

BOARD OF GOVERNORS MEETING

Friday, February 21, 2025

9:00 a.m. to 9:50 a.m. – Closed Session

10:00 a.m. to 12:00 p.m. – Public Session

12:10 p.m. to 1:00 p.m. – *In Camera* Session

IN-PERSON CAMPUS LOCATION: Executive Learning Centre - FA386

AGENDA

OBSERVERS: All interested observers are welcome to attend the “**in person**” Public Meeting held on campus. Alternatively, a **Livestreamed session** may be viewed [by registering here](#). *Note: Upon sign-up, a confirmation reply is issued with the URL.*

Conflict of Interest: *Governors are reminded of the requirement that they give notice of conflict of interest prior to consideration of any matter on the Board open and closed session agendas.*

PUBLIC SESSION				
No.	AGENDA ITEM	PG	LEAD	TIME
A.	Learning Session: LU Architecture and Community Collaboration <ul style="list-style-type: none"> • Presentation by Dr. Thomas Strickland 	-	D. Vincent	10:00 – 10:30
1.	Adoption of Agenda	-	V. Cameron	10:30
2.	Declaration of Conflicts of Interest	-	V. Cameron	10:30
	Unanimous Consent Agenda	3		
	<u>3.1 Adoption of Minutes:</u>			
	A Electronic vote of December 2, 2024	5		
	B Special closed meeting held December 9, 2024	6-7		
	C Regular meeting held December 13, 2024	8-17		
3.	<u>3.2 Information Reports by Board Standing Committees:</u>		V. Cameron	10:35
	A Audit and Risk Committee Report	18		
	i. 2023-24 Campus Security Annual Report	19-32		
	B Finance and Property Committee Report	33		
	C Governance Committee Report	34-35		
	i. Governor Attendance Report	36-41		
	D Human Resources Committee Report	42		
4.	President’s Report	43-46	L. Wells	10:35-10:45
5.	For Approval: Strategic Plan Key Performance Indicators	47-51	L. Wells N. Dion	10:45-10:55
6.	Financial Update (Cash Flow, Financial Forecast, Investment Returns, Retirement and Endowment Fund)	52-60	S. Lafontaine	10:55-11:05
	Finance Committee Items			
7.	7.1 For Approval: 2025-2026 Laurentian University Ancillary Fees	61-77	B. Ramakko S. Lafontaine T. MacLeod M. Campbell	11:05-11:35
	7.2 For Approval: Endowment Report & Distribution Rate for 2025-2026	78-84		
	7.3 For Approval: Policy on Naming - Amendments	85-97		
	7.4 For Information: Enrolment Update	98-102		
	Human Resources Committee Items			
8.	8.1 For Approval: Procedures For The Appointment/Reappointment of a Chancellor	103-113	A. Barry L. Wells	11:35-11:45
	Governance Committee Items			
9.	9.1 For Approval: Electronic Voting Guidelines	114-119	L. Kurkimaki D. Vincent	11:45-11:55
OTHER ITEMS				
10.	Chair’s Items	-	V. Cameron	11:55
11.	Other Business	-	V. Cameron	11:55
<i>[BREAK TO FOLLOW - 12:00 to 12:10]</i>				
12.	In Camera Discussion	-	V. Cameron	12:10
ADJOURNMENT				
13.	Adjournment	-	V. Cameron	1:00



BOARD OF GOVERNORS MEETING

CLOSED SESSION

Friday, February 21, 2025

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10:00 a.m. to 12:00 p.m. – Public Session

12:10 p.m. to 1:00 p.m. – *In Camera* Session

IN-PERSON CAMPUS LOCATION: Executive Learning Centre - FA386

AGENDA

No.	ITEM	LEAD
1.	Adoption of the Closed Agenda	V. Cameron
2.	Declaration of Conflicts of Interest	V. Cameron
3.	President's Report	L. Wells
4.	<u>Audit and Risk Committee Items:</u> 4.1 For Information: Annual Insurance Report	S. Lafontaine
5.	<u>Finance and Property Committee Items:</u> 5.1 For Consultation: Draft Efficiency and Accountability Fund Report 5.2 For Approval: Alphonse Raymond Building 5.3 For Information: Real Estate Update (<i>verbal</i>) 5.4 For Approval: Gift Agreement	B. Ramakko L. Wells S. Lafontaine T. MacLeod
6.	<u>Human Resources Committee Items:</u> 6.1 For Approval: Vice-President, Research, Employment Agreement 6.2 For Information: Laurentian University Faculty Association Bargaining	A. Barry L. Wells M. Campbell
OTHER BUSINESS		
7.	Other Business	V. Cameron
ADJOURNMENT		
8.	Adjournment of Closed Session	V. Cameron

ITEM 3 - UNANIMOUS CONSENT AGENDA

Any member who wishes to ask a question, discuss, or oppose an item that is listed below may have it removed from the consent agenda by contacting the Secretary of the Board of Governors prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the following motion.

Recommended: That the following items be approved or received for information by the Board of Governors by unanimous consent.

FOR APPROVAL:

ITEM		ACTION
Item 3.1 - Adoption of Board of Governors Meeting Minutes		
A	Minutes of the electronic vote of December 2, 2024	Approval
B	Minutes of the Special closed meeting of December 9, 2024	Approval
C	Minutes of the Regular meeting held December 13, 2024	Approval
Item 3.2 - Summary of Information Reports by Board Standing Committees		
A	Audit and Risk Committee Report	Information
	i. 2023-24 Campus Security Annual Report	Information
B	Finance and Property Committee Report	Information
C	Governance Committee Report	Information
	i. Governor Attendance Report	Information
D	Human Resources Committee Report	Information

The Unanimous Consent Agenda

The instrument of a Consent Agenda has been described as follows:

Organizations having a large number of routine matters to approve often save time by use of a *consent agenda*, also called a *consent calendar* or *unanimous consent agenda*. This is a portion of the printed agenda listing matters that are expected to be non-controversial and on which there are likely to be no questions.

Before taking the vote, the chair allows time for the members to read the list to determine if it includes any matters on which they may have a question, or which they would like to discuss or oppose. Any member has a right to remove any item from the consent agenda, in which case it is transferred to the regular agenda so that it may be considered and voted on separately. The remaining items are then unanimously approved en bloc without discussion, saving the time that would be required for individual votes.

A number of Canadian university Boards have employed the consent agenda format to include not only routine approval items, but also information items. One reason for using this format is to allow the Board to focus on major items of business. While approval of an omnibus motion saves time at Board meetings, Board members will want to review the agenda materials carefully in order that they properly discharge their responsibilities.

How it works:

The Secretary identifies action and information items that are routine and/or likely non-controversial. In so doing, she may consult with the Chair of the Board, the relevant committee chair, and principal resource persons. If there is a report from the Committee, these items are noted in the list of items at the beginning of the report. Action and information items on the agenda and in committee reports that are not noted on the consent agenda will be presented singly for discussion and voting (when appropriate).

When members receive their Board agendas, they should review all reports in the usual manner. **If any member wants to ask a question, discuss, or oppose an item that is marked for the consent agenda, he or she can have it be removed from the consent agenda** by contacting the Secretary of the Board of Governors prior to the meeting or by asking that it be removed before the Chair calls for a mover and seconder for the motion to approve or receive, by unanimous consent, the items listed.

At the Board meeting, before the unanimous consent motion is presented for approval, the Chair of the Board (1) will advise the Board of items that are to be removed from the list, based on prior requests from Board members; and (2) will ask if there are any other items that should be removed from the list. The remaining items are then unanimously approved *en bloc* without discussion, saving the time that would be required for individual presentation and voting. Those matters that have been struck from the consent agenda will be handled in the usual way as each Committee's report is presented.

The minutes of the Board meeting will report matters approved as part of the consent agenda as "carried by unanimous consent". Information items received as part of the consent agenda will be reported as received.

SPECIAL CLOSED BOARD OF GOVERNORS

DRAFT Minutes of the Electronic Vote of December 2, 2024

Voting Members who participated in vote	Voting Members who did not participate in vote
Barbeau, Jean-Pierre (Jay) Barltrop, James Cameron, Vernon, Chair Bouchard, Roxanne Guay, André L. Harquail, David Kasunich, Staysha Manitowabi, Tammy Ramakko, Brian Wells, Lynn	Alvarez-Sierra, Christian Barry, Aaron Kurkimaki, Laura

CLOSED ACTION ITEMS

1. *Project Approval - EV charging stations*

BE IT RESOLVED,

THAT the Board of Governors support Laurentian University’s proposal to install EV charging stations in parking lot B, located at 935 Ramsey Lake Road, Sudbury, ON, as recommended by the Finance and Property Committee.

Carried (8 in favour, 2 against).

Vernon Cameron, Chair

Danielle Vincent, University Secretary

SPECIAL MEETING OF THE BOARD OF GOVERNORS
DRAFT Minutes of the closed meeting held December 9, 2024
4:30 p.m., via Zoom

Present	Absent
<p><u>Voting Members Present</u> Alvarez-Sierra, Christian Barbeau, Jean-Pierre (Jay) (Vice-Chair) Barltrop, James Barry, Aaron Bouchard, Roxanne Cameron, Vernon (Chair) Guay, André L. Kasunich, Staysha Kurkimaki, Laura Manitowabi, Tammy Ramakko, Brian Wells, Lynn</p> <p><u>Non-Voting Members Present</u> Vincent, Danielle, University Secretary Wells, Lynn, President and Vice-Chancellor (ex-officio)</p> <p><u>Others in attendance (Resources):</u> Boyer, Céleste, General Counsel Campbell, Malcolm, Provost and Vice-President, Academic Corboy, Hannah, Associate University Secretary Cragg, Esme, External Counsel, Dentons Eger, Tammy, Vice-President, Research Lafontaine, Sylvie, Vice-President, Finance and Administration Piquette, Nicole, AVP, Financial Services</p>	<p><u>Voting Members</u> Harquail, David</p>

The Chair, Vern Cameron called the meeting to order at 4:30pm and University Secretary, Ms. Danielle Vincent, confirmed quorum. Mr. Cameron began the meeting by acknowledging the Robinson-Huron Treaty of 1850 and 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 reminded Board members that the meeting is a closed session and that the deliberations are confidential.

ACTION ITEMS

1. **Adoption of Agenda**

MOTION: Moved by André Guay 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. None were declared.

3. **For Approval: Sale and Lease Terms for Vale Living with Lakes Centre**

The Chair, Mr. Cameron invited Vice-President, Finance and Administration, Sylvie Lafontaine to speak to this item. Ms. Lafontaine noted that this is a critical milestone for Laurentian in securing the sale of the first designated property and provided an overview of the cost of the sale and the lease back agreement. It was noted that consultation with the Indigenous community had concluded and that the use of the building would remain unchanged to ensure the continuation of University activities. The timeline for approval was outlined, with Treasury Board approval expected to take place in December, followed by Cabinet approval in January 2025. It was emphasized that coordination with the Ministry would be undertaken regarding the scheduling of communications.

Following Ms. Lafontaine's remarks, a fulsome discussion was held regarding the timing of the sales of the remaining properties. It was confirmed that the sales and leaseback agreement for Vale Living with Lakes would be used as a template for the remaining properties and that planning was underway to complete survey work which would be necessary prior to the sale of the other properties.

The following resolution was considered and carried.

BE IT RESOLVED

THAT the Board of Governors approve the sale of the lands and buildings located at 840 Ramsey Lake Road, Sudbury, ON, at the agreed upon purchase price of \$8,000,000, exclusive of HST, and in accordance with the terms and conditions contained in Appendix 1, as recommended by the Finance and Property Committee and as presented at its meeting of December 9, 2024; and

BE IT FURTHER RESOLVED

THAT the Board of Governors authorize Laurentian University to enter in a lease agreement with His Majesty The King In Right Of Ontario As Represented By The Minister Of Infrastructure for the rental of the lands and buildings located at 840 Ramsey Lake Road, Sudbury, ON at an annual rent of \$496,254 for an initial term of ten years and in accordance with the terms and conditions contained in Appendix 2, as recommended by the Finance and Property Committee and as presented at its meeting of December 9, 2024.

Moved by Jay Barbeau and seconded by James Baltrop.

Carried unanimously.

4. **Adjournment**

The Chair adjourned the meeting at 4:51 p.m.

Vern Cameron, Chair

Danielle Vincent, University Secretary

Board of Governors
December 13, 2024

BOARD OF GOVERNORS

DRAFT Minutes of the Meeting of December 13, 2024
9:00 a.m., West Residence, WR-132
or via Zoom

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

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 the 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



BOARD AUDIT AND RISK COMMITTEE

SUMMARY OF INFORMATION REPORTS

- A. *The Audit and Risk Committee and the Property and Finance Committee met in closed session for a Special Joint Meeting on Monday December 2nd, 2024 at 4:00 PM (via Zoom).*

Ms. Sylvie Lafontaine, Vice-President, Finance and Administration, was joined by Mr. Micheal Massimiliano, Associate Vice-President, Facilities to provide an overview of University's capital plan, deferred maintenance projects and planning processes.

- B. *The Audit and Risk Committee met in closed session on Monday, January 27th, 2025 at 4:30 PM (via Zoom).*

1. Internal Controls: Cataloguing and Documenting

Ms. Sylvie Lafontaine, Vice-President, Finance and Administration, was joined by Mr. Anthony (Tony) Lackey, Risk Specialist, to report on the work carried out in collaboration with the external consultant Deloitte to catalog and document the internal controls presently in place at Laurentian University. The next phase in this process will focus on performing a comprehensive gap analysis to inform recommendations for risk mitigation, which will be implemented in conjunction with the Transformation Plan.

2. Transformation Plan Implementation Update

Ms. Lafontaine was joined by Mr. Frederic Nickner, Lead Transformation Officer, to provide an overview of the progress being made with respect to transformation initiatives, including filling key vacancies within the Transformation Implementation team and the completion of planning workshops. An update was also provided regarding the scheduling of labs in February.

Prepared for: Roxanne Bouchard, Chair
Board Audit and Risk Committee
By: *Office of the University Secretary*

May 1, 2023 - April 30, 2024 Annual report



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Mission Statement

Purpose

In accordance with the Private Security and Investigative Services Act, 2005 (PSISA), the City of Greater Sudbury municipal by-laws, Provincial Statutes, and Federal Offences the safety and security of students, faculty, staff and visitors, as well as the protection of property remain the primary concerns of the Office of Campus Safety at the McEwen School of Architecture and Ramsey Lake locations.

Mandate

Laurentian University Campus Safety's objective is directed at enhancing the University community by providing a higher level of security, fire protection and health and safety. Campus Safety does so by:

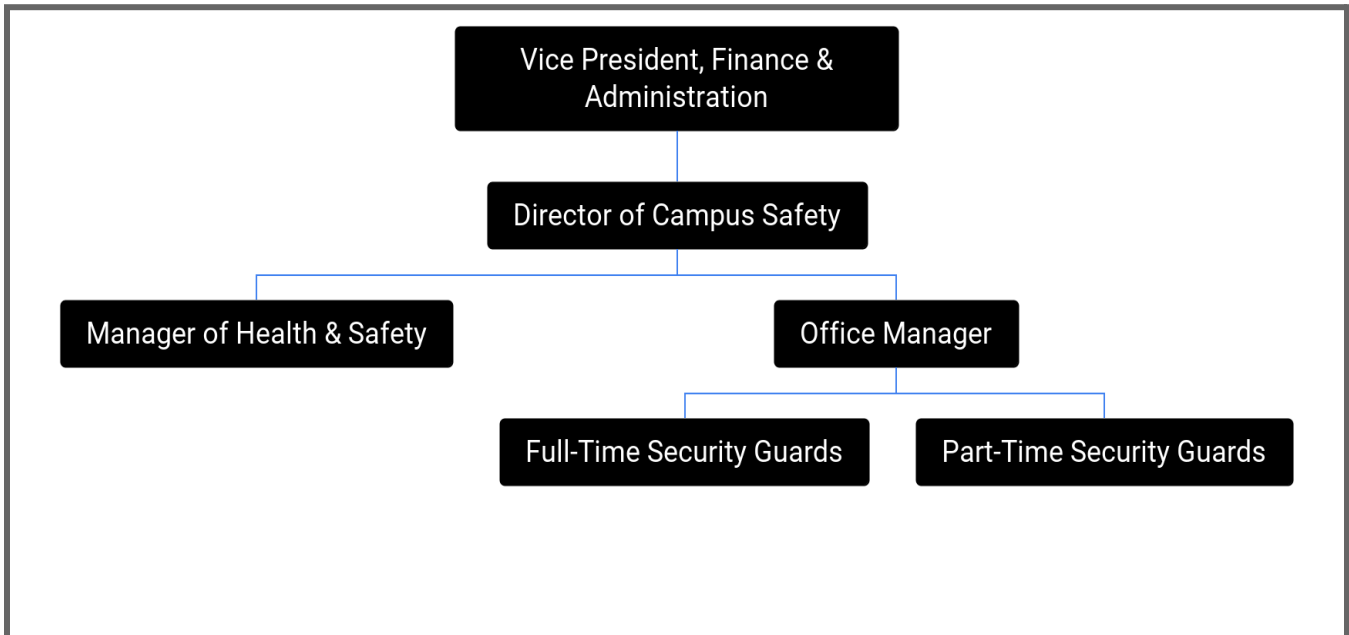
- Supporting the academic mission of the University with an array of community partnerships, both within the Laurentian University community and with external partners across the City of Greater Sudbury, the province and the country
- Preventing crime, maintaining the peace, resolving conflicts and promoting good order
- Remaining accountable to our community
- Providing referrals to community services
- Responding to emergencies and assisting faculty, students, staff and visitors
- Ensuring University policies, programs and regulations are followed
- Enforcing the Criminal Code and select provincial statutes and municipal by-laws

Values

Laurentian University's Office of Campus Safety is accountable to our community and guided by the following principles and values:

- Respect for the dignity, privacy, worth and diversity of all persons;
- Fair and impartial treatment of all individuals;
- A departmental philosophy that promotes safety and security as a responsibility of all members of the community: reliability, competence, accountability, teamwork, open communication
- An approach to campus safety that welcomes and encourages community involvement and promotes equity

Organizational Structure



The 2023/2024 Campus Safety budget has approved the addition of a new position, Office Manager. Reporting to the Director of Campus Safety, the Office Manager will co-facilitate and assist in implementing and maintaining a comprehensive security program. This role includes operational supervision of security staff and handling regulatory and non-regulatory administrative tasks.

Laurentian University's Campus Safety Services team comprises 22 Security Guards, including both part-time and full-time staff. This team is divided into four groups of three guards each, rotating at the Ramsey Lake location, and an additional four guards rotating at the McEwen School of Architecture (MSOA). They provide continuous 24/7 support to the university community. Their responsibilities encompass emergency response, foot and vehicle patrols, traffic management, responding to service calls, dispatch and office duties, investigating incidents, preparing reports, conducting Occupational Health & Safety inspections, and serving as community ambassadors for overall safety and crime prevention.

Emergency Preparedness

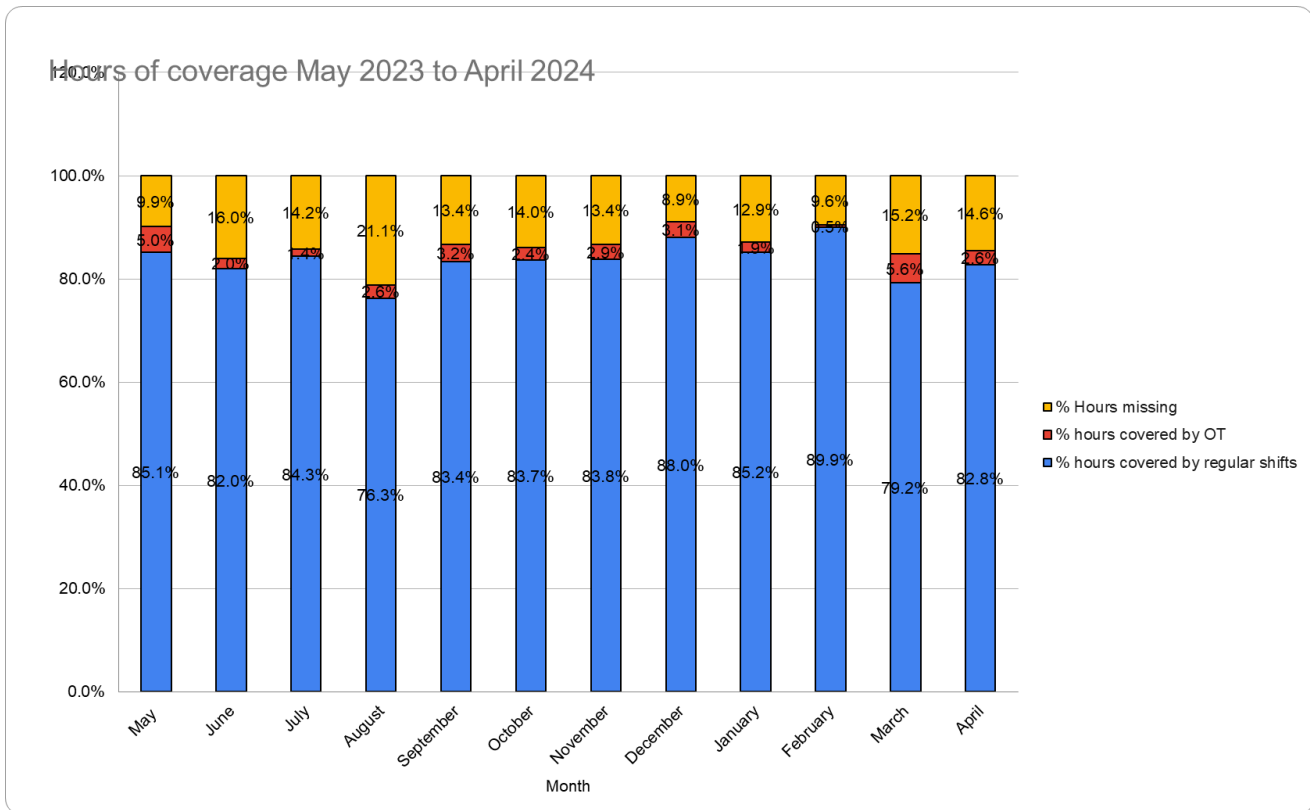
As part of Laurentian University's dedication to ensuring the safety of staff, students, and visitors on campus, the Emergency Management and Response Plan continues to enhance collaboration with internal and external stakeholders to improve emergency response. All employees must complete mandatory safety training, including emergency preparedness, with several training sessions offered throughout the 2023/2024 period.

The Emergency Management and Response Plan is designed to address a broad range of situations, whether proactively or reactively. It outlines the procedures for preventing, responding to, recovering from, and mitigating the impact of emergencies. In the event of a major incident, the Emergency Operations Centre (EOC), located in Room 220 of the Maintenance & Security Building, can provide support and guidance both virtually and in person. The EOC is staffed as needed to ensure that essential functions such as Coordination and Command, Operations, Planning, Logistics, Finance, and Administration are effectively managed.

Staffing Requirements

The department requires three Security Guards 24-7 at the Ramsey Lake location and one Security Guard 24-7 at the MSoA location. There is an existing MoA (2019) with the student associations that their fees pay for the 3rd Security Guard. This amounts to twelve FT Security Guards at Ramsey Lake and four FT Security Guards at MSoA, for a total of 16 FT Security Guards. The current rate of pay is not competitive enough to attract competent, experienced and bilingual, licenced Security Guards. With the concern surrounding sick time for which we must replace, the fact that all part-time Guards have other full-time jobs, which makes them unavailable for extra shifts in the event of a sick call, it is unlikely that a part-time Guard fills the shift and more likely that the shift will be filled by a full-time Guard at the overtime rate of pay. This results in additional costs and burnout.

The graph below demonstrates the gaps when there are not three Security Guards scheduled at the Ramsey Lake Road location.



Adequate staffing is critical to ensure effective emergency response. A minimum of three Security Guards is required to manage an emergency situation effectively:

1. **Guard #1:** Remains stationed in the Security Control Centre (SCC) to coordinate communication and operations.
2. **Guard #2:** Responds directly to the emergency location to provide first aid or CPR as needed, encourage evacuation, determine causes of alarm,
3. **Guard #3:** Meets the emergency vehicle at the main Ramsey Lake Road entrance to guide responders to the incident site.

When staffing levels fall below this threshold, critical decisions must be made, such as whether to prioritize attending to the emergency and providing care—hoping the ambulance can independently navigate the campus—or proceeding to the meeting point to lead emergency services, with the assumption they can effectively locate the incident without guidance. Both scenarios introduce significant risk and potential delays in critical care delivery.

The Campus Safety team has been working diligently with the Human Resources team to identify solutions to address the recruitment and retention issues. While progress has been made, there is still more work to be done to ensure the safety of all students, faculty, and staff.

Security Cameras

Laurentian University's Campus Safety team employs 274 security cameras to bolster the protection of students, staff, faculty, visitors, and property. Among these, seven cameras have been repaired or replaced, and six are newly installed, plans for an additional eight new cameras. These cameras are vital for monitoring entrances, identifying unauthorized individuals, deterring incidents, and aiding in investigations. Overt use of security cameras has effectively prevented crime, reduced victimization, and collected evidence to reconstruct incident-related events.

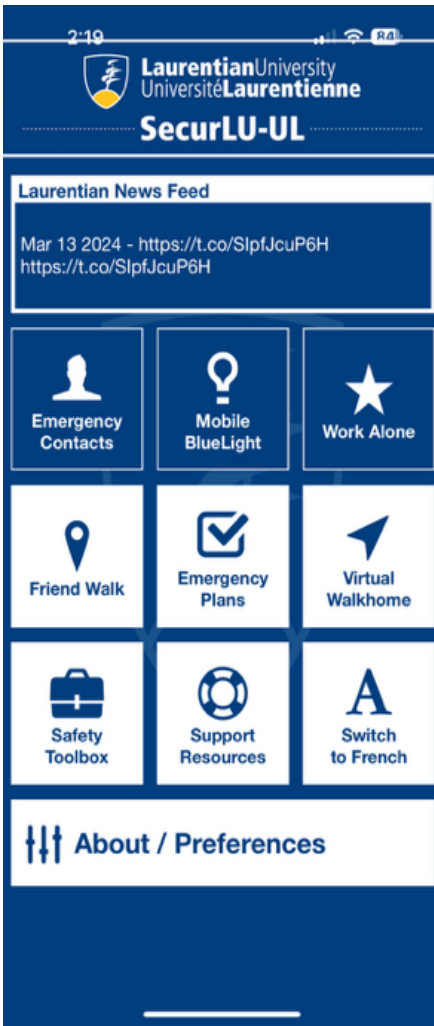


Currently, Laurentian's IT team and a few local companies manage the installation and maintenance of these cameras. To improve efficiency, we are considering outsourcing the cameras' procurement, maintenance, and repair to a single provider through a Request for Proposal.

SecurLU-UL App

The Office of Campus Safety actively promotes the SecurLU-UL app for smartphones through various channels, including the Laurentian University website, onboarding training for new employees, student orientation weeks in the fall and winter, and individual interactions with the campus community. This free app is available to everyone at Laurentian University and leverages smartphone technology for effective communication.

The app enables Campus Safety to disseminate important information quickly and efficiently. It includes several key safety features, such as Friend Walk, which allows users to share their location with connected friends in real-time, and Work Alone, which triggers an emergency contact if the user fails to check in at set intervals. Additionally, the app offers a safety toolbox, Safe Walk, and various

support resources for students and community members. While we cannot pinpoint the exact number of app downloads, we have identified that approximately 1,999 users have enabled push notifications.

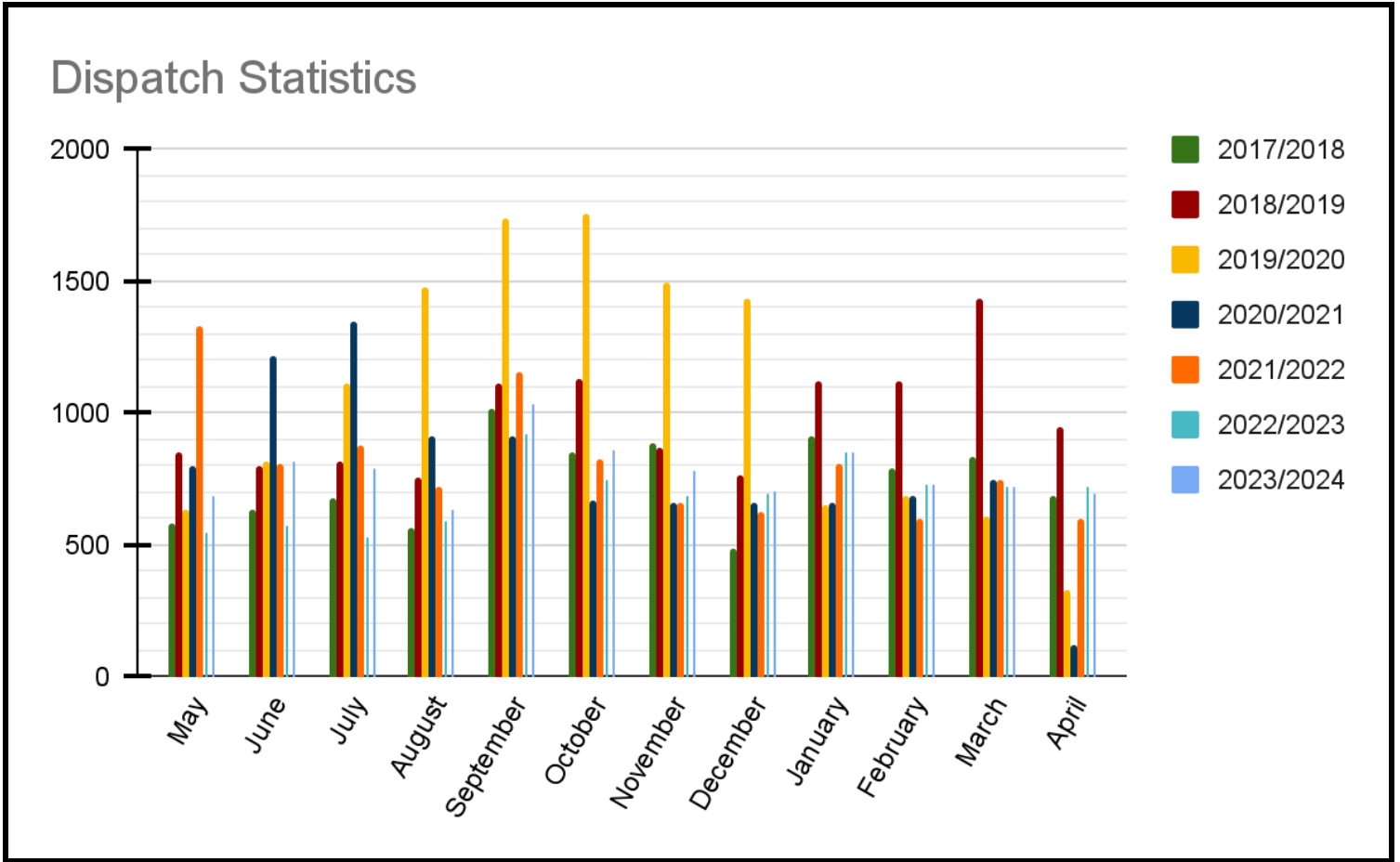
	<div data-bbox="812 430 1177 735" style="text-align: center;">  </div> <div data-bbox="625 808 901 1092" style="text-align: center;">  </div> <div data-bbox="1006 777 1323 1081" style="text-align: center;">  </div> <div data-bbox="714 1165 1226 1207" style="text-align: center;"> <h3>Campus Safety Communications</h3> </div> <div data-bbox="625 1239 1347 1459"> <p>One of the easiest ways to connect with Campus Safety Services, 24 hours a day, 7 days a week, is via the Laurentian Safety app. This user-friendly app can connect directly to a dispatcher in our Security Control Centre while providing quick links to resources.</p> </div>
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Dispatch

A senior and experienced Security Guard is stationed at the Security Control Centre, handling all incoming calls to the Campus Safety Office. These calls cover a range of issues, including fire emergencies, medical incidents, lost and found items, lockouts, and general inquiries. The Security Guard also manages calls from elevators and emergency phones.

Upon receiving a call, the dispatcher deploys appropriate responders, logs the call in the daily log, and, if necessary, completes an incident report. Dispatchers must possess extensive knowledge of the LU Campus and maintain the highest levels of professionalism, understanding, and empathy. They are tasked with gathering essential information from callers to evaluate and determine the appropriate level of response.

Dispatch Statistics	
2017 - 2018	8 910
2018 - 2019	11 707
2019 - 2020	12 728
2020 - 2021	9 392
2021 - 2022	9 746
2022 - 2023	8 305
2023 - 2024	9 300

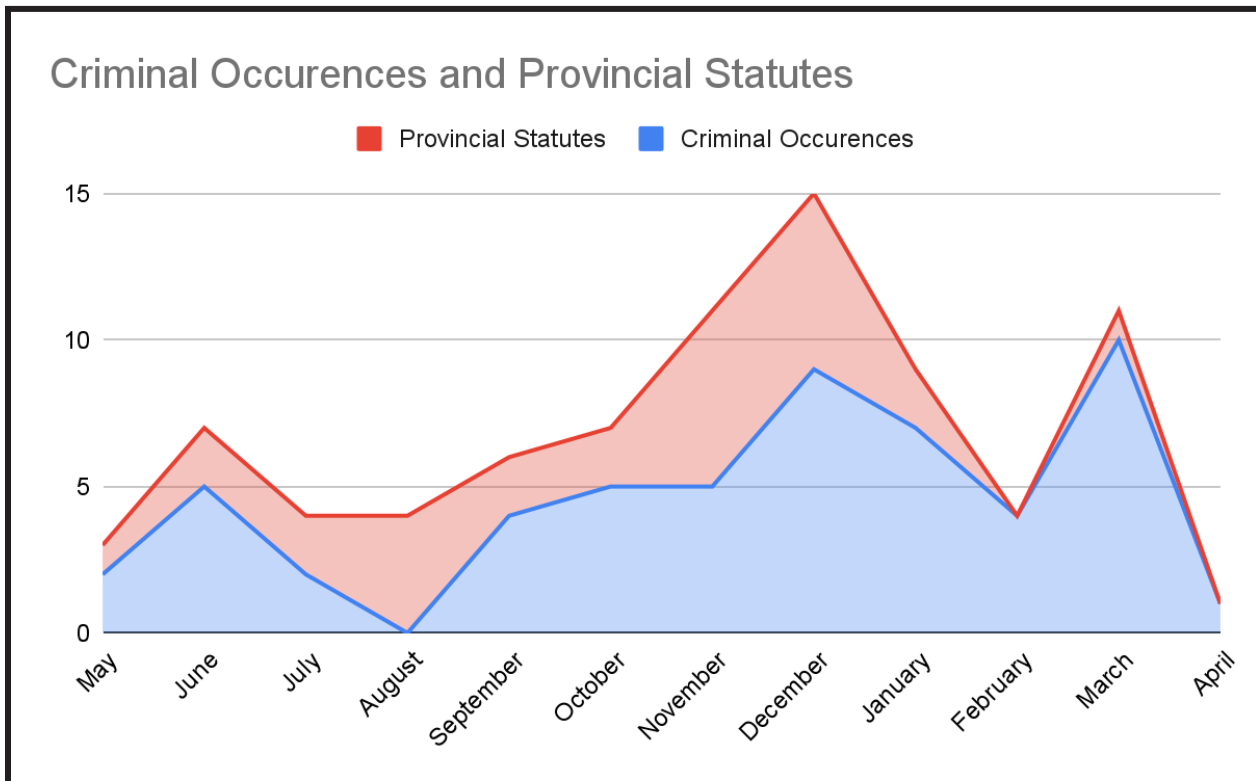


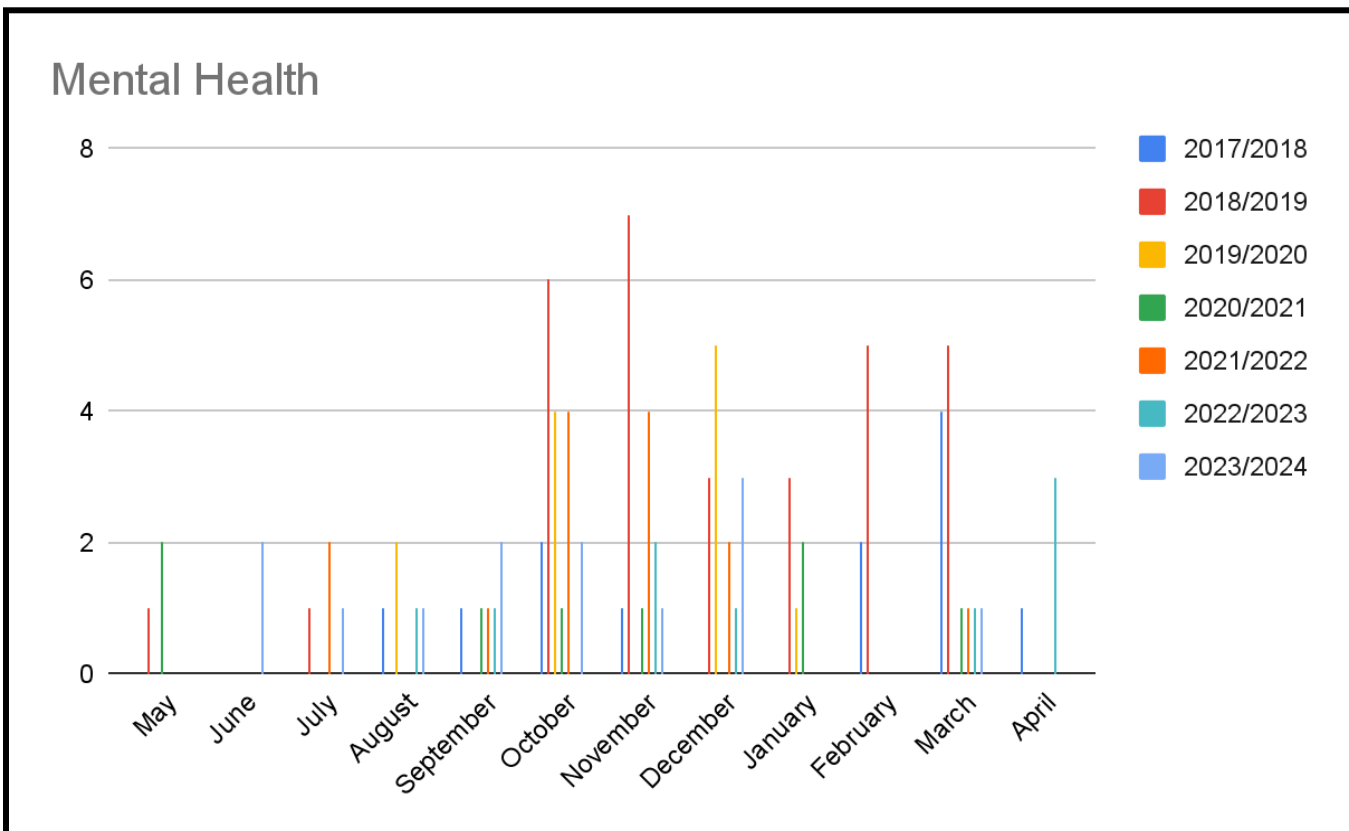
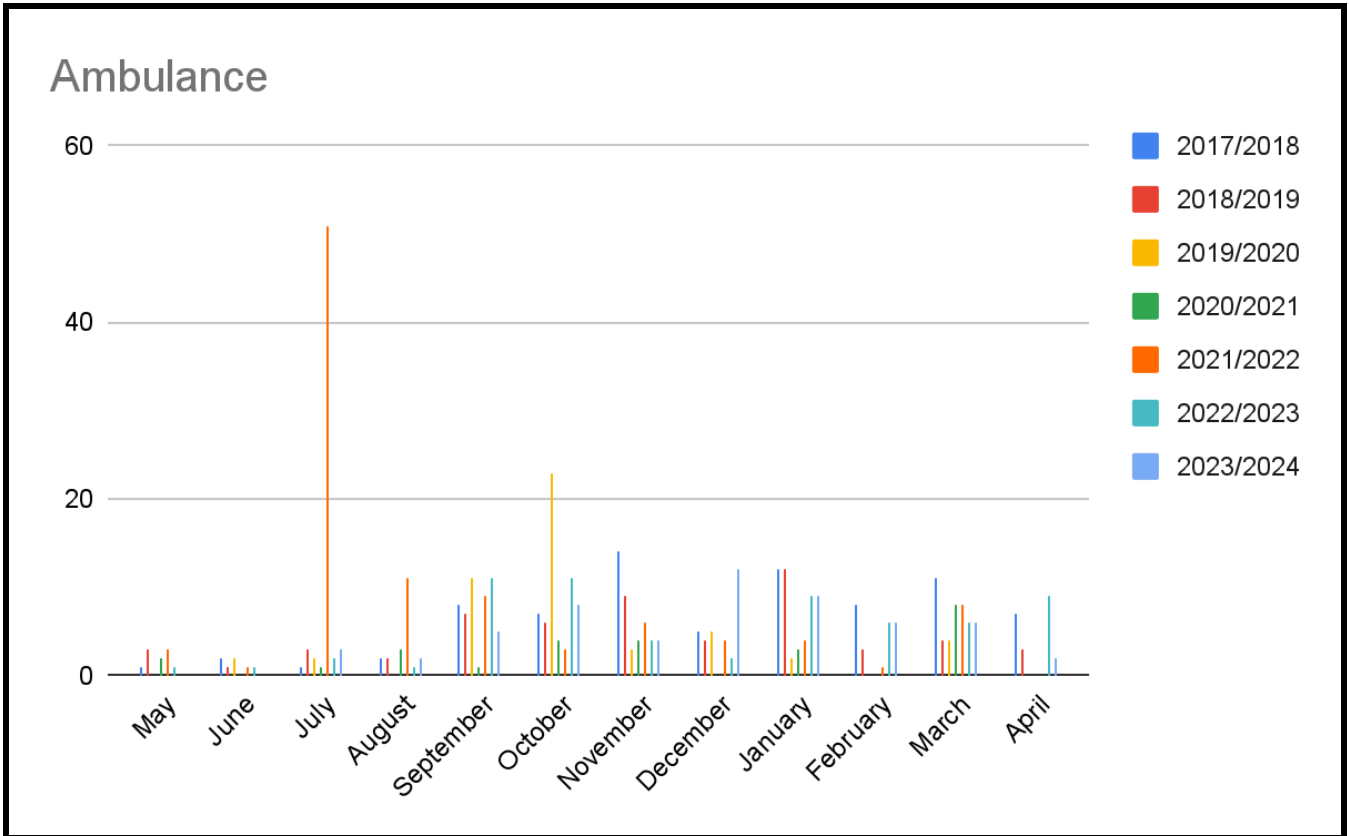
Reported Incidents

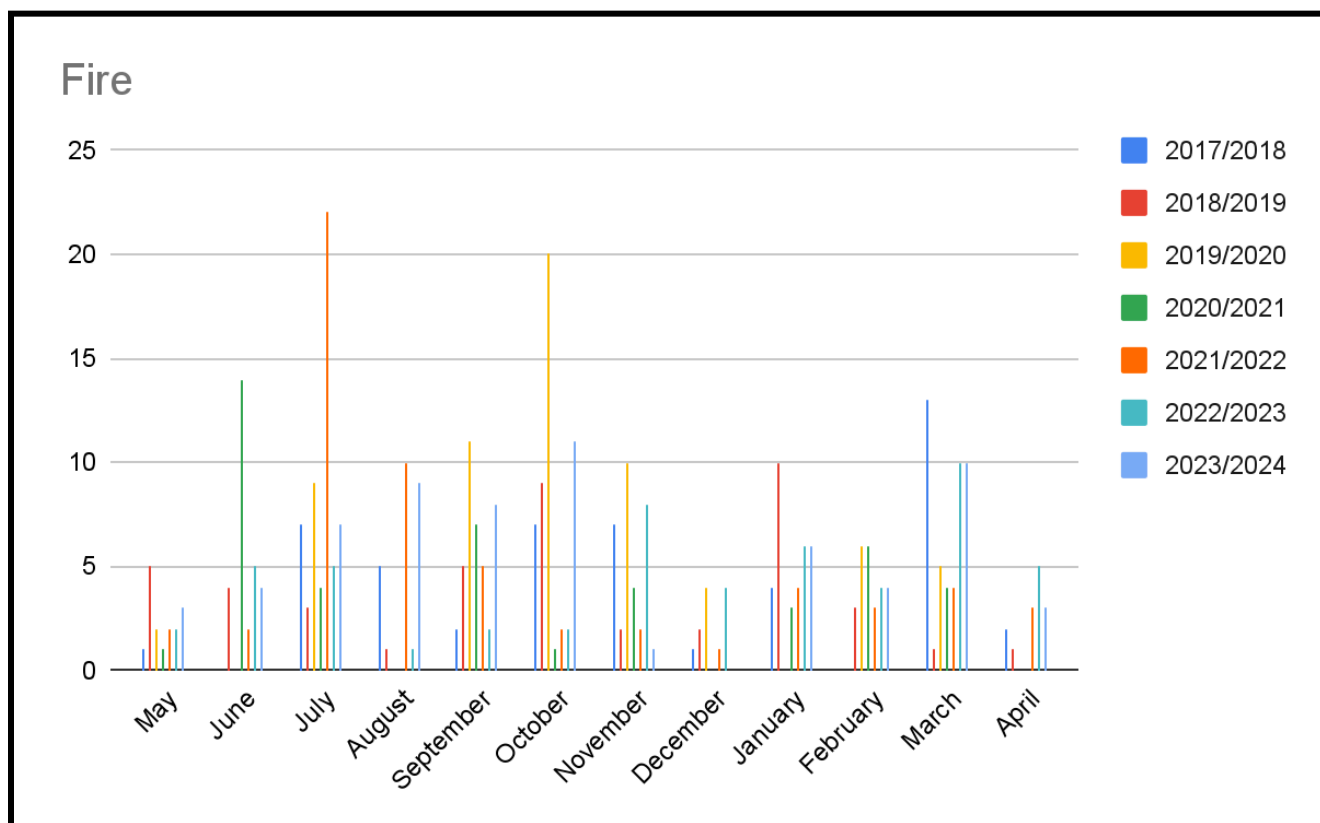
The community is encouraged to report any concerns or incidents, with information being shared appropriately with internal and external partners to ensure a timely and effective response. This collaborative approach aims to address current issues and prevent future incidents. The service is dedicated to taking proactive measures to prevent crime and enhance overall community safety.

	Criminal Occurrences	Provincial Statutes	Non Criminal Occurrences (personal safety related)	Non Criminal Occurrences (property-related)	Other
2017/2018	97	35	2473	309	5996
2018/2019	103	59	3456	296	7793
2019/2020	88	29	2380	540	9691
2020/2021	28	27	683	204	8450
2021/2022	69	39	1526	324	7788
2022/2023	71	18	1911	367	5938
2023/2024	54	28	1988	410	6288

In the 2023/2024 period, the Office of Campus Safety Services responded to 8,768 calls for assistance and filed 516 incident reports. This marks an increase from the previous year when there were 8,394 calls and 409 incident reports. These figures represent incidents reported directly to Campus Safety Services. The summary includes all incidents classified as criminal offences or provincial statutes, as well as calls requiring emergency services such as mental health support, ambulance, and fire assistance.







Concluding Comments

In conclusion, Laurentian University's Office of Campus Safety has demonstrated a steadfast commitment to ensuring the safety and well-being of the campus community through various initiatives and improvements. The strategic deployment of 6 new security cameras, the introduction of the Office Manager role, and the ongoing promotion of the SecurLU-UL app underscore our dedication to maintaining a secure environment.

Our comprehensive Emergency Management and Response Plan, supported by mandatory safety training and the operational readiness of the Emergency Operations Centre, exemplifies our proactive approach to handling emergencies effectively. With the continued use of advanced technology and collaborative efforts, we strive to enhance our response capabilities and crime prevention strategies.

The increase in calls for assistance and incident reports in the 2023/2024 period reflects our commitment to addressing and documenting campus safety issues comprehensively. By encouraging community members to report concerns and sharing information with internal and external partners, we aim to prevent future incidents and promote a safer campus environment. Overall, our ongoing efforts are focused on fostering a secure and supportive campus for all members of the Laurentian University community, ensuring that safety remains a top priority.

BOARD FINANCE AND PROPERTY COMMITTEE**SUMMARY OF INFORMATION REPORTS**

- A. *The Audit and Risk Committee and the Property and Finance Committee met in closed session for a Special Joint Meeting on Monday December 2nd, 2024 at 4:00 PM (via Zoom).*

Ms. Sylvie Lafontaine, Vice-President, Finance and Administration, was joined by Mr. Micheal Massimiliano, Associate Vice-President, Facilities to provide an overview of University's capital plan, deferred maintenance projects and planning processes.

- B. *The Finance and Property Committee met on Wednesday, January 29th, 2025 at 4:30 PM (via Zoom).*

1. Transformation Implementation Budget Update

Ms. Lafontaine provided an overview of the progress being made with respect to the transformation plan budget expenditures such as the filling of key vacancies within the Transformation Implementation team. An update was also provided regarding the scheduling of solution labs to support process improvements within the Student Services and Human Resources workstreams. It was noted that the finalization of the 2025-26 budget remains a key priority, with ongoing efforts to refine delivered and associated costs at a more detailed level.

2. 5-Year Capital Plan Update

Ms. Lafontaine provided an update on the completion of the building condition assessment exercise in mid-January, a critical step in determining which facilities should be included in the 5-Year Capital Plan. The plan will also prioritize infrastructure that is deemed critical or urgent based on the potential impact on the delivery of student services and programs.

In closed session, Committee members received a briefing on the following items:

3. Deferred Maintenance Projects

Ms. Lafontaine was joined by Mr. Pierre Fontaine, Director, Facilities and Maintenance, to provide an update on 2024-25 Deferred Maintenance projects in addition to multi-year grants and other funded projects at the University. A summary of upcoming projects planned for the 2025-2026 year was also provided, noting that projects are being initiated and prioritized based on their potential impact on student services and experience.

4. For Information: Science 1 Building Renewal Recladding

Ms. Lafontaine was joined by Mr. Fontaine to provide a status update on the findings of the Science 1 Building Recladding Project, including the outcomes of the external consultant's building assessment and proposed building envelope renewal options to consider for the future.

5. Former Federated Universities Service Agreement Update

Ms. Lafontaine provided a summary on the ongoing work regarding updates to the Former Federated Universities service agreements, including progress and activities of the working group established to support this initiative.

6. Endowment Transfer Status

Dr. Malcolm Campbell, Provost and Vice-President, Academic, provided an update on the status of an endowment fund transfer from a donor, with further updates to be provided at a later date.

GOVERNANCE COMMITTEESUMMARY OF INFORMATION REPORTS*A. Electronic Resolution dated January 14th, 2025*

The Governance Committee appointed Ms. Rachel Prudhomme as a voting member of the Governance Committee for 2024-2025 year, by way of electronic resolution dated January 14th, 2025.

*B. The Governance Committee met on Wednesday, January 22nd, 2025 at 4:30 PM (via Zoom).***1. Roles and Responsibilities and Conflict of Interest - Compliance Report**

Ms. Danielle Vincent, University Secretary, provided an update on the compliance of the Governor and Board Committee Appointees with the annual filing of acknowledgement of Roles and Responsibilities form and declaration of conflicts of interest. Full compliance was achieved among voting members of the Board of Governors.

2. Joint Senate/Board discussion

Dr. Lynn Wells, President and Vice-Chancellor initiated a preliminary discussion to explore future joint initiatives between the Board and Senate, aimed at advancing topics that enhance collaboration and reinforce the effectiveness of bicameral governance at Laurentian University, as outlined in the Five-Year Strategic Plan.

3. Educational Strategies & Orientation/Training Planning for Governors

Ms. Vincent provided an update to the Committee regarding upcoming educational topics to be presented to Governors. Committee members were also invited to submit topic suggestions for future sessions which the University Secretariat would explore. Feedback was obtained regarding generating additional opportunities for discussion among Board members.

4. Committee Evaluation Framework - Consultation

Ms. Vincent was joined by Ms. Hannah Corboy, Associate University Secretary, to review a proposed process for soliciting feedback on the performance of Board Committees through targeted surveys and engagement with committee members.

In closed session, the following items were addressed:

5. For Approval: In-year Committee Appointments

Governor, Ms Rachel Prudhomme was appointed as a member of the Human Resources Committee and the Joint Committee on Bilingualism and Governor Dr. Ryan Minor was appointed as a member of the Audit and Risk Committee and the Human Resources Committee for the 2024-2025 year.

6. Board Leadership Renewal - Board Chair Succession Planning

Committee members engaged in discussion regarding terms and current leadership to identify renewal opportunities and assess succession planning requirements.

7. Review of Board Structure and Membership

Committee members reviewed the current Board structure and membership to identify gaps and opportunities for enhancement as part of its mandate to ensure effective governance and strategic oversight.

8. Board of Governors Renewal / Succession Planning

Committee members reviewed the Board member tenure list and skills matrix to identify and assess skills gaps and requirements. Recruitment strategies for engaging potential new members to fill future vacancies were also discussed.

Prepared for: Laura Kurkimaki, Chair
Board Governance Committee
By: Office of the University Secretary

BOARD OF GOVERNORS MEETING DATE	October 18, 2024	December 13, 2024	February 21, 2025	April 25, 2025	June 20, 2025
VOTING GOVERNORS					
Alvarez-Sierra, Christian (AEF Rep)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Barbeau, Jean-Pierre (Jay)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Barltop James	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Barry, Aaron	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bouchard, Roxanne	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cameron, Vernon	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guay, André L.	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Harquail, David	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kasunich, Staysha (SGA Rep) <i>*Effective mid-July 2024</i>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kurkimaki, Laura	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manitowabi, Tammy	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Minor, Ryan <i>*Appointed Dec. 13, 2024</i>	N/A	N/A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prudhomme, Rachel <i>*Appointed Dec. 13, 2024</i>	N/A	N/A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ramakko, Brian	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wells, Lynn	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NON-VOTING GOVERNORS					
Cavaliere, Patrick (Senate Rep)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Colin, Fabrice (LUFA)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fenske, Thomas (LUSU)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Gorham, Robyn (LUFA)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
McGibbon, Joseph (LUAPSA)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Patel, Jeet (GSA Rep)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pianosi, Birgit (Senate Rep)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vincent, Danielle (University Secretary)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yazdani, Noushin (CUPE) <i>*Effective May 16, 2024</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

AUDIT & RISK COMMITTEE MEETING DATE	September 23, 2024	November 18, 2024	January 27, 2025	March 24, 2025	May 26, 2025
VOTING MEMBERS					
Barbeau, Jean-Pierre (Jay)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Barltrop, James	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bouchard, Roxanne	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cameron, Vernon (Acting Chair)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manitowabi, Tammy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ramakko, Brian	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NON-VOTING MEMBERS					
Wells, Lynn (President & Vice-Chancellor ex-officio)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vincent, Danielle (University Secretary ex-officio)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

FINANCE & PROPERTY COMMITTEE MEETING DATE	September 25, 2024	November 20, 2024	January 29, 2025	March 26, 2025	May 28, 2025
VOTING MEMBERS					
Alvarez-Sierra, Christian (AEF Rep)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Barbeau, Jean-Pierre (Jay)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bartrop, James	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bouchard, Roxanne	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cameron, Vernon (ex-officio)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Harquail, David	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kasunich, Staysha (SGA Rep)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Martens, Stéphanie (Senate Rep)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ramakko, Brian (Chair)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wells, Lynn	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NON-VOTING MEMBERS					
Colin, Fabrice (LUFA)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fenske, Thomas (LUSU)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fontaine, Pierre (Director, Facilities ex-officio)	<input checked="" type="checkbox"/>	N/A	<input type="checkbox"/>	N/A	N/A
Lafontaine, Sylvie (VP, FA ex-officio)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Massimiliano, Michael (AVP, Facilities ex-officio) <i>*Commenced at LU Sept. 16, 2024</i>	N/A	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
McGibbon, Joseph (LUAPSA)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vincent, Danielle (University Secretary ex-officio)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Yazdani, Noushin (CUPE)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

GOVERNANCE COMMITTEE MEETING DATE	September 12, 2024	November 14, 2024	January 22, 2025	March 19, 2025	May 21, 2025
VOTING MEMBERS					
Barbeau, Jean-Pierre (Jay)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Barry, Aaron	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cameron, Vernon (ex-officio)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kurkimaki, Laura (Chair)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Manitowabi, Tammy	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Prudhomme, Rachel <i>*Effective Jan. 14, 2025</i>	N/A	N/A	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Wells, Lynn	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NON-VOTING MEMBERS					
Vincent, Danielle (University Secretary ex-officio)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

HUMAN RESOURCES COMMITTEE MEETING DATE	October 1, 2024	November 26, 2024	February 4, 2025	April 1, 2025	June 2, 2025	June 9, 2025
VOTING MEMBERS						
Barbeau, Jean-Pierre (Jay)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Barry, Aaron (Chair)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bouchard, Roxanne <i>*Resigned from Cttee Jan. 8, 2025</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	N/A	N/A	N/A	N/A
Cameron, Vernon	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Guay, André	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Kurkimaki, Laura	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NON-VOTING MEMBERS						
Wells, Lynn (President & Vice-Chancellor ex-officio)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vincent, Danielle (University Secretary ex-officio)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

JOINT COMMITTEE ON BILINGUALISM MEETING DATE	November 28, 2024	June 4, 2025
VOTING GOVERNORS		
Alvarez-Sierra, Christian (AEF Rep)	<input type="checkbox"/>	<input type="checkbox"/>
Barbeau, Jean-Pierre (Jay) (Chair ex-officio)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cameron, Vernon (ex-officio)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Kasunich, Staysha (SGA Rep) <i>*Effective Oct. 18, 2024</i>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Rathod, Jay - Other Member appointed by Senate	<input type="checkbox"/>	<input type="checkbox"/>
Benedicic, Emily - Student Member appointed by Senate	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Venne, Patrick - Non-academic support staff member appointed by Senate	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Minor-Corriveau, Michèle - Faculty Member appointed by Senate	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Wells, Lynn (ex-officio)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
NON-VOTING GOVERNORS		
Campbell, Malcolm (Provost & Vice-President, Academic ex-officio)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Poulin-Lehoux, Natalie (Associate Vice-President, Francophone Affairs ex-officio)	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Vincent, Danielle (University Secretary ex-officio)	<input checked="" type="checkbox"/>	<input type="checkbox"/>

BOARD HUMAN RESOURCES COMMITTEE**SUMMARY OF INFORMATION REPORTS**

The Human Resources Committee met on Tuesday, February 4th, 2025 at 4:30 PM (via Zoom).

1. Compliance - Minister's Anti-Racism/Anti-Hate Directive

Ms. Celeste Boyer, General Counsel, was joined by Ms. Shannon Goffin, Director of Equity and Human Rights, to report on the University's compliance with the Minister's Anti-Racism/Anti-Hate Directive for Publicly-Assisted Colleges and Universities, issued under the *Strengthening Accountability and Student Supports Act, 2024*. This included an overview of the revisions to Laurentian University's Program on a Respectful Workplace and Learning Environment in addition to the launch of an anonymous incident reporting tool. As a result, compliance with the Ministry directive had been achieved, in advance of the January 31st deadline.

2. Compliance - Minister's Student Mental Health Directive

Dr. Malcolm Campbell, Provost and Vice-President Academic was joined by Mr. Mark Walma, Associate Vice-President, Students to report on the University's compliance with the Minister's Student Mental Health Directive for Publicly-Assisted Colleges and Universities, issued under the *Strengthening Accountability and Student Supports Act, 2024*. This included an overview of the extensive research and consultation which was undertaken over the three-month period from October to December 2024 in order to successfully develop Laurentian University's first Student Mental Health and Wellness Policy. As a result, compliance with the Ministry directive had been achieved, in advance of the January 31st deadline.

3. Finance Organizational Structure - Final Update

Ms. Sylvie Lafontaine, Vice-President, Finance and Administration provided an overview of the steps taken to address recommendations of the Auditor General's report of 2022, including updates to the organizational structure of the Financial Services team as well as an increase in the number of staff members with Certified Public Accountant designations.

4. Staff Recruitment Update

Ms. Sylvie Lafontaine was joined by Ms. Shelley Carpenter-Wright, Associate Vice-President, Human Resources, to provide an overview of Laurentian's University's strategy relating to staff recruitment, including an update on the progress to fill critical roles and key management positions.

5. Faculty Recruitment Update

Dr. Malcolm Campbell provided an overview of the current Faculty Recruitment Strategy, which included an update on faculty hiring for 2024-2025, highlighting key positions which have been filled across faculties and detailing the ongoing recruitment process to address remaining vacancies.

6. Labour Relations/Grievances Update

Ms. Shelley Carpenter-Wright provided a status update on the number of Laurentian University's Staff and Faculty grievances and outlined continuous improvement measures by the University, such as targeted leadership education and training initiatives, to mitigate future disputes and ensure grievances are being dealt with in a timely manner per the collective agreements.

Prepared for: Aaron Barry, Chair
Board Human Resources Committee
By: Office of the University Secretary

Office of the President and Vice-Chancellor
Cabinet de la rectrice et vice-chancelière
Tel/Tél. : 705-675-1151 x2800
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President's report to the Board of Governors
February 21, 2025

Dear Governors,

I am pleased to welcome you to a new calendar year! I am looking forward to everything we will accomplish together this year.

Budget

An early priority will be the construction of the budget for the 2025-26 fiscal year. As we discussed at our Community Update meeting on December 9, these are challenging times for Ontario's postsecondary sector, as a confluence of factors resulting from policy-making decisions coincide to adversely affect the bottom lines of colleges and universities. Within this difficult environment, Laurentian finds itself in a relatively positive position, one that results largely from the restructuring decisions that were already made in recent years.

The budget process will play out in the coming months, with the focus being on reinvesting responsibly in areas of priority for the future. We are in a good position today, but we must continue to be conscientious and strategic in our decisions to ensure that this situation endures. The policy context for the post-secondary environment is unlikely to improve in the near future. As a result, we must maintain financial flexibility to compensate for unexpected headwinds while rebuilding our reserves.

Exiting CCAA

In 2025, Laurentian will also formally exit the CCAA process by completing the Plan of Arrangement. To do so, the University has until the end of November to complete the sale of real estate assets to Infrastructure Ontario. These will be leased back for our use where appropriate. The funds from these sales will be used to fund the distribution pool for the repayment of the University's creditors.

This is a complex process that involves a number of stakeholders, and several steps will have to take place before we are in a position to make any public announcements. However, the process is well underway and the University is confident that the sales can be completed before the November deadline. We will provide additional updates as we are able.

To that point, Laurentian was pleased to announce on January 30 that it had completed the sale of the Vale Living with Lakes Centre to the Province. An agreement to lease the property back from the Province has also been finalized. This will allow Laurentian to maintain University activities and continue to benefit from the use of the facilities. While I understand why the news of this sale may be met with trepidation by some in the University community, I can assure you that the daily activities of the Living with Lakes Centre will not be affected by the sale. The teaching and research activities that happen there will continue uninterrupted, and Laurentian remains strongly committed to the Centre's continued success.

Strategic Plan implementation

Finally, a continuing priority will be the implementation of the University's Strategic Plan, including the approval and implementation of the Academic and Strategic Research Plans. One strategic initiative on which I would like to focus today, however, is the articulation of Laurentian's identity as a bilingual and tricultural institution. The identity plays out in a number of different ways, including the programs and academic activities we offer in French, the services provided for Francophone students, our support for Indigenous programs and services, and our hosting of special events such as the National Building Reconciliation Forum.

Of course, this bilingual and tricultural identity is not a new idea. To the contrary, it is one that many of us already take for granted and that is reflective of our local context. However, the Strategic Plan asks us to consider what it means – for us, for our students, and for our activities – to be bilingual and tricultural, and to articulate this publicly.

Congratulations

Students in the Sports Administration program capped off their academic journey by completing an international consulting project for Adidas, the renowned sports apparel company. This capstone experience is part of the program's commitment to preparing graduates for global success by providing hands-on work-integrated learning experiences and fostering industry connections.

Graduate students in the McEwen School of Architecture have been working on an innovative project in collaboration with Independent Living Sudbury Manitoulin (ILSM). Under the guidance of Professor Dr. Thomas Strickland, the students are designing a fully accessible residential building based on the specific needs of the residents of ILSM while applying the seven principles of universal design.

Congratulations to students from the Bharti School of Engineering and Computer Science, who competed in the 2025 Ontario Engineering Competition held at McMaster University on January 25-26. The Laurentian team, which included Luis Urena Tejada, Samuel Branconnier, Evan Leduc and Quinn Ross, placed this in the Senior design category,

Congratulations to the Office of Student Success and to all those who participated in Career Week, which ran from January 20-24. The event included participation from employers in education, health care, social services, engineering, science, architecture, arts, and business.

Students could also attend skill-building workshops that would help them transition to the labour market after graduation. These sorts of events are critical for our students as they reflect about what they might want to do after they leave us, and how they can use the education they received at Laurentian to have an impact on the world.

Congratulations to the Centre for Research in Occupational Safety and Health for another successful iteration of CROSHCon, which took place on January 24. CROSHcon is the Centre's free, online conference, which features presentations on the latest health and safety research on vibration and ergonomics, health and safety training, and field evaluation. This year, over 200 registrants joined the event for 11 presentations showcasing the latest research.

Congratulations to the participants in the 7th Annual Goodman Gold Challenge, which ran from January 29 to 31. Eleven teams from across the continent competed in this realistic mining investment case competition. Presented by Kinross Gold and organized by the Goodman School of Mines, teams of undergraduate students got the chance to play the role of finance firms looking to invest in a mining company.

Congratulations to the Voyageurs for hosting the OUA Women's Curling Championship from January 31 to February 2. As 2024 champions, the Voyageurs defended their title against 15 teams from across Ontario.

For the second year in a row, the Laurentian men's and women's basketball teams teamed up with the Sudbury Five to offer a full-day basketball triple-header at the Sudbury Community Arena on February 8. The women's team faced Queen's at 1 PM, followed by the men's team against Queen's at 3 PM. The night ended with the Sudbury Five facing the London Lightning at 7 PM.

Reconnecting with alumni, donors, and friends of Laurentian

In order to further the University's strategic objectives, I have continued to meet with alumni, donors, and friends of Laurentian to share updates on our activities and recent news. Since our last meeting, these have included the following:

- Paul Genest, Senior Vice-President of Power Corporation of Canada. Power Corporation has roots in Sudbury and its current Deputy Chairman is André Desmarais, after whose family the Laurentian library is named.
- J. Paul Rollinson, President of Kinross Gold. Kinross is one of the top mining companies in Canada and Mr. Rollinson is a Laurentian graduate. Kinross is also the title sponsor of Laurentian's Annual Goodman Gold Challenge.

I attended the annual induction ceremony of the Canadian Mining Hall of Fame, where I met with a number of senior executives in the mining sector. Of this year's four inductees into the Hall of Fame, three have a connection to Sudbury.

From January 25-27, I attended a Model Parliament in Ottawa. While the event has been taking place since 1992, this is the sixth time the event has been organized by alumni of Laurentian, and it is the second event that includes both alumni and current students. The event provides students with a valuable chance to learn more about how legislation is debated and passed.

On January 16, I made a second presentation this year to the local Rotary Club, this time to the Sunrisers group. My presentation focused on the University's new strategic plan and the important role that we play for the local community.

Finally, I met with the President of the Sudbury Chamber of Commerce. Some of you will recall that the Chamber had a change in leadership last summer, with Marie Litalien taking over from Debbi Nicholson, who retired after a remarkable 45 years of leadership. The Sudbury Chamber of Commerce is a key partner for us as we look for ways to support local businesses and to build up the Greater Sudbury community as a whole.

Sincerely,

Lynn Wells
President & Vice-Chancellor

BOARD EXECUTIVE SUMMARY

Board of Governors

RECOMMENDATION ITEM

Agenda Title	Strategic Plan Key Performance Indicators
Agenda Item No.	5
Date of Meeting	February 21, 2025
Open/Closed session	Open
Proponent	Dr. Lynn Wells, President & Vice-Chancellor
Presenter(s)	Dr. Nicholas Dion, Associate Vice-President, Strategic Initiatives

1. PURPOSE

In cycle 2, the proposed Key Performance Indicators (KPIs) associated with the Strategic Plan were presented to the Board of Governors for consultation. The revised item is now coming forward for recommendation to the Board.

The Administration has committed to the Auditor General of Ontario that KPIs for the Strategic Plan would come forward to the Board in February 2025.

2. RESOLUTION TO CONSIDER:

BE IT RESOLVED

THAT the Board of Governors approve the revised Key Performance Indicators for the Strategic Plan, as recommended by the Finance and Property Committee, and as presented at its meeting of February 21, 2025.

A Background of issue leading to the proposal

Laurentian University released its new Institutional Strategic Plan on March 27, 2024. The Plan was approved by the Board of Governors at its meeting on February 16, 2024, after being endorsed by the Senate at its February 13, 2024 meeting.

In its special report on Laurentian University from 2022, the Office of the Auditor General of Ontario (OAGO) recommends that the University’s new strategic plan be accompanied by “key performance indicators that clearly measure the achievement of intended outcomes in the University’s strategic plan.”

The University had stated its intention to begin developing KPIs for the new strategic plan once the Associate Vice-President, Strategic Initiatives was in place on October 15, 2024, and to consult broadly on the KPIs before bringing them to the Board for approval in February 2025.

In developing the draft KPIs, the following considerations were taken:

- KPIs should be associated clearly to the initiatives identified in the Strategic Plan, and should drive outcomes that are considered desirable by the University (e.g., student engagement, increased enrolment, staff and faculty professional development, etc.).
- KPIs should already be measured by the University or, failing that, should be measurable given current data collection. When possible, overlap with existing reporting requirements to the Ministry and to other bodies will help ensure robust metrics.
- While the consultation focused on quantitative metrics, we recognize the need to include qualitative assessments of Laurentian’s progress in achieving strategic plan objectives, especially as some initiatives lend themselves to quantification better than do others. This balance will be considered when reporting publicly on KPIs during the years of the strategic plan.
- Reporting on KPIs may be phased in during the life of the Strategic Plan, recognizing that some initiatives may require some time before implementation can begin.
- The list of KPIs may be revised as necessary during the life of the Strategic Plan.

The consultation on the draft KPIs ran from November 14 to January 13 and included the cycle 2 meetings of the Board Finance and Property Committee and the Board of Governors, as well as the November meeting of Senate.

In most cases, the draft document proposed several possible KPIs for each Strategic Plan initiative. Among other comments, the consultation requested feedback in particular as to which KPI(s) were most appropriate for each initiative, with the intention of shortening the list in a final document.

While most of the comments received in consultation were specific to particular indicators, the general feedback emphasized that indicators should be as closely aligned with desired outcomes as possible and should focus as much as possible on evaluating performance rather than ‘counting things’.

B Risk Analysis

Using the list below, please note the specific institutional risk(s) this proposal addresses and/or raises. Definitions of each category can be found in the institutional enterprise risk management framework.

Please note below the specific institutional risk(s) this proposal addresses and/or raises. Definitions of each category can be found in the institutional Enterprise Risk Management Framework.	
<input checked="" type="checkbox"/> Strategic <input type="checkbox"/> Financial Viability <input type="checkbox"/> Research <input type="checkbox"/> Culture and Values <input type="checkbox"/> Teaching and Learning	<input type="checkbox"/> Environmental and Social Responsibility <input type="checkbox"/> Operational <input type="checkbox"/> Legal <input type="checkbox"/> People <input type="checkbox"/> Technological

The primary risk lies in developing KPIs that are poorly suited to the objectives in the Strategic Plan or that cannot be operationalized.

This risk is mitigated through consultation and broad community engagement prior to the implementation of the KPIs.

C Financial Implications (where applicable):

N/A

D Alignment with Strategic Objective or Plan of the University

Please note below the University objective furthered by this proposal:			
Strategic Plan - Strategic Direction #:			
<input checked="" type="checkbox"/> 1 - Enhancing Our Student Experience	<input checked="" type="checkbox"/> 2 - Energizing Our Academic and Research Mission	<input checked="" type="checkbox"/> 3 - Building up the Communities We Serve	<input checked="" type="checkbox"/> 4 - Valuing and Supporting Our People
Other University Objective:			

The report aligns with the Strategic Plan as a whole and seeks to develop an accountability framework through which progress in implementation can be assessed.

The report also follows up on commitments made to the OAGO.

E Other options considered (where applicable):

While the University could choose not to develop KPIs associated with the Strategic Plan, this direction would not reflect the recommendations from the OAGO.

F Next Steps and Communications Plan

If approved, regular annual reporting on the KPIs can begin.

G Appendices

Item 5 A - Revised Key Performance Indicators

Strategic Directions	Strategic Goals	Strategic Initiatives	Draft KPIs	Proposed Final KPIs
Enhancing our Student Experience	Build Strong Foundations for Student Success and Well-being	Foundations for Success: Through the Academic Plan, develop a comprehensive onboarding approach that supports students' success and well-being in their academic journey, including courses that provide all students with the fundamentals they will need to be successful in a degree program.	- Graduation rate as reported to the Ministry of Colleges and Universities - National Survey of Student Engagement question responses: "How would you evaluate your entire educational experience at this institution?"	Graduation rate as reported to the Ministry of Colleges and Universities
		Extra-Curricular Experiences: Enhance Laurentian's extra-curricular clubs and varsity and intramural athletics offerings to support student well-being.	- Number of extra-curricular offerings available to students - Student participation rate in extra-curricular activities	Student participation in extra-curricular activities
		Elevate Bilingual and Tricultural Experiences: Integrate the bilingual and tricultural mandates into the Laurentian non-academic student experience and physical character.	- Number of bilingual and tri-cultural activities available to students - Student participation rate in bilingual and tri-cultural activities - Number of students who identify as Francophone - Number of students who identify as Indigenous (FNMI)	Number of activities in French or bilingual activities Number of activities related to Indigenous content
		Strengthen Career Readiness: Enhance existing offerings aimed at equipping students with industry-relevant skills, practical experiences, and professional networking opportunities to ensure their successful transition into the workforce.	- Graduate employment rate as reported to the Ministry of Colleges and Universities - Student survey reporting on perceived readiness (e.g., OUGS/CGPSS/NSSE surveys) - Number of students registered in courses with experiential learning and/or work-integrated learning	Graduate employment rate as reported to the Ministry of Colleges and Universities Students graduating with an experiential learning and/or work-integrated learning experience
The Northern University of Choice		Local and Indigenous Student Recruitment: Re-establish and further build relationships at the elementary and secondary levels with students, their families, school boards, and guidance counsellors to make Laurentian a first choice for pursuing a university education.	- Student applications and registrations year over year from local schools - Strategic Mandate Agreement metric on community/local impact	Student applications and registrations year over year from schools in Greater Sudbury
		Provincial & National Recruitment: Market the value of Laurentian's tight-knit learning community and marquee academic and research programs to prospective students across Ontario and Canada.	- Student applications and registrations year over year locally and nationally - Number of qualified leads year over year from institutional tracking (e.g., CRM) - Program web page visits - Average entering grade of confirmed students	Student applications and registrations year over year from schools in Ontario (outside Greater Sudbury) and Canada (outside Ontario)
		Strategic International Recruitment: Attract, recruit, and retain a diverse international student body, particularly from jurisdictions that are complementary to the bilingual and tricultural mandate.	- Student applications and registrations year over year for international students - Number of qualified leads year over year for international students - International market expansion/number of countries of origin - Number of international partnerships and agreements	Student applications and registrations year over year for international students
Animate Laurentian's Campus Environment		Campus Masterplan: Refresh Laurentian's long-term Campus Masterplan for the maintenance, renewal, preservation, and sustainable development of Laurentian's academic, research, athletics, common space, and natural assets.	- Reporting on progress in the renewal of the Campus Masterplan	Percentage completion in the renewal and implementation of the Campus Masterplan
Energizing our Academic and Research Mission	Invest in Faculty Career Development and Success	Prioritize Faculty Development: Develop and implement a comprehensive professional development policy and program to support Laurentian faculty success at all stages of careers development.	- Professional development opportunities available	Faculty participation in available professional development opportunities
	Expand Academic and Research Excellence in Areas of Northern Impact	Northern Excellence (Mining and Critical Minerals, Health and Social Well-being, and the Environment): Through the Academic and Strategic Research plans, build a network of internal and external partnerships to enhance and expand in-demand and sustainable undergraduate and graduate programs and research and training initiatives.	- Number of internal seed grants awarded - Engagements per year with community, industry, and/or funding agencies to advance research - Strategic Mandate Agreement metric on innovation investment	Student enrolment in focus area programs Total sponsored research
	Enhance Francophone and Indigenous Program Offerings and Partnerships	Indigenous Studies: Expand Indigenous studies, programming, and research that recognizes and responds to the dynamic political, economic, and social contexts and contributions of Indigenous communities and peoples.	- Number of Indigenous programs - Percentage of students in courses with Indigenous content	Student enrolment in Indigenous programs Student enrolment in courses with Indigenous content
		Francophone Education Leadership: Work with local and provincial post-secondary institutions, and local, regional, and provincial stakeholders, to develop a shared roadmap to create and expand seamless learning pathways for students to pursue francophone academic and research programs.	- Percentage of students in courses offered in French	Student enrolment in programs offered in French Number of francophone pathways with post-secondary partners
	Integrate Inter-disciplinarity and Tricultural Learning into Degree Programs	Triculturally Differentiated Graduates: Integrate the tricultural mandate into the learning expectations and outcomes of all existing Laurentian micro-credential, undergraduate and graduate program offerings (in-person and online).	- Percentage of students in courses with Indigenous content or offered in French	Student enrolment in courses with Indigenous content Student enrolment in courses offered in French
Interdisciplinarity at the Core: Enhance opportunities for interdisciplinary, experiential, and land-based learning on campus, with industry, and with local communities and Indigenous Peoples.		- Number of opportunities offered	Students graduating with an experiential learning and/or work-integrated learning experience	

Strategic Directions	Strategic Goals	Strategic Initiatives	Draft KPIs	Proposed Final KPIs
Building up the Communities We Serve	Build Northern Ontario's Economic, Social, and Environmental Sustainability	Connecting Local and Global: Work with the City of Greater Sudbury, Northeastern Ontario, and with Indigenous communities to develop and implement reciprocal exchange and partnership initiatives in areas of shared interest and jointly seek out opportunities to connect the region to economically, socially, and culturally significant national and international markets.	- Number of agreements with local government and Indigenous communities	Number of agreements with local government and Indigenous communities
		Inter-institutional Collaboration: Further build program and research relationships with Ontario universities and colleges of applied arts and technology inside and outside the region for the benefit of Northern students, faculty, and industry.	- Number of affiliation agreements with other post-secondary institutions to establish program or research relationships	Number of affiliation agreements with post-secondary institutions to establish program or research relationships
		A Go-To Community Destination: Develop a multi-year business plan to optimize the year-round (365 days) community use of Laurentian's non-academic physical assets, including its recreational and athletic facilities and equipment.	- Annual ancillary revenue	Annual ancillary revenue Number of campus bookings by groups from outside Laurentian Number of community members (non-LU) who use Laurentian's non-academic physical assets
	Reimagine the Laurentian Varsity Brand	A Varsity Brand Aligned with Northern Values and Identity: Undertake a process that engages both the campus and broader communities to re-imagine Laurentian's Voyageurs varsity brand to be more reflective of Northern values and the University's bilingual and tricultural mandate.	Regular reporting on the progressive phases of consultation, design and rollout of re-imagined varsity brand by Fall 2026	Regular reporting on the progressive phases of consultation, design and rollout of re-imagined varsity brand by Fall 2026
	Establish Strong Local and Global Industry, Alumni and Donor Networks	Reconnect and Leverage: Develop strategies and initiatives to grow relationships with Laurentian's academic and research partners across various industries and its alumni and donors in support of building distinctive and mutually beneficial collaborations.	- Number of annual meetings with current or potential research partners - Number of annual meetings with alumni and/or donors - Regular reporting on integrated supports for the visibility and promotion of initiatives, collaborations and celebrations	Number of annual meetings with current or potential research partners Number of annual meetings with alumni and/or donors
Valuing and Supporting our People	Cultivate a Supportive and Inclusive Team Culture	Value the Excellence of Our People: Enhance initiatives at Laurentian to recognize and celebrate teaching, research, and community engagement excellence among faculty, staff, students, and administrators.	- Number of internal and external staff and faculty awards and honours - Regular reporting on integrated supports for the visibility and promotion of initiatives, collaborations and celebrations	Number of internal and external staff and faculty excellence and awards Number of staff and faculty with more than 5 years of service
		Deliver Proactive and Strategic Communications: Develop an annual institutional strategic communication and stakeholder engagement plan to enhance the quality and reach of communications and engagements with internal and external stakeholder audiences to build connection.	- Annual reach for earned media - Traffic volume to news section of website - Social media reach	Annual reach for earned media and social media Traffic volume to news section of website
		Build Internal Relationships: Invest in continuous training and knowledge exchange programs / events to build intra-and inter-departmental relationships, strategy alignment, and tricultural understanding and competencies in all Laurentian staff, faculty, and administrators, including bringing the University community together to review the progress of the strategic plan and to share/align on go forward priority initiatives.	- Number of events held - Regular reporting on integrated supports for visibility and promotion of training and knowledge promotion exchanges, as well as strategic plan progress reporting	Number of events held and event attendance
	Take Care in Developing Our People	Take a Talent Focused Approach to Developing People: Develop a talent management model that integrates policies, programs, and processes for strategically developing, engaging, and retaining faculty and staff talent across the employee career span (from recruitment to succession).	- 100% of LUAPS job descriptions reviewed and finalized - talent management policy framework developed - Professional development budget spent per staff FTE	Professional development budget spent per staff FTE
		Strengthen Competitiveness for Talent: Conduct, and implement the recommendations of a strategic review of the alignment of Laurentian's human resources/talent policies, processes, and compensation and incentive structures with its bilingual and tricultural mandate and the need to competitively attract, recruit, and retain an equitable, inclusive and high-quality workforce.	- implementation of new recruitment and onboarding process - completion of compensation review market assessment	Implementation of new recruitment and onboarding process Completion of compensation review market assessment
	Support LU Leaders in Driving and Sustaining Transformation	Operational Transformation: Prioritize the implementation, and annual reporting on progress measures, of the Laurentian Operational Transformation Plan and develop a continuous improvement plan to support University leaders and staff in sustaining and enhancing the benefits of the transformation over time.	- Number of reports presented to community and governance bodies	Percentage of plan completed
	Drive Excellence in University Governance		Improved Bicameralism: Board of Governors and Senate to develop an improved bicameralism that enables information flows between bodies, reasserts the Board as the governance body accountable for financial and business outcomes and the Senate as the governance body responsible for academic policies, regulations and standards for degree programs.	- Number of joint Senate and Board activities - Number of reports and updates presented to both Board and Senate
Execution of the Strategic Plan: The Board of Governors and Senate to make oversight of the execution of the Strategic Plan a regular focus of their deliberations.			- Number of updated related to the strategic plan that appear on agendas for governance bodies	Number of strategic plan updates presented to Board and/or Senate



Laurentian University Université Laurentienne

Board of Governors
Financial Update

February 21, 2025

OVERVIEW - PURPOSE

To Provide Members of the Committee an update on the following items:

- Cash Flow Analysis
 - Cash Flow January 2021 to November 30, 2024
 - Cash Flow 2024 Year-End Forecast -Actuals to November 30, 2024 and forecast to year-end
 - Cash Flow Report – November Budget vs. Actuals

- Tuition Revenue Forecast for fiscal year ending April 30, 2025

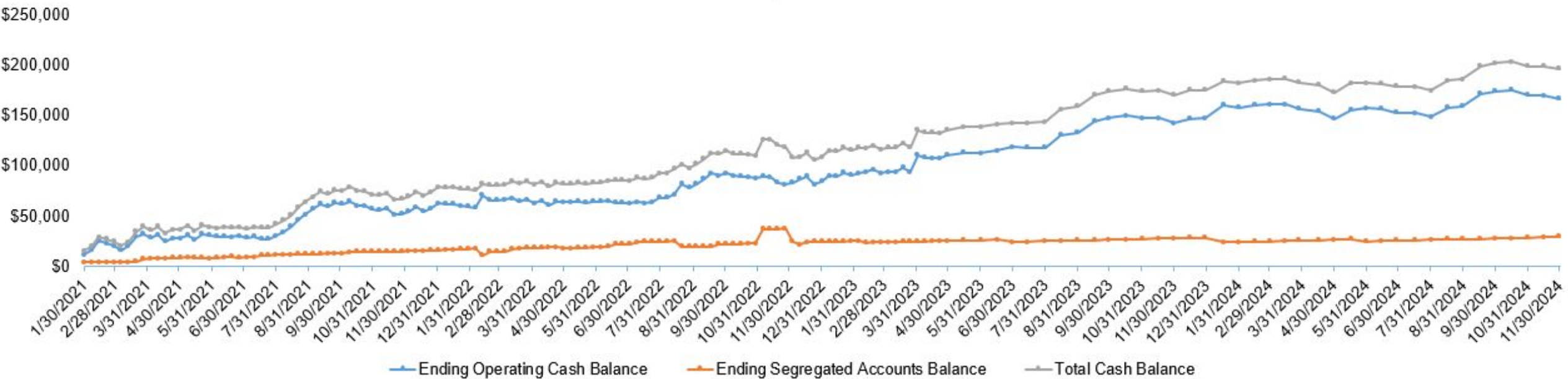
- Investment Returns on Endowment Fund invested with SEI - November 30, 2024

- Deferred Contributions and Endowment Fund activity May 1, 2024 to November 30, 2024

LAURENTIAN CASH BALANCES JANUARY 2021 TO NOVEMBER 2024 (\$'000)



**Weekly/Bi-weekly Cash Flow Actual
January 2021 to November 30 2024
\$'000**



CASH FLOW FORECAST as of November 30, 2024 (\$000)



	Actual May	Actual Jun	Actual Jul	Actual Aug	Actual Sep	Actual Oct	Actual Nov	Forecast Dec	Forecast Jan	Forecast Feb	Forecast Mar	Forecast Apr	ADJ	Total Forecast Dec 1- Apr 30	Year-end Projection
Receipts	25,448	10,706	10,640	30,854	28,957	16,891	15,194	18,497	20,937	15,243	11,709	14,711	8,207	89,303	227,992
Operating Disbursements	(13,446)	(14,411)	(15,002)	(19,104)	(14,089)	(19,773)	(18,024)	(14,544)	(14,685)	(13,438)	(19,657)	(18,460)	-	(80,783)	(194,632)
Net Operating Cash Flow	12,002	(3,705)	(4,362)	11,749	14,868	(2,883)	(2,829)	3,953	6,252	1,805	(7,948)	(3,748)	8,207	8,521	33,361
Non-Operating Net Disbursements	(1,181)	(387)	(392)	(1,128)	461	(924)	(898)	(3,432)	(3,486)	(1,135)	(3,326)	(5,879)	196	(17,063)	(21,510)
Net Cash Receipts/Disburse ments	10,822	(4,092)	(4,755)	10,622	15,330	(3,806)	(3,728)	521	2,766	670	(11,274)	(9,627)	8,403	(8,542)	11,850
Ending cash balance**	157,207	153,115	148,360	158,982	174,312	170,505	166,778	167,298	170,064	170,734	159,460	149,833	-	158,236	158,236
MCU Loan	32,942	32,942	32,942	32,942	32,942	32,942	32,942	32,942	32,942	32,942	32,942	31,386	-	31,386	31,386
Available Liquidity	157,207	153,115	148,360	158,982	174,312	170,505	166,778	167,298	170,064	170,734	159,460	149,833	-	158,236	158,236
Endowment Fund Balance	53,697	53,697	53,697	55,997	55,997	55,997	55,997	55,997	55,997	55,997	55,997	55,997	-	55,997	53,697
Segregated Accounts Balance	24,702	26,072	26,459	27,082	27,472	28,429	29,447	25,364	21,959	19,074	20,191	20,915	-	20,915	20,915

** Excludes Segregated Accounts Balance

CASH FLOW REPORT

November Budget to Actual

(\$000)



	BUDGET	ACTUAL	VARIANCE
Receipts	142,504	138,689	(3,814)
Operating Disbursements	(108,024)	(113,849)	(5,825)
Net Operating Cash Flow	34,480	24,840	(9,639)
Non-Operating Net Disbursements	(10,297)	(4,448)	5,849
Net Cash Receipts	24,183	20,393	(3,790)
Ending Cash Balance**	170,568	166,778	(3,790)
MCU Loan	32,942	32,942	0
Available Liquidity	170,568	166,778	(3,790)
Endowment Fund Balance	53,697	55,997	2,301
Segregated Accounts Balance	20,306	29,447	9,141

** Excludes Segregated Accounts Balance

Tuition Revenue Forecast for fiscal year ending April 30, 2025



As of January 6th, 2025 tuition fees totaled \$77.1M with a year end forecast of \$75.6M. This represents a positive variance of \$8.6M [13%] over the 2024-25 budget of \$67.0M. Below is an overview of the tuition revenue forecast based on best estimates.

Terms	Year End Forecast	Actual as of January 6, 2025	Budget 2024-2025	<Over> Under	Over (Under) Budget
UG_Domestic_AW	(28,274,144)	(28,496,656)	(29,959,808)	1,685,664	-6%
GR_Domestic AW	(3,453,137)	(3,268,479)	(6,056,052)	2,602,915	-43%
UG_International AW	(6,836,946)	(6,808,820)	(7,263,018)	426,072	-6%
GR_International AW	(21,573,419)	(21,573,419)	(13,807,670)	(7,765,749)	56%
Fall/ Winter Tuition	(60,137,646)	(60,147,374)	(57,086,548)	(3,051,098)	5%
UG_Domestic_AS	(4,209,905)	(4,209,905)	(4,630,750)	420,845	-9%
GR_Domestic AS	(1,101,649)	(1,101,649)	(1,136,862)	35,213	-3%
UG_International AS	(635,765)	(635,765)	(2,279,127)	1,643,362	-72%
GR_International AS	(10,995,500)	(10,995,500)	(2,168,478)	(8,827,022)	407%
Spring Summer Tuition	(16,942,819)	(16,942,819)	(10,215,216)	(6,727,603)	66%
Subtotal	(77,080,465)	(77,090,193)	(67,301,765)	(9,778,701)	15%
Bad Debts	1,500,000		1,000,000	500,000	
Net Tuition Revenues	(75,580,465)	(77,090,193)	(66,301,765)	(9,278,701)	14%
Micro Credentials	(30,000)	(19,643)	(700,000)	670,000	
Total Tuition Revenues	(75,610,465)	(77,109,836)	(67,001,765)	(8,608,701)	13%

Laurentian Endowment Fund (SEI)

Investment Returns to November 30, 2024



Investment Returns

Laurentian University of Sudbury
For period ending: 11/30/2024

	Total Assets (\$)	Actual Alloc (%)	1 Month	3 Months	YTD	1 Year	3 Years	5 Years	7 Years	10 Years
Total Portfolio Return	58,381,523	100.0	2.32	4.26	13.02	15.45	5.80	6.44	5.81	5.88
<i>Standard Deviation Portfolio</i>							6.49	6.64		
Total Portfolio Return Net			2.21	4.15	12.52	14.93	5.33	6.00	5.40	5.47
<i>Standard Deviation Portfolio</i>							6.47	6.63		
Total Portfolio Index			2.55	4.25	13.58	16.41	6.05	6.51	5.99	5.92
<i>Standard Deviation Index</i>							7.09	7.00		
Total Equity	22,133,614	38.0	4.33	8.04	25.40	28.88	11.00	11.36	9.40	9.32
US Large Co Equity Fund	8,321,900	14.3	6.41	11.13	33.34	35.97	13.66	14.20	13.04	13.10
Russell Custom 1000 Index (Net 15%) (CAD)			6.89	12.10	35.75	38.52	13.92	16.54	15.30	15.21
World Equity Ex-US Fund	6,106,538	10.5	0.12	1.97	15.67	18.58	7.05	7.54	-	-
MSCI ACW ex US Index (Net) (CAD)			-0.46	0.53	14.28	16.73	5.91	6.52	-	-
Canadian Equity Fund	5,494,971	9.4	4.68	8.87	24.29	28.77	11.67	12.17	10.11	9.01
S&P/TSX Cap Composite Index (CAD)			6.37	10.66	25.77	30.69	10.90	11.92	10.25	8.96
Canadian Small Co Equity Fund	1,108,008	1.9	4.49	8.16	21.78	27.05	8.78	12.13	8.88	8.06
S&P/TSX/Nesbitt Small Cap Index Blended			2.69	8.07	22.88	27.50	5.74	10.70	6.31	6.28
US Small Co Equity Fund	1,102,196	1.9	8.92	12.55	24.13	31.87	7.27	7.77	-	-
Russell 2500/2000 Index Blended (CAD)			10.31	14.68	28.37	38.19	9.13	11.88	-	-
Total Fixed Income	20,581,695	35.2	1.18	1.44	4.68	8.09	0.55	1.33	2.21	2.43
Canadian Fixed Income Fund	8,439,680	14.4	1.76	2.73	5.62	9.38	0.66	1.18	2.13	2.41
FTSE Canada Universe Bond Index			1.68	2.57	4.95	8.55	0.18	0.69	1.77	2.10
Global Bond Fund	8,284,392	14.2	0.76	-0.05	2.69	6.22	-	-	-	-
Bloomberg Global Aggregate Indx TR CAD Hdg			1.10	0.67	3.36	6.53	-	-	-	-
US High Yield Bond Fund Hedged	2,753,287	4.7	1.04	2.15	7.96	11.30	2.60	4.26	-	-
ICE BofA ML US HY Const Index Hdg CAD			1.06	1.96	7.86	11.67	2.92	3.77	-	-
Money Market Fund	1,104,335	1.9	0.33	1.09	4.52	4.94	3.76	-	-	-
FTSE Canada 30-Day T-Bill Index (CAD)			0.30	1.02	4.37	4.78	3.62	-	-	-
Alternatives	12,456,437	21.3	0.82	3.10	9.26	10.78	9.45	10.44	-	-
IFM Global Infrastructure LP	7,828,871	13.4	-0.19	2.97	4.43	5.75	8.60	9.28	-	-
Canada CPI + 6% Lagged 1 Month			0.93	1.29	7.50	8.15	10.23	9.65	-	-
Structured Credit Fund	4,627,566	7.9	2.57	3.31	18.53	20.47	10.92	12.58	-	-
JP Morgan CLO Index (USD) 1 Month Lag			0.65	1.83	8.22	9.58	5.89	4.85	-	-
Real Estate / Property	3,209,779	5.5	0.00	-1.27	-0.75	-5.18	2.65	3.52	-	-
BGO Prime CDN Property Fund	3,209,779	5.5	0.00	-1.27	-0.75	-5.18	2.65	3.52	-	-
Canada CPI + 4% Lagged 1 Month			0.77	0.81	5.63	6.11	8.15	7.58	-	-

Laurentian Endowment Fund (SEI)

Investment Returns to November 30, 2024



Laurentian University of Sudbury
For period ending: 11/30/2024

Investment Returns

	Total Assets (\$)	Actual Alloc (%)	YTD	Year 2023	Year 2022	Year 2021	Year 2020	Year 2019	Year 2018	Year 2017
Total Portfolio Return	58,381,523	100.0	13.02	9.41	-6.53	8.92	7.93	13.45	-3.54	7.51
Total Portfolio Return Net			12.52	8.92	-6.93	8.51	7.56	13.07	-3.89	7.12
Total Portfolio Index			13.58	11.03	-7.01	6.57	9.49	12.82	-2.65	7.03
Total Equity	22,133,614	38.0	25.40	13.82	-7.51	17.64	9.22	20.40	-8.20	11.89
US Large Co Equity Fund	8,321,900	14.3	33.34	15.87	-7.91	24.68	9.38	21.68	1.52	13.03
<i>Russell Custom 1000 Index (Net 15%) (CAD)</i>			35.75	22.84	-13.46	25.12	18.53	24.42	3.50	13.36
World Equity Ex-US Fund	6,106,538	10.5	15.67	13.84	-10.52	6.89	12.37	-	-	-
<i>MSCI ACW ex US Index (Net) (CAD)</i>			14.28	12.51	-9.90	6.91	8.71	-	-	-
Canadian Equity Fund	5,494,971	9.4	24.29	11.02	-2.96	28.34	3.37	21.75	-10.05	8.10
<i>S&P/TSX Cap Composite Index (CAD)</i>			25.77	11.75	-5.84	25.09	5.60	22.88	-8.89	9.10
Canadian Small Co Equity Fund	1,108,008	1.9	21.78	12.88	-8.88	22.76	12.21	22.91	-15.88	3.73
<i>S&P/TSX/Nesbitt Small Cap Index Blended</i>			22.88	4.79	-9.29	19.65	12.87	15.86	-18.16	2.75
US Small Co Equity Fund	1,102,196	1.9	24.13	6.14	-9.67	14.16	7.04	-	-	-
<i>Russell 2500/2000 Index Blended (CAD)</i>			28.37	13.99	-12.64	16.98	17.62	-	-	-
Total Fixed Income	20,581,695	35.2	4.68	7.41	-11.02	-1.26	8.90	7.46	1.12	2.84
Canadian Fixed Income Fund	8,439,680	14.4	5.62	7.22	-11.39	-2.20	9.26	7.13	1.27	3.06
<i>FTSE Canada Universe Bond Index</i>			4.95	6.69	-11.69	-2.54	8.68	6.87	1.41	2.52
Global Bond Fund	8,284,392	14.2	2.69	-	-	-	-	-	-	-
<i>Bloomberg Global Aggregate Indx TR CAD Hdq</i>			3.36	-	-	-	-	-	-	-
US High Yield Bond Fund Hedged	2,753,287	4.7	7.96	11.53	-11.92	7.42	5.62	-	-	-
<i>ICE BofA ML US HY Const Index Hdq CAD</i>			7.86	12.47	-11.72	5.23	4.66	-	-	-
Money Market Fund	1,104,335	1.9	4.52	4.91	1.86	-	-	-	-	-
<i>FTSE Canada 30-Day T-Bill Index (CAD)</i>			4.37	4.73	1.77	-	-	-	-	-
Alternatives	12,456,437	21.3	9.26	11.26	5.87	19.88	3.18	-	-	-
IFM Global Infrastructure LP	7,828,871	13.4	4.43	7.79	10.47	15.65	3.37	-	-	-
<i>Canada CPI + 6% Lagged 1 Month</i>			7.50	9.30	13.20	11.00	6.87	-	-	-
Structured Credit Fund	4,627,566	7.9	18.53	18.60	-2.70	28.55	2.78	-	-	-
<i>JP Morgan CLO Index (USD) 1 Month Lag</i>			8.22	10.24	-0.50	3.00	3.14	-	-	-
Real Estate / Property	3,209,779	5.5	-0.75	-4.33	9.78	14.88	-1.99	-	-	-
BGO Prime CDN Property Fund	3,209,779	5.5	-0.75	-4.33	9.78	14.88	-1.99	-	-	-
<i>Canada CPI + 4% Lagged 1 Month</i>			5.63	7.24	11.06	8.91	4.85	-	-	-

Deferred Contributions & Endowments as of November 30, 2024

Deferred Contributions [thousands of dollars]						
	Opening 01-May-24	New Contributions	Expenses	Balance 30-Nov-24		
Research grants	14,864	3,445	-	4,450	13,859	
Other grants and contracts	2,646	2,404	-	2,253	2,796	
Scholarships and bursaries	625	543	-	381	787	
	18,135	6,392	-	7,084	17,443	

Endowments [thousands of dollars]						
	Opening 01-May-24	New Contributions	Investment Income (note 1)	Paid (note 2)	Admin Fee 1% (7 months)	Balance 30-Nov-24
Endowments	49,614	6	4,568	-	1,299	52,600

Note 1: Figure is based on SEI Market values as of Nov 30, 2024. This figure may increase or decrease throughout the year based on the market.

Note 2: Payout approved by the Board is 5%, for an approved max payout of \$2,447k.

BOARD EXECUTIVE SUMMARY

Board of Governors

Agenda Title	Ancillary Fees & Budget for 2025-26	
Agenda Item No.	7.1	
Date of Meeting	February 21, 2025	
Open/Closed session	Open	
Action Requested	<input checked="" type="checkbox"/> For Approval	<input type="checkbox"/> For Information
Proponent	Sylvie C. Lafontaine, Vice-President, Finance and Administration	
Presenter(s)	Sylvie C. Lafontaine Vice-President, Finance and Administration Benjamin Demianiuk, Director, Business Development	

1. PURPOSE

To approve Laurentian University's 2025-26 Ancillary Fees and Budget submission for the fiscal year.

2. RESOLUTION TO CONSIDER:

BE IT RESOLVED

THAT the Board of Governors approve Laurentian University's 2025-26 Ancillary Fees and Operating Budget submission, as recommended by the Finance and Property Committee, and as presented at its meeting of February 21, 2025.

A Background of issue leading to the proposal

Laurentian University's ancillary units encompass Housing, Food Services, Parking, Campus Services, and the Print Hub. These units operate on a self-sustaining financial model, requiring them to generate sufficient revenue to cover both operating and capital costs, including deferred maintenance. Additionally, they are expected to maintain operating reserves for capital maintenance repairs and contingencies.

The Business Development Office oversees these ancillary operations and is actively engaged in the residence admissions process, with early offers commencing in mid-February. To facilitate this, ancillary rates for the 2025-26 academic year must be confirmed.

Residence costs are a significant consideration for out-of-town students when selecting a university. Approval of residence and parking fees is essential to supporting the annual budgeting process and ensuring accurate long-term financial projections.

In addition to the on-campus housing provided by Laurentian University, the former Federated Universities also provide housing for students as direct competitors. These non-affiliated residences are dormitory style, and generally offer lower rates, and do not require a meal plan.

In 2023-24, the approved budget included targeted reductions in residence fees (University College Residence) to address competing pressures and a freeze on other residence fees to

help in the recruitment of out-of-town students. This proposed budget is a return to gradual increases to the cost of providing these services.

Laurentian University's 2025-26 Ancillary Budget shows total revenue of \$10.73 million, operating expenses of \$7.02 million, and \$2.35 million for deferred maintenance projects for a budgeted Excess of Revenue over Expenses of \$1.36 million. This compares with a projected surplus of \$2.5 million in 2024-25.

Housing and Food Services: budgeted operating surplus of \$3.2 million. Housing is proposing an increase of 2% to the primarily undergraduate residences, University College, and Single Students, 3% to West, and East Residences, and 4% to the Mature Student Residence.

Effective Fall 2025, a mandatory insurance program will be introduced for all residence students. This program, administered by Marsh Canada, involves the University purchasing a master policy to provide coverage for students in cases of damage to University's property. The proposed increase in residence rates incorporates the cost of this new initiative.

Annual increases to residence fees from 2026-27 and 2027-28 are projected to be between 1-3% depending on building / room style. Operating expenses are budgeted to increase by 3-4%. Projected occupancy rates can be found in the presentation document.

Food services are managed through a 3rd party contractor, and the University receives a commission on sales. Meal plan rates are expected to increase by 3-4% in 2025-26. The meal plans will also undergo some restructuring based on student feedback, and to ensure compliance with tax law.

In 2025-26, an amount of \$2.35 million is earmarked for deferred maintenance projects, including residence building envelope work, mechanical room upgrades, and a renewal of the Tim Horton location that will align with the University's corridor deferred maintenance project scheduled for next summer.

Parking Services: A budgeted operating surplus of \$0.7 million is projected. Parking Services is proposing no change to the rates of all parking permits in 2025-26.

Deferred maintenance projects for this department include the resurfacing of one parking lot, and parking system upgrades to align with Information Technology's move to the new TouchNet payment system.

Parking services will also be introducing two Level 2 Electric Vehicle chargers (4 ports total) on campus. This project is partially funded through the Ministry of Transportation EV ChargeON program.

Campus Services and Print Hub: Budgeted to break even. Most activities supported by these departments pertain to internal operations, including events and printing services. Not accounted for in this budget is the added value of completing this work internally, as opposed to outsourcing it at a higher cost.

B Risk Analysis

Please note below the specific institutional risk(s) this proposal addresses and/or raises.	
<input checked="" type="checkbox"/> Strategic <input checked="" type="checkbox"/> Financial Viability <input type="checkbox"/> Research <input type="checkbox"/> Culture and Values <input type="checkbox"/> Teaching and Learning	<input type="checkbox"/> Environmental and Social Responsibility <input checked="" type="checkbox"/> Operational <input type="checkbox"/> Legal <input checked="" type="checkbox"/> People <input type="checkbox"/> Technological

C Financial Implications (where applicable):

Ancillary services must be self-funding. The 3-year financial projections show excess revenue over expenses of approximately \$1.5 million for 2025-26, \$2.1 million in 2026-27 and 2027-28, respectively. These projected reserves are necessary to address the growing deferred maintenance backlog, and serve as a contingency against unexpected events, such as lower demand for housing on campus.

D Alignment with Strategic Objective or Plan of the University

Please note below the University objective furthered by this proposal			
Strategic Plan - Strategic Direction #:1 Enhancing Our Student Experience			
1 - Enhancing Our Student Experience	2 - Energizing Our Academic and Research Mission	3 - Building up the Communities We Serve	4 - Valuing and Supporting Our People
Other University Objective: Financial Sustainability			

E Other options considered (where applicable):

N/A

F Next Steps and Communications Plan

Upon approval of the 2025-26 ancillary fees and budget, the Business Development Office will post the approved rates, and engage with the Marketing, Communications, and Student Recruitment Teams to create a campaign to promote Laurentian University as a place to stay & study.

G Appendices

Item 7.1 A - 2025-26 Ancillary Budget Presentation

Board of Governors



Laurentian University Université Laurentienne

2025-26 Budget & Planning Cycle

Business Development – Ancillary Fees and Operating Budget

February 21, 2025

Current State

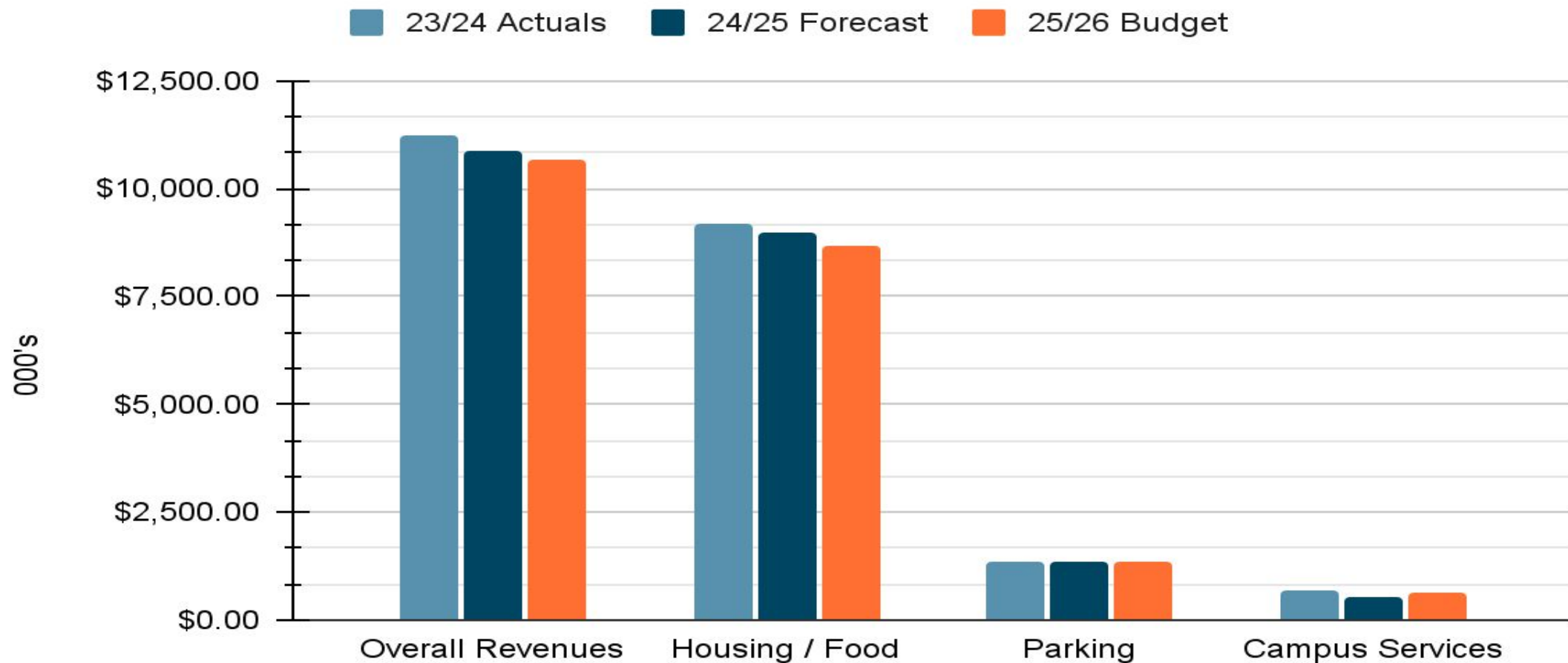
- Pricing pressures from on-campus competitors (including meal plan requirements)
- Overall residence occupancy of 76.42%
- 36% of total residence students are international

2025/26 Budget Highlights

- Residence rate increase between 2-3%
 - Includes new compulsory insurance fee
- Meal plan increase of 3-4% annually, per existing vendor contract
- Budgeted operating cost increases of 3-4%
 - Additional Increase to insurance fee
 - Additional Increase in cleaning costs as a result of RFP out on the market
- No increase to parking rates
 - Allows for some financial relief to students who have been dealing with inflationary increases
 - Allows for some relief to staff & faculty whose salaries have been restricted

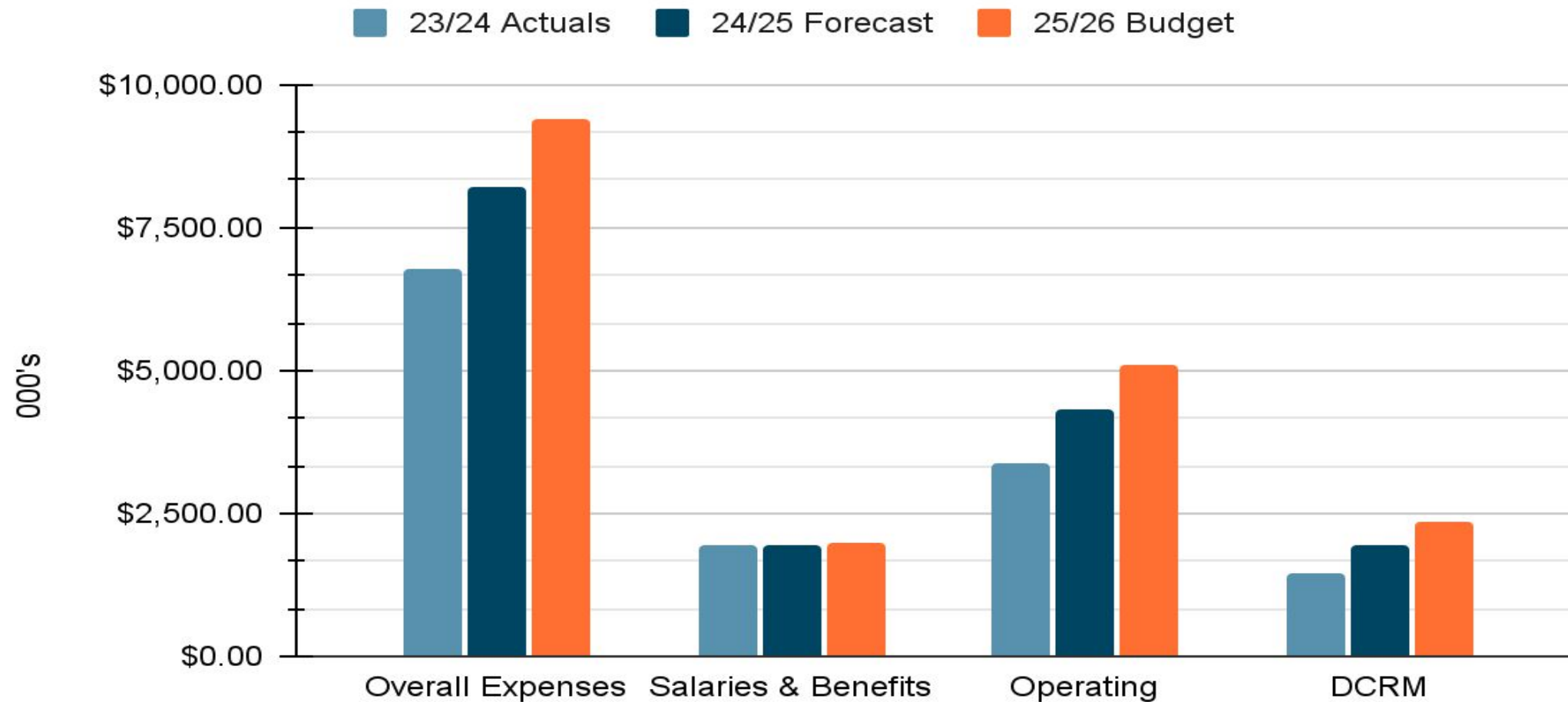
Ancillary Services - Revenues

Revenues



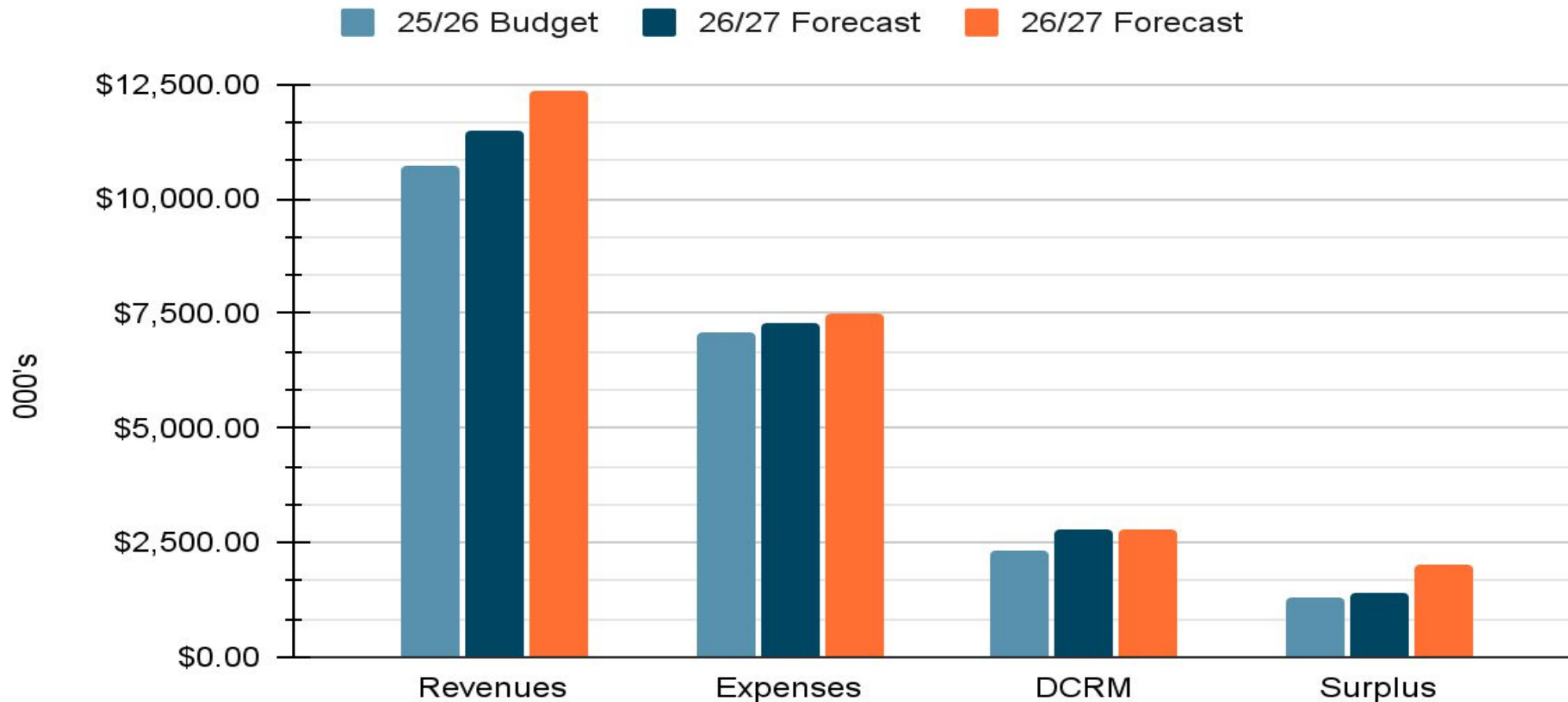
Ancillary Services - Expenses

Expenses



Ancillary Services - 3 Year Forecast

3 Year Forecast



2025-26 Proposed Residence Rates



Residence/Room Type 8-month term (September - April)		2022/2023	2024/2025	Proposed Rate 2025/2026
University College Residence	Double Room	\$6,638*	\$6,770*	\$6,905*
	Single Room	\$7,775*	\$7,930*	\$8,089*
Single Student Residence	Double Room	\$7,375*	\$7,522*	\$7,672*
	Single Room	\$8,639*	\$8,811*	\$8,987*
West Residence & East Residence	Single Room	\$8,898*	\$9,075*	\$9,347*
Mature Student Residence	1BR Apartment	\$9,846	\$10,141	\$10,547

*Not including a \$100 refundable damage deposit

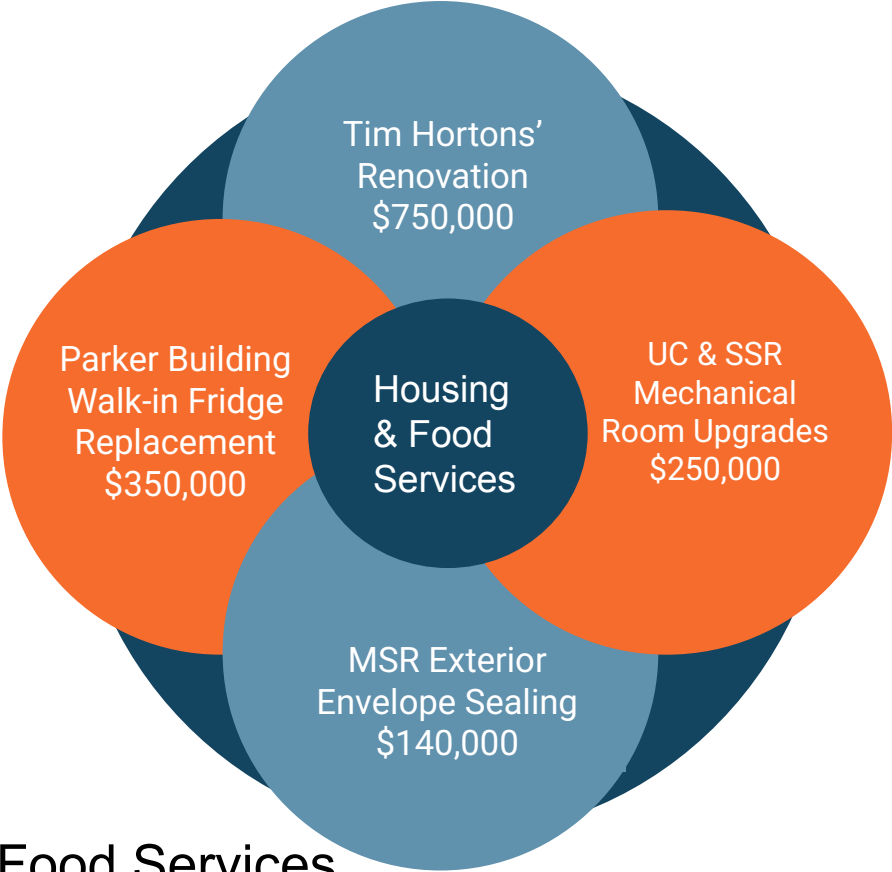
Other Fees	2023/2024	2024/2025	Proposed 2025/2026
Lost Keys	\$50/key	\$50/key	\$50/key
Early Move-in / Late Departure	\$50/night	\$50/night	\$50/night
MSR Furniture Rental	\$400/set	\$400/set	\$400/set
Early Cancellation Fee	\$750	\$750	\$750
Room Change	\$100	\$100	\$100

2025-26 Proposed Parking Rates

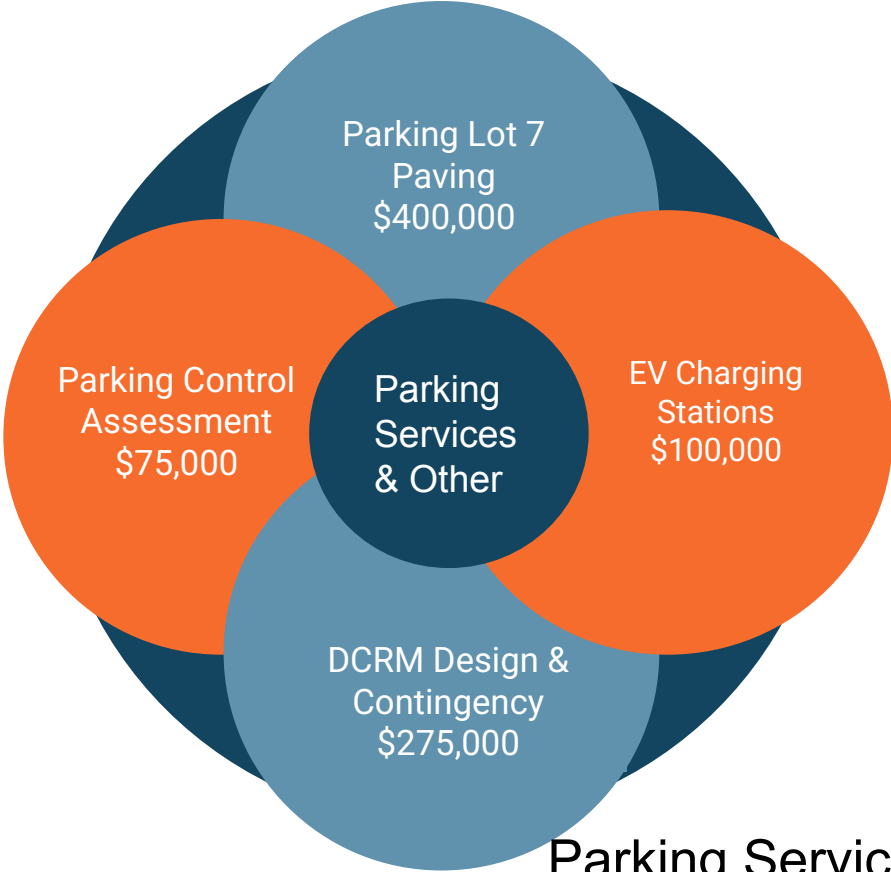
No change

Parking Lot / Pass Type		2024/2025	Proposed 2025/2026
Upper Lot Parking (Lots 1-14, 16,17)	Annual	\$678.70	\$678.70
	September - April	\$630.00	\$630.00
	Semester Rate	\$350.00	\$350.00
	Calendar Month	\$100.00	\$100.00
Lower Lot Parking (Lot 15)	Annual	\$265.10	\$265.10
	September - April	\$240.00	\$240.00
	Semester Rate	\$150.00	\$150.00
Pay & Display Lots	\$2/hr - \$8 Daily maximum		

Total Deferred Capital Renewal & Maintenance Program = \$2,340,000



Housing & Food Services
Total \$ 1,490,000



Parking Service & Other
Total \$ 850,000 71

Deferred Capital Repair and Maintenance – Mature Students Residence

LAURENTIAN UNIVERSITY MATURE STUDENTS RESIDENCE at 50

Revitalizing and investing in its next 50 years

- **Upgrading** the envelope plus mechanical and electrical systems for improved energy performance and interior comfort
- **Futureproofing** for long term durability and shifting economic realities

Background

- Significant Deferred Maintenance required
- Consultant retained to do a facilities condition report, and provide recommendations
- Initial reports indicate **\$30M** of upgrades including envelope, mechanical, electrical and interiors

Identification of Funding required outside of annual deferred maintenance budget

- 128 One-bedroom apartments
- Mature students with dependents





Appendices

Appendix 1 - Residence Occupancy Rates

November 30, 2024



Residence Building	# of beds	Occupancy Rate (%)					
		Actual 22/23	Actual 23/24	Actual 24/25*	25/26 Budget Assumption	26/27 Budget Assumption	27/28 Budget Assumption
University College (UC)	240 Beds 60 Single beds 180 Double beds	0	45.00	50.00	47.50	56.25	64.17
Single Student Residence (SSR)	387 Beds 117 Single beds 270 Double beds	50.12	65.89	74.00	64.53	75.00	76.39
East Residence (East)	236 Beds All single rooms	91.10	94.07	88.00	90.00	90.00	90.00
West Residence (West)	223 Beds All single rooms	92.82	94.62	88.00	90.00	90.00	90.00
Mature Student Residence (MSR)	128 One-bedroom apartments	94.53	94.53	89.00	90.00	90.00	90.00

Appendix 2 - Residence Fee Comparison



DOUBLE PERSON ROOM - DORMITORY STYLE		2022-2023	2023-2024	2024-2025
Brock University	Double Dorm (DeCew)	\$8,120.00	\$8,440.00	\$8,860.00
Huntington	Huntington Double	\$5,625.00	\$5,790.00	\$5,900.00
Laurentian University	Double Dorm (UC)	\$7,375.00	\$6,638.00	\$6,770.76
Ottawa	Double Dorm (8 month) (Stanton)	\$7,472.00	\$7,914.00	\$8,528.00
Trent	Double Dorm (Otonabee)	\$7,308.00	\$8,359.00	\$8,802.00
University of Sudbury	Sudbury Double	NA	\$5,600.00	\$5,750.00
Wilfrid Laurier	Double Dorm (Bouckaert Hall)	\$6,865.24	\$7,332.08	\$7,778.68
Windsor	Double Dorm (Laurier Hall)	\$6,729.00	\$6,864.00	\$7,084.00
	AVERAGE	\$7,070.61	\$7,117.14	\$7,434.18

Laurentian
University 2025/26
Rate: **\$6,905**

SINGLE BEDROOM - DORMITORY STYLE		2022-2023	2023-2024	2024-2025
Brock University	Single Dorm (DeCew)	\$8,920.00	\$9,280.00	\$9,740.00
Huntington	Huntington Single	\$6,705.00	\$6,910.00	\$7,100.00
Laurentian University	Single Dorm (UC)	\$8,639.00	\$7,775.00	\$7,930.00
Ottawa	Single Dorm (8 month) (Stanton)	\$9,016.00	\$9,612.00	\$10,623.00
Thorneloe	Thorneloe Single	\$7,650.00	\$7,840.00	\$7,840.00
Trent	Single Dorm (Otonabee)	\$8,538.00	\$9,531.00	\$10,036.00
University of Sudbury	Sudbury Single	NA	\$7,100.00	\$7,250.00
Wilfrid Laurier	Single Dorm (Bouckaert Hall)	\$6,865.24	\$7,332.08	\$8,778.68
Windsor	Single Dorm (Laurier Hall)	\$7,989.00	\$8,468.00	\$8,744.00
	AVERAGE	\$8,040.28	\$8,205.34	\$8,671.30

Laurentian
University 2025/26
Rate: **\$8,089**

Appendix 2 - continued



DOUBLE PERSON ROOM - APARTMENT STYLE		2022-2023	2023-2024	2024-2025
Brock University	Double suite style (Lowenberger)	\$8,620.00	\$8,940.00	\$9,430.00
Laurentian University	Double Apartment (SSR)	\$7,375.00	\$7,375.00	\$7,522.00
Trent	Double in Suite (Champlain)	\$7,509.00	\$8,560.00	\$9,014.00
Wilfrid Laurier	Double Apt. Style (Regina Res.)	\$7,403.60	\$7,907.04	\$8,382.40
Windsor	Double Apt. Style (Cartier Hall)	\$8,398.00	\$8,734.00	\$9,192.00
	AVERAGE	\$7,861.12	\$8,303.21	\$8,708.08
SINGLE BEDROOM - APARTMENT STYLE		2022-2023	2023-2024	2024-2025
Brock University	Single Suite (Earp)	\$9,420.00	\$9,780.00	\$10,320.00
Cambrian	Single Suite	\$7,700.00	\$7,855.00	\$8,015.00
Lakehead	Single Suite (North & South Apts).	\$7,740.00	\$7,941.50	\$7,928.00
Laurentian University	Single Suite (West / East)	\$8,898.00	\$8,898.00	\$9,075.00
Laurentian University	Single Apartment (SSR)	\$8,639.00	\$8,639.00	\$8,811.00
Nippissing	Single Suite (Chancellors House)	\$6,800.00	\$7,140.00	\$7,711.20
Ottawa	Single Apt. (Hyman Soloway)	\$9,488.00	\$12,882.00	\$14,726.00
Trent	Single in Suite	\$8,739.00	\$9,962.00	\$10,490.00
Wilfrid Laurier	Single Apt./Suite (Bricker)	\$9,221.24	\$9,848.28	\$10,420.00
Windsor	Single Suite (Alumni Hall)	\$8,907.00	\$9,530.00	\$9,997.00
	AVERAGE	\$8,555.22	\$8,843.75	\$9,196.36

Laurentian University
2025/26 Rate:
\$7,672

Laurentian University
2025/26 Rate:
\$9,167 - \$9,534

Appendix 2 - continued

SINGLE BEDROOM - STAND ALONE APARTMENT		2022-2023	2023-2043
Laurentian University	Single Apartment (MSR)	\$1,230.75	\$1,230.75
Sudbury	CMHC - Zone 1 Vacancy Rate	1.0	1.1
Sudbury	CMHC - Zone 1 Average Rent	\$1,123.00	\$1,251.00

Laurentian University
2025/26 Rate:
\$1,318/month

BOARD EXECUTIVE SUMMARY

Board of Governors

RECOMMENDATION/DECISION ITEM

Agenda Title	Endowment Fund Distribution Rate for 2025-2026
Agenda Item No.	7.2
Date of Meeting	February 21, 2025
Open/Closed session	Open
Proponent	Sylvie C. Lafontaine, Vice-President Finance & Administration
Presenter(s)	Sylvie C. Lafontaine, VP Finance & Administration Nicole Piquette, Associate Vice-President Financial Services

1. PURPOSE

To review and approve Laurentian University's 2025-2026 Endowment Fund Distribution Rate.

2. RESOLUTION TO CONSIDER:

BE IT RESOLVED

THAT the the Board of Governors approve a total Endowment Fund distribution rate of 5% for 2025-2026, as recommended by the Finance and Property Committee, and as presented at its meeting of February 21, 2025.

A Background of issue leading to the proposal

Endowment Funds support the University activities, primarily student scholarships and bursaries, but also supporting specific school initiatives. The endowment value includes original contributions and income earned but not distributed at the start of the fiscal year.

Laurentian recommends a balanced approach in setting endowment distribution, one that takes into consideration the student needs, accumulated investment income, and expected market returns. This balanced approach is reflected in Laurentian University's Endowment Policy (approved by the Board of Governors – November 22, 2022) which stipulates that:

“Only investment earnings generated from the endowment capital contribution may be used to support the designated activity. No distribution will be made unless there is sufficient accumulated investment income available in the endowment account.”

The endowment distribution rate is reviewed annually, and takes into consideration student needs, accumulated investment income, and expected market returns over the long-term from the Endowment Statement of Investment Policy and Procedures.

Between 2015-16 and 2024-25, Laurentian University distribution rates ranged between 0% (in 21-22 and 22-23) to 5%. When comparing Laurentian University with other Ontario universities in 2023-24, Laurentian reported an actual payout of 2.06% compared to an average of 3% for all universities surveyed (per Appendix A).

As at April 30, 2024, endowment contributions and related accumulated net investments totaled \$36,422,739 and \$13,172,400, respectively. Endowments are held in segregated funds and invested with SEI Global.

B Risk Analysis

Please note below the specific institutional risk(s) this proposal addresses and/or raises. Definitions of each category can be found in the institutional Enterprise Risk Management Framework.	
<input type="checkbox"/> Strategic <input checked="" type="checkbox"/> Financial Viability <input type="checkbox"/> Research <input type="checkbox"/> Culture and Values <input type="checkbox"/> Teaching and Learning	<input checked="" type="checkbox"/> Environmental and Social Responsibility <input type="checkbox"/> Operational <input type="checkbox"/> Legal <input type="checkbox"/> People <input type="checkbox"/> Technological

There is an inherent risk that the value of the endowment capital is depleted due to accumulated negative returns. For this reason, the University has set a real return objective of 4% over a 10-year period net of investment fees and administrative fees. The most recent SEI report presented a net investment return of 5.47% over 10 years, and a year-to-date net return of 12.52%.

Internal controls are in place to ensure that only investment earnings generated from the endowment capital contribution may be used to support the designated activity in a sustainable manner.

No distribution is made unless there is sufficient available accumulated investment income to offset future year’s negative returns.

C Financial Implications (where applicable):

The proposed 5% pay out is supported by strong long term investment returns. There is little risk of depleting accumulated net investment income (\$13,172,400 as at April 30, 2024).

D Alignment with Strategic Objective or Plan of the University

Please note below the University objective furthered by this proposal:			
Strategic Plan - Strategic Direction #:			
<input checked="" type="checkbox"/> 1 - Enhancing Our Student Experience	<input type="checkbox"/> 2 - Energizing Our Academic and Research Mission	<input checked="" type="checkbox"/> 3 - Building up the Communities We Serve	<input type="checkbox"/> 4 - Valuing and Supporting Our People
Other University Objective:			

Providing donor funds to enhance the student experience, and providing student scholarships and bursaries and other forms of financial support helps the University attract deserving and diversified students, especially those from lower-income families. It is also an important aspect of providing financial support to students representing Laurentian University's tricultural mandate.

E Other options considered (where applicable):

A lower pay out of 4% could also be considered. In fact, current, mid-term and long-term investment returns have resulted in a net increase in endowment balances. However, given the lower payout rate achieved this year and last year, a higher payout rate is recommended. A 5% payout is balancing the importance of reaching a broader number of students, and the safeguard of accumulated reinvested investment income against future economic downturns.

F Next Steps and Communications Plan

Once the 2025-26 endowment distribution rate is approved by the Board of Governors, the Financial Services Office will allocate the payout percentage to the endowment accounts, and the Advancement Office will start to communicate the payout rate with donors. Providing a 5% payout rate will ensure maximum funds are available to support students.

G Appendices

Item 7.2 A - Appendix A - Endowment Policy - November 2022

APPENDIX A

Endowment Policy
November 2022
Version 1.0**1.0 Purpose**

Laurentian's Endowment Policy provides guidance for the determination and management of externally restricted donations along with the preservation of capital, investment oversight, and determination of investment income to be made available for spending. The Endowment Policy is to be read in conjunction with the University's Statement of Investment Policies and Procedures (SIPP), which provides the framework for the investment of the assets of Laurentian's endowment funds. Its purpose is to guide donors and provide the Board of Governors assurance that funds donated to the University are managed responsibly and with a view to producing real capital and income growth to support the University's academic and research missions.

2.0 Definitions

- (i) A **restricted contribution** is a contribution subject to externally imposed stipulations that specify the purpose for which the contributed asset is to be used. A contribution restricted for the purchase of a capital asset or a contribution of the capital asset itself is a type of restricted contribution
- (ii) An **endowment contribution** is a type of restricted contribution subject to externally imposed stipulations specifying that the resources contributed be maintained permanently, although the constituent assets may change from time to time.
- (iii) An **unrestricted contribution** is a contribution that is neither a restricted contribution nor an endowment contribution.
- (iv) **External restrictions** are imposed from outside the organization, usually by the contributor of the resources. Restrictions on contributions may only be externally imposed.
- (v) **Internal restrictions** are imposed in a formal manner by the organization itself, usually by resolution of the Board of Governors.
- (vi) **Net Investment Income** is obtained by netting all investment fees, fund administration fees and other expenses

3.0 Endowments

Endowment consists of restricted contributions received by the University and the accumulated investment income not yet distributed. Investment income generated from long-term investments earmarked for endowment is used in accordance with the various purposes established by the donors and internal resources transferred by the University at its discretion, when applicable. Endowed donations provide critical funding to support Laurentian's core academic missions of teaching and research.

Endowment funds are established when a donor(s) contributes of \$25,000 or more. Under exceptional circumstances this limit may be waived by the Vice-President Administration and Finance, and the Director of University Advancement. Normally, a written agreement with the donor(s) stipulates the purpose and terms of the donation(s).

Funds from endowed donations are invested to provide a lasting legacy of earnings in perpetuity. Endowments are restricted funds and must be used in accordance with purposes specified by donors. Designated activities can include student aid in the form of scholarships and bursaries but could also include other activities as defined by the contributor. **Only investment earnings generated from the endowment capital contribution may be used to support the designated activity.** No distribution will be made unless there is sufficient accumulated investment income available in the endowment account. Under special circumstances, however, and only at the direction of the donor, a portion of the donor's capital contribution may be made available for spending. Endowments are not available for general operating activities and they are subject to restrictions relating both to capital and to investment income.

The University is careful to ensure that fundraising is tied to academic priorities defined by academic leaders through formal and informal planning processes. The clear link with institutional planning enables the University to assure donors that the priorities they are being asked to support are critical to the achievement of teaching and research objectives.

3.1 Investments

In order to protect the value of endowment capital over time and to allow the University to distribute a consistent amount of income from endowment on an annual basis regardless of the investment income earned in the fiscal year, the endowment is expected to earn a rate of return over time at least equal to the total of the effects of inflation plus distributions, and the costs of investing and administering the funds.

To fund the spending allocation and to preserve capital against inflation over time, the University has set the real rate return objective of at least 4% over 10-year periods, net of all investment fees and administrative expenses, while taking an appropriate amount of risk to achieve this target, but without undue risk of loss. The real rate of return objective is reviewed annually by management and presented to the Finance Committee for approval.

The investments are managed by an external firm under the direction of the University. The University establishes the investment risk and return objectives for the pooled funds via the

University Statement of Investment Policies and Procedures (SIPP), provided in a separate document, which is approved by the Finance Committee of the Board. The risk and return objectives aim to produce steady, predictable returns for the University. It is important to note that, while the aim of the risk and return objectives is to produce steady, predictable investment returns for the University, there is nonetheless variability in investment returns on an annual basis.

The University, through the Finance Committee is responsible for establishing the investment return objective and specifying the risk tolerance of the endowed funds, which reflect the expected distributions.

In setting the investment return objective and risk tolerance above, the University balances between how much risk it is willing to take and the level of investment earnings it wants to achieve, understanding that the higher the investment earnings desired, generally speaking, the higher the risk of loss that will have to be tolerated and planned for.

3.2 Capital preservation

To protect the value of the endowment capital from the effects of inflation and future market downturns, the University established an internal preservation policy to constrain the amount of investment income made available for spending on the designated endowment activities. Refer to the Spending (pay-out) policy below.

3.3 Spending (“pay-out”)

To ensure that endowments will provide the same level of economic support to future generations as they do today, with growth in the capital value of the endowment and with spending increasing over time as a percentage of the original donation, the University does not spend everything earned through the investment of funds in years when investment markets are better than expected. In those years, the University will reinvest any amounts earned in excess of the spending allocation. This provides protection against inflation and builds up a reserve, which is expected to be used to fund spending in years when investment markets are poor.

In connection with the objective of protecting the real terms of endowment capital over time, Laurentian University has established a spending policy that constrains the amount of income made available for spending. The amount made available for spending must normally fall between a range of 3.0% to 5.0% of the fair value of the endowment pool.

At the end of each fiscal year, the net investment income for the respective year is first determined by netting of all investment fees, fund administration fees and other expenses. Based on the pay-out ratio determined and approved by the Finance Committee of the Board, a portion of the net investment income is made available for spending. Net investment income that is surplus after the spending attribution (i.e., net investment income less “pay-out”) will be credited to the respective endowment account for reinvestments, which can then be used in years when the net investment income of the year is insufficient to cover the amount required to be made available for spending.

When investment income is less than the amount allocated for spending, or negative, the shortfall is expected to be funded from the accumulated investment income which has previously been added to each investment fund's account. If the accumulated investment income is less than the pay-out, then the pay-out will be adjusted so as not to affect the capital balance.

3.4 Administration cost recovery

Third party fees include fees paid to external investment managers, trustee and custodial fees, and professional fees and are deducted from gross investment income. In addition to third party fees, there is an annual administration fee charged to the Fund in the amount of 1% of the Fund market value at the end of the year. This fee is required to cover the University's fundraising expenses and management of the endowed accounts, including communication with donors and distribution of annual investment statements. Laurentian does not charge a fee to the donors for its fundraising efforts, which usually range between 20%-25% of funds raised. The 1% fee is comparable to what other universities charge to manage their endowments and is recorded as Other fees and income in the Consolidated Statement of Operations.

4.0 Recognition method

The University applies the deferral method of accounting for all donations. Under the deferral method, endowment contributions are not recognized as revenue since they must be maintained permanently. As a result, endowment contributions are recognized as direct increases in net assets in the current period. Scholarships and bursaries are recognized as revenue and expenses when distributed.

5.0 Net investment income for endowments

The University recognizes endowment fund returns (also referred to as net investment income) such as revenue, gains or losses on investments, as additions to the principal amount of the investments. The net investment income is recognized as a direct increase, or decrease, in net assets.

6.0 Policy governance

This endowment policy shall be reviewed, updated and approved by the Finance Committee of the Board at a minimum every three years. Approval will be evidenced in the minutes of the Finance Committee and a Board resolution approving changes as required.

BOARD EXECUTIVE SUMMARY

Board of Governors
RECOMMENDATION/DECISION ITEM

Agenda Title	Policy on Naming Amendments
Agenda Item No.	7.3
Date of Meeting	February 21, 2025
Open/Closed session	Open
Proponent	Tracy MacLeod, Chief Advancement Officer
Presenter(s)	Tracy MacLeod, Chief Advancement Officer Lily Racine-Bouchard, Manager, Advancement

1. PURPOSE

A naming opportunity is a symbolic gesture of thanks and recognition and does not have to reflect the donation's designation.

The previously approved Policy on Naming did not include Indigenous consultation.

The Additions to this policy, after meaningful engagement to enhance the process, ensure Laurentian University meets its tricultural mandate by incorporating Indigenous consultation processes in naming decisions. The revisions have been reviewed and approved by LUNEC, the President, AVP, Indigenous Affairs, Advancement, and Legal Counsel to align with these goals.

2. RESOLUTION TO CONSIDER:

BE IT RESOLVED

THAT the Board of Governors approve the updated Policy on Naming, as recommended by the Finance and Property Committee, and as presented at its meeting of February 21, 2025.

A Background of issues leading to the proposal

- **Origin:** The Naming Policy has undergone thorough revisions to ensure adherence to the University's tricultural values. The need for Indigenous consultation has been emphasized to reflect this mandate.
- **Consultation:**
 - Dr. Lynn Wells, President and Vice-Chancellor
 - LUNEC members (Three consultation meetings until all agreed)
 - Dominic Beaudry, AVP Indigenous and Academic Programs
 - Gabrielle Pellerin, Legal Counsel

- Hannah Corboy, Associate University Secretary
- Lily Racine-Bouchard, Manager, Advancement
- Tracy MacLeod, Chief Advancement Officer
- **Importance:** Updating our Policy on Naming, to meaningfully engage our Indigenous partners, is a step towards Laurentian University's commitment to reconciliation.
- Having the ability to honour someone's charitable contribution with a naming opportunity helps with future fundraising efforts.
- **Approval Path:** The attached draft represents the latest iteration approved by all relevant partners, including the President and Legal Counsel.

B Risk Analysis

Please note below the specific institutional risk(s) this proposal addresses and/or raises.	
<input checked="" type="checkbox"/> Strategic <input checked="" type="checkbox"/> Financial Viability <input type="checkbox"/> Research <input checked="" type="checkbox"/> Culture and Values <input type="checkbox"/> Teaching and Learning	<input type="checkbox"/> Environmental and Social Responsibility <input checked="" type="checkbox"/> Operational <input type="checkbox"/> Legal <input type="checkbox"/> People <input type="checkbox"/> Technological

- **Strategic:** Aligns the University with its mission and values, enhancing relationships with donors and Indigenous communities.
- **Financial Viability:** Supports the timely acceptance of philanthropic gifts being honour with naming opportunities.
- **Culture and Values:** Strengthens respect for tricultural values and fosters trust within Indigenous communities.
- **Operational:** Establishes clear guidelines to streamline naming processes and reduce ambiguity.

C Financial Implications (where applicable):

There are a couple of donations on hold due to the University's desire to enhance this policy with meaningful engagement with our Indigenous partners.

D Alignment with Strategic Objective or Plan of the University

Please note below the University objective furthered by this proposal:			
Strategic Plan - Strategic Direction #:			
<input type="checkbox"/> 1 - Enhancing Our Student Experience	<input type="checkbox"/> 2 - Energizing Our Academic and Research Mission	<input checked="" type="checkbox"/> 3 - Building up the Communities We Serve	<input checked="" type="checkbox"/> 4 - Valuing and Supporting Our People
Other University Objective:			

Strategic Direction 3: Building up the Communities We Serve

- Incorporates Indigenous consultation into decision-making processes, aligning with community values.

Strategic Direction 4: Valuing and Supporting Our People

- Strengthens relationships with donors, alumni, and Indigenous communities by ensuring their perspectives are integrated into key University policies.
- To recognize distinguished members of Laurentian University and the Sudbury community, or to recognize major benefactors of the University, including individuals, corporations and foundations

E Other options considered (where applicable):

- **Status Quo:** Maintaining the existing procedure does not accurately reflect the University's tri-cultural mandate
- **Alternative Revisions:** Previous drafts failed to fully address the consultation requirements identified by LUNEC and Legal Counsel.

F Next Steps and Communications Plan

- Upon approval by the Board of Governors, the amended policy will be available on the Laurentian University's website.
 - Share the revised policy with donors and Indigenous communities for transparency and trust-building.

G Appendices

Item 7.3 A - Draft Policy on Naming - clean copy

Item 7.3 B - Draft Policy on Naming - with tracked changes

Policy on Naming

Office of Administration:	Office of the Chief Advancement Officer
Approval Authority:	Board of Governors
Approval Date:	
Next Review:	
Review History:	October 1997, June 1993, April 2006, and June 2015, February 2024, January 2025

1. Purpose

- 1.1. This policy sets out Laurentian University's (the 'University') guidelines for naming physical spaces, assets and academic entities.
- 1.2. A naming opportunity is a symbolic gesture of thanks and recognition and does not have to reflect the designation of the donation itself.

2. Scope

- 2.1. The Board of Governors (the 'Board') may recognize special contributions, be they philanthropic or in the form of honourable service (for distinction) , as follows:
 - to recognize distinguished members of society, the University and the Sudbury community or;
 - to recognize major benefactors of the University, not limited to individuals, corporations and foundations.
- 2.2. When assets are to be named or the names of assets are to be changed in the absence of recognition for distinction or benefaction, the proposed naming must adhere to the guidelines of this policy and the approval process outlined in Section 7.

3. Principles

- 3.1. Notwithstanding any other provision of this Policy, no naming will be approved or, once approved, continued where identification with the recognized individual or organization would constitute a challenge to, or negatively affect, the reputation of the University.
- 3.2. In the spirit of advancing Indigenous reconciliation, the University acknowledges the importance of celebrating and embracing the Anishinaabemowin language and Anishinaabe place names. When considering naming opportunities, Anishinaabemowin words may be considered for the whole of, or any part of a name. Special consideration ought to be given to the use of an Anishinaabe name or Anishinaabemowin word for the naming of University lands or spaces. Other First Nation, Inuit and Métis names or words may also be considered.

- 3.3.** When a naming is for a limited period of time, the University reserves the right to rename the entity at the end of the agreed upon time period.
- 3.4.** When permanent named recognition has been offered, it will be honoured in perpetuity, subject to the application of ss. 3.1, 7.2 and/or 7.3 of this Policy.
- 3.5.** Naming of academic units shall not impede the University from altering its academic and research priorities and shall conform to all University policies and guidelines.
- 3.6.** Where applicable, the public unveiling of naming rights or a gift announcement will typically occur once the University has received an initial payment of at least 20% of the outstanding pledge.
- 3.7.** In circumstances pertaining to the naming of an asset in recognition of a future gift (bequest, gift of life insurance, etc.), the naming will be granted upon the realization of the gift.
- 3.8.** No name will be approved that will imply the University's endorsement of a partisan political or ideological position or of a commercial product. This does not preclude a naming after an individual who has at one time held public office or with the name of an individual or a company that manufactures or distributes commercial products.
- 3.9.** A benefactor whose naming gift also provides for the creation of an endowment may be granted naming rights in perpetuity. This will provide funds for future maintenance costs of physical assets, where applicable (buildings, classrooms, etc.) or research allowances for the Chair holder, etc.
- 3.10.** A naming made to honour distinction or exemplary service may be made in perpetuity.
- 3.11.** Naming proposals requiring Board approval to honour a deceased individual will be considered only after one year from the time of death.
- 3.12.** Only in exceptional circumstances will naming be approved for current members of the University community, the Board, or holders of political office. Such naming shall require the approval of the Board.
- 3.13.** The Facilities Services Department will be responsible for maintaining a record of named spaces and assets.

- 3.14.** Where the benefaction does not meet the full cost of the entity, the naming is subject to completion of satisfactory funding arrangements. The naming will take place only after that is achieved. If the University is unable to proceed, the potential benefactors will be entitled to redirect their contributions.
- 3.15.** All naming processes are carried out in compliance with Canada Revenue Agency (CRA) legislation.

4. Procedures

- 4.1.** All proposals of naming University spaces and academic entities in recognition of distinction or benefaction will follow the following procedure:
- Where a naming is proposed within the context of a single academic division or department of the University, the proposal should first have the approval of the appropriate authority within that division or department.
 - University Advancement will consult with the Provost and Vice-President Academic on academic naming opportunities and the Vice-President Research on research naming opportunities.
 - Proposals for the naming or renaming of physical University Assets, including land, shall undergo meaningful engagement and consultation with the Laurentian University Native Education Council (“LUNEC”), which will determine whether the naming advances reconciliation at the University.
 - An annual conversation with LUNEC and the President should be held to review and discuss the parameters of the naming process, ensuring ongoing engagement, consultation and alignment with evolving needs and expectations. Such discussions shall remain strictly confidential.
 - What constitutes meaningful engagement and consultation shall be determined collaboratively by LUNEC and the University Advancement office, with support from the President’s office, on a case-by-case basis, including but not limited to engagement timelines, scope and engagement methods. Following this process, LUNEC and the University Advancement office will submit written reports to the President, outlining their positions, recommendations, and considerations.
 - In the event that LUNEC and the University Advancement office cannot reach a consensus, the President shall make the final determination based upon the information provided at the engagement and consultation sessions and contained in the written reports submitted. The President, in their sole and absolute discretion, may decline or proceed with the naming. If it is decided that the naming will proceed despite the impasse, the President will provide written reasons to LUNEC for their decision.
 - University Advancement will directly recommend all other major naming opportunities directly to the President.
 - The proposed name will also be forwarded to the Chief Advancement Officer, who shall make a determination whether the proposed naming conforms to this Policy.

- All proposals of naming for distinction or benefaction will be forwarded to the President's Office normally allowing ten working days for the approval process.
- The President's Office will consult the Chair and Vice-Chair of the Board to gain approval on behalf of the Board.

4.2. All donor recognition commitments shall be set out in an Agreement to be signed by the donor or their representative and the relevant University signing authority.

- This Agreement shall detail the specific asset(s) to be named, the agreed time period for naming, the agreed name for the asset and details of signage relating to the asset.

5. Approvals

- 5.1. If the President deems the proposal has sufficient merit, the naming will be approved as outlined below.
- 5.2. For physical assets and academic entities, the President will submit a proposal for naming to the Finance and Property Committee. If approved by the Finance and Property Committee, the naming proposal shall go to the Board of Governors for final review and approval. Special meetings may be convened to address time-sensitive naming opportunities that require approval before the next scheduled Board meeting.
- 5.3. All proposals of naming, or the changing of a name, of University assets for administrative purposes will follow the following procedure:
- The proposed name must be brought to an administrative committee consisting of representatives from Facilities, Marketing, Advancement and Indigenous representation.
 - A name recommended by this committee is then brought to the Chief Advancement Officer and Vice-President, Finance & Administration for their approval who will then recommend it to the President for approval.
- 5.4. The Chief Advancement Officer, in consultation with the President, has the authority to approve the names of visiting lectureships and special lecture series provided the proposed naming conforms to the terms of this Policy.
- 5.5. The Manager, Advancement has the authority to approve the names of fellowships, scholarships, bursaries and prizes provided the proposed naming conforms to the terms of this Policy.

6. Visibility

- 6.1. Visual identities for all named entities will be consistent and follow the University's branding and wayfinding protocols as defined by the Marketing Department.
- 6.2. The Chief Advancement Officer and the Marketing Department will be consulted on all named space recognition signage.
- 6.3. All signage for recognition and naming purposes will remain visible at all times and will not be covered by posters, flags, banners or any other marketing or publicity materials. If the Honoree or benefactor requests a change in naming, and if the request is granted, the responsibility of the new/additional costs to update the signage will fall to the Donor.
- 6.4. External corporate logos, symbols or trademarks will not be permitted on

University recognition signage.

7. Renaming or Revocation of a Named Asset

- 7.1. Concerns with a naming can be brought to the Chief Advancement Officer who will bring it to the President to determine a course of action.
- 7.2. The University maintains, in its sole discretion, the ability to rename a named asset if a reputational challenge is identified (as described in Section 3.1), and for other reasonable ground(s), for example the term(s) of the Partnership Agreement have been violated or not satisfied.
- 7.3. University reserves the right to withdraw, terminate, or change a naming opportunity, at the University's sole discretion, if it constitutes a significant impairment to the University's reputation or if the agreed-upon philanthropic contributions are significantly reduced.
- 7.4. The revocation of an asset shall be approved by Laurentian University's Board.

Related Laurentian University Policies

- Gift Acceptance Policy
- Policy on Signing Authorizations

Related Legislation

- Freedom of Information and Protection of Privacy Act, R.S.O. 1990, Chapter F.31

DRAFT Policy on Naming

Office of Administration:	Office of the Chief Advancement Officer
Approval Authority:	Board of Governors
Approval Date:	
Next Review:	
Review History:	October 1997, June 1993, April 2006, and June 2015, February 2024, January 2025

1. Purpose

- 1.1.** This policy sets out Laurentian University’s (the ‘University’) guidelines for naming physical spaces, assets and academic entities.
- 1.2.** A naming opportunity is a symbolic gesture of thanks and recognition and does not have to reflect the designation of the donation itself.

2. Scope

- 2.1.** The Board of Governors (the ‘Board’) may recognize special contributions, be they philanthropic or in the form of honourable service (for distinction) , as follows:
 - to recognize distinguished members of society, the University and the Sudbury community or;
 - to recognize major benefactors of the University, not limited to individuals, corporations and foundations.
- 2.2.** When assets are to be named or the names of assets are to be changed in the absence of recognition for distinction or benefaction, the proposed naming must adhere to the guidelines of this policy and the approval process outlined in Section 7.

3. Principles

- 3.1.** Notwithstanding any other provision of this Policy, no naming will be approved or, once approved, continued where identification with the recognized individual or organization would constitute a challenge to, or negatively affect, the reputation of the University.
- 3.2.** In the spirit of advancing Indigenous reconciliation, the University acknowledges the importance of celebrating and embracing the Anishinaabemowin language and Anishinaabe place names. When considering naming opportunities, Anishinaabemowin words may be considered for the whole of, or any part of a name. Special consideration ought to be given to the use of an Anishinaabe name or Anishinaabemowin word for the naming of University lands or spaces. **Other First Nation, Inuit and Métis Indigenous names or words may also be considered. as part of the deliberations.**

- 3.3. When a naming is for a limited period of time, the University reserves the right to rename the entity at the end of the agreed upon time period.
- 3.4. When permanent named recognition has been offered, it will be honoured in perpetuity, subject to the application of ss. 3.1, 7.2 and/or 7.3 of this Policy.
- 3.5. Naming of academic units shall not impede the University from altering its academic and research priorities and shall conform to all University policies and guidelines.
- 3.6. Where applicable, the public unveiling of naming rights or a gift announcement will typically occur once the University has received an initial payment of at least 20% of the outstanding pledge.
- 3.7. In circumstances pertaining to the naming of an asset in recognition of a future gift (bequest, gift of life insurance, etc.), the naming will be granted upon the realization of the gift.
- 3.8. No name will be approved that will imply the University's endorsement of a partisan political or ideological position or of a commercial product. This does not preclude a naming after an individual who has at one time held public office or with the name of an individual or a company that manufactures or distributes commercial products.
- 3.9. A benefactor whose naming gift also provides for the creation of an endowment may be granted naming rights in perpetuity. This will provide funds for future maintenance costs of physical assets, where applicable (~~benches~~, buildings, classrooms, etc.) or research allowances for the Chair holder, etc.
- 3.10. A naming made to honour distinction or exemplary service may be made in perpetuity.
- 3.11. Naming proposals requiring Board approval to honour a deceased individual will be considered only after one year from the time of death.
- 3.12. Only in exceptional circumstances will naming be approved for current members of the University community, the Board, or holders of political office. Such naming shall require the approval of the Board.
- 3.13. The Facilities Services Department will be responsible for maintaining a record of named spaces and assets.

3.14. Where the benefaction does not meet the full cost of the entity, the naming is subject to completion of satisfactory funding arrangements. The naming will take place only after that is achieved. If the University is unable to proceed, the potential benefactors will be entitled to redirect their contributions.

3.15. All naming processes are carried out in compliance with Canada Revenue Agency (CRA) legislation.

4. Procedures

4.1. All proposals of naming University spaces and academic entities in recognition of distinction or benefaction will follow the following procedure:

- Where a naming is proposed within the context of a single academic division or department of the University, the proposal should first have the approval of the appropriate authority within that division or department.
- University Advancement will consult with the Provost and Vice-President Academic on academic naming opportunities and the Vice-President Research on research naming opportunities.
- Proposals for the naming or renaming of physical University Assets, including land, shall undergo meaningful engagement **and consultation** with the Laurentian University Native Education Council (“LUNEC”), which will determine whether the naming advances reconciliation at the University.
- An annual conversation with LUNEC and the President should be held to review and discuss the parameters of the naming process, ensuring ongoing engagement, **consultation** and alignment with evolving needs and expectations. Such discussions shall remain strictly confidential.
- What constitutes meaningful engagement **and consultation** shall be determined collaboratively by LUNEC and the University Advancement office, with support from the President’s office, on a case-by-case basis, including but not limited to engagement timelines, scope and engagement methods. Following this process, LUNEC and the University Advancement office will submit written reports to the President, outlining their positions, recommendations, and considerations.
- In the event that LUNEC and the University Advancement office cannot reach a consensus, the President shall make the final determination based upon **the information provided** ~~their attendance~~ at the engagement and consultation sessions and ~~the information~~ contained in the written reports submitted. The President, in their sole and absolute discretion, may decline or proceed with the naming. If it is decided that the naming will proceed despite the impasse, the President will provide written reasons to LUNEC for their decision.
- University Advancement will directly recommend all other major naming opportunities directly to the President.
- The proposed name will also be forwarded to the Chief Advancement Officer, who shall make a determination whether the proposed naming conforms to this Policy.

- All proposals of naming for distinction or benefaction will be forwarded to the President's Office normally allowing ten working days for the approval process.
- The President's Office will consult the Chair and Vice-Chair of the Board to gain approval on behalf of the Board.

- 4.2. All donor recognition commitments shall be set out in an Agreement to be signed by the donor or their representative and the relevant University signing authority.
- This Agreement shall detail the specific asset(s) to be named, the agreed time period for naming, the agreed name for the asset and details of signage relating to the asset.

5. Approvals

- 5.1. If the President deems the proposal has sufficient merit, the naming will be approved as outlined below.
- 5.2. For physical assets and academic entities, the President will submit a proposal for naming to the Finance and Property Committee. If approved by the Finance and Property Committee, the naming proposal shall go to the Board of Governors for final review and approval. Special meetings may be convened to address time-sensitive naming opportunities that require approval before the next scheduled Board meeting.
- 5.3. All proposals of naming, or the changing of a name, of University assets for administrative purposes will follow the following procedure:
- The proposed name must be brought to an administrative committee consisting of representatives from Facilities, Marketing, and Advancement and [Indigenous representation](#).
 - A name recommended by this committee is then brought to the Chief Advancement Officer and Vice-President, Finance & Administration for their approval who will then recommend it to the President for approval.
- 5.4. The Chief Advancement Officer, in consultation with the President, has the authority to approve the names of visiting lectureships and special lecture series provided the proposed naming conforms to the terms of this Policy.
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6. Visibility

- 6.1. Visual identities for all named entities will be consistent and follow the University's branding and wayfinding protocols as defined by the Marketing Department.
- 6.2. The Chief Advancement Officer and the Marketing Department will be consulted on all named space recognition signage.
- 6.3. All signage for recognition and naming purposes will remain visible at all times and will not be covered by posters, flags, banners or any other marketing or publicity materials. If the Honoree or benefactor requests a change in naming, and if the request is granted, the responsibility of the new/additional costs to update the signage will fall to the Donor.
- 6.4. External corporate logos, symbols or trademarks will not be permitted on University recognition signage.

7. Renaming or Revocation of a Named Asset

- 7.1. Concerns with a naming can be brought to the Chief Advancement Officer who will bring it to the President to determine a course of action. ~~as per the procedure in Section 4.1 to approve the naming.~~
- 7.2.
- 7.3. The University maintains, in its sole discretion, the ability to rename a named asset if a reputational challenge is identified (as described in Section 3.1), and for other reasonable ground(s), for example the term(s) of the Partnership Agreement have been violated or not satisfied.
- 7.4. University reserves the right to withdraw, terminate, or change a naming opportunity, at the University's sole discretion, if it constitutes a significant impairment to the University's reputation or if the agreed-upon philanthropic contributions are significantly reduced.
- 7.5. The revocation of an asset shall be approved by Laurentian University's Board.

Related Laurentian University Policies

- Gift Acceptance Policy
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Related Legislation

- Freedom of Information and Protection of Privacy Act, R.S.O. 1990, Chapter F.31

BOARD EXECUTIVE SUMMARY

Board of Governors

INFORMATION ITEM

Agenda Title	2024 Fall Official Enrolment
Agenda Item No.	7.4
Date of Meeting	February 21, 2025
Open/Closed session	Open
Proponent	Dr. Malcolm Campbell, Provost and Vice-President, Academic
Presenter(s)	Dr. Malcolm Campbell, Provost and Vice-President, Academic Marianne Laporte, Director, Institutional Planning

1. PURPOSE

To provide an update on the official enrolment for the 2024 fall term, as well as a comparison to the 2024-25 budgeted enrolment.

2. ITEM FOR INFORMATION

A Background of issue leading to the proposal

At this time, the 2024 fall official enrolment as of the November 1st census date are now available. The year-over-year trend at Laurentian University is relatively stable with only a slight 1% increase in FTE enrolment. Domestic FTE enrolment saw a year over year decline, a result of new intake not large enough to offset the reduction in both undergraduate and graduate returning students. In contrast, international FTE enrolments are exceeded last year's enrolment counts, a direct result of returning students in course-based Masters programs from last year, as well as the most recent spring term. Official FTE enrolment counts did not meet the 2024-25 budgeted enrolments.

B Risk Analysis

Using the list below, please note the specific institutional risk(s) this proposal addresses and/or raises. Definitions of each category can be found in the institutional enterprise risk management framework.

Please note below the specific institutional risk(s) this proposal addresses and/or raises. Definitions of each category can be found in the institutional Enterprise Risk Management Framework.	
<input checked="" type="checkbox"/> Strategic <input checked="" type="checkbox"/> Financial Viability <input type="checkbox"/> Research <input type="checkbox"/> Culture and Values <input checked="" type="checkbox"/> Teaching and Learning	<input type="checkbox"/> Environmental and Social Responsibility <input checked="" type="checkbox"/> Operational <input type="checkbox"/> Legal <input checked="" type="checkbox"/> People <input type="checkbox"/> Technological

Due to the implications of enrolment on the overall longevity of the institution this proposal raises several risks including strategic, financial viability, teaching and learning, operational, and people. These risks share the same root cause: decreased enrolment leading to decreased revenue and funding. While the root cause is in of itself a financial risk, insufficient revenue to support the institution would have an immediate negative trickle-down effect, including diminished support for ongoing strategic and transformation plans.

C Alignment with Strategic Objective or Plan of the University

Please note below the University objective furthered by this proposal:			
Strategic Plan - Strategic Direction #:			
<input checked="" type="checkbox"/> 1 - Enhancing Our Student Experience	<input checked="" type="checkbox"/> 2 - Energizing Our Academic and Research Mission	<input checked="" type="checkbox"/> 3 - Building up the Communities We Serve	<input checked="" type="checkbox"/> 4 - Valuing and Supporting Our People
Other University Objective:			

Enrolment is a key output measure of success – a key performance indicator – for all four pillars of the strategic plan:

- Enrolment is an indicator of success in enhancing the student experience. If a better student experience is created at Laurentian University, more students will be attracted to and retained by the university. Attraction and retention of domestic, indigenous, francophone, and international students will be reflected directly in enrolments.*
- Enrolment is an indicator of success in energizing our academic and research missions. Success in faculty support and research activity will manifest itself in enrolment.*
- Enrolment is an indicator of community connection. Work-integrated learning, community-engaged scholarship, and other forms of experiential learning tied to community interactions function as powerful attraction and retention opportunities for students, which in turn will be reflected in enrolment.*
- Enrolment is an indicator of success in valuing and supporting our people. Career development and support of faculty and staff has a direct bearing on their ability to serve our students, and create student satisfaction. Student satisfaction is reflected in enrolment, through attraction and retention of students by engaged and supportive faculty and staff.*

D Next Steps and Communications Plan

Admission updates for the 2025 fall term will be provided at future Board of Governor meetings. Tracking the admission activity from now until the fall course registration opens (usually in June) will be critical to flag any potential concerns where additional attention or action is required.

E Appendices

Item 7.4 A – Presentation - Enrolment Update

Board of Governors

Enrolment Update



Laurentian University
Université **Laurentienne**

February 21, 2025

2024 Fall OFFICIAL FTE Enrolment Update

Including St. Lawrence BBA

November 1st, 2024

Overall FTE enrolments are **up slightly year over year (+1% or +93 FTE)**.

- **Domestic enrolment** is behind **-2% or -89 FTE** YoY. While there is an increase new UG intakes for both on campus and online degree programs, it is not enough to offset the decline in returning students.
- **International enrolment** is ahead **+14% or +183 FTE** YoY due entirely as a result of the flow-through of returning GR enrolment in course-based Master's programs from last year and the spring of 2024.
- Trends have really not changed since the first day of class.

Fall FTE Enrolment* Including St. Lawrence BBA				Official Enrolment (2024-11-01)			
Immigration Status	Campus	Academic Level	Regist Type	Official Enrolment Fall 2023	Fall 2024	Current Δ YoY	Current Δ % YoY
Domestic	LU	UG	New	846	896	50	6%
			Returning	2,321	2,201	-120	-5%
			Total	3,167	3,098	-69	-2%
		GR	New	172	180	8	5%
			Returning	286	265	-21	-7%
			Total	458	445	-13	-3%
	Total			3,625	3,543	-82	-2%
	Online	UG	New	259	281	22	8%
			Returning	947	936	-11	-1%
			Total	1,206	1,217	11	1%
		GR	New	18	6	-12	-66%
			Returning	48	35	-13	-27%
			Total	66	41	-25	-37%
	Total			1,272	1,259	-13	-1%
	Other	UG	New	44	41	-3	-7%
Returning			70	80	10	14%	
Total			114	121	7	6%	
Total			114	121	7	6%	
Total				5,011	4,922	-89	-2%
International	LU	UG	New	95	73	-22	-23%
			Returning	155	178	23	15%
			Total	250	251	1	1%
		GR	New	591	281	-310	-52%
			Returning	493	982	489	99%
			Total	1,084	1,263	179	17%
	Total			1,333	1,514	181	14%
Total				1,353	1,536	183	14%
Grand Total				6,365	6,458	93	1%

*Includes FTE uncapped and totals may not add up due rounding and aggregation at a higher level.

Official FTE Enrolment (2024-11-01) vs 2024-25 Planned Enrolments



Breakdown to align with FTE enrolments** provided in the 2024-25 Budget Deck:

Fall FTE Enrolment*		Planned Budget Deck Enrolments				Official Enrolment (2024-11-01)					2024-25 Tuition Billed to Date (as of Nov 1, 2024) vs Budgeted Revenue
		Official Enrolment Fall 2023	2024-25 Planned Enrolment (Budget Deck)	Planned Δ YoY	Planned Δ % YoY	Fall 2024	Δ YoY	Δ % YoY	Δ Official vs Budget	Δ % Official vs Budget	
Immigration Status	Academic Level										
Domestic	UG	4,375	4,644	269	6%	4,316	-59	-1%	-328	-7%	-\$3.3M
	GR	524	576	52	10%	486	-38	-7%	-90	-16%	-\$3.1M
	Total	4,899	5,221	322	7%	4,802	-97	-2%	-419	-8%	-\$6.4M
International	UG	265	266	1	0%	266	1	0%	0	0%	-\$3.2M
	GR	1,084	934	-150	-14%	1264	180	17%	330	35%	\$10.4M
	Total	1,349	1,200	-149	-11%	1,530	181	13%	330	28%	\$7.2M
Grand Total		6,248	6,421	173	3%	6,332	84	1%	-89	-1%	\$0.8M

*Includes FTE uncapped and totals may not add up due rounding and aggregation at a higher level.

**St.Lawrence BBA not included in this table - there is an additional 126 fall FTE from St. Lawrence.

- Planned for a YoY increase of 3% (domestic +7% and international -11%), budgeted revenue of \$67M.
- Official FTE enrolment is up slightly by 1% (domestic -2% and international +13%) and the actual billed tuition revenue is \$68M as of November 1st, 2024.
- Final result is a shortfall of -89 FTE compared to the overall planned enrolments (-419 domestic FTE and +330 international FTE).

BOARD EXECUTIVE SUMMARY

Board of Governors

Agenda Title	Procedures For The Appointment/ Reappointment Of A Chancellor	
Agenda Item No.	8.1	
Date of Meeting	February 21, 2025	
Open/Closed session	Open	
Action Requested	For Approval	For Information
Proponent	Dr. Lynn Wells, President and Vice-Chancellor	
Presenter(s)	Dr. Lynn Wells, President and Vice-Chancellor	

1. PURPOSE

To propose a set of guidelines for the appointment of a Chancellor for Laurentian University

2. RESOLUTION TO CONSIDER:

BE IT RESOLVED,

THAT the Board of Governors approve the Procedures for the Appointment and Reappointment of a Chancellor, as approved by Senate, as recommended by the Human Resources Committee, and as presented at its meeting of February 21, 2025.

A Background of issue leading to the proposal

In 2010, Laurentian University's Board of Governors appointed the University's first Chancellor. The position was then occupied almost continuously until the last Chancellor resigned in April 2021. Given the University's circumstances at the time, and over the next few years, efforts to fill the position were put on hold.

The University has now emerged from the CCAA proceedings and made great strides towards rebuilding itself as a pillar of the Sudbury community. This will be a long-term process which will require significant effort. These efforts would benefit from the assistance and goodwill that an active Chancellor would bring.

Current guidance with respect to the process by which Laurentian University may appoint a Chancellor is limited. When previous Chancellors were appointed, there was reliance on a document created in 2009, outlining an ideal profile, list of responsibilities and a basic mechanism for appointing a candidate.

Given the passage of time, it was determined that the University's process for appointment of a Chancellor required modernization. As a result, a review was initiated. The

recommendation arising from that review is that a new, comprehensive set of procedures for the appointment of a Chancellor be presented to the Senate and the Board of Governors for approval.

A revised set of procedures was drafted. The goal was to provide guidance with respect to the ideal candidate profile and responsibilities of a Chancellor, and outline a detailed process for both appointment and reappointment of a candidate. In drafting these procedures, the University's particular needs were considered, along with the practices in place at other universities within the province.

These draft procedures were initially presented to the Senate on September 16, 2024 for feedback. Several additional consultations followed, both with the Senate in November of 2024 and other stakeholder groups in December of 2024. The input received was incorporated into a revised set of procedures and considered by the Senate on January 21, 2025. The Senate ultimately approved the set of procedures which was before it, subject to an amendment to the composition of the Selection committee - *p.2 of Item 8.1 B, indicated in red.*

As a result of a formatting error and the amendment in question, there was an inconsistency in the version of the procedures which was originally approved by the Senate. The procedures that are before the board for approval include the correction of the formatting error and received final approval from the Senate on February 11th, 2025.

B Risk Analysis

Please note below the specific institutional risk(s) this proposal addresses and/or raises.	
<input type="checkbox"/> Strategic <input type="checkbox"/> Financial Viability <input type="checkbox"/> Research <input checked="" type="checkbox"/> Culture and Values <input type="checkbox"/> Teaching and Learning	<input type="checkbox"/> Environmental and Social Responsibility <input type="checkbox"/> Operational <input type="checkbox"/> Legal <input type="checkbox"/> People <input type="checkbox"/> Technological

C Financial Implications (where applicable):

This will not be a paid position. However, the University will be responsible for expenses incurred by the Chancellor in connection with carrying out their mandate (which will be subject to the University's Administrative Procedures For Travel And Other Reimbursable Expenses).

The Chancellor will be expected to enhance success with respect to fundraising activities.

D Alignment with Strategic Objective or Plan of the University

Please note below the University objective furthered by this proposal			
Strategic Plan - Strategic Direction #:			
<input type="checkbox"/> 1 - Enhancing Our Student Experience	<input type="checkbox"/> 2 - Energizing Our Academic and Research Mission	<input type="checkbox"/> 3 - Building up the Communities We Serve	<input type="checkbox"/> 4 - Valuing and Supporting Our People
<input type="checkbox"/> Other University Objective: <i>N/A</i>			

A Chancellor is expected to be well placed to be an ambassador for the University due to being well known nationally or even internationally.

Such an ambassador will bring name recognition to the University which can serve to assist with student recruitment from the local to national level, thus furthering the University's goal of being the Northern University of Choice.

This ambassador can also assist the University by lending their connections to the establishment of strong local and global industry, alumni and donor networks.

E **Other options considered (where applicable):**

N/A

F **Next Steps and Communications Plan**

If the Guidelines are approved, the next step will be for the University Secretariat to prepare and publish a call for nominations.

Once the call is made, a selection committee will be struck to consider the nominations in accordance with the approved process.

G **Appendices**

Item 8.1 A - DRAFT Procedures for the Appointment and Reappointment of a Chancellor - CLEAN

Item 8.1 B - DRAFT Procedures for the Appointment and Reappointment of a Chancellor - Tracked changes

PROCEDURES FOR THE APPOINTMENT/ REAPPOINTMENT OF A CHANCELLOR

Office of Administration:	Office of the President
Approval Authority:	Board of Governors/Senate
Approval Date:	
Next Review:	
Review History:	

1. Purpose/Scope

1.1 These procedures are intended to provide guidance on the process to be followed in appointing a Chancellor for Laurentian University (“the University”).

2. Definitions:

2.1 The Chancellor of the University is a volunteer appointed or reappointed by the Board of Governors, with the Senate’s endorsement. The Chancellor is the titular and ceremonial head of the University and acts as both an official and unofficial ambassador in order to assist the University in its advocacy, advancement activities and national recognition efforts. The specific duties of the Chancellor include:

- a. Presiding over Convocation and conferring all degrees
- b. Participating in or presiding over ceremonial or other important events on behalf of the University
- c. Representing the University in an official capacity at external functions from time to time
- d. Engaging in profile-raising and advocacy activities on behalf of the University
- e. Assisting with advancement efforts (friend-raising and fund-raising)
- f. Providing advice to the President and Vice-Chancellor, on request.

2.2 The Chancellor’s term of office is five (5) years, which may be renewed once. A maximum of two successive terms are permitted.

3. Eligibility and Exclusions:

3.1 Given the role of the Chancellor, the University will seek to appoint individuals who:

- a. Share the University’s vision and values
- b. Share the University’s commitment to English, French, First Nations, Metis and Inuit education and cultures
- c. Are gracious and diplomatic in nature
- d. Are effective at public speaking with an ability to inspire passion for the University
- e. Are highly regarded nationally or internationally, with the ability to connect the University with potential supporters and lend endorsement to fund-raising activities
- f. Have the ability to communicate in both of Canada’s official languages or in one of Canada’s official languages and in the language of one of Canada’s First Nations, Metis or Inuit People.

3.2 This list of attributes is intended as a guideline to assist the Committee in its deliberations. It is not required that an individual possess all of the listed attributes in order to be eligible for appointment.

3.3 Individuals are not eligible for nomination, or to continue serving as Chancellor, if they are, have within the past two years been, or become:

- a. Employed by the University
- b. Sitting members of the University's Board of Governors
- c. Holders of public office

4. Appointment process

4.1 In the case of vacancy, or anticipated vacancy, in the office of Chancellor, the University Secretary will issue a call for nominations from the University community as soon as practicable.

4.2 Following the call for nominations, a Selection Committee ("the Committee") will be formed. The Committee will be a joint committee of the Board of Governors and the Senate and will be composed of the following:

- a. The President and Vice-Chancellor, who will serve as Chair of the Committee
- b. Two faculty members, elected by the Senate
- c. One undergraduate student, elected by the undergraduate student body
- d. One graduate student, elected by the graduate student body
- e. One staff member, elected by staff
- f. One member of Laurentian University Native Education Council ("LUNEC"), appointed by LUNEC
- g. One member of the Joint Committee on Bilingualism ("JCOB"), appointed by the JCOB
- h. Two members of the Board of Governors, appointed by the Board
- i. One representative appointed by the Atikameksheng Anishnawbek Chief and Council
- j. The Chief Advancement Officer
- k. The University Secretary or their designate, who will serve as the non-voting secretary of the Committee
- l. One LUFA representative appointed by the LUFA executive

4.3 The composition of the Committee will reflect the University's commitment to its tricultural nature and to increasing the participation of equity-seeking groups. The President and Vice-Chancellor will be responsible for taking additional steps to diversify the committee composition should it not reflect this commitment.

4.4 The Committee will determine its own selection criteria and procedures, subject to the following:

- a. All proceedings of the Committee are confidential. This confidentiality extends to all materials provided to the Committee and any discussions taking place. Committee members will continue to maintain this confidentiality after the Committee makes its recommendation.
- b. In carrying out its duties, the Committee will, at all times, observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations.
- c. The activities of the Committee will reflect the values represented in the University's human rights policies and procedures and the Board's Equity, Diversity and Inclusion Statement.
- d. The Committee will take into consideration the desirable attributes listed in **section 3.1**.
- e. The Committee will strive to reach a consensus. If consensus is not possible, the decision will be made by simple majority vote.
- f. Only one candidate will be recommended to the Senate and the Board of Governors for appointment as Chancellor.

4.5 Once the Committee has selected a candidate, the President will confirm the willingness of the individual to stand for appointment.

4.6 The Chair of the Committee will then present the recommendation for appointment of the selected candidate to the Senate for endorsement.

4.7 Once the Senate gives its endorsement of the candidate, the Chair of the Committee will present the recommendation for appointment of the selected candidate to the Board of Governors for its approval.

4.8 Any discussion of a recommendation of the Committee at a meeting of the Senate or the Board of Governors will be conducted in closed session.

5. Reappointment Process

5.1 In the final year of the Chancellor's first term, the President will confirm the willingness of the current Chancellor to stand for a second term.

5.2 If the Chancellor confirms that they are willing to stand for a second term, a Reappointment Committee will be formed. The composition of the Reappointment Committee will be as outlined in **section 4.2.a.-l.** of these procedures, and the following steps will take place:

- a. The President will convene a meeting of the Reappointment Committee.
- b. The Reappointment Committee will determine whether or not the current Chancellor should be offered a second term. The Reappointment Committee will determine its own criteria and procedure for making this determination, subject to the consideration noted above in **sections 4.4.a.-e.** of these procedures.
- c. If the recommendation for reappointment is positive, the steps outlined in **sections 4.5.-8.** of these procedures will follow.
- d. If the recommendation is negative, the President will inform the Chancellor and a new search will begin. In such a case, the President will determine whether a new Selection Committee will be struck or if the Reappointment Committee will assume the role of Selection Committee for the new search.

5.3 If the Chancellor confirms that they will not stand for a second term, the selection process as outlined in **section 4.** of these procedures will follow.

6. Revocation Process

6.1 In rare circumstances, a Chancellor's appointment may be revoked where they have engaged in conduct inconsistent with the University's values and/or which risks undermining the reputation of the University.

6.2 Any member of the University community may communicate requests for the revocation of a Chancellor's appointment to the Office of the President and Vice-Chancellor. For the purpose of making such a request, the University community consists of the following: faculty, staff, students, alumni, and retirees.

6.3 Upon receiving such a request, the President and Vice-Chancellor will take such steps as they deem necessary to assess the merits of the request and make a determination as to whether to form a Revocation Committee.

6.4 Any such Revocation Committee formed will be a joint committee of the Board of Governors and the Senate and will have the composition described above in **s.4.2.a.-l.** The individuals forming the Revocation Committee need not be the same individuals who sat on the Selection Committee which originally recommended the appointment of the Chancellor in question.

6.5 Once a Revocation Committee is formed, it will meet to consider the request and determine whether to recommend revocation of the appointment.

6.6 The Revocation Committee will determine its own criteria and procedure for making this determination subject to the considerations noted above in **sections 4.4.a.-c. & e.** of these procedures.

6.7 Where the Revocation Committee makes a recommendation to revoke a Chancellor's appointment, the Chair of the Revocation Committee will present the recommendation to the Senate for comment.

6.8 The Chair of the Revocation Committee will then present its recommendation to the Board of Governors for approval at a subsequent meeting.

6.9 Any discussion of a recommendation of the Revocation Committee at a meeting of the Senate or the Board of Governors will be conducted in closed session.

6.10 Once the revocation of a Chancellor's appointment receives the approval of the Board of Governors, the Chair of the Board of Governors will communicate the results of the vote to the Chancellor. A search for a new Chancellor will then be initiated.

PROCEDURES FOR THE APPOINTMENT/ REAPPOINTMENT OF A CHANCELLOR

Office of Administration:	Office of the President
Approval Authority:	Board of Governors/Senate
Approval Date:	
Next Review:	
Review History:	

1. Purpose/Scope

1.1 These procedures are intended to provide guidance on the process to be followed in appointing a Chancellor for Laurentian University (“the University”).

2. Definitions:

2.1 The Chancellor of the University is a volunteer appointed or reappointed by the Board of Governors, with the Senate’s endorsement. The Chancellor is the titular and ceremonial head of the University and acts as both an official and unofficial ambassador in order to assist the University in its advocacy, advancement activities and national recognition efforts. The specific duties of the Chancellor include:

- a. Presiding over Convocation and conferring all degrees
- b. Participating in or presiding over ceremonial or other important events on behalf of the University
- c. Representing the University in an official capacity at external functions from time to time
- d. Engaging in profile-raising and advocacy activities on behalf of the University
- e. Assisting with advancement efforts (friend-raising and fund-raising)
- f. Providing advice to the President and Vice-Chancellor, on request.

2.2 The Chancellor’s term of office is five (5) years, which may be renewed once. A maximum of two successive terms are permitted.

3. Eligibility and Exclusions:

3.1 Given the role of the Chancellor, the University will seek to appoint individuals who:

- a. Share the University’s vision and values
- b. Share the University’s commitment to English, French, First Nations, Metis and Inuit education and cultures
- c. Are gracious and diplomatic in nature
- d. Are effective at public speaking with an ability to inspire passion for the University
- e. Are highly regarded nationally or internationally, with the ability to connect the University with potential supporters and lend endorsement to fund-raising activities
- f. Have the ability to communicate in both of Canada’s official languages or in one of Canada’s official languages and in the language of one of Canada’s First Nations, Metis or Inuit People.

3.2 This list of attributes is intended as a guideline to assist the Committee in its deliberations. It is not required that an individual possess all of the listed attributes in order to be eligible for appointment.

3.3 Individuals are not eligible for nomination, or to continue serving as Chancellor, if they are, have within the past two years been, or become:

- a. Employed by the University
- b. Sitting members of the University's Board of Governors
- c. Holders of public office

4. Appointment process

4.1 In the case of vacancy, or anticipated vacancy, in the office of Chancellor, the University Secretary will issue a call for nominations from the University community as soon as practicable.

4.2 Following the call for nominations, a Selection Committee ("the Committee") will be formed. The Committee will be a joint committee of the Board of Governors and the Senate and will be composed of the following:

- a. The President and Vice-Chancellor, who will serve as Chair of the Committee
- b. Two faculty members, elected by the Senate
- c. One undergraduate student, elected by the undergraduate student body
- d. One graduate student, elected by the graduate student body
- e. One staff member, elected by staff
- f. One member of Laurentian University Native Education Council ("LUNEC"), appointed by LUNEC
- g. One member of the Joint Committee on Bilingualism ("JCOB"), appointed by the JCOB
- h. Two members of the Board of Governors, appointed by the Board
- i. One representative appointed by the Atikameksheng Anishnawbek Chief and Council
- j. The Chief Advancement Officer
- k. The University Secretary or their designate, who will serve as the non-voting secretary of the Committee
- l. **One LUFA representative appointed by the LUFA executive**

4.3 The composition of the Committee will reflect the University's commitment to its tricultural nature and to increasing the participation of equity-seeking groups. The President and Vice-Chancellor will be responsible for taking additional steps to diversify the committee composition should it not reflect this commitment.

4.4 The Committee will determine its own selection criteria and procedures, subject to the following:

- a. All proceedings of the Committee are confidential. This confidentiality extends to all materials provided to the Committee and any discussions taking place. Committee members will continue to maintain this confidentiality after the Committee makes its recommendation.
- b. In carrying out its duties, the Committee will, at all times, observe and respect the highest equitable standards, including standards with respect to bias, the appearance of bias, and the fairness of its deliberations and investigations.
- c. The activities of the Committee will reflect the values represented in the University's human rights policies and procedures and the Board's Equity, Diversity and Inclusion Statement.
- d. The Committee will take into consideration the desirable attributes listed in **section 3.1**.
- e. The Committee will strive to reach a consensus. If consensus is not possible, the decision will be made by simple majority vote.
- f. Only one candidate will be recommended to the Senate and the Board of Governors for appointment as Chancellor.

4.5 Once the Committee has selected a candidate, the President will confirm the willingness of the individual to stand for appointment.

4.6 The Chair of the Committee will then present the recommendation for appointment of the selected candidate to the Senate for endorsement.

4.7 Once the Senate gives its endorsement of the candidate, the Chair of the Committee will present the recommendation for appointment of the selected candidate to the Board of Governors for its approval.

4.8 Any discussion of a recommendation of the Committee at a meeting of the Senate or the Board of Governors will be conducted in closed session.

5. Reappointment Process

5.1 In the final year of the Chancellor's first term, the President will confirm the willingness of the current Chancellor to stand for a second term.

5.2 If the Chancellor confirms that they are willing to stand for a second term, a Reappointment Committee will be formed. The composition of the Reappointment Committee will be as outlined in **section 4.2.a.-1.** of these procedures, and the following steps will take place:

- a. The President will convene a meeting of the Reappointment Committee.
- b. The Reappointment Committee will determine whether or not the current Chancellor should be offered a second term. The Reappointment Committee will determine its own criteria and procedure for making this determination, subject to the consideration noted above in **sections 4.4.a.-e.** of these procedures.
- c. If the recommendation for reappointment is positive, the steps outlined in **sections 4.5.-8.** of these procedures will follow.
- d. If the recommendation is negative, the President will inform the Chancellor and a new search will begin. In such a case, the President will determine whether a new Selection Committee will be struck or if the Reappointment Committee will assume the role of Selection Committee for the new search.

5.3 If the Chancellor confirms that they will not stand for a second term, the selection process as outlined in **section 4.** of these procedures will follow.

6. Revocation Process

6.1 In rare circumstances, a Chancellor's appointment may be revoked where they have engaged in conduct inconsistent with the University's values and/or which risks undermining the reputation of the University.

6.2 Any member of the University community may communicate requests for the revocation of a Chancellor's appointment to the Office of the President and Vice-Chancellor. For the purpose of making such a request, the University community consists of the following: faculty, staff, students, alumni, and retirees.

6.3 Upon receiving such a request, the President and Vice-Chancellor will take such steps as they deem necessary to assess the merits of the request and make a determination as to whether to form a Revocation Committee.

6.4 Any such Revocation Committee formed will be a joint committee of the Board of Governors and the Senate and will have the composition described above in **s.4.2.a.-1.** The individuals forming the Revocation Committee need not be the same individuals who sat on the Selection Committee which originally recommended the appointment of the Chancellor in question.

6.5 Once a Revocation Committee is formed, it will meet to consider the request and determine whether to recommend revocation of the appointment.

6.6 The Revocation Committee will determine its own criteria and procedure for making this determination subject to the considerations noted above in **sections 4.4.a.-c. & e.** of these procedures.

6.7 Where the Revocation Committee makes a recommendation to revoke a Chancellor's appointment, the Chair of the Revocation Committee will present the recommendation to the Senate for comment.

6.8 The Chair of the Revocation Committee will then present its recommendation to the Board of Governors for approval at a subsequent meeting.

6.9 Any discussion of a recommendation of the Revocation Committee at a meeting of the Senate or the Board of Governors will be conducted in closed session.

6.10 Once the revocation of a Chancellor's appointment receives the approval of the Board of Governors, the Chair of the Board of Governors will communicate the results of the vote to the Chancellor. A search for a new Chancellor will then be initiated.

BOARD EXECUTIVE SUMMARY

Board of Governors

RECOMMENDATION/DECISION ITEM

Agenda Title	E-Voting Guidelines
Agenda Item No.	9.1
Date of Meeting	February 21, 2025
Open/Closed session	Open
Proponent	Danielle Vincent, University Secretary
Presenter(s)	Danielle Vincent, University Secretary

1. PURPOSE

This policy seeks to establish standardized guidelines for conducting electronic voting (e-voting) for resolutions by the Board of Governors and Board Committees at Laurentian University and to ensure electronic voting (e-voting) is secure, transparent, and effective while respecting governance principles, legal requirements, and confidentiality.

2. RESOLUTION TO CONSIDER:

BE IT RESOLVED

THAT the Board of Governors approve the Electronic Voting Guidelines, as recommended by the Governance Committee, and as presented at its meeting of February 21, 2025.

A Background of issue leading to the proposal

The proposed E-Voting Guidelines were developed to establish a standardized and transparent framework for electronic voting by the Board of Governors and its Committees at Laurentian University. This initiative stems from the use of digital tools for timely decision-making and the importance of aligning these processes with governance principles and sector standards.

The policy aims to streamline decision-making, ensure secure and confidential handling of voting materials, and uphold transparency and accountability. By establishing clear procedures, the guidelines will support effective governance while enabling timely and informed resolutions.

B Risk Analysis

Using the list below, please note the specific institutional risk(s) this proposal addresses and/or raises. Definitions of each category can be found in the institutional enterprise risk management framework.

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Strategic Financial Viability Research Culture and Values Teaching and Learning	Environmental and Social Responsibility Operational Legal People Technological
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The primary risks associated with this proposal include potential inefficiencies and a lack of transparency in decision-making processes if standardized e-voting guidelines are not adopted.

C Financial Implications (where applicable):

N/A

D Alignment with Strategic Objective or Plan of the University

Please note below the University objective furthered by this proposal:			
Strategic Plan - Strategic Direction #:			
<ul style="list-style-type: none"> 1 - Enhancing Our Student Experience 	<ul style="list-style-type: none"> 2 - Energizing Our Academic and Research Mission 	<ul style="list-style-type: none"> 3 - Building up the Communities We Serve 	<ul style="list-style-type: none"> 4 - Valuing and Supporting Our People
Other University Objective: <i>Driving University Governance Excellence</i>			

This policy supports the strategic direction of driving governance excellence at Laurentian University. By establishing clear and secure e-voting guidelines, the policy supports integrity, accountability and transparency by ensuring timely, well-informed decision-making that advances the university's mission and objectives.

E Other options considered (where applicable):

N/A

F Next Steps and Communications Plan

Given that the proposed guidelines reflect existing Board practices, no changes will be required in the way Board and Committee business is conducted.

The revised guidelines will be posted publicly on the Board of Governors webpage upon receiving Board approval.

G Appendices

Item 9.1 A - DRAFT Electronic Voting Guidelines

Electronic Voting Guidelines

Responsible Office:	Office of the University Secretary
Approval Authority:	Board of Governors
Approval Date:	2025
Next Review:	February 2029
Review History:	N/A
Policy Category:	Governance
Related Documents:	<i>General Bylaws of the Board of Governors of Laurentian University.</i>

1. Purpose

- 1.1. The purpose of these guidelines is to establish a standardized process for conducting electronic voting (e-voting) for resolutions by the Board of Governors and Board Committees at Laurentian University.
- 1.2. These guidelines ensure that e-voting is carried out effectively, securely, and transparently, while respecting governance principles and legal requirements.

2. Scope

- 2.1. These guidelines apply to all e-votes conducted by the Board of Governors and its Committees.

3. Definitions

- 3.1. **“E-Voting”** is the process of casting votes on a resolution electronically, typically via email or a designated digital platform, outside of a formal in-person or virtual meeting.
- 3.2. **“Special Meeting”** is a formally convened meeting, either in person or virtual, called before the next scheduled Board or Committee meeting to decide on urgent items that warrant in-depth discussion. A special meeting may be held with 48 hours written notice to Board or Committee members, or at any time without notice if all eligible members are present thereat, or either before or after the meeting the eligible members who are absent signify in writing their consent to the meeting being held in their absence.

4. Principles

- 4.1. E-voting should facilitate timely decisions while maintaining proper governance procedures.
- 4.2. The process should be clear and open, ensuring all participants understand the process and the outcome.
- 4.3. All participants should receive sufficient information and time to review and vote on resolutions.
- 4.4. All materials related to electronic votes must be treated as confidential by recipients until such time as they are released publicly in a Board open meeting package or as otherwise advised by the Board Chair, Committee Chair or the University Secretariat. This confidentiality also applies to any related discussions conducted via the designated electronic voting method.
- 4.5. During the electronic voting process, members must disclose any conflicts of interest related to the resolution under consideration. Additionally, if a conflict of interest becomes apparent during the course of discussions or as new information is shared, members must promptly declare the conflict and refrain from participating in the vote. All declarations of conflict must be communicated to the Board Chair, Committee Chair or University Secretary to uphold the transparency and integrity of the voting process.

5. Electronic Voting

5.1. Conditions for Electronic Voting

- 5.1.1. E-voting should be reserved for cases requiring urgent, time-sensitive decisions that must be made before the next scheduled Board or Committee meeting to address critical deadlines or pressing organizational matters.
- 5.1.2. This mechanism should not be used for complex or high-risk decisions requiring extensive deliberation, significant analysis, or input from multiple stakeholders.
- 5.1.3. The proposed resolution must be accompanied by sufficient background information for informed decision-making.
- 5.1.4. The decision to initiate an electronic voting process shall be made in consultation with the Board Chair or the relevant Committee Chair.

5.2. **Communication of Resolution**

5.2.1. The Office of the University Secretary is responsible for sending the resolution to all eligible members, clearly identifying:

- The motion and relevant background information.
- The deadline for voting (typically 3 days).
- The platform to be used to conduct the vote.
- Instructions for submitting votes, requesting additional information and calling a special meeting if needed.

5.3. **Voting Process**

5.3.1. The voting deadline must be clearly specified. If needed, the deadline may be extended once by up to 5 days, upon consultation with the Board Chair or Committee Chair.

5.3.2. The Office of the University Secretariat is responsible for establishing and implementing the process for recording the mover and seconder of an electronic vote and ensuring that this information is accurately documented

5.3.3. Eligible members should indicate whether they are voting in favour, whether they are opposed, or whether they are abstaining from voting in relation to the resolution shared electronically.

5.3.4. Quorum for electronic voting shall be as set out in the *General Bylaws of the Board of Governors of Laurentian University, Section 3, vii. or Section 9 x.*

5.3.5. If participation falls below the required threshold for quorum, the University Secretary, in consultation with the Board or Committee Chair, may declare the vote null and void or extend the voting deadline.

5.4. **Deliberations and Transitioning to a Special Meeting**

- 5.4.1. Members seeking clarification, additional information, raising questions, initiating discussion, or expressing opposition regarding a proposed resolution must do so prior to the voting deadline.
- 5.4.2. To ensure transparency and facilitate informed decision-making, members are expected to share their comments and requests by replying to all eligible members in addition to notifying the University Secretariat through the designated electronic voting method.
- 5.4.3. The University Secretariat will share all inquiries received regarding the resolution, and the corresponding responses, with all the eligible members to ensure transparency and informed decision-making.
- 5.4.4. Calling a Special Meeting is an acceptable and supported part of the decision-making process when deeper deliberation is needed. Should any member deem it necessary to convene a Special Meeting in lieu of an e-vote for thorough discussion of an item, they must submit that request to all eligible members and the University Secretariat before the voting deadline.
- 5.4.5. Upon receipt of a request for a Special Meeting, the electronic voting process will be immediately suspended. A Special Meeting will then be scheduled for the to allow for deliberation and voting on the issue to take place.

5.5. **Validation and Results**

- 5.5.1. Resolutions passed by electronic voting have the same legal standing as those passed in regular meetings.
- 5.5.2. The results of the electronic vote must be recorded by the University Secretariat and included in the minutes to be approved at the next scheduled meeting, ensuring proper documentation of the decision.