	2021	2020
Pooled funds	\$ 143,661	\$ 125,086
Marketable securities carried at fair value	3,756	4,030
	<u>\$ 147,417</u>	<u>\$ 129,116</u>

Lakehead University Notes to Financial Statements

April 30, 2021 (in thousands of dollars)

4. Long-Term Investments and Investment Income (continued)

The pooled funds consist of units held in balanced funds in trust and managed by professional external fund managers. The market value of the University's investment in these funds as at April 30, 2021 was \$143,661 (2020 — \$125,086). The increase in the investment during the fiscal year of \$18,575 includes receipts of \$937, withdrawals of \$2,775 and investment gains of \$20,413. Included in the pooled funds are internally restricted amounts created from excess borrowings of the Series A unsecured debenture described in Note 10.4; the market value as at April 30, 2021 is \$19,540. Also included in the pooled funds is \$24,058 (2020 — \$21,228) of a debt repayment sinking fund for project loans being amortized over their initial terms.

Marketable securities carried at fair value consist of investments in government and corporate bonds of \$3,713 (2020 — \$3,988), life insurance policies of \$33 (2020 — \$32), and other of \$10 (2020 — \$10). The market value of the marketable securities as at April 30, 2021 was \$3,756 (2020 — \$4,030). The bonds mature between 2022 and 2035 with annual yields ranging from 5.4% to 8.9%.

Investment income included in the statement of operations is calculated as follows:

	2021	2020
Net investment income	\$ 20,622	\$ 3,411
Amount attributed to endowment capital preservation	567	—
Investment income recognized during the year	\$ 20,055	\$ 3,411

5. Capital Assets

	2021			2020		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Land	\$14,129	\$—	\$14,129	\$14,129	\$ —	\$14,129
Site development	8,182	8,157	25	8,182	8,148	34
Buildings	257,229	136,922	120,307	257,229	131,732	125,497
Furniture and equipment	141,163	137,228	3,935	140,309	135,145	5,164
Leasehold improvements	1,655	1,655	—	1,655	1,655	—
Library books	54,565	54,232	333	54,401	53,930	471
Construction in progress	11,986	—	11,986	4,553	—	4,553
	\$488,909	\$338,194	\$150,715	\$480,458	\$330,610	\$149,848

Lakehead University Notes to Financial Statements

April 30, 2021 (in thousands of dollars)

6. Accounts Payable and Accrued Charges

The accounts payable and accrued charges consist of the following:

	2021	2020
Trade accounts	\$ 8,400	\$ 9,558
Payroll liabilities	5,327	5,031
Vacation pay liability	3,197	2,422
Current portion faculty early retirement (Note 8)	396	396
Capital projects	144	424
	<u>\$ 17,464</u>	<u>\$ 17,831</u>

As at April 30, 2021 accounts payable and accrued charges include government remittances payable of \$1,642 (2020 — \$1, 619).

7. Deferred Revenue

Deferred revenue represents unspent externally restricted monies received in the current and prior years for services to be provided in a future year as follows:

	2021	2020
Research	\$ 16,528	\$ 11,879
Other restricted purposes	22,670	15,143
	<u>\$ 39,198</u>	<u>\$ 27,022</u>

8. Faculty Early Retirement Program Costs

The University offered a voluntary early retirement program to qualifying University faculty. The estimated accrued liability represents the costs of contractual payments owed to participating faculty members. These retirement costs will be paid out approximately as:

	2021	2020
2021	\$ —	\$ 396
2022	396	396
2023	236	236
2024	29	29
	<u>661</u>	<u>1,057</u>
Subtotal	661	1,057
Current portion (Note 6)	<u>396</u>	<u>396</u>
Total	<u>\$ 265</u>	<u>\$ 661</u>

Lakehead University Notes to Financial Statements

April 30, 2021 (in thousands of dollars)

9. Accrued Pension Liability

The University has two separate pension plans.

a. Pension Plan for Professional Staff

The Pension Plan for Professional Staff is a contributory defined contribution pension plan. 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.

The Plan provides for a defined benefit guarantee for service prior to January 1, 1997 and removes the minimum pension based on a formula for future pensions commencing in 1997. The most recent actuarial valuation for funding purposes for the pension plan was performed as at December 31, 2019.

Information about the University's pension plan is as follows:

	2021	2020
Accrued benefit obligation	\$ (82,185)	\$ (78,912)
Fair value of plan assets	64,160	69,094
Plan deficit	\$ (18,025)	\$ (9,818)

The significant actuarial assumptions in calculating the University's liability accrued as at April 30, 2021, were a discount rate of 5.35% (2020 — 5.90%), a general salary increase assumption of 4.38% (2020 — 4.55%) per annum and the CPM2014 Public Sector mortality table.

Remeasurements, which are recorded in the consolidated statement of changes in net assets, rather than in the consolidated statement of operations, are as follows:

	2021	2020
Expected return less actual return on plan assets	\$ (8,695)	\$ 8,196
Actuarial (gains) losses	17,628	(1,213)
	\$ 8,933	\$ 6,983

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. As a result, affected members are owed pension increases retroactive to January 1, 2000. The increased monthly pensions to affected members started with the March 2021 payment; lump sum payments in respect of the retroactive increases were provided to affected members at August 31, 2021. As of April 30, 2021, the value of lump sum payments with interest up to that date totaled \$11,786,000 and is included in the valuation at April 30, 2021.

Lakehead University Notes to Financial Statements

April 30, 2021 (in thousands of dollars)

9. Accrued Pension Liability (continued)

b. Lakehead University Employee Pension Plan

The Lakehead University Employee Pension Plan is a contributory defined contribution pension plan. Under the Plan, employees contribute in a range from 7.15% to 7.90% of their earnings. The University matches the regular pension contributions made by members of the Plan.

University Pension Plan contributions, together with investment income earned on the contributions, are applied on retirement to provide pension benefits as defined in the Plan. In addition to their regular contributions, members may voluntarily contribute additional contributions to provide increased benefits. Employer contributions are integrated with the Canada Pension Plan.

The employee benefits expense for the year includes pension expense of \$5,731 (2020 — \$4,830).

10. Long-Term Debt

	2021	2020
10.1 Royal Bank of Canada Non—Revolving Term Facility — C.J. Saunders Renovations		
Loan payable, unsecured, interest at 3.67%, monthly payments including interest of \$15, maturing March 2025.	\$ 1,255	\$ 1,372
10.2 Royal Bank of Canada — Orillia Residence and Cafeteria		
Loan payable, unsecured, interest at 4.69%, monthly payments including interest of \$140, maturing October 2036.	17,667	18,415
10.3 Royal Bank of Canada — Athletic Expansion Building		
Loan payable, unsecured, interest at 3.10%, quarterly payments including interest of \$163, maturing September 2045.	10,813	—
10.4 Debenture Payable		
On November 15, 2005, the University issued Series A unsecured debenture in the aggregated principal amount of \$100,000. The debenture bears interest at 5.301%. Principal and interest are payable semi-annually on May 15 and November 15 in installments of \$3,023 ending November 15, 2045. Included in the pooled funds (Note 4) is \$24,058 (2020 — \$21,228) of a debt repayment sinking fund for project loans being amortized over their initial terms. The fair value of the debenture at April 30, 2021 was \$95,533 (2020 — \$108,046).	79,612	81,107

Lakehead University Notes to Financial Statements

April 30, 2021 (in thousands of dollars)

10. Long-Term Debt (continued)

	109,347	100,894
Current portion	2,772	2,358
	<u>\$ 106,575</u>	<u>\$ 98,536</u>

Anticipated requirements to meet the principal portion of the long-term debt repayments over the next five years are as follows:

<u>Date</u>	<u>Amount</u>
2022	\$ 2,772
2023	2,919
2024	3,070
2025	3,230
2026	3,399
Thereafter	93,957
	<u>\$ 109,347</u>

10.5 Interest Rate Swaps

The University has entered into an interest rate derivative agreement to manage the volatility of interest rate on the loan described in Note 10.2. The University converted floating rate debt for fixed rate debt of 4.69%. The change in the fair value of the interest rate swap of \$2,168 (2020 – \$1,873) is recorded in the Statement of Operations as unrealized gain (loss) on interest rate swaps. The interest rate swap agreement will expire on October 1, 2036.

The University has entered into an interest rate derivative agreement to manage the volatility of interest rate on the loan described in Note 10.3. The University converted floating rate debt for fixed rate debt of 3.10%. The change in the fair value of the interest rate swap of \$1,597 (2020 – \$1,856) is recorded in the Statement of Operations as unrealized gain (loss) on interest rate swap. The interest rate swap agreement will expire on September 1, 2045.

10.6 Interest Rate Swaps

The notional loan amounts and fair value of the swaps are as follows:

	<u>2021</u>		<u>2020</u>	
	Notional Loan Amount	Fair Value of Swap	Notional Loan Amount	Fair Value of Swap
Interest rate swaps:				
Note 10.2	\$17,667	\$4,046	\$ 18,415	\$ 6,214
Note 10.3	10,813	1,140	—	2,737
	<u>\$28,480</u>	<u>\$5,186</u>	<u>\$ 18,415</u>	<u>\$ 8,951</u>

Lakehead University Notes to Financial Statements

April 30, 2021 (in thousands of dollars)

10. Long-Term Debt (continued)

10.7 The University's credit facilities include an available operating line of credit of \$13,000, with interest at the bank's prime lending rate less 0.50% per annum (2.45% per annum at year-end).

11. Deferred Capital Contributions

Deferred capital contributions represent the unamortized amount of donations and grants received for the purchase of capital assets. The amortization of capital contributions is recorded as revenue in the statement of operations and is calculated on the same basis as the amortization expense related to the acquired capital assets. The changes in the deferred capital contributions balance are as follows:

	2021	2020
Balance, beginning of year	\$ 51,668	\$ 53,412
Add: contributions received for capital asset purchases	38	117
Less: amortization of deferred capital contributions	(1,861)	(1,861)
Balance, end of year	\$ 49,845	\$ 51,668

12. Internally Restricted Net Assets

Internally restricted net assets are funds committed for specific purposes as follows:

	2021	2020
Operating Fund		
Repairs and replacements	\$ 3,026	\$ 2,660
Self-insurance	250	250
Unexpended budgets and departmental incomes	17,510	16,834
Future year's budget	—	500
Employee pension benefits	(18,025)	(9,818)
Ancillary Enterprises	550	640
Restricted Funds		
Trust funds	22,097	14,189
Interest earned on investment from excess borrowing	7,969	7,561
Research funds	3,124	1,886
Bond Sinking Fund	24,058	21,228
Investment in Capital Assets	(4,673)	(2,616)
Land Appraisal Reserve	7,020	7,020
	\$ 62,906	\$ 60,334

Lakehead University Notes to Financial Statements

April 30, 2021 (in thousands of dollars)

13. Endowments

Endowments consist of externally restricted donations received by the University. The endowment principal is required to be maintained intact. The investment income generated from endowments must be used in accordance with the various purposes established by donors. The University ensures, as part of its fiduciary responsibilities, that all funds received with a restricted purpose are expended for the purpose for which they were provided. The value of the investment portfolio for endowed funds included in the total investments disclosed in Note 4 is equal to \$63,404 (2020 – \$58,965).

14. Ontario Student Trust Funds

Externally restricted endowments of \$63,404 (2020 – \$58,965) include grants provided by the Government of Ontario from the Ontario Student Opportunity Trust Fund (OSOTF) Phase I and Phase II and the Ontario Trust for Student Support (OTSS) matching programs to award student aid as a result of raising an equal amount of endowed donations.

OSOTF (Phase I)	2021	2020
OSOTF Endowment Balance, beginning of year	\$ 6,963	\$ 6,963
Unrealized Investment Income	—	—
OSOTF Endowment Balance, end of year	\$ 6,963	\$ 6,963
Expendable Funds, beginning of year	\$ 7,729	\$ 8,016
Unrealized Investment Income (loss)	2,460	(68)
Bursaries Awarded	(219)	(219)
Expendable Funds, end of year	\$ 9,970	\$ 7,729
Number of Bursaries Awarded	207	223
Market Value of Endowment	\$ 16,933	\$ 14,692
OSOTF (Phase II)	2021	2020
OSOTF Endowment Balance, beginning of year	\$ 1,629	\$ 1,629
Donations	—	—
OSOTF Endowment Balance, end of year	\$ 1,629	\$ 1,629

Lakehead University Notes to Financial Statements

April 30, 2021 (in thousands of dollars)

14. Ontario Student Trust Funds (continued)

Expendable Funds, beginning of year	\$ 1,289	\$ 1,389
Unrealized Investment Income (loss)	541	(43)
Bursaries Awarded	(47)	(57)
Expendable Funds, end of year	\$ 1,783	\$ 1,289
Number of Bursaries Awarded	26	28
Market Value of Endowment	\$ 3,412	\$ 2,918

OTSS

The Ontario Trust for Student Support (OTSS) program requires separate reporting of the balances as at March 31 and the details of the changes in the balances.

The following is the schedule of donations received for the period from April 1, 2020 to March 31, 2021 (April 1, 2019 to March 31, 2020).

	2021	2020
Donations eligible for matching	\$ —	\$ —
Donations not yet eligible for matching	—	—
Total cash donations	\$ —	\$ —

The following is the schedule of changes in endowment fund balance for the period from April 1, 2020 to March 31, 2021 (April 1, 2019 to March 31, 2020).

	2021	2020
Endowment Balance, beginning of year	\$ 8,555	\$ 8,555
Cash donations received	—	—
Matching funds received/receivable	—	—
Endowment Balance, end of year	\$ 8,555	\$ 8,555

The following is the schedule of changes in expendable funds available for awards for the period from April 1, 2020 to March 31, 2021 (April 1, 2019 to March 31, 2020).

Lakehead University Notes to Financial Statements

April 30, 2021 (in thousands of dollars)

14. Ontario Student Trust Funds (continued)

	2021	2020
Expendable Funds, beginning of year	\$ 4,683	\$ 5,655
Unrealized Investment Income	3,039	(690)
Bursaries Awarded	(238)	(282)
Expendable Funds, end of year	\$ 7,484	\$ 4,683
Number of Bursaries Awarded	112	118
Market Value of Endowment	\$ 16,039	\$ 13,238

15. Property and Liability Insurance

The University participates in a reciprocal exchange of insurance risks in association with forty-five other Canadian universities. This self-insurance cooperative involves a contractual agreement to share the property insurance and liability risks of member universities.

The projected cost of settled claims will be funded through members' premiums based on actuarial projections. It is anticipated that a surplus will be created over time as a cushion against unexpected losses. In addition, the reciprocal has obtained substantial reinsurance with commercial insurers to cover major claims in excess of \$5,000 per occurrence for property losses and in excess of \$5,000 per occurrence for liability losses.

In the event that premiums are not sufficient to cover claim settlements, the member universities would be subject to an assessment in proportion to their participation.

16. Contingent Liabilities

- a) The nature of the University's activities is such that there is usually litigation pending or in prospect at any one time. With respect to claims at April 30, 2021, the University believes it has valid defenses and/or appropriate insurance coverage in place. In the unlikely event any claims are successful such claims are not expected to have a material effect on the University's financial position.
- b) The University has guaranteed a loan in the amount of \$1,592 for Nanabijou Childcare Centre (the "Centre") for the construction of the facility. The Centre provides childcare services to children of staff and students of Lakehead University, and the public at large. The Centre is incorporated without share capital, by Letters Patent under the laws of Ontario and is governed by a Board of Directors. The University has leased land to the Centre for the construction of the facility; the lease is a 35-year lease; the Centre pays \$2.00 per year to the University.

Lakehead University Notes to Financial Statements

April 30, 2021 (in thousands of dollars)

17. Commitment

The following are the future minimum annual operating lease payments due over the next five years:

<u>Date</u>	<u>Amount</u>
2022	\$ 464
2023	333
2024	290
2025	193
2026	2

The estimated cost to complete the construction project in progress as of April 30, 2021, which will be funded by donations, is \$151.

18. Statement of Cash Flows

The net change in non-cash working capital balances related to operations consists of the following:

	<u>2021</u>	<u>2020</u>
Accounts receivable	\$ 3,845	\$ 678
Inventories and prepaid expenses	99	109
Accounts payable and accrued charges	(367)	(2,351)
Deferred revenue	12,176	(1,357)
Faculty early retirement program	(396)	(396)
	<u>\$ 15,357</u>	<u>\$ (3,317)</u>

19. Related Party Transactions

During the year, the University undertook the following transactions with Northern Ontario School of Medicine ("School"):

	<u>2021</u>	<u>2020</u>
Recoveries and charges for goods and services	\$ 1,617	\$ 1,880

These transactions were in the normal course of operations and were measured at the exchange value, which is the amount of consideration established and agreed by the parties to the transaction.

At April 30, 2021 the University had \$151 (2020 — \$336) receivable from the School and had a payable of \$175 (2020 — \$69) to the School.

Lakehead University Notes to Financial Statements

April 30, 2021 (in thousands of dollars)

20. Financial Instruments

The University's financial instruments consist of cash, accounts receivable, long-term investments, accounts payable and accrued charges, long-term debt and interest rate swaps. Financial instruments are subject to a variety of risks.

Credit risk is the risk of financial loss to the University if a member or counterparty to a financial instrument fails to meet its contractual obligations and arises principally from the University's accounts receivable and long-term investments. The University mitigates its potential credit risk from accounts receivable through credit evaluation, approval, and monitoring processes. Furthermore, it evaluates the collectability of accounts receivable and records an allowance for doubtful accounts, which reduces the receivables to the amount management reasonably believes will be collected. Credit risk with respect to long-term investments is managed through the University's investment policies.

The University maintains all of its bank accounts with one financial institution and therefore all deposits are not covered by the Canadian Deposit Insurance Corporation (CDIC). The University is subject to credit risk on the excess deposits over CDIC coverage.

Interest rate risk refers to the adverse consequences of interest rate changes. The University holds fixed rate bonds issued by the federal and certain provincial governments. The bonds have annual yields between 5.4% and 8.9%. The value of fixed rate instruments will generally rise if interest rates fall and fall if interest rates rise. The value of the instruments will vary with developments within the specific governments, which issue the instruments.

Foreign currency risk refers to the extent to which instruments denominated in a currency other than Canadian dollars will be affected by changes in the value of the Canadian dollar in relation to other currencies.

Market volatility risk arises from the University's investment portfolio, which contains various pooled funds and, fixed income, and equity instruments. It is the risk that the fair value or future cash flows from a financial instrument will fluctuate because of general economic and other market factors affecting equity prices.

Interest rate, foreign currency and market volatility risk arise from the University's long-term investments, which the University manages through investment policies governing asset mixes, equity and fixed income allocations and diversification among fund managers.

Interest rate swaps are subject to interest rate and foreign currency exchange risk in the determination of fair value.

21. COVID-19 ("Coronavirus")

In March 2020, the World Health Organization declared the spread of coronavirus ("COVID-19") outbreak as a pandemic. As a result of this, on March 23, 2020, the government of Ontario ordered the closure of all non-essential businesses effective March 24, 2020. In addition, the Canadian government imposed travel restrictions to Canada until further notice. These restrictions impacted the operations of the University and resulted in the closure of physical premises of all post-secondary institutions.

Lakehead University Notes to Financial Statements

April 30, 2021 (in thousands of dollars)

21. COVID-19 ("Coronavirus") continued

The extent of such adverse effects on the University's business and financial and operational performance are uncertain and difficult to assess. The University experienced revenue losses from Ancillary operations during its 2021 fiscal year as faculty, staff and students were working mostly off campus. Future financial impacts will depend on developments, including the duration, spread and severity of the outbreak; physical distancing requirements; the duration and geographic scope of related travel advisories and restrictions; and the extent of disruptions to businesses globally and its related impact on the economy.

As the impacts of COVID-19 continue, there could be further impact on the University, its students and funding sources. Management is actively monitoring the effect on its financial condition, liquidity, operations, suppliers, and workforce. Management has assessed the going concern assumptions and believes there are no issues, given the University has a strong working capital base to support operations in the coming year.

Annual Report of the Lakehead University Research Ethics Board (REB) to the Lakehead University Board of Governors

May 1, 2020 to April 30, 2021

Submitted by the Chair of the REB:
Dr. Kristin Burnett

In accordance with the Board of Governors Policy Framework on Research Ethics Involving Humans at Lakehead University and the Research Ethics Board (REB) Terms of Reference, the following annual report summarizes the REB activities that took place between May 1, 2020 and April 30, 2021.

COVID-19 and the REB

Lakehead University had suspended all in-person face-to-face research with human participants in March 2020 due to the COVID-19 pandemic.

In July 2020, when COVID-19 infection rates were fairly low, the REB formed a sub-committee to review the feasibility of opening up in-person research when justified. The sub-committee created an additional form in Romeo for researchers to complete if they were planning on conducting in-person research. The form consisted of the following requirements:

- Justification for in-person research, i.e., reason why it could not be conducted remotely
- Approval from the partner or Indigenous organization/First Nation, if applicable
- Safety plans for both the participants and the researchers
- Notice to the participants of the risks involved with meeting in-person and COVID-19
- Requirement for keeping records for contact tracing

The REB approved five projects to move forward with in-person research. All five projects met the requirements noted above.

In November 2020, with COVID-19 infection rates rising, the REB again suspended all in-person research. The five projects previously approved had been completed, and the REB closed the COVID-19 application form in Romeo.

As of April 30, 2021 (end date of this report), in-person research remained suspended.

Throughout the year, researchers who wished to continue their research who were not currently using online or electronic data collection methods were required to either pause their studies or submit amendments to their protocols to the REB for a change to remote research. Research could not re-start until the REB approved of the changes.

Consultation requests from researchers and students increased significantly during the 2020-2021 year due to the changes required for researchers in order to comply with Lakehead University and public health mandates regarding in-person research during the COVID-19 pandemic.

Number of studies submitted to the REB involving research around COVID-19: **42 studies**

2020 - 2021 MEMBERSHIP OF THE REB:

MEMBERSHIP CRITERIA	VOTING MEMBERS
One member with knowledge in the area of ethics. This can be someone who has a teaching or research specialization in ethics, or someone who has had extensive experience in the area of research ethics.	Ryan Tonkens, (Bioethicist, Centre for Health Care Ethics)
Minimum of six full time faculty members who have expertise in relevant research disciplines, fields and methodologies covered by the REB.	Kristin Burnett (Indigenous Learning) – CHAIR Claudio Pousa (Business Admin.) - Vice Chair Jodie Murphy-Oikonen (Social Work) Tanya Kaefer (Education) Paolo Sanzo (Kinesiology) Dwight Mazmanian (Psychology) Monica Flegel (English) Erin Cameron (NOSM) Anna Kone Pefoya (Health Sciences) Barbara Parker (Sociology) Jennifer Chisholm (Women's Studies)
Minimum of two community members who have no affiliation with the institution but are recruited from the communities served by Lakehead University with preference that one of the community members be of Aboriginal origin.	Donnas Stuart Vacant (recruitment in progress)
One full time faculty member whose research involves Aboriginal people.	Frederico Oliveira (Anthropology)
A minimum of one member with a biomedical background.	Vacant
One member knowledgeable in the relevant law.	Daniel Dylan (Law)

Faculty membership needs are assessed on an annual basis. Annually the REB assesses where applications originate from (Departments) and research methodologies commonly used. This information is used to determine what expertise is needed in order to ensure thorough reviews.

Applications for membership are reviewed by the REB members and a recommendation is forwarded to the University President for official appointment.

BREACHES of RESEARCH INTEGRITY related to the TCPS2:

No breaches of research integrity were reported in 2020-2021.

REB COMPLIANCE:

To the best of its knowledge, the Lakehead University REB was compliant with the TCPS2 Policy Statement: Ethical Conduct for Research Involving Humans, during 2020-2021. See attached Appendix A for the annual REB Compliance Letters from both the TBRHSC REB Chair and the LU REB Chair.

REB TERMS OF REFERENCE:

The REB is currently working through some proposed changes to the Terms of Reference. These proposed changes will be forwarded to the Audit & Risk Committee for their review at the November 2021 meeting.

APPEALS:

No REB decisions were appealed during this reporting period.

ADMINISTRATIVE SUPPORT FOR THE REB:

Administrative support for the REB continues to be provided by the Office of Research Services and includes:

- Director, Office of Research Services, Anne Klymenko: senior advisor to the REB in all matters associated with its mandate, compliance monitoring, and reporting.
- Manager, Research Ethics and Contracts, Sue Wright: manages the REB's activities and supervises the Research Ethics Coordinator
- Research Ethics Coordinator (half-time), Sonya Matson, however vacant from June 2020 to January 2021

USE of TECHNOLOGY:

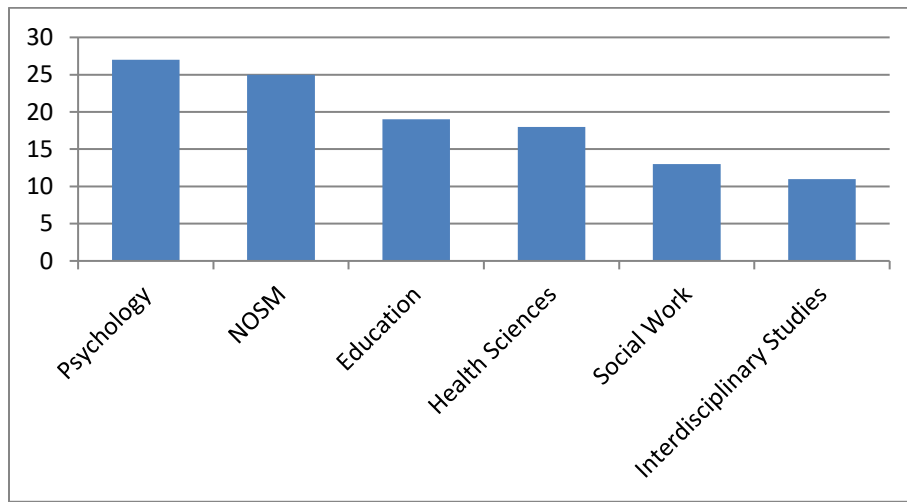
The Office of Research Services' software system (Process Pathways "Romeo"), continues to enable on-line submissions of ethics applications and their review by members. Protocol amendments, renewals, and final reports are also submitted through this system.

Romeo allows the Office of Research Services to link ethics certifications to funded awards thus ensuring that research funding is not released to researchers until all ethics protocols are approved (a process mandated by the Tri-Agency 'Agreement on the Administration of Agency Grants and Awards by Research Institutions') a prerequisite agreement Lakehead University has signed in order to be eligible to receive and administer federal research funding.

REB ACTIVITY REPORT:

During the reporting period meetings were held in May, September, October, December 2020 and, January, February and March 2021. Due to COVID-19 all meetings were conducted via Zoom.

Top 6 Submitting Departments to the REB:



New submissions to the REB – 164 (represents a 5% decrease from the previous year)

- Number of submissions approved – 151
- Number of submissions withdrawn by the researcher - 4
- Number of submissions still under review – 9
- Minimal risk projects (delegated review) – 164
- More than minimal risk projects (full Board review) – 0
- Review by Chair only (already approved at another Canadian TCPS compliant University) - 14
- Active protocols with research involving Indigenous people – 45

COMMITTEE MEMBER WORKLOAD:

Applications are reviewed by the Chair, or by delegated review, or, if considered greater than minimal risk, by the full Board. The Chair reviews every application. Any member of a delegated committee may request full Board review if they feel the application goes beyond minimal risk. On average, each REB member reviews 5 projects per month.

- The REB Chair reviews all post-approval activities including renewals and amendments. The Vice-Chair also assists with these reviews mainly when a conflict of interest is presented (i.e., the Chair is the lead or co-researcher on the application) or the Chair is unavailable
- Final Reports are reviewed by the Research Ethics Coordinator. If there are unusual responses to the Final Report questions, i.e., a high rate of participant drop out, the REB Chair will review the Final Report and communicate with the researcher should the need arise.

Review turnaround time:

Turnaround time for REB submission cannot be summarized in a single statistic. Studies that are submitted with well-written applications, information letter, consent forms, and test instruments and are of minimal risk to participants can be turned around in two to three weeks. Others, that require both administrative amendments and amendments from the REB, can take longer. The time can fluctuate greatly depending on the timely/or not timely response from the researcher(s).

Generally, the turnaround time for REB delegated review (minimal risk projects) is 3-4 weeks.

EDUCATIONAL OPPORTUNITIES:

In respect to its educational mandate, the REB and the Office of Research Services have been active on a number of fronts. An invitation is extended at the beginning of each academic year to academic units that would like to have an information session on research ethics. These sessions are jointly offered by both the REB Chair and the Manager, Research Ethics and Contracts.

The Office of Research Services also provides funds each year for attendance at the annual conference of the Canadian Association of Research Ethics Boards (CAREB). This year's conference was cancelled due to the COVID-19 pandemic.

Several research ethics related workshops are also organized by the Office of Research Services as part of the Research and Innovation Workshop Series. During the reporting period, the following workshops were offered related to research ethics: Research Integrity Workshop for LUFA members, The First Nations Principles of OCAP, and a Panel Discussion titled, "Strengthening Indigenous Health Research through Meaningful Relationships".

RECIPROCITY ETHICS REVIEW MODEL WITH TBRHSC:

A reciprocity agreement between LU and the TBRHSC came into effect April 1, 2017. Under this arrangement, generally the LU REB reviews all non-clinical protocols and the TBRHSC REB reviews all clinical protocols undertaken by researchers affiliated with Lakehead, NOSM and TBRHSC/TBRHRI. This has eliminated the duplicate review process and ensures that the REB with the most appropriate expertise is conducting the review.

The Joint Management Committee for the Reciprocity Agreement holds its annual meeting each fall. The meeting serves as a forum for discussion around processes for reciprocal review and administrative procedures between the two REBs.

Reciprocity Reporting for 2020-2021:

Number of protocols in which Lakehead University REB is the REB of Record: **4**

Number of protocols in which TBRHSC REB is the REB of Record: **5**

Please find attached a Letter of Compliance from the TBRHSC REB.

NORTHWESTERN ONTARIO RESEARCH ETHICS HARMONIZATION INITIATIVE

TBRHSC Research Programs Office and NOSM have purchased the Romeo database system to manage their research ethics programs. They are both in early stages of implementation. St. Joseph's Care Group is also considering Romeo. Discussions are ongoing with these institutions and Cayuse (Romeo vendor) on harmonizing research ethics processes to reduce administrative burden on researchers who are involved in multi-site research projects.

CONTINUING ETHICS REVIEW PROGRAM:

The REB has finalized the new Continuing Review process. Continuing Review focuses on monitoring and reviewing active protocols to ensure compliance with the TCPS2 through the life of a project. The process includes random compliance audits of projects greater than minimal risk. The continuing review process will begin in the fall of 2021.

ACHIEVEMENTS FOR 2020-2021

Achievements include:

- Discussions between the OCUR Working Group (Research Ethics Managers at Brock U, Western U, UoToronto, and Laurier U) continued to assess multi-jurisdictional research ethics review on Ontario and how it could be made more efficient. A provincial survey of current practices regarding multi-jurisdictional ethics review at Ontario Universities was completed.
- S. Wright was a guest speaker for numerous classes – Kinesiology (4), Nursing (2), Health Sciences (2), Business, Education, and NOSM
- New members joined the REB:
 - Jodie Murphy-Oikonen (Social Work)
 - Anne Kone Pefoyo (Health Sciences)
 - Barbara Parker (Sociology)
 - Jennifer Chisholm (Women's Studies)
- New SOP developed titled, "Ethical Decision Making and Internet Research Ethics Guiding Principles"
- A review of the SOP related to teaching protocols was conducted and changes were made to clarify the document
- A review of the SOP related to multi-jurisdictional research was conducted and changes were made to clarify the document
- The REB application was amended such that researchers were more specific with the REB on the ability for research participants to withdraw
- Attendance at the Canadian Association for Research Ethics Board (CAREB) AGM
- The REB Chair, S. Wright, A. Klymenko and a few REB members were invited to join the COVID-19 Research Restart Transition Committee to provide input on research re-start with human participants
- S. Wright attended the St. Joseph's Care Group Showcase of Health Research virtual Conference
- Webinar's attended by S. Wright and the REB Chair included:
 - Ethics in the New Normal: Getting Through and Beyond COVID-19

- Addressing REB Review: Challenges for Onsite Research in the Time of COVID-19
- Data Ownership, Part 1 & 2
- How to make Indigenous Research Not Suck
- The First Nations Principles of OCAP

New/continuing Initiatives for 2021-2022

- Continue to work with researchers in transitioning back in in-person research depending on the pandemic and advice from public health authorities
- S. Wright will take “The Fundamentals of OCAP” course offered online through Algonquin College and put on by the First Nations Information Governance Centre
- The SOP titled “Students as Research Subjects” will be requested to be rescinded as a Senate policy and become an REB guideline – in accordance with the TCPS2, the REB is responsible for guidelines and SOPs related to the TCPS2
- Discussions continue with St. Joseph’s Care Group REB to enter into a reciprocity arrangement
- Implement the Continuing Review program
- Recruit community members to the REB, that self-identify as Indigenous
- Continue to develop and add resources for researchers working with Indigenous participants and communities – a new webpage was created by the Office of Research Services in 2019-2020
- Deliver a Workshop jointly with the TBRHSC REB related to ethics ‘hot topics’
- Create a Guidelines for researcher and participant safety (i.e., for researchers who may encounter hate groups and sexual and gender-based violence, for after hours research, off-campus research, etc.)
- Participate in an Indigenous research workshop and speak to doing ethical research with Indigenous communities and groups
- Increase our involvement with CIHR’s Standing Committee on Ethics

The Lakehead University REB is committed to protecting human participants involved in research projects, assisting researchers in meeting regulatory requirements, building upon and improving our processes where necessary, and ensuring the REB meets federal regulatory standards.

Respectfully submitted by the Chair of the REB for 2020-2021.



Dr. Kristin Burnett
REB Chair

Appendix A – Letters of Compliance



Research Ethics Board
t: (807) 343-8283
e: research.ethics@lakeheadu.ca

May 15, 2021

Mr. Brian McKinnon
Chair, Board Audit & Risk Committee
Lakehead University
955 Oliver Road
Thunder Bay, ON P7B 5E1

Dear Mr. McKinnon:

On behalf of the Lakehead University Research Ethics Board (REB), I declare that to the best of my knowledge for the period May 1, 2020 to April 30, 2021, the Lakehead University REB conducted its business in accordance with its Terms of Reference approved by the Board of Governors on April 1, 2012, and in accordance with the standards and principles outlined in the Tri-Council Policy Statement (TCPS2).

Sincerely,

A handwritten signature in black ink, appearing to read "Kristin Burnett".

Dr. Kristin Burnett
Department of Indigenous Learning
Chair, Lakehead University REB



**Thunder Bay Regional
Health Sciences
Centre**

980 rue Oliver Road
Thunder Bay ON
P7B 6V4 Canada

Tel: (807) 684-6000
www.tbrhsc.net

August 18, 2021

Dr. Kristin Burnett, Chair
Research Ethics Board
Lakehead University
955 Oliver Road
Thunder Bay, ON P7B 5E1

Dear Dr. Burnett:

On behalf of the Thunder Bay Regional Health Sciences Centre Research Ethics Board (REB), I declare that to the best of our knowledge for the period April 1, 2020 to March 31, 2021, the REB conducted its business in accordance with its Terms of Reference approved by the Board of Directors on June 3, 2020, and in accordance with the standards and principles outlined in the Tri-Council Policy Statement (TCPS2 2018).

Sincerely,

Bill Gregorash, BA, MA, PhD Management
Chair, TBRHSC Research Ethics Board



OPEN ANNUAL REPORT TO THE BOARD OF GOVERNORS – October 1, 2021

From: Ann Dumyn - Chair, External Relations Committee

Subject: External Relations Committee OPEN Annual Report

Report Time: 5 minutes

Committee Members: Robert Arnone; Claudine Cousins; Ann Dumyn (Chair); Dr. Christine Gottardo; Angela Maltese; Brian McKinnon; Dr. Moira McPherson; Michael Nitz; Anna Sampson; Mark Smith; Murray Waboose; Debra Woods

Note: Murray Waboose resigned from the Board on May 14, 2021.

The Board External Relations Committee (BERC) met five times (November 4, 2020, January 20, 2021, March 3, 2021, May 12, 2021 and September 8, 2021) during the 2020-21 term. One scheduled meeting (April 14, 2021) was cancelled, as there was no urgent business that needed to come forward during that time.

September 8, 2021 Meeting:

Angie Maltese was appointed the Acting Chair for the meeting, by consent.

Approval of Previous Minutes

The Committee approved the minutes from the May 12, 2021 meeting.

Updates and Reports Received

- Institutional Philanthropic Campaign Update
- External Relations 2020-21 Q4 Report and Year End Financial Report
- Homecoming Schedule, Thunder Bay and Orillia
- Vice-President, External Relations Report
- Report from the President

Review of the Committee's Accomplishments for the Term

The following outstanding items were highlighted in the report and will be carried forward to the 2021-22 term:

- Policy Review: Gift Acceptance Policy (Postponed)
- Policy Review: Naming of Property Policy (Postponed)

Informational Items Received

- 2020-21 and new 2021-22 Board Meeting Schedules

There are no recommendations being presented to the Board of Governors on October 1, 2021 during the open meeting. Additional confidential details have been reported to the Board of Governors in an in camera report.

May 12, 2021 Meeting:

New Vice-President, External Relations

Michael den Haan, the new Vice-President, External Relations was welcomed and introduced to the Committee.

Approval of Previous Minutes

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

2021 Fellow of the University

The President provided an update regarding the logistics around the recognition of Fellow recipients Vince Mirabelli and Seppo Paivalainen at the 2021 convocation ceremonies. The two recipients will be recognized during the Thunder Bay virtual Convocation Ceremony on June 5, 2021.

Update and Reports Received

- External Relations 2020-21 Q3 Report (on gifts accepted or declined)
- Institutional Philanthropic Campaign Update
- Vice-President, External Relations Report
- Report from the President

Informational Items Received

- External Relations Committee Terms of Reference (approved by the Board of Governors on April 30, 2021)
- Committee Workplan Progress Report
- 2020-21 Board Meeting Schedule

There were no recommendations presented to the Board of Governors on June 4, 2021 during the open meeting. Additional confidential details were reported to the Board of Governors in an in camera report.

March 3, 2021 Meeting:

Approval of Previous Minutes

The Committee approved the minutes from the January 20, 2021 meeting.

2021 Fellow of the University

Due to the COVID-19 pandemic, the conferring of the 2019 Fellows was delayed to the 2021 convocation ceremonies, or any earlier ceremonies that might be planned. The Committee agreed to not recommend additional Fellow recipients for 2021, recognizing that having too many

recipients receiving the award during one convocation season could diminish the integrity of the award.

Terms of Reference Review

The Committee reviewed its Terms of Reference in accordance with the Governance and Nominating Committee's terms of reference review schedule. The Committee will be making a recommendation to the Governance and Nominating Committee.

Update and Reports Received

- Institutional Philanthropic Campaign Update
- Interim Vice President, External Relations Update
- Report from the President

Informational Items Received

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

There were no recommendations presented to the Board of Governors on March 26, 2021 during the open meeting. Additional confidential details were reported to the Board of Governors in an in camera report.

January 20, 2021 Meeting:

Approval of Previous Minutes

The Committee approved the minutes from the November 4, 2020 meeting.

2021 Fellow of the University

In accordance with the Fellow of the University Procedures and Guidelines, the Committee reviewed the nominations submitted during the 2021 Fellow of the University call for nominations. The Committee will be making a recommendation to the Board regarding new candidates to be added to the Board approved "Fellow Nominees List." Additional confidential details have been reported to the Board of Governors in an in camera report.

Update and Reports Received

- Institutional Philanthropic Campaign Update
- External Relations 2020-21 Q2 Report (on gifts accepted or declined)
- Interim Vice President, External Relations Update
- Report from the President

Informational Items Received

- Board External Relations Committee Terms of Reference (*Approved by the Board of Governors on November 26, 2020*)
- Committee Workplan Progress Report
- 2020-21 Board Meeting Schedule

There were no recommendations being presented to the Board of Governors on February 5, 2021 during the open meeting. Additional confidential details were reported to the Board of Governors in an in camera report.

November 4, 2021 Meeting:

Approval of Previous Minutes

The Committee approved the minutes from the September 16, 2020 meeting.

Committee Orientation

As part of the Committee orientation, at the first meeting of each Board term, members are provided with their respective Committee's Terms of Reference, Annual Report(s) to the Board of Governors and its draft workplan for the year. By consensus, the Committee approved its draft workplan. In addition, the Committee received an overview of the Interim Vice-President, External Relations portfolio and government relations.

Amendments to Terms of Reference

The Committee agreed to amend its Terms of Reference to include the following responsibility which currently falls under the mandate of the Governance and Nominating Committee:

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

Institutional Philanthropic Campaign

The Committee received an update on campaign work to date. Additional confidential information will be reported to the Board in an in camera report.

External Relations Financial Report

The Interim Vice-President, External Relations reported on gifts raised, targets, and gift activity for the period of May 1, 2020 to July 31, 2020.

Lakehead For Life/Alumni Engagement Metrics

Administration provided an overview of the elements of the Lakehead for Life Alumni Engagement Plan 2019-24 and year one successes.

President's Report

The President reported on recent and upcoming University events and talked about the timing of the launch of the Institutional Philanthropic Campaign.

Informational Items Received

- 2020-21 Board Meeting Schedule

Recommendation presented to the Board of Governors on November 26, 2020:

- MOVED to recommend to the Board the proposed amendments to the Board External Relations Committee Terms of Reference pending approval from the Board Governance and Nominating Committee.

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



ANNUAL OPEN REPORT TO THE BOARD OF GOVERNORS – October 1, 2021

From: Cathy Tuckwell - Chair, Finance and Operations Committee

Subject: Finance and Operations Committee Annual OPEN Report

Report Time: 5 minutes

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

Board member Ross Murray was appointed to the Board Finance and Operations Committee on April 30, 2021.

The Board Finance and Operations Committee (BFOC) met seven times (November 5, 2020, January 21, 2021, March 4, 2021, April 12, 2021 (special meeting), April 15, 2021, May 13, 2021 and September 9, 2021) during the 2020-21 term.

September 9, 2021 Meeting:

Approval of Previous Minutes

The Committee approved the minutes of the May 13, 2021 meeting.

Reports, Update and Presentations Received

- Annual Report on Significant Targeted Funding Agreements (over \$1 million)
- Board Finance and Operations Committee Responsible Investment Policy Review Ad hoc Committee Report
 - The Committee approved the Ad hoc Committee's draft workplan
- Review of Investment Portfolios with Funds Advisor Presentation
- Integrated Planning and Budgeting Update Presentation
- President's Report

Policy Review: Health and Safety

The Health and Safety policy is reviewed annually by the Vice-President, Administration and Finance. It was reported that no amendments are being recommended.

Review Committee's Accomplishments for the Term

The following outstanding items were highlighted in the report and will be carried forward to the 2021-22 term:

- Review Harassment and Discrimination Policy and Procedures (Postponed)
- Review Statement of Investment Policies and Guidelines for Trust and Endowment Funds (Postponed until Ad hoc work is completed)

- Review Statement of Investment Policies and Guidelines for Restricted Internal Funds (Postponed until Ad hoc work is completed)
- Review of the Statement of Investment Policies and Procedures, Lakehead University Pension Plan (SIPP) (Postponed until Ad hoc work is completed)
- Review of Responsible Investment Policy (Postponed until Ad hoc work is completed)

Informational Items Received

- Operating and Ancillary Final Results
- Investment Reports (as of July 31, 2021)
- 2020-21 and new 2021-22 Board Meeting Schedules

There are no recommendations being presented to the Board of Governors on October 1, 2021 during the open meeting. Additional confidential details have been reported to the Board of Governors in an in camera report.

May 13, 2021 Meeting:

Approval of Previous Minutes

The Committee approved the minutes from the April 12, 2021 special meeting and the April 15, 2021 meeting.

Reports and Updates Received

- Review of Investment Performance
- BFOC Responsible Investment Policy Review Ad hoc Committee Report
- Pension Board Report
- Human Resources Annual Update
- President's Report

Informational Items Received

- BFOC Terms of Reference (approved by the Board of Governors on April 30, 2021)
- Operating and Ancillary Update (for the period ending March 31, 2021)
- Investment Reports (for the period ending March 31, 2021)
- Committee Workplan Progress Report
- 2020-21 Board Meeting Schedule

There were no recommendations presented to the Board of Governors on June 4, 2021 during the open meeting. Additional confidential details were reported to the Board of Governors in an in camera report.

April 15, 2021 Meeting:

Approval of Previous Minutes

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

2021-22 Operating and Ancillary Budget

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

Board Finance & Operations Responsible Investment Policy Review Ad hoc Committee

The Committee adopted the following motion:

MOVED (A. Maltese) that:

- (a) the Ad hoc Committee Terms of Reference circulated with the meeting materials are hereby approved, with the following addition to the composition section:
“And others recommended by the Ad hoc Committee and appointed by the Finance and Operations Committee.”
- (b) that an Ad hoc Committee of the Board Finance and Operations Committee be struck to fulfill the purpose and scope set out in the Ad hoc Committee Terms of Reference circulated with the meeting materials, and
- (c) that the following Board members are hereby appointed as members of the Ad hoc Committee:
 - 1. BFOC Chair, Cathay Tuckwell
 - 2. Dr. Christine Gottardo
 - 3. Mark Smith

Reports and Updates Received

- Moody's Annual Report
- President's Report

Informational Items Received

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

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

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

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

April 12, 2021 Special In Camera Meeting

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

March 4, 2021 Meeting:

Approval of Previous Minutes

The Committee approved the minutes from the January 24, 2021 meeting.

Investment Update

The Committee received a report from investment advisor Ryan Kuruliak (Proteus Performance) and annual investment performance updates from Connor Clark & Lunn Investment Management Ltd. and Jarislowsky Fraser.

Lakehead University Pension Plan Text Amendment 2021/1

The Committee reviewed the proposed amendments to the Pension Plan for Professional Staff of Lakehead University (the “Professional Plan”) and to the Lakehead University Employee Pension Plan (the “Employee Plan”) and will be making recommendations to the Board.

Financial Services Regulatory Authority of Ontario (FSRA) Matter

The Committee reviewed FSRA matter settlement components and will be making a recommendation to the Board of Governors during a special meeting on March 10, 2021.

Terms of Reference Review

The Committee reviewed its Terms of Reference in accordance with the Governance and Nominating Committee's terms of reference review schedule. The Committee will be making a recommendation to the Governance and Nominating Committee.

Reports and Updates Received

- 2021-22 budget development update

Informational Items Received

- Operating and Ancillary Update (for the period ending December 31, 2020)
- Investment Reports (for the period ending December 31, 2020)
- Moody's Annual Report
- Committee Workplan Progress Report
- 2020-21 Board Meeting Schedule

Recommendation presented to the Board of Governors on March 26, 2021

- MOVED to recommend that the Board approve the resolution relating to the Professional Plan Amendment 2021/1 that has been circulated with the meeting materials, conditional upon the said amendments also being recommended by the Pension Board and Pension Advisory Committee.

- MOVED to recommend that the Board approve the resolution relating to the Employee Plan Amendment 2021/1 that has been circulated with the meeting materials, conditional upon the said amendments also being recommended by the Pension Board and Pension Advisory Committee.
 - MOVED to recommend to the Board approval of the FSRA matter settlement as circulated.
-

January 21, 2021 Meeting:

Approval of Previous Minutes

The Committee approved the minutes from the November 5, 2020 meeting.

Policy Review

In accordance with the Policy Governance Framework, the Committee reviewed proposed amendments to the Travel Expense Policy and will be making a recommendation to the Board of Governors.

Reports and Updates Received

- Annual Enrolment Update
 - 2020-21 Fall Enrolment Update
 - Strategic Enrolment Management (SEM) Update
- Annual Capital Projects Update
- Lakehead University Pension Plan
 - November 2020 Lakehead University Pension Plan Final Report
- Report from the President

Informational Items Received

- Operating and Ancillary Update (for the period ending November 30, 2020)
- Investment Reports (for the period ending November 30, 2020)
- Committee Workplan Progress Report
- 2020-21 Board Meeting Schedule

Recommendation presented to the Board of Governors on February 5, 2021

- MOVED to recommend that the Board of Governors approves the proposed amendments to the Travel Expense Policy.

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

November 5, 2020 Meeting:

Approval of Previous Minutes

The Committee approved the minutes from the September 17, 2020 meeting.

Committee Orientation

As part of the Committee orientation, at the first meeting of each Board term, members are

provided with their respective Committee's Terms of Reference, Annual Report(s) to the Board of Governors and its draft workplan for the year. The Committee approved its draft workplan.

Amendments to Terms of Reference

The Committee agreed to make the following recommendation to the Governance and Nominating for consideration during its Terms of Reference Review in January 2021: *"Consider clarifying how the BFOC's role in reviewing and monitoring "endowment wealth creation" is different from the role of the Board External Relations Committee (BERC). (e.i. does BFOC look at this from a financial perspective and BERC from a donor perspective?)."*

Responsible Investing

The Committee received an update on responsible investing at Lakehead. Additional information will be reported to the Board in an in camera report.

2021-2022 Annual Integrated Planning and Budget Development Process

Annually, Administration provides the Committee with a presentation on the planning and development process for the fiscal year. Additional information will be reported to the Board in an in camera report.

President's Report

The President announced that Lakehead is now on the Designated Learning Institutions in Canada list and is allowed to receive International students during the COVID-19 pandemic, and reported that there will be a Provincial Government budget reveal at the next Council of Ontario University meeting.

Informational Items Received

- Operating and Ancillary Update (for the period ending September 30, 2020)
- Investment Reports (for the period ending April 30, 2020)
- 2020-21 Board Meeting Schedule

Motions Approved

- MOVED that the Committee's 2020-21 workplan be approved.

There were no recommendations presented to the Board of Governors at the November 26, 2020 open meeting.



OPEN ANNUAL REPORT TO THE BOARD OF GOVERNORS – October 1, 2021

From: Maria Vasanelli - Chair, Governance and Nominating Committee

Subject: Governance and Nominating Committee OPEN Report

Report Time: 10 minutes

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

The Board Governance and Nominating Committee (BGNC) met eight times (November 4, 2020, January 20, 2021, March 3, 2021, April 14, 2021, May 12, 2021, July 8, 2021 (special), August 17, 2021 (special) and September 8, 2021 during the 2020-21 term.

September 8, 2021 Meeting

Approval of Previous Minutes

The Committee approved the minutes of the May 12, July 8 and August 17, 2021 meetings.

Bylaw Review Sub-Committee Report and Recommendation

The Committee reviewed the 2019 Comprehensive Bylaw Review Progress Report, as of August 30, 2021, prepared by the University Secretary, that included the proposed amended Bylaws. The Committee will be making a recommendation to the Board.

Nominations and Recruitment

The Committee continues to work on filling upcoming expiring terms on the Board and will be making recommendations to the Board for the 2021-22 term. The Committee continues to review new nominations and conduct interviews when required.

The Committee will be making recommendations to the Board for the 2021-22 term regarding:

- Board Officers
- Standing Committee Chairs
- Standing Committee membership
- Student Member
- Board Member on the Senate
- Board Member on the Ogimaawin Indigenous Education Council
- Appointments to the Lakehead University Employee Pension Plan Advisory Committee
- Appointments to the Board of the Professional Staff Pension Plan

Reports and Updates Received

- Board Diversity Policy Annual Report - reporting that the criteria set out in the Board of Governors Diversity Policy have been met or exceeded
- Annual Board Attendance Report
- Lieutenant Governor in Council Update
- Exit Interview Update
- Terms of Reference Review Update
- 2020-21 Board Performance Evaluation Update

Review Committee's Accomplishments for the Term

The following outstanding items were highlighted in the report and will be carried forward to the 2021-22 term:

1. Policy Review: Board Members Seeking Employment with Lakehead University
2. Complete Review of Chair/Vice-Chair Selection
3. Evaluate Board In-Camera Meeting Process Pilot Project
4. Comprehensive Review of the Committee of the Whole Terms of Reference
5. Review BGNC Committee Report from the Board Performance Evaluation for the 2020-21 term

Informational Items Received

- 2020-21 and 2021-22 Board Meeting Schedules

There are no recommendations being presented to the Board of Governors on October 1, 2021 during the open meeting. Additional confidential details were reported to the Board of Governors in an in camera report.

August 17, 2021 Special Meeting

Board Comprehensive Bylaw Review Consultation

All Board of Governors members were invited to participate in the Board Comprehensive Bylaw Review Consultation and received the Board of Governors 2019 Comprehensive Bylaw Review Progress Report, prepared by the General Counsel and University Secretary as of July 29, 2021. Recommendations to the draft Bylaws were made.

Board Committee and Other Preference Survey

The Board Committee and Other Preference Survey tool is circulated annually to all Board of Governors members. The Committee reviewed and discussed the summary of the survey results and the raw data collected. The Committee Chair plans to consult with the Board Chair and will be connecting with certain Board members to gauge their interest in Chairing a Standing Committee during the 2021-22 term, and will report back to the Committee.

There are no recommendations being presented to the Board of Governors on October 1, 2021 during the open meeting. Additional confidential details were reported to the Board of Governors in an in camera report.

July 8, 2021 Special Meeting

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

The Committee conducted a comprehensive review of the Board of Governors Chair, Vice-Chair, Past Chair and Standing Committee Chair Selection Procedures and determined that amendments were not necessary at this time.

2020-21 Board Performance Evaluation

The Committee reviewed and updated the Board's 2020-21 Performance Evaluation tool.

202-22 Committee Preference and Other Opportunities

The Committee reviewed and updated the Board's 2021-22 Committee Preference and Other Opportunities tool.

Board Comprehensive Bylaw Review

The Committee received an update from the Chair of the Board Bylaw Review Sub-Committee on work to date.

There are no recommendations being presented to the Board of Governors on September 30, 2021 during the open meeting. Additional confidential details were reported to the Board of Governors in an in camera report.

May 12, 2021 Meeting

Approval of Previous Minutes

The Committee approved the minutes of the April 14, 2021 meeting.

2021-22 Board of Governors Meeting Schedule

The Committee approved the proposed 2021-22 meeting schedule and will be making a recommendation to the Board.

Nominations and Recruitment

The Committee continues to work on filling upcoming expiring terms on the Board and will be making recommendations to the Board for the 2021-22 term. The Committee continues to review new nominations and conduct interviews when required.

The Committee established the Exit Interview Sub Committee for the 2021 term (Anglela Maltese and Ross Murray) and reviewed the exit interview questions.

The Secretary provided an update on Board Lieutenant Governor in Council appointees. The Committee will be making a recommendation to the Board.

Work in Progress

- Review and launch of the annual Board Performance Evaluation
- Board Bylaw review

- Board Chair, Vice-Chair, Past Chair and Standing Committee Chair selection procedures review

Informational Items Received

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

Recommendation presented to the Board of Governors on June 4, 2021:

- MOVED to recommend that the Board of Governors approves the 2021-22 meeting schedule with the amendment that the location of November 25, 2021 Board of Governors and Committee of the Whole meetings be changed to Orillia Campus.
- MOVED to recommend to the Board that Michael Nitz be recommended as an LGIC appointee to the Board.

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

April 14, 2021 Meeting

Approval of Previous Minutes

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

Board of Governors Skills Matrix Tool

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

Code of Conduct

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

Nominations and Recruitment

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

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

Terms of Reference Review

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

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

Work in Progress

- Board Bylaw Review

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

Reports and Updates Received

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

Informational Items Received

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

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

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

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

March 3, 2021 Meeting

Approval of Previous Minutes

The Committee approved the minutes of the January 20, 2021 meeting.

Nominations and Recruitment

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

The Committee discussed the relevance and use of the Board's Evergreen List and reviewed a new nomination.

Board of Governors Composition

The Committee revisited the topic of increasing the size of the Board by two external members (one from Simcoe County and one from Northwestern Ontario) and will be making a recommendation to the Board.

Work in Progress

- Board skills matrix tool review and update
- Board Bylaw review
- Development of Board Standing Committee Code of Conduct
- Board Chair, Vice-Chair and Past Chair Selection Procedures review and update

Reports and Updates Received

- Update on Lieutenant Governor in Council appointments
- Update from the Board Bylaw Review Sub Committee

Informational Items Received

- 2021-22 Standing Committee Preference and Other Opportunities Form
- Committee Workplan Progress Report
- 2020-21 Board Meeting Schedule

Recommendations presented to the Board of Governors on March 26, 2021:

- MOVED to recommend to the Board, the addition of two external Board members, one from Simcoe County and one from Northwestern Ontario, outside of Thunder Bay.

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

January 20, 2021 Meeting

Approval of Previous Minutes

The Committee approved the minutes of the November 4, 2020 meeting.

Board Nominations Process

In accordance with the Board of Governors Nominations Process, the Committee reviewed the Board's skills matrix template. The Secretary will be drafting revisions for the Committee's consideration, based on the recommendations made by the Committee.

Board Performance Survey

The Committee further discussed the 2020-21 Board Performance Survey report and plan to share the results with the Board of Governors at the February 2021 meeting. Additional confidential details have been reported to the Board of Governors in an in camera report.

Reports and Updates Received

- Report on Board exit interviews, additional confidential details have been reported to the Board of Governors in an in camera report
- Update on Lieutenant Governor In Council (LGIC) appointments
- Report from the Board Bylaws Review Sub Committee

Terms of Reference Review

Last term, the BGNC approved a terms of reference review schedule. In alignment with the approved schedule, the Committee initiated the following reviews to be carried out during the 2020-21 term:

- Board of Governors Committee of the Whole Terms of Reference (last review was 2012-14)
- Board Finance and Operations Committee Terms of Reference (last review was 2017-18)
- Board External Relations Committee Terms of Reference (last review was 2018-19, minor amendment was made November 26, 2020)

Policy Review

In accordance with the Governance Policy Framework, the Committee reviewed the Board of Governors Deputation Policy and will be making a recommendation to the Board of Governors.

Informational Items Received

- Report on Board attendance
- Committee Workplan Progress Report
- 2020-21 Board Meeting Schedule
- Board Governance and Nominating Committee Terms of Reference (*amendments approved by the Board of Governors on November 26, 2020*)

Recommendation presented to the Board of Governors on February 5 2021:

- MOVED to recommend that the Board of Governors approve the proposed amendments to the Board of Governors Deputation Policy.
-

November 4, Meeting

Approval of Previous Minutes

The Committee approved the minutes from the September 16, 2020 meeting.

Committee Orientation

As part of the Committee orientation, at the first meeting of each Board term, members are provided with their respective Committee's Terms of Reference, Annual Report(s) to the Board of Governors and its draft workplan for the year. The Committee approved its draft workplan.

Amendments to Terms of Reference

During its January 8, 2020 meeting, the BGNC reviewed the Fellow of the University process and criteria, and suggested that this item fall under the purview of the Board External Relations Committee (BERC). The BERC accepted this recommendation at its meeting on September 16, 2020. The BGNC will be making a recommendation to the Board for amendments to the Terms of Reference of both BERC and BGNC to implement this change.

2020-21 Board Performance Survey Report

Annually, the Committee reviews the feedback received from the Board Performance Survey Report. Additional confidential information will be reported to the Board in an in camera report.

Board Written Resolutions Adopted Electronically on October 22, 2020 - for information

- *MOVED that Ann Dumyn be added as a member of the Board External Relations Committee, for a term commencing immediately until the close of the Annual Meeting in 2021.*
- *MOVED that the following be appointed as the Chair of the respective Board Standing Committee, commencing immediately until the close of the 2021 annual meeting:*
 - *Board Audit and Risk Committee – Brian McKinnon*
 - *Board External Relations Committee – Ann Dumyn*
 - *Board Finance and Operations Committee – Cathy Tuckwell*
 - *Board Governance and Nominating Committee – Maria Vasanelli*
 - *Board Learning and Liaison Committee – Wendy Walberg*

Board Nominations Process

The Committee initiated the first steps of the Board nominations process for the term.

- Received annual record of Board attendance
- Received notice of terms expiring:
Board Bylaws: Once a year, the Board shall be advised in writing by the Secretary of the names of those members whose terms expire during the current year. These names shall be recorded in the official minutes of that Board meeting.
 - Wendy Walberg (Term: September 27, 2018-AGM 2021) - eligible for two additional three year terms
 - Robert Arnone (Term: September 27, 2018-AGM 2021) - eligible for two additional three year terms
 - Brandon Rhéal Amyot (Term: October 1, 2020-AGM 2021) - eligible for two additional one year terms
 - Murray Waboose (Term: October 1, 2020-AGM 2021) - eligible for two additional one year terms
 - Dr. Christine Gottardo (Term: September 27, 2018-AGM 2021) - eligible of one additional three year term

Board Recruitment

The Committee continues Board recruitment work.

- Reviewed Skills Matrix (Board Members)
- Reviewed Skills Matrix (Evergreen List Members)
- Reviewed current Evergreen List candidates
- Established Board Interview Sub-Committee for 2020-21 term

Five Year Policy Review

The Committee received a report on the progress of year one of the five year policy review plan, the same report is scheduled to come forwarded to the Board on November 26, 2020.

Informational Items Received

- 2020-21 Board Meeting Schedule

Motions Approved

- MOVED that the Committee's 2020-21 workplan be approved as amended.

Recommendations presented to the Board of Governors on November 26, 2020:

- MOVED to recommend to the Board the proposed amendments to the following Standing Committee Terms of Reference:
 - Board External Relations Committee and
 - Board Governance and Nominating Committee.
-



OPEN ANNUAL REPORT TO THE BOARD OF GOVERNORS – October 1, 2021

From: Wendy Walberg - Chair, Learning and Liaison Committee

Subject: Learning and Liaison Committee OPEN Annual Report

Report Time: 5 minutes

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

Note: Murray Waboose resigned from the Board on May 14, 2021.

The Board Learning and Liaison Committee (BLLC) met five times (November 4, 2020, January 20, 2021, April 14, 2021, May 12, 2021 and September 8, 2021) during the 2020-21 term. One scheduled meeting (March 3, 2021) was cancelled, as there was no urgent business that needed to come forward during that time. All Board of Governors members were invited to participate in all meetings, in accordance with the BLLC Terms of Reference.

September 8, 2021 Meeting:

Approval of Previous Minutes

The Committee approved the minutes of the May 12, 2021 meeting.

Board Mentorship Program

Mentor/Mentee Assignment:

- It was confirmed that Cathy Tuckwell has been assigned to mentor new Board member Peter Caldwell for the 2021-22 term.
- The Committee assigned Maria Vasanelli and the new Faculty Senate Member as mentor and mentee for the 2021-22 term.

2020-21 Mentorship Program Annual Evaluation Report: The Committee received and discussed the report. No changes to the program are required at this time.

Professional Development Planning

The Committee continues to finalize the agenda and format for the Board's Fall Orientation/Retreat on October 1.

The Committee considered the renewal of the Board's Association of Governing Boards (AGB) membership and will be making a recommendation to the Board.

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

Collegial Governance Planning and Initiatives

Liaison Event: Lakehead University Student Union (LUSU) Executive Heads Annual Visit - Annually, the Committee invites the LUSU Executive to participate in a meeting to encourage communication and an understanding of each other's roles. Sanjana Sharma and Farhan Yousaf, from LUSU, joined the meeting and provided an update on student outreach and initiatives.

Teaching and Learning Education

Guest speaker Amanda Stefanile, Achievement Program Coordinator, Lakehead University joined the meeting to give a presentation on the Achievement Program.

President's Report

The President announced that Lakehead professor Dr. Lori Chambers will soon be inducted as a Fellow of the Royal Society of Canada, and Dr. Ruth Beatty being selected as a member of the RSC College of New Scholars, Artists and Scientists. In addition, suggested some possible liaison opportunities that the Board may want to consider being involved in.

Report on the Committee's 2020-21 Accomplishments

The Committee completed all items on its workplan.

Informational Items Received

- 2020-21 and new 2021-22 Board Meeting Schedules

Recommendation being presented to the Board of Governors on October 1, 2021:

- MOVED to recommend to the Board that the AGB Membership be renewed.
-

May 12, 2021 Meeting:

Approval of Previous Minutes

The Committee approved the minutes of the April 14, 2021 meeting.

Mentor/Mentee Assignment

The Committee reviewed the current mentor/mentee assignment and discussed a possible mentor for the newest Board member.

Professional Development Planning

The Committee brainstormed ideas for the Board's upcoming annual fall retreat/orientation. The Committee determined that the overall focus of the day should be on the health and wellness of Lakehead students, faculty and staff in combination with equity, diversity and inclusion, and University governance.

The Committee considered the renewal of the Board's Institute of Corporate Directors membership and will be making a recommendation to the Board.

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

Collegial Governance Planning and Initiatives

In alignment with the mandate of the Committee to promote collegial governance, members discussed plans for a liaison event with the Lakehead University Student Union.

Teaching and Learning Education

Guest speaker Jill Sherman (International Research Facilitator, Lakehead University joined the meeting to give a presentation on Internationalization of Research and CALAREO (Canada and Latin America Research Exchange Opportunities).

President's Report

The President reported on current media campaigns highlighting Lakehead's 55th anniversary and ranking in the Times Higher Education World University Rankings 2021.

Informational Items Received

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

Recommendation presented to the Board of Governors on June 4, 2021:

- MOVED to recommend that the Board of Governors approves renewing the ICD Board membership that expires on May 31, 2021.
-

April 14, 2021 Meeting:

Approval of Previous Minutes

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

Mentorship Program

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

- Mentor Assignment Checklist
- Topics for Discussion with Mentor

Review of Board Winter Retreat Program

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

Collegial Governance Planning and Initiatives

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

Professional Development Planning

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

Teaching and Learning Education

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

President's Report

The President provided an update on grants and funding applications.

Informational Items Received

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

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

January 20, 2021 Meeting:

Approval of Previous Minutes

The Committee approved the minutes of the November 4, 2020 meeting.

Mentorship Program

In accordance with the Board of Governors Mentorship Program Guidelines and Process the Committee received an evaluation report of the feedback that was received from the Board members who participated in the program during the 2019-20 term. The Committee plans to further review the program to brainstorm ways to enhance the program, based on the feedback that was received.

Professional Development Planning

Board Winter Retreat (February 6, 2021):

The Committee finalized the Board Winter Retreat program, including the theme and keynote speaker. Additional confidential information will be reported to the Board in an in camera report.

AGB 2021 National Conference on Trusteeship and Other Opportunities:

The Committee received details about the AGB virtual event in April 2021 and discussed other professional development opportunities and the Board's professional development budget. Additional confidential information will be reported to the Board in an in camera report.

Research and Innovation Education

Guest speaker Dr. Batia Stolar, Lakehead University, was invited to the meeting to give a presentation on Lakehead University's Research Ecosystem (A Close-up Look at Our Research Centres and Research Institutes).

Members received a preliminary overview of planned events for Research and Innovation Week (March 1 to March 5, 2021).

Informational Items Received

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

There were no recommendations being presented to the Board of Governors on February 5, 2021.

November 4, 2020 Meeting:**Approval of Previous Minutes**

The Committee approved the minutes from the May 20, 2020 and September 16, 2020 meetings.

Committee Orientation

As part of the Committee orientation, at the first meeting of each Board term, members are provided with their respective Committee's Terms of Reference, Annual Report(s) to the Board of Governors and its draft workplan for the year. By consensus, the Committee approved its draft workplan.

Mentorship Program

By consensus, the Committee approved the following mentor/mentee assignment for the 2020-21 term:

- Claudine Cousins - Maria Vasanelli
- Michael Nitz - Ross Murray
- Brandon Rhéal Amyot - Cathy Tuckwell
- Mark Smith - Robert Arnone
- Debra Woods - Wendy Walberg

Professional Development Planning

Board Fall Orientation/Retreat Program Evaluation (October 2, 2020):

The Committee reviewed the exit survey feedback from the Board orientation/retreat and plan to review and discuss further during the planning of next year's program.

There were no recommendations being presented to the Board of Governors on November 26, 2020.

Board Winter Retreat Planning (February 6, 2021):

The Committee made recommendations for the theme and potential topics for this year's winter retreat program. Additional information has been reported to the Board in an in camera report.

Research and Innovation Education

Guest lecturer Dr. Charles Levkoe, Lakehead University, was invited to the meeting to give a presentation on the Sustainable Food Systems Lab at Lakehead.

Policy Review

The Senate approved amendments to the Adjunct Professor policy on September 14, 2020.

The Committee reviewed the proposed amendments and will be making a recommendation to the Board of Governors.

Informational Items Received

- Board Mentorship Program Guidelines and Process
- 2020-21 Board Meeting Schedule

Recommendation presented to the Board of Governors on November 26, 2020:

- MOVED that the proposed amendments to the Adjunct Professor policy be recommended to the Board of Governors for approval.
-

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REPORT TO THE BOARD OF GOVERNORS

From: Dr. Christine Gottardo

Board Meeting Date: October 1, 2021

Subject: Senate Report

September 20, 2021 Senate Meeting Summary

Prior to the meeting being called to order Dr. McPherson and the Chair of English, Dr. Douglas Ivison acknowledged a member of the Lakehead University community who passed away. This was followed by a moment of silence in honour of Professor Dan Crozier.

Dr. Barnett spoke to the accomplishments of each of the following Contribution to Teaching Award recipient being honoured at the Senate meeting:

- Dr. Ahmed Elshaer, Assistant Professor in the Department of Civil Engineering
- Dr. Muntasir Billah, Assistant Professor in the Department of Civil Engineering
- Dr. Angela Hovey, Associate Professor in the School of Social Work
- Alexandra Hudyma, Sessional or Contract Lecturer in the Department of Mathematical Sciences
- Dr. Camillo Lento, Associate Professor in the Faculty of Business Administration

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 reports of the Faculty of Graduate Studies Council, Senate Research Committee, Senate Teaching and Learning Committee, Senate Undergraduate Studies Committee and the Senate Nominations Committee were circulated in advance of the meeting.

The Senate adopted the following Senate Committee recommendations:

- MOVED that Dr. Thangarajah Akilan be appointed to the Senate Academic Committee for the term commencing immediately to June 30, 2022.

- MOVED that Dr. Joan Chambers be appointed to the Senate Academic Appeals Committee for the term commencing immediately to June 30, 2022.

The Senate also adopted the following motions:

- MOVED that James Dennison be appointed to the Senate Honorary Degrees Committee as the Alumni Association Board of Directors member with the term commencing immediately to June 30, 2022.
- MOVED that the attached Lakehead University Student Union (LUSU) appointment recommendations be approved.
- MOVED that the attached Adjunct Professor appointments be approved.

The Senate then took up the following informational items:

- Acknowledging Lakehead University's Chancellor
- Late Additions to the List of Graduands
- Calendar Change Deadline Reminder
- Senate Recommendation for Faculty Senator on Board
- Adjunct Professor Renewals
- Vaccination Policy
- Council of Ontario Universities Academic Colleague Report
- Board of Governors Report
- President's Report
 - Report on Student Appeals 2020-2021
- Provost & Vice-President (Academic) Report
- Ogimaawin Indigenous Education Council Report

The next Senate meeting is scheduled to take place on October 18, 2021.

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



Lakehead
UNIVERSITY

YOCA YEAR OF
CLIMATE
ACTION

On November 26th, 2020, Lakehead confirmed its leadership on climate change by announcing it is divesting its endowment of fossil fuel stocks, the sixth Canadian university to do so. Building on this accomplishment and recognizing the need for more bold steps to tackle climate change, Lakehead University is declaring **2021/2022 (academic year) a Year of Climate Action (YOCA)**.

YOCA is about rising up, regenerating, transitioning, and sustaining.

YOCA is an invitation, a call to action, and an opportunity for faculty, staff, administration, students, and our larger community to collectively join together to listen, learn, share, and most importantly *act* on climate change.

Will you join us?

www.lakeheadu.ca/yoca

#LakeheadYOCA

