

BOARD OF GOVERNORS MEETING

Friday, April 26, 2024

9:00 a.m. to 9:55 a.m. – Closed Session

10:00 a.m. to 12:50 p.m. – Public Session

1:00 p.m. to 2:00 p.m. – *In Camera* Session

IN-PERSON CAMPUS LOCATION: Executive Learning Centre - Room FA-386

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: Model Parliament <ul style="list-style-type: none"> • Introduction by Dr. Jennifer Johnson 	-	Dr. Nadia Verilli	10:00 – 10:30
1.	Adoption of Agenda	-	V. Cameron	10:30
2.	Declaration of Conflicts of Interest	-	V. Cameron	10:30
3.	Unanimous Consent Agenda <u>3.1 Adoption of Minutes:</u> A Special Closed meeting held January 16, 2024 B Regular meeting held February 16, 2024 C Special Closed meeting held February 23, 2024 D Special Closed meeting held March 8, 2024 E Special Closed meeting held March 15, 2024 <u>3.2 Summary of Information Reports by Board Standing Committees:</u> A Audit and Risk Committee Report B Finance and Property Committee Report C Governance Committee Report D Human Resources Committee Report	3-27 28-31	V. Cameron	10:30 - 10:35
4.	President's Report (Strategic Plan + Transformation Plan Updates; Onboarding Plan and Goals)	32-33	L. Wells	10:35 - 10:45
5.	Finance Committee Items 5.1 For Approval: 2024-25 Compulsory Student Incidental & Student Association Fees 5.2 For Approval: 2024-25 Student Administrative Fees 5.3 For Approval: 2024-25 Tuition Fees 5.4 For Approval: Deferred Maintenance and Facility Renewal Plan Report 5.5 For Approval: 2024-25 Transformation Implementation Budget * 5.6 For Approval: 2024-25 Laurentian University Budget *	34-43 44-48 49-54 55-59	B. Ramakko S. Lafontaine	10:45 - 11:55
6.	Human Resources Committee Item 6.1 For Approval: Procedures for Annual Performance and Compensation Review for Senior Administration	60-70	A. Barry D. Vincent	11:55 - 12:05
7.	Governance Committee Item 7.1 For Approval: Board Performance Evaluation Framework	71-79	L. Kurkimaki D. Vincent	12:05 - 12:15
OTHER ITEMS				
8.	Chair's Items	-	V. Cameron	12:15
9.	Other Business	-	V. Cameron	12:15
[BREAK TO FOLLOW - 12:15 to 12:30]				
10.	In Camera Discussion	-	V. Cameron	12:30
ADJOURNMENT				
11.	Adjournment	-	V. Cameron	1:30

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CLOSED SESSION

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AGENDA

No.	ITEM	PG	LEAD	TIME
1.	Adoption of the Closed Agenda	-	V. Cameron	9:00
2.	Declaration of Conflicts of Interest	-	V. Cameron	9:00
3.	President's Items (Oral Update)	-	L. Wells	9:05 – 9:10
	<u>Finance and Properties Committee Items:</u>			
	4.1 For info: Real Estate Update		S. Lafontaine	
4.	4.2 For approval: GDI Contract Extension		P. Fontaine	9:10 – 9:30
	4.3 For approval: Endowment Transfer		T. MacLeod B. Brouwer T. Eger	
	<u>Human Resources Committee Items:</u>			
5.	5.1 For info: LUSU Mandate		A. Barry	
	5.2 For info: Recruitment Update		S. Lafontaine S. Carpenter-Wright	9:30 – 9:40
	<u>Audit and Risk Committee Items:</u>			
6.	6.1 For info: Cyber Incident Update		S. Lafontaine	9:40 – 9:50
	6.2 For info: Update - Auditor General Report			
7.	Naming Rights Approval		T. MacLeod	9:50 - 9:55
OTHER BUSINESS				
8.	Other Business	-	V. Cameron	9:55
ADJOURNMENT				
9.	Adjournment of Closed Session	-	V. Cameron	9:55

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 Special Closed meeting held January 16, 202	Approval
B	Minutes of the Regular meeting held February 16, 2024	Approval
C	Minutes of the Special Closed meeting held February 23, 2024	Approval
D	Minutes of the Special Closed meeting held March 8, 2024	Approval
E	Minutes of the Special Closed meeting held March 15, 2024	Approval
Item 3.2 - Summary of Information Reports by Board Standing Committees		
A	Audit and Risk Committee Report	Information
B	Finance and Property Committee Report	Information
C	Governance Committee Report	Information
D	Human Resources Committee Report	Information

Board of Governors
January 16, 2024

SPECIAL MEETING OF THE BOARD OF GOVERNORS

DRAFT Minutes of the closed meeting held January 16, 2024
6:00 p.m., via Zoom

Present	Absent
<p><u>Voting Members Present</u> Barbeau, Jay, Vice-Chair Barry, Aaron Bouchard, Roxanne Cameron, Vern, Chair Embleton, Sheila, Interim President and Vice-Chancellor (ex-officio) Harquail, David Kurkimaki, Laura Ramakko, Brian</p> <p><u>Others in attendance (Resources)</u> Croteau, LEEANNE, Manager, Procurement and Contracts Fontaine, Pierre, Director, Maintenance & Operations Lafontaine, Sylvie, Vice-President, Finance & Administration Vincent, Danielle, University Secretary</p>	<p><u>Voting Members Absent</u> Eshkawkogan, Kevin Guay, Andre Manitowabi, Tammy Olufowobi, Similoluwa (SGA) Recollet, Angela Tavafi, Mehdi (GSA)</p>

The Chair of the Board of Governors, Mr. Vernon Cameron, called the meeting to order at 6:00 p.m. and Ms. Danielle Vincent, University Secretary, 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. We extend our deepest respect to Indigenous peoples - as a sign of our continued relationship we will support Laurentian University's Truth and Reconciliation Task Force Recommendations. Miigwech.

The Chair, Mr. Cameron, also reminded members that the meeting is a closed session and that the deliberations are confidential.

ACTION ITEMS

1. **Adoption of Agenda**

MOTION: Moved by Brian Ramakko and seconded by David Harquail.

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 and none were declared.

3. **Sale of the official residence of the President of Laurentian University**

The Chair, Mr. Cameron, invited Interim President and Vice-Chancellor, Dr. Sheila Embleton, to speak to this item. Dr. Embleton explained that the sale of the official residence of the University President (located at 179 John Street) is a high-profile undertaking for the University and essential to maintaining the commitment made by the University to its various stakeholders. Dr. Embleton noted the importance of ensuring proper oversight of the sale process. It was explained that this would involve the setting by the Board of parameters for the sale, along with a delegation of authority to the President and Vice-Chancellor to formalize and execute a listing agreement and other associated documentation with the sale of the residence with the real estate agent. Noting that the documentation would also require the signature of the Board Chair and approval of the final agreement by the Board, Dr. Embleton explained this proposal ensured appropriate governance of a high-profile University asset. A further discussion took place surrounding the time constraints involved with the sale process.

A fulsome discussion occurred regarding the ability of the University to meet the strict timelines given the requirement for ministerial approval. Board members were assured that MCU have been kept apprised of this file and their representatives are aware of the need for expediency. Furthermore, it was noted that the University hopes to obtain pre-approval of the proposed parameters of the sale from MCU, to allow the University additional flexibility in completing the sale of the residence in question.

With no further questions or discussions, the resolution was considered as presented.

BE IT RESOLVED:

THAT the Board of Governors approve the proposed parameters relating to the sale of the official residence of the President of the University, located at 179 John Street, as contained in Item 3A, and as presented at its meeting of January 16th , 2024, and

THAT the Board of Governors authorize the University President and Vice-Chancellor to provide direction to the real estate agent retained for the listing of that property within the approved parameters, as presented at its meeting of January 16th, 2024, and

THAT, subject to the final agreement being approved by the Board of Governors, the Board of Governors authorize the Chair of the Board and the University President and Vice-Chancellor to execute any documents necessary to sell that property within the approved parameters, as presented at its meeting of January 16th, 2024, and

THAT the Board of Governors delegate the authority to the Board Finance and Property Committee to approve any adjustment to the parameters which may be requested by the President and Vice-Chancellor during the sale process, as presented at its meeting of January 16th, 2024.

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

Carried unanimously.

4. **Other Business**

The Chair confirmed there were no other business items to discuss.

ADJOURNMENT

5. **Adjournment**

Having exhausted the agenda, the meeting was adjourned at 6:17 p.m.

Vernon Cameron, Chair

Danielle Vincent, University Secretary

Board of Governors
February 16, 2024

BOARD OF GOVERNORS

DRAFT Minutes of the Meeting of February 16, 2024
9:00 a.m., Executive Learning Centre, FA-386
or via Zoom

Present	Absent
<p><u>Voting Members Present</u> Barbeau, Jay Barry, Aaron Bouchard, Roxanne Embleton, Sheila, Interim President and Vice-Chancellor (ex-officio) Guay, André Kurkimaki, Laura Manitowabi, Tammy Ramakko, Brian Tavafi, Mehdi</p> <p><u>Non-Voting Members Present</u> Colin, Fabrice, LUFA Representative Fenske, Tom, LUSU Representative Gorham, Robyn LUFA Representative Sbaa, Nawfal, AEF Representative Scott, Dan, Senate Representative Teller, Meredith, LUAPSA Representative Vincent, Danielle, University Secretary</p> <p><u>Others in attendance (Resources & Presenters)</u> Beaudry, Dominic, Associate Vice-President, Academic and Indigenous Programs Boyer, Céleste, General Counsel Brouwer, Brenda, Interim Provost & VP, Academic Cheechoo, Shirley, Special Guest Presenter Cheu, Hoi, Faculty Member & Special Guest Presenter Debassige, Nano, Special Guest Presenter Demianiuk, Benjamin, Director, Business Development Eger, Tammy, Vice-President, Research Fontaine, Pierre, Director, Maintenance & Operations Grover, Laura, J.L. Richards, Presenter Hoy, Sandra, Faculty Member & Presenter Lackey, Anthony, Risk Specialist Lavallée, Normand, AVP, Financial Services Leclerc, Renée, Executive Administrative Assistant, University Secretariat Lehtimaki, Shauna, Director, Institutional Planning Loreto, Chris, Strategy Corp., Presenter MacLeod, Tracy, Chief Advancement Officer Myers, Naomi, Manager, Risk & Insurance Zlotti, Jayme-Lee, J.L. Richards, Presenter</p>	<p><u>Voting Members Absent</u> Cameron, Vern, Chair Eshkawkogan, Kevin Harquail, David Olufowobi, Similoluwa Recollet, Angela</p> <p><u>Non-Voting Members Absent</u> Bassett, Shannon, Senate Representative Motamedi, Monica, CUPE Representative</p>

CLOSED SESSION

Due to the absence of Board of Governors Chair, Mr. Vernon Cameron, the Board Vice-Chair, Mr. Jay Barbeau, will be chairing this meeting. The Chair, Mr. Barbeau called the meeting to order at 9:00 a.m. and University Secretary, Ms. Danielle Vincent, confirmed quorum. Mr. Barbeau 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 Wahnapiitae First Nation. We extend our deepest respect to Indigenous peoples - as a sign of our continued relationship we will support Laurentian University's Truth and Reconciliation Task Force Recommendations. Miigwech.

Mr. Barbeau noted that this is a closed session and any material or discussions are to remain confidential. Mr. Barbeau also welcomed newly appointed Board Governors, Ms. Roxanne Bouchard, noting this was her first meeting of the Board of Governors since her appointment.

CLOSED INFORMATION AND ACTION ITEMS

1. Adoption of the Closed Agenda

MOTION: Moved by Aaron Barry and seconded by Brian Ramakko.

That the Agenda be approved as presented.

Carried unanimously.

2. Declaration of Conflicts of Interest

The Chair, Mr. Barbeau, invited members to declare any conflicts of interest. No conflicts of interest were declared.

3. President's Items (Oral Update)

The Chair, Mr. Barbeau invited Interim President and Vice-Chancellor, Dr. Sheila Embleton, to speak to this item. Dr. Embleton referenced both the January and February 2024 President's Report to Senate and specifically brought attention to the serious matter involving international students following the Federal Government's recent announcement that it would limit the number of international student visas it would grant for undergraduate post-secondary education for the next two (2) years.

Following Dr. Embleton's update, a question arose regarding the possible financial impact this government decision could have on Laurentian University. To answer this question, Vice-President, Finance and Administration, Ms. Sylvie Lafontaine was called upon and noted that while Laurentian has a high number of international students, a large proportion of this student population is attending for graduate and doctoral programs and at this time, the visa cap excludes these levels of study. Regardless, there will still be financial implications for all post-secondary institutions and a more fulsome overview can be provided at the next meeting of the Board Finance and Property Committee.

4. Finance and Properties Committee Items:

4.1 For Info: Real Estate Update

The Vice-Chair of the Finance & Property Committee, Mr. Brian Ramakko, invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine noted that the University continues to meet regularly with representatives from both the Ministry of Colleges and Universities (MCU) and Infrastructure Ontario (IO) to work through the sale of seven (7) specific properties currently owned by Laurentian University to the Ontario government. It was noted that these properties must all be sold by November 28, 2025 with all proceeds to be distributed to Laurentian's pool of creditors. Following Ms. Lafontaine's update, there were no comments or questions.

4.2: For approval: Jenő Tihanyi Olympic Pool

The Vice-Chair of the Finance & Property Committee, Mr. Brian Ramakko, invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine informed the Board that in December, 2023 the University received a final report from consultants J.L. Richards who worked with additional partners to assess the current condition of the pool facility and make recommendations on remediation options. Ms. Lafontaine then invited Ms. Laura Grover, Senior Structural Engineer with J.L. Richards to provide further details to the Board.

Ms. Grover provided an overview of the current state of the pool facility and the contents of the report.

Following Ms. Lafontaine and Ms. Grover's presentations, there were no questions or comments, and the resolution was considered as presented.

BE IT RESOLVED

THAT the Board of Governors approve that Laurentian University's Executive Management initiate discussions with the City of Greater Sudbury for the creation of a joint planning committee that will be responsible for the creation of a plan and funding model for the renewal of Laurentian's athletic facilities (including the pool), as recommended by the Finance and Property Committee, and as presented at its meeting of February 16, 2024; and

THAT the Board of Governors approve that Laurentian University's Executive Management engages in discussions on the future of the pool and athletic facilities as part of LU's strategic plan on campus renewal, reimagining the LU brand, and building up the communities we serve, as recommended by the Finance and Property Committee, and as presented at its meeting of February 16, 2024.

MOTION: Moved by Brian Ramakko and seconded by André Guay.

Carried unanimously.

4.3: For Info: 5-Year Deferred Maintenance and Facility Renewal Plan Report

The Vice-Chair of the Finance & Property Committee, Mr. Brian Ramakko invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine noted that a

detailed list of projects has been provided in the meeting materia. Ms Lafontaine noted that the projects on the list originally approved by the Board in May 2023 remain on track and that all deferred maintenance remained within budget, despite unplanned emergency repairs.

4.4: For info: Annual Alumni Engagement and Philanthropy Report

The Vice-Chair of the Finance & Property Committee, Mr. Brian Ramakko, invited Chief Advancement Officer, Ms. Tracy MacLeod, to speak to this item. Ms. MacLeod presented the report as provided in the meeting material and highlighted that work continues to rebuild relationships as well as establish philanthropic opportunities for the university. There were no questions or comments that ensued.

**Due to the nature of the following agenda item #5.1, the Chair, Mr. Barbeau asked that only voting Governors and University Secretariat staff remain. Those asked to step out of the meeting would be called back following consideration of the next agenda item.*

5. Human Resources Committee Items

5.1 For approval: Terms and Conditions for Secondment of Interim Provost

The Chair invited the Chair of the Human Resources Committee, Mr. Aaron Barry, to present this item. Mr. Barry noted that specifics regarding the need for this extension were provided in meeting material but highlighted that the extension as presented has been endorsed by Queens University and agreed to by Dr. Brouwer.

Noting no questions or comments, the resolution was considered as presented.

BE IT RESOLVED

THAT the Board of Governors approve the extension of the secondment of Dr. Brenda Brouwer to Laurentian University until June 30, 2024, as recommended by the Human Resources Committee, and as presented at its meeting of February 16, 2024.

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

Carried unanimously.

**All individuals asked to leave the meeting for consideration of agenda item #5.1 were invited back into the meeting.*

5.2 For approval: Appointment of the University Librarian

The Chair of the Human Resources Committee, Mr. Aaron Barry, invited Interim Provost, and Vice-President, Academic, Dr. Brenda Brouwer to speak to this item. Dr. Brouwer provided an overview of

the recruitment process used. Dr. Brouwer then provided an overview of the candidates suitability for the role. With no questions or comments, the resolution was considered as presented.

BE IT RESOLVED

THAT the Board of Governors approve the appointment of Danielle Dennie as the University Librarian, effective July 1, 2024 for a five (5) year term, as recommended by the Human Resources Committee, and as presented at its meeting of February 16, 2024.

MOTION: Moved by André Guay and seconded by Roxanne Bouchard.

Carried unanimously.

5.3 For Info: Human Resources Update

The Chair invited the Chair of the Human Resources Committee, Mr. Aaron Barry, invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine provided an update regarding the Laurentian University Staff Union (LUSU) and efforts to prepare for the upcoming end of the current Collective Bargaining Agreement.

6. Audit and Risk Committee Report (Oral update)

6.1 For Info: Insurance Annual Report

The Chair, Mr. Barbeau, invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine provided an overview of insurance in place at the University as detailed in the material provided in the meeting package and noted that premium increases are in line with the market.

6.2 For Info: LU Transformation Implementation Update

The Chair, Mr. Barbeau, invited Interim President and Vice-Chancellor, Dr. Sheila Embleton, and Syto speak to this item. Dr. Embleton discussed the progress made and explained the next steps. Dr. Embleton then invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine to elaborate further.

Ms. Lafontaine advised that a critical step in the Implementation Plan was to determine its Enterprise Resource Planning (ERP) needs. The University has now officially announced it would maintain its existing ERP software while investing in additional modules to expand its functionality. As such, with this decision being made, the next step is to perform a thorough costing and resourcing analysis to determine what will be required from a financial and personnel standpoint over the next four (4) to five (5) years.

Both Dr. Embleton and Ms. Lafontaine advised that updates will continue to be brought forward to both the Committee and Board levels on an ongoing basis.

7. Other Business

The Vice-President, Finance and Administration, Ms. Sylvie Lafontaine asked to provide a brief update to the Board the Laurentian University-owned building which has long been the home of the Art Gallery of Sudbury. Ms. Lafontaine noted that meetings between the University and the Art Gallery of Sudbury have recently taken place to discuss next steps noting the building has been vacant since October, 2023 due to structural deficiencies; therefore, solutions and timelines are being explored.

Following Ms. Lafontaine's update, the Chair, Mr. Barbeau noted there were no additional new business items to discuss.

8. Adjournment of the Closed Session

Having exhausted the agenda, the closed session of the meeting of the Board of Governors was adjourned at 10:01 a.m.

PUBLIC SESSION

Due to the absence of Chair, Mr. Vernon Cameron, the Board Vice-Chair, Mr. Jay Barbeau, will be chairing this meeting. As such, the Chair, Mr. Barbeau called the meeting to order at 10:34 a.m. and University Secretary, Ms. Danielle Vincent, confirmed quorum. Mr. Barbeau 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. We extend our deepest respect to Indigenous peoples - as a sign of our continued relationship we will support Laurentian University's Truth and Reconciliation Task Force Recommendations. Miigwech.

Mr. Barbeau also noted that this meeting was an open public session that was being live streamed.

INFORMATION SESSION

A. Learning Session: Dr. Shirley Cheechoo - Weengushk Film Institute

The Chair, Mr. Barbeau, invited Dr. Hoi Cheu to introduce Dr. Shirley Cheechoo and Mr. Nano Debassige from the Weengushk Film Institute (WFI) to speak to their partnership with Laurentian University. Dr. Cheechoo provided a moving narrative about her experience attending residential school and how she moved past that experience to reclaim her heritage and shape her identity. Dr. Cheechoo then invited Mr. Debassige who highlighted that the Laurentian University and WFI partnership has provided a pathway for success for indigenous youth. Additionally, Mr. Debassige noted that the WFI will be hosting a film festival on July 11 and 12, 2024 on Manitoulin Island which will include the "Blanket of Stars: A Tribute to Resilience" event consisting of a walk across the Manitoulin Swing Bridge in honor of residential school warriors and to symbolize their coming home.

ACTION ITEMS

1. Adoption of Agenda

A request was made by a non-voting member to formally add an agenda topic under item #12. The Chair, Mr. Barbeau noted this required a motion from a voting member. Mr. Barbeau asked if any members in attendance were prepared to so move. As no members came forward to make such a motion, the agenda was not amended as requested.

Prior to moving to the approval of the agenda as presented, a request was made by a non-voting member that the Board Closed Session follow the Board Public Session. A discussion then took place regarding the use and limits of the Closed Session. Following that discussion, the Chair called for a motion to approve the agenda.

MOTION: Moved by Aaron Barry and seconded by Brian Ramakko.

That the agenda be approved as presented.

Carried unanimously.

2. Declaration of Conflicts of Interest

The Chair, Mr. Barbeau, invited members to declare any conflicts of interest and none were declared.

3. Unanimous Consent Agenda:

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

3.1. Adoption of Minutes: Special closed meeting of December 1, 2023 and regular meeting held
December 15, 2023

3.2. Summary of Information Reports by Board Standing Committees:

- 3.2 A Audit and Risk Committee Report
- 3.2 B Finance and Property Committee Report
- 3.2 C Governance Committee Report
- 3.2 D Human Resources Committee Report
- 3.2 E Joint Committee on Bilingualism Report

No questions, comments or discussions occurred; therefore, the motion was considered as presented.

MOTION: Moved by Brian Ramakko and seconded by Laura Kurkimaki.

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

Carried unanimously.

4. President's Report

The Chair, Mr. Barbeau invited Interim President and Vice-Chancellor, Dr. Sheila Embleton, to present her reports. Dr. Embleton referenced both the January and February 2024 President's Reports to Senate provided in the meeting material. Dr. Embleton noted that the Senate was pleased to welcome the Board Governor Representative, Mr. André Guay, at its February, 2024 meeting, and that the current data on enrollments show positive results, notably for the domestic undergraduate group and that we are seeing higher than anticipated applicants who have listed Laurentian University as their first or second choice. Additionally, Dr. Embleton highlighted the evolving topic of international students with respect to the Federal Government's recent announcement to limit the number of undergraduate international student visas granted over the next two (2) years noting this decision will have significant implications for the post-secondary sector. However, Dr. Embleton noted that with Laurentian University having a higher proportion of graduate and doctoral level international students, the financial implications on our institution might not be as significant as those on other institutions. Lastly, Dr. Embleton provided a brief update on the status of some ongoing senior position recruitment efforts and provided a brief update with respect to the Blue-Ribbon Panel report recommendations released in November 2023.

5. For Approval: 2024-2029 Strategic Plan

The Chair, Mr. Barbeau invited Interim President and Vice-Chancellor, Dr. Sheila Embleton, to speak to this item. Dr. Embleton noted that the final plan as presented in the meeting material is not substantially different from what was presented to the Board of Governors in December 2023 but what has been included is a narrative version as well as a one-year implementation plan. Dr. Embleton then invited Mr. Chris Loreto, Managing Principal of StrategyCorp, to speak to the plan as presented in greater detail.

Mr. Loreto highlighted the revisions made since the draft strategic plan was last considered by the Board of Governors. Furthermore, Mr. Loreto touched upon the one-year implementation plan and highlighted that it breaks down key activities in year one that aims at assisting the implementation of the plan and the measuring of its success.

With no comments or questions being raised, the resolution was considered as presented.

BE IT RESOLVED

THAT the Board of Governors approve the Strategic Plan and Implementation Plan, as recommended by the Audit and Risk and Human Resources Committees, and as presented at its meeting of February 16, 2024.

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

Carried unanimously.

6. Financial Update (Cash Flow, Financial Forecast, Enrolment Update, Planning Framework, Investment Returns, Pension and Endowment Fund)

The Chair, Barbeau invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine verbally highlighted three (3) key areas as presented in the provided meeting material: an overview of cash balances, Laurentian's official Fall 2023 enrolment numbers and investment returns as at November 30, 2023.

Following Ms. Lafontaine's update, a discussion took place regarding the rate of return and its influencing factors.

7. Audit and Risk Committee Items

7.1 For Approval: External Audit Plan for Year Ending April 2024

The Chair, Mr. Barbeau invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine to speak to this item. Ms. Lafontaine noted that prior to bringing this item to the Board for consideration and approval it was presented to the Board Audit and Risk Committee at its January 2024 meeting. This item, as presented in the meeting material, marks a report for year three (3) of BDO's five (5) year mandate with the university.

With no questions or comments being raised, the resolution was considered as presented.

BE IT RESOLVED,

THAT the Board of Governors approve the proposed Audit Planning Report presented by the External Auditors, as recommended by the Audit and Risk Committee, and as presented at its meeting of February 16, 2024.

MOTION: Moved by Roxanne Bouchard and seconded by Laura Kurkimaki.

Carried unanimously.

7.2 For Approval: 2022-2023 Research Ethics Board (REB) Annual Report

The Chair, Mr. Barbeau invited Vice-President, Research, Dr. Tammy Eger, to speak to this item. Dr. Eger explained that the report as provided in the meeting material was shared with the Laurentian University Senate in January, 2024 for information. The purpose of the annual report is to allow for continuous development of related policies, programs and practices intended to improve Research Ethics Board (REB) service and delivery to support faculty, staff, and students involved with human participant research. Dr. Eger then invited the REB Chair, Dr. Sandra Hoy, to provide additional information about the annual report to the Board.

With no questions or comments being raised, the resolution was considered as presented.

BE IT RESOLVED

THAT following the endorsement of the Laurentian University Research Ethics Board, the Board of Governors approve the 2022-2023 Laurentian University Research Ethics Board Annual Report, as recommended by the Audit and Risk Committee, and as presented at its meeting of February 16, 2024.

MOTION: Moved by Brian Ramakko and seconded by André Guay.

Carried unanimously.

8. Finance Committee Items

8.1 For Approval: Laurentian Ancillary Fees Approval for fiscal 2024-2025

The Vice-Chair of the Finance and Property Committee, Mr. Brian Ramakko invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine explained that ancillary services must be self-sustaining as no funding is available to offset their cost. Ms. Lafontaine invited Director, Business Development, Mr. Benjamin Demianiuk to present the meeting material to the Board. Mr. Demianiuk highlighted those areas covered by Laurentian ancillary services and how these services fit into the University's recruitment strategy and ability to attract students.

Following Ms. Lafontaine and Mr. Demianiuk's remarks, in response to a question from a Board member, a discussion took place regarding the University's efforts to leverage its housing capacity to meet the changing needs of student populations, in particular those of international students. Mr. Demianiuk highlighted the efforts made to date, including the leveraging of community partnerships.

With no additional questions or comments being raised, the resolution was considered as presented.

BE IT RESOLVED,

THAT the Board of Governors approve Laurentian's 2024-25 Ancillary Fees and related Budget, as recommended by the Finance and Property Committee, and as presented at its meeting of February 16, 2024.

MOTION: Moved by André Guay and seconded by Roxanne Bouchard.

Carried unanimously.

8.2 For Approval: Endowment Fund Distribution Rate for 2024-2025

The Vice-Chair of the Finance and Property Committee, Mr. Ramakko invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine explained how endowment funds support University activities. Ms. Lafontaine noted that a balanced approach is being recommended which considers student needs, accumulated investment income and anticipated returns. Furthermore, Ms. Lafontaine provided assurances that as per the Board approved Endowment Policy, no distribution will be made unless there is sufficient accumulated investment income available in the endowment account.

With no questions or comments being raised, the resolution was considered as presented.

BE IT RESOLVED,

THAT the Board of Governors approve a total Endowment Fund distribution rate of 5% for 2024-2025, as recommended by the Finance and Property Committee and as presented at its meeting of February 16, 2024.

MOTION: Moved by Brian Ramakko and seconded by Aaron Barry.

Carried unanimously.

8.3 For Approval: Gift Acceptance Policy

The Vice-Chair of the Finance and Property Committee, Mr. Ramakko invited Chief Advancement Officer, Ms. Tracy MacLeod, to speak to this item. Ms. MacLeod explained that this item is being considered as part of the annual policy review. Ms. MacLeod noted the policy amendments as presented reflect the current state of the University and ensures any concerns raised as a result of the university's Companies' Creditors Arrangement Act (CCAA) filing have been addressed to give donors confidence going forward.

With no questions or comments being raised, the resolution was considered as presented.

BE IT RESOLVED,

THAT the Board of Governors approve the amendments to the Policy on Gift Acceptance as recommended by the Finance and Property Committee, and as presented at its meeting of February 16, 2024.

MOTION: Moved by Aaron Barry and seconded by Brian Ramakko.

Carried unanimously.

8.4 For Approval: Naming Policy

The Vice-Chair of the Finance and Property Committee, Mr. Brian Ramakko invited Chief Advancement Officer, Ms. Tracy MacLeod, to speak to this item. Ms. MacLeod explained that this policy is being brought as a regular review item and that amendments to the original policy have been made to reflect the current philanthropic priorities of the University.

With no questions or comments being raised, the resolution was considered as presented.

BE IT RESOLVED,

THAT the Board of Governors approve the amendments to the Policy on Naming, as recommended by the Finance and Property Committee, and as presented at its meeting of February 16, 2024.

MOTION: Moved by Brian Ramakko and seconded by Aaron Barry.

Carried unanimously.

9. Governance Committee Items

9.1 For Approval: Amendment of ToR - Joint Committee on Honorary Degrees

The Chair of the Governance Committee, Ms. Laura Kurkimaki, invited University Secretary, Ms. Danielle Vincent, to speak to this item. Ms. Vincent explained that the University leadership wishes to resume its practice of awarding of Honorary Degrees. The Terms of Reference (ToR) for the University's Joint Committee on Honorary Degrees provided for a seat on the Committee for each of the heads of the formerly federated institutions, Université de Sudbury, Thorneloe University and Huntington University. Given the termination of the federation agreement, an amendment is in order to remove these seats. Additionally, noting this Committee is joint between the University Senate and the Board of Governors, joint approval for amendments is required and Ms. Vincent advised that the University Senate has already approved the ToR amendments, as presented today.

With no comments or questions raised, the resolution was considered as presented.

BE IT RESOLVED,

THAT the Board of Governors approve the revised Terms of Reference for the Joint Committee on Honorary Degrees, as recommended by the Governance Committee, and as presented at its meeting of February 16, 2024.

MOTION: Moved by Brian Ramakko and seconded by André Guay.

Carried unanimously.

9.2 For Approval: Board Attendance Policy

The Chair of the Governance Committee, Ms. Laura Kurkimaki, invited University Secretary, Ms. Danielle Vincent, to speak to this item. Ms. Vincent highlighted that the proposed policy aims to improve the ability of the Board of Governors to effectively conduct its business and promote transparency in its practices and expectations.

Following Ms. Vincent's remarks, a statement was made by a non-voting Board Governor regarding a request to grant voting rights to the university's employee groups who currently serve as non-voting Governors. A discussion took place regarding the consideration of the request and the non-voting Governor was provided assurance that further inquiries and efforts would be made to obtain a response.

With no further comments or questions being raised, the resolution was considered as presented.

BE IT RESOLVED,

THAT the Board of Governors approve the Attendance Policy for Board Members and Board Committee Appointees, as recommended by the Governance Committee, and as presented at its meeting of February 16, 2024.

MOTION: Moved by Aaron Barry and seconded by Brian Ramakko.

Carried unanimously.

9.3 For Approval: Board Recruitment Process

The Chair of the Governance Committee, Ms. Laura Kurkimaki, invited University Secretary, Ms. Danielle Vincent, to speak to this item. Ms. Vincent explained that following consultations at the Board Committee level, a formal set of procedures for the recruitment and appointment of Governors was being proposed for the Board's consideration. Ms. Vincent noted that these procedures codified the Board's established practices, with modifications as recommended during the consultation process.

With no comments or questions being raised, the resolution was considered as presented.

BE IT RESOLVED,

THAT the Board of Governors approve the Board of Governors Procedures for Recruitment and Appointment, as recommended by the Governance Committee, and as presented at its meeting of February 16, 2024.

MOTION: Moved by Laura Kurkimaki and seconded by Tammy Manitowabi.

Carried unanimously.

10. Report from the Laurentian University Native Education Counsel (LUNEC)

The Chair, Mr. Barbeau, 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 July to December, 2023, as detailed in the meeting material.

OTHER ITEMS

11. Chair's Items

The Chair, Mr. Barbeau took the opportunity to highlight that Laurentian University's Association des étudiantes et étudiants francophone (AEF) was recently recognized by the Ontario Government as the first francophone student association registered in the province and invited the AEF President, Mr. Nawfal Sbaa to provide remarks.

Mr. Nawfal thanked Mr. Barbeau for the recognition of this item and elaborated that the AEF has also submitted a request with the Federal Government to seek recognition. Additionally, Mr. Nawfal took the opportunity to highlight as well as invite Board Governors and University Executives to the AEF Gala event on March 2, 2024 to celebrate its fifty (50) years of existence.

12. Other Business

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

**The Open Session of the Board of Governors meeting was adjourned at 11:56 a.m.*

IN CAMERA

13. In Camera Discussion

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

ADJOURNMENT

14. Adjournment

Having exhausted the items on the agenda, the meeting was adjourned at 1:26 p.m.

Vernon Cameron, Chair

Danielle Vincent, University Secretary

SPECIAL MEETING OF THE BOARD OF GOVERNORS

**DRAFT Minutes of the closed meeting held February 23, 2024
12:00 p.m., via Zoom**

Present	Absent
<p><u>Voting Members Present</u> Barbeau, Jay, Vice-Chair Barry, Aaron Bouchard, Roxanne Cameron, Vern, Chair Embleton, Sheila, Interim President and Vice-Chancellor (ex-officio) Harquail, David Ramakko, Brian</p> <p><u>Others in attendance (Resources)</u> Boyer, Céleste, General Counsel Brouwer, Brenda, Interim Provost & VP, Academic Eger, Tammy, Vice-President, Research Geryk, Laura, Director, Information Management & Systems Lafontaine, Sylvie, Vice-President, Finance & Administration Leclerc, Renée, Executive Administrative Assistant, University Secretariat Michaluk, Daniel, Partner and National Co-Leader, Cybersecurity Group, Borden Ladner Gervais LLP Roy, Luc, AVP, Information Technology Vincent, Danielle, University Secretary</p>	<p><u>Voting Members Absent</u> Eshkawkogan, Kevin Guay, Andre Kurkimaki, Laura Manitowabi, Tammy Olufowobi, Similoluwa (SGA) Recollet, Angela Tavafi, Mehdi (GSA)</p>

The Chair of the Board of Governors, Mr. Vernon Cameron, called the meeting to order at 12:04 p.m. and Ms. Danielle Vincent, University Secretary, 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. We extend our deepest respect to Indigenous peoples - as a sign of our continued relationship we will support Laurentian University's Truth and Reconciliation Task Force Recommendations. Miigwech.

The Chair, Mr. Cameron, also reminded members that the meeting is a closed session and that the deliberations are confidential.

ACTION ITEMS

**In the absence of quorum no resolutions could be passed; however, the Chair, Mr. Cameron and present Board Governors decided to continue the meeting noting there were no decisions to be made and the meeting was called for information purposes only.*

1. **Adoption of Agenda**

Intended motion was not considered due to lack of quorum.

2. **Declaration of Conflicts of Interest**

The Chair, Mr. Cameron invited members to declare any conflicts of interest and none were declared.

3. **Privileged and Confidential Update – Cyber Incident**

The Chair, Mr. Cameron, invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine to introduce this item. Ms. Lafontaine simply invited Mr. Daniel Michaluk, Partner and National Co-Leader, Cybersecurity Group, with Borden Ladner Gervais LLP, to present an update noting his subject matter expertise and his involvement in the matter pertaining to the university.

Following Mr. Michaluk's remarks, the Chair, Mr. Cameron noted that a subsequent update would be appreciated and it was decided that another Special Closed Session meeting of the Board of Governors would occur in the coming week.

4. **Other Business**

The Chair confirmed there were no other business items to discuss.

ADJOURNMENT

5. **Adjournment**

Having exhausted the agenda, the meeting was adjourned at 12:33 p.m.

Vernon Cameron, Chair

Danielle Vincent, University Secretary

Board of Governors
March 8, 2024

SPECIAL MEETING OF THE BOARD OF GOVERNORS

DRAFT Minutes of the closed meeting held March 8, 2024
12:00 p.m., via Zoom

Present	Absent
<p><u>Voting Members Present</u> Barbeau, Jay, Vice-Chair Bouchard, Roxanne Cameron, Vern, Chair Embleton, Sheila, Interim President and Vice-Chancellor (ex-officio) Guay, Andre Harquail, David Manitowabi, Tammy Ramakko, Brian</p> <p><u>Others in attendance (Resources)</u> Boyer, Céleste, General Counsel Brouwer, Brenda, Interim Provost & VP, Academic Eger, Tammy, Vice-President, Research Fuchs, Renée, Senior Legal Counsel Geryk, Laura, Director, Information Management & Systems Lackey, Anthony (Tony), Risk Specialist Lafontaine, Sylvie, Vice-President, Finance & Administration Leclerc, Renée, Executive Administrative Assistant, University Secretariat Michaluk, Daniel, Partner and National Co-Leader, Cybersecurity Group, Borden Ladner Gervais LLP Roy, Luc, AVP, Information Technology</p>	<p><u>Voting Members Absent</u> Barry, Aaron Eshkawkogan, Kevin Kurkimaki, Laura Olufowobi, Similoluwa (SGA) Recollet, Angela Tavafi, Mehdi (GSA)</p>

The Chair of the Board of Governors, Mr. Vernon Cameron, called the meeting to order at 12:04 p.m. and Ms. Céleste Boyer, General Counsel, 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. We extend our deepest respect to Indigenous peoples - as a sign of our continued relationship we will support Laurentian University's Truth and Reconciliation Task Force Recommendations. Miigwech.

The Chair, Mr. Cameron, also reminded members that the meeting is a closed session and that the deliberations are confidential.

ACTION ITEMS

Given the absence of the University Secretary, the Chair noted an Acting University Secretary was required to be appointed for the purposes of this meeting. Noting the Board By-laws (s. 10 vi) provide the Board the ability to appoint an Acting University Secretary, the following resolution was considered:

BE IT RESOLVED

THAT the Board of Governors appoint Ms. Céleste Boyer as Acting University Secretary for the Special Closed Board of Governors meeting of March 8, 2024.

Moved by Tammy Manitowabi and seconded by Andre Guay.

Carried unanimously.

1. **Adoption of Agenda**

MOTION: Moved by Brian Ramakko and seconded by Jay Barbeau.

That the agenda be approved as presented.

Carried unanimously.

2. **Declaration of Conflicts of Interest**

The Chair, Mr. Cameron, invited members to declare any conflicts of interest. It was noted for the record that Board member Mr. David Harquail, 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.

INFORMATION ITEMS

3. **Privileged and Confidential Update – Cyber Incident**

The Chair, Mr. Cameron, invited Interim President and Vice-Chancellor, Dr. Sheila Embleton, to introduce this item. Dr. Embleton commenced by inviting Mr. Daniel Michaluk, Partner and National Co-Leader, Cybersecurity Group, with Borden Ladner Gervais LLP, to present an update noting his subject matter expertise and his involvement in the matter pertaining to the university.

Following Mr. Michaluk's remarks, Dr. Embleton then invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to provide an update on the cyber incident from the perspective of the financial implications to the university.

Following Ms. Lafontaine's remarks, she invited Risk Specialist, Mr. Anthony (Tony) Lackey, to speak to the insurance coverage the university has in place which will assist in lessening the financial implications to the university, net of the applicable insurance deductible.

4. **Other Business**

The Chair confirmed he had no other business items to discuss but further to opening the floor to Board Governors and meeting participants should they have any information item to speak to, Interim President and Vice-Chancellor, Dr. Sheila Embleton, asked to provide a brief update to the Board on the status of the sale of the official residence of the university President.

Dr. Embleton noted that the Board approved the Agreement of Purchase and Sale of the residence in question at its meeting of March 1, 2024 and that the two (2) conditions in place which needed to be met by the Ministry of Colleges and Universities (MCU) (approval of the sale of the residence, and removal of a lien on the residence), would be met prior to the anticipated closing date. As a result, the current state of the sale process consists of the prospective buyer fulfilling their conditions.

Following Dr. Embleton's remarks, Vice-President, Research, Dr. Tammy Eger, wanted to make special mention and acknowledge the various faculty and research leaders that played a critical role in assisting with the investigation of the data breach. Dr. Eger noted that countless hours during days, nights and weekends were devoted by these individuals to assist the university and legal experts all while maintaining utmost confidentiality of the work they were performing. The Chair, Mr. Cameron, commended Dr. Eger and these individuals for the invaluable contributions made, and noted that the Board will look to acknowledge their efforts in a more personal fashion in the near future.

Lastly, Interim Provost, and Vice-President, Academic, Dr. Brenda Brouwer, provided a brief update on the decision passed by Senate at its special meeting held March 5, 2024 and emphasized that the motion passed by Senate was done to ensure the success of students.

ADJOURNMENT

5. **Adjournment**

Having exhausted the agenda, the meeting was adjourned at 12:51 p.m.

Vernon Cameron, Chair

Céleste Boyer, General Counsel and
Acting University Secretary

Board of Governors
March 15, 2024

SPECIAL MEETING OF THE BOARD OF GOVERNORS

**DRAFT Minutes of the closed meeting held March 15, 2024
12:00 p.m., via Zoom**

Present	Absent
<p><u>Voting Members Present</u> Barbeau, Jay, Vice-Chair Bouchard, Roxanne Embleton, Sheila, Interim President and Vice-Chancellor (ex-officio) Guay, Andre Harquail, David Kurkimaki, Laura Ramakko, Brian</p> <p>Manitowabi, Tammy (delayed arrival)</p> <p><u>Others in attendance (Resources)</u> Boyer, Céleste, General Counsel Brouwer, Brenda, Interim Provost & VP, Academic Eger, Tammy, Vice-President, Research Fuchs, Renée, Senior Legal Counsel Geryk, Laura, Director, Information Management & Systems Michaluk, Daniel, Partner and National Co-Leader, Cybersecurity Group, Borden Ladner Gervais LLP Roy, Luc, AVP, Information Technology Vincent, Danielle, University Secretary</p>	<p><u>Voting Members Absent</u> Barry, Aaron Cameron, Vern, Chair Eshkawkogan, Kevin Olufowobi, Similoluwa (SGA) Recollet, Angela Tavafi, Mehdi (GSA)</p>

As the Chair of the Board of Governors, Mr. Vernon Cameron, was not able to attend, Vice-Chair, Mr. Jay Barbeau assumed the role of Acting Chair for this meeting. There were insufficient members in attendance to reach quorum. However, given there were no decision items to discuss, the Acting Chair, Mr. Barbeau chose to proceed with a discussion to update those in attendance.

Mr. Barbeau began the meeting at 12:02 p.m. and commenced 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 Wahnapiitae First Nation. We extend our deepest respect to Indigenous peoples - as a sign of our continued relationship we will support Laurentian University's Truth and Reconciliation Task Force Recommendations. Miigwech.

ACTION ITEMS

1. **Adoption of Agenda**

Intended motion was not considered due to lack of quorum.

2. **Declaration of Conflicts of Interest**

The Chair, Mr. Barbeau invited members to declare any conflicts of interest and none were declared.

3. **Privileged and Confidential Update – Cyber Incident**

The Chair, Mr. Cameron, invited President and Vice-Chancellor Dr. Sheila Embleton to introduce this item. Dr. Embleton invited Mr. Daniel Michaluk, Partner and National Co-Leader, Cybersecurity Group, with Borden Ladner Gervais LLP, to present an update noting his subject matter expertise and his involvement in the matter pertaining to the university. Following Mr. Michaluk’s comments, Mr. Luc Roy, Associate Vice-President Information Technology provided a technical update.

ADJOURNMENT

5. **Adjournment**

Having exhausted the agenda, the meeting was adjourned at 12:31 p.m.

Jay Barbeau, Acting Chair

Danielle Vincent, University Secretary



BOARD AUDIT AND RISK COMMITTEE

SUMMARY OF INFORMATION REPORTS

The Audit and Risk Committee met in closed session on Monday, March 25, 2024 at 4:30 PM (via Zoom).

1. Status of Reports

Vice-President Finance and Administration, Ms. Sylvie Lafontaine gave an oral update to Committee members regarding the update which had been expected to be provided. Ms. Lafontaine noted that as a result of difficulty accessing certain files due to the recent cyber incident, an expected update on Enterprise Risk Management would instead be presented at the next Committee meeting. Ms. Lafontaine noted that updates with respect to Campus Security, Emergency Response and Business Continuity would also be presented, at that meeting along with a report on the cyber incident.

2. LU Transformation Implementation Update

Vice-President Finance and Administration, Ms. Sylvie Lafontaine, advised that the administration is now working on the costing of the implementation, which is expected to be presented for approval at the next Board meeting. Ms. Lafontaine also provided an update on the internal discussions regarding the staffing needs associated with implementing the Transformation plan. Committee members requested an update be brought to the Human Resources Committee in the next cycle with respect to that issue.

3. Aide-Memoire

University Secretary, Danielle Vincent, provided an overview of the Aide-memoire and the status of upcoming reporting items.

Prepared for: Vern Cameron, Chair
Board Audit and Risk Committee
By: Office of the University Secretary



BOARD FINANCE AND PROPERTY COMMITTEE

SUMMARY OF INFORMATION REPORTS

The Finance and Property Committee met on Monday, April 15, 2024 at 4:30 PM (via Zoom).

1. President's Report

President and Vice-Chancellor, Dr. Lynn Wells, noted that this was her first Committee meeting since assuming office. Dr. Wells provided an overview of her onboarding process so far and plans for the upcoming year, in particular in relation to the Strategic Plan and Transformation Plan. Dr. Wells also took the opportunity to congratulate Dr. Tammy Eger on being awarded the Angela Hildyard Recognition Award for her leadership and contribution to the University.

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

2. Art Gallery of Sudbury

Committee members were advised that the Administration continues to engage in discussions with external stakeholders regarding the future of the property. As those discussions progress, it is anticipated that Committee members would be presented with options to consider at a future meeting.

3. Real Estate Sale Update

Committee members were updated in regards to negotiations with the Province and progress in relation to the sale of University properties. Committee members were advised negotiations are ongoing with respect to the sale and lease-back of the properties. Acknowledging the time constraints in place, Committee members were advised that management would be looking to take advantage of any opportunities to expedite the process.

Prepared for: Bria Ramakko, Acting Chair
Board Finance and Property Committee
By: Office of the University Secretary



BOARD GOVERNANCE COMMITTEE

SUMMARY OF INFORMATION REPORTS

A. Electronic Resolution dated February 8, 2024

The Governance Committee appointed André Guay as the Board of Governors representative to the Laurentian University Senate by way of electronic resolution dated February 8, 2024.

B. The Governance Committee met on Monday, March 18, 2024 at 4:30 PM (via Zoom).

1. Governor Educational Strategies/Learning Sessions for 2023-24

University Secretary Danielle Vincent provided an update on educational sessions being planned for the upcoming board meeting, along with an outline of the strategy for Board education for the remainder of the year.

In closed session, the following items were addressed:

2. Board of Governors Renewal/Succession Planning

As part of their tool kit, Members received a copy of an Outreach Tracker used to facilitate discussions and track outreach activities and interaction with potential new members. The outreach tracker was updated to reflect recent appointments and recommendations for appointment. Members also received a copy of the current Board member tenure list and skills matrix to identify vacancies and to assess skills and requirements as part of the recruitment strategies.

3. Board Attendance Report

Committee members were provided with a report outlining attendance for the year, for information.

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



BOARD HUMAN RESOURCES COMMITTEE

SUMMARY OF INFORMATION REPORTS

The Human Resources Committee met in closed session on Tuesday, March 26, 2024 at 4:30 PM (via Zoom).

1. President's Report

Interim President and Vice-Chancellor, Dr. Sheila Embleton provided her report. Dr. Embleton noted that the University was still awaiting news from the provincial government regarding its allocation of international student. Dr. Embleton also highlighted recovery efforts regarding the cyber incident, and commended the efforts of all staff and faculty in going above and beyond to manage service and program delivery.

2. Recruitment Strategy Updates

Vice-President Academic and Provost, Dr. Brenda Brouwer, along with Interim President and Vice-Chancellor, Dr. Sheila Embleton and Vice-President Finance and Administration, Ms. Sylvie Lafontaine, joined in providing a detailed oral report regarding the status of student, faculty and senior leadership recruitment. Dr. Brouwer noted that the University's strategy to recruit new students appeared to be meeting with success. While a number of efforts were reported as continuing, Dr. Brouwer also highlighted recent successes regarding faculty and senior leadership recruitment efforts. Ms. Lafontaine was able to report a similar success with respect to the recruitment of the Associate Vice-President Finance. Finally, Dr. Embleton provided an update with respect to the search for the University's next Provost and Vice-President Academic.

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

President's Report to Senate April 16, 2024

Aanii, Hello, Bonjour,

As newly appointed President and Vice-Chancellor of Laurentian University, assuming the role quite recently on April 1, 2024, I'd like to introduce myself to the Laurentian community. Since the announcement a few months ago, I've received many expressions of welcome and support, for which I am truly grateful. My initial focus in the role will be to learn more about what makes Laurentian University unique, both organizationally and culturally.

I'm very optimistic about what the future holds for Laurentian University and I'm enthusiastic about working with Senators to realize all that Laurentian can become.

Strategic Plan

It was a pleasure to be with you as we saw the [2024-2029 Strategic Plan](#) introduced a few weeks ago. I have been encouraged by reading through the newly developed Strategic Plan and I hope to deepen my understanding of the plan through discussions with faculty, staff, students, alumni, and supporters. The implementation of the plan will be a focus for me as we are currently seeking a candidate to lead both it and the Operational Transformation.

Operational Transformation

The [transformative project](#) is still in its early stages, as we begin to build the team and gather the resources needed to be able to successfully resource the project. The key will be to enable this team to help operational departments both execute their necessary operations while building new processes and procedures to transform the way in which they support the organizational goals.

International Students

Laurentian is well positioned to continue to deliver high quality postsecondary education to international students based on the recent [criteria outlined by the Province](#). We are encouraged to see the province's outline, which emphasizes Francophone education as we are seeing strong demand in this area. Housing is an important piece of the student experience, we are well positioned to support international students with multiple residences on campus to support international students. Enrolment projections remain realistic, there are always adjustments to be made throughout the year and we expect to see international student levels consistent with this previous year.

Update on senior administrative searches

Searches continue for key roles such as the Provost, Dean of Education & Health, Dean of Management. Our Interim Provost, Dr. Brenda Brouwer can provide further details within the decanal searches. We recently announced the appointments of Nicole Piquette as Associate Vice-President, Financial Services beginning on April 22, 2024 and of Danielle Dennie, as the new University Librarian commencing July 1, 2024.

Budget Process

The 2024-2025 budget will soon be reviewed at the April 26 Board of Governors meeting. I'm told the process has been lengthy, with budget meetings dating back to November of 2023, including many

campus leaders. I'll look forward to participating in the budget process for the next financial year. Laurentian University's fiscal year ends April 30, 2024.

Former President's Residence

The sale of the former residence of Laurentian University presidents was completed in March, 2024. The buyer of the home will take possession at the end of May and at that point the transaction will be complete. Once completed, we will be able to provide more information about the sale price and proceeds of the sale.

Events

Registration for the Universities Canada annual conference, National Building Reconciliation Forum, which will be held here at Laurentian in June is now open. We would welcome you to view the draft program, sponsorship opportunities, and to learn more about the conference on their website: <https://laurentian.ca/nbrf>

Congratulations

Tammy Eger has been selected as the recipient of the 2024 Senior Women Academic Administrators of Canada (SWAAC) **Angela Hildyard Recognition Award – Influential Leader**, given to a SWAAC member who has continually demonstrated innovative leadership in advancing the mission of, and making outstanding contributions to, their institution. A \$1,000 donation will be made on to an institution of Dr. Eger's choice, in the form of a contribution to an endowment or fund that supports students, or to a registered charitable organization supporting educational initiatives.

A group of 25 Laurentian students enrolled in our Biology programs attended the 2024 Ontario Biology Days (OBD) conference, held at Toronto Metropolitan University. Laurentian's Hayden Reaume (Biomedical Biology), ranked in the top 5 out of 105 oral presentations. Hayden's talk was entitled Phase-I Trial of a Target Dietary Supplement: Investigating Effects on Physical and Mental Well-being using the SF36 Wellness Survey.

Marianka Cantin, fourth-year student in Biomedical Biology took home a third-place medal (within Individual Oral Communication) at the 31st "journée des sciences et savoirs de l'ACFAS Nouvel-Ontario". Her presentation focused on trout reproduction performance and her studies are supervised by Dr. Mery Martinez Garcia of the School of Natural Sciences at Laurentian University.

BOARD EXECUTIVE SUMMARY

Board of Governors

Agenda Title	Compulsory (Student) Incidental Fees and Student Associations Fees for 2024-25
Agenda Item No.	5.1
Date of Meeting	April 26, 2024
Open/closed session:	Open
Action Requested	<input checked="" type="checkbox"/> For Approval <input type="checkbox"/> For Information
Proposed by	Sylvie Lafontaine, Vice-President, Finance & Administration
Presenter(s)	Ben Demianiuk, Director of Business Development

1. PURPOSE

To approve Laurentian's Compulsory Incidental Fees and Compulsory Student Association Fees for fiscal year 2024-25.

2. SYNOPSIS

Laurentian University collects compulsory fees from students to support student services, such as Athletics, Recreation and Mental Health. In addition to the funds collected for Laurentian initiatives, each student association charges for activities provided such as Health and Dental Plans, UPass, and Food Banks.

3. RESOLUTION TO CONSIDER:

THAT the Finance and Property Committee recommend that the Board of Governors approve Laurentian University's Compulsory Incidental Fees for 2024-25, and the Students' General Association (SGA), Association des étudiantes et étudiants francophones (AEF) and Graduate Students Association (GSA) compulsory student fees as presented at its meeting of April 26, 2024.

4. RISK ANALYSIS

Please note below the specific institutional risk(s) this proposal is addressing.	
<input type="checkbox"/> Enrolment Management <input type="checkbox"/> Faculty and Staff <input checked="" type="checkbox"/> Funding and Resource Management <input type="checkbox"/> IT Services, Software and Hardware <input type="checkbox"/> Leadership and Change <input type="checkbox"/> Physical Infrastructure	<input checked="" type="checkbox"/> Relationship with Stakeholders <input checked="" type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input checked="" type="checkbox"/> Safety <input checked="" type="checkbox"/> Student Success

5. RECOMMENDATIONS

That the Board of Governors approves the proposed 2024-25 Laurentian University Compulsory Incidental fees and Compulsory Student Association Fees.

A Background/Issue Description

During 2019-20, the Laurentian University Fees Protocol - Compulsory Ancillary Fees was reviewed and updated through negotiation with the three student associations - Students General Association (SGA), Association des étudiantes et étudiants francophones (AEF), and Graduate Students Association (GSA), and approved by the Board of Governors at its meeting of June 21, 2019

The Student Compulsory Incidental Fees Committee, comprised of the Presidents of the three (3) Student Associations (AEF, GSA, and SGA), and three (3) university administrators, is responsible for making recommendations with respect to these fees as per the Laurentian University Fees Protocol - Compulsory Ancillary Fees. Within the Laurentian University Fees Protocol - Compulsory Ancillary Fees, the process to modify these fees is clearly outlined including when a referendum is required to be held if significant changes are being contemplated.

Based on 2023-24 Ontario data provided by Council of Ontario Universities (COU), on average, compulsory incidental fees collected and retained by universities is \$657.00. At Laurentian, in 2023-24, after the introduction of new compulsory fees collected and retained by the Institution, LU is still amongst the lowest in the province at \$410.00. See Appendix D for further information.

The recommended 2024-25 Laurentian University Compulsory Fees are included in Appendix 1. The following is a summary of the key changes to the University's compulsory fees:

- 2% inflationary increase to all fees, except for Accident Insurance fees recommended to not increase - 0% increase.

Student Association Compulsory Fee

In addition, each student association's governing body must approve and provide the University with the list of Compulsory Fees to be charged on their behalf. The student associations have provided the Compulsory Fees included in Appendix 2, for the Board's approval. Appendix 3 provides a summary of total 2024-25 Compulsory Fees with a 2021-22, 2022-23, and 2023-24 comparator.

Of note, the students held a referendum in the fall to engage students on their desire to continue with the UPass (bus pass). The referendum passed, and the associations are currently in the process of negotiating a new contract with the city.

B Recommendation

Based on the provincial guidelines and using the approved Laurentian University Fees Protocol - Compulsory Ancillary Fees agreement, Administration is recommending that the Board of Governors approve the Compulsory Fees as attached in Appendix A and B.

C Other options considered (where applicable)

N/A

D Risks including legislative compliance

The proposed fees comply with the 'Tuition Fee Framework and Ancillary Fees Guidelines' issued by the province on compulsory fees.

E Financial Implications

The projected total funds collected by the University is \$3 million. The total change in student incidental fees from 2023-24 represents an increase of approximately \$311k. These increases will help improve the quality of the University's programs.

F Benefits

Incidental Fees support activities and services provided by the university and by student governments, and are an essential part of the students campus experience.

G Consultations:

The Compulsory Incidental Fees group has met regularly to discuss the compulsory fees, and student association fees, like the UPass. The group is composed of one leader from each of the student associations, and three university representatives.

H Next Steps:

Once approved by the Board of Governors, the University will adjust its compulsory incidental fees, effective for the fall 2024 term.

I Appendices (where applicable with each to be numbered sequentially)

Item 5.1 A - Compulsory Fee Schedule

Item 5.1 B - Student Association Compulsory Fees

Item 5.1 C - Summary of Compulsory Fees (with 2021-22, 2022-23, and 2023-24 comparator)

Item 5.1 D - Comparable Incidental Fees for 2023-24

Appendix 1
Laurentian University Compulsory Fee Schedule
2024-25 Budget

		2023-24	2024-25 (Proposed)	
Fee	Description	Full-Time	Full-Time	Part-Time (per 3cr)
Athletic Fee*	Provides access to and supports maintenance of all gym and outdoor facilities, as well as to support varsity sports teams.	\$104.38	\$106.47	\$13.31
Health Services Fee*	To support Health & Wellness Services on campus.	\$31.30	\$31.92	N/A
Student ID Card Fee*	To support production of Laurentian University student cards.	\$10.82	\$11.04	\$1.38
Accident Insurance Fee ^N	To provide critical accident and life insurance to students.	\$4.00	\$4.00	N/A
Access Copyright Fee ^Y	To support the cost of license agreement with Access Copyright for certain copying of copyright protected works by the University community.	\$0.00	\$0.00	\$0.00
Mental Health and Wellness Fee*	To support mental health counselling and initiatives.	\$54.12	\$55.20	\$6.90
LUCERT Fee*	Laurentian Campus Emergency Response Team (LUCERT) is available to respond to any medical issue on campus.	\$3.25	\$3.31	\$0.41
Women's Centre Fee*	Provides funding to a student-led resource centre whose mission is to sensitize and create awareness of women's issues to work towards a more egalitarian environment and which provides information, peer support, referrals, education and facilitates events.	\$3.25	\$3.31	\$0.41
Pride Laurentian Fee*	Provides funding to a student-led resource centre that is focused on educating and advocating for the rights of 2SLGBTQIA+ students and which provides information, peer support, referrals, education and facilitates events.	\$3.25	\$3.31	\$0.41
Career Services Fee*	To support career fairs, career advising, job fairs, workshops, and resume writing.	\$32.47	\$33.12	\$4.14
Academic Support Fee*	This fee is used to support student success through comprehensive academic support. Services include peer support, peer tutoring, learning skills coaching, and the Writing Assistance program.	\$21.65	\$22.08	\$2.76

Student Planning Technology Fee*	This fee is used to support technology and online student platforms for comprehensive academic planning including multi-year degree plans and degree audits, semester/year course planning, student self-service for degree exploration, and student success tools.	\$32.47	\$33.12	\$4.14
Financial Literacy Fee*	To support initiatives including a financial aid hotline, online tools, and extended hours.	\$10.82	\$11.04	\$1.38
Campus Safety Fee*	To support security initiatives including outdoor lighting, emergency planning and preparation, emergency response, and campus safety programs.	\$32.47	\$33.12	\$4.14
Respectful and Inclusive Learning Environment and Sexual Violence Prevention Fee*	To support the Equity, Diversity & Human Rights Office in creating campus initiatives on ensuring a respectful and inclusive learning environment, including the prevention of sexual violence.	\$31.21	\$31.84	\$3.98
Recreation Programming Fee***	Provides access to the Campus Recreation facility. This fee will also be used to invest in student recreation programming (intramurals, exercise classes) and equipment to support the programming.	\$34.33	\$35.02	\$4.38
Totals		\$409.80	\$417.92	\$47.75

* Existing fee - increased by 2%

N Existing fee - no increase

Y Access Copyright Fee suspended until new agreement is signed. Fee will be reinstated to the new value of the Agreement once confirmed with Access Copyright

Appendix 2
Laurentian University - Student Association Compulsory Fees
Budget 2024-25

Students General Association (SGA)

Fee	Description	Full-Time 2023-24	Full-Time 2024-25	Part-Time 2023-24
Student Centre Fee	Provides access to a variety of amenities in the Student Center, such as study rooms, game equipment (pool, table tennis, board games, Nintendo Switch, etc.), the club's room, lounge areas, and more.	\$114.00	\$114.00	\$22.80
SGA Administrative Fee	Supports the corporate and governance structures of the SGA/AGE, and the administration of the different services, initiatives, and operations.	\$122.00	\$182.27	\$22.78
UPASS (city transit pass)	Provides unlimited access to the City of Sudbury transit service with your student card from September to April each year. You can save money and time by taking the bus to campus and around the city	\$225	\$225*	N/A
Health Plan and Dental Plan	This fee provides a comprehensive health and dental plan designed each year with students in mind. Valid from September to August, the plan covers prescriptions, dental, vision and more. You can enjoy peace of mind with these benefits.	\$299.99	\$299.99	N/A
Advocacy Fee	Supports SGA/AGE advocacy measures for students and their needs locally, provincially, and nationally.	\$34.99	\$36.28	\$4.54
ISC - Indigenous Students Circle	Supports the Indigenous Student Circle (ISC). The ISC's mission is to ensure a positive and unique experience for Indigenous students while attending Laurentian University. The ISC organizes cultural events, workshops, and support services for Indigenous students.	\$5.00	\$5.00	\$0.63
Food Bank	Funds the SGA/AGE Food Bank, an emergency service providing access to non-perishable food and hygiene products for students in urgent need.	\$1.05	\$1.50	\$0.19
Clubs Support Fee	Supports SGA/AGE ratified clubs through providing funding, structure, and outreach services. Clubs are a great way to meet new people, pursue interests, and have fun. Join a club or start your own.	\$11.00	\$11.00	\$1.38
Totals		\$855.30	\$875.04	\$52.32

* Fee is currently under negotiation.

Association des étudiantes et étudiants francophones (AEF)

Fee	Description	Full-Time 2023-24	Full-Time 2024-25	Part-Time 2024-25
AEF Administrative Fee	Covers the administration of the Health and Dental Plan as well as the UPASS.	\$77.00	\$80.00	N/A
UPASS (city transit pass)	Provides access to the universal bus pass via your student card between the months of September and April of each year.	\$225	\$225 *	N/A
Health Plan and Dental Plan	Provides a comprehensive health plan that covers prescriptions, dental, vision and more from September to August of each school year.	\$199.08	\$204.08	N/A
CFS (Canadian Federation of Students)	To support the national organization that advocates for students and their needs provincially and nationally.	\$19.40	\$20.16	\$2.44
AEF Association Governance	Supports social and political affairs.	\$62.00	\$68.08	\$8.88
ISC - Indigenous Students Circle	Supports the Indigenous Student Circle. The ISC's mission is to ensure a positive unique experience for students of First Nation, Metis and Inuit ancestry while attending University here in Sudbury.	\$5.00	\$5.00	\$0.63
Food Bank	Funds the Food Bank, an emergency service providing access to non-perishable food and hygiene products for students in urgent need.	NA	\$1.50**	\$0.19**
Totals		\$588.48	\$603.82	\$12.14

* Fee is currently under negotiation.

** To be confirmed - Pending AEF Board Approval

Graduate Students Association (GSA)

Fee	Description	Full-Time 2023-24	Full-Time 2024-25	Part-Time per 3 credit 2024-25	Part-Time per semester 2024-25
GSA Administrative Fee	Covers the administration of the Health and Dental Plan as well as the UPASS.	\$70.00	\$65.00	N/A	N/A
UPASS (city transit pass)	Provides access to the universal bus pass via your student card between the months of September and April of each year.	\$225.00	\$225*	N/A	N/A
Health Plan and Dental Plan	Provides a comprehensive health plan that covers prescriptions, dental, vision and more from September to August of each school year.	\$300.96	\$300.96	N/A	N/A
CFS (Canadian Federation of Students)	To support the national organization that advocates for students and their needs provincially and nationally.	\$19.40	\$20.16	\$2.02	\$10.08
GSA Association Governance	Support for initiatives, movements and campaigns, appeals as well as policy and advocacy.	\$61.33	\$61.33	\$6.13	\$30.67
Sustainability	Help improve our campus in making it more environmentally friendly. This fee goes toward funding sustainability initiatives in order to improve campus life and reduce Laurentian's environmental impact.	\$5.25	\$2.00	\$0.20	\$1.00
ISC - Indigenous Students Circle	Supports the Indigenous Student Circle. The ISC's mission is to ensure a positive unique experience for students of First Nation, Metis and Inuit ancestry while attending University here in Sudbury.	\$5.00	\$2.00	\$0.20	\$1.00
Food Bank	Helps maintain the Laurentian food bank.	\$3.00	\$3.00	\$0.30	\$1.50
Totals		\$689.94	\$679.45	\$8.85	\$44.25

* Fee is currently under negotiation.

Appendix 3
Summary of Compulsory Fees (with 2021-22, 2022-23, and 2023-24 comparator)
Budget 2024-25

	Laurentian University Compulsory Fees	Student Association Compulsory Fees	2024-25 Total	2023-24 Total	2022-23 Total	2021-22 Total
SGA Full-Time	\$417.92	\$875.04	\$1,292.96*	\$1,265.10	\$1,249.47	\$1,208.03
AEF Full-Time	\$417.92	\$602.32	\$1,020.24*	\$1,128.28	\$1,002.47	\$993.95
GSA Full-Time	\$417.92	\$679.45	\$1,097.37*	\$1,099.74	\$1,114.10	\$1,063.89

* Fee listed may fluctuate slightly based on negotiation of UPass

Appendix 4
Comparable Incidental Fees for 2023-24
Budget 2024-25

	Collected by and Retained by Institution	Collected on Behalf of Student Govt	Total Compulsory Fees
Algoma	-	-	-
Brock	\$419	\$991	\$1,410
Carleton	\$452	\$698	\$1,150
Guelph	\$704	\$932	\$1,636
Lakehead	\$518	\$881	\$1,399
Laurentian	\$410	\$856*	\$1,266
McMaster	\$744	\$751	\$1,495
Nipissing	\$743	\$896	\$1,639
OCAD	\$580	\$682	\$1,262
OntarioTech	\$1,216	\$1,017	\$2,233
Ottawa	\$355	\$1,009	\$1,364
Queen's	\$260	\$1,137	\$1,397
Toronto Metropolitan	\$506	\$563	\$1,069
Toronto	\$1,122	\$703	\$1,825
Trent	\$825	\$1,065	\$1,890
Waterloo	\$755	\$809	\$1,564
Western	\$529	\$1,114	\$1,644
WLU	\$805	\$834	\$1,639
Windsor	\$784	\$490	\$1,274
York	\$760	\$592	\$1,352
AVERAGE	\$657	\$843	\$1,500

** Algoma did not report 2023-2024 data

* SGA Fees Listed



Board of Governors

Agenda Title	2024-2025 Student Administrative Fees
Agenda Item No.	5.2
Date of Meeting	April 26, 2024
Open/closed session:	Open
Action Requested	<input checked="" type="checkbox"/> For Approval <input type="checkbox"/> For Information
Proposed by	Sylvie Lafontaine, Vice-President, Finance & Administration
Presenter(s)	Sylvie Lafontaine, Vice-President, Finance & Administration Normand Lavallée, Associate Vice-President, Financial Services

1. PURPOSE

To approve Laurentian’s Student Administrative Fees for fiscal year 2024-25.

2. SYNOPSIS

University students in Ontario are charged a combination of tuition fees (set in accordance with the Provincial Tuition Framework), ancillary fees and compulsory fees which follow the Provincial Ancillary Fee Classification Framework. In addition, the University has a number of administrative fees, which are outside the Provincial Framework, and are approved annually by the Board of Governors. Administrative fees are based upon services provided by the University.

3. RESOLUTION TO CONSIDER:

THAT the Board of Governors approve Laurentian’s 2024-25 Student Administrative Fees, as recommended by the Finance and Property Committee, and as presented at its meeting of April 26, 2024.

4. RISK ANALYSIS

Please note below the specific institutional risk(s) this proposal is addressing.	
<input type="checkbox"/> Enrolment Management	<input type="checkbox"/> Relationship with Stakeholders
<input type="checkbox"/> Faculty and Staff	<input type="checkbox"/> Reputation
<input checked="" type="checkbox"/> Funding and Resource Management	<input type="checkbox"/> Research Enterprise
<input type="checkbox"/> IT Services, Software and Hardware	<input type="checkbox"/> Safety
<input type="checkbox"/> Leadership and Change	<input type="checkbox"/> Student Success
<input type="checkbox"/> Physical Infrastructure	

5. RECOMMENDATIONS

THAT the Board of Governors approve the proposed 2024-25 Laurentian University Student Administrative Fees.

A Background/Issue Description

The University has maintained the same administrative fees as 2023-2024 for the Spring/Summer term. The proposed fees would be implemented for the Fall/Winter term of 2024-2025. Laurentian is proposing an overall fee increase of 3% in administrative fees as set out in the attached Appendix 1.

B Recommendation

Laurentian University is recommending the following administrative fees for 2024-2025 as summarized in Appendix 1.

C Other options considered (where applicable):

N/A

D Risks including legislative compliance

N/A

E Financial Implications:

The fees collected by the University are allocated to the responsible areas to support the related activities.

F Benefits

N/A

G Consultations:

The respective responsible areas are consulted on an annual basis to review the appropriateness of these fees.

H Next Steps:

Once approved, Laurentian will make the necessary system changes for an implementation effective for the Fall/Winter term 2024-2025.

I Appendices (where applicable with each to be numbered sequentially)

Item 5.2 A - Appendix 1 - Proposed Student Administrative Fees for 2024-25

Appendix 1 - Proposed Student Administrative Fees for 2024-25

	Actual	Actual	Proposed	
	2022-2023	2023-2024	2024-2025	
ADMISSION RELATED FEES				
Admission foreign	140.00	144.00	149.00	**
OUAC Supplemental Document Evaluation Fees	70.00	70.00	72.00	**
Admission deferral fee - International students	140.00	144.00	0.00	
Admission deferral fee - All Students	0.00	0.00	75.00	
GRADUATION RELATED FEES				
Convocation attendance fee	73.50	76.00	78.00	**
Diploma mailing in lieu of attending convocation	39.00	40.00	41.00	**
Early diploma fee	58.00	60.00	62.00	**
Replacement of diploma	50.00	52.00	53.00	*, **
Certificate Request	38.00	39.00	40.00	*, **
Confirmation of enrollment	11.00	11.00	12.00	**
GPA conversion letter	21.00	22.00	22.00	**
Letter of intent to return to full-time studies	21.00	22.00	22.00	**
REGISTRATION RELATED FEES				
Auditing fee-Undergraduate Student-Domestic (6 credits)	299.00	308.00	317.00	**
Auditing fee-Undergraduate Student-Foreign (6 credits)	751.00	774.00	797.00	**
Auditing fee-Undergraduate Student-Domestic (3 credits)	149.00	153.00	158.00	**
Auditing fee-Undergraduate Student-Foreign (3 credits)	375.00	386.00	398.00	**
Auditing fee-Graduate Student-Domestic (3 credits)	305.00	314.00	324.00	**
Auditing fee-Graduate Student-Foreign (3 credits)	500.00	515.00	530.00	**
Digital material fee/Laurentian Online-Undergraduate (per course)	77.00	79.00	82.00	**
Digital material fee/Laurentian Online-Graduate (per course)	129.00	133.00	137.00	**
Late registration (part-time)	42.00	43.00	45.00	**
Late registration (full-time)	85.00	88.00	90.00	**

	Actual	Actual	Proposed	
	2022-2023	2023-2024	2024-2025	
DOCUMENT FEES				
Duplicate T2202A	15.00	15.00	16.00	*, **
Fax	8.00	8.00	8.00	*, **
Fees appeal fee	41.00	42.00	43.00	**
Letter of eligibility to graduate	18.00	19.00	19.00	*, **
Letter of permission	50.00	52.00	53.00	*, **
Letter confirming course over & above degree requirement	15.00	15.00	16.00	*, **
Nursing form	52.00	54.00	55.00	*, **
Priority post (ON and QC)	8.00	8.00	8.00	*, **
Priority post (Other provinces)	18.00	19.00	19.00	*, **
Purolator (Express International)	54.00	56.00	57.00	*, **
Pre-Collection letter service	24.00	25.00	25.00	**
Proof of enrolment	15.00	15.00	16.00	*, **
Transcript	22.00	23.00	23.00	*
SUPPLEMENTAL EXAMINATION				
Online Exam location change	75.00	77.00	80.00	*, **
On-campus deferred exam	75.00	77.00	80.00	*, **
Off-campus deferred exam (Spring)	75.00	77.00	80.00	*, **
Off-campus deferred exam (F/W)	75.00	77.00	80.00	*, **
OTHER FEES				
Interest rate per month	1.50%	1.50%	1.50%	
Late payment administrative fee (in addition to accumulated interest)	76.00	78.00	81.00	**
Athletic fee (USPORTS)	206.00	212.00	219.00	**
Athletic fee (OUA)	155.00	160.00	164.00	**
Locker rental	29.00	30.00	31.00	*, **
Registration deposit (1st year of study) - Domestic	473.00	383.00	394.00	***
Replacement Student Card	20.00	21.00	21.00	**
Replacement Parking Card	20.00	21.00	21.00	**
Returned cheque	58.00	60.00	62.00	**
Withdrawal fee (full-time studies)	372.00	383.00	395.00	**
Wire Payment Handling Fee	19.00	20.00	20.00	**

	Actual	Actual	Proposed	
	2022-2023	2023-2024	2024-2025	
PROGRAM OR COURSE RELATED FEES ^				
Faculty of Education and Health				
Human Kinetics Lab/Outdoor School fee	258.00	266.00	274.00	**
Orthophonie	172.00	177.00	182.00	**
Nursing activity fee	246.00	253.00	261.00	**
Nurse Practitioner In Place Placement Fee	26.00	27.00	28.00	**
Elsevier Software Fee (Year 1)	0.00	0.00	1,014.00	*, **
Nurse Achieve Software Fee	0.00	0.00	666.00	*, **
Faculty of Management				
SPAD activity fee	194.00	200.00	206.00	**
Management activity fee	129.00	133.00	137.00	**
MBA activity fee	0.00	0.00	100.00	
Faculty of Science, Engineering and Architecture				
Architecture studio fee	194.00	200.00	206.00	**
Co-op fee / Work term	747.00	769.00	792.00	**
Graduate Fees				
Graduate Inactive fee	124.00	128.00	132.00	**

^Program-specific fees (e.g. co-op, field trip fees) are not subject to the Ancillary Fee Framework in the Student Choice Initiative.

* HST included

** Increase by 3% (rounded to nearest dollar)

BOARD EXECUTIVE SUMMARY

Board of Governors

Agenda Title	2024-25 Domestic In-Province, Domestic Out-of-Province & International Tuition Fee Rates
Agenda Item No.	5.3
Date of Meeting	April 26, 2024
Open/Closed session	Open
Action Requested	<input checked="" type="checkbox"/> For Approval <input type="checkbox"/> For Information
Proponent	Sylvie Lafontaine
Presenter(s)	Sylvie Lafontaine

1. PURPOSE

To approve Laurentian’s 2024-25 Domestic In-Province, Domestic Out-of-Province (OOP) and International tuition fee rates.

2. SYNOPSIS

Since 2019-20 the Ministry of Colleges and Universities (MCU) has placed an overall tuition fee freeze for domestic students, which included a 10% tuition fee reduction. The Tuition Fee Framework (TFF) released by the Ministry for the 2023-24 academic year included a continuation of this freeze. However, in the 2023-24 TFF, a mechanism was added that allowed institutions the ability to request an increase in domestic tuition fees for programs with “*lower than sector average*” for a maximum of three programs, subject to the institution filing an application and obtaining ministry approval. The increases would apply to first-year incoming students and would be capped at a maximum 7.5% increase per year. The ministry provided detailed guidelines as well as a template for submission by March 24th, 2023. Laurentian was approved for a multi-year tuition increase with implementation in 2024-25 for the following programs: B. Computer Science, B. Engineering and M. Architecture. These tuition values were previously approved by the Board in November 2023.

On February 27th, 2024, MCU released a memo which included a set of initiatives to support a sustainable postsecondary education system. Within these initiatives it was announced that, for at least three years, domestic tuition would remain frozen. Institutions have the ability to increase their domestic OOP fees by up to five percent. Tuition increases as part of the 2023-24 tuition anomalies process can continue to increase tuition per the previous guidelines and approvals.

International tuition fees are not part of the Provincial Tuition Fee Framework, and are subject to market factors. In determining international fees, the University benchmarks fees from the Ontario university sector. Benchmarking source data is from the 2023-24 CUPA fee survey, which is an annual process completed by all Ontario institutions. In 2023-24, Laurentian increased International Undergraduate tuition rates by five percent across all program groupings. In addition, the 2023-24 International Graduate tuition rates were increased by five percent in all program

groupings, with the exception of MBA, MSW, M.Nursing APN-PIA and PhDs. Institutions in the Ontario sector had an increase in International undergraduate tuition by a range of 2-12% from 2022-23 to 2023-24. In the International graduate programs, the Ontario sector increased by a range of 2-10% from 2022-23 to 2023-24, with a few larger increases made by UOttawa in M.Nursing and PhDs.

3. RESOLUTION TO CONSIDER:

THAT the Board of Governors approve the proposed 2024-25 Domestic In-Province, Domestic out-of-province and International tuition fee rates, for both undergraduate and graduate programs, as recommended by the Finance and Property Committee, and as presented at its meeting of April 26, 2024.

4. RISK ANALYSIS

Please note below the specific institutional risk(s) this proposal is addressing.	
<input checked="" type="checkbox"/> Enrolment Management <input type="checkbox"/> Faculty and Staff <input checked="" type="checkbox"/> Funding and Resource Management <input type="checkbox"/> IT Services, Software and Hardware <input type="checkbox"/> Leadership and Change <input type="checkbox"/> Physical Infrastructure	<input checked="" type="checkbox"/> Relationship with Stakeholders <input checked="" type="checkbox"/> Reputation <input checked="" type="checkbox"/> Research Enterprise <input type="checkbox"/> Safety <input checked="" type="checkbox"/> Student Success

5. RECOMMENDATIONS

THAT the Board of Governors approve the proposed tuition fee rates for the Fall/Winter terms of 2024-2025, as recommended by the Finance and Property Committee. Detailed recommendations provided below.

A Background/Issue Description

Domestic In-Province Tuition Fees

Undergraduate and Graduate

Per the most recent MCU memo released by the Ministry addressing the 2024-25 tuition fees, there is a continuation of the freeze for domestic students at 2023-24 levels for at least three more years. As was approved by the Board in November 2023, Laurentian will be moving forward with the anomalous tuition multi-year increase beginning in 2024-25 for the following programs: B. Computer Science (+3%), B. Engineering (+7.5%) and M. Architecture (+7.5%).

Domestic Out-of-Province Tuition Fees

Institutions have the flexibility to increase tuition fees for domestic out-of-province students by another 5% in 2024-25. Non-Ontario resident domestic students for Laurentian account for approximately 800 to 1,000 headcount (majority at the undergraduate level). The estimated impact of the recommendation of a 3% increase is approximately \$75,000 for 2024-2025.

Undergraduate

In 2023-24, when looking at the undergraduate tuition fees, 16 out of 20 Ontario institutions have higher tuition rates for their domestic UG OOP students vs in-province students including Laurentian. Of those institutions that opt to have a higher rate for OOP, all increased their undergraduate OOP tuition fees from 2022-23 to 2023-24. In 2023-24, Laurentian increased their

UG OOP tuition fee by one percent. At Laurentian, 93% of our Non-Ontario resident domestic students are enrolled in undergraduate programs, primarily in french language fully online degree programs like service social and sciences infirmières autorisées.

Graduate

In 2023-24, when looking at the graduate tuition fees, 6 of the 19 institutions had a higher rate for OOP students, compared to their in-province rate. Laurentian is not one of the 6 institutions and does not have a different rate for graduate OOP. At Laurentian, less than 7% of our Non-Ontario resident domestic students are enrolled in Graduate programs.

International Tuition Fees

Undergraduate

Table 1 in Appendix A provides an analysis of 2023-24 International Undergraduate tuition by the standard COU program groupings that are relevant to Laurentian University compared to the Ontario Sector, as well as the COU small institution comparator group (which includes: Lakehead, Nipissing, OCAD, OnT and Trent). Laurentian tuition fees are lower than the Ontario sector average and median in all program categories. However, when looking at the COU small institution comparator group (which includes: Algoma, Lakehead, Nipissing, OCAD, OnT and Trent), Laurentian is higher or similar to the average and median, with the exception of Engineering where Laurentian is -7% below the comparator group average. As part of its enrollment management plan, Laurentian is developing an Internationalisation strategy which will include a deeper look at both the integration of scholarships and tuition fees including attracting international students at the undergraduate level in francophone programs. Also as consideration in this plan is the 2 year federal cap on international undergraduate study permit applications which will restrict any significant growth in first year international undergraduate students. A decision to increase our undergraduate international tuition rates by 5% would generate approximately \$300K additional tuition revenue.

Graduate

Table 2 in Appendix A provides an analysis of 2023-24 International Graduate tuition by the standard COU program groupings that are relevant to Laurentian University compared to the Ontario Sector, as well as the COU small institution comparator group (which includes: Lakehead, Nipissing, OCAD, OnT and Trent). Laurentian is lower than the sector average and median in the following program categories: MA, MBA, MArch, MCompSci (thesis), M.Eng (thesis and course), and M.Nursing (thesis). However, when looking at the COU small institution comparator group, Laurentian is lower than the average and median in the following program categories: MA, MBA, MCompSci (thesis), M.Eng (thesis and course), and M.Nursing (thesis). Demand continues to increase among international students for the Masters in Computational Science (course-based), MBA and M.Eng course based programs however, as a result of significant growth in 2023-24, enrolment management limits are being implemented to help stabilise these programs.

B Recommendations

2024-25 Undergraduate Tuition Fees

Domestic - In-Province

Per Ministry guidelines, the 2024-25 domestic in-province tuition rates will remain frozen at 2023-24 rates for at least another three years, with the exception of Laurentian's two previously

approved undergraduate programs that were included in the anomalous tuition: B. Computer Science (+3%) and B.Engineering (+7.5%), as can be seen in Table 1 below.

Domestic - Out-of-Province

As a result of the *Supporting a Sustainable Postsecondary Education System* memo issued by the Province, Administration recommends an increase of 3% over the previously approved 2023-24 tuition fee, for undergraduate non-Ontario resident domestic students starting for the Fall/Winter term of 2024-2025 (Table 1 below).

International

Laurentian is recommending a 5% increase from the 2023-24 tuition rates for all International Undergraduate tuition fees in order to remain aligned with the Ontario sector. The detailed sector benchmarking can be seen in Table 1 in Appendix A.

Table 1: Proposed 2024-25 Undergraduate Tuition Fees for Domestic In-Province, Domestic OOP & International

		Domestic - Ontario			Domestic - Out-of-Province (OOP)			International		
		Actual 2023-24	Proposed 2024-25	% Change	Actual 2023-24	Proposed 2024-25	% Change	Actual 2023-24	Proposed 2024-25	% Change
Undergraduate Degree Programs	Architecture	\$9,709.00	\$9,709.00	0.0%	\$10,403.30	\$10,715.40	3.0%	\$34,206.90	\$35,917.25	5.0%
	Business and Sports Administration	\$7,434.70	\$7,434.70	0.0%	\$7,966.30	\$8,205.29	3.0%	\$29,231.60	\$30,693.18	5.0%
	Computer Science*	\$7,434.70	\$7,657.74	3.0%	\$7,966.30	\$8,205.29	3.0%	\$28,620.90	\$30,051.95	5.0%
	Engineering*	\$8,068.62	\$8,673.77	7.5%	\$8,645.52	\$8,904.89	3.0%	\$37,225.91	\$39,087.21	5.0%
	All Other Programs	\$6,000.30	\$6,000.30	0.0%	\$6,429.60	\$6,622.49	3.0%	\$27,258.00	\$28,620.90	5.0%

All programs include tuition for 30 credits, with the exception of Engineering which includes 36 credits.

*Anomalous tuition program

2024-25 Graduate Tuition Fees

Domestic - In-Province

Per Ministry guidelines, the 2024-25 domestic in-province tuition rates will remain frozen at 2023-24 rates for at least another three years, with the exception of Laurentian's one previously approved graduate program that was included in the anomalous tuition: M. Architecture (+7.5%), as can be seen in Table 2 below.

Domestic - Out-of-Province

As a result of the *Supporting a Sustainable Postsecondary Education System* memo issued by the Province, Administration recommends Laurentian remain unchanged from 2023-24 rates (Table 2 below), for graduate non-Ontario resident domestic students starting for the Fall/Winter term of 2024-2025 (Table 2 below). Thus, Laurentian will have the same tuition rate for Ontario and non-Ontario residents.

International

Laurentian is recommending a 5% increase for per-credit and 3% increase for per-term International Graduate tuition fees from the 2023-24 tuition rates, in order to remain aligned with the Ontario sector. PhD programs to remain unchanged from the 2023-24 tuition fee rates. A fee increase is not recommended for the PhD programs in order to support recruitment. Many Ontario universities have done away with a fee differential and charge international PhD students the same tuition as domestic students, or an equivalent tuition bursary in order to recruit top students. See Table 2 below for the proposed 2024-25 tuition rates. PhD students are essential to support the research and teaching mission of the university. It is also important to note that PhD fees are also

currently higher than PhD students pay at the COU small university comparator group. The detailed sector benchmarking can be seen in Table 2 in Appendix A.

Table 2: Proposed 2024-25 Graduate Tuition Fees for Domestic In-Province, Domestic OOP & International

	Domestic - Ontario			Domestic - Out-of-Province (OOP)			International			
	Actual 2023-24	Proposed 2024-25	% Change	Actual 2023-24	Proposed 2024-25	% Change	Actual 2023-24	Proposed 2024-25	% Change	
Masters: Per 3 Credits	M. Architecture*	\$853.40	\$917.41	7.5%	\$853.40	\$853.40	0.0%	\$2,158.28	\$2,266.19	5.0%
	M. Business Administration	\$1,234.10	\$1,234.10	0.0%	\$1,234.10	\$1,234.10	0.0%	\$4,053.70	\$4,256.39	5.0%
	M. Computational Science: Course-Based	\$1,234.10	\$1,234.10	0.0%	\$1,234.10	\$1,234.10	0.0%	\$3,024.00	\$3,175.20	5.0%
	M.Sc. Chemical Sciences: Essay	\$1,787.91	\$1,787.91	0.0%	\$1,787.91	\$1,787.91	0.0%	\$3,024.00	\$3,175.20	5.0%
	M. Engineering: Course-Based	\$1,234.10	\$1,234.10	0.0%	\$1,234.10	\$1,234.10	0.0%	\$3,024.00	\$3,175.20	5.0%
	M. Sc. Geology: Course-based	\$1,234.10	\$1,234.10	0.0%	\$1,234.10	\$1,234.10	0.0%	\$3,428.67	\$3,600.10	5.0%
	M. Health Administration	\$1,234.10	\$1,234.10	0.0%	\$1,234.10	\$1,234.10	0.0%	\$3,024.00	\$3,175.20	5.0%
	M.H.Sc. Orthophonie: Cours	\$1,234.10	\$1,234.10	0.0%	\$1,234.10	\$1,234.10	0.0%	\$3,024.00	\$3,175.20	5.0%
	M. Science Communications	\$1,033.00	\$1,033.00	0.0%	\$1,033.00	\$1,033.00	0.0%	\$2,088.40	\$2,192.82	5.0%
	M.Sc. Nursing: Primary Care NP	\$1,234.10	\$1,234.10	0.0%	\$1,234.10	\$1,234.10	0.0%	\$3,024.00	\$3,175.20	5.0%
	M.Sc. Nursing: Post NP	\$1,234.10	\$1,234.10	0.0%	\$1,234.10	\$1,234.10	0.0%	\$3,024.00	\$3,175.20	5.0%
M.Sc. Nursing: APN	\$1,234.10	\$1,234.10	0.0%	\$1,234.10	\$1,234.10	0.0%	\$2,880.00	\$3,024.00	5.0%	
M. Social Work	\$1,234.10	\$1,234.10	0.0%	\$1,234.10	\$1,234.10	0.0%	\$3,222.45	\$3,383.57	5.0%	
Masters: Per-Term	M. Forensic Science	\$4,536.00	\$4,536.00	0.0%	\$4,536.00	\$4,536.00	0.0%	\$9,640.05	\$9,929.25	3.0%
	All Other Reserach-Based Programs	\$2,860.65	\$2,860.65	0.0%	\$2,860.65	\$2,860.65	0.0%	\$7,539.50	\$7,765.69	3.0%
PhD: Per-Term	All PhD Programs	\$2,860.65	\$2,860.65	0.0%	\$2,860.65	\$2,860.65	0.0%	\$7,018.60	\$7,018.60	0.0%

*Anomalous tuition program

C Consultations and Analyses (where applicable)

Consultations

1. President and Vice-Presidents
2. Executive Finance team members
3. Deans
4. Registrar, Fees & International offices
5. Provincial benchmarking using COU data, in addition to extensive research on individual institution websites

Analyses

The recommendations included with respect to tuition fees identified have been made after consideration of:

- Regulatory requirements, including the tuition fee framework
- University comparators
- Demand of Laurentian programs
- Ability to attract students
- Financial sustainability
- Consultation with the various Senior Academic Leaders (Deans/Directors, AVP Finance, etc) and enrolment management functions (Registrar, International, Fees and scholarships, Residence etc.)
- Sector benchmarking comparator data analysis including:
 - Analysis of Laurentian programs versus other comparator institutions with respect to program structure (ensuring credit comparison and alignment by program)
 - Review of historic Laurentian tuition increase decision for standard programs
 - Inclusion of Cambrian and Boréal comparator programs

D Appendices

Item 5.3 A - Analysis of 2023-24 International Tuition Fee Ontario Sector Benchmarking

Appendix A

Analysis of 2023-24 International Tuition Fees

Ontario Sector: Algoma (UG only), Brock, Carleton, Guelph, Lakehead, Laurentian, McMaster, Nipissing, OCAD, OnTech, Ottawa, Queens, TMU, Toronto, Trent, Waterloo, Western, Wilfred Laurier, Windsor, York

Table 1: Undergraduate International Tuition Fees by Standard COU Program Groupings

Undergraduate	2023-24 Laurentian Tuition	Ontario Sector*					Small Institution Group*				
		Average	Median	LU vs Avg	LU vs Med	% Compared to Avg	Average	Median	LU vs Avg	LU vs Med	% Compared to Avg
Arts and Science	\$27,258	\$35,767	\$32,251	-\$8,509	-\$4,993	-24%	\$26,136	\$27,583	\$1,122	-\$325	4%
Physical & Health Educ./Kin	\$27,258	\$38,081	\$38,193	-\$10,823	-\$10,935	-28%	\$25,750	\$25,750	\$1,508	\$1,508	6%
Social Work	\$27,258	\$32,249	\$31,304	-\$4,991	-\$4,046	-15%	\$24,820	\$25,643	\$2,438	\$1,616	10%
Architecture & Landscape Arch	\$34,207	\$50,647	\$45,923	-\$16,440	-\$11,716	-32%	-	-	-	-	-
Business & Commerce	\$29,232	\$40,510	\$36,087	-\$11,278	-\$6,855	-28%	\$27,657	\$28,285	\$1,575	\$947	6%
Computer Science	\$28,621	\$40,566	\$35,597	-\$11,945	-\$6,976	-29%	\$26,649	\$28,285	\$1,972	\$336	7%
Education (excl AQs)	\$27,258	\$33,527	\$34,067	-\$6,269	-\$6,809	-19%	\$27,610	\$28,393	-\$352	-\$1,135	-1%
Engineering / Applied Science	\$37,226	\$51,486	\$49,110	-\$14,260	-\$11,884	-28%	\$39,900	\$39,900	-\$2,674	-\$2,674	-7%
Nursing	\$27,258	\$38,865	\$34,152	-\$11,607	-\$6,894	-30%	\$27,761	\$28,393	-\$503	-\$1,135	-2%

*Algoma did not report 2023-24 data - 2022-23 tuition is provided as a proxy

Small Institution Group includes: Algoma, Lakehead, Nipissing, OCAD, OnT and Trent

Table 2: Graduate International Tuition Fees by Standard COU Program Groupings

Graduate	2023-24 Laurentian Tuition	Ontario Sector					Small Institution Group				
		Average	Median	LU vs Avg	LU vs Med	% Compared to Avg	Average	Median	LU vs Avg	LU vs Med	% Compared to Avg
M.A.	\$22,619	\$22,781	\$22,998	-\$162	-\$379	-0.7%	\$24,545	\$23,000	-\$1,926	-\$381	-7.8%
M.Sc.	\$22,619	\$22,102	\$22,995	\$517	-\$376	2.3%	\$22,100	\$22,638	\$519	-\$19	2.3%
M.B.A.	\$40,537	\$56,839	\$51,100	-\$16,302	-\$10,563	-28.7%	\$42,000	\$42,000	-\$1,463	-\$1,463	-3.5%
M.S.W.	\$32,225	\$27,940	\$26,670	\$4,285	\$5,555	15.3%	\$23,000	\$23,000	\$9,225	\$9,225	40.1%
M.A.Sc.	\$22,619	\$22,232	\$23,088	\$387	-\$469	1.7%	\$22,313	\$22,313	\$306	\$306	1.4%
M. Arch.	\$17,266	\$33,292	\$26,670	-\$16,026	-\$9,404	-48.1%	-	-	-	-	-
M. C. S. (thesis)	\$22,619	\$27,403	\$27,083	-\$4,784	-\$4,464	-17.5%	\$24,720	\$24,720	-\$2,101	-\$2,101	-8.5%
M.Eng. (thesis)	\$22,619	\$36,298	\$32,427	-\$13,679	-\$9,808	-37.7%	\$31,205	\$31,205	-\$8,586	-\$8,586	-27.5%
Masters in Nursing (thesis)	\$22,619	\$28,967	\$24,399	-\$6,348	-\$1,780	-21.9%	\$23,700	\$23,700	-\$1,081	-\$1,081	-4.6%
M. C. S. (course)	\$30,240	\$24,720	\$24,720	\$5,520	\$5,520	22.3%	\$24,720	\$24,720	\$5,520	\$5,520	22.3%
M.Eng. (fast track)	\$30,240	\$33,492	\$32,214	-\$3,252	-\$1,974	-9.7%	\$31,205	\$31,205	-\$965	-\$965	-3.1%
Ph.D.	\$21,056	\$16,163	\$19,166	\$4,893	\$1,890	30.3%	\$20,861	\$20,721	\$196	\$335	0.9%
Ph.D. Engineering	\$21,056	\$13,060	\$9,157	\$7,996	\$11,899	61.2%	\$19,083	\$19,083	\$1,973	\$1,973	10.3%

Small Institution Group includes: Lakehead, Nipissing, OCAD, OnT and Trent

The tuition rates reported are for 3 terms (per term programs) and 30 credits (per credit programs) to align with the source comparator data. If a student completes the program in 2 years, the reported Laurentian tuition would be divided in 2.

BOARD EXECUTIVE SUMMARY

Board of Governors

Agenda Title	Deferred Maintenance and Facility Renewal Plan Report
Agenda Item No.	5.4
Date of Meeting	April 26, 2024
Open/Closed session	OPEN
Action Requested	<input checked="" type="checkbox"/> For Approval <input type="checkbox"/> For Information
Proponent	Sylvie Carole Lafontaine, Vice-President, Finance and Administration
Presenter(s)	Sylvie Carole Lafontaine, Vice-President, Finance and Administration Pierre Fontaine, Director, Operations and Maintenance

1. PURPOSE

To provide a status of the 2023-24 deferred maintenance projects, a list of the planned 2024-25 Deferred Maintenance projects for approval, and a summary of the multi-year grant funded projects.

2. SYNOPSIS

Appendix 1 (attached) provides a status report of each 2023-24 deferred maintenance project; Appendix 2 presents planned projects for fiscal year 2024-25 for approval; and Appendix 3 provides a summary of grant funded projects.

3. RESOLUTION TO CONSIDER:

THAT the Board of Governors approve the 2024-25 Deferred Maintenance projects, as recommended by the Finance and Property Committee, and presented at its meeting of April 26, 2024.

4. RISK ANALYSIS

Please note below the specific institutional risk(s) this proposal is addressing.	
<input type="checkbox"/> Enrolment Management <input type="checkbox"/> Faculty and Staff <input checked="" type="checkbox"/> Funding and Resource Management <input type="checkbox"/> IT Services, Software and Hardware <input type="checkbox"/> Leadership and Change <input checked="" type="checkbox"/> Physical Infrastructure	<input type="checkbox"/> Relationship with Stakeholders <input checked="" type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Student Success

5. RECOMMENDATIONS

Laurentian University recommends for approval the list of deferred maintenance capital for 2024-2025.

A Background/Issue Description

Facilities Services continues to make progress addressing deferred maintenance capital projects while also having to prioritize emergency critical projects and managing grant funded capital projects.

B Alignment with Strategic Objective or Plan of the University

These expenditures are necessary to maintain the campus in safe operating condition in supporting Laurentian's strategic initiatives.

C Other options considered (where applicable)

N/A

D Risks including legislative compliance

Delays in project completion due to supply chain issues, staffing shortages, or unplanned work.

E Financial Implications (where applicable):

Laurentian's 5-year financial plan provided to Ministry of Colleges and Universities (2022-23 to 2026-27) includes \$35.3 million for deferred maintenance and facility renewal projects.

F Benefits

Laurentian University continues to make progress addressing the more than \$135 million in deferred maintenance capital projects backlog.

G Consultations (where applicable)

Facility Services provides regular project updates to the Vice President Finance and Administration, Finance and Property Committee and Board of Governors.

H Communications Plan

N/A

J Next Steps

Ongoing tender, award, construction and/or consulting of the 2023-24 deferred maintenance projects as approved by the Board of Governors.

I Appendix

- Item 5.4 A - Appendix 1 - Status Report of 2023-24 Deferred Maintenance Projects
- Item 5.4 B - Appendix 2 - Planned Deferred Maintenance Projects for Fiscal 2024-25
- Item 5.4 C - Appendix 3 - Summary of Grant Funded Projects

Approved Deferred Maintenance Projects 2023-24

Funding Sources	
University Operating	\$ 3,446,042
Ancillary Services - Residences	\$ 1,700,000
Facility renewal program - MCU	\$ 2,410,200
Total DM Contributions	\$ 7,556,242

Projects	Budget	Actual to date	Status
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Deferred Maintenance Projects - Operating			
Emergency Generator Fuel Tank Replacements/Repairs Construction	\$ 328,000	\$ 315,200	On Track
Ben Avery Pool Repairs (Assessment)	\$ 300,000	\$ 108,686	Complete
Science I Steam Boiler Replacement	\$ 450,000	\$ 241,746	Complete
Incoming water at SC1, piping and pump replacements	\$ 150,500	\$ -	Deferred to 24-25
Facility Condition Assessment	\$ 80,000	\$ -	Deferred to 24-25
Campus Washroom Upgrades	\$ 150,000	\$ 197,120	On Track
Arts Building Corridor Improvements (asbestos removal, lighting and heating upgrades)	\$ 850,000	\$ -	
Campus Roadway Renewal	\$ 123,100	\$ 66,383	On Track
Total	\$ 2,431,600	\$ 929,135	

Deferred Maintenance Projects - Residences			
MSR renewal (exterior envelope and mech shafts) design	\$ 50,000	\$ -	On Track
MSR roof including anchors	\$ 672,000	\$ 740,457	Complete
MSR elevator	\$ 403,300	\$ -	On Track
UCR remove exterior stairs and build a new walkway	\$ 382,800	\$ 258,000	Complete
Residence Roofing audit	\$ 50,000	\$ -	Not Started
East residence cladding review	\$ 28,000	\$ 19,674	Complete
Food Services renovation design	\$ 71,400	\$ -	Not Started
Residence Flooring Renewal Program	\$ 411,000	\$ 404,915	Complete
Residence Common Area Renewal Program	\$ 342,000	\$ -	Not Started
Campus Washroom Renewal Program (student street)	\$ 274,000	\$ -	Not Started
Total	\$ 2,684,500	\$ 1,423,046	

Deferred Maintenance Projects - FRP			
Science 2A mechanical penthouse and roof replacement	\$ 1,822,400	\$ 2,354,000	Delayed
Arts roof replacement	\$ 270,000	\$ 500,850	Complete
Parker lower third floor north-east, north-west, and east roof replacement	\$ 250,000	\$ 378,750	Complete
RD Parker Ventilation Upgrades	\$ 72,000	\$ -	Deferred to 24-25
Science 1 Recladding design	\$ 60,000	\$ 247,200	On Track
Security Camera Upgrades (Campus Safety)	\$ 119,000	\$ -	On Track
Total	\$ 2,593,400	\$ 3,480,800	

Deferred Maintenance Projects - Unplanned/Critical			
JND Steam Boiler Replacement	\$ 102,000	\$ 85,857	Complete
Stadium Building Upgrades	\$ 241,000	\$ 269,040	On Track
Student Recreation Centre Repairs	\$ 137,000	\$ -	On track
Ben Avery Electrical Room Upgrades	\$ 107,000	\$ 89,900	On track
Emergency High Voltage Cable Replacement (Arts Building)	\$ 250,000	\$ 150,000	Complete
Total	\$ 837,000	\$ 594,797	

Total Deferred Maintenance	\$ 8,546,500	\$ 6,427,778	
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Deferred Maintenance Projects 2024-25

Funding Sources	
University Operating	\$ 3,046,042
Ancillary Services - Residences	\$ 1,950,000
Facility renewal program - MCU	\$ 3,500,000
Total DM Contributions	\$ 8,496,042

Projects	Budget	Actual to date	Status
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Deferred Maintenance Projects - Operating			
Maintenance roof replacement design	\$ 29,800	\$ -	
Ceiling abatement and lighting upgrade (Parker Building)	\$ 452,500	\$ -	
Living with Lakes heat pump replacement	\$ 496,400	\$ -	
Science 1 Fumehood Audit	\$ 95,200	\$ -	On Track
Incoming water at SC1, piping and pump replacements	\$ 150,500		
RD Parker Ventilation Upgrades	\$ 72,000		
Facility Condition Assessment	\$ 80,000		
Elevator Modernization Design - PD/DA	\$ 53,600	\$ -	
Exterior Stair Replacement (Ben Avery and Student Rec Centre)	\$ 343,200	\$ -	On track
Exterior Stair Replacement (Fraser)	\$ 185,600	\$ -	On Track
Campus Washrooms Renewal	\$ 520,000	\$ -	On Track
Asbestos Management Plan Update	\$ 46,265	\$ -	
Ben Avery Electrical Switchgear Replacement	\$ 248,286	\$ -	On Track
Campus Road Replacement Design	\$ 60,000	\$ -	On Track
Total	\$ 2,833,351	\$ -	

Deferred Maintenance Projects - Residences			
Food Services renovation design	\$ 71,400	\$ -	
MSR elevators (Phase 1 - East car)	\$ 450,000	\$ -	
MSR exterior envelope sealing	\$ 273,600	\$ -	
Parking Gate Access Upgrade	\$ 68,400	\$ -	
Parking Lot Repaving Design (lot 7, part - 9)	\$ 236,600	\$ -	
UCR basement heating piping, valves, pumps, automation and electrical	\$ 310,000	\$ -	
UCR Window Replacement	\$ 320,000	\$ -	On Track
Single Student Residence heating piping, valves, pumps, automation and electrical	\$ 480,000	\$ -	
Total	\$ 2,210,000	\$ -	

Deferred Maintenance Projects - FRP			
Science 2A mechanical penthouse and roof replacement	\$ 1,822,400	\$ 2,354,000	On Track
Parker 11th floor roof replacement	\$ 1,220,000	\$ -	On Track
Total	\$ 3,042,400	\$ 2,354,000	

Total Deferred Maintenance	\$ 8,085,751	\$ 2,354,000	
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Grant Funded Projects Managed by Facility Services

Grant Fund	Project	Budget
2022-23		
Education dans la langue de la minorité (Patrimoine canadien)	Alphonse Raymond Roof Replacement	\$ 30,000
2023-24		
Education dans la langue de la minorité (Patrimoine canadien)	Alphonse Raymond Roof Replacement	\$ 1,837,500
Education dans la langue de la minorité (Patrimoine canadien)	Alphonse Raymond HVAC Replacement SF-1, SF-7, SF-8, SF-9	\$ 80,000
Infrastructure éducative des communautés (Patrimoine canadien)		\$ 765,200
2024-25		
Education dans la langue de la minorité (Patrimoine canadien)	Alphonse Raymond HVAC Replacement SF-1, SF-7, SF-8, SF-9	\$ 821,000
2025-26		
Education dans la langue de la minorité (Patrimoine canadien)	Alphonse Raymond HVAC Replacement SF-1, SF-7, SF-8, SF-9	\$ 821,000



BOARD EXECUTIVE SUMMARY

Board of Governors

Agenda Title	Presidential Performance Assessment
Agenda Item No.	6.1
Date of Meeting	April 26, 2024
Open/Closed session	Open
Action Requested	<input checked="" type="checkbox"/> For Approval <input type="checkbox"/> For Information
Proponent	University Secretary's Office
Presenter(s)	Danielle Vincent, University Secretary

1. PURPOSE

To establish a framework for evaluating the performance of the President and Vice-Chancellor and for monitoring compensation for the Vice-Presidents to ensure legislative compliance and strategic alignment.

2. SYNOPSIS

The Board of Governors is responsible for overseeing the President and Vice-Chancellor and for providing the support, authority and guidance necessary for the President and Vice-Chancellor to effectively manage the University's affairs.

Periodic reviews of the leadership of the President and senior executives are important to this oversight. These reviews should be used to ensure that executive goals overall are aligned with the University's strategic priorities.

As a supplement to regular communication between the President and the Board, these reviews provide an opportunity for constructive discussions about the University's performance and ways in which it might be improved. Such discussions are meant to encourage a robust and encouraging governance framework.

This proposal suggests a procedure to guide the Board's involvement in these reviews.

3. RESOLUTION TO CONSIDER:

BE IT RESOLVED

THAT the Board of Governors approve the procedures *Annual Performance and Compensation Review for Senior Administration*, as recommended by the Human Resources Committee, and as presented at its meeting of April 26, 2024.

4. RISK ANALYSIS

Please note below the specific institutional risk(s) this proposal is addressing.	
<input type="checkbox"/> Enrolment Management	<input checked="" type="checkbox"/> Relationship with Stakeholders
<input type="checkbox"/> Faculty and Staff	<input checked="" type="checkbox"/> Reputation
<input type="checkbox"/> Funding and Resource Management	<input type="checkbox"/> Research Enterprise
<input type="checkbox"/> IT Services, Software and Hardware	<input type="checkbox"/> Safety
<input checked="" type="checkbox"/> Leadership and Change	<input type="checkbox"/> Student Success
<input type="checkbox"/> Physical Infrastructure	

5. RECOMMENDATIONS

It is recommended that the Board of Governors approve the *Annual Performance and Compensation Review for Senior Administration* procedures, as presented.

A Background/Issue Description

The Board of Governors (“Board”) is responsible for overseeing the President and Vice-Chancellor (“President”) and for providing the support, authority and guidance necessary for the President to effectively manage the University’s affairs. Periodic reviews of the President’s leadership are an important component of that oversight. Those reviews may involve recommendations for adjustment of the compensation of the President.

Additionally, the University’s enacting legislation, *An Act to incorporate Laurentian University of Sudbury*, as amended, gives the Board oversight of the appointment and dismissal of the Vice-Presidents, along with the determination of their compensation. Any recommendations to adjust the compensation of those leaders based on their performance is thus subject to review by the Board.

Prior to the re-structuring of committees in June 2023, the Senior Management Review and Compensation Committee (“SMRCC”) bore responsibility for evaluating the performance of the President and for making recommendations to the Board of Governors with respect to compensation adjustments for the President and Vice-Chancellor, and the Vice-Presidents. The Terms of Reference for the former SMRCC provided a detailed mechanism for these reviews.

Given the elimination of the SMRCC, its Terms of Reference are no longer in force. The review responsibilities previously assigned to the SMRCC have been assigned to the Board’s Human Resources Committee. In order to maintain consistency with other committees, the new Human Resources Committee’s Terms of Reference do not set out a detailed set of procedures for the evaluation of the President’s performance, nor the determination of any compensation adjustments described above.

It is recommended that the Board of Governors adopt a set of procedures which clearly outline the responsibilities and how they can be discharged. The procedures set out in Item 8.1 A, propose a mechanism by which these evaluations and recommendations for compensation adjustments are to be considered by the Board.

B Alignment with Strategic Objective or Plan of the University

This proposed framework is part of the Committee restructuring which took place in response to the NOUS report on Governance. It also responds to recommendations within that report regarding performance evaluations of the President and Vice-Chancellor

C Other options considered (where applicable):

N/A

D Risks including legislative compliance

Legislative and other Compliance	<ul style="list-style-type: none">• Board Human Resources Committee - Terms of Reference• Laurentian University Act• Broader Public Sector Executive Compensation Act, 2014
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E **Financial Implications (where applicable):**

N/A

F **Benefits**

These procedures provide a clear and transparent mechanism for the Board of Governors to evaluate the President and Vice-Chancellor and to monitor compensation for its designated executives.

G **Consultations (where applicable)**

- Research - sector practices (February 2024)
- President and Vice-Presidents - email (February 20-March 19, 2024)

H **Communications Plan**

Upon approval by the Board of Governors, the new Procedures will be posted to the Laurentian University website.

J **Next Steps**

On approval, the Procedures will be operationalized by adding items as applicable to the Cycle 5 Human Resources Committee and Board of Governors agendas, and to the Committee workplan for the 2024-2025 Board year.

I **Appendices**

Appendix A - Item 6.1 A - Procedures - *Annual Performance and Compensation Review for Senior Administration*

Appendix B - Item 6.1 B - Terms of Reference - Senior Management Review and Compensation Committee (*now disbanded*)

Appendix C - Item 6.1 C - Terms of Reference - Human Resources Committee

Appendix D - Item 6.1 D - Excerpt from *An Act to incorporate Laurentian University of Sudbury*, s.18



BOARD OF GOVERNORS PROCEDURES

Annual Performance and Compensation Review for the President and Vice-Chancellor and the Vice-Presidents

1. Goals:

- 1.1. The Board of Governors is responsible for overseeing the President and Vice-Chancellor and for providing the support, authority and guidance necessary for the President and Vice-Chancellor to effectively manage the University's affairs.
- 1.2. Periodic reviews of the leadership of the President are important to this oversight. Periodic reviews of the leadership of the Vice-Presidents are also essential to ensure that executive goals overall are aligned with the University's strategic priorities.
- 1.3. As a supplement to regular communication between the President and the Board, these reviews provide an opportunity for constructive discussions about the University's performance and ways in which it might be improved. Such discussions are meant to encourage a robust and encouraging governance framework.

2. Responsibilities:

- 2.1. The Human Resources Committee ("the Committee") and the Board of Governors are responsible for the following:
 - Annual evaluation of the performance of the President and Vice-Chancellor
 - Annual review and approval of salary adjustments and performance-related pay for the President and Vice-Chancellor
 - Approval of salary adjustments and performance-related pay for the Vice-Presidents
- 2.2. The President and Vice-Chancellor is responsible for the following:
 - Annual evaluation of the performance of the Vice-Presidents
 - Annual recommendation to the Committee and the Board of Governors of any salary adjustments and performance-related pay for the Vice-Presidents

3. Scope

- 3.1. These procedures apply to the annual evaluation of the President and Vice-Chancellor and the Vice-Presidents.
- 3.2. These procedures are intended to guide the Committee and the Board of Governors, in fulfilling the responsibilities set out above.

4. Procedures

4.1. *Annual performance and compensation review – President and Vice-Chancellor*

- 4.1.1. In May of each year, the Committee will evaluate the President and Vice-Chancellor's performance over the past academic year and set their performance goals for the next academic year.
- 4.1.2. In order to carry out this responsibility, the Committee will be provided with:
 - Input from voting and non-voting members of the Board and, if requested by the Committee, from members of senior administration. This input will be solicited by the University Secretary and presented by way of a consolidated, de-identified and unattributed summary.
 - A report from the President and Vice-Chancellor which outlines their achievements as measured against their approved performance goals for the past year and proposes performance goals for the next year.
- 4.1.3. These materials will be shared with the President and Vice-Chancellor.
- 4.1.4. The Committee members will then meet with the President and Vice-Chancellor to mutually assess the progress made in relation to approved goals and discuss goals for the next year.
- 4.1.5. Following that discussion, the Committee will conduct its final deliberation in closed session.
- 4.1.6. In June of each year, the Committee will then provide a report to the Board of Governors, to be considered in closed session. That report will contain:
 - An evaluation of the President and Vice-Chancellor's performance over the past year,
 - The performance goals which have been set for the next year,
 - A recommendation for approval of any performance-related pay to be awarded for the past year, if applicable, and
 - A recommendation for approval of any salary adjustments to be awarded for the next year, if applicable.

4.2. *Annual performance and compensation review – Vice-Presidents*

- 4.2.1. Prior to May of each year, the President and Vice-Chancellor will evaluate the performance of the Vice-Presidents over the past academic year and set their performance goals for the next academic year.
- 4.2.2. In May of each year, the President and Vice-Chancellor will present a report to the Committee summarizing those evaluations, along with a recommendation for any performance-related pay or salary adjustments, if applicable.
- 4.2.3. In June of each year, the Committee will then make recommendations to the Board of Governors for approval of any performance-related pay or salary adjustments, if applicable.

SENIOR MANAGEMENT REVIEW AND COMPENSATION COMMITTEE**TERMS OF REFERENCE**

1. All meetings of the Senior Management Review and Compensation Committee (the Committee) shall be conducted In Camera and all recommendations to the Board shall also be made In Camera.
2. Pursuant to the *Broader Public Sector Executive Compensation Act, 2014* (BPSECA) and Ontario Regulation 304/16, the Committee recommends to the Board the approval of a draft, initial, or revised Executive Compensation Program (ECP) for public consultation, reviews the input from public consultation on the proposed ECP, and recommends to the Board the approval of the ECP which shall be posted on the website and include an overview of the feedback received during the consultation phase.
3. The Committee recommends to the Board the approval of the initial salary upon hiring for the President and Vice-Chancellor and the Vice-Presidents (the other Designated Executives), as well as of any subsequent salary adjustments or awards of annual one-time performance-related pay as applicable. The Committee approves the other terms and conditions of employment for the President and Vice-Chancellor, consistent with the ECP in effect and relevant Board policies.
4. The Committee conducts the annual performance and compensation review for the President and Vice-Chancellor, and makes recommendations to the Board with respect to annual salary adjustments and annual one-time performance-related pay, if applicable.
5. The Committee receives and considers the recommendations of the President and Vice-Chancellor with respect to the annual performance and compensation review for the other Designated Executives, and makes recommendations to the Board with respect to annual salary adjustments and annual one-time performance-related pay, if applicable.
6. The Committee receives and considers the recommendations made by the President and Vice-Chancellor with respect to the annual performance and compensation review for the President and Vice-Chancellor's other direct reports.
7. The Committee sets and approves, on behalf of the Board, the President and Vice-Chancellor's performance goals for the upcoming fiscal year.
8. The Committee receives and considers at least every two (2) years the Succession Planning Program including an assessment of readiness, and succession and development strategies for Senior Leadership positions within the University as a whole.

Annual performance and compensation review**President and Vice-Chancellor**

9. In April of each year the Chair of the Board will seek, on behalf of the Committee, written input from voting and non-voting members of the Board regarding potential Presidential Performance Goals applicable to the upcoming fiscal year. This input will be provided by the Chair of the Board of Governors to members of the Committee as well as to the President and Vice-Chancellor.
10. In May of each year, the President and Vice-Chancellor will propose Presidential Performance Goals for the upcoming fiscal year for the Committee's consideration, taking into consideration the input received from the Board regarding same. The Committee will accept or revise the performance goals as proposed by the President and Vice-Chancellor and approve them on behalf of the Board of Governors.
11. In May of each year, the President and Vice-Chancellor will submit a report outlining the achievements against his/her performance goals approved by the Board for the past fiscal year.

The Committee will review the report, assess the President and Vice-Chancellor's performance for the past fiscal year, and make a recommendation to the Board regarding any performance-related pay to be awarded for the past fiscal year as applicable. The Chair of the Committee will also provide a written report to the Board in camera regarding the feedback provided to the President and Vice-Chancellor as related to the above noted assessment of performance.

12. In June of each year, the Committee will also make a recommendation to the Board as related to salary adjustments, if any, to be awarded to the President and Vice-Chancellor in the upcoming academic year.

Designated Executives (excluding the President and Vice-Chancellor)

13. In May of each year, the President and Vice-Chancellor will submit to the Committee a report outlining the achievements of the other Designated Executives against their agreed upon performance goals for the past fiscal year, and his/her recommendations regarding any performance-related pay to be awarded for the past fiscal year. The Committee will provide feedback to the President and Vice-Chancellor regarding the performance of the other Designated Executives, and make a recommendation to the Board regarding any performance-related pay to be awarded for the past fiscal year as applicable.
14. In May of each year, the President and Vice-Chancellor will submit to the Committee, a report outlining his/her recommended salary adjustments, if any, for the other Designated Executives. The Committee will make a recommendation to the Board in June regarding salary adjustments, if any, to be awarded to the other Designated Executives for the current fiscal year.

President and Vice-Chancellor's other direct reports

15. In May of each year, the President and Vice-Chancellor will submit to the Committee, a report outlining the achievements of his/her other direct reports against their agreed upon performance goals for the past fiscal year, and his/her recommendations regarding any performance-related pay to be awarded for the past academic year. The Committee will receive and consider the recommendations of the President and Vice-Chancellor and will provide feedback to him/her regarding the performance of the President and Vice-Chancellor's other direct reports.

Composition of Voting Members

Chair of the Board

Vice-Chair of the Board

Immediate Past Chair of the Board and if no immediate Past Chair of the Board, the Vice-Chair of the Executive Committee

Chair of the Executive Committee

Composition of Non-Voting Members

University Secretary and General Counsel (ex officio)

Revised by the Executive Committee of the Board March 28, 2017

Revised by the Board June 24, 2011

Revised by Board February 6, 2004

Revised by Board February 16, 2001

Approved by Board April 17, 1998

**Overview:**

The Human Resources Committee is responsible for oversight of the University's human resources strategies, policies, and procedures. The Committee will strive to develop those strategies in a way which attracts, motivates, and retains highly qualified employees who reflect the communities served by the University and possess the skills required to further the University's vision and meet the goals of its strategic plan.

Responsibilities:Appointment and Dismissal of employees

1. Make recommendations to the Board with respect to the appointment or dismissal of the President and Vice-Chancellor or any other appointment or dismissal of an employee of the University which requires Board approval pursuant to legislation, University policies or Board by-laws, resolutions, or regulations.

Senior Management remuneration and performance

2. Set and evaluate, on behalf of the Board, the President and Vice-Chancellor's performance goals for each fiscal year and make recommendations to the Board with respect to annual salary adjustments and performance-related pay, if applicable.
3. Receive and consider the recommendations of the President and Vice-Chancellor with respect to the annual performance and compensation review for the Vice-Presidents, and make recommendations to the Board with respect to annual salary adjustments and performance-related pay, if applicable
4. Review and recommend for approval by the Board annual compensation increases for employees (not including grant-funded employees) where authority has not been otherwise delegated by the Board .

Staff Relations

5. Review draft collective bargaining agreements and recommend to the Board for ratification
6. Exercise the powers of the Board of Governors upon any other matters relating to the negotiation and administration of an agreement with any group of employees whether academic or support staff of the University including instructing the collective bargaining team of the University, including approving the mandate for the collective bargaining team of the University as it relates to financial or material aspects.

7. Receive and review regular reports from University Administration summarizing the status of staff and faculty grievances, including any financial implications for the University.

Human Resources Strategy

8. Review the University's succession plan, including an assessment of readiness, and succession of the President and Vice-Chancellor and senior leadership positions within the University as a whole.
9. Oversee the University's human resources strategy in support of the University's vision and strategic plan, including strategies related to employee engagement, recruitment, retention, development, well-being, compensation and organizational design.
10. Review and monitor the University's health, safety and wellness policies in relation to employees and students and make recommendations to the Board regarding action and/or changes when warranted.
11. Recommend to the Board new or amended human resources policies as proposed by the President and/or the Associate Vice-President (Human Resources).
12. Review and monitor the University's compliance with all legislation relating to human resources, including employment, equity, diversity and human rights, and health and safety legislation.

Membership and procedure:

13. All meetings of the Human Resources Committee shall be held in closed session.
14. The minutes of any meetings of the Human Resources Committee shall be confidential and shall not be distributed other than to the members of the Human Resources Committee, except that any voting member of the Board of Governors may have a copy of minutes on request to the Secretary. The Human Resources Committee shall, from time to time, report on its activities to the Board of Governors, as required.
15. The Committee shall be comprised of the following:
 - a. Voting members:
 - i. Chair of the Board (ex-officio)
 - ii. Vice-Chair of the Board (ex-officio)
 - iii. Between four and six voting Board members

b. Non-voting members:

- i. President and Vice-Chancellor (ex-officio)
- ii. University Secretary (ex-officio)

16. At least one member of the Human Resources Committee shall have accounting or related financial management expertise.

17. The non-voting members of the Committee shall be excluded from the Committee's deliberations as appropriate.

18. The Committee chair shall be appointed by the Board of Governors from among the voting members, in accordance with the General Bylaws.

Terms approved by the Board of Governors on September 6, 2023

An Act to incorporate Laurentian University of Sudbury

Statutes of Ontario,
1960 CHAPTER 151

as amended by 1961-62, Chapter
154 and by 2022, Chapter 2 - Bill 84,
Schedule 7

[Excerpt]

Management of University vested in Board

18. (1) Except as to such matters as are by this Act specifically assigned to the President, the Senate, federated universities and federated colleges, all powers over, in respect of or in relation to the government, financial management and control of the University and of its officers, servants and agents, its property, revenues, expenditures, business and affairs are vested in the Board, and the Board has all powers necessary or convenient to perform its duties and achieve the objects and purposes of the University and, without limiting the generality of the foregoing, has power,
- a. to appoint and dismiss the President and Vice-Presidents;
 - b. upon the recommendation of the President, to appoint and dismiss the heads and associate heads of the faculties, departments and colleges of the University, other than of federated universities or colleges or of affiliated universities or colleges, and the professors and other members of the teaching staff of the University, other than of federated universities or colleges or of affiliated universities or colleges, and to appoint and dismiss all other officers, servants, agents and employees of the University, other than of federated universities or colleges and other than of affiliated universities or colleges, and the tenure of office and employment of 9 all such appointments made by the Board shall, unless otherwise provided, be during the pleasure of the Board;
 - c. to determine and fix the salaries of the President, the Vice-Presidents and all other members of the teaching staff and all servants, agents and employees of the University;
 - d. to appoint an executive committee of five members and to define its powers.



BOARD EXECUTIVE SUMMARY

BOARD OF GOVERNORS

Agenda Title	Board Performance Evaluation Framework
Agenda Item No.	7.1
Date of Meeting	April 26, 2024
Open/Closed session	Open
Action Requested	<input checked="" type="checkbox"/> For Approval <input type="checkbox"/> For Information
Proponent	University Secretary's Office
Presenter(s)	Danielle Vincent, University Secretary

1. PURPOSE

To establish a framework for evaluating the performance of the Board of Governors and its members. This will allow the Board to monitor its effectiveness and ensure it is fulfilling its duty.

2. SYNOPSIS

The Board of Governors is responsible for ensuring that the University fulfils its strategic mission. In order to do so, the Board is entrusted with the management of, and control over, the University and its financial affairs.

Boards should regularly evaluate their performance to ensure this responsibility is met and that the Board is functioning effectively. This evaluation is part of accepted healthy governance practices.

The Auditor General of Ontario's report noted that Laurentian University had not consistently employed the practice of reviewing the Board's performance and a recommendation was made that an annual evaluation process be adopted.

This proposal suggests an initial framework for this evaluation.

3. RESOLUTION TO CONSIDER:

BE IT RESOLVED

THAT the Board of Governors approve the Board Performance Evaluation Framework, as recommended by the Governance Committee, and as presented at its meeting of April 26, 2024.

4. RISK ANALYSIS

Please note below the specific institutional risk(s) this proposal is addressing.	
<input type="checkbox"/> Enrolment Management <input type="checkbox"/> Faculty and Staff <input type="checkbox"/> Funding and Resource Management <input type="checkbox"/> IT Services, Software and Hardware <input checked="" type="checkbox"/> Leadership and Change <input type="checkbox"/> Physical Infrastructure	<input checked="" type="checkbox"/> Relationship with Stakeholders <input checked="" type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input type="checkbox"/> Safety <input type="checkbox"/> Student Success

RECOMMENDATIONS

It is recommended that the Board of Governors implement the following framework to evaluate Board performance during the 2023-2024 academic year:

1. For the 2023-2024 year, the Board will evaluate its performance as a whole, using an anonymous questionnaire, in the form attached at Appendix A.
2. This questionnaire will be distributed to the voting members of the Board in May 2024. Results will be compiled by the University Secretariat and a report of the results will be prepared.
3. The report will be provided to the voting members. Time will be set aside for the voting members to discuss the results and areas for improvement, during the professional development session in June 2024.
4. In the fall of 2024, the Governance Committee will review the process used with a view to refine and/or expanding the process.

A Background/Issue Description

The Board of Governors is responsible for ensuring that the University fulfils its strategic mission. In order to do so, the Board is entrusted with the management of, and control over, the University and its financial affairs.

Boards should regularly evaluate their performance to ensure this responsibility is met and that the Board is functioning effectively. This evaluation is part of accepted healthy governance practices.

The Auditor General of Ontario's report noted that Laurentian University had not consistently employed the practice of reviewing the Board's performance. A recommendation was made that an annual evaluation process be adopted.

In order to determine the framework for the evaluation, the parameters which may be considered are the following:

1. The subject of the evaluation
2. Method of evaluation
3. Format of evaluation
4. Who will lead the evaluation
5. Treatment of results
6. Periodic review of evaluation process

1. The subject of the evaluation

The Board can choose to evaluate each individual governor or the Board as a whole. It may also choose to implement evaluation processes for the Board only, or also for each of its standing committees. It is recommended that for the 2023-2024 year, a process be implemented to evaluate only the Board as a whole.

2. Method of the evaluation

The process by which the evaluation is conducted can take many shapes, ranging from a questionnaire sent to Governors to individual tailored interviews. The method should be influenced by the purpose of the evaluation, in this case a desire to entrench sound governance practices which are responsive to Laurentian University's particular circumstances. It is recommended that the Board implement a questionnaire for voting Governors to be used in its evaluation of the Board for the 2023-2024 year.

3. Format of evaluation

The format of the evaluation will be influenced by the purpose for which the evaluation is being conducted. In this instance, given the goals noted above, it is recommended that the questions making up the questionnaire be directed at ensuring that overall, the Board is following sound governance practices. The list of proposed questions for inclusion in the questionnaire are set out in *Appendix A*.

4. Who will lead the evaluation

The choice of person or group to lead the evaluation process will be influenced by the subject of the evaluation and the chosen method. For example, for individual evaluations by way of tailored interviews, it may be best to choose an outside party. Given the proposed subject and method, it is recommended the evaluation in 2023-2024 be administered by the University Secretary and that the results be compiled into a report to be provided to voting Board members.

5. Treatment of Results

The results of the evaluation should be considered by the Board members in a setting which allows for consideration of the results and areas for improvement. As an evaluation of the Board as a whole is being recommended, it is recommended that time be set aside for the voting Board members to discuss the report, on a confidential basis, during the Board Professional Development session in June.

6. Periodic Review of evaluation process

Best practices suggest that the process used to evaluate a Board be reviewed periodically and adapted to the Board's circumstances as appropriate. Should the Board implement the recommended process for the 2023-2024 year, it is recommended that it be reviewed at the commencement of the next academic year, with a view to expanding its scope to include each standing committee.

B Alignment with Strategic Objective or Plan of the University

This proposed framework is responsive to the recommendations made in the Auditor General of Ontario's Special Report on Laurentian University.

C Other options considered (where applicable):

N/A

D Risks including legislative compliance

Legislative and other Compliance	<ul style="list-style-type: none">• Board Governance Committee - Terms of Reference• General Bylaws of the Board of Governors (LU)• Laurentian University Act
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This Framework is responsive to the recommendations of the report, demonstrating the Board's commitment to rectifying the deficiencies noted. This Framework is also complying with requests made by the Ministry of Colleges and Universities regarding Board performance evaluation mechanisms.

E **Financial Implications (where applicable):**

N/A

F **Benefits**

Since the release of the Auditor General of Ontario's report on Laurentian University, work has been ongoing to reform the Board's governance practices with a view to improving its effectiveness. This framework will assist in evaluating those efforts to ensure they are resulting in the accomplishment of that stated goal in both the short and long term, thus reducing the risk of reoccurrence of issues raised in the report.

G **Consultations (where applicable)**

- President and Vice-Presidents - email (week of February 22, 2024)
- Governance Committee - March 18, 2024

H **Communications Plan**

Upon approval by the Board of Governors, correspondence will be sent to Board members outlining the timing for implementation.

J **Next Steps**

Upon approval by the Board of Governors, the Board Performance Evaluation Framework will be put into practice.

I **Appendices**

Appendix A - Item 7.1 A - Proposed Board Evaluation Questionnaire

LAURENTIAN UNIVERSITY - BOARD OF GOVERNORS EVALUATION

The following questionnaire has been prepared for use in the annual evaluation of the Board of Governors (the "**Board**") of Laurentian University (the "**University**").

For each statement listed below, please check the box for the ranking and response that best reflects your opinion. Please feel free to provide additional clarification regarding your answers in Part II, particularly where you have indicated an answer of “Strongly Disagree” or “Disagree”

PART I

Meetings	Ranking				
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
The frequency of regular Board meetings is appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The frequency of special Board meetings is appropriate.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The agenda and materials are received far enough in advance of the meeting to allow for adequate preparation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The agenda and materials contain enough information to adequately prepare for Board meetings.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The materials provided clearly describe the decision requested	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All of the governors attend each Board meeting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
All of the governors are prepared for each meeting.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board meetings are run efficiently and are the appropriate length to address all items on the agenda.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The presentations by management are interesting and helpful	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board has enough opportunity to speak with and ask questions of the members of management and resource persons	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Minutes of Board meetings sufficiently set out what occurred, particularly significant decisions or resolutions made	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Closed sessions are used effectively and in accordance with the Agenda Setting Guidelines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
In Camera sessions are used effectively and appropriately	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Ranking				
Membership	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
The Board as a whole possesses the necessary range of skills and background to handle the current issues facing the University.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board is composed of a diverse group of people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The size of the Board is appropriate for the effective governance of the University.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New governors are made to feel welcome	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
New governors receive an appropriate orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The professional development sessions provided to governors are appropriate in terms of frequency, topics and length.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Ranking				
Structure	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
The number and type of standing committees are appropriate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board has appropriately delegated some of its responsibilities to its committees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board receives adequate reports and information from each of the Board committees.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Each committee's Terms of Reference clearly define its roles and responsibilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Ranking				
Culture and Ethics	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
The Board maintains the confidentiality of its discussions and decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The atmosphere of Board meetings is collegial and fosters open and honest communication.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board is effective in operating as a team.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board has procedures for the disclosure of conflicts of interest.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board appropriately and effectively evaluates and resolves any conflict of interest.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board members lead by example, acting in an ethical, honest and professional manner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Ranking				
Roles and Responsibilities	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Board members understand, and effectively fulfill, their fiduciary duties as governors of the University.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Board members understand the bicameral governance system and the role of Senate	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board is involved in developing the University's strategic plan and direction and monitoring its implementation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board effectively monitors the University's financial and operating performance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board reviews and approves significant transactions and annual budgets.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board has approved a risk assessment system that is appropriate for the University.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The Board identifies key risks affecting the University and monitors University plans for managing these risks.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board monitors the University's plans for succession	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Relationship with Management	Ranking				
	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
The Board works well with management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Governors have honest, open and constructive interaction with management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board is sufficiently, but not overly, supportive and challenging of management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board receives adequate information from management for its decision-making.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board does not micro-manage the performance of management.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The Board has the ability to obtain the advice and assistance of independent advisors as necessary.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Part II

Please provide any clarifications to your answers in Part I

Are you satisfied with your performance as a governor? Why or why not?

What would help you better fulfill your obligations as a governor in the upcoming year?

What are three to five items that the Board should focus on as priorities for the upcoming year?

OPTIONAL: If you are comfortable discussing your answers above with the Governance Committee, please indicate your name here _____