

BOARD OF GOVERNORS

Minutes of the Meeting of April 25, 2025
9:00 a.m., Executive Learning Centre, FA-386
or via Zoom

Present	Absent
<p><u>Voting Members Present</u> Barbeau, Jay, Vice-Chair Barltrop, James Barry, Aaron Bouchard, Roxanne Cameron, Vern, Chair Guay, André Harquail, David Kasunich, Staysha (SGA Representative) Kurkimaki, Laura Manitowabi, Tammy Minor, Ryan Prudhomme, Rachel Ramakko, Brian Wells, Lynn, President and Vice-Chancellor (ex-officio)</p> <p><u>Non-Voting Members Present</u> Cavaliere, Patrick, Senate Representative Colin, Fabrice, LUFA Representative Fenske, Tom, LUSU Representative Gorham, Robyn LUFA Representative Patel, Jeet, GSA Representative Vincent, Danielle, University Secretary</p> <p><u>Others in attendance (Resources & Presenters)</u> Boyer, Céleste, General Counsel Campbell, Malcolm, Provost & Vice-President, Academic Codack, Dave, Interim Lead Transformation Officer Corboy, Hannah, Associate University Secretary Demianiuk, Benjamin, Director, Business Development Dion, Nicholas, Associate Vice-President, Strategic Initiatives Eger, Tammy, Vice-President, Research Kumbakumba, Zamdazitta, Learning Laporte, Marianne, Director, Institutional Planning & Analysis Leclerc, Renée, Executive Administrative Assistant, University Secretariat MacLeod, Tracy, Chief Advancement Officer Massimiliano, Michael, Associate Vice-President, Facilities Mykytczuk, Nadia, Chief Executive Officer, MIRARCO, Learning Session Presenter Owusu-Ansah, Kwaku, Learning Session Presenter Piquette, Nicole, Associate Vice-President, Financial Services Tardiff, Nicole, Goodman School of Mines, Learning Session Presenter Tremblay-Croxall, Louise, Director, Budgeting & Planning</p>	<p><u>Voting Members Absent</u> Alvarez-Sierra, Christian (AEF Representative)</p> <p><u>Non-Voting Members Absent</u> McGibbon, Joseph, LUAPSA Representative Pianosi, Birgit, Senate Representative Yazdani, Noushin, CUPE Representative</p>

CLOSED SESSION

The Chair, Mr. Vernon Cameron, called the meeting to order at 9:00 a.m. and University Secretary, Ms. Danielle Vincent, confirmed quorum. Mr. Cameron began the meeting by acknowledging the Robinson-Huron Treaty of 1850, that Laurentian University is on the traditional lands of the Atikameksheng Anishnawbek and that the City of Greater Sudbury, also includes the traditional lands of the Wahnapiatae First Nation.

Mr. Cameron noted that this was a closed session and any material or discussions were to remain confidential.

CLOSED INFORMATION AND ACTION ITEMS

1. Adoption of the Closed Agenda

MOTION: That the Agenda be approved as presented.

Moved by David Harquail and seconded by Ryan Minor.

Carried unanimously.

2. Declaration of Conflicts of Interest

The Chair, Mr. Cameron, invited members to declare any conflicts of interest. It was noted for the record that Board member Mr. David Harquail, has previously disclosed a potential conflict he may have from time to time regarding discussions concerning the treatment of the University's endowment fund and/or deferred donor contributions; it was noted that agenda item 4.2, *Rescinding Resolution - Endowment Transfer* raised this conflict. Additionally, Associate University Secretary, Ms. Hannah Corboy declared a conflict of interest with respect to agenda item 5.1, *Laurentian University Faculty Association Bargaining Update*. No additional conflicts of interest were declared.

3. President's Items (Oral Update)

The Chair, Mr. Cameron, invited President and Vice-Chancellor, Dr. Lynn Wells, to speak to this item. Dr. Wells highlighted that she recently marked one (1) year in the role of President and Vice-Chancellor and was proud of the work undertaken by the University since her appointment. Dr. Wells then provided an overview of the performance metrics in her written report, highlighting various activities undertaken in recent months, including positive engagement at the recent Universities Canada conference, and noted Laurentian University is garnering strong institutional momentum as well as national and international recognition. Additionally, Dr. Wells noted that Laurentian University had been engaging with a number of local organizations and institutions to develop partnerships, reflecting the positive progress being made in renewing the University's reputation as a strong and collaborative partner.

4. Finance and Property Committee Items

The Chair, Mr. Cameron, invited the Chair of the Finance and Property Committee, Mr. Brian Ramakko, to introduce the following items.

4.1 For Approval: Efficiency and Accountability Fund Report

Mr. Ramakko invited the President and Vice-Chancellor, Dr. Lynn Wells, to present this item. Dr. Wells explained that the Efficiency and Accountability Fund (EAF) report was being brought forward for final approval and explained the context for Laurentian University's participation in the Efficiency and Accountability Fund (EAF), which was mandated by the Ministry of Colleges, University, Research Excellence and Security (MCURES), along with approximately twenty (20) other post-secondary institutions selected by the Ontario government. Dr. Wells noted that the EAF report, which was produced in collaboration with Deloitte, identified specific initiatives the University could undertake to improve its operations and increase revenue. It was emphasized that the initiatives proposed in the report were currently unfunded and would require additional investment which was not currently accounted for in the University's budget. Dr. Wells then invited Associate Vice-President, Strategic Initiatives, Dr. Nicholas Dion, to provide further information regarding the approval process for the report. Dr. Dion confirmed that the report was submitted to MCURES to meet the March submission deadline as post-submission Board approval was permitted. Any subsequent revisions to the report would also be submitted to MCURES.

A discussion then took place regarding the potential for funding to be allocated by MCURES to fund these initiatives.

The following resolution was considered and carried.

BE IT RESOLVED,

THAT the Board of Governors approve the final report produced as part of Laurentian's project under the Ministry of Colleges and Universities' Efficiency and Accountability Fund (EAF), as recommended by the Board Finance and Property Committee, and as presented at its meeting of April 25, 2025.

Moved by Roxanne Bouchard and seconded by Jay Barbeau.

Carried unanimously.

4.2 For Approval: Rescinding Resolution – Endowment Transfer

**Due to a conflict of Interest, Board Governor, Mr. David Harquail, was excused for this item.*

Mr. Ramakko invited the President and Vice-Chancellor, Dr. Lynn Wells, to present this item. Dr. Wells explained the Board had originally approved a resolution in April, 2024 to amend the gift agreement pertaining to the transfer of funds from the Harquail School of Earth Sciences (HSoES) endowment. Dr. Wells informed the Committee that Donor had since expressed concerns regarding the plan and no longer wished to proceed. As such, the Board of Governors was being asked to consider rescinding the original motion regarding the spending plan to allow for continued discussions with the Donor and ensure that any path forward aligned with the Donor's expectations.

Following Dr. Wells' remarks, a discussion ensued regarding the level of discussion that occurred prior to determining the original terms of the Gift Agreement as well as the status of the original endowment funds, which were confirmed to remain intact and disbursed at the annual rate approved by the Board for purposes defined in the original gift agreement.

The following resolution was considered and carried.

BE IT RESOLVED,

THAT the Board of Governors rescind the following resolution adopted April 26, 2024, as recommended by the Board Finance and Property Committee, and as presented at its meeting of April 25, 2025:

THAT the Board of Governors approve the moving of funds in the amounts noted in Appendix B. Table 2, annually, from the Harquail School of Earth Sciences endowment to fund the initiatives listed in Appendix B, Table 2, as recommended by the Finance and Property Committee, and as presented at its meeting of April 26, 2024.

Moved by Brian Ramakko and seconded by Roxanne Bouchard.

Carried unanimously.

**At the conclusion of this item, Board Governor, Mr. David Harquail, returned to the meeting.*

4.3 For Approval: ApplyBoard Inc. Contract

Mr. Ramakko invited Provost and Vice-President, Academic, Dr. Malcolm Campbell, to speak to this item. Dr. Campbell explained that Laurentian University signed a five (5) year agreement with ApplyBoard Inc. to provide recruitment services in India, Nepal, Sri Lanka, Pakistan and Bhutan. With the success of this partnership, the total value of the contract had surpassed one (1) million dollars and required the approval of the Board of Governors. . Additionally, Dr. Campbell highlighted that the contract was on a commission basis and has resulted in a positive return on investment.

Following Dr. Campbell's remarks, Mr. Ramakko noted that the Board Finance and Property Committee was supportive of continuing this contract in light of its positive impact towards international student recruitment for the University.

The following resolution was considered and carried.

BE IT RESOLVED,

THAT the Board of Governors approve that Laurentian University continue to be bound by the terms and conditions of the 2022 contract between Laurentian University and ApplyBoard Inc for international student recruitment for an additional two (2) years until June 2027, as recommended by the Board Finance and Property Committee, and as presented at its meeting of April 25, 2025.

Moved by Aaron Barry and seconded by Andre Guay.

Carried unanimously.

4.4 For Approval: Beijing Contract

Mr. Ramakko invited Provost and Vice-President, Academic, Dr. Malcolm Campbell, to speak to this item. Dr. Campbell provided an overview of the agreement with the North American Center for Future International Education (NAC) in Beijing, China. Dr. Campbell noted that NAC was responsible for the recruitment of students, as well as offering five (5) Chinese-language courses which provide advanced standing for the MBA program. Dr. Campbell further explained that with the success of this partnership, the total value of the contract has surpassed \$1 million, and therefore requires the approval of the Board

of Governors. Dr. Campbell also highlighted that like the ApplyBoard contract, this contract was also commission based and had resulted in substantial revenue for the University, over and above the funds spent by these international students locally, noting they were physically in Sudbury for their studies.

Following Dr. Campbell's remarks, Mr. Ramakko noted that the Board Finance and Property Committee was supportive of this contract, and the Committee was satisfied that ethical issues which could arise were being satisfactorily addressed.

The following resolution was considered and carried.

BE IT RESOLVED,

THAT the Board of Governors approve that Laurentian University continue to be bound by the terms and conditions of the 2022 contract between Laurentian University and NAC for the balance of the intended agreement, which is set to expire in October 2027, as recommended by the Board Finance and Property Committee, and as presented at its meeting of April 25, 2025.

Moved by Brian Ramakko and seconded by Ryan Minor.

Carried unanimously.

4.5 For Approval: Campus Cleaning Services Contract

Mr. Ramakko invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to present this item following which Ms. Lafontaine invited Associate Vice-President, Facilities and Planning, Mr. Michael Massimiliano, to present the item in greater detail. Mr. Massimiliano explained that following the issuance of a Request for Proposal (RFP) to identify a successful vendor for building cleaning services and groundskeeping, the University received seven (7) proposals, of which three (3) were shortlisted and following a thorough evaluation process the vendor being presented for the Board of Governors consideration was unanimously chosen as the successful proposal.

A discussion took place regarding details of the RFP process, including the reference check process to ensure the successful candidate had a proven track record.

The following resolution was considered and carried.

BE IT RESOLVED

THAT the Board of Governors approve a five (5) year cleaning contract with Best Service Pros Ltd. from June 30, 2025 to June 29, 2030, for a maximum total contract value of \$14.0 million excluding taxes, for building cleaning services and groundskeeping fees, as recommended by the Finance and Property Committee, and as presented at its meeting of April 25, 2025; and

BE IT FURTHER RESOLVED

THAT the Board of Governors authorize the President and Vice-Chancellor as well as the Vice-President, Finance and Administration to enter into such contact with Best Services Pros Ltd within the terms and conditions as outlined above, as recommended by the Board Finance and Property, and as presented at its meeting of April 25, 2025.

Moved by Roxanne Bouchard and seconded by Rachel Prudhomme.

Carried unanimously.

4.6 For Approval: Employee Benefits Provider

Mr. Ramakko, invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to introduce this item following which Ms. Lafontaine invited Ms. Shelley Carpenter-Wright, Associate Vice-President, Human Resources and Organizational Development, to present the item in greater detail. Ms. Carpenter-Wright explained that Laurentian University's third-party benefits consultant, Eckler Ltd., recently renegotiated on the University's behalf a contract renewal with Manulife Financial for Long-Term Disability, Health and Dental benefits, effective May 1, 2025. Furthermore, Ms. Carpenter-Wright confirmed that this contract renewal would see no change in services or benefits offered to University employees.

The following resolution was considered and carried.

BE IT RESOLVED

THAT the Board of Governors approve the renewal of the contract with Manulife Financial for Long Term Disability, Health and Dental Benefits, as recommended by the Board Finance and Property Committee, and as presented at its meeting of April 25, 2025.

Moved by Laura Kurkimaki and seconded by James Barltrop.

Carried unanimously.

4.7 For Approval: Procure-to-Pay

Mr. Ramakko, invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to introduce this item following which Ms. Lafontaine invited Mr. Dave Codack, Interim Lead Transformation Officer, to present the item in greater detail. Mr. Codack noted that one component of the Transformation Program involved the purchase of a procure to pay (P2P) solution. Mr. Codack noted that the P2P platform would streamline the University's procurement process and improve efficiency and internal controls. Mr. Kodak also advised that the P2P system would integrate fully with Laurentian's current enterprise resource planning (ERP) system, including the budgeting module, which would be highly beneficial. As the total contractual cost of the P2P platform would rise above \$1 million dollars, this item was being brought forward for the consideration of the Board of Governors.

Following remarks, questions were raised regarding the ability of this system to integrate with other existing systems., It was confirmed that this new P2P system would integrate seamlessly with existing systems which would result in downstream benefits.

The following resolution was considered and carried.

BE IT RESOLVED

THAT the Board of Governors approve the purchase of the Jaggaer One Procure to Pay Solution Suite for the Transformation Program for the five-year period beginning May 1, 2025, at a cost not to exceed

CAD \$1M before taxes, as recommended by the Board Finance and Property Committee, and as presented at its meeting of April 25, 2025.

Moved by Jay Barbeau and seconded by Aaron Barry.

Carried unanimously.

4.8 For Approval: Deloitte Contract

Mr. Ramakko, invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to introduce this item. Ms. Lafontaine provided an overview of Deloitte's engagement in supporting the University in the preparation of a detailed Transformation Plan, as required by the *Plan of Compromise and Arrangement*. Ms. Lafontaine further explained that, as the University transitioned into the implementation phase of the Transformation Program, a contract extension for Deloitte was being sought to maintain support for cross-functional planning and coordination, as well as to monitor progress on specific activities. Ms. Lafontaine noted that the total value of the contract for the 2025-26 fiscal year would surpass the \$1 million dollar threshold, therefore this item was being presented for the consideration of the Board of Governors. Lastly, Ms. Lafontaine noted that the intention was to gradually reduce reliance on Deloitte's services; and funds would be accessed only as their services are utilized.

Following Ms. Lafontaine's remarks, a question was raised regarding the inclusion of this contract value in the greater Transformation Program budget which would be presented in Open Session. It was confirmed that the value of the Deloitte contract did form part of the professional services amount outlined within the proposed transformation budget.

The following resolution was considered and carried.

BE IT RESOLVED

THAT the Board of Governors approve the extension of Deloitte's contract to support the implementation of the Transformation Plan for the period May 1, 2025 to April 30, 2026, at a cost not to exceed C\$972,920.00 before taxes, as recommended by the Board Finance and Property Committee, and as presented at its meeting of April 25, 2025.

Moved by Laura Kurkimaki and seconded by Brian Ramakko.

Carried unanimously.

4.9 For Information: Real Estate Update

Mr. Ramakko invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine highlighted that work continued towards finalizing the sale and leaseback terms and documentation for the six (6) remaining properties, with insurance and environmental details under review. It was noted that the survey work had been completed ahead of schedule and final plans for each property were being finalized. It was noted that there was no reason to believe any obstacles existed with respect to finalizing the transaction as it related to the Northern Ontario Medical School University (NOSMU).

Lastly, with respect to the former Bell Mansion property, Ms. Lafontaine noted that a realtor had been hired and preparations are underway to develop a selling strategy. It was confirmed that the MCURES would be kept informed. Members were also advised of plans to relocate the artwork housed within the building to the Sudbury campus library archives. Members were advised that measures had been taken to ensure the safety and preservation of the art.

Fulsome discussions took place regarding the anticipated timeline for closing on the remaining real estate properties, with the Board requesting that steps be taken to expedite the process where possible. Further discussion took place regarding the NOSMU transaction and a request was made for written confirmation that there were no obstacles which could delay the closing of the sale.

5. Human Resources Committee Items

The Chair, Mr. Cameron, invited the Chair of the Human Resources Committee, Mr. Aaron Barry, to introduce the following items.

5.1 For Information: Laurentian University Faculty Association Bargaining Update

**Due to a conflict of interest, Associate University Secretary, Ms. Hannah Corboy, was excused for this item.*

Mr. Barry, invited Provost and Vice-President, Academic, Dr. Malcolm Campbell, to present this item. Dr. Campbell provided an update on labour relations with LUFA and preparations in light of the upcoming expiry of the current collective agreement.

**At the conclusion of this item, Associate University Secretary, Ms. Hannah Corboy, returned to the meeting.*

6. Honorary Degree Recipient Nominations

The Chair, Mr. Cameron, invited President and Vice-Chancellor, Dr. Lynn Wells, to speak to this item. Dr. Wells explained that following a call for nominations for Laurentian University honorary degrees, a number of nominations were received and considered by the Joint Committee on Honorary Degrees and as such, the Board of Governors was being asked to consider approval of four (4) nominations.

Following Dr. Wells remarks, questions were raised regarding the nomination process and the duration of eligibility for approved honorary degree nominees, to which Dr. Wells provided an overview of the nomination process, encouraged Governors to submit nominations. Dr. Wells confirmed that approved nominees remain eligible for three (3) years from the date of approval. A discussion also took place regarding the historical requirement that nominees attend a convocation ceremony in-person which has proven to be a challenge for some of the individuals previously approved.

The following resolution was considered and carried.

BE IT RESOLVED

THAT the Board of Governors approve the award of an honorary degree at forthcoming Convocation Ceremonies to Dawn Madahbee Leach, Kristan Straub, [*], and [*], as recommended by the Joint Committee on Honorary Degrees, and as presented at its meeting of April 25, 2025.

Moved by Roxanne Bouchard and seconded by Rachel Prudhomme.

Carried unanimously.

** Note: redacted to maintain confidentiality of those nominees not yet announced*

7. Other Business

No other business items were raised.

8. Adjournment of the Closed Session

Having exhausted the agenda, the closed session of the meeting of the Board of Governors was adjourned at 10:28 a.m.

PUBLIC SESSION

The Chair, Mr. Vernon Cameron called the meeting to order at 10:43 a.m. and University Secretary, Ms. Danielle Vincent, confirmed quorum. Mr. Cameron began the meeting by acknowledging the Robinson-Huron Treaty of 1850, that Laurentian University is on the traditional lands of the Atikameksheng Anishnawbek and that the City of Greater Sudbury, also includes the traditional lands of the Wahnapiatae First Nation.

Mr. Cameron noted that the meeting was an open public session and was being live streamed.

INFORMATION SESSION

A. Mineral Resources Industry Leadership Certificate

The University Secretary, Ms. Danielle Vincent, introduced Dr. Nadia Mykytczuk, Laurentian University Faculty member, Executive Director of the Goodman School of Mines and President/CEO of MIRARCO to highlight the Mineral Resources Industry Leadership Certificate offered by the Goodman School of Mines. Dr. Mykytczuk alongside Goodman School of Mines Program Coordinator, Ms. Nicole Tardiff, and students Kwaku Owusu-Ansah and Zamdazitta Kumbakumba, presented the success and future potential of this unique certificate program as it had recently celebrated its third graduating cohort.

ACTION ITEMS

1. Adoption of Agenda

MOTION: Moved by Ryan Minor and seconded by Brian Ramakko.

That the agenda be approved as presented.

Carried unanimously.

2. Declaration of Conflicts of Interest

The Chair, Mr. Cameron, invited members to declare any conflicts of interest. It was noted for the record that Board member Mr. David Harquail had previously disclosed a potential conflict concerning the treatment of the University's endowment fund and/or deferred donor contributions. Additionally, Board Vice-Chair, Mr. Jay Barbeau declared a conflict of interest with respect to agenda item 12.1, *For Approval: Nomination and Election of Board Chair*. No additional conflicts of interest were declared.

3. Unanimous Consent Agenda:

The Chair, Mr. Cameron, asked for a motion to approve the consent agenda items as presented in the material package.

3.1. *Adoption* - Minutes: Regular meeting held February 21, 2025

3.2. *Received for information* - Summary of Information Reports by Board Standing Committees:

- 3.2 A Audit and Risk Committee Report
- 3.2 B Finance and Property Committee Report
- 3.2 C Governance Committee Report
 - i. Governor Attendance Report
- 3.2 D Human Resources Committee Report

MOTION: Moved by Brian Ramakko and seconded by Tammy Manitowabi.

THAT the items listed in the Consent Agenda be approved as presented.

Carried unanimously.

4. President's Report

The Chair, Mr. Cameron invited the President and Vice-Chancellor, Dr. Lynn Wells, to present her report. Dr. Wells expressed heartfelt gratitude to the Board and University community for their support over a successful yet complex year at Laurentian University, highlighting many positive engagements with faculty, staff, students, and alumni. Dr. Wells noted there remained a great deal of work to accomplish but momentum was strong and there were many positive things to come. Additionally, Dr. Wells invited Chief Advancement Officer, Ms. Tracy MacLeod to highlight an on-campus event occurring April 28th, 2025 to honor workers affected by workplace injuries and fatalities. Ms. MacLeod advised that the event would feature a tribute to Dr. Leo Gerrard and the launch of a fundraising effort in his honor.

Following remarks, the Chair, Mr. Cameron, expressed appreciation for Dr. Wells' efforts over the course of her first year at Laurentian University, and noted that there was a great deal of optimism for what lies ahead for the institution.

5. Financial Update

The Chair, Mr. Cameron invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to introduce this item, following which she invited Associate Vice-President, Financial Services, Ms. Nicole

Piquette, to highlight the University's cash flow figures and investment returns as well as deferred contribution and endowment fund activity.

Following Ms. Lafontaine's remarks, a question was raised about the financials relating to micro-credentials. Provost and Vice-President, Academic, Dr. Malcolm Campbell noted this was the result of inaccurate projections but that moving forward, forecasts had been adjusted and the investment of enhanced software to collect fees for these courses was expected to result in better budgetary outcomes.

6. For Approval: 2025-2026 Operating and Capital Budget

The Chair, Mr. Cameron, invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to present this item. Ms. Lafontaine presented a balanced annual budget for 2025-2026 focused on enhancing the student experience and aligning with the strategic plan, while addressing deferred maintenance and adhering to financial covenants. Ms. Lafontaine also noted a one-time accounting gain from property sales would result in a projected revenue surplus, although the proceeds from the sale of these designated real estate assets would be paid to creditors under the Plan of Compromise and Arrangement. Additionally, Ms. Lafontaine advised that future financial planning would closely monitor revenue rebuilding, net operating ratios, and enrolment trends.

Concerns were raised about faculty projections not aligning with anticipated enrolment growth. The University's leadership team emphasized the continued need for a cautious, data-driven hiring strategy. Governors expressed support for the budget, while acknowledging ongoing financial uncertainty across the Canadian post-secondary sector and the need for vigilance to ensure that the University would remain well positioned to adapt as these circumstances evolved.

The following resolution was considered and carried.

BE IT RESOLVED

THAT the Board of Governors approve Laurentian University's consolidated operating and capital budget for 2025-26, as recommended by the Board Finance and Property Committee, and as presented at its meeting of April 25, 2025.

Moved by Roxanne Bouchard and seconded by James Barltrop.

Carried unanimously.

7. For Approval: 2025-2026 Transformation Program Implementation Budget

The Chair, Mr. Cameron invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to present this item. Ms. Lafontaine presented the 2025-2026 Budget of the Laurentian University Operational Transformation Implementation Program, including a resourcing and costing report and highlighted that the proposed budget is consistent with the five-year Ministry of Colleges, Universities, Research Excellence and Security's (MCURES) Consolidated Financial Projections.

Following Ms. Lafontaine's remarks, Chair of the Board Finance and Property Committee, Mr. Brian Ramakko, noted that this budget was closely reviewed by the Committee and while they are supportive, the Committee will continue to closely monitor the Transformation Program budget moving forward.

The following resolution was considered and carried.

BE IT RESOLVED

THAT the Board of Governors approve Laurentian University's Operational Transformation Implementation Program budget for 2025-2026, as recommended by the Board Finance and Property Committee, and as presented at its meeting of April 25, 2025.

Moved by Jay Barbeau and seconded by Aaron Barry.

Carried unanimously.

8. 2025-2030 Academic Plan

The Chair, Mr. Cameron invited Provost and Vice-President, Academic, Dr. Malcolm Campbell, to introduce this item. Dr. Campbell explained that the current Academic Plan 2020-2024 expired this past academic year. Dr. Campbell noted that in drafting Laurentian University's new Academic Plan 2025-2030, there was a focus on providing a structured and strategic approach to realizing the institutional goals laid out in Laurentian University's Strategic Plan. Additionally, Dr. Campbell noted that the Academic Plan, as presented and as approved by Senate on February 11th, 2025, would guide the University's educational functions, ensuring that its programs, policies, and resources align with its mission, vision, and values.

9. 2025-2030 Strategic Research Plan

The Chair, Mr. Cameron invited Vice-President, Research, Dr. Tammy Eger, to introduce this item. Dr. Eger explained that the development of the Strategic Research Plan (SRP) 2025-2030 was supported by the Strategic Research Plan Planning Committee made up of faculty, staff and students with the support of Strategy Corp Inc. The journey to develop Laurentian University's SRP included an in-depth analysis of the institution's internal and external environments. It also included consultation with key interest holders within Laurentian University and throughout the broader community over a nine (9) month period during which more than 300 individuals contributed input and perspectives which had culminated in the SRP as presented.

10. Audit and Risk Committee Items

The Chair, Mr. Cameron, invited the Chair of the Finance and Property Committee, Ms. Roxanne Bouchard, to introduce each of the following items.

10.1 For Approval: External Audit Plan - Year Ending April 2025

Ms. Bouchard invited Vice-President, Finance and Administration, Sylvie Lafontaine, to speak to this item. Ms. Lafontaine explained that Laurentian University was required to undergo an external audit of its financial statements on an annual basis. Ms. Lafontaine noted BDO had been appointed as the University's external auditor by the Board of Governors for the fiscal years ending April 30, 2022 to April 30, 2027. As such, Ms. Lafontaine invited BDO external auditor Mr. Marcus Sconci to present the audit planning report, as provided in the meeting material. Mr. Sconci confirmed that the audit approach remained largely unchanged from the previous year and highlighted the areas of risk identified in the audit.

Following remarks, a discussion took place regarding the quantum of fees as referenced in the meeting material. It was clarified that the materials contained the fees outlined in the original Request for Proposal (RFP) agreement, but also provided an estimate of fees stemming from potential

out-of-scope work not covered in the original agreement. It was noted that such fees would be expected to be minimal and oversight mechanisms were in place to manage them.

The following resolution was considered and carried.

BE IT RESOLVED

THAT the Board of Governors approve BDO's Audit Plan for Laurentian University's Annual Financial Statements for the fiscal year ending April 30, 2025, as recommended by the Board Audit and Risk Committee, and as presented at the meeting of April 25, 2025.

Moved by Tammy Manitowabi and seconded by Brian Ramakko.

Carried unanimously.

11. Finance and Property Committee Items

The Chair, Mr. Cameron, invited the Chair of the Finance and Property Committee, Mr. Brian Ramakko, to introduce each of the following items.

11.1 For Approval: 2025-26 Compulsory Student Ancillary & Student Association Fees

Mr. Ramakko, invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine explained that Laurentian University collects compulsory fees from students to support student services, such as Athletics, Recreation and Mental Health. In addition to the funds collected for Laurentian initiatives, each student association charges for a variety of benefits provided to students such as Health and Dental Plans, UPass, and Food Banks. Subsequently, Ms. Lafontaine invited Mr. Benjamin Demianiuk, Director of Business Development, to provide additional details of the nature of these fees. During his presentation, Mr. Demianiuk confirmed the fees being presented were compulsory but noted there were also other optional fees that students could opt-out of.

The following resolution was considered and carried.

BE IT RESOLVED

THAT the Board of Governors approve Laurentian University's Compulsory Incidental Fees for 2025-26, and the Students General Association (SGA), Association des étudiantes et étudiants/étudiantes francophones (AEF), and Graduate Students Association (GSA) compulsory student fees, as recommended by the Board Finance and Property Committee, and as presented at its meeting of April 25, 2025.

Moved by James Barltrop and seconded by Laura Kurkimaki.

Carried unanimously.

11.2 For Approval: 2025-26 Student Administrative Fees

Mr. Ramakko, invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine explained university students in Ontario are charged a combination of tuition fees (set in accordance with the Provincial Tuition Framework), ancillary fees and compulsory fees which follow the Provincial Ancillary Fee Classification Framework. In addition, it was noted that Laurentian University has a number of administrative fees, which are outside the Provincial Framework, and are approved annually by the Board of Governors. Ms. Lafontaine advised that these fees were based upon services provided to students by the University. Finally, Ms. Lafontaine noted that the fees, as presented, would take effect for the 2025-2026 Fall/Winter academic term.

With no questions or concerns raised, the following resolution was considered and carried.

BE IT RESOLVED,

THAT the Board of Governors approve Laurentian University's 2025-26 Student Administrative Fees, as recommended by the Board Finance and Property Committee, and as presented at its meeting of April 25, 2025.

Moved by David Harquail and seconded by Rachel Prudhomme.

Carried unanimously.

11.3 For Approval: 2025-26 Tuition Fees

Mr. Ramakko, invited Provost and Vice-President, Academic, Dr. Malcolm Campbell, to present this item. Dr. Campbell presented the material as included in the meeting documentation and highlighted the proposed tuition fee increases for domestic in-province, domestic out-of-province and international students, all of which upon approval, would take effect for the Fall/Winter 2025-2026 academic term. Dr. Campbell noted that seventeen (17) adjustments were being presented, all were consistent with market averages and fell within areas where changes were permissible.

With no questions or concerns raised, the following resolution was considered and carried.

BE IT RESOLVED,

THAT the Board of Governors approve the proposed 2025-26 Domestic In-Province, Domestic Out-of-Province and International tuition fee rates, for both undergraduate and graduate programs, as recommended by Board Finance and Property Committee, and as presented at its meeting of April 25, 2025.

Moved by Lynn Wells and seconded by Tammy Manitowabi.

Carried unanimously.

11.4 For Approval: Five-Year Capital Plan

Mr. Ramakko, invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine to speak to this item. Ms. Lafontaine provided an overview of the proposed renewed Five-year Year Capital Plan

for the period 2026 to 2031, the projects scheduled as part of the Plan, as well as a summary of projects funded through multi-year grants and other external sources. Additionally, Ms. Lafontaine noted that the report provided to the Board also presented an update with respect to the current overall deferred maintenance valuation for the University, comparable sector performance, project delivery, and capital planning process. Ms. Lafontaine then invited Mr. Michael Massimiliano, Associate Vice-President, Facilities and Planning, to elaborate on plans being considered for the short and long-term to address the needs of the university's physical infrastructure.

A discussion took place regarding the challenges of forecasting over such a long horizon, responsibilities tied to the designated real estate assets that had or would soon be sold to the province, and lease disclosure restrictions. Additionally, questions about safety related to deferred expenses were addressed by highlighting a prioritization framework, where health and safety risks were ranked highest, using data from the recently completed building condition assessment.

The following resolution was considered and carried.

BE IT RESOLVED,

THAT the Board of Governors approve the Deferred Maintenance and Five-Year Capital Plan, 2025-26 to 2029-30, as recommended by the Board Finance and Property Committee, and as presented at its meeting of April 25, 2025.

Moved by Roxanne Bouchard and seconded by James Barltrop.

Carried unanimously.

11.5 For Information: Enrolment Update

Mr. Ramakko, invited Provost and Vice-President, Academic, Dr. Malcolm Campbell, to introduce this item. Dr. Campbell provided an update on official enrolment for the 2024 fall term as well as a comparison of actuals to the 2024-25 budgeted enrolment. Dr. Campbell noted that the figures provided in the meeting material was outdated and provided updated figures which showed an increase in domestic confirmants but a decrease in international ones. Furthermore, Dr. Campbell noted that preliminary Fall 2025 data showed a slight increase in domestic applications but a significant drop in international applicants, attributed to damage to Canada's international reputation.

Following Dr. Campbell's remarks, questions were raised regarding actual percentage figures for the decrease in international and increase in domestic confirmants at today's date, to which Dr. Campbell advised that the data indicated a 55% decline in international student confirmants, while domestic confirmants was showing a 22% increase. Additionally, a question was raised regarding the broader provincial trends within the post-secondary sector. Dr. Campbell acknowledged the significant decline in international student enrollment across the sector, while noting that Laurentian University's figures remain comparatively stronger than those of many peer institutions. Lastly, President and Vice-Chancellor, Dr. Lynn Wells emphasized the broader challenges faced by Canadian universities in

attracting international students and noted that Universities Canada is preparing to launch targeted advocacy efforts following the upcoming federal election.

12. Governance Committee Items

The Chair, Mr. Cameron, invited the Chair of the Governance Committee, Ms. Laura Kurkimaki, to introduce the following items.

12.1 For Approval: Nomination and Election of Board Chair

**Due to his declared conflict of interest, Mr. Jay Barbeau was excused for this item.*

Ms. Kurkimaki explained that the Chair election is typically held in April, with the current Chair's term ending in June 2025. Further to succession planning discussions, the Governance Committee was recommending Mr. Jay Barbeau for the role of Chair effective July 1, 2025. Additionally, Ms. Kurkimaki explained that current Chair, Mr. Cameron had expressed interest in stepping into the Vice-Chair role to support Mr. Barbeau and the Board of Governors while ensuring a smooth Board leadership transition and demonstrating his commitment to Laurentian University.

Following Ms. Kurkimaki's remarks, several Governors, along with President and Vice-Chancellor, Dr. Lynn Wells on behalf of herself and the administration, expressed their support for Mr. Barbeau as Board Chair.

The following resolution was considered and carried.

BE IT RESOLVED,

THAT the Board of Governors appoint Jean-Pierre (Jay) Barbeau as the Chair of the Board of Governors for a term of one year, effective July 1, 2025, as recommended by the Governance Committee, and as presented at its meeting of April 25, 2025.

Moved by Tammy Maniowabi and seconded by Brian Ramakko.

Carried unanimously.

**At the conclusion of this item, Mr Jay Barbeau returned to the meeting.*

12.2 Review of Board Structure and Membership

Ms. Kurkimaki, called upon University Secretary, Ms. Danielle Vincent, to speak to this item. Ms. Vincent explained that approval was being sought to establish a Special Committee tasked with assessing the current Board structure and making a recommendation to the Board of Governors regarding Board composition. Ms Vincent noted that the Committee would have a particular focus on the University's commitment to explore the addition of voting seats for staff and faculty. Ms. Vincent noted that this consideration stems from the Companies' Creditors Arrangement Act (CCAA) proceedings and would aim to emphasize the value of inclusive governance and the institutional knowledge these additional members would bring as voting governors.

Following Ms. Vincent's remarks, current non-voting members expressed support for this initiative as a continuation of the agreed CCAA-related plan, while also stressing the importance of labour partner contributions for closed session matters. It was confirmed that labour partners would be consulted, but their direct participation would be limited due to inherent conflicts of interest, as those groups would be the subject of the recommendations made.

The following resolution was considered and carried.

BE IT RESOLVED,

THAT the Board of Governors establish a Special Committee, composed of three voting members of the Board of Governors, to review and assess the current Board structure and make a recommendation to the Board of Governors regarding Board composition no later than May 31, 2025, as recommended by the Board Governance Committee, and as presented at its meeting of April 25, 2025.

Moved by James Barltrop and seconded by Roxanne Bouchard.

Carried unanimously.

OTHER ITEMS

13. Chair's Items

The Chair, Mr. Cameron, highlighted that there was great enthusiasm about the work being accomplished at Laurentian University, including strategic planning, asset renewal, and advancing the transformation plan, with strong resources being assembled to support these initiatives.

14. Other Business

The Chair, Mr. Cameron, confirmed there were no new business items to discuss or address.

**The Open Session of the Board of Governors meeting was adjourned at 1:15 p.m.*

IN CAMERA

15. In Camera Discussion

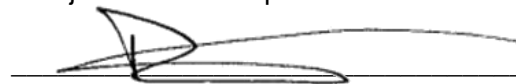
The Board of Governors then proceeded with their In Camera Discussion without the Executive Team, first in the presence of the President and Vice-Chancellor, and then in her absence.

ADJOURNMENT

16. Adjournment

Having exhausted the items on the agenda, the meeting was adjourned at 2:08 p.m.


Vernon Cameron, Chair


Danielle Vincent, University Secretary