

**BOARD OF GOVERNORS**

**Minutes of the Meeting of December 13, 2024**

**9:00 a.m., West Residence, WR-132**

**or via Zoom**

| <b>Present</b>  | <b>Absent</b>   |
|---|---|
| <b><u>Voting Members Present</u></b><br>Alvarez-Sierra, Christian (AEF Representative)<br>Barbeau, Jay, <b>Vice-Chair</b><br>Barltrop, James<br>Barry, Aaron<br>Bouchard, Roxanne<br>Cameron, Vern, <b>Chair</b><br>Harquail, David<br>Kasunich, Staysha (SGA Representative)<br>Kurkimaki, Laura <i>*Present for Closed Session only</i><br>Ramakko, Brian<br>Wells, Lynn, President and Vice-Chancellor (ex-officio)  | <b><u>Voting Members Absent</u></b><br>Guay, André<br>Manitowabi, Tammy   |
| <b><u>Non-Voting Members Present</u></b><br>Cavaliere, Patrick, Senate Representative<br>Colin, Fabrice, LUFA Representative<br>Fenske, Tom, LUSU Representative<br>Gorham, Robyn LUFA Representative<br>McGibbon, Joseph, LUAPSA Representative<br>Vincent, Danielle, University Secretary   | <b><u>Non-Voting Members Absent</u></b><br>Patel, Jeet, GSA Representative<br>Pianosi, Birgit, Senate Representative<br>Yazdani, Noushin, CUPE Representative |
| <b><u>Others in attendance (Resources &amp; Presenters)</u></b><br>Beaudry, Dominic, Associate Vice-President, Indigenous & Academic Programs<br>Boyer, Céleste, General Counsel<br>Campbell, Malcolm, Provost & Vice-President, Academic<br>Corboy, Hannah, Associate University Secretary<br>Dion, Nicholas, Associate Vice-President, Strategic Initiatives<br>Eger, Tammy, Vice-President, Research<br>Gauthier, Eric, LU Faculty and Presenter, Learning Session<br>Laporte, Marianne, Acting-Director, Institutional Planning<br>Leclerc, Renée, Executive Administrative Assistant, University Secretariat<br>Nickner, Frédéric, Lead Transformation Officer<br>Massimiliano, Michael, Associate Vice-President, Facilities<br>Piquette, Nicole, Associate Vice-President, Financial Services<br>Veld, David, Auditor, BDO |   |

**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**

The Chair, Mr. Cameron, noted that Item 5.2, *For Approval: Vice-President, Research, Employment Agreement*, would be struck from the agenda noting the absence of documentation required for review to consider this item.

MOTION: That the Agenda be approved as amended.

Moved by Jay Barbeau and seconded by Brian Ramakko.

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. 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 the information provided in her written report and described the various activities that she had been undertaking in recent months, including student recruitment efforts. Additionally, Dr. Wells touched on other areas of importance including the work underway to define key performance indicators (KPIs) for the Strategic Plan, ongoing engagements with first nation communities to strengthen ties and seek ways to collaborate, as well as efforts being made to strengthen relationships with francophone communities, including establishing a relationship with the Université de Sudbury.

### **4. Finance and Properties 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.

#### **4.1 For Information: Real Estate Update**

Mr. Ramakko invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine provided an overview of the ongoing discussions between the university and both Infrastructure Ontario (IO) and the Ministry of Colleges and Universities (MCU) regarding the sale of the

first of the seven (7) designated properties. With respect to the remaining six (6) properties, Ms. Lafontaine noted that discussions were taking place to finalize two aspects: (1) determining easements and property lines, and (2) confirming business terms, including lease rates, insurances and appendices.

#### **4.2 For Information: Philanthropy Annual Report**

*\*Prior to the introduction of this item, Board Governor Mr. David Harquail recused himself due to a conflict of interest. Mr. Harquail left for the remainder of the closed session.*

Mr. Ramakko, invited Chief Advancement Officer, Ms. Tracy MacLeod, to speak to this item. Ms. MacLeod provided an update to the Committee on philanthropic efforts led by the University Advancement team which included insight into how donor contributions help promote Laurentian University, enhance the student experience, and support the University's long-term goals. Ms. MacLeod also highlighted how the University Advancement team had been slowly rebuilding following the university's restructuring. At the conclusion of the presentation, members engaged in donor-specific discussions and it was agreed that further updates would be provided at a later date.

### **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.

*\*Due to confidentiality, only Voting Governors and the University Secretariat staff remained in the meeting. All others were excused for the presentation and discussion of the following item.*

#### **5.1 For Approval: Vice-President, Research, Appointment Renewal**

Mr. Barry invited President and Vice-Chancellor, Dr. Lynn Wells to present this item. Dr. Wells informed the Board that the evaluation committee had engaged in a well-organized and efficient process. The result was that the renewal of Dr. Tammy Eger's appointment as Vice-President, Research for an additional five (5) years had been unanimously recommended by the evaluation committee and was now being recommended by the Board's Human Resources Committee. There were no questions.

The following resolution was considered and carried.

BE IT RESOLVED

THAT the Board of Governors approve the re-appointment of Dr. Tammy Eger as Vice-President, Research, for a five-year term beginning on July 1, 2025, and ending on June 30, 2030, as recommended by the Human Resources Committee, and as presented at its meeting of December 13, 2024

MOTION: Moved by James Barltrop and seconded by Laura Kurkimaki.

Carried unanimously.

*\*Following the conclusion of this item, all excused individuals returned to the meeting.*

## **5.2 For Approval: Vice-President, Research, Employment Agreement**

*\*This item was struck from the agenda; therefore, it was not presented or discussed.*

## **5.3 For Information: Laurentian University Faculty Association Bargaining**

*\*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 advised that this update is intended to set the stage prior to consideration of a formal bargaining mandate with the Laurentian University Faculty Union (LUFA) in early 2025. Dr. Campbell provided a high level overview of the information provided in the meeting material, identifying steps being taken to prepare for bargaining.

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

## **6. Governance Committee Items**

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

### **7.1 For Approval: New Board Member Nominations**

Ms. Kurkimaki informed Governors that a number of candidates had been identified and following a vetting process, the Governance Committee recommended that the Board of Governors consider the appointment of two (2) new members. Following Ms. Kurkimaki's remarks, University Secretary, Ms. Danielle Vincent, noted that the two (2) individuals being recommended would bring a wealth of experience and fill some of the gaps identified within the current Board member skills matrix.

The following resolution was considered and carried.

BE IT RESOLVED,

THAT the Board of Governors appoint Rachel Prudhomme as a member of the Board of Governors for a term to commence upon approval by the Board of Governors and ending at the close of the annual meeting in 2027, as recommended by the Governance Committee and as presented at its meeting of December 13, 2024; and

BE IT FURTHER RESOLVED

THAT the Board of Governors appoint Ryan Minor as a member of the Board of Governors for a term to commence upon approval by the Board of Governors and ending at the close of the annual meeting in 2027, as recommended by the Governance Committee and as presented at its meeting of December 13, 2024.

MOTION: Moved by Jay Barbeau seconded by James Barltrop.

Carried unanimously.

## **7. Other Business**

The Chair, Mr. Cameron advised he had no other business items to raise.

## **9. Adjournment of the Closed Session**

Having exhausted the agenda, the closed session of the meeting of the Board of Governors was adjourned at 9:56 a.m.

### **PUBLIC SESSION**

The Chair, Mr. Vernon Cameron called the meeting to order at 10:04 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 meeting was an open public session and would be live streamed.

### **INFORMATION SESSION**

#### **A. Enhancing STEM Education**

The University Secretary, Ms. Danielle Vincent, introduced Dr. Eric Gauthier, Full Professor and Director of the School of Natural Sciences to highlight how science, technology, engineering and mathematics (STEM) education was being enhanced at Laurentian University. Dr. Gauthier highlighted the tremendous work being undertaken by faculty and staff within the School of Natural Sciences, including mention that Laurentian University had received a significant investment of \$2.17 million associated with the Ontario's Training Equipment and Renewal Fund, a matching funding program to help universities renew and buy modern, state-of-the-art equipment and learning resources to enable high quality hands-on experiences for students.

### **ACTION ITEMS**

#### **1. Adoption of Agenda**

MOTION: Moved by Christian Alvarez-Sierra and seconded by Brian Ramakko.

That the agenda be approved as amended.

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. There were no additional conflicts of interest 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 October 18, 2024

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

3.2 A Audit and Risk Committee Report

i. Laurentian University Research Ethics Board Annual 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

i. Equity, Diversity and Human Rights Office (EDHRO) Annual Reports

3.2 E Joint Committee on Bilingualism

3.3 *Approval*: Research Ethics Board Member Renewal

BE IT RESOLVED:

THAT the Board of Governors approve the renewal of Dr. Lea Tufford as a member of the Laurentian University Research Ethics Board (LUREB), as recommended by the LUREB at its meeting of November 1, 2024 and by the Audit and Risk Committee, and as presented at its meeting of December 13, 2024.

MOTION: Moved by Jay Barbeau and seconded by Aaron Barry.

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 highlighted topics of particular importance to the post-secondary sector, including negotiations for a new Strategic Mandate Agreement (SMA), working through the Efficiency and Accountability Fund process, and managing the ongoing pressures for international students and immigration which Laurentian University would continue to monitor to obtain clear understanding of the impact to the institution. Lastly, Dr. Wells noted that the Auditor General of Ontario (AG) recently released a Fall Report containing an update regarding Laurentian University. This was noted to be a positive development as it demonstrated the University had made tremendous progress towards implementing the recommendations made by the AG in its November 2022 Special Report.

## **5. Strategic Plan**

The Chair, Mr. Cameron, invited President and Vice-Chancellor, Dr. Lynn Wells, to speak to the following items.

### **5.1 For Information: Implementation Update**

Dr. Wells highlighted that good progress had been made during the first year of implementation of the Strategic Plan launched in March, 2024. Dr Wells provided a high-level overview of the year one initiatives undertaken, as presented in the meeting material.

### **5.2 For Discussion: Key Performance Indicators**

Dr. Wells invited Associate Vice-President, Strategic Initiatives, Dr. Nicholas Dion, to provide an update on the process for the establishment of key performance indicators (KPIs) related to the Strategic Plan. Dr. Dion noted that the recently launched public consultation had received numerous comments and feedback which would contribute to revising the KPIs with the goal of paring down the number of indicators to those which are most relevant to the various identified categories.

## **6. Transformation Plan Update**

The Chair, Mr. Cameron invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine provided updates related to three (3) specific areas: (1) solutions labs, where she highlighted the progress that had been achieved in identifying areas for improvement and the various solutions being explored; (2) transformation implementation expenses, where a review of actual expenses had been compared to budget; and (3) current priorities, including onboarding of the newly appointed Lead Transformation Officer, Mr. Frédéric Nickner, staffing the Transformation Implementation Office, developing a communication and community engagement strategy, as well as developing work plans for the four (4) work streams (Human Resources, Information Technology, Finance and Registrar Services and Student Affairs).

Following Ms. Lafontaine's remarks, Board Chair, Mr. Cameron invited newly appointed Lead Transformation Officer, Mr. Frédéric Nickner, to briefly speak to the work underway with respect to transformation. Mr. Nickner noted that while there is a lot of work ahead, it was an exciting time for the University and that transformation initiatives would be centered on streamlining processes to make them more efficient and improve the customer and student experience.

## **7. Financial Update**

The Chair, Mr. Cameron invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine highlighted the university's cash flow figures, tuition revenue forecast and investment returns as well as deferred contribution and endowment fund activity.

Following Ms. Lafontaine's remarks, Board Chair, Mr. Cameron, asked Associate Vice-President, Facilities, Mr. Michael Massimiliano, to speak to the allocation of funds for deferred maintenance projects and provide additional detail regarding these projects. Mr. Massimiliano provided a brief overview of the various projects being undertaken to maintain and repair the university's facilities, noting that projects having a direct impact on the student experience were being prioritized when possible.

## **8. Five-Year Financial Plan Update**

The Chair, Mr. Cameron invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine noted that the University was required to provide the Ministry of Colleges and Universities (MCU) with an updated Five-Year Financial Forecast on a yearly basis, in order to demonstrate that all exit-loan related covenants continued to be met. As detailed in the meeting material, Ms. Lafontaine highlighted that there were some changes in accounting treatment and reporting requirements which had been implemented in the preparation of the latest year end financial statements. As a result, the more recent financial forecasts had been impacted and were projecting that some of the covenants would not be met for 2027-28 and 2028-29. In further discussion, it was noted that despite this result, the University's performance over the past years had been better than anticipated resulting in a strong cash position. A further discussion took place regarding opportunities to take corrective action through upcoming budget processes, exploring revenue improvement and working with government partners.

## **9. Audit and Risk Committee Items**

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

### **9.1 For Approval: Audited Financial Statements of Retirement Plan**

Ms. Bouchard noted that several members of the Board Audit and Risk Committee are also members of the Pension Committee and both of these committees recommend approval of these financial statements. Ms. Bouchard then invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine introduced the Audited Fund Financial Statements and Independent Auditor's Report of the Retirement Plan for the year ended June 30, 2024, and subsequently invited BDO Auditor, Mr. David Veld, to speak to the Auditor's Report in greater detail. There were no questions.

The following resolution was considered and carried.

BE IT RESOLVED

THAT the Board of Governors approve the Audited Fund Financial Statement and Auditor's Report for the Retirement Plan of Laurentian University of Sudbury for the year ended June 30, 2024, as recommended by the Audit and Risk Committee, and as presented at its meeting of December 13, 2024.

MOTION: Moved by Jay Barbeau and seconded by James Barltrop.

Carried unanimously.

### **9.2 For Information: Auditor General of Ontario Update**

Ms. Bouchard highlighted that the university has made substantial progress in implementing the recommendations made by the Office of the Auditor General. Ms Bouchard congratulated Ms. Sylvie



Lafontaine, Vice-President, Finance and Administration, and her team for all of their continued hard work in this regard. Subsequently, Ms. Bouchard invited Ms. Lafontaine to speak to this item. Ms. Lafontaine highlighted that while much progress had been achieved, there remained considerable work to be accomplished.

Following Ms. Lafontaine's remarks, a discussion took place regarding media interest in the contents of the report. The recommendations regarding capital planning and approval were identified as a particular source of concern which remained to be addressed. Assurances were provided that this had been, and would continue to be, the subject of close monitoring by the Board.

## **10. 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.

### **10.1 For Approval: Perquisites Policy**

Mr. Ramakko invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine explained that the creation of this policy stemmed from a recommendation made by the Auditor General of Ontario (AG) and that this policy ensured that Laurentian University would be in compliance with the Broader Public Sector Accountability Act, 2010.

Following Ms. Lafontaine's remarks, a discussion took place regarding the scope of allowable perquisites. A request was made for examples to be provided and it was agreed that this further guidance would be outlined through the implementation of administrative procedures.

The following resolution was considered and carried.

BE IT RESOLVED

THAT the Board of Governors approve the Perquisites Policy, as recommended by the Finance and Property Committee, and as presented at its meeting of December 13, 2024.

MOTION: Moved by Christian Alvarez-Sierra and seconded by Roxanne Bouchard.

Carried unanimously.

### **10.2 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 enrolment trends for the 2024 fall term, a comparison of estimated official enrolments to the 2024-25 budgeted enrolment, and an update on the corridor. Dr. Campbell noted that overall, enrolment had increased year-over-year by two (2) percent. Dr. Campbell also highlighted the efforts of Acting Director, Institutional Planning, Ms. Marianne Laporte, as having been instrumental in providing the data for all enrolment updates to both Standing Committees and the Board, and in recent negotiations regarding the university's next Strategic Mandate Agreement.

## **11. Laurentian University Native Education Council (LUNEC) Quarterly Reports**

The Chair, Mr. Cameron, invited the Associate Vice-President, Academic and Indigenous Programs, Mr. Dominic Beaudry to speak to this item. Mr. Beaudry highlighted the work and various contributions of the LUNEC over the period of April to September, 2024, as detailed in the meeting material. A discussion took place regarding a recent increase in the number of indigenous academics expressing an interest in joining the University and Mr. Beaudry's upcoming plans for collaboration with the Associate Vice-President, Students regarding student recruitment.

## **OTHER ITEMS**

### **12. Chair's Items**

The Chair, Mr. Cameron noted there were no Chair's items to present; however, he wanted to highlight two words that he feels represent the current state of the university: inertia and momentum. Mr. Cameron noted that there are various processes unfolding that are shaping the future for the university.

### **13. 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 11:57 a.m.*

## **IN CAMERA**

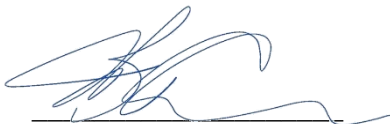
### **14. In Camera Discussion**

The Board of Governors then proceeded with their In Camera Discussion without the Executive Team.

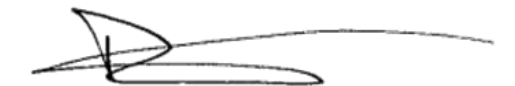
## **ADJOURNMENT**

### **15. Adjournment**

Having exhausted the items on the agenda, the meeting was adjourned at 1:06 p.m.



Vernon Cameron, Chair



Danielle Vincent, University Secretary