

## BOARD OF GOVERNORS MEETING

Friday, June 28, 2024

9:00 a.m. to 10:05 a.m. – Closed Session

**10:30 a.m. to 1:05 p.m. – Public Session**

1:20 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.	<b>Learning Session: SPAD: The next 50</b> <ul style="list-style-type: none"> <li>• Presentation by Dr. Anthony Church</li> </ul>	-	D. Vincent	10:30 – 11:00
1.	<b>Adoption of Agenda</b>	-	V. Cameron	11:00
2.	<b>Declaration of Conflicts of Interest</b>	-	V. Cameron	11:00
	<b>Unanimous Consent Agenda</b>	4-5		
	<u>3.1 Adoption of Minutes:</u> A Special Closed meeting held March 1, 2024 B Special Closed meeting held March 28, 2024 C Electronic Vote of April 8, 2024 D Electronic Vote of April 19, 2024 E Regular Meeting held April 26, 2024 F Special Closed meeting held May 3, 2024 G Special Closed meeting held May 16, 2024 H Electronic Vote of May 28, 2024	6-30		
3.	<u>3.2 Summary of Information Reports by Board Standing Committees:</u> A Audit and Risk Committee Report i. Campus Security Annual Report B Finance and Property Committee Report C Governance Committee Report D Human Resources Committee Report E Joint Committee on Bilingualism i. Francophonie at Laurentian University	31-48	V. Cameron	11:00 - 11:05
	<u>3.3 Adoption of Work Plans:</u> A 2024-2025 Work Plan - Audit and Risk Committee B 2024-2025 Work Plan - Finance and Property Committee C 2024-2025 Work Plan - Joint Committee on Bilingualism	49-58		
4.	<b>President’s Report</b>	59-60	L. Wells	11:05-11:15
5.	<b>Transformation Plan Update</b>	61-73	S. Lafontaine	11:15-11:25
6.	<b>Financial Update</b> (Cash Flow, Financial Forecast, Investment Returns, Retirement and Endowment Fund)	74-83	S. Lafontaine	11:25-11:35
7.	<b>Finance Committee Items</b> 7.1 For Approval: Pension Annual Governance Report 7.2 For Approval: Policy on Purchasing	84-98 99-145	D. Harquail S. Lafontaine	11:35 - 11:55
8.	<b>Audit and Risk Committee Items</b> 8.1 For Approval: Update to Laurentian University Research Ethics Board Terms of Reference 8.2 For Information: Auditor General of Ontario Update	146-176	V. Cameron T. Eger S. Lafontaine	11:55 - 12:10

9.	<b>Human Resources Committee Item</b> 9.1 For Information: 2024-25 Performance Goals for President & Vice-Chancellor 9.2 For Information: 2023 Occupational Health & Safety Annual Report 9.3 For Approval: Associate Vice-President of Strategic Initiatives 9.4 For Information: Recruitment Updates A: Students B: Faculty C: Senior Academic Administrators	177-183 184-195 196-202	L. Kurkimaki L. Wells S. Lafontaine  B. Brouwer T. Eger	12:10-12:40
10.	<b>Governance Committee Item</b> 10.1 For Approval: Appointment of Board Vice-Chair for 2024-2025 10.2 For Approval: Standing Committee Appointments	203-205 206-209	L. Kurkimaki D. Vincent	12:40 - 12:55
11.	<b>Report from the Laurentian University Native Education Council</b>	210-211	D. Beaudry	12:55 - 1:05
<b>OTHER ITEMS</b>				
12.	<b>Chair's Items</b>	-	V. Cameron	1:05
13.	<b>Other Business</b>	-	V. Cameron	1:05
<i><b>[BREAK TO FOLLOW - 1:05 to 1:20]</b></i>				
14.	<b>In Camera Discussion</b>	-	V. Cameron	1:20
<b>ADJOURNMENT</b>				
15.	<b>Adjournment</b>	-	V. Cameron	2:00

**BOARD OF GOVERNORS MEETING**

**CLOSED SESSION**

**Friday, June 28, 2024**

**9:00 a.m. to 10:05 a.m. – Closed Session**

10:30 a.m. to 1:05 p.m. – Public Session

1:20 p.m. to 2:00 p.m. – *In Camera* Session

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

**AGENDA**

No.	ITEM	PG	LEAD	TIME
1.	<b>Adoption of the Closed Agenda</b>		V. Cameron	9:00
2.	<b>Declaration of Conflicts of Interest</b>		V. Cameron	9:00
3.	<b>President's Items</b>		L. Wells	9:05 – 9:10
4.	<b><u>Finance and Property Committee Items:</u></b> 4.1 For Info: Real Estate Update 4.2 For Info: Status of Relationship with Federated Universities 4.3 For Approval: Renewal of University Benefits Provider		S. Lafontaine C. Boyer   G. Pellerin	9:10 – 9:30
5.	<b><u>Audit and Risk Committee Items:</u></b> 5.1 For Info: Cyber Incident and Cyber Security Update 5.2 For Info: Enterprise Risk Management Report 5.3 For Info: Auditor General of Ontario Update 5.4 For Approval: Appointment of Laurentian University Research Ethics Board Interim Chair 5.5 For Approval: Laurentian University Research Ethics Board Member Appointment		S. Lafontaine T. Eger	9:30 – 9:50
6.	<b><u>Human Resources Committee Items:</u></b> 6.1 For info: Collective Bargaining Update 6.2 For Approval: Laurentian University Administrative and Professional Staff Compensation Adjustment		L. Kurkimaki S. Lafontaine	9:50 - 10:05
<b>OTHER BUSINESS</b>				
7.	<b>Other Business</b>		V. Cameron	10:05
<b>ADJOURNMENT</b>				
8.	<b>Adjournment of Closed Session</b>		V. Cameron	10:05



**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
<b>Item 3.1 - Adoption of Board of Governors Meeting Minutes</b>		
A	Minutes of the Special Closed meeting held March 1, 2024	Approval
B	Minutes of the Special Closed meeting held March 28, 2024	Approval
C	Minutes of the Closed Electronic Vote of April 8, 2024	Approval
D	Minutes of the Closed Electronic Vote of April 19, 2024	Approval
E	Minutes of the Regular meeting held February 16, 2024	Approval
F	Minutes of the Special Closed meeting held May 3, 2024	Approval
G	Minutes of the Special Closed meeting held May 16, 2024	Approval
H	Minutes of the Closed Electronic Vote of May 28, 2024	Approval
<b>Item 3.2 - Summary of Information Reports by Board Standing Committees</b>		
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
E	Joint Committee on Bilingualism	Information
<b>Item 3.3 - Approval of Standing Committee Work Plans</b>		
A	2024-2025 Work Plan - Finance and Property Committee	Approval
B	2024-2025 Work Plan - Audit and Risk Committee	Approval
C	2024-2025 Work Plan - Joint Committee on Bilingualism	Approval

**The Unanimous Consent Agenda**

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

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

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

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

**How it works:**

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

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

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

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

**SPECIAL MEETING OF THE BOARD OF GOVERNORS**

**DRAFT Minutes of the closed meeting held March 1, 2024  
12:00 p.m., via Zoom**

Present	Absent
<p><b><u>Voting Members Present</u></b>            Barbeau, Jay, <b>Vice-Chair</b>            Barry, Aaron            Cameron, Vern, <b>Chair</b>            Embleton, Sheila, Interim President and Vice-Chancellor (ex-officio)            Harquail, David            Kurkimaki, Laura            Manitowabi, Tammy            Olufowobi, Similoluwa (SGA)            Ramakko, Brian</p> <p><b><u>Others in attendance (Resources)</u></b>            Boyer, Céleste, General Counsel            Brouwer, Brenda, Interim Provost &amp; VP, Academic            Croteau, Leeanne, Manager, Procurement &amp; Contracts            Demianiuk, Benjamin, Director, Business Development            Eger, Tammy, Vice-President, Research            Fuchs, Renée, Senior Legal Counsel            Geryk, Laura, Director, Information Management &amp; Systems            Lafontaine, Sylvie, Vice-President, Finance &amp; 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><b><u>Voting Members Absent</u></b>            Bouchard, Roxanne            Eshkawkogan, Kevin            Guay, Andre            Recollet, Angela            Tavafi, Mehdi (GSA)</p>

The Chair of the Board of Governors, Mr. Vernon Cameron, called the meeting to order at 12:02 p.m. and Ms. Renée Leclerc, Executive Administrative Assistant, University Secretariat, 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 1, 2024.

Moved by Jay Barbeau and seconded by David Harquail.

Carried unanimously.

1. **Adoption of Agenda**

MOTION: Moved by Jay Barbeau 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. It was noted for the record that Board member Mr. David Harquail, has previously disclosed a potential conflict he may have from time to time regarding discussions concerning the treatment of the University's endowment fund and/or deferred donor contributions. No additional conflicts of interest were declared.

3. **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 introduce this item. Dr. Embleton noted that following the recent live listing of the official President's residence for sale, four (4) offers have been received and one (1) of those four (4) is believed to be a clear front runner and is therefore being presented to the Board of Governors for consideration as presented in the meeting material.

Following Dr. Embleton's remarks, a question was raised about the realtor commission rate and it was confirmed the rate is standard per the agreement signed with the listing agent. With no other questions or comments being raised, the resolution was considered as presented.

BE IT RESOLVED

THAT the Board of Governors approve the Agreement of Purchase and Sale between the University and Nicholas John Bonderoff in the sale of 179 John St., the official residence of the President of the

University, in the amount of \$925,179 including all chattels as listed in the Agreement of Purchase and Sale and delegate authority to the Chair of the Board and the President and Vice-Chancellor to execute any other associated documentation required for the sale, as presented at its meeting of March 1st, 2024.

Moved by Jay Barbeau and seconded by Brian Ramakko.

Carried unanimously.

## **INFORMATION ITEMS**

### **4. Privileged and Confidential Update – Cyber Incident**

The Chair, Mr. Cameron, invited General Counsel and Acting University Secretary, Ms. Céleste Boyer to introduce this item. Ms. Boyer 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 again be appreciated and it was decided that another Special Closed Session meeting of the Board of Governors would occur in the coming week.

### **5. Other Business**

The Chair confirmed there were no other business items to discuss; however, a Board Governor raised a question regarding the Federal Government limiting the number of international student undergraduate Visa's for the coming two years, and inquired whether anyone from the university's senior leadership had been in direct contact with our local government representatives on this subject. Interim President and Vice-Chancellor, Dr. Sheila Embleton confirmed that at the provincial level, the Council of Ontario Universities (COU) was advocating on behalf of universities, and at the federal level, Universities Canada was doing the same. Dr. Embleton also noted that at present, the university does not have anyone on staff who manages the Government Relations portfolio, although this would be a role beneficial to fill as soon as practicably possible.

No additional items were presented for information or discussion.

## **ADJOURNMENT**

### **6. Adjournment**

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

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Vernon Cameron, Chair

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Céleste Boyer, General Counsel and  
Acting University Secretary



**SPECIAL MEETING OF THE BOARD OF GOVERNORS**

**DRAFT Minutes of the closed meeting held March 28, 2024  
12:30 p.m., via Zoom**

<b>Present</b>	<b>Absent</b>
<p><b><u>Voting Members Present</u></b>            Barbeau, Jay, <b>Vice-Chair</b>            Barry, Aaron            Embleton, Sheila, Interim President and Vice-Chancellor (ex-officio)            Guay, Andre            Harquail, David            Kurkimaki, Laura            Ramakko, Brian            Olufowobi, Similoluwa (SGA)</p> <p><b><u>Others in attendance (Resources)</u></b>            Vincent, Danielle, University Secretary            Wells, Lynn, Incoming President &amp; Vice-Chancellor            MacLeod, Tracy, Chief Advancement Officer</p>	<p><b><u>Voting Members Absent</u></b>            Bouchard, Roxanne            Cameron, Vern, <b>Chair</b>            Eshkawkogan, Kevin            Manitowabi, Tammy            Recollet, Angela            Tavafi, Mehdi (GSA)</p>

The Chair of the Board of Governors, Mr. Vernon Cameron, being unable to attend, the Vice-Chair, Mr. Jay Barbeau assumed the role of Acting Chair for this meeting. Mr. Barbeau called the meeting to order at 12:47 p.m. and Ms. Danielle Vincent, University Secretary, 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.

**ACTION ITEMS**

1. **Adoption of Agenda**

MOTION: Moved by Brian Ramakko and seconded by Laura Kurkimaki

That the agenda be approved as presented.

Carried unanimously.

2. **Declaration of Conflicts of Interest**

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

3. **Honorary Degree Recipient Nominations**

The Acting Chair, Mr. Barbeau, invited Interim President and Vice-Chancellor Dr. Sheila Embleton to introduce this item. Dr. Embleton provided some history on the awarding of Honorary Degrees. Dr. Embleton explained the process by which potential nominees were considered by the Joint Committee on Honorary Degrees and either recommended or removed from consideration and then submitted to the Senate for consideration.

A discussion took place among Committee members regarding the procedure at the Joint Committee level, the process by which the degrees are awarded once the slate is approved and the yearly replenishment of nominees.

Committee members discussed the merits of candidates on the proposed slate. Following that discussion, a call was made for a motion to remove candidate [ \* ] from the slate of nominees.

MOTION: Moved by Laura Kurkimaki and seconded by Jay Barbeau.

Carried, 5 votes in favour, 3 opposed

Given that the motion was carried, the amended resolution was read as follows:

BE IT RESOLVED,

THAT the Board of Governors approve the award of an honorary degree at forthcoming Convocation Ceremonies to candidates [ \* ], [ \* ], [ \* ], [ \* ], [ \* ], [ \* ], [ \* ], [ \* ], [ \* ], [ \* ] and [ \* ], as recommended by the Joint Committee on Honorary Degrees, and as presented at its meeting of March 28, 2024.

MOTION: Moved by David Harquail and seconded by Similoluwa Olufowabi.

Carried, 7 votes in favour, 1 opposed

*\* Note: redacted to maintain confidentiality*

**ADJOURNMENT**

4. **Adjournment**

Having exhausted the agenda, the meeting was adjourned at 1:14 p.m.

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Jay Barbeau, Acting Chair

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Danielle Vincent, University Secretary

**SPECIAL CLOSED BOARD OF GOVERNORS**  
***DRAFT Minutes of the Electronic Vote of April 8, 2024***

Voting Members who participated in vote	Voting Members who did not participate in vote
Barbeau, Jean-Pierre (Jay) Barry, Aaron Bouchard, Roxanne Cameron, Vernon, <b>Chair</b> Eshkawkogan, Kevin Guay, André L. Harquail, David Kurkimaki, Laura Manitowabi, Tammy Ramakko, Brian	Olufowobi, Similoluwa Recollet, Angela Tavafi, Mehdi Wells, Lynn

**CLOSED ACTION ITEM**

**1. Motion Amendment - Honorary Degree Recipient Nominations**

BE IT RESOLVED,

That the Board of Governors amend its resolution of March 28th, 2024 approving the award of an honorary degree to a number of candidates, by striking the resolution out in its entirety and replacing it with a resolution as follows:

BE IT RESOLVED that the Board of Governors refer the approval of candidates for the receipt of Honorary Degrees back to the Joint Committee on Honorary Degrees to reconsider the nominations received and provide a recommendation to the Board of Governors at its next meeting.

Carried unanimously.

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Danielle Vincent, University Secretary

**SPECIAL CLOSED BOARD OF GOVERNORS**  
***DRAFT Minutes of the Electronic Vote of April 19, 2024***

Voting Members who participated in vote	Voting Members who did not participate in vote
Barbeau, Jean-Pierre (Jay) Barry, Aaron Cameron, Vernon, <b>Chair</b> Bouchard, Roxanne Guay, André L. Harquail, David Kurkimaki, Laura Manitowabi, Tammy Ramakko, Brian Wells, Lynn	Eshkawkogan, Kevin Olufowobi, Similoluwa Recollet, Angela Tavafi, Mehdi

**CLOSED ACTION ITEM**

***1. Date Change, June meeting of the Board of Governors***

BE IT RESOLVED,

That the meeting of Laurentian University's Board of Governors currently scheduled for June 21, 2024 be rescheduled to June 28, 2024.

Carried unanimously.

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Danielle Vincent, University Secretary

Board of Governors  
April 26, 2024

**BOARD OF GOVERNORS**

**DRAFT Minutes of the Meeting of April 26, 2024**  
**9:00 a.m., Executive Learning Centre, FA-386**  
**or via Zoom**

<b>Present</b>	<b>Absent</b>
<p><b><u>Voting Members Present</u></b>            Barbeau, Jay            Barry, Aaron            Bouchard, Roxanne            Cameron, Vern, <b>Chair</b>            Guay, André            Harquail, David            Kurkimaki, Laura            Manitowabi, Tammy            Olufowobi, Similoluwa            Ramakko, Brian            Wells, Lynn, President and Vice-Chancellor (ex-officio)</p> <p><b><u>Non-Voting Members Present</u></b>            Brockerhoff-Macdonald, Bettina, LUAPSA Representative            Fenske, Tom, LUSU Representative            Gorham, Robyn LUFA Representative            Sbaa, Nawfal, AEF Representative            Vincent, Danielle, University Secretary</p> <p><b><u>Others in attendance (Resources &amp; Presenters)</u></b>            Boyer, Céleste, General Counsel            Brouwer, Brenda, Interim Provost &amp; VP, Academic            Carpenter-Wright, Shelley, Associate Vice-President, Human Resources and Organizational Development            Courtemanche, Zachary, Guest Presenter            Demianiuk, Benjamin, Director, Business Development            Eger, Tammy, Vice-President, Research            Fontaine, Pierre, Director, Maintenance &amp; Operations            Johnson, Jennifer, Guest Presenter            Lackey, Anthony, Risk Specialist            Lavallée, Normand, AVP, Financial Services            Leclerc, Renée, Executive Administrative Assistant, University Secretariat            Lehtimaki, Shauna, Director, Institutional Planning            MacLeod, Tracy, Chief Advancement Officer            Morsch, Katie, Guest Presenter            Myers, Naomi, Manager, Risk &amp; Insurance            Racine-Bouchard, Lily, Guest Presenter            Roy, Luc, Associate Vice-President, Information Technology            Tremblay-Croxall, Louise, Director of Planning &amp; Budgeting            Verrilli, Nadia, Guest Presenter</p>	<p><b><u>Voting Members Absent</u></b>            Eshkawkogan, Kevin            Recollet, Angela            Tavafi, Mehdi</p> <p><b><u>Non-Voting Members Absent</u></b>            Bassett, Shannon, Senate Representative            Colin, Fabrice, LUFA Representative            Motamedi, Monica, CUPE Representative            Scott, Dan, Senate Representative</p>

## **CLOSED SESSION**

The Chair, Mr. Vernon Cameron called the meeting to order at 9:04 a.m. and University Secretary, Ms. Danielle Vincent, confirmed quorum. Mr. Cameron began the meeting by acknowledging the Robinson-Huron Treaty of 1850 and that Laurentian University is on the traditional lands of the Atikameksheng Anishnawbek and that the City of Greater Sudbury, also includes the traditional lands of the 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. Cameron noted that this is a closed session and any material or discussions are to remain confidential.

## **CLOSED INFORMATION AND ACTION ITEMS**

### **1. Adoption of the Closed Agenda**

The Chair, Mr. Cameron, noted that closed session agenda item #7, *Naming Rights Approval*, would be struck from this meeting noting additional consultation is required prior to the item being considered by the Board of Governors. There were no objections.

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

That the Agenda be approved as amended.

Carried unanimously.

### **2. Declaration of Conflicts of Interest**

The Chair, Mr. Cameron, invited members to declare any conflicts of interest. It was noted for the record that Board member Mr. David Harquail, has previously disclosed a potential conflict he may have from time to time regarding discussions concerning the treatment of the University's endowment fund and/or deferred donor contributions. No additional conflicts of interest were declared.

### **3. President's Items (Oral Update)**

The Chair, Mr. Cameron invited President and Vice-Chancellor, Dr. Lynn Wells, to speak to this item. Dr. Wells noted she has received a warm welcome since joining Laurentian University and highlighted that there is optimism on campus about changes to come, including transformation work which will focus on achieving the goals identified in the newly launched Strategic Plan. Dr. Well also noted the sale of the former official residence of the university President is nearing completion, and she also made a point of congratulating Dr. Tammy Eger, Vice-President, Research, on her recent Angela Hildyard Leadership Recognition Award.

#### **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.

Following Ms. Lafontaine's update, a discussion took place surrounding the timing of the sales and options to expedite the process were discussed.

##### **4.2: For approval: GDI Contract Extension**

The Vice-Chair of the Finance & Property Committee, Mr. Brian Ramakko, invited the Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine explained that the university is seeking the Boards approval of a one (1) year extension to the current GDI contract while a new request for (RFP) process takes place to secure a new multi-year contract. Noting no questions or comments, the resolution was considered as presented.

BE IT RESOLVED

THAT the Board of Governors approve a one-year extension of the current cleaning contract with GDI Inc. from June 2-24 to June 2025, as recommended by the Finance and Property Committee, and as presented at its meeting of April 26, 2024.

MOTION: Moved by Roxanne Bouchard and seconded by Brian Ramakko.

Carried unanimously.

##### **4.3: For approval: Endowment Transfer**

*\*Due to Mr. David Harquail's declared conflict of interest with respect to this item, he was excused from the meeting prior to this item being presented.*

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 potential benefits of this transfer, as well as the potential associated risks highlighting the potential for significant positive impact on the university, and the School of Earth Sciences.

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

BE IT RESOLVED

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

MOTION: Moved by Roxanne Bouchard and seconded by Brian Ramakko.

Carried unanimously.

*\*Mr. David Harquail rejoined the meeting.*

## **5. Human Resources Committee Items**

### **5.1 For Info: LUSU Mandate**

The Chair of the Human Resources Committee, Mr. Aaron Barry, invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine to present this item. Ms. Lafontaine provided Governors with an update regarding the approval of the Laurentian University Staff Union (LUSU) bargaining mandate. Ms. Lafontaine also detailed steps taken since that approval and outlined the next steps in the bargaining process.

### **5.2 For Info: Recruitment Update**

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 a summary of current numbers of applications and confirmations, noting cautious optimism for positive enrollment this coming fall. Dr. Brouwer also discussed the allocation of International Student permits to Laurentian University, noting positive results.

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

### **6.1 For Info: Cyber Incident Update**

The Chair, Mr. Cameron, invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine provided an update on areas where work is ongoing following the cyber incident.

### **6.2 For Info: Update - Auditor General Report**

The Chair, Mr. Cameron, invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to this item. Ms. Lafontaine noted that the University had been notified that staff from the Auditor General's Office would return to Laurentian University on a date yet to be determined, as part of a usual practice of review following the filing of special reports.



## **7. Naming Rights Approval**

*\*This item was struck from this meeting agenda.*

## **8. Other Business**

There were no other business items raised for discussion or consideration.

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

Having exhausted the agenda, the closed session of the meeting of the Board of Governors was adjourned at 9:53 a.m.

### **PUBLIC SESSION**

The Chair, Mr. Vernon Cameron called the meeting to order at 10:03 a.m. and University Secretary, Ms. Danielle Vincent, confirmed quorum. Mr. Cameron began the meeting by acknowledging the Robinson-Huron Treaty of 1850 and that Laurentian University is on the traditional lands of the Atikameksheng Anishnawbek and that the City of Greater Sudbury, also includes the traditional lands of the Wahnapiatae First Nation. 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. Cameron also noted that this meeting was an open public session that was being live streamed.

### **INFORMATION SESSION**

#### **A. Learning Session: Model Parliament**

The Chair, Mr. Cameron, invited Dr. Jennifer Johnson, Dean, Faculty of Arts, to introduce Dr. Nadia Verrelli, Associate Professor, Law and Justice, School of Liberal Arts and Katie Morsch, President of the Laurentian University Law and Justice Association (LAWLU) and Bachelor of Arts (Major: Law and Justice - Expected June 2024) student to present to the Board of Governors the accomplishments of Laurentian University students at the January, 2024 model parliament event.

### **ACTION ITEMS**

#### **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.

## 3. Unanimous Consent Agenda:

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

3.1. Adoption of Minutes: Regular meeting held February 16, 2024 and special closed meetings held January 16, 2024, February 23, 2024, March 8, 2024 and March 15, 2024.

*\*The Chair, Mr. Cameron, noted a minor correction to minutes from the January 16, 2024 regular meeting of the Board of Governors*

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

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

MOTION: Moved by Roxanne Bouchard and seconded by David Harquail.

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

Carried unanimously.

## 4. President's Report

The Chair, Mr. Cameron invited President and Vice-Chancellor, Dr. Lynn Wells, to present her report. Dr. Wells highlighted that there are a number of exciting things taking place at Laurentian, including the newly launched Strategic Plan, the implementation phase of the transformation plan, and the positive progress on recruitment for the role of Provost and Vice-President, Academic.

## 5. Finance and Property Committee Items:

The Vice-Chair of the Finance and Property Committee, Mr. Brian Ramakko, invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to speak to each of the following items.

### **5.1 For Approval: 2024-25 Compulsory Student Incidental & Student Association Fees**

Vice-President, Finance and Administration, Ms. Sylvie Lafontaine noted that Laurentian University collects compulsory fees from students to support student services, such as Athletics, Recreation and Mental Health. In addition to the funds collected for Laurentian initiatives, each student association charges for activities provided such as Health and Dental Plans, UPass, and Food Banks. With no questions or comments raised, the resolution was considered as presented.

BE IT RESOLVED

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.

MOTION: Moved by Roxanne Bouchard and seconded by Brian Ramakko.

Carried unanimously.

### **5.2 For Approval: 2024-25 Student Administrative Fees**

Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, explained university students in Ontario are charged a combination of tuition fees (set in accordance with the Provincial Tuition Framework), ancillary fees and compulsory fees which follow the Provincial Ancillary Fee Classification Framework. In addition, Laurentian University specifically has a number of administrative fees, which are outside the Provincial Framework, and are approved annually by the Board of Governors and these fees are based upon services provided to students by the University. Finally, Ms. Lafontaine noted that the fees, as presented, will take effect for the 2024-2025 Fall/Winter academic term. With no questions or comments raised, the resolution was considered as presented.

BE IT RESOLVED

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.

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

Carried unanimously.

### **5.3 For Approval: 2024-25 Tuition Fees**

Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, presented the material as included in the meeting documentation and highlighted the proposed tuition fee increases for domestic in-province, domestic out-of-province and international students, all of which upon approval, would

take effect for the Fall/Winter 2024-2025 academic term. With no questions or comments raised, the resolution was considered as presented.

BE IT RESOLVED

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.

MOTION: Moved by Roxanne Bouchard and seconded by David Harquail.

Carried unanimously.

#### **5.4 For Approval: Deferred Maintenance and Facility Renewal Plan Report**

Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, presented the information as provided in the meeting material and noted that Appendix 1 (Item 5.4A) provides a status update of the projects approved for the 2023-2024 year, Appendix 2 (Item 5.4B) provides the list of projects budgeted for the 2024-2025 year with the various funding sources identified, for which the Committees approval is being sought, and Appendix 3 (Item 5.4C) is a list of multi-year capital projects funded through various grants.

Following Ms. Lafontaine's remarks, a discussion took place surrounding the Jenő Tihanyi pool facility. It was noted that due to the lack of operating funds available to fund the repairs, there was no known timeline for reopening the facility. However, given the importance of the pool to the community and the University, options for community partnerships were being explored with the goal of identifying alternate sources of funding. With no additional questions or comments, the resolution was considered as presented.

BE IT RESOLVED

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.

MOTION: Moved by Aaron Barry and seconded by Andre Guay.

Carried unanimously.

#### **5.5 For Approval: 2024-25 Transformation Implementation Budget**

Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, provided a verbal presentation of the meeting material and highlighted that a preliminary costing and resourcing analysis had been conducted and discussed factors which could impact the costs over the next four (4) to five (5) years.

Ms. Lafontaine noted that approval at this meeting is being sought for the costs associated with implementation for the 2024-2025 year only.

Following Ms. Lafontaine's remarks, a non-voting member asked for assurances that transformation-related expenses would be closely monitored. Ms. Lafontaine committed to closely monitoring the transformation budget, and outlined the steps which would be taken to honour that commitment, including monthly monitoring of expenses. The Vice-Chair of the Board Finance and Property Committee further noted that the Committee would be monitoring the transformation budget closely. With no additional questions raised, the resolution was considered as presented.

BE IT RESOLVED

THAT the Board of Governors approve Laurentian University's Operational Transformation Implementation Program budget for 2024-2025, as recommended by the Finance and Property Committee, and as presented at its meeting of April 26, 2024.

MOTION: Moved by Roxanne Bouchard and seconded by Tammy Manitowabi.

Carried unanimously.

#### **5.6 For Approval: 2024-25 Laurentian University Budget**

Vice-Chair of the Board Finance and Property Committee, Mr. Brian Ramakko, introduced this item and noted that following a Special Meeting of the Committee, this item is being recommended to the Board for approval. Mr. Ramakko then invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to present this item. Ms. Lafontaine provided a detailed verbal presentation of the meeting material and highlighted that both a Consolidated budget and an Operating budget for 2024-2025 were presented. Ms. Lafontaine noted that the presented budgets aimed to address immediate capacity challenges while supporting the strategic priorities and implementation of the operational Transformation Plan for the university.

Following Ms. Lafontaine's remarks, a discussion took place regarding details of the staffing budget, and lack of association to a particular employee group. It was noted that the expenses listed were related to the position description and further discussions would take place with regards to their distribution within the employee groups. Additionally, questions were raised and discussions ensued regarding the consultations that formed part of the budget process this year, as well as the projected number of full-time equivalent faculty and non-faculty positions over the coming years. At the conclusion of that discussion, the following resolution was considered:

BE IT RESOLVED

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

MOTION: Moved by Jay Barbeau and seconded by Andre Guay.

Carried unanimously.

## 6. Human Resources Committee Items

### 6.1 For Approval: Procedures for Annual Performance and Compensation Review for Senior Administration

*\*President and Vice-Chancellor, Dr. Lynn Wells, declared a conflict of interest and recused herself from voting on this item.*

The Chair, Mr. Cameron invited the Chair of the Human Resources Committee, Mr. Aaron Barry, to present this item. Following Ms. Barry's introduction of the item, he invited the University Secretary, Ms. Danielle Vincent, to speak to this item. Ms. Vincent noted that periodic review of the performance of the President and Vice-Chancellor's ("President") by the Board is an essential component of the Board's responsibility. She added that these reviews provide an opportunity for constructive discussions about the University's performance and ways in which it might be improved with the goal of encouraging a robust governance framework.

Ms. Vincent explained that the procedures as presented propose a mechanism by which evaluations and recommendations for compensation adjustments with respect to the President and Vice-Presidents are to be considered by the Board. With no questions or comments being raised, the resolution was considered as presented.

BE IT RESOLVED,

Compensation Review for Senior Administration, as recommended by the Human Resources Committee, and as presented at its meeting of April 26, 2024.

MOTION: Moved by Roxanne Bouchard and seconded by David Harquail.

Carried. One abstention due to conflict of interest (Lynn Wells).

## 7. Governance Committee Items

### 7.1 For Approval: Board Performance Evaluation Framework

The Chair of the Governance Committee, Ms. Laura Kurkimaki invited the University Secretary, Ms. Danielle Vincent, to speak to this item. Ms. Vincent explained that the proposed framework seeks to establish a process for the Board to review its governance practices. Ms. Vincent noted that what is being presented is an evaluation of the Board as a whole, but following implementation and subsequent evaluation of its success, there will be an opportunity to expand its application to assess the performance of each Board Committee.

Following Ms. Vincent's remarks, a discussion took place regarding the status of the request to add seats on the Board of Governors for representatives of the labour groups, which would allow for participation in the evaluation process. It was noted that there were recurring discussions on the topic

with representatives from the Ministry of Colleges and Universities (MCU), but that a final decision had not yet been reached. With no additional questions or comments being raised, the resolution was considered as presented.

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.

MOTION: Moved by Aaron Barry and seconded by Tammy Manitowabi.

Carried unanimously.

## **OTHER ITEMS**

### **8. Chair's Items**

The Chair, Mr. Cameron noted there were no Chairs items to present.

### **9. Other Business**

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

President and Vice-Chancellor, Dr. Lynn Wells, took the opportunity to recognize the tremendous efforts of Laurentian University staff throughout the recent cyber incident, and specifically highlighted the work of the Information Technology department, in going above and beyond to navigate the situation. Board Chair, Mr. Cameron, echoed Dr. Wells' statement.

*\*The Open Session of the Board of Governors meeting was adjourned at 11:31 a.m.*

## **IN CAMERA**

### **10. In Camera Discussion**

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

## **ADJOURNMENT**

### **11. Adjournment**

Having exhausted the items on the agenda, the meeting was adjourned at 12:55 p.m.

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Vernon Cameron, Chair

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Danielle Vincent, University Secretary

Board of Governors  
May 3, 2024

**SPECIAL MEETING OF THE BOARD OF GOVERNORS**

**DRAFT Minutes of the closed meeting held May 3, 2024**  
**4:00 p.m., via Zoom**

Present	Absent
<p><b><u>Voting Members Present</u></b> Barbeau, Jay, <b>Vice-Chair</b> Barry, Aaron Bouchard, Roxanne Cameron, Vern, <b>Chair</b> Guay, Andre Harquail, David Kurkimaki, Laura Manitowabi, Tammy Ramakko, Brian Wells, Lynn, President and Vice-Chancellor (ex-officio)</p> <p><b><u>Others in attendance (Resources)</u></b> Vincent, Danielle, University Secretary</p>	<p><b><u>Voting Members Absent</u></b> Eshkawkogan, Kevin 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 4:03 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.

**ACTION ITEMS**

1. **Adoption of Agenda**

MOTION: Moved by Roxanne Bouchard and seconded by Brian Ramakko.

That the agenda be approved as presented.

Carried unanimously.

2. **Declaration of Conflicts of Interest**

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



3. **University's next Provost and Vice-President, Academic**

**3.1 Approval of Appointment**

The Chair, Mr. Cameron, invited President and Vice-Chancellor, Dr. Lynn Wells, to present this item. Dr. Wells highlighted the process which was followed to arrive at the recommendations, as presented, and described the candidates qualities and attributes.

A discussion followed regarding the candidates qualifications and proficiency in the French language. With no additional questions or comments raised, the resolution was considered as presented.

BE IT RESOLVED,

THAT the Board of Governors of Laurentian University of Sudbury approve the appointment of Dr. Malcolm Campbell as Provost and Vice-President Academic, for a five-year renewable term beginning on August 1, 2024, and ending on July 31, 2029, as endorsed by Senate, as recommended by the Search/Selection Committee and as presented at its meeting of May 3, 2024

MOTION: Moved by Tammy Manitowabi and seconded by Roxanne Bouchard.

Carried unanimously.

**3.2 Approval of the Terms and Conditions of Employment**

The Chair, Mr. Cameron, invited President and Vice-Chancellor, Dr. Lynn Wells, to present this item. Dr. Wells provided a verbal presentation of the material as provided in the meeting documentation following which Board Governors discussed the terms, as presented. Following this discussion, the resolution was considered as presented.

BE IT RESOLVED,

THAT the Board of Governors of Laurentian University approve the contract with Dr. Malcolm Campbell, as Provost and Vice-President Academic, as signed on May 1, 2024 and as presented at its meeting of May 3, 2024.

MOTION: Moved by André Guay and seconded by Aaron Barry.

Carried unanimously.

4. **Honorary Degree Recipient Nominations**

The Chair, Mr. Cameron, invited President and Vice-Chancellor, Dr. Lynn Wells, to present this item. Dr. Wells noted this item was being brought forward to the Board of Governors a second time as a result of procedural concerns raised following the Board's first consideration of the item. It was noted that the item had been sent back to the Joint Committee on Honorary Degrees for reconsideration, which had taken place, and the resulting list was being presented anew to the Board of Governors for consideration.

Following Dr. Wells' remarks, a discussion took place regarding the desirability of an omnibus vote and the merits of the candidates. The procedure by which such a vote could proceed was discussed along with the merits of such a motion. A motion was made as follows:

Motion to combine all proposed resolutions into a single omnibus resolution.

Moved by Roxanne Bouchard and seconded by Jay Barbeau.

A motion was then made to amend the resolution by removing candidate [ \* ] from the list of candidates to be approved.

*\* Note: redacted to maintain confidentiality*

Moved by Jay Barbeau and seconded by Brian Ramakko.

Carried unanimously. The motion to be considered was confirmed to be the following:

BE IT RESOLVED,

That the Board of Governors approve the award of an honorary degree at forthcoming convocation ceremonies, in accordance with the list provided, as amended, and as presented at its meeting on May 3, 2024.

Carried unanimously.

## ADJOURNMENT

### 5. Adjournment

Having exhausted the agenda, the meeting was adjourned at 4:31 p.m.

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Vern Cameron, Chair

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Danielle Vincent, University Secretary

**SPECIAL MEETING OF THE BOARD OF GOVERNORS**

**DRAFT Minutes of the closed meeting held May 16, 2024**  
**4:00 p.m., via Zoom**

<b>Present</b>	<b>Absent</b>
<p><b><u>Voting Members Present</u></b> Barbeau, Jay, <b>Vice-Chair</b> Barry, Aaron Bouchard, Roxanne Cameron, Vern, <b>Chair</b> Guay, Andre Harquail, David Kurkimaki, Laura Manitowabi, Tammy Olufowobi, Similoluwa (SGA) Ramakko, Brian Recollet, Angela Wells, Lynn, President and Vice-Chancellor (ex-officio)</p> <p><b><u>Others in attendance (Resources)</u></b> Brouwer, Brenda, Interim Provost and Vice-President, Academic Croteau, Leeanne, Manager, Procurement and Contracts Lafontaine, Sylvie, Vice-President, Finance and Administration Vincent, Danielle, University Secretary</p>	<p><b><u>Voting Members Absent</u></b> Eshkawkogan, Kevin Tavafi, Mehdi (GSA)</p>

The Chair of the Board of Governors, Mr. Vernon Cameron, called the meeting to order at 4:01 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.

**ACTION ITEMS**

1. **Adoption of Agenda**

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

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.

3. **Approval of Candidate for Dean, Faculty of Management**

The Chair, Mr. Cameron, invited Interim Provost and Vice-President, Academic, Dr. Brenda Brouwer, to present this item. Dr. Brouwer highlighted that following an extensive search, a strong candidate was identified. Dr. Brouwer described the candidate's attributes which would enable them to succeed and make a positive impact on the Faculty of Management, noting that the candidate's appointment had also been endorsed by the Senate at its meeting of May 14, 2024.

Following Dr. Brouwer's remarks, a discussion ensued regarding the search and selection process for filling this vacancy. Members discussed the importance of ensuring that the University's tricultural identity is well represented when filling vacancies of this nature. Following this discussion, the resolution was considered as presented.

BE IT RESOLVED,

THAT the Board of Governors approve the appointment of Dr. Parvinder Arora as the Dean of the Faculty of Management for a period of five (5) years (less one month) effective August 1, 2024 to June 30, 2029, as recommended by the Human Resources Committee, and as presented at its meeting of May 16, 2024.

MOTION: Moved by Roxanne Bouchard and seconded by Jay Barbeau.

Carried, one vote against.

NOTE: Similoluwa Olofowobi arrived at the meeting.

**INFORMATION ITEMS**

4. **Fighting Against Forced Labour and Child Labour in Supply Chains Report**

The Chair, Mr. Cameron, invited Vice-President, Finance and Administration, Ms. Sylvie Lafontaine, to present this item. Ms. Lafontaine informed the Board that after some uncertainty about whether Bill S-211, *Fighting Against Forced Labour and Child Labour in Supply Chains Act*, applied to Laurentian University it was determined that a formal report should be filed by the reporting deadline of May 31, 2024 in order to ensure compliance with the Bill and avoid a potential sanctions. Ms. Lafontaine noted that the report as provided in the meeting material was being presented for information purposes only; however, at a later date an electronic vote would follow to recommend that the Board of Governors approve the report prior to its filing.

**ADJOURNMENT**

5. **Adjournment**

Having exhausted the agenda, the meeting was adjourned at 4:23 p.m.

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Vern Cameron, Chair

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Danielle Vincent, University Secretary

**SPECIAL CLOSED BOARD OF GOVERNORS**  
***DRAFT Minutes of the Electronic Vote of May 28, 2024***

Voting Members who participated in vote	Voting Members who did not participate in vote
Barbeau, Jean-Pierre (Jay) Barry, Aaron Cameron, Vernon, <b>Chair</b> Bouchard, Roxanne Guay, André L. Harquail, David Ramakko, Brian Wells, Lynn	Eshkawkogan, Kevin Kurkimaki, Laura Manitowabi, Tammy Olufowobi, Similoluwa Recollet, Angela Tavafi, Mehdi

**CLOSED ACTION ITEM**

- Filing of the Laurentian University 2023-2024 Annual Report to comply with Bill S-211 *Fighting Against Forced Labour and Child Labour in Supply Chains***

BE IT RESOLVED,

THAT the Board of Governors approve the filing of Laurentian University 2023-2024 Annual Report to comply with Bill S-211 Fighting Against Forced Labour and Child Labour in Supply Chains, as presented by electronic vote dated May 28, 2024.

Carried unanimously.

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Danielle Vincent, University Secretary



BOARD AUDIT AND RISK COMMITTEE

LIST OF ITEMS

Item 3.2 A i. Campus Security Annual Report

SUMMARY OF INFORMATION REPORTS

*The Audit and Risk Committee met in closed session on Monday, May 27, 2024 at 4:30 PM (via Zoom).*

**1. Emergency Response Plan and Business Continuity Report**

Vice-President Finance and Administration, Sylvie Lafontaine, advised that training is being arranged for employees. Ms. Lafontaine noted that a review of the University's practices is underway and provided a schedule of the anticipated next steps.

**2. Status of Implementation of External Audit Recommendations**

Ms. Sylvie Lafontaine provided a status update regarding various steps undertaken by the University to address, mitigate, and implement solutions in response to External Auditors recommendations. Ms. Lafontaine noted in her report completed outcomes and the status of progressing actions.

**3. Internal Controls: Cataloguing and Documenting**

Ms. Sylvie Lafontaine gave a report highlighting the steps taken to test the University's financial quality assurance functions. Ms. Lafontaine also provided an update on ongoing efforts to ensure proper documentation of these processes and implementation of additional measures.

**4. Auditor General of Ontario Update**

Committee members were given an update on the recent visit by staff from the Ontario Auditor General's Office as part of a usual practice of review following the filing of special reports. An update was also provided regarding the status of the recommendations made in the Auditor General's 2022 report on Laurentian University.

**5. Animal Care Committee Update**

Vice-President Research, Dr. Tammy Eger, was joined by the Interim Chair of the Animal Care Committee, Dr. Michael Emond, to provide an update on the Animal Care Committee's work over the past year. Dr. Emond highlighted the areas of focus for the Committee including training, updating Terms of Reference and ensuring appropriate protocols were in place to guide research activities.

**6. Year End 2023-2024 External Audit Work Plan – Status Update**

Ms. Sylvie Lafontaine provided Committee members with a detailed plan to prepare and complete the 2023-24 Financial Statements and Audit Report in accordance with the Canadian accounting standards for not-for-profit organizations. Members reviewed a detailed workplan of tasks, responsibility, and timelines needed to complete the Financial Statements and Audit Report.

## 7. Aide-Memoire

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

Prepared for: James Barltrop Acting Chair  
Board Audit and Risk Committee  
*By: Office of the University Secretary*



**Annual Report  
May 1, 2022 - April 30, 2023**



**Laurentian University Office of Campus Safety**

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## Mission Statement

### Purpose

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

### Mandate

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

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

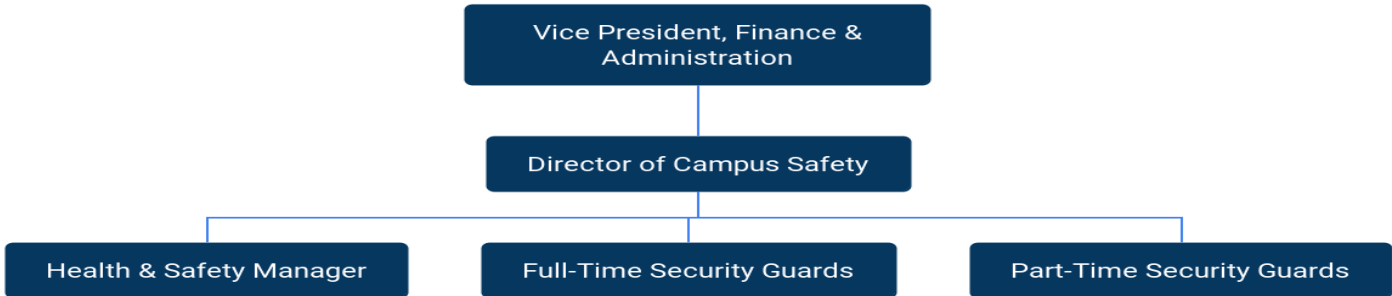
### Values

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

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

## Office of Campus Safety Organizational Structure

Laurentian University Campus Safety Services is comprised of 23 employees, which includes 22 part-time and full-time front-line staff. Four teams of three Security Guards, 12 Security Guards (504 hours per week of coverage) on rotation provide 24/7 support to the University community at the Ramsey Lake location. Four Security Guards (168 hours per week) on rotation provide 24/7 support at the McEwen School of Architecture (MSoA). Their duties and responsibilities include foot and vehicular patrols, traffic duties, responding to calls for service, dispatch and office duties, investigating occurrences, preparing incident reports, Occupational Health & Safety inspections, as well as community ambassadors, overall community safety and crime prevention.



## Emergency Preparedness

As part of Laurentian’s commitment to ensuring staff, students and visitors remain safe on campus the Emergency Management and Response Plan continues to work collaboratively with internal and external stakeholders to improve campus response to emergencies. All employees must complete mandatory safety training which includes emergency preparedness and several emergency warden training sessions were offered throughout 2022/2023. The Emergency Management and Response Plan may be applied proactively or reactively for a wide range of circumstances. The plan outlines how the University will prevent, respond to, recover from and mitigate the impact of an emergency. The response to any major incident can be guided and/or supported virtually or in person from the Emergency Operations Centre (EOC) located within the Campus Safety Department, room 220 of the Maintenance & Security Building. When required, the EOC will be staffed to ensure that the core functions of Coordination and Command, Operations, Planning, Logistics as well as Finance and Administration are fulfilled.

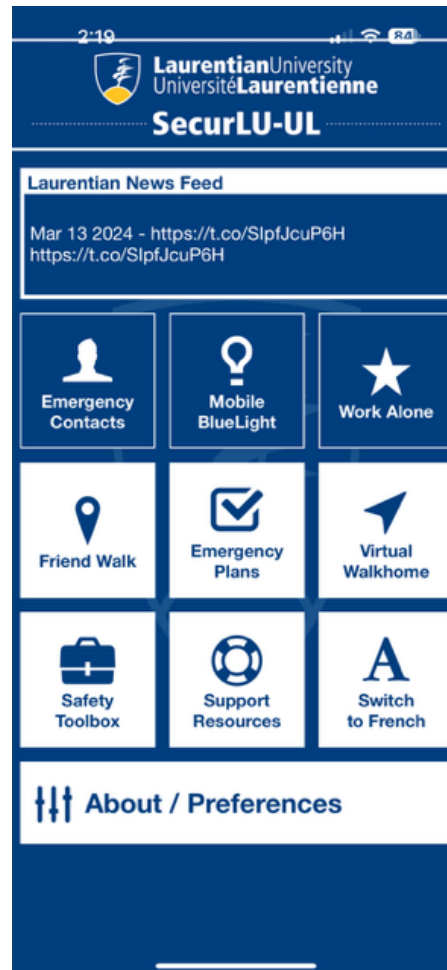
## SecurLU-UL App

The Office of Campus Safety continues to promote the SecurLU-UL App for Smartphones. This app is free and is available to our entire Campus Community. Smartphone App technology is a common method of communication. The App allows Campus Safety to share key information with others quickly and efficiently. The SecurLU-UL app has several safety features, including Friend Walk, where users can provide their location to their connected friend(s) in live time. Work Alone, where an emergency contact will be contacted if the user does not check in at a specified interval. There is also a safety toolbox, Safe Walk, and support resources for our students and community members.



### Campus Safety Communications

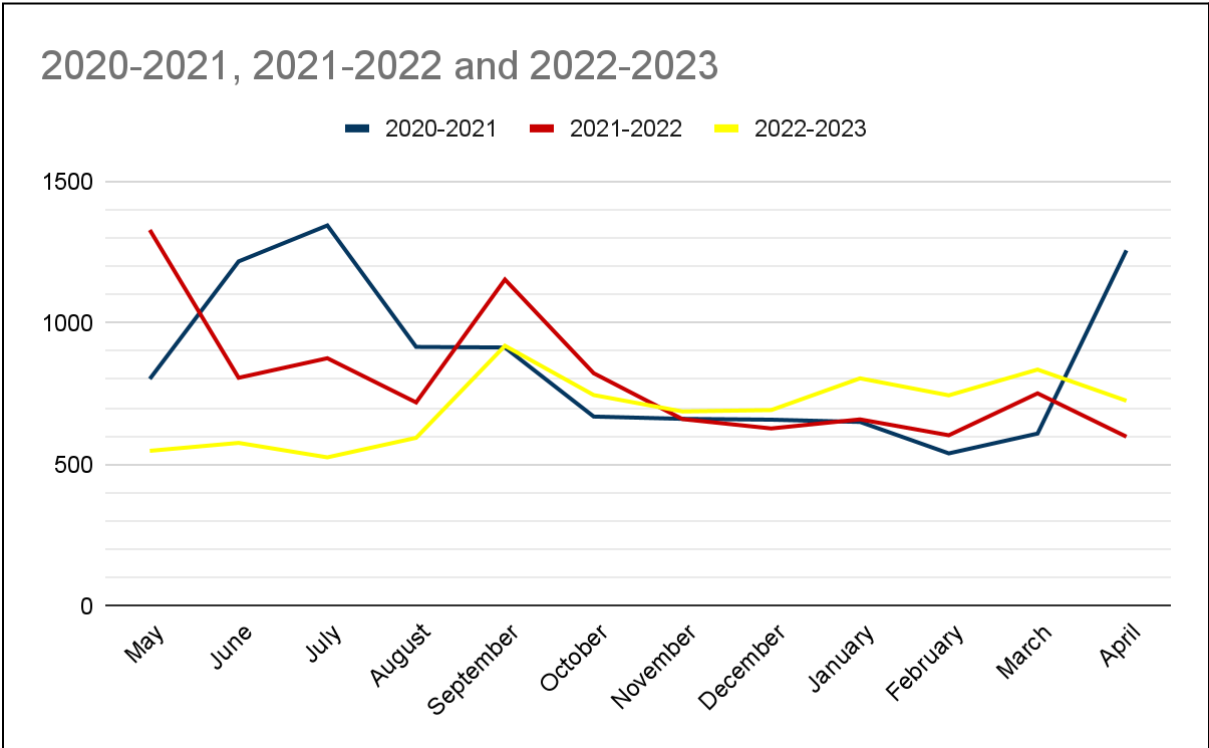
One of the easiest ways to connect with Campus Safety Services, 24 hours a day, 7 days a week is via the Laurentian Safety app. This user-friendly app can connect directly to a dispatcher in our Security Control Centre while also providing quick links to resources.



## Dispatch

One senior and experienced Security Guard on duty is assigned to the Security Control Centre and is responsible for taking all incoming calls to the Campus Safety Office, which includes but is not limited to fire calls, medical calls, lost and found, lockouts and general information calls for assistance. They also answer all calls from elevators and emergency phones. Once the call has been received, the dispatcher deploys the responders, makes a note of the call in the daily log and, if required, completes an incident report. Dispatchers are required to be experienced and knowledgeable in all areas of the LU Campus. Dispatchers are required to act with the utmost professionalism, understanding, and empathy while retrieving the required information from callers to assess the next level of response.

Dispatch Statistics	
2020 - 2021	10,233
2021 - 2022	9,601
2022 - 2023	8,394

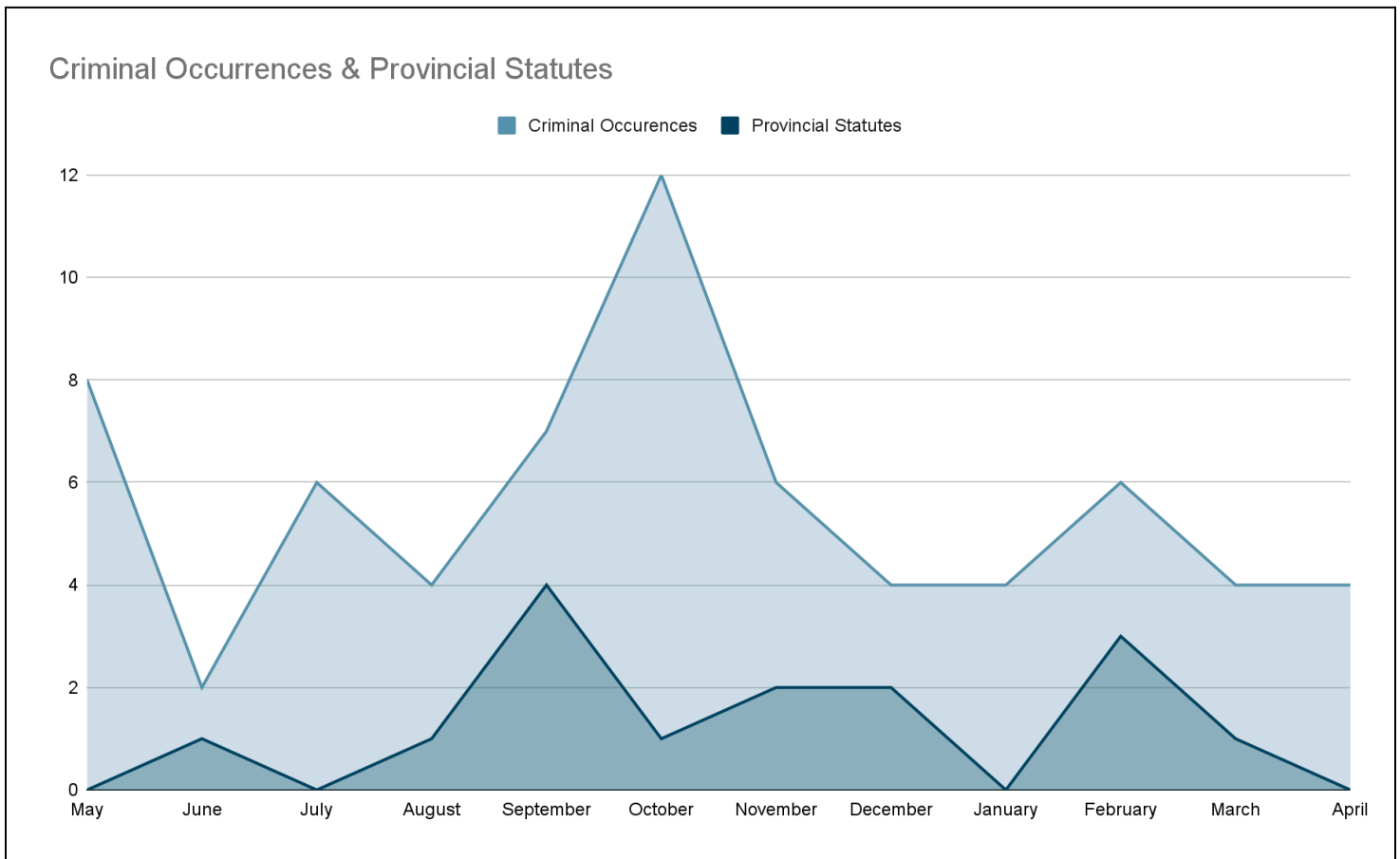


## Reported Incidents

The community is encouraged to report any concerns or incidents and information is shared appropriately with internal and external partners to respond accordingly and prevent future incidents from occurring. The service strives for proactive measures to prevent crime and enhance community safety.

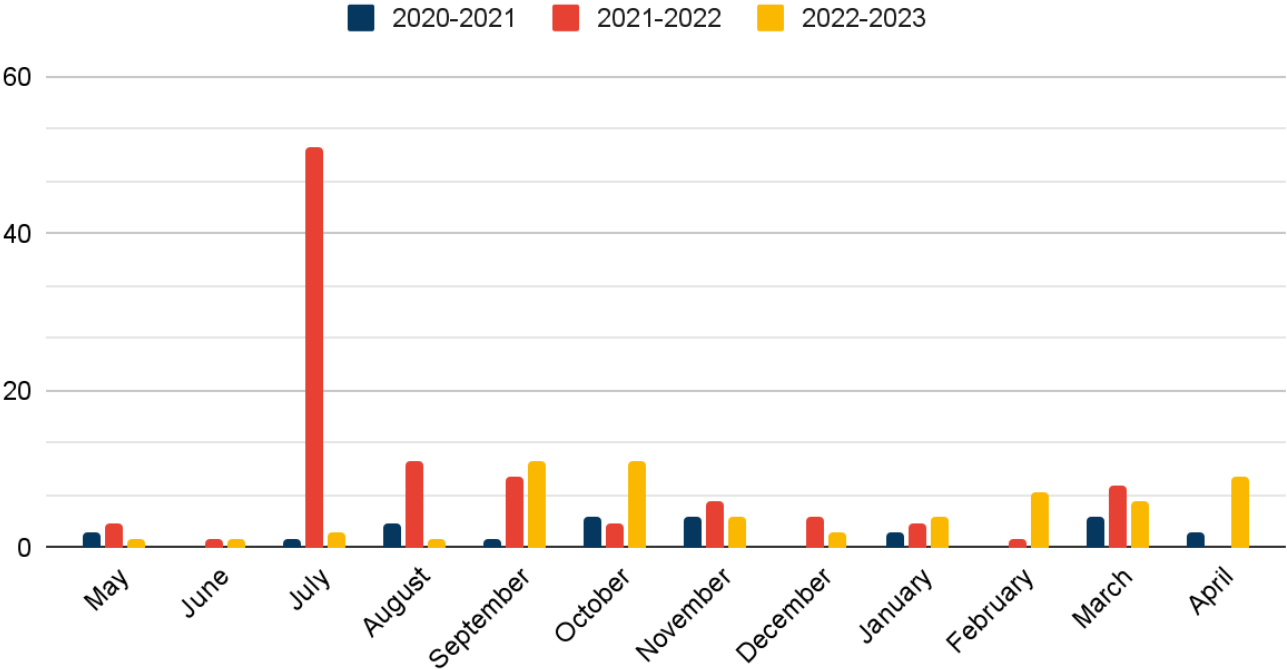
	2020 - 2021	2021 - 2022	2022 -2023
Criminal Occurrences	16	67	67
Provincial Statutes	31	42	15
Non Criminal Occurrences (personal safety related)	556	1347	1966
Non Criminal Occurrences (property-related)	199	292	373
Other	9431	7853	5973

In 2022/2023 the Office of Campus Safety Services responded to a total of 8394 calls for assistance and filed 409 incident reports compared to 9601 calls and 435 incident reports during the 2021/2022 year. The numbers included reflect incidents reported directly to Campus Safety Services. The following is a summary of all incidents reported to the Office of Campus Safety that are classified as criminal offences or provincial statutes as well as calls for assistance that required emergency services such as mental health, ambulance and fire calls.

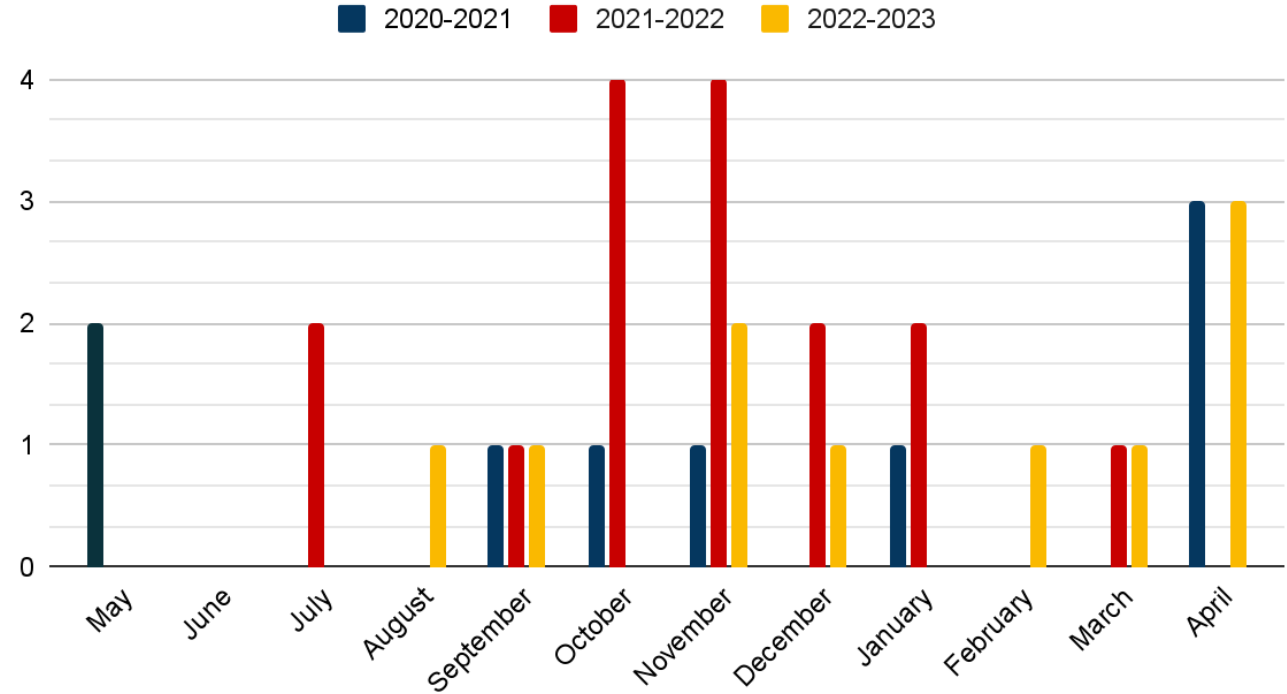


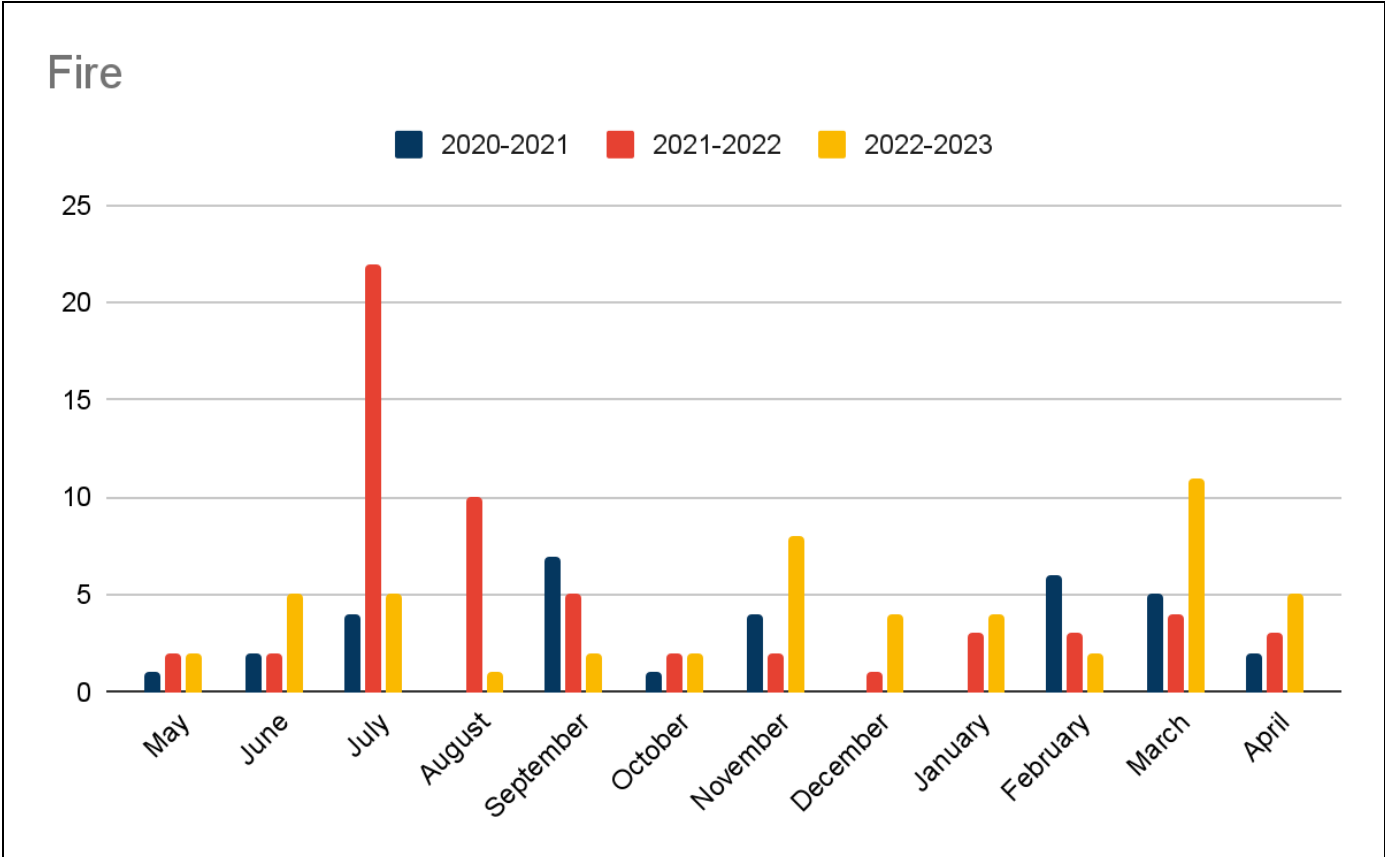


### Ambulance



### Mental Health





### Concluding Comments

As we conclude this annual report, it's evident that the Office of Campus Safety has remained steadfast in its commitment to ensuring the safety and well-being of the university community. Our dedicated frontline staff has worked tirelessly to provide round-the-clock support and assistance.

Our organizational structure, consisting of Security Guards deployed in teams at various locations, ensures comprehensive coverage and effective response to incidents. From foot and vehicular patrols to dispatch duties and community engagement initiatives, our team remains vigilant in fulfilling the needs of providing a safe campus for all.

Emergency preparedness continues to be a priority, with ongoing training sessions and a robust Emergency Management and Response Plan. Promoting the SecurLU-UL App underscores our commitment to leveraging technology to enhance campus safety. With features such as Friend Walk and Work Alone, the app empowers university community members to take proactive measures for their safety.

Based on the reported incidents and dispatch statistics, it's evident that Campus Safety's proactive approach to crime prevention and community safety is yielding positive results. While challenges persist, the collaborative efforts with internal and external stakeholders continue to enhance the response capabilities and strengthen campus safety measures.

In the year ahead, Campus Safety remains committed to fostering a safe and secure environment for all members of the Laurentian University community. The support and collaborative work with the campus stakeholders, the trust built with those external organizations and the relationships fostered within our greater community are the key to providing the service of safety and security to all campus users.



BOARD FINANCE AND PROPERTY COMMITTEE

SUMMARY OF INFORMATION REPORTS

*The Finance and Property Committee met on Monday, June 3, 2024 at 4:30 PM (via Zoom).*

**1. Report from Joint Pension Committee**

Vice-President Finance and Administration, Sylvie Lafontaine, reported on the last meeting of the Joint Pension Committee, noting that the Committee was working towards producing a recommendation with respect to whether to retain the current structure of the employee pension plan or seek an alternative. Ms. Lafontaine outlined the discussions at recent meetings of the committee, which included a commitment meeting regularly, given the Committee's deadline for producing a recommendation. It was also noted that stochastic modelling had been recommended in order to compare the various options and that the Committee would continue discussions regarding its implementation.

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

**2. Deferred Maintenance Projects**

Ms. Sylvie Lafontaine was joined by Pierre Fontaine, Director Maintenance and Operations, in briefing members on the status of the 2023-2024 deferred maintenance projects, along with the upcoming work and planning schedules associated with the 2024-2025 deferred maintenance projects, repairs, upgrades, programs and designs.

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. The Governance Committee met on Monday, May 13, 2024 at 4:30 PM (via Zoom).

**1. Governance Committee Work Plan 2024-2025**

Members of the Governance Committee reviewed and approved a work plan intended to guide the Committee's work for the 2024-2025 year.

**2. Governor Educational Strategies/Learning Sessions for 2023-24**

University Secretary Danielle Vincent provided a review of the educational sessions which took place over the year in areas of Risk, University Finances and the Post-Secondary Sector among others. Members were also advised of additional external sessions which would be available to Governors over the next months, with information to be provided by email to all members of the Board of Governors by email.

**3. Agenda Setting Guidelines - discussion**

Members of the Committee participated in a discussion regarding the agenda setting guidelines and their application to the practices of the Board in conducting its meetings. The form of the agenda, order of sessions and means by which the Board enters in and out of closed sessions were discussed with a view to continuous improvement of those practices in order to increase transparency. The University Secretary agreed to report back at the Committee's next meeting with recommendations after reviewing practices in the sector.

**In closed session, the following items were addressed:**

**4. 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 recently received expressions of interest. 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.

**5. 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 Wednesday, May 29, 2024 at 4:30 PM (via Zoom).*

**1. Respectful Workplace and Learning Environment Review**

Committee members were advised that the Equity, Diversity and Human Rights Office (EDHRO) had conducted its annual review of the policy. The EDHRO was not recommending any changes at this time, although it was noted that the upcoming enactment of legislative changes may require changes to the policy. It was noted that should this occur, the policy would be brought back to the Committee and Board ahead of the usual review schedule.

**2. Recruitment Strategy Updates**

Vice-President Academic and Provost, Dr. Brenda Brouwer, along with 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. Dr. Brouwer advised of similar success in recruiting faculty, with a number of new hires starting July 1, 2024, and recruitment underway for several tenure track positions. Committee members were also given an update on the decanal searches for the Faculty of Education and Health and Graduate Studies and International. Finally, Ms. Lafontaine provided an update on the recruitment of candidates for the position of Associate Vice-President, Facilities.

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



JOINT COMMITTEE ON BILINGUALISM

**SUMMARY OF INFORMATION REPORTS**

*The Joint Committee on Bilingualism met in open session on Wednesday, May 15, 2024 at 2:00 PM (via Zoom).*

**1. Updates from the Provost and Vice-President Academic and Associate Vice-President Francophone Affairs**

Updates were provided by the Interim Provost and Vice-President Academic, Dr. Brenda Brouwer, regarding funding in the recently approved budget which will enhance francophone programming at Laurentian University.

The Associate Vice-President, Francophone Affairs, Ms. Poulin-Lehoux gave a summary of the work done by her office recently, including reaching out to high school students both through touring high schools in the province and welcoming students to the Laurentian University campus. She further advised of consultations being undertaken with francophone faculty members with additional meetings to take place in the near future. These consultations are expected to form the foundation of the work of the Office of Francophone Affairs.

In addition, the Committee was provided with an overview of the Francophonie at Laurentian, by means of a worksheet which is attached to this report.

**2. Strategy for review of Bilingualism Policy**

Ms. Poulin-Lehoux provided a high-level update of the preliminary work that is being undertaken to ensure a successful review of the policy. Ms. Poulin-Lehoux outlined the steps for that review and provided an anticipated schedule, which will be reflected in the Committee's work plan for the upcoming year.

Prepared for: Jean-Pierre (Jay) Barbeau, Chair  
Joint Committee on Bilingualism  
By: *Office of the University Secretary*

# Francophonie at Laurentian University

2024

## History

**1912:** Regulation 17 was passed, prohibiting the use of French as a language of instruction in Ontario (the regulation was contested in court by the Assemblée de la Francophonie de l'Ontario and never fully put into effect before being rescinded in 1927).

**1960:** Laurentian University was established as a bilingual institution.

**1968:** Senate approved the first bilingual Bachelor of Arts program. In addition, the provincial government amended the Education Act to officially recognize the existence of French-language schools in the province.

**1973:** Senate established the Francophone Affairs Committee (CAF), which eventually became the Office of the Vice-President of Francophone Affairs.

**1974:** Designated bilingual positions were defined; the Association des étudiantes et étudiants francophones (AEF) was created.

**1975 (September 25):** The Franco-Ontarian flag (created by Gaëtan Gervais, professor of history, and Michel Dupuis, political science student at Laurentian University), was officially raised for the first time at Laurentian University.

**1978:** Senate established the Conseil de l'enseignement en français which eventually became the Comité des programmes en français (CPF).

**1986-1989:** The French Language Services Act was implemented.

**2001:** The Legislative Assembly of Ontario granted the Franco-Ontarian flag the status of official symbol of the province.

**July 2014:** Laurentian University became the first Ontario university designated as a bilingual government agency under the French Language Services Act.

## Student Base

Laurentian University is a bilingual institution (French and English) that welcomes Francophones from various groups, such as:

- French-Canadians (mother tongue)
- French-Canadians (second or additional language)
- French speakers born abroad
- English speakers (domestic or international) who are learning French

Approx. 2,400 Francophone students

## Regroupement d'étudiants et étudiantes francophones

**Association des étudiantes et étudiants francophones (AEF)**

Francophone student association at Laurentian University aiming to promote the French language and culture at the University, and to look after the needs and interests of its members on political, academic, social and cultural levels.

**L'Original déchaîné (student newspaper)**

Resource through which Francophone students acquire and produce information, opinions and creations to advocate for the student population, promote the engagement of students in the cultural, social and political activities of the University and the Franco-Ontarian community, in addition to promoting the French language and culture.

### Programs

Undergraduate programs  
Graduate studies and diplomas  
Professional diplomas

□ fully available online  
▲ some courses online  
+ funded by the CNFS

★ unilingual French  
☆ bilingual through parallelism  
□ compulsory bilingual courses  
• some courses in French

#### Faculty of Arts

**School of Liberal Arts**

Droit et justice (B.A.) ☆  
Français langue seconde / French as a Second Language (BA) ▲  
Études relationnelles – Interdisciplinaire en (M.A.) ☆

**School of Social Sciences**

Criminologie (B.A.) ☆  
Équité, diversité et droits de la personne (B.A.) ☆ □  
Études interdisciplinaires (B.A.) ☆ □  
Psychologie (B.A./B.Sc.) ☆ □  
Sociologie (B.A.) ☆ □  
Economics • (some courses in French) ▲  
Sciences humaines et interdisciplinarité (Ph.D.) ☆

#### Faculty of Education and Health

**School of Kinesiology and Health Sciences**

Kinésiologie (B.E.P.S.) ☆ ▲  
Kinésiologie (B.Sc.) ☆ ▲  
Psychologie du sport (B.A.) ☆ ▲  
Kinésio humaine (M.K.H.) ☆

**École d'orthophonie**

Orthophonie (B.Sc.S.) ☆ ▲ + full qualifying year offered online  
Orthophonie (M.Sc.S.) ☆ +

**School of Social Work**

Service social (B.S.S. spéc.) ☆ □ +  
Service social (M.S.S.) ☆ +

**School of Nursing**

Sciences infirmières - formation initiale (B.Sc.Inf.) ☆ +  
Sciences infirmières pour infirmier(ère)s autorisés (BSIA) ☆ □  
Sciences infirmières pour inf. auxiliaires autorisés (passerelle) ☆ +  
Administration de la santé (M.A.S.) ☆ ▲ (available fully online)  
Infirmières et infirmiers praticiens (M.Sc.Inf.) ☆ + (almost fully online)  
Sciences infirmières - volet these et pratique inf. avancée (M.Sc.Inf.) ☆ +

**School of Education**

Éducation (B.Éd. concurrent) ☆  
Éducation (B.Éd. consécutif) ☆  
Éducation (B.Éd. consécutif, in multiple sections) ☆ ▲ (almost fully online)

#### Faculty of Management

**School of Business Administration**

Comptabilité (B.A.A.) ☆ ▲  
Entrepreneurship (B.A.A.) ☆ ▲  
Finance (B.A.A.) ☆ ▲  
Générale (B.A.A.) ☆ ▲  
Gestion internationale (B.A.A.) ☆ ▲

#### Faculty of Science, Engineering and Architecture

**School of Natural Sciences**

Biochimie (B.Sc.) ☆  
Biologie (B.Sc.) ☆  
Biologie biomédicale (B.Sc.) ☆  
Sciences pluridisciplinaires (B.Sc.) ☆ ▲  
Biologie (M.Sc.) • (some courses in French)  
Chemical Sciences (M.Sc.) • (some courses in French)

**École d'architecture McEwen**

Architecture (BAS) • (some courses in French)  
Architecture (M.A.S.) • (some courses in French)

\*Accelerated tracks available (mostly English-language internships).  
\*\*program shared with the School of Business Administration

### Services

Laurentian University supports the active offer of services in French.

The goal is to offer services of equivalent quality in both languages to the University community and general public.

#### 1 For students

**Frontline services**

- administrative services for French and bilingual programs\*
- reception and general services
- telephone services

**Visual identity and communications**

- indoor and outdoor signage
- public communications
- email correspondence
- admission forms and other student documents
- viewbook
- web pages and social media
- publications for the public

**General services**

- library and archives
- campus shop and bookstore
- equity, diversity and human rights office
- centre for teaching and continuous learning
- employment and career centre
- women's centre
- print hub
- Laurentian family centre
- student success centre (academic advising, transition, counselling, tutoring, peer support, accessibility)
- Consortium national de formation en santé - multi-faith space
- Garderie touche-à-tout
- myLaurentian hub (admissions, records, tuition fees, financial aid, transfers)
- sports facilities
- university residences
- food service
- campus security
- international student services
- liaison services
- health and wellness services (includes medical services)
- IT services
- research support services
- graduate studies support services
- distance education services
- parking

#### 2 For staff

**Administrative services**

- purchasing and contracts
- print hub
- communications
- Consortium national de formation en santé
- maintenance and operations
- business development
- finance (payroll services, planning and budgets, accounting, financial analysis)
- marketing
- institutional planning (statistics, ministry reports, etc.)
- human resources (benefits and disability, staffing, labour and staff relations, organizational development, professional development)
- security
- information technology (support, audiovisual equipment, teaching technologies)
- legal services
- advancement services
- teaching services
- translation

**Program Types**

- ★ **unilingual French:** all courses are offered in French
- ☆ **Bilingual by parallelism:** all courses are given in English and French
- **bilingual with one dominant official language:** compulsory courses are given in both languages
- **English with some courses in French**

**Certificate of Bilingualism**

awarded to any student who completes a minimum of - 15 credits in French and - 15 credits in English

**French Excellence Scholarship**

Guarantee to secondary school students v are beginning a first-time undergraduate program in French language studies. This scholarship is renewable for 3 years. (\$1,250 per year)

Please contact the Registrar's office for more information.

*\*does not apply to programs and courses that are only given in English.*

All service contracts must also respect the bilingualism policy.

**Laurentian University is a bilingual institution.**

Official languages: **French and English**

34 full French-language programs

Click here for a printable version → Page 1 Page 2  
Cliquez ici pour une version en français → Affiche en français

### Governance

**Office of Francophone Affairs (OAF)**

The OAF ensures the influence and development of the Francophonie at the University and in the community. See the OAF structure on the right.

**The main responsibilities of the OAF:**

- help attain the Francophone objectives set out in the strategic plan and other LU plans
- protect, promote and highlight Canada's two official languages

**Academics and research**

- improve program offerings in French
- improve the development and delivery of online and distance courses
- improve mobility between French-language programs (articulations, transfers)
- support research initiatives in French
- ensure minority-language education and second language learning

**Safeguarding**

- ensure the University's compliance with the French Language Services Act
- ensure the quality of French-language services
- ensure the implementation of the Language Planning Policy
- handle complaints related to French and bilingual programs and services

**Partnerships (internal and external)**

- support various internal sectors and committees
- advise the University's senior administration on issues affecting the Francophonie
- create and maintain regional, provincial, national and international Francophone collaborations and partnerships

**Finance**

- endorse projects that support Francophone and French as a second language initiatives
- write grant applications to support these projects
- ensure reporting on the delivery of programs in French

**Promotion**

- support French program positioning
- increase awareness among the international Francophone clientele
- promote the University's Francophone faculty and initiatives

**Board of Governors**

Responsible for the administration, financial management and leadership of the University and its officers, officials and agents, of its property, revenues, expenses and affairs, except with respect to matters which, according to the Law, fall specifically under the president or Senate. The Board of Governors has five standing committees to assist in its oversight:

- Audit and Risk Management Committee
- Finance and Property Committee
- Governance Committee
- Human Resources Committee
- **Joint Committee on Bilingualism\***
- Joint Committee on Honorary Degrees\*

*\*Joint Committee of the Senate and Board of Governors*

**Senate**

Responsible for the educational policies of the University, with approval of the Board for the expenditure of funds and the establishment of new facilities. The Senate can create faculties, schools, institutes, departments, chairs or teaching programs at the University.

The Senate establishes faculty councils that act as committees proposing regulations on student admissions, programs of study and diploma or degree requirements.

**Academic councils**

- Faculty councils, one per faculty
- Graduate Studies Council
- Library and Archives Council
- Academic councils
- Research, Development and Creativity Council
- **Conseil des programmes en français**
- Council of English Language Programs

**Other standing committees**

- Executive Committee of Senate
- Academic Planning Committee
- Student Appeals Committee
- Committee on Academic Regulations and Awards
- Teaching and Learning Committee
- Committee on Emeritus Professorships
- University Accounts Committee
- Committee on Online Learning, Continuing Education and Part-Time Studies

**Conseil des programmes en français (CPF)**

is mandated to make recommendations directly to Senate, or through its relevant committees, for any academic issues related to teaching in French.

**The Joint Committee on Bilingualism**, designated by the Senate and Board of Governors, is responsible for assessing the implementation of the Policy on Bilingualism. Its mandate is to promote bilingualism at the University, make appropriate recommendations to the Senate and Board of Governors, and:

- advise the president on official languages at the University
- make recommendations to the Senate and Board of Governors regarding official languages at the University
- recommend any changes to the list of bilingual positions at the University
- review the president's annual report justifying exemptions to the bilingual staffing policy
- periodically review the University's Policy on Bilingualism, at least every five years, and propose changes, if necessary
- perform other tasks arising from its mandate

### Human Resources

**Staffing:** Human Resources manages a list of designated bilingual positions, requiring varying levels of bilingualism\*.

Positions are designated bilingual according to the following guidelines:

- Will this role supervise staff who work in both official languages?
- Will this role be responsible for services offered in both official languages?

Human Resources determine, upon hiring, a candidate's level of bilingualism and, in certain cases, will administer tests to assess the level of bilingualism. Staff members who completed their education in French or immersion schools automatically fall in the bilingual category.

**Exemptions:** All requests for bilingualism exemptions must be submitted to Human Resources, who reviews the bilingual status of the position. If required, the request is forwarded to the Office of the Associate Vice-President of Francophone Affairs, who must approve all exemptions. Any authorized exceptions are temporary, and do not change the bilingual designation of the position.

The University encourages and supports language training for employees in designated positions benefiting from an exemption, either through English or French as a second language courses, and/or French grammar courses. In addition, the University pays tuition fees for employees who wish to receive language training, and encourages their personal initiatives by providing assistance for immersion experiences.

**\*Levels of bilingualism**

- functional bilingualism** means active knowledge of both official languages
- receptive bilingualism** means active knowledge of one official language and passive knowledge\* of the other
- active knowledge of a language** means proficiency in active language functions, i.e., verbal and written expression in a language
- passive knowledge of a language** means proficiency in passive language functions, i.e., understanding the oral and written forms of a language

- Either official language may be used during Board and Senate meetings
- Any member of the community can benefit from simultaneous translation services.
- Documents or correspondence intended for the Board, Senate and their committees, may be written in French.
- Board and Senate minutes and documents are sent simultaneously in both official languages.
- It is advisable that all members of Senate and its committees have at least passive knowledge of their second language, either English or French.

Note that the bilingual nature of the University must be reflected in its administration, which includes the offices of the president, vice-presidents, deans, library, registrar, administrative units and all other related areas of responsibility.

Other bilingual positions include:

- faculty (French programs)
- support staff offering services in French
- internal administration of faculties and schools

Laurentian's *Policy on Bilingualism* includes all other requirements regarding staffing and bilingualism at the University.

**Document rationale:** Internal reference document aiming to inform University staff on the Francophonie at Laurentian University in 2024. It is an always-evolving living document.

- This document can be printed on two 11 x 17 pages.
- The information on the left page may be more useful to people outside the University (future students, school boards, etc.).
- The page on the right describes the governance of the Francophonie at Laurentian University and is more useful for internal staff.

### Key Internal Documents

- [Strategic Plan](#) (direction and positioning)
- Academic Plan (programs of study)
- Strategic Research Plan
- Financial plans
- Capital plans

**Particuliers à la francophonie:**

- [Policy on Bilingualism](#)
- Partial bilingual designation
- List of designated positions (HR)

### Partial Designation

**Partial bilingual designation:** Laurentian University is designated as an agency ensuring the delivery of

- 1) academic programs leading to the following degrees:
  - Baccalauréat en commerce (B.Com.)
  - Baccalauréat en éducation (B.Ed.)
  - Baccalauréat en éducation physique et santé (B.E.P.S.)
  - Baccalauréat ès sciences (B.Sc.)
  - Baccalauréat en sciences infirmières (B.S.I.)
  - Baccalauréat en service social (B.S.S.)
  - Baccalauréat ès arts (B.A.)
  - Baccalauréat ès sciences de la santé (B.Sc.S.)
  - Doctorat en philosophie (Ph.D.) en sciences humaines
  - Maîtrise en activité physique (M.A.P.)
  - Maîtrise en service social (M.S.S.)
  - Maîtrise ès arts (M.A.)
  - Maîtrise ès sciences de la santé (M.Sc.S.)
- 2) academic support services for current and prospective students by schools or departments offering the aforementioned degrees
- 3) non-academic student services

In 2014, Laurentian University became the first bilingual university to be designated under the French Language Services Act. The law grants individuals the right to receive services in French from government agencies, as defined, and from institutions of the legislature. Laurentian University's designation applies only to its Sudbury campus.

**French Language Services Act**

Law in effect in the Canadian province of Ontario aimed at protecting the rights of its Francophone population. The law does not give French full official language status, but ensures that government services are offered in French in 26 designated regions across the province where there are sufficient numbers of Francophone residents.

**Regulation 398/93** lists the services that must be offered in French at all times.

ITEM 3.2 E i  
OPEN | 28-June-2024  
Board of Governors

048  
Last revised: May 8th, 2024





**BOARD EXECUTIVE SUMMARY**

**BOARD OF GOVERNORS**

<b>Agenda Title</b>	Approval of 2024-2025 Audit and Risk Committee Work Plan
<b>Agenda Item Number:</b>	Item 3.3
<b>Date of meeting:</b>	June 28, 2024
<b>Open/closed session:</b>	Open
<b>Action Requested</b>	<input checked="" type="checkbox"/> <b>For Approval</b> <input type="checkbox"/> For Information
<b>Proposed by:</b>	Danielle Vincent, University Secretary
<b>Presenter(s):</b>	Danielle Vincent, University Secretary

**1. PURPOSE**

To establish a schedule to guide the work of the Audit and Risk Committee, Finance and Property Committee and Joint Committee on Bilingualism in the 2024-2025 Board year.

**2. SYNOPSIS**

As part of the revision of governance practices at Laurentian University, annual work plans were put in place to set a direction for each Committee to accomplish its oversight responsibilities. Each of these three committees has been provided with a draft work plan for the 2024-2025 year. The Board of Governors is being asked to give its approval of these work plans.

**3. RESOLUTIONS TO CONSIDER (A), (B) and (C):**

(A) BE IT RESOLVED:

THAT the Board of Governors approve the 2024-2025 Audit and Risk Committee Work Plan, as recommended by the Audit and Risk Committee and as presented at its meeting of June 28, 2024.

(B) BE IT RESOLVED:

THAT the Board of Governors approve the 2024-2025 Finance and Property Committee Work Plan, as recommended by the Finance and Property Committee and as presented at its meeting of June 28, 2024.

(C) BE IT RESOLVED:

THAT the Board of Governors approve the 2024-2025 Joint Committee on Bilingualism Work Plan as presented at its meeting of June 28, 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"/> <b>Leadership and Change</b> <input type="checkbox"/> Physical Infrastructure	<input checked="" type="checkbox"/> <b>Relationship with Stakeholders</b> <input checked="" type="checkbox"/> <b>Reputation</b> <input type="checkbox"/> Research Enterprise <input type="checkbox"/> Safety <input type="checkbox"/> Student Success

**5. ALIGNMENT WITH STRATEGIC OBJECTIVE**

Meeting Laurentian University’s strategic direction of driving excellence in university governance by ensuring the Board of Governors’ standing committees are fulfilling their functions and responsibilities.

**A Background/Issue Description**

Over the course of the past two years, Laurentian University’s governance structures have been undergoing significant reforms. These reforms were intended to strengthen the University’s governance practices by putting in place new processes to manage the Board’s oversight responsibilities, along with those of its standing committees.

One of the practices instituted was to establish an annual work plan for each standing committee, to guide its work over the course of the year. These work plans identify the responsibilities delegated to each committee and provide a schedule by which the Committee can fulfil those responsibilities.

As the current year comes to a close, a work plan has been developed to guide the work of the Audit and Risk Committee, Finance and Property Committee and Joint Committee on Bilingualism in the coming year. The approval of these work plans will assist Committee members in tracking their responsibilities and allocating time throughout the year to address those areas.

Given the composition of each Committee’s membership, approval by the Board of Governors is required.

**B Alignment with Strategic Objective or Plan of the University**

This recommendation is responsive to the recommendations contained in the Auditor General of Ontario’s report on Laurentian University and is aligned with Laurentian University’s strategic direction of driving excellence in university governance.

**C Other options considered (where applicable)**

N/A

**D Risks, including legislative compliance**

*An Act to incorporate Laurentian University of Sudbury, S.O. 1960 c.151, as amended, s. 18(4)b.ii.*

**E Financial Implications (where applicable)**

N/A

## **F**     **Benefits**

This recommendation is responsive to the recommendations contained in the Auditor General of Ontario's report on Laurentian University and will provide the Committees with the necessary direction to ensure each fulfils its functions and responsibilities.

## **G**     **Consultations**

- Week of May 9, 2024 - email consultation with Senior Administration
- May 15, 2024 - Joint Committee on Bilingualism (for consultation)
- Week of May 30, 2024 - email consultation with members of the Joint Committee on Bilingualism
- May 27, 2024 - Board Audit and Risk Committee (for recommendation)
- June 3, 2024 - Board Finance and Property Committee (for recommendation)
- June 28, 2024 - Board of Governors (for approval)

## **H**     **Communications Plan**

Once approved, the work plans will be added to the Board portal and reviewed at each committee's first meeting in the fall.

## **I**     **Next Steps**

Senate consideration of work plan for Joint Committee on Bilingualism.

## **J**     **Appendices**

*Item 3.3 A - Audit and Risk Committee Annual Work Plan 2024-2025*

*Item 3.3 B - Finance and Property Committee Annual Work Plan 2024-2025*

*Item 3.3 C - Joint Committee on Bilingualism Annual Work Plan 2024-2025*



**Board Audit and Risk Committee (BARC)**

**Annual Work Plan for 2024-2025**

(BOARD MEETING CYCLE) / MEETING DATE	1	2	3	4	5			
Activity/Item and Lead (VP Office)	Sep 23	Nov 18	Jan 27	Mar 24	May 26	To CTTEE for:	To BOARD for:	Legislation & Compliance
Aide-Memoire – BARC (Standing Item)	X	X	X	X	X	Information (Cttee)		Work Plan
Animal Care Committee Report					X	Information (Cttee)		BARC T of Ref
Appointment of Committee Vice-Chair	X					Approval	Info (Open)	BARC T of Ref
Audited <a href="#">draft</a> financial statements/Audit Report Work Plan	Communication to Cttee with progress tracker emailed by Aug. 13					Information	(pre-cycle)	BARC T of Ref
Audited <a href="#">draft</a> financial statements/Audit Report Work Plan	Final Draft Docs to Cttee by Sept. 9 for advanced review (pre-Sept 23)					Feedback	(pre-cycle)	BARC T of Ref
Audit Findings Report and Management Letter by External Auditor	X					Recommend to BoG	Approval (Open)	BARC T of Ref
Audited Draft Financial Statements (ending April 30, 2024)	X					Recommend to BoG	Approval (Open)	BARC T of Ref
Auditor General Recommendations - Status of Implementation	X	X	X	X	X	Information (Cttee)		BARC T of Ref
Campus Security Annual Report	X					Information (Cttee)		BARC T of Ref
Cybersecurity Risk and Information Technology Annual Report					X	Information	Info (Closed)	BARC T of Ref
Delegation of Authority by Board to Cttees – <i>Consultation</i>	X					Information (Cttee)		BARC T of Ref
<a href="#">Emergency Response Plan &amp; Business Continuity – Proposal</a>			X			Recommend to BoG	Approval (Open)	BARC T of Ref
Enterprise Risk Management Update (material risk, status of identified areas)		X	X	X	X	Information (Cttee)		BARC T of Ref
External Audit Plan for Year Ending April 2025			X			Recommend to BoG	Approval (Open)	BARC T of Ref
External / Internal Audit Recommendations - Status of Implementation	X	X	X	X	X	Information (Cttee)		BARC T of Ref
External / <b>Internal</b> Auditors – <i>Appoint + Approve Fees [Next applicable Mar/Apr 2027]</i>						Recommend to BoG	Approval (Closed)	BARC T of Ref
External/ <b>Internal</b> Auditors – <i>RFP process [Next applicable May 2026]</i>						Information	Info (Closed)	BARC T of Ref
External/ <b>Internal</b> Auditors – Annual Review of Performance		X				Recommend to BoG	Approval (Closed)	BARC T of Ref
Financial Forecast 5-Year Plan updates – Consultation	X					Information (Cttee)		BARC T of Ref

(BOARD MEETING CYCLE) / MEETING DATE	1	2	3	4	5			
Activity/Item and Lead (VP Office)	Sep 23	Nov 18	Jan 27	Mar 24	May 26	To CTTEE for:	To BOARD for:	Legislation & Compliance
In Camera - External Auditor (BDO) + Audit Cttee (Voting Members)	X		X		X	Information (Cttee)		BARC T of Ref
In Camera - Legal Report: Executive Team + Audit Cttee (Voting Members)	X	X	X	X	X	Information (Cttee)		BARC T of Ref
In Camera - President + Audit Committee (Voting Members)			X			Information (Cttee)		BARC T of Ref
Insurance Annual Report			X			Information	Info (Closed)	BARC T of Ref
Insurance: Board Member Indemnification Policy - Review	X					Information/Recommend to BoG	Info/Approval	BARC T of Ref AG Recommended
Internal Controls: Cataloguing and Documenting – Consultation	X	X				Information (Cttee)		BARC T of Ref
Pension Governance: Audited Financial Statements of Retirement Plan		X				Recommend to BoG	Approval (Open)	BARC T of Ref
Research Ethics Board (REB) Annual Report			X			Recommend to BoG	Approval (Open)	BARC T of Ref
REB - Appointment of new REB Chair					X	Recommend to BoG	Approval (Open)	BARC T of Ref
REB - Membership Renewal Process and Appointments (As Required)	X	X				Recommend to BoG	Approval (Open)	BARC T of Ref
Self- Assessment by Audit Committee – End of Term					X	Review/Feedback		BARC T of Ref
Strategic Plan Implementation - Status update					X	Information	Info (Open)	BARC T of Ref
Terms of Reference of the Audit and Risk Committee	X					Information/Orientation		BARC T of Ref
Transformation Program Implementation - Regular Updates	X	X	X	X	X	Information	Info (Open)	BARC T of Ref
Work Plan of the Board Audit and Risk Committee (Approval for following year)					X	Approval	Info (Open)	BARC T of Ref

**PLEASE NOTE:**

- All meetings of the Audit Committee are held in CLOSED Session only
- Work plans are reviewed at the first regular meeting of the academic year and updated as year progresses
- [Black font] = routine matters for LU work plan for Audit Committee
- [Blue font] = Ad Hoc/Emerging Matters specific to 23/24 Academic Year Only

**CONSULTATION AND APPROVAL PATHS:** (in accordance with Committee Terms of Reference)

- [information (Ctte)] = information at committee-level only
- [information; to Board information, Open/Closed session] = matter proceeds from Cttee to Board
- [recommend to BG; approval by Board, Open/Closed session] = **due to the Laurentian Act (18.4b) Committees with external members** must have Board approval for a decision to be effective.

## COMMITTEE TERMS OF REFERENCE

- Changes to Committee Terms of Reference *[recommend by Cttee; approval by Board]*;
- Minimally, the Committee should review its terms of reference every 3 years for accuracy, accountability, and effectiveness.

**Board Finance and Property Committee (BFPC)****Annual Work Plan for 2024-2025**

(BOARD MEETING CYCLE) / MEETING DATE	1	2	3	4	5			
Activity/Item and Lead (VP Office)	Sep 25	Nov 20	Jan 29	Mar 26	May 28	To CTTEE for:	To BOARD for:	Legislation & Compliance
<i>Advancement:</i> Alumni engagement and Philanthropy Annual Report		X				Information (Cttee)	Info (Closed)	BFPC T of Ref
<i>Advancement:</i> Endowment Report and approval of Disbursement Value			X			Recommend to BoG	Approval (Open)	BFPC T of Ref
Appointment of Committee Vice-Chair	X					Approval	Info (Open)	BFPC T of Ref
<i>Budget:</i> Operating and Capital Budget (2025-26) – <i>Proposal</i>				X		Recommend to BoG	Approval (Open)	BFPC T of Ref
<i>Budget:</i> Transformation Program Implementation - <i>Proposal</i>				X		Recommend to BoG	Approval (Open)	BFPC T of Ref
<i>Budget:</i> Transformation Program Implementation update*	X	X	X	X	X	Information (Cttee)	Info (Open)	BFPC T of Ref
Campus Space Management Update		X				Information (Cttee)		BFPC T of Ref
<i>Campus Master Plan - Proposal</i>				X		Recommend to BoG	Approval (Open)	BFPC T of Ref AG Recommended
Capital Projects (over \$1M) Expenditure Approval (as needed)*	X	X	X	X	X	Information	Info (Open)	BFPC T of Ref
<i>Contract approval: cleaning services</i>			X			Recommend to BG	Approval (Open)	BFPC T of Ref
<i>Debt Management</i> – Update on Short/Long-Term Strategies		X				Recommend to BoG	Approval (Open)	BFPC T of Ref
<i>Debt Management: Capital Debt Policy Review</i>		X				Recommend to BoG	Approval (Open)	BFPC T of Ref AG Recommended
Deferred Maintenance Projects and Facility Renewal Report*	X	X	X	X	X	Information	Info (Open)	BFPC T of Ref
<i>Fees:</i> Compulsory Student Ancillary Fees and Compulsory Student Association Fees for fiscal year 2025-26 – <i>Proposal</i>			X			Recommend to BG	Approval (Open)	BFPC T of Ref
<i>Fees:</i> Laurentian Ancillary Fees/Budget (2025-26) – <i>Proposal</i>			X			Recommend to BG	Approval (Open)	BFPC T of Ref
<i>Fees:</i> Student Administrative Fees (2025-26) – <i>Proposal</i>			X			Recommend to BG	Approval (Open)	BFPC T of Ref
<i>Fees:</i> Tuition Fees (2025-26) – <i>Proposal</i>			X			Recommend to BG	Approval (Open)	BFPC T of Ref
<i>Fees:</i> Tuition Framework Update	X					Information (Cttee)		BFPC T of Ref Govt Legislation
Financial Forecast 5-Year Plan Update	X					Information (Cttee)		BFPC T of Ref

(BOARD MEETING CYCLE) / MEETING DATE	1	2	3	4	5			
Activity/Item and Lead (VP Office)	Sep 25	Nov 20	Jan 29	Mar 26	May 28	To CTTEE for:	To BOARD for:	Legislation & Compliance
Financial Planning Framework		X				Information (Cttee)		BFPC T of Ref
Financial Report, Laurentian University – Annual (2023-24 Draft)	X					Information	Info (Open)	BFPC T of Ref
Financial Update - <i>(including Cash Flow, Financial Forecast, Enrolment update, Planning Framework, Investment Returns update, Pension and Endowment fund) *</i>	X	X	X	X	X	Information	Info (Open)	BFPC T of Ref
Pension: Governance Annual Report					X	Recommend to BG	Approval (Open)	BFPC T of Ref P Resp Chart
Pension: Governance review - <i>[next applicable in Sep/Oct 2026]</i>						Recommend to BG	Approval (Open)	BFPC T of Ref/ P Resp Chart
Pension: Actuarial Valuation - <i>[next mandatory Sep 2026]</i>						Recommend to BG	Approval (Open)	BFPC T of Ref/ P Resp Chart
<i>Policy: Discretionary Spending - proposal</i>	X					Recommend to BoG	Approval (Open)	BFPC T of Ref AG Recommended
<i>Policy: Perquisites - proposal</i>	X					Recommend to BoG	Approval (Open)	BFPC T of Ref AG Recommended
<i>Policy review: Statement of Investment Policy and Procedures for Assets of the Retirement Plan</i>		X				Recommend to BG	Approval (Open)	BFPC T of Ref / LU Policy
<i>Policy review: Statement of Investment Policy and Procedures for Endowment and other Long Term Investments</i>		X				Recommend to BG	Approval (Open)	BFPC T of Ref / LU Policy
Real Estate Sale Update *	X	X	X	X	X	Information	Info (Closed)	BFPC T of Ref
<i>Renewal - employee long term disability, health and dental benefits</i>				X		Recommend to BG	Approval (Closed)	BFPC T of Ref
Self- Assessment by Financial and Property Committee – End of Term					X	Review/Feedback		BFPC T of Ref
Signing Authorization Policy Review - Including the annual approval of (new) University Signing Officers	X					Recommend to BG	Approval (Open)	BFPC T of Ref
Strategic Plan Update: <i>Report on Implementation Progress</i>		X			X	Information	Info (Open)	BFPC T of Ref AG Recommended
Terms of Reference of the Finance and Property Committee	X					Information/Orientation		BFPC T of Ref
Work Plan of the Board Finance and Property Committee (Approval for following year)					X	Approval	Info (Open)	BFPC T of Ref

**PLEASE NOTE:**

- **Meetings of the Finance and Property Committee may move into Closed Session when/as needed**
- Work plans are reviewed at the first regular meeting of the academic year and updated as year progresses
- [Black font] = routine matters for LU work plan for Audit Committee



- [Blue font] = Ad Hoc/Emerging Matters specific to 24/25 Academic Year Only

**CONSULTATION AND APPROVAL PATHS:** *(in accordance with Committee Terms of Reference)*

- [information-Cttee] = information at committee-level only
- [information; to Board information, Open/Closed session] = matter proceeds from Cttee to Board
- [recommend to BG; approval by Board, Open/Closed session] = **due to the Laurentian Act (18.4b) Committees with external members** must have Board approval for a decision to be effective.

**COMMITTEE TERMS OF REFERENCE**

- Changes to Committee Terms of Reference *[recommend by Cttee; approval by Board]*;
- Minimally, the Committee should review its terms of reference every 3 years for accuracy, accountability, and effectiveness.

**JOINT COMMITEE ON BILINGUALISM (JCB)**

**Annual Work Plan for 2024-2025**

(BOARD MEETING CYCLE) / MEETING DATE					
Governance Item (Cttee Responsibility)	Nov 28	Jun 4	To CTTEE for:	To BOARD for:	Legislation & Compliance
Appointment of Committee Vice-Chair (approval)	X		Approval	Info (Open)	Board of Governors By-laws
<i>Committee Terms of Reference - Review</i>	X		<ul style="list-style-type: none"> <li>• Consultation (Cttee)</li> <li>• Recommend to Senate and BoG</li> </ul>	Approval (Open)	JCB T of Ref
Bilingualism Exemption Requests - Annual Report		X	Information	Info (Open)	JCB T of Ref
<i>Bilingualism Policy - Review</i>		X	<ul style="list-style-type: none"> <li>• Consultation (Cttee)</li> <li>• Recommend to Senate and BoG</li> </ul>	Approval (Open)	JCB T of Ref
Bilingualism Policy - Annual Review of designated bilingual positions		X	Recommend to Senate and BoG	Approval (Open)	JCB T of Ref
Provost and Vice-President Academic's Report	X	X	Information (Cttee)		JCB T of Ref
Report to the Ombudsperson on Partial Designation	X	X	Information	Info (Open)	JCB T of Ref
Report to the Ministry of Francophone Affairs	X	X	Information	Info (Open)	JCB T of Ref
Update from the AVP Francophone affairs	X	X	Information (Cttee)		JCB T of Ref
Work Plan - Approval for following year		X	Approval	Info (Open)	JCB T of Ref

**PLEASE NOTE:**

- Work plans are reviewed at the first regular meeting of the academic year and updated as year progresses
- [Black font] = routine matters for LU work plan for Joint Committee on Bilingualism
- [Blue font] = Ad Hoc/Emerging Matters specific to 24/25 Academic Year Only

**CONSULTATION AND APPROVAL PATHS:** *(in accordance with Committee Terms of Reference)*

- [information (Cttee)] = information at committee-level only
- [information; to Board information, Open/Closed session] = matter proceeds from Cttee to Board
- [recommend to BG; approval by Senate/Board, Open/Closed session] = **due to the Laurentian Act (18.4b) Committees with external members** must have Board approval for a decision to be effective.

**COMMITTEE TERMS OF REFERENCE**

- Changes to Committee Terms of Reference *[recommend by Cttee; approval by Senate/Board];*
- Minimally, the Committee should review its terms of reference every 3 years for accuracy, accountability, and effectiveness.

**Report to the Board of Governors—June 28, 2024****Dr. Lynn Wells, President and Vice-Chancellor**

Dear members of the Board of Governors,

As we move into the summer months, I want to take this opportunity to thank you for your support since I assumed my position on April 1, 2024. Over the past three months, I have been welcomed warmly by the Laurentian community, and I am impressed by the passion and dedication of our faculty, staff and students, many of whom I have met in individual and group settings. The convocation ceremonies, with our first honorary doctorate recipients in four years, and the celebration of my installation as President have been wonderful occasions to celebrate the history and future of our institution.

With the appointment of our new Provost, Dr. Malcolm Campbell, the Executive Team is now complete. Other recent senior appointments such as the Associate Vice-President Students, Mark Walma, and the Dean of the Faculty of Management, Dr. Parvinder Arora, will provide a new level of stability in academic leadership. In late August, I will be hosting a retreat for the Senior Leadership Team to prepare us to go into the Fall term with a renewed sense of energy and vision. The focus of the retreat will be the implementation of the Strategic Plan, which is already underway, and the roll-out of the Transformation Program. These two key frameworks will continue to guide our work in the next year and for years to come.

In addition, we continue to meet our obligations under the CCAA Plan of Arrangement and the Exit Loan Agreement, and to meet regularly with the Ministry of Colleges and Universities, as required. In May, representatives from the Office of the Auditor General of Ontario made their anticipated check-in, two years after the release of the AGO's report. While we will not receive the OAGO's report on their findings until late 2024, the visit was a positive one and we were able to demonstrate measurable progress on several of the recommendations, as well as concrete plans to address the remaining ones.

My first few months have included a number of engagements with government leaders. The Vice-Presidents and I recently hosted Jill Dunlop, Minister of Colleges and Universities, with whom we discussed strategic issues such as the impending sale of seven Laurentian properties as mandated to resolve our outstanding debts to creditors. The Minister had an opportunity to visit with our Nursing faculty and students, as well as to tour the Living with Lakes Centre with the Nature Positive University team. I have also had productive meetings with Deputy Minister David Wai and other representatives from the Ministry of Colleges and Universities, as well as Steve Orsini, President of the Council of Ontario Universities, and Dr. Gabriel Miller, the new President of Universities Canada.

My interactions with Paul Lefebvre, the Mayor of Greater Sudbury and his team have opened up new opportunities to collaborate on projects that will benefit the Laurentian university community as well as the people of the region. I have met with the local Members of Parliament and Provincial Parliament to update them on Laurentian's new direction, and I connected with George Pirie, Ontario's Minister of Mines, and federal Minister of Energy and Natural Resources, Jonathan Wilkinson, at events on and off campus related to the mining industry.

My connection with industry, alumni and donors began with spending three days at the Prospectors and Developers Association of Canada Conference in Toronto, where I met hundreds of alumni and donor attendees in March before assuming my role. In May, I travelled to the new Côté gold mine site for the IAMGOLD Ribbon Cutting ceremony. I also attended the Wyloo Metals' announcement of a new battery processing plant with the City of Greater Sudbury and local First Nations, where I met Wyloo's President, and LU graduate Kristan Straub.

In May, I participated in the Northern Philanthropy Institute Workshop hosted by the Advancement Office on our campus in May, attended by over 60 fundraisers from across Ontario. I also travelled to Toronto for meetings with prominent donors such as Perry Dellece and representatives from IAMGOLD. That evening, I attended an exclusive event hosted by donor Lisa Rochon, which provided an opportunity to connect with prospective students and alumni from the McEwen School of Architecture. Additional donor engagements include a recently announced six-figure gift to upgrade the floor in the Ben Avery Gymnasium.

My external engagements over the past three months have extended to productive meetings with the Presidents of Collège Boréal and Cambrian College, Huntington and Thorneloe Universities, the Northern Ontario School of Medicine, and the Université de Sudbury. Consultations around the future of bilingual education at Laurentian are on-going, and I have met with Francophone faculty and students, and participated in the provincial Table de concertation.

In keeping with the University's tricultural mandate, I have engaged with Indigenous faculty, staff, students, and community members, including participating in meetings of the Laurentian University Native Education Council. At the National Building Reconciliation Forum, I will be a panel member for a special session with university presidents from across the country.

My first three months at Laurentian have deepened my commitment to the University and its mission. I look forward to the 2024-25 academic year and the opportunities that it will bring to our community.

Sincerely,

Dr. Lynn Wells  
President and Vice-Chancellor



**BOARD EXECUTIVE SUMMARY**

**Board of Governors**

<b>Agenda Title</b>	LU Transformation Plan Update
<b>Agenda Item No.</b>	Item 5
<b>Date of Meeting</b>	June 28, 2024
<b>Open/Closed session</b>	Open
<b>Action Requested</b>	For Approval    x    For Information
<b>Proponent</b>	Sylvie C. Lafontaine, Vice-President Finance and Administration
<b>Presenter(s)</b>	Sylvie C. Lafontaine, Vice-President Finance and Administration

**1. PURPOSE**

To present the members of the Board of Governors with the governance structure of the Transformation Program, the organizational structure of the Transformation Implementation Office, including roles and responsibilities of the various positions, for information.

**2. SYNOPSIS**

As Laurentian University moves into the next stage of its Transformation journey, the setting up and clarification of the governance, as well as, the organizational structure of the Transformation Implementation Office (TIO) is an important step.

It is also important to re-affirm the purpose of this program – that is setting the foundation needed to deliver on our strategic plan – more specifically, the strategic priorities of *Enhancing our Student Experience, Energizing our Academic and Research mission, and Valuing our People.*

**3. RESOLUTION TO CONSIDER:**

N/A

**4. RISK ANALYSIS**

The planning and pre-implementation phase in the roadmap will set the foundation to enable a successful implementation, de-risk the transformation journey, and set a solid foundation of governance and operational effectiveness that supports Laurentian’s strategic priorities.

Successful implementation of the Transformation Program will require a solid communication plan and change management plan. A significant number of risks identified are directly linked with LU’s continued difficulties recruiting talent to fill critical roles, internal capacity/expertise challenges, need to stabilize the workforce, and the internal practice to attempt system implementation to be done in-house.

A focus on institutional-wide priorities and a structured program delivery approach will be critical to its success. LU is committing to implement solid program management practices, monitoring closely these risks and address these with targeted mitigation strategies.

The following key risks, opportunities and decisions have been identified:

- Resourcing the program/project roles: Maintaining the level of current operations while also creating capacity to focus on project work may be difficult in near/long term. The Program will aim to develop and train internal resources to implement, maintain and continuously improve processes and tools.
- Formal Change Management stream was not scoped as part of this project at the initial stages of this Program. Various functions/departments at Laurentian have not yet been fully involved in the development of the Transformation Plan. At this stage of our journey, it will be critical to engage with a broader community directly and indirectly impacted by these proposed changes of processes and tools.

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

## 5. RECOMMENDATIONS

N/A

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### A **Background/Issue Description**

Laurentian is currently at a critical turning point of its transformation journey – moving to the implementation of its Plan.

The Transformation Program is much broader than a system implementation, it is an overall transformation of the University’s core processes in four key areas/workstreams - Registrar Students Services Administration (RSSA), Human Resources, Finance and IT, as well as, redefining/confirming the roles, responsibilities and organizational structure of these services, and providing the supporting systems to be more efficient and effective in the delivery of these services.

### B **Alignment with Strategic Objective or Plan of the University**

The Program to implement the approved Transformation Plan is aligned with Laurentian’s *Plan of Compromise and Arrangement*, effective November 28, 2022, and also aligned with the strategic priorities of Enhancing our Student Experience, Energizing our Academic and Research mission, and Valuing our People.

### C **Other options considered (where applicable):**

The options considered have a direct impact on the total cost of implementation – that is whether LU will be able to assume the implementation by hiring permanent resources and/or relying on in-house resources with limited external support, or leveraging the expertise, resources and support from external experts.

Internal capability training, enhancements, in areas such as policy reviews, documentation of processes, and change management support for staff transitioning to new roles will be needed. LU is committed to ensure that it has the internal resources able to maintain and continuously improve the respective service delivery areas.

**D Risks including legislative compliance**

Laurentian's Transformation Program is an integral part of the University's CCAA restructuring as defined in the Court approved *Plan of Compromise and Arrangement*, which became effective on November 28, 2022. A multi-year program of this size presents significant planning and implementation risks in the areas of governance, performance, and costs.

Some of the risks that have been identified include:

- Insufficient buy-in and support for the Program from the leaders, staff, and faculty
- Governance too focused on process, and failure to remove roadblocks
- Leadership not adequate to deliver and drive the change
- The changes might not be sustained once the Program winds down
- Limited staff capacity and culture issues that would impact implementation

The Program progress reports and mitigating measures will be subject to ongoing oversight by the Senior Leadership Team, the Executive Team, and Board. The Transformation Consulting Group (16 members representing all areas and employee/labour groups) will also play a key role acting as an advisory group to the TIO to consult with and receive guidance.

In addition, the Project Management Consultant – Deloitte - will continue to provide support to the TIO – guiding LU with best practices and expertise in transformation programs, reporting processes and risk assessment, issue resolution processes, and decision escalation paths.

Strengthening capabilities across the organization and getting ready for transformation will continue to be a challenge until we have been successful in recruiting critical positions and work through a solid change management/communication plan.

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

The setting of the Transformation Implementation Office is included in the 2024/2025 budget assumptions. LU is committed to ensure that it use the most cost-effective approach while addressing the current gaps in our internal capabilities, but also continuing to make progress and stay within the approved budget.

**F Benefits**

The Transformation Plan will be a critical part of the University's rebuilding efforts and will help the University improve its operational efficiency and effectiveness to regain its position of pride amongst Northern Ontarians, the City of Sudbury, and the University's students, faculty, and staff.

**G Consultations (where applicable)**

A key component of the consultation is the role of the Transformation Consulting Group. The TCG has recently revised and approved their terms of reference (appendix #2).

In addition, each of the four Workstream management and staff worked through in great details each of the sub-stream roadmaps to identify the level of staff (senior/junior) required to perform these tasks and activities, as well as the amount of effort to complete each task.

#### **H Communications Plan**

As part of the TIO, the Lead Transformation Officer will be leveraging the services of a dedicated communications officer who will be responsible to provide regular updates on the progress of the Program to various key stakeholders. The communications will include both an internal and external website that will provide ongoing detail concerning the various work streams initiatives, timelines and accomplishments.

#### **I Next Steps**

The recruitment of the Lead Transformation Officer and the setting up the Transformation Implementation Office (TIO) - building the team that will work directly with the members from each of the four workstreams, along with the required supporting resources.

#### **J Appendices**

*Item 5 A - Appendix #1 - Transformation Implementation Office Organizational Structure – Building an Effective Model*





# **Transformation Implementation Office**

## **Organizational Structure Building An Effective Model**

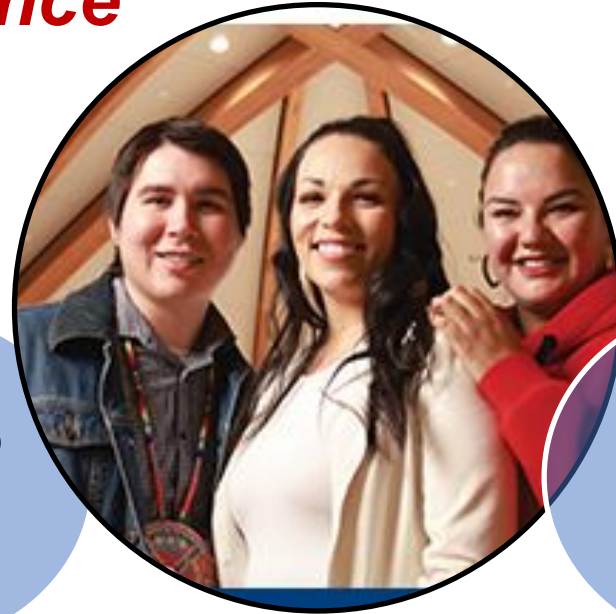
*June 28, 2024*

# Laurentian University – *Our Transformation Journey*

## **Strategic Priorities**

***Enhancing our Student Experience***

***Energizing our Academic and Research mission***



*Academic*

*Research*

RSSA



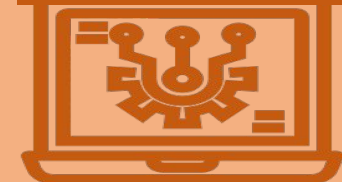
Human Resources



Finance



Information Technology



***Valuing our People***

# Laurentian University – *Our Transformation Journey*

## Over 27 sub-workstreams



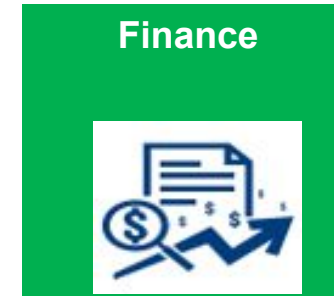
### 6 Sub- Workstreams

- Student Advising – Single Point of Entry
- Recruitment & Admissions
- Registrar Processes
- Awards and Fees
- Data-driven Metrics/Tracking Success
- RSSA– Std Ops Procedures



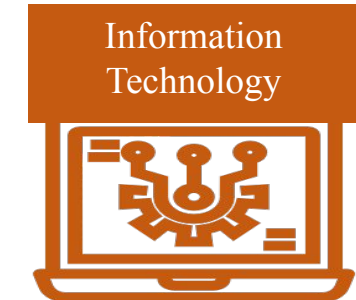
### 8 Sub- Workstreams

- Recruitment processes/tools
- Compensation/Job descriptions -Evaluation
- Talent Management
- Learning & Development
- HR Info System
- Workforce Management
- Grievance Management
- On-boarding/Off-boarding



### 7 Sub- Workstreams

- Finance Planning /Budgeting
- Payroll
- Finance Operations
- Treasury
- Accounting – Financial Statements/Reporting
- Policies and procedures
- Procure-to-Pay process/budget



### 6 Sub- Workstreams

- Technology Governance
- Technology roadmap
- Intake Management Process
- Sourcing/Vendor Management
- Project Management and Delivery framework
- ERP+ Workstream support

Multiple Projects/Deliverables  
within each of the sub-workstreams

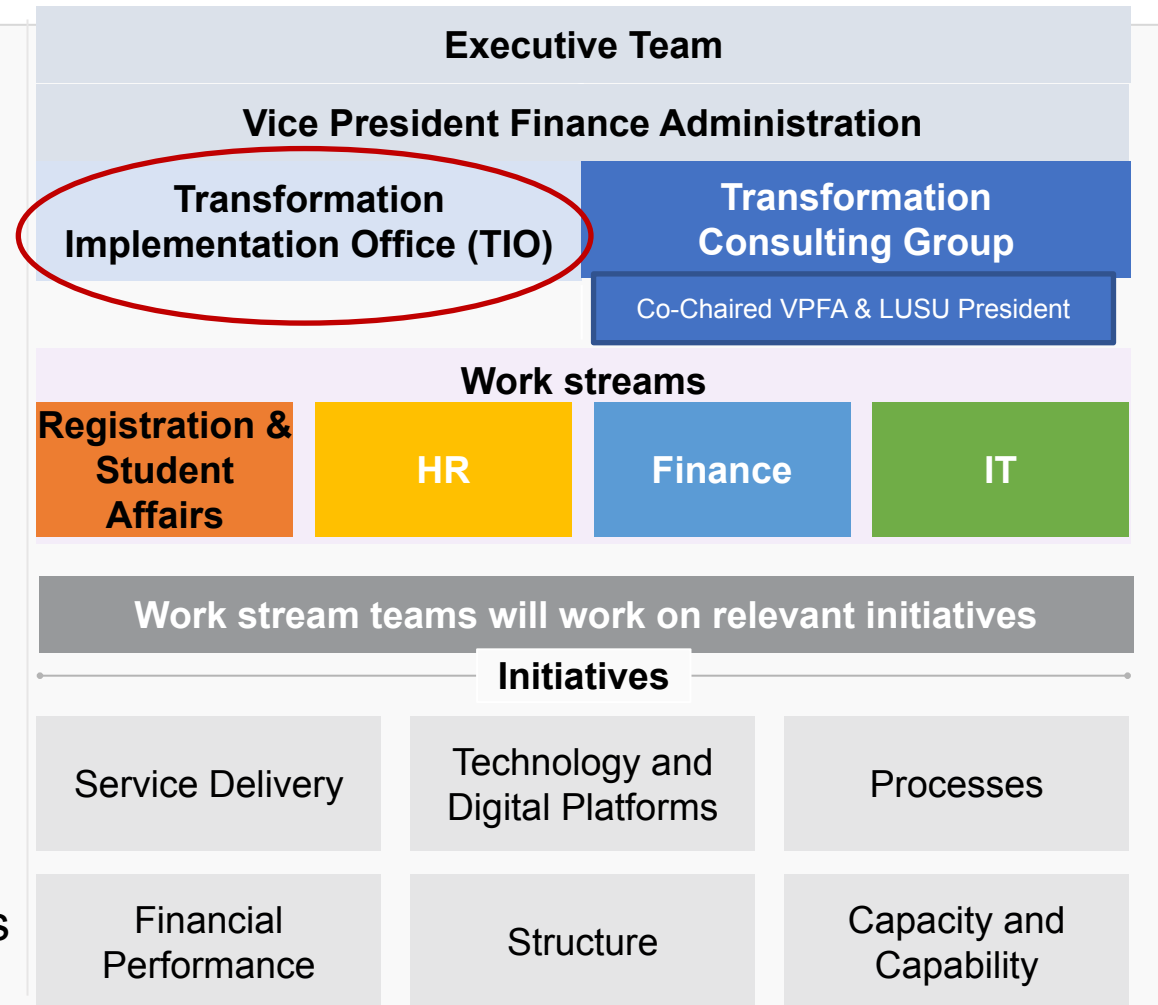
# An Effective Model

## Roles and Responsibilities

Mobilize the **Transformation Implementation Office** and **Workstreams** to bring tools that drive forward planning, with clear accountabilities and escalation and resolution strategies.

### Transformation Implementation Office (TIO) (responsibility of the **Lead Transformation Officer**)

- Enable governance, priorities and timelines of the Transformation Program
- Bring tools to help coordinate cross-functionally and drive pace
- Manage dependencies between work streams
- Support the early identification and resolution of issues and mitigate risks



# An Effective Model

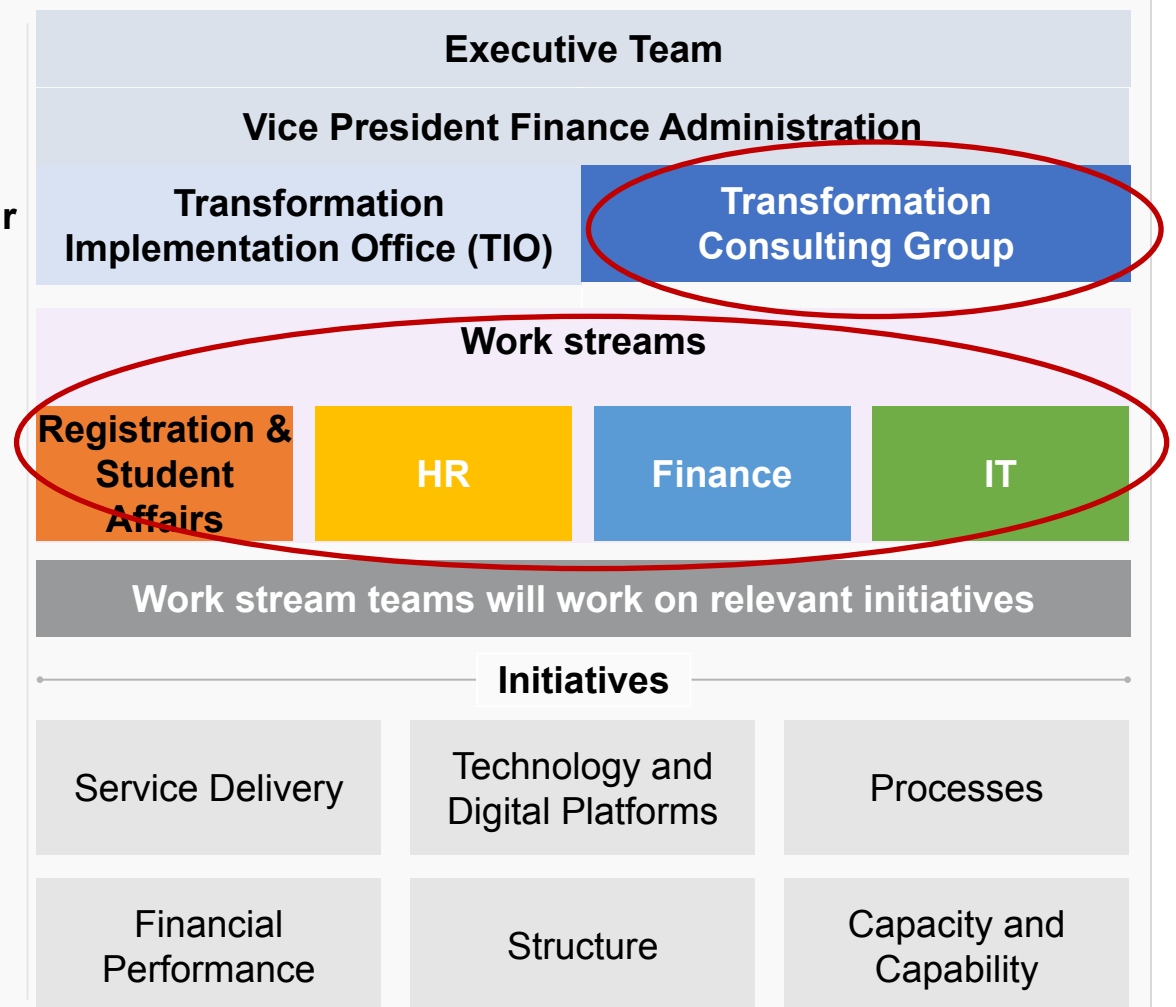
## Roles and Responsibilities

**Transformation Consulting Group (TCG)**  
(co-chaired by VPFA and selected Executive leader of one of Labour groups – LUSU President)

- Act as an advisory group to the TIO to consult with and receive guidance

### Work streams

- Conduct tactical planning and execute implementation of plans
- Co-ordinate complex undertakings and initiatives at sub-stream levels
- Create detailed implementation workplans (i.e. GANTT charts, dashboards)
- Help teams set on priorities, milestones, and identify interdependencies



# An Effective Model

## Roles and Responsibilities

### Lead Transformation Officer

Accountable to ensure that the Program is on-track, on time, and on budget. Oversee the progress of all 4 workstreams initiatives and facilitate the resolution of interdependencies. Ensure compliance to governance/delegation of authority. Driving a culture of continuous improvement.

- **Project Manager**

- Implement standardized project management tool box (i.e. GANTT, dashboards, development of detailed project plans (deliverables, resourcing, timelines))

- **Program Administrator**

- Master scheduler, logistics, budget officer, reporting schedules

- **Comms / Change Management Officer**

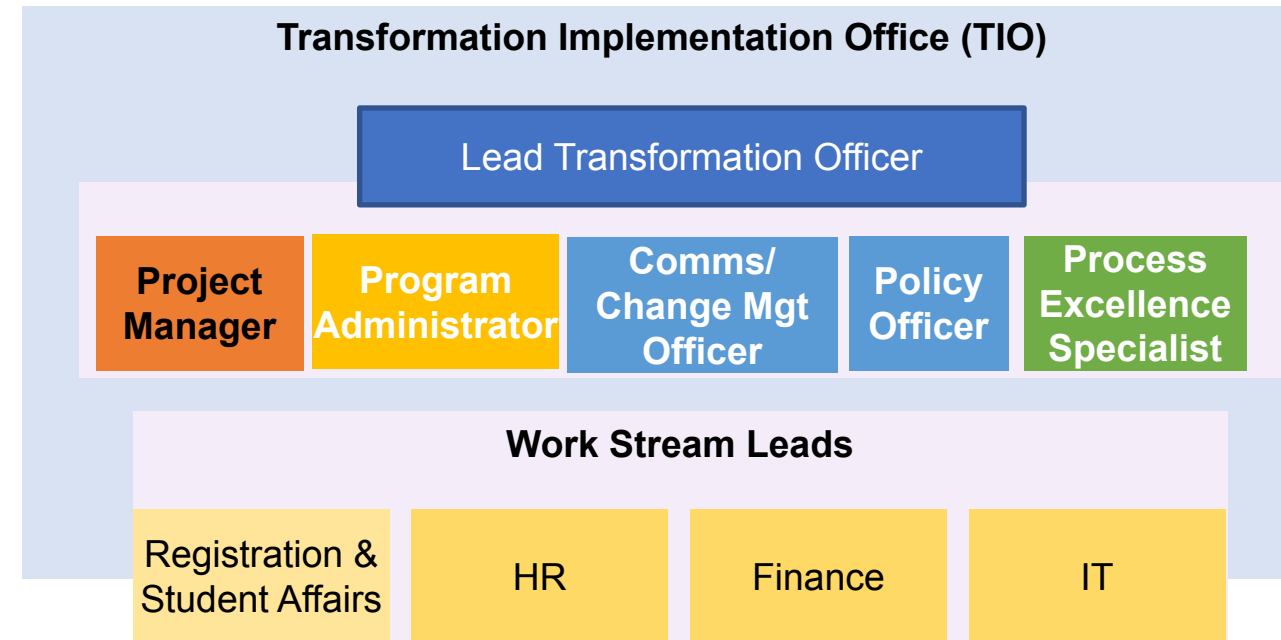
- Engagement, Identify impacted stakeholders – targeted comms/training, set-up information session, create buy-in and collaboration, understand environment/culture change to continuous improvement

- **Policy Officer – policy management process**

- Develop and implement a policy program review setting standardized documentation under a Policy Framework, LU Governance-delegated authority, ensuring compliance, clear roles and responsibilities, drafting/revising policies, consultation process, obtain approvals, publishing policies to intended audiences, set periodic reviews and monitor compliance.

- **Process Excellence Specialist**

- Lean/Six sigma, process mapping, 4SPS, providing training and tools to staff, leading process improvement mapping/projects, analyzing and monitoring process performance.



# An Effective Model

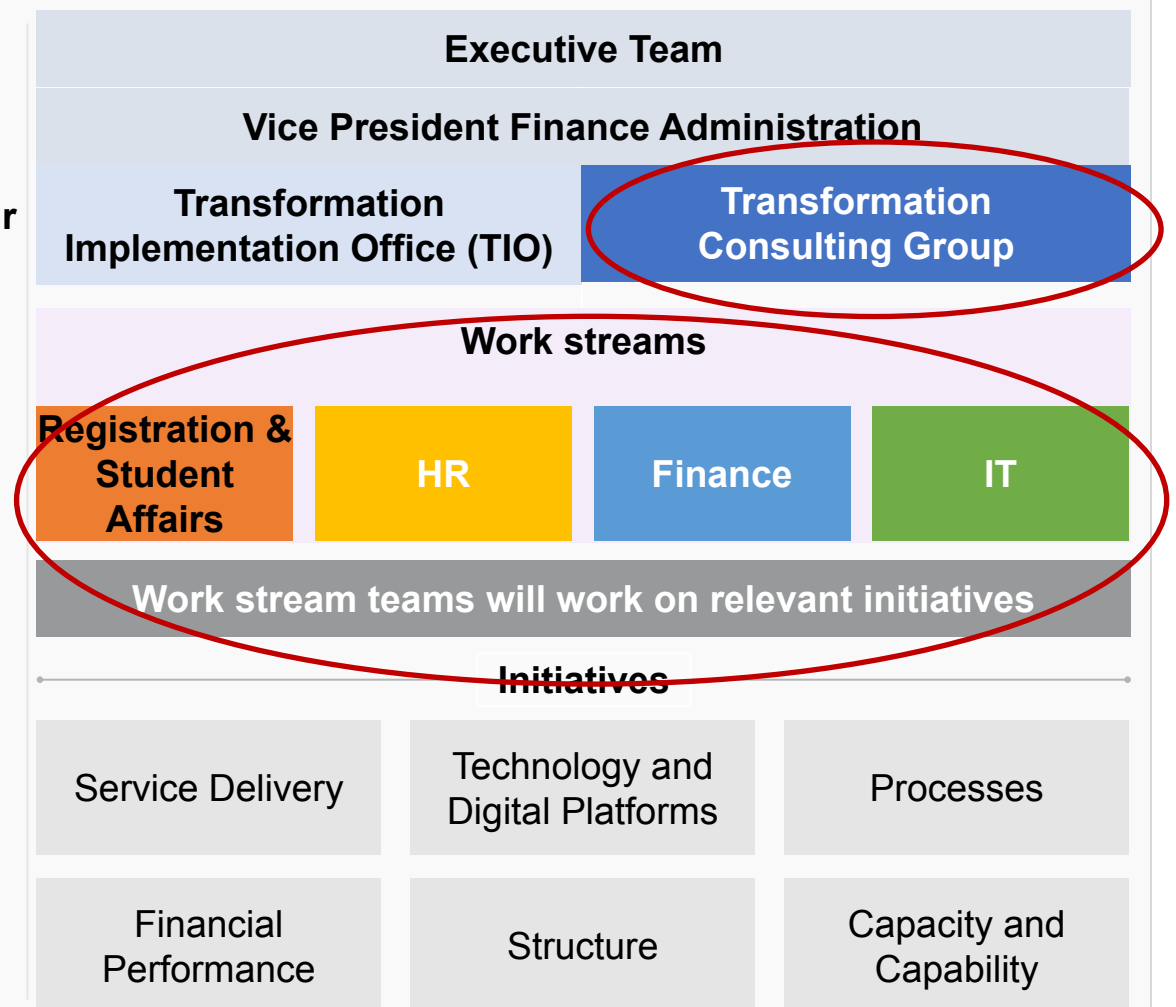
## Roles and Responsibilities

**Transformation Consulting Group (TCG)**  
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- Act as an advisory group to the TIO to consult with and receive guidance

### Work streams

- Conduct tactical planning and execute implementation of plans
- Co-ordinate complex undertakings and initiatives at sub-stream levels
- Create detailed implementation workplans (i.e. GANTT charts, dashboards)
- Help teams set on priorities, milestones, and identify interdependencies



# Employee Engagement and Collaboration

- 
- Commit to **building a culture of trust** with the wider community by demonstrating **integrity** at all levels and through all processes
- 
- Take action towards **establishing clear ownership and accountability** across the University through clearly defined roles and responsibilities and data stewardship
- 
- Commit to transparency and openness** throughout all processes and communications with internal and external stakeholders
- 
- Break down silos and **develop a culture of collaboration and communication**; prioritizing equity, diversity, inclusion, Indigeneity, and accessibility (EDII-A)
- 
- Optimize and create **efficient processes** utilizing technology to drive operational efficiency and reduce manual work
- 
- Prioritize service delivery excellence** and **transparency** throughout the service delivery process
- 
- Create and implement an **operational strategy** and **measure performance** against strategic objectives
- 
- Build operational capabilities** that meet the University's requirements and commit to develop **a culture of continuous improvement**



# Questions



Thank you – Merci – Miigwech



# Laurentian University Université Laurentienne

Presentation to the Board of Governors  
Financial Update

June 28, 2024

# OVERVIEW - PURPOSE

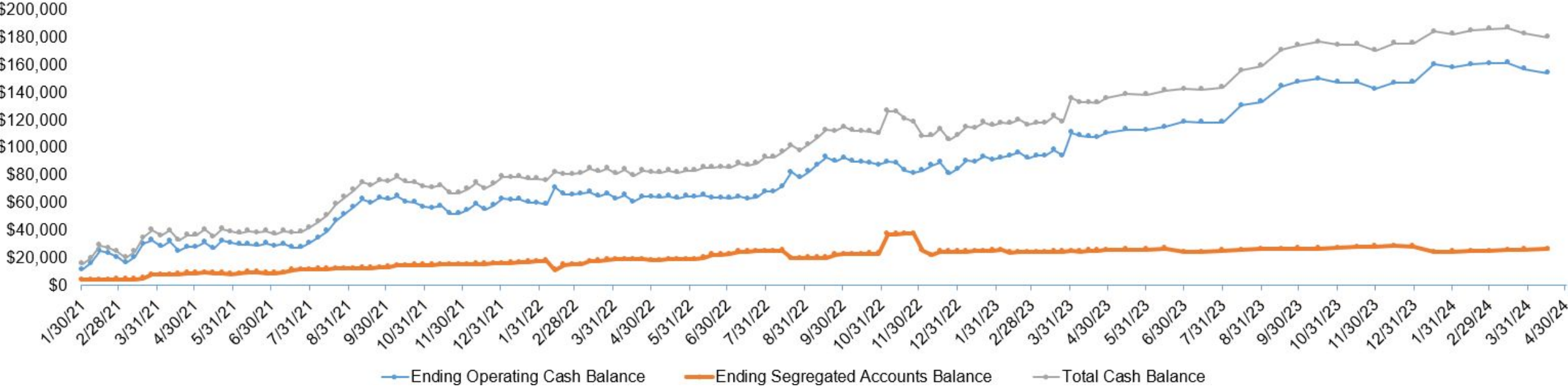
To Provide Members of the Committee an update on the following items:

- Cash Balances -
  - Cash Flow Actual - January 2021 to April 30 2024
  - Cash Flow Year-end Forecast - 2023 Monthly Actuals to April 2024 Forecast
  - Cash Flow Report – 4th Quarter Forecast vs. Actual
  
- Investment Returns - March 31, 2024
  - Laurentian Endowment Fund (SEI)
  - Employee Retirement Fund (Eckler)

# LAURENTIAN CASH BALANCES JANUARY 2021 TO APRIL 30 2024 (\$'000)



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



# CASH FLOW FORECAST MAY 2023 TO APRIL 2024 (\$000)



	Actual May	Actual Jun	Actual Jul	Actual Aug	Actual Sep	Actual Oct	Actual Nov	Actual Dec	Actual Jan	Actual Feb	Actual Mar	Actual Apr	Total 2023-24
Receipts	18,714	16,589	15,345	29,268	28,495	16,023	15,287	19,293	21,765	17,492	12,054	14,108	224,433
Operating Disbursements	14,856	10,121	15,210	12,910	13,903	15,707	18,999	13,558	8,788	14,195	16,110	19,132	173,489
<b>Net Operating Cash Flow</b>	3,858	6,468	135	16,358	14,592	316	3,712	5,734	12,977	3,297	4,056	5,024	50,944
Non-Operating Receipts/Disburse ments	1,790	361	440	1,704	220	536	1,154	684	2,350	174	208	5,327	14,948
Net Cash Receipts/Disburse ments	2,068	6,107	304	14,654	14,371	220	4,866	5,050	10,628	3,124	4,265	10,351	35,996
<b>Ending cash balance**</b>	112,457	118,563	118,259	132,913	147,285	147,065	142,199	147,249	157,877	161,000	156,736	146,385	146,385
MCU Loan	34,408	34,408	34,408	34,408	34,408	34,408	34,408	34,408	34,408	34,408	34,408	32,942	32,942
Available Liquidity	112,457	118,563	118,259	132,913	147,285	147,065	142,199	147,249	157,877	161,000	156,736	146,385	146,385
Endowment Fund Balance	48,824	48,824	49,767	49,767	48,986	48,986	50,581	50,581	50,581	52,675	53,697	53,697	53,697
Segregated Accounts Balance	25,947	23,819	25,145	26,156	26,586	27,234	28,062	28,136	24,152	24,907	25,861	26,642	26,642

\*\* Excludes Segregated Accounts Balance

# CASH FLOW REPORT

## MARCH 2024 TO APRIL 30, 2024

(\$000)

	FORECAST	ACTUAL	VARIANCE
Receipts	25,872	26,162	290
Operating Disbursements	27,996	35,242	7,246
<b>Net Operating Cash Flow</b>	<b>2,124</b>	<b>9,080</b>	<b>6,956</b>
Non-Operating Receipts/Disbursements	5,897	5,535	362
Net Cash Receipts	8,022	14,615	6,593
<b>Ending Cash Balance**</b>	<b>129,980</b>	<b>146,385</b>	<b>16,406</b>
MCU Loan	32,942	32,942	0
Available Liquidity	<b>129,980</b>	<b>146,385</b>	<b>16,406</b>
Endowment Fund Balance	48,824	53,697	4,872
Segregated Accounts Balance	18,927	26,642	7,715

\*\* Excludes Segregated Accounts Balance

# CASH FLOW REPORT

## MAY 2023 TO APRIL 30, 2024

(\$000)

	FORECAST	ACTUAL	VARIANCE
Receipts	204,004	224,433	20,429
Operating Disbursements	160,500	173,489	12,989
<b>Net Operating Cash Flow</b>	<b>43,504</b>	<b>50,944</b>	<b>7,440</b>
Non-Operating Receipts/Disbursements	23,913	14,948	8,965
Net Cash Receipts	19,591	35,996	16,406
<b>Ending Cash Balance**</b>	<b>129,980</b>	<b>146,385</b>	<b>16,406</b>
MCU Loan	32,942	32,942	0
Available Liquidity	<b>129,980</b>	<b>146,385</b>	<b>16,406</b>
Endowment Fund Balance	48,824	53,697	4,872
Segregated Accounts Balance	18,927	26,642	7,715

\*\* Excludes Segregated Accounts Balance

# Laurentian Endowment Fund (SEI) Investment Returns to March, 2024



Laurentian University of Sudbury  
For period ending: 3/31/2024

## Investment Returns

	Total Assets (\$)	Actual Alloc (%)	1 Month	3 Months	YTD	1 Year	3 Years	5 Years	7 Years	10 Years
<b>Total Portfolio Return</b>	53,696,543	100.0	1.94	3.94	3.94	10.01	4.54	5.70	5.27	5.53
<i>Standard Deviation Portfolio</i>							6.24	6.55		
<b>Total Portfolio Return Net</b>			1.94	3.82	3.82	9.52	4.10	5.29	4.87	5.14
<i>Standard Deviation Portfolio</i>							6.24	6.55		
<b>Total Portfolio Index</b>			1.94	4.05	4.05	11.29	4.75	5.70	5.39	5.59
<i>Standard Deviation Index</i>							6.91	6.91		
<b>Total Equity</b>	20,926,543	38.9	3.61	9.59	9.59	18.66	8.41	9.90	8.48	8.42
US Large Co Equity Fund	8,626,881	16.0	4.00	13.26	13.26	26.14	12.06	12.64	11.94	12.61
<i>Russell Custom 1000 Index (Net 15%) (CAD)</i>			2.95	13.13	13.13	29.56	12.95	14.77	13.80	14.69
World Equity Ex-US Fund	5,649,422	10.5	3.07	6.83	6.83	13.41	4.37	7.00	-	-
<i>MSCI ACW ex US Index (Net) (CAD)</i>			2.89	7.44	7.44	13.25	4.48	6.24	-	-
Canadian Equity Fund	5,068,082	9.4	3.46	7.37	7.37	14.42	10.18	10.82	8.62	7.96
<i>S&amp;P/TSX Cap Composite Index (CAD)</i>			4.14	6.62	6.62	13.96	9.11	9.96	8.48	7.67
Canadian Small Co Equity Fund	798,260	1.5	3.86	6.25	6.25	12.92	6.70	10.86	7.00	6.70
<i>S&amp;P/TSX/Nesbitt Small Cap Index Blended</i>			7.49	7.92	7.92	8.22	3.80	7.71	4.16	3.90
US Small Co Equity Fund	783,898	1.5	3.93	9.00	9.00	15.49	3.52	6.37	-	-
<i>Russell 2500/2000 Index Blended (CAD)</i>			3.86	9.67	9.67	21.13	5.31	9.94	-	-
<b>Total Fixed Income</b>	17,884,023	33.3	0.70	-0.27	-0.27	3.94	-0.64	1.16	1.75	2.45
Canadian Fixed Income Fund	7,246,211	13.5	0.56	-0.90	-0.90	2.83	-1.09	0.72	1.45	2.25
<i>FTSE Canada Universe Bond Index</i>			0.49	-1.22	-1.22	2.10	-1.52	0.28	1.13	2.01
<b>Total Fixed Income - Continued</b>										
Global Bond Fund	7,208,458	13.4	0.82	-0.41	-0.41	3.08	-	-	-	-
<i>Bloomberg Global Aggregate Indx TR CAD Hdg</i>			0.85	-0.14	-0.14	3.33	-	-	-	-
US High Yield Bond Fund Hedged	2,359,429	4.4	0.95	1.45	1.45	9.94	1.48	3.71	-	-
<i>ICE BofA ML US HY Const Index Hdg CAD</i>			1.14	1.38	1.38	10.11	1.64	3.25	-	-
Money Market Fund	1,069,926	2.0	0.38	1.26	1.26	4.99	-	-	-	-
<i>FTSE Canada 30-Day T-Bill Index (CAD)</i>			0.37	1.24	1.24	4.88	-	-	-	-
<b>Alternatives</b>	11,603,740	21.7	1.05	1.78	1.78	9.56	10.90	9.36	-	-
IFM Global Infrastructure LP	7,440,331	13.9	1.24	-0.76	-0.76	4.44	10.41	-	-	-
<i>Canada CPI + 6% Lagged 1 Month</i>			0.78	1.46	1.46	8.96	10.84	-	-	-
Structured Credit Fund	4,163,409	7.8	0.72	6.64	6.64	20.07	11.77	10.33	-	-
<i>Morningstar LSTA US Lvrgrd Loan (CAD) Lag</i>			2.44	3.30	3.30	11.07	8.16	5.89	-	-
<b>Real Estate / Property</b>	3,282,237	6.1	1.49	1.49	1.49	-2.88	6.08	-	-	-
BGO Prime CDN Property Fund	3,282,237	6.1	1.49	1.49	1.49	-2.88	6.08	-	-	-
<i>Canada CPI + 4% Lagged 1 Month</i>			0.63	0.98	0.98	6.90	8.75	-	-	-



# Laurentian Endowment Fund (SEI)

## Investment Returns to March, 2024



### Investment Returns

Laurentian University of Sudbury

For period ending: 3/31/2024

	Total Assets (\$)	Actual Alloc (%)	YTD	Year 2023	Year 2022	Year 2021	Year 2020	Year 2019	Year 2018	Year 2017
<b>Total Portfolio Return</b>	53,696,543	100.0	3.94	9.41	-6.53	8.92	7.93	13.45	-3.54	7.51
<b>Total Portfolio Return Net</b>			3.82	8.92	-6.93	8.51	7.56	13.07	-3.89	7.12
<b>Total Portfolio Index</b>			4.05	11.16	-6.75	6.67	9.36	12.95	-2.65	7.03
<b>Total Equity</b>	20,926,543	38.9	9.59	13.82	-7.51	17.64	9.22	20.40	-8.20	11.89
US Large Co Equity Fund	8,626,881	16.0	13.26	15.87	-7.91	24.68	9.38	21.68	1.52	13.03
<i>Russell Custom 1000 Index (Net 15%) (CAD)</i>			13.13	22.84	-13.46	25.12	18.53	24.42	3.50	13.36
World Equity Ex-US Fund	5,649,422	10.5	6.83	13.84	-10.52	6.89	12.37	-	-	-
<i>MSCI ACW ex US Index (Net) (CAD)</i>			7.44	12.51	-9.90	6.91	8.71	-	-	-
Canadian Equity Fund	5,068,082	9.4	7.37	11.02	-2.96	28.34	3.37	21.75	-10.05	8.10
<i>S&amp;P/TSX Cap Composite Index (CAD)</i>			6.62	11.75	-5.84	25.09	5.60	22.88	-8.89	9.10
Canadian Small Co Equity Fund	798,260	1.5	6.25	12.88	-8.88	22.76	12.21	22.91	-15.88	3.73
<i>S&amp;P/TSX/Nesbitt Small Cap Index Blended</i>			7.92	4.79	-9.29	19.65	12.87	15.86	-18.16	2.75
US Small Co Equity Fund	783,898	1.5	9.00	6.14	-9.67	14.16	7.04	-	-	-
<i>Russell 2500/2000 Index Blended (CAD)</i>			9.67	13.99	-12.64	16.98	17.62	-	-	-
<b>Total Fixed Income</b>	17,884,023	33.3	-0.27	7.41	-11.02	-1.26	8.90	7.46	1.12	2.84
Canadian Fixed Income Fund	7,246,211	13.5	-0.90	7.22	-11.39	-2.20	9.26	7.13	1.27	3.06
<i>FTSE Canada Universe Bond Index</i>			-1.22	6.69	-11.69	-2.54	8.68	6.87	1.41	2.52
Global Bond Fund	7,208,458	13.4	-0.41	-	-	-	-	-	-	-
<i>Bloomberg Global Aggregate Indx TR CAD Hdq</i>			-0.14	-	-	-	-	-	-	-
US High Yield Bond Fund Hedged	2,359,429	4.4	1.45	11.53	-11.92	7.42	5.62	-	-	-
<i>ICE BofA ML US HY Const Index Hdq CAD</i>			1.38	12.47	-11.72	5.23	4.66	-	-	-
	Total Assets (\$)	Actual Alloc (%)	YTD	Year 2023	Year 2022	Year 2021	Year 2020	Year 2019	Year 2018	Year 2017
<b>Total Fixed Income - Continued</b>										
Money Market Fund	1,069,926	2.0	1.26	4.91	1.86	-	-	-	-	-
<i>FTSE Canada 30-Day T-Bill Index (CAD)</i>			1.24	4.73	1.77	-	-	-	-	-
<b>Alternatives</b>	11,603,740	21.7	1.78	11.26	5.87	19.88	3.18	-	-	-
IFM Global Infrastructure LP	7,440,331	13.9	-0.76	7.79	10.47	15.65	3.37	-	-	-
<i>Canada CPI + 6% Lagged 1 Month</i>			1.46	9.30	13.20	11.00	6.87	-	-	-
Structured Credit Fund	4,163,409	7.8	6.64	18.60	-2.70	28.55	2.78	-	-	-
<i>Morningstar LSTA US Lvrqd Loan (CAD) Lag</i>			3.30	11.96	5.11	4.87	0.88	-	-	-
<b>Real Estate / Property</b>	3,282,237	6.1	1.49	-4.33	9.78	14.88	-1.99	-	-	-
BGO Prime CDN Property Fund	3,282,237	6.1	1.49	-4.33	9.78	14.88	-1.99	-	-	-
<i>Canada CPI + 4% Lagged 1 Month</i>			0.98	7.24	11.06	8.91	4.85	-	-	-

# Employee Retirement Fund (Eckler) Investment Returns to March, 2024



## Preliminary Performance as of March 31, 2024 (Net of fees)

	Jan-24	Feb-24	Mar-24	Q1 2024
Total Fund	0.92%	2.00%	1.30%	4.28%
Benchmark	0.44%	2.04%	1.89%	4.42%
Mawer Total Portfolio	0.64%	3.18%	1.89%	5.81%
Benchmark	0.82%	2.82%	2.82%	6.58%
PH&N Core Plus Bond Fund	-1.29%	-0.36%	0.56%	-1.08%
FTSE Canada Universe Bond Index	-1.37%	-0.34%	0.49%	-1.22%
RBC Global Equity Focus Fund	3.87%	5.46%	2.72%	12.53%
MSCI World Index	2.54%	5.82%	2.98%	11.74%
Addenda Commercial Mortgage Pooled Fund	0.15%	0.42%	0.65%	1.21%
FTSE Short Bond + 0.5%	-0.14%	0.07%	0.52%	0.45%
TD Greystone Real Estate Fund	0.07%	0.07%	-0.63%	-0.50%
MSCI/REALpac Canada Property Index <sup>1</sup>	-	-	-	-
JPMorgan Infrastructure (C\$) <sup>1</sup>	-	-	-	-
CPI + 4.5%	0.37%	0.68%	1.00%	2.06%
Macquarie Infrastructure (C\$) <sup>1</sup>	-	-	-	-
CPI + 5%	0.41%	0.72%	1.04%	2.18%

# Employee Retirement Fund (Eckler) Investment Returns to March, 2024



## Asset Allocation as of March 31, 2024

	Canadian Equities	U.S. Equities	International Equities	Global Equities	Canadian Bonds	Core Plus Bonds	Mortgage	Real Estate	Infrastructure	Cash & Short Term	Total Market Value
Mawer	62,632,599	35,419,644	34,028,926	10,419,218	40,202,773					5,289,417	187,992,576
PH&N				74,510,247		82,038,068				451,593	156,999,908
Addenda							24,608,072			1,577	24,609,650
TDAM								53,207,225			53,207,225
Macquarie									30,609,603	159,819	30,769,422
JP Morgan									24,879,599	8,545	24,888,144
RBC (Currency Hedging)										(193,397)	(193,397)
Cash Account										3,333,021	3,333,021
<b>Total</b>											<b>481,606,549</b>
% Allocation	13.0%	7.4%	7.1%	17.6%	8.3%	17.0%	5.1%	11.0%	11.5%	1.9%	
Target Allocation	15.0%		30.0%			30.0%	5.0%	10.0%	10.0%	0.0%	

**BOARD EXECUTIVE SUMMARY**

**Board of Governors**

<b>Agenda Title</b>	Pension Annual Governance Report – December 31, 2023
<b>Agenda Item No.</b>	Item 7.1
<b>Date of Meeting</b>	June 28, 2024
<b>Open/Closed session</b>	Open
<b>Action Requested</b>	<input checked="" type="checkbox"/> For Approval <input type="checkbox"/> For Information
<b>Proponent</b>	Sylvie Carole Lafontaine, Vice-President, Finance & Administration
<b>Presenter(s)</b>	Sylvie Carole Lafontaine, Vice-President, Finance & Administration Normand Lavallée, Associate Vice-President, Financial Services

**1. PURPOSE**

To provide the Board of Governors with the Pension Annual Governance Report for the year ended December 31, 2023.

**2. SYNOPSIS**

The purpose of the Pension Annual Governance Report is to provide an update on the pension plan and to review the requirements as outlined in the Laurentian Pension Responsibility Chart. The Finance and Property Committee reviews and recommends the Annual Report for the approval by the Board of Governors. This Report covers the period from January 1, 2023 to December 31, 2023.

**3. RESOLUTION TO CONSIDER:**

THAT the the Board of Governors approve the Pension Annual Governance Report, as of December 31, 2023, as recommended by the Finance and Property Committee, and as presented at its meeting of June 28, 2024.

**4. RISK ANALYSIS**

As required by the Pension Responsibility Chart, which was approved by the Board of Governors on October 20, 2023, a Pension Annual Governance Report was presented to the Finance and Property Committee and they have recommended approval by the Board of Governors.

Please note below the specific institutional risk(s) this proposal is addressing.	
<input type="checkbox"/> Enrolment Management <input checked="" type="checkbox"/> Faculty and Staff <input 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 type="checkbox"/> Safety <input type="checkbox"/> Student Success

## 5. RECOMMENDATIONS

Approve the Pension Annual Governance Report for the period ending December 31, 2023.

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### A Background/Issue Description

The Board of Governors approved the Pension Responsibility Chart for the Retirement Plan of Laurentian University of Sudbury. The first report was created with the assistance of Lisa Mills, the Pension Plan Legal Advisor, from Brown Mills Klinck Prezioso LLP (BMKP).

### B Alignment with Strategic Objective or Plan of the University

To advance Connection, Innovation, and Impact with its people.

### C Other options considered (where applicable):

N/A

### D Risks including legislative compliance

Board Reporting Requirement	Board <i>Finance and Property Committee responsibility under the Pension Responsibility Chart for the Retirement Plan of Laurentian University of Sudbury</i>
-----------------------------	---

### E Financial Implications (where applicable):

N/A

### F Benefits

The Pension Annual Governance Report provides the details on the pension plan's governance, committees and service providers, investment and funding information, plan administration (including compliance with regulatory filings) and the risk management of the Plan.

### G Consultations (where applicable)

The Pension Annual Governance Report was shared with Eckler, the actuary and financial advisor to the Plan for comment. The Report was also shared with the voting members of the Pension Committee via email with a deadline of May 22 for comments and revisions.

### H Communications Plan

N/A

**I**     **Next Steps**

N/A

**J**     **Appendices**

*Item 7.1 A - Appendix 1: Laurentian University - Pension Annual Governance Report May 2024*

*Item 7.1 B - Appendix 2: LU Pension Responsibility Chart 2023 approved by Board October 20, 2023*

*Item 7.1 C - Appendix 3: 2024.4.1 Laurentian University Funded Ratio - Update*

**Retirement Plan of Laurentian University of Sudbury**  
**Pension Annual Governance Report**  
**As of December 31, 2023**

**1. Introduction**

The purpose of the Pension Annual Governance Report is to provide an update on the pension plan, and to review the requirements as outlined in the Laurentian Pension Responsibility Chart. The Finance and Property Committee reviews and recommends the Annual Report, following consultation with the Pension Committee, Financial Services Department, Human Resources Department, Investment Consultants and Managers, and other external advisors. The Annual Report is subject to approval by the Board of Governors. This report covers the period from January 1, 2023 to December 31, 2023.

**2. Overview**

There have been no Plan-wide updates from January 1, 2023 to December 31, 2023 (e.g., implementation of new administration systems, substantive amendments to the Plan, etc.). The Pension Committee receives at each meeting reports on the funded status of the Plan, and detailed investment performance.

Key approvals over the year included the Audited Financial Statements and the filing of the valuation report as of January 1, 2023.

**3. Plan Governance**

The next governance review is scheduled for 2026. Reviews are to occur on a triennial basis as per the Laurentian Pension Responsibility Chart.

**4. Committees and Service Providers**

**Board of Governors “Finance & Property” and “Audit & Risk Committees”**

The Board of Governors appoint on an annual basis the committee members.

The Finance and Property committee receives the investment performance report of the Pension Plan at each regular meeting.

The Audit and Risk Committee recommends to the Board the approval of the Audited Financial Statements.

### Laurentian University Pension Committee

Voting members of the Pension Committee are appointed by the Board of Governors, Laurentian University Faculty Association (LUFA) and Laurentian University Staff Union (LUSU). As of December 31, 2023, the Board has appointed Vernon Cameron, Chair of the Board; Jay Barbeau, Board Member, and Sylvie Carole Lafontaine, Vice President Finance and Administration. There were two board vacancies. LUFA appointed Fabrice Colin and Linda St. Pierre. There was one vacancy from LUFA. LUSU has appointed Tom Fenske and Thomas Matheson. A number of observers and support staff also attend the meeting.

The Pension Committee held six meetings during 2023. The committee reviewed the Audited Financial Statements, received the pension plan funded status updates, the Investment Performance reports, CAUBO investment report update, Joint Pension Committee updates, and discussed Environmental, Social and Governance issues (ESG).

### Service Providers

External service providers include RBC Investment Services as the Trustee/Custodian of the Pension Plan and Eckler provides investment consulting services. There has been no change in service providers that occurred over the year

Investment managers have not changed during the year. The following are the investment managers of the Pension Plan as of December 31, 2023:

- o Mawer Investment Management
- o RBC Global Asset Management – Global Equity
- o RBC Global Asset Management – Core plus Fixed Income
- o Addenda Capital
- o TD Asset Management
- o Macquarie
- o JP Morgan



### External Advisors

External advisors include Eckler as actuary and investment consultant, Brown Mills Klinck Prezioso (BMKP) as legal advisors and, BDO Canada LLP as external auditor.

There have been no changes in external advisors that occurred over the year.

## **5. Investment and Funding**

### Statement of Investment Policies and Procedures (SIPP)

The latest SIPP of December 31, 2021 were filed with Financial Services Regulatory Authority [FSRA] of Ontario on March 1, 2022. No changes were made to the Plan's SIPP during the year.

### Investment performance of the Pension Fund

Investment performance of the Pension Fund is provided to the Pension Committee at every meeting. A summary is also provided at every Finance and Property Committee regular meeting.

The Pension Committee did not meet any investment manager during the year. The Pension Committee will begin with RBC Global Asset Management and Mawer Investment Management in 2024 to review recent underperformance.

The Pension Fund had an estimated return of 8.44% (gross of fees) in 2023.

### Benefits and Funding Policy

Reporting to commence after July 1, 2025.

### Funded Position of the Plan

Latest funded position of the plan is attached which provides the status of funded positions since July 1, 2021. The funded position of the plan as of April 1, 2024 has a Going Concern funded ratio of 104.3%, a solvency ratio of 110.3% and Wind-Up ratio of 86.6%.

## **6. Plan Administration**

### Amendments to the Pension Plan

No changes to the Plan design or terms including contribution rates during the year.

### Operational Changes to Administration of the Plan

There have been no changes to how the Plan is being administered (for example, changes in third party administrator, new administration software, etc.).

### Review Performance of Delegated Duties

Financial Services Department completed the duties delegated to it in the Governance Document.

Human Resources Department completed the duties delegated to it in the Governance Document.

Audit of former/retired members and confirmation of survivor data was completed with the issuance of annual statements (required biennially).

### Compliance

Confirmation that regulatory filings have been completed on a timely basis:

- o Annual Information Return – filed 03/30/2024
- o Audited Financial Statements – filed 12/30/2023 for 06/30/2023
- o Investment Information Summary – filed 12/30/2023 for 06/30/2023
- o PBGF filings – filed 03/30/2024 for 06/30/2023
- o Pension Adjustments and Pension Adjustment Reversals (not applicable)
- o Actuarial Valuation Report (as applicable) Last filed 10/01/2023 for 01/01/2023
- o Actuarial Information Summary - no event occurred that necessitated filing

Due to the improved financial position of the plan as at January 1, 2023, a revision of the PBGF fee for the prior plan year was prepared and a refund of \$149,828.99 is expected in 2024.

Confirmation that the Contribution Summary Form (Form 7) has been filed with the Plan Trustee – filed in July 2023 for year ending June 30, 2024. University is in compliance with the requirements of the Contribution Summary.

Confirmation that employer and member contributions have been remitted to the Custodian/Trustee – all contributions submitted to Trustee.

Confirmation that the following member forms have been prepared and distributed on a timely basis:

- o Annual and biennial statements – completed
- o Termination, retirement and death statements - completed
- o Spousal waivers - completed

## Risk Management

Risk management activities undertaken during the year included due diligence review of the monthly investment manager reports. There has been no material plan interpretation issues or review of relevant plan policies. Fiduciary orientation and education for Board and Committee members, scheduled for fall of 2024 with the completion of member appointments.

Investments are in compliance with applicable legislation and investment policy.

Reviewed risk management regulatory developments (e.g., FSRA's new IT Risk Management Guidance) to be performed during the Audit by BDO Canada LLP.

Plan is in compliance with applicable legislations.

**Pension Responsibility Chart for the Retirement Plan of Laurentian University of Sudbury**

OCTOBER 20, 2023

**ITEM 7.1 B**

OPEN | 28-Jun-2024

Board of Governors

**Date Last Updated: October 20, 2023**

Legend:

- Consulted: The listed party is consulted for their input on the document or proposed change.
- Completes: The listed party carries out an action, such as preparing a document, filing a document, etc.
- Reviews: The listed party reviews the document, report or proposed change and provides comments or exercises oversight.
- Recommends: The listed party recommends the document or proposed change to the Approver.
- Approves: The listed party approves the document or proposed change.

Function/Task	Board of Governors	Board Committees	Pension Committee	Finance Department	HR Department	Investment Consultant/Manager(s)	Other External Agent or Advisor (Legal, Actuary, Third Party Administrator, Auditor)
<b>Governance</b>							
● Appointment of Laurentian University representatives to Pension Committee	Approves						
● Pension Governance Annual Report <sup>1</sup>	Approves	Reviews & Recommends (Finance and Property Committee)	Consulted	Consulted	Consulted	Consulted	Consulted
● Implement fiduciary orientation and education as needed	Completes	Completes	Completes	Consulted			Consulted
● Governance review (triennially) <sup>2</sup>	Completes & Approves	Reviews & Recommends (Finance and Property Committee)	Consulted	Consulted	Consulted		Consulted
<b>Plan Amendments</b>							
● Plan amendment for regulatory compliance	Approves	Reviews & Recommends (Finance and Property Committee)	Consulted (may propose such amendments)	Reviews	Reviews		Completes
● Plan amendment required in accordance with Benefits and Funding Policy	Approves	Reviews & Recommends (Finance and Property Committee)	Consulted (may propose such amendments)	Reviews	Reviews		Completes
● Plan amendment to reflect other plan design changes or negotiations with bargaining agents	Approves	Reviews & Recommends (Finance and Property Committee)	Consulted	Reviews	Reviews		Completes
<b>Legislative/ Regulatory Compliance</b>							
<ul style="list-style-type: none"> <li>● Filings with government authorities                             <ul style="list-style-type: none"> <li>○ Plan document, SIPP, and amendments</li> <li>○ Annual Information Return</li> <li>○ Audited Financial Statements</li> <li>○ Investment Information Summary</li> <li>○ PAs and PARs</li> <li>○ PBGF filings</li> </ul> </li> <li>● Filed with Trustee</li> </ul>				Completes (for Form 7) & Approves			Completes

<sup>1</sup> Minimum content/certifications to include operational changes to administration of Plan, confirmation that regulatory filings have been completed, and performance of duties delegated to Finance Department and HR Department.

<sup>2</sup> This would include overall framework, supporting documents, CAPSA self assessment, risk assessments such as IT & cybersecurity, and approval of amendments resulting from the governance review.

**Pension Responsibility Chart for the Retirement Plan of Laurentian University of Sudbury**

OCTOBER 20, 2023

Function/Task	Board of Governors	Board Committees	Pension Committee	Finance Department	HR Department	Investment Consultant/Manager(s)	Other External Agent or Advisor (Legal, Actuary, Third Party Administrator, Auditor)
○ Form 7							
<b>Funding and Financial Reporting</b>							
● Implementation of Benefits and Funding Policy			Completes				Consulted
● Actuarial Valuation Reports and Actuarial Information Summary, including decision on timing to file	Approves	Reviews & Recommends (Finance and Property Committee)	Reviews				Completes (Actuary)
● Audited Financial Statements	Approves	Reviews & Recommends (Audit and Risk Committee)	Reviews	Completes			Completes Audit Report (Auditor)
● Remittance of employer and member contributions to Custodian/Trustee				Completes			
● Preparation of pension accounting figures				Consulted			Completes (Actuary)
● Reconciliation of payable pension contributions and actual pension contributions to Trustee				Completes			
<b>Asset Management</b>							
● Development and maintenance of Statement of Investment Policies and Procedures (SIPP)	Approves	Reviews & Recommends (Finance and Property Committee)	Reviews & Recommends			Consulted (Investment Consultant)	
● Monitoring investment performance ○ Preparation of periodic investment reports (at least annually), including quarterly reports		Reviews (Finance and Property Committee)	Reviews			Completes (Investment Consultant)	
● Confirm that investments are in compliance with applicable legislation and investment policy			Reviews	Consulted		Completes (Investment Consultant)	
● Investment manager presentations			Reviews			Completes (Investment Manager(s))	
● Changes to investment fund(s) or manager(s)	Approves	Reviews & Recommends (Finance and Property Committee)	Reviews & Recommends			Consulted (Investment Manager(s))	
<b>Administration</b>							
● Enrolling members				Consulted	Completes		
● Maintaining member records				Completes	Completes		
● Processing of benefits (day-to-day operation of Plan, including transfer amounts and issue T4As)				Approves			Recommends (Third Party Administrator); Completes (Custodian/Trustee)

**Pension Responsibility Chart for the Retirement Plan of Laurentian University of Sudbury**

OCTOBER 20, 2023

Function/Task	Board of Governors	Board Committees	Pension Committee	Finance Department	HR Department	Investment Consultant/Manager(s)	Other External Agent or Advisor (Legal, Actuary, Third Party Administrator, Auditor)
● Annual member statements				Consulted			Completes (Third Party Administrator)
● Review and resolve individual pension issues				Consulted	Consulted		Completes (Third Party Administrator); Consulted (Legal & Actuary)
● Interpretation of Plan terms				Completes	Completes		Consulted (Legal & Actuary)
● Periodic review of administration forms and processes <ul style="list-style-type: none"> <li>○ Annual and biennial statements</li> <li>○ Termination, retirement and death statements, spousal waiver</li> </ul>				Completes			Consulted (Third Party Administrator and others)
● Monitor Plan expenses (in conjunction with audited financial statements)			Reviews	Completes			
● Setting and monitoring service standards and service provider agreements				Completes		Consulted (Investment Consultant)	Consulted
● Select and monitor service providers and advisers related to administration and investment of the Fund <ul style="list-style-type: none"> <li>○ Investment Consultant</li> <li>○ Investment Manager(s)</li> <li>○ Custodian/Trustee</li> </ul>	Approves	Reviews & Recommends (Finance and Property Committee)	Reviews & Recommends	Completes			
● Select and monitor Auditor	Approves	Completes, Reviews & Recommends (Audit Committee)					
● Select and monitor Third Party Administrator	Approves	Reviews & Recommends (Finance and Property Committee)		Completes	Consulted		
● Select and monitor other service providers and advisers <ul style="list-style-type: none"> <li>○ Actuary</li> <li>○ Legal Counsel</li> <li>○ Other Consultants</li> </ul>	Approves	Reviews & Recommends (Finance and Property Committee)		Completes			
<b>Communication and Education</b>							
● Develop Member communication and education policy <ul style="list-style-type: none"> <li>○ Plan booklet</li> <li>○ Member meetings</li> </ul>			Consulted	Completes	Completes		Consulted
● Review of communication materials prior to distribution			Consulted	Reviews	Reviews		Completes
● Evaluation of effectiveness of communication and education programs			Reviews	Completes	Completes		Consulted

**Pension Responsibility Chart for the Retirement Plan of Laurentian University of Sudbury**

OCTOBER 20, 2023

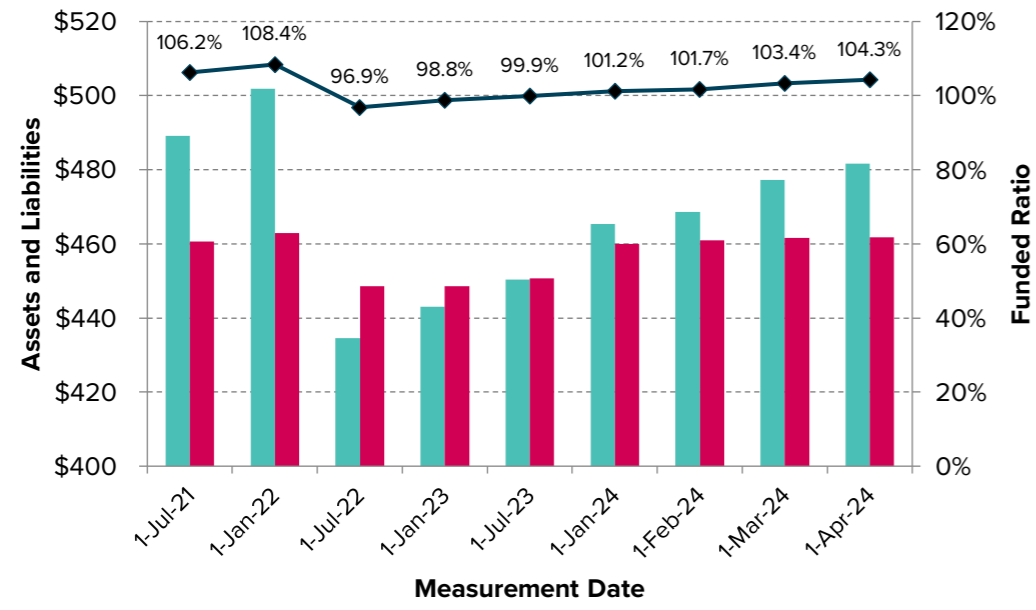
Function/Task	Board of Governors	Board Committees	Pension Committee	Finance Department	HR Department	Investment Consultant/Manager(s)	Other External Agent or Advisor (Legal, Actuary, Third Party Administrator, Auditor)
<ul style="list-style-type: none"> <li>Respond to individual member/beneficiary queries</li> </ul>				Completes	Completes		Consulted
<ul style="list-style-type: none"> <li>Audit of former/retired member and survivor data (including missing members) (at least biennially)</li> </ul>				Reviews			Completes (Third Party Administrator)

## Funded Status Update - Going Concern

As at April 1, 2024

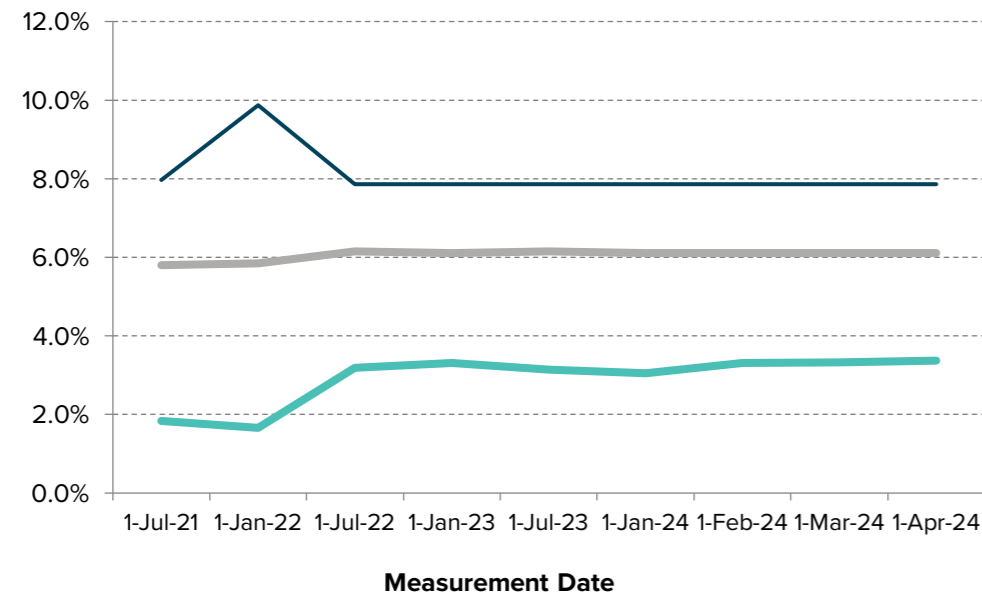
Laurentian University

RETIREMENT PLAN OF LAURENTIAN UNIVERSITY OF SUDBURY



(\$millions)	1-Jul-21	1-Jan-22	1-Jul-22	1-Jan-23	1-Jul-23	1-Jan-24	1-Feb-24	1-Mar-24	1-Apr-24
Going Concern Assets	\$489.1	\$501.9	\$434.5	\$443.1	\$450.4	\$465.4	\$468.6	\$477.2	\$481.6
Going Concern Liability	\$460.6	\$462.9	\$448.6	\$448.5	\$450.7	\$459.9	\$460.9	\$461.6	\$461.8
Going Concern Surplus	\$28.5	\$39.0	-\$14.1	-\$5.4	-\$0.3	\$5.5	\$7.7	\$15.6	\$19.8
Funded Ratio	106.2%	108.4%	96.9%	98.8%	99.9%	101.2%	101.7%	103.4%	104.3%
Change in funded ratio since last valuation		2.1%	-8.8%		1.1%	2.4%	2.9%	4.6%	5.6%

### Discount Rates and Yields



	1-Jul-21	1-Jan-22	1-Jul-22	1-Jan-23	1-Jul-23	1-Jan-24	1-Feb-24	1-Mar-24	1-Apr-24
Discount Rates and Yields									
Long-term Canada avg bond yield	1.84%	1.66%	3.19%	3.31%	3.14%	3.05%	3.31%	3.32%	3.37%
Discount Rate	5.80%	5.85%	6.15%	6.10%	6.15%	6.10%	6.10%	6.10%	6.10%
Estimated Going Concern PfAD	7.97%	9.87%	7.86%	7.86%	7.86%	7.86%	7.86%	7.86%	7.86%



### Notes

- The going concern liabilities after January 1, 2023 are based on extrapolations of the January 1, 2023 valuation results, assuming no liability gains or losses during the extrapolation period other than the change in windup assumptions noted above.
- The going concern discount rate for 2023 uses Eckler's 2023 capital market assumptions.
- The PfAD is estimated based on the duration of the liabilities as of the January 1, 2023 actuarial valuation. If a valuation were filed at projected dates, the PfAD may differ.
- The above figures are order of magnitude estimates. The going concern funded position would differ from the above figures if an actual actuarial valuation was performed at each assessment date.
- Except as noted in this document, the data, assumptions, methods and plan provisions used to determine the estimated going concern funded position for the plan are the same as those used for the January 1, 2023 actuarial valuation.

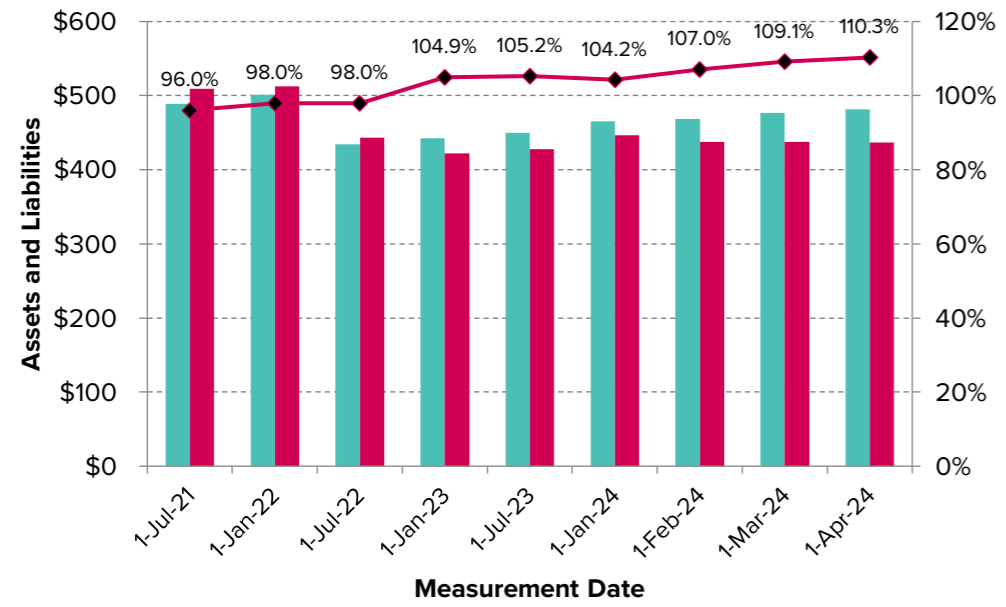


# Funded Status Update - Solvency

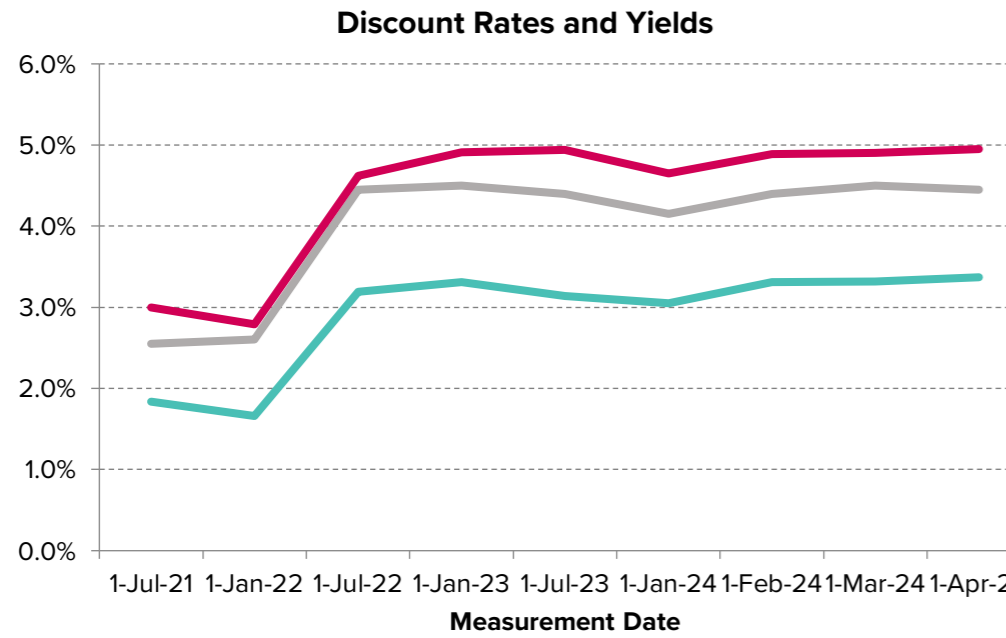
As at April 1, 2024

Laurentian University

RETIREMENT PLAN OF LAURENTIAN UNIVERSITY OF SUDBURY



(\$millions)	1-Jul-21	1-Jan-22	1-Jul-22	1-Jan-23	1-Jul-23	1-Jan-24	1-Feb-24	1-Mar-24	1-Apr-24
Solvency Assets (net of expenses)	\$488.7	\$501.5	\$434.2	\$442.7	\$450.0	\$465.0	\$468.2	\$476.8	\$481.2
Solvency Liability	\$509.3	\$512.4	\$443.6	\$422.4	\$428.0	\$446.4	\$437.7	\$437.3	\$436.7
Solvency Surplus	-\$20.6	-\$10.9	-\$9.4	\$20.3	\$22.0	\$18.6	\$30.5	\$39.5	\$44.5
Solvency Ratio	96.0%	98.0%	98.0%	104.9%	105.2%	104.2%	107.0%	109.1%	110.3%
Change in solvency ratio since last valuation		2.0%	2.0%	0.3%	-0.6%	2.0%	4.0%	5.1%	



	1-Jul-21	1-Jan-22	1-Jul-22	1-Jan-23	1-Jul-23	1-Jan-24	1-Feb-24	1-Mar-24	1-Apr-24
Discount Rates and Yields									
Long-term Canada avg bond yield	1.84%	1.66%	3.19%	3.31%	3.14%	3.05%	3.31%	3.32%	3.37%
CV blended rate	2.55%	2.60%	4.45%	4.50%	4.40%	4.15%	4.40%	4.50%	4.45%
CV select rate	1.80%	2.10%	4.30%	4.30%	4.40%	4.10%	4.30%	4.40%	4.30%
CV ultimate rate	3.30%	3.10%	4.60%	4.70%	4.40%	4.20%	4.50%	4.60%	4.60%
Annuity purchase rate	3.00%	2.79%	4.62%	4.91%	4.94%	4.65%	4.89%	4.90%	4.95%



## Notes

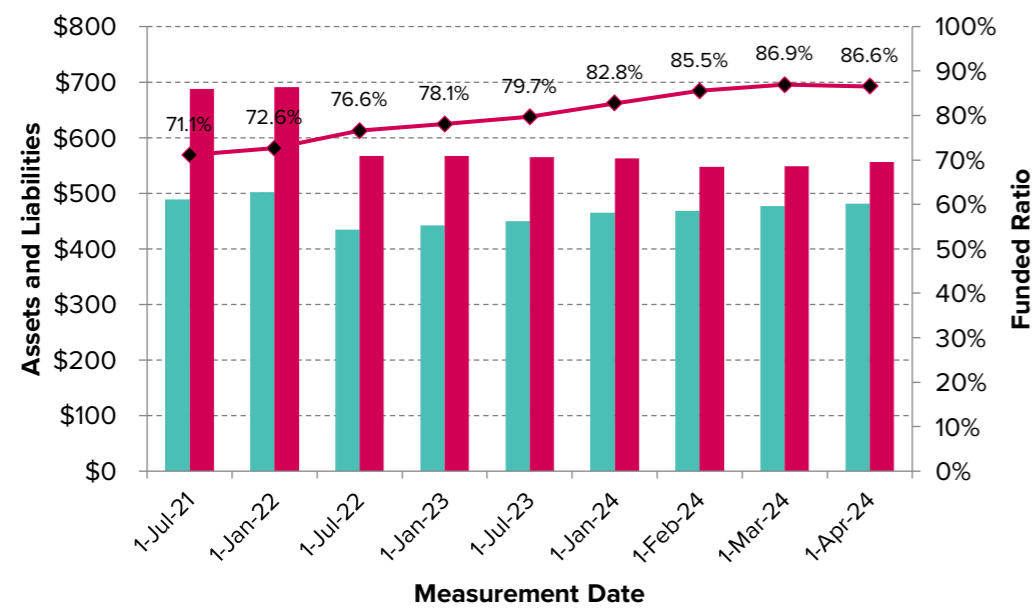
- The solvency liabilities after January 1, 2023 are based on extrapolations of the January 1, 2023 valuation results, assuming no liability gains or losses during the extrapolation period other than the change in windup assumptions noted above.
- The annuity purchase rates are based on guidance released from the CIA. The January 1, 2023 results have been updated to reflect updated CIA guidance for assumptions for hypothetical wind-up and solvency valuations.
- The above figures are order of magnitude estimates. The solvency funded position would differ from the above figures if an actual actuarial valuation was performed at each assessment date.
- Except as noted in this document, the data, assumptions, methods and plan provisions used to determine the estimated solvency funded position for the plan are the same as those used for the January 1, 2023 actuarial valuation.

# Funded Status Update - Wind-up

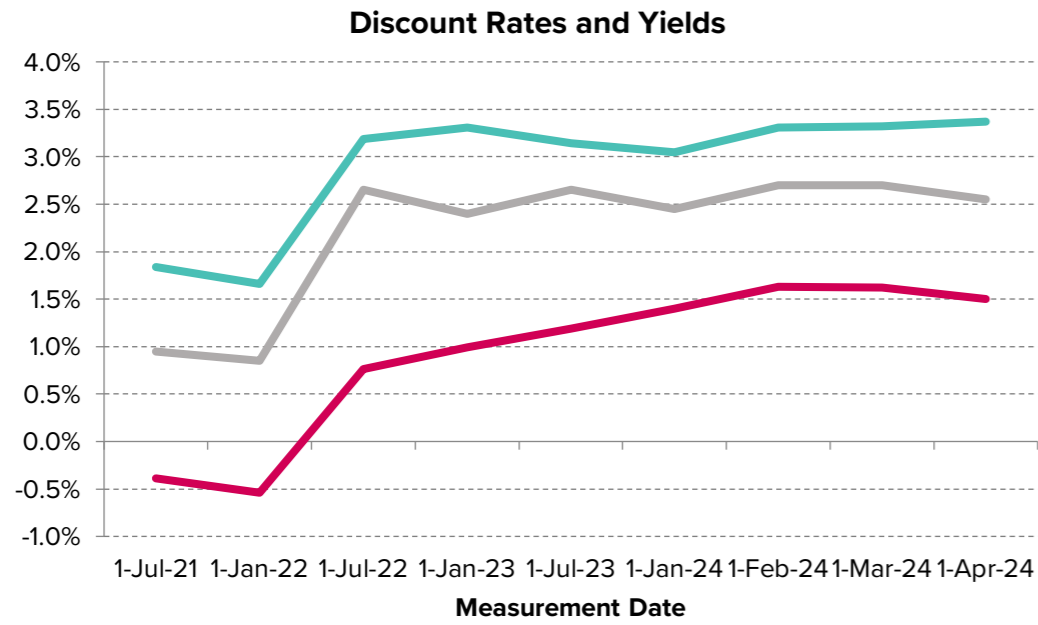
As at April 1, 2024

**Laurentian University**

RETIREMENT PLAN OF LAURENTIAN UNIVERSITY OF SUDBURY



(\$millions)	1-Jul-21	1-Jan-22	1-Jul-22	1-Jan-23	1-Jul-23	1-Jan-24	1-Feb-24	1-Mar-24	1-Apr-24
<b>Windup Assets (net of expenses)</b>	\$488.7	\$501.5	\$434.2	\$442.7	\$450.0	\$465.0	\$468.2	\$476.8	\$481.2
<b>Windup Liability</b>	\$687.8	\$691.3	\$567.2	\$567.2	\$565.1	\$562.3	\$547.8	\$548.8	\$556.4
<b>Windup Surplus</b>	-\$199.1	-\$189.8	-\$133.0	-\$124.5	-\$115.1	-\$97.3	-\$79.6	-\$72.0	-\$75.2
<b>Transfer Ratio</b>	71.1%	72.6%	76.6%	78.1%	79.7%	82.8%	85.5%	86.9%	86.6%
<b>Change in TR (10% for Reg 19 filing)</b>		2.1%	7.7%		2.0%	5.9%	9.5%	11.3%	10.8%



	1-Jul-21	1-Jan-22	1-Jul-22	1-Jan-23	1-Jul-23	1-Jan-24	1-Feb-24	1-Mar-24	1-Apr-24
<b>Discount Rates and Yields</b>									
Long-term Canada avg bond yield	1.84%	1.66%	3.19%	3.31%	3.14%	3.05%	3.31%	3.32%	3.37%
CV blended rate	0.95%	0.85%	2.65%	2.40%	2.65%	2.45%	2.70%	2.70%	2.55%
CV select rate	0.70%	0.70%	2.50%	2.20%	2.70%	2.40%	2.60%	2.60%	2.40%
CV ultimate rate	1.20%	1.00%	2.80%	2.60%	2.60%	2.50%	2.80%	2.80%	2.70%
Annuity purchase rate	-0.39%	-0.54%	0.76%	0.99%	1.19%	1.40%	1.63%	1.62%	1.50%



## Notes

- The windup liabilities after January 1, 2023 are based on extrapolations of the January 1, 2023 valuation results, assuming no liability gains or losses during the extrapolation period other than the change in windup assumptions noted above.
- The annuity purchase rates are based on guidance released from the CIA. The January 1, 2023 results have been updated to reflect updated CIA guidance for assumptions for hypothetical wind-up and solvency valuations.
- The above figures are order of magnitude estimates. The windup funded position would differ from the above figures if an actual actuarial valuation was performed at each assessment date.
- Except as noted in this document, the data, assumptions, methods and plan provisions used to determine the estimated windup funded position for the plan are the same as those used for the January 1, 2023 actuarial valuation.

**BOARD EXECUTIVE SUMMARY**

**Board of Governors**

<b>Agenda Title</b>	Policy on Purchasing and Supplier Code of Conduct
<b>Agenda Item No.</b>	Item 7.2
<b>Date of Meeting</b>	June 28, 2024
<b>Open/Closed session</b>	Open
<b>Action Requested</b>	<input checked="" type="checkbox"/> For Approval <input type="checkbox"/> For Information
<b>Proponent</b>	Sylvie C. Lafontaine, Vice-President, Finance and Administration
<b>Presenter(s)</b>	Sylvie C. Lafontaine, Vice-President, Finance and Administration Leeanne Croteau, Manager, Procurement & Contracts

**1. PURPOSE**

To recommend that the Board of Governors approve the revisions to the Policy on Purchasing and approve Laurentian University's Supplier Code of Conduct, as presented at its meeting of June 28, 2024.

**2. SYNOPSIS**

The latest revision to the policy was approved by the Board of Governors on April 21, 2017 and further revision was ready for approval June 2020 to incorporate the relevant chapters of the CFTA (Chapter 5 – Government Procurement), CETA (Chapter 19 – Government Procurement), and the OQCTA (Chapter 9 – Public Procurement). However, COVID and the *Companies' Creditors Arrangement Act* postponed revisions and approval. In addition, new legislative requirements including the *Building Ontario Business Initiative Act (2022)* and *Bill S-211 Fighting Against Forced Labour and Child Labour in Supply Chains Act (2022)* required revisions to the Policy on Purchasing and the development of Laurentian University's Supplier Code of Conduct. Furthermore, changes in position titles within the University have required changes to the Responsibilities and Approval Thresholds for Any Goods or Services.

Laurentian University is responsible for compliance with the afore-mentioned procurement-related commitments as well as the recommendations of the Office of the Auditor General of Ontario regarding Lobbying.

The revisions to the Policy on Purchasing include the following:

**Revised Definitions**

The University recommends adding new definitions to include: *Bill S-211, Buying Groups, Trade Agreements (CFTA, CETA and OQCTA), Contract, Employee or Agent, Laurentian University's Supplier Code of Conduct (companion piece to Policy on Purchasing and the Bill S-211 Fighting Against Forced Labour and Child Labour in Supply Chains report) Limited Tendering, Lobbying Act, PCard, Procurement, Procurement Services, Purchase Order, Quote or Quotation, Supplier or Vendor, User and Vendor of Record.*

## **Trade Agreement and Legislative Compliance Additions**

The University recommends adding requirements of the new trade agreements:

- The Canadian Free Trade Agreement (CFTA)
- The Canada-European Union Comprehensive Economic and Trade Agreement (CETA)
- The Ontario-Quebec Trade and Cooperation Agreement (OQTCA)

As well as, the implications of the *Building Ontario Business Initiative Act (2022)* requiring all procurement over \$10,000 to be undertaken by Procurement and Contracts, as well as, the new upper limit for posting Open Public Procurement at \$121,200 have been added throughout Appendix A, as well as, all position title changes within Procurement and Contracts, and for the University as a whole.

## **Roles and Responsibilities**

Responsibilities of the University employees and agents as well as, a table on Roles and Responsibilities has been added under Section 4 to include a list of examples of non-compliance for the employees and agents engaging in acquisitions of goods and services, consulting and construction.

## **Lobbying Language-Broader Public Sector Accountability Act**

Reinforcement of the ban on the practice of hiring external lobbyists using public funds as per the recommendations of the Office of the Auditor General of Ontario regarding Lobbying.

## **Decision-Making Requirements Associated with Future and Current Capital**

We have also incorporated the governance for the Decision-Making Requirements Associated with Future and Current Capital Projects to the Policy.

## **Changes to department and position title**

The Procurement of Goods, Non-Consulting Services and Construction (Appendix A) has been amended to reflect changes to department, and position title changes within Procurement and Contracts as well as, the University as a whole.

The Procurement of Consulting Services (Appendix B) has been amended to reflect changes to department and position title changes within Procurement and Contracts as well as, the University as a whole.

The Tender Template Bid Irregularity Protocol (Appendix D) has been amended to reflect changes to department and position title changes.

## **Policy on Signing Authorizations**

The Responsibilities and Approval Thresholds for Any Goods or Services (Appendix C) has been amended to reflect the changes made in the Policy on Signing Authorizations, which was approved on October 26, 2023.

The Policy on Purchasing has been amended to reflect the University's Policy Framework and the proposal involves renaming this policy to the Policy on Procurement.

Other additions include:

Appendix E	Procurement of Infrastructure Professional Services and Construction
Appendix F	Change Orders, Contract Increases, Extensions and Options

## Laurentian University Supplier Code of Conduct

As part of Laurentian University's Strategic Plan and as a steward of public and private resources, the University accepts accountability for its performance and aims to ensure it evaluates the impact of its actions on our human, financial and environmental resources to ensure that the outcomes will be sustainable and form a solid academic foundation for its future scholarly endeavors.

This Supplier Code of Conduct (SCoC) is intended to support that commitment, and aligns with procurement goals identified in its many policies and procedures.

### 3. RESOLUTION TO CONSIDER:

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BE IT RESOLVED,

THAT the Board of Governors approve the revisions to the Policy on Purchasing and the Laurentian University Supplier Code of Conduct, as recommended by the Finance and Property Committee, and as presented at its meeting of June 28, 2024.

### 4. RISK ANALYSIS

Laurentian University is responsible for compliance with procurement-related commitments in the relevant chapters of the CFTA (Chapter 5 – Government Procurement), CETA (Chapter 19 – Government Procurement), and the OQCTA (Chapter 9 – Public Procurement). Additionally, new legislative requirements such as *Building Ontario Business Initiative Act* (BOBI Act) and *Bill S-211 Fighting Against Forced Labour and Child Labour in Supply Chains Act, 2022* are now required for legislative compliance as well as the recommendations of the Office of the Auditor General of Ontario.

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

### 5. RECOMMENDATIONS

Laurentian University's Management proposes that the Finance and Property Committee recommend that the Board of Governors approve the revisions to the Policy on Purchasing, as presented at its meeting of June 3, 2024.

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#### A Background/Issue Description

The Policy on Purchasing was first approved by the Board of Governors on February 24, 2012. The latest revision to the policy was approved by the Board of Governors on April 21, 2017 and

was ready for approval June 2020 however, COVID, CCAA and new legislation requirements have postponed revisions and approval. The policy's purpose is to ensure that publicly funded goods and services, including construction, consulting services, and information technology, are acquired by Laurentian University through a process that is open, fair, and transparent. In accordance with the University's Policy Framework, this Policy shall be reviewed every 5 years.

## **B Alignment with Strategic Objective or Plan of the University**

### **Policy on Purchasing**

The Policy on Purchasing is aligned with the Strategic Objectives of the University in that Laurentian University is committed to maintaining high standards for performance based on fair, ethical, legal, environmental, and professional business practices. The University, its Employees and agents shall procure goods and services in an open, fair and transparent manner and in a competitive environment, so that all transactions yield the optimal benefit to the University in the circumstances.

### **Laurentian University's Supplier Code of Conduct**

Laurentian University's Supplier Code of Conduct specifically speaks to Laurentian University's Strategic Plan 2024-2029 which is a Plan for Connection, Innovation and Impact and is guided by the following values:

- Community;
- Integrity;
- Student Success;
- Stewardship; and
- Collaboration

As part of Laurentian University's Strategic Plan, the University's mission works to prepare the leaders and changemakers of tomorrow in a bilingual and tricultural environment that nurtures creativity and broadens understanding. It is driven to continuously generate, explore and refine ideas that contribute to the wealth of human knowledge that will shape a more prosperous, equitable and sustainable world. As stewards of public and private resources, the University accepts accountability for its performance and aims to ensure it evaluates the impact of its actions on human, financial and environmental resources to ensure that the outcomes will be sustainable and form a solid academic foundation for our future scholarly endeavours.

Laurentian University's Supplier Code of Conduct (SCoC) is intended to support that commitment, and aligns with procurement goals identified in its many policies and procedures.

## **C Other options considered (where applicable):**

N/A

## **D Risks including legislative compliance**

The latest revision to the policy was approved by the Board of Governors on April 21, 2017 and further revision was ready for approval June 2020 to incorporate the relevant chapters of the CFTA (Chapter 5 – Government Procurement), CETA (Chapter 19 – Government Procurement), and the OQCTA (Chapter 9 – Public Procurement) however, COVID, the *Companies' Creditors Arrangement Act* postponed revisions and approval. In addition, new legislative requirements

including the *Building Ontario Business Initiative Act (2022)* and *Bill S-211 Fighting Against Forced Labour and Child Labour in Supply Chains Act (2022)* required revisions to the Policy on Purchasing and the development of Laurentian University’s Supplier Code of Conduct. As well, changes in position at the University have required changes to the Responsibilities and Approval Thresholds for Any Goods or Services.

As a covered entity, Laurentian University is responsible for compliance with the afore-mentioned procurement-related commitments as well as the recommendations of the Office of the Auditor General of Ontario regarding Lobbying.

Legislative Compliance	CFTA (Chapter 5 – Government Procurement), CETA (Chapter 19 – Government Procurement), OQCTA (Chapter 9 – Public Procurement) <i>Building Ontario Business Initiative Act (2022)</i> <i>Bill S-211 Fighting Against Forced Labour and Child Labour in Supply Chains Act (2022)</i>
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**E Financial Implications (where applicable):**

The financial implications of the *Building Ontario Business Initiative Act (2022)* requiring all procurement over \$10,000 to be undertaken by Procurement and Contracts as well as the new upper limit for posting *Open Public Procurement* at \$121, 200 have been added throughout Appendix A.

**F Benefits**

The financial implications of the *Building Ontario Business Initiative Act (2022)* requiring all procurement over \$10,000 to be undertaken by Procurement and Contracts will ensure compliance with the *Building Ontario Business Initiative Act (2022)*, procurements will be undertaken by Procurement professionals and the new upper limit for posting Open Public Procurement at \$121, 200 that has been added throughout Appendix A will ensure compliance with the Canada Free Trade Agreement as well as ensure that Ontario Businesses are given preference under \$121, 200.

**G Consultations (where applicable)**

From August 2023 to November 2023, Ontario University Professional Procurement Management Association (OUPPMA), Council of Ontario Universities (COU) and General Counsel of various Ontario institutions met to discuss how to develop a unified approach to *Building Ontario Business Initiative Act (2022)* and *Bill S-211 Fighting Against Forced Labour and Child Labour in Supply Chains Act, 2022*. As well, Ontario University Professional Procurement Management Association (OUPPMA) and Council of Ontario Universities (COU) consulted with Blakes (legal counsel) and requested a legal review of the impending procurement changes. The privileged and confidential legal review by Blakes was received November 14, 2023 and outlined the legal considerations and risks, and potential collaborative sector work.

From November 2023 to April 2024, Ontario University Professional Procurement Management Association (OUPPMA), Council of Ontario Universities (COU) and General Counsel of various Ontario institutions met weekly to discuss how to develop a unified approach to *Building Ontario Business Initiative Act (2022)* and *Bill S-211 Fighting Against Forced Labour and Child Labour in Supply Chains Act, 2022*. A common memo, templates and a toolkit for universities was developed.

Ontario University Professional Procurement Management Association (OUPPMA) may undertake a standardized Supplier Code of Conduct in the future. At this time, Laurentian University has

developed its own Supplier Code of Conduct based on various partners and other universities' Supplier Codes of Conduct (i.e., University of Victoria, Ontario Education Collaborative Marketplace, CAUBO, Kone).

## **H      Communications Plan**

An extensive communications plan has been developed to socialize both the revised Policy on Purchasing and *Bill S-211 Fighting Against Forced Labour and Child Labour in Supply Chains Act, 2022* which required the development of Laurentian University's Supplier Code of Conduct and for internal stakeholders. A memo, an external website page, my.Laurentian.ca, purchasing policy guidelines, presentations to internal stakeholders will also occur once the Policy on Purchasing and Laurentian University's Supplier Code of Conduct are approved.

Once the Policy on Purchasing and Laurentian University's Supplier Code of Conduct are approved, the external webpage that has been created to support the communication of both documents as well as toolkit items and other resources will go live and resources will be made available to internal and external stakeholders.

## **I      Next Steps**

Following the approval of the revised Policy on Purchasing and Laurentian University's Supplier Code of Conduct, the implementation phase of the Communications Plan, resources and compliance will occur.

## **J      Appendices**

*Item 7.2 A - Draft Policy on Procurement (formerly Policy on Purchasing)*

*Item 7.2 B - Laurentian University's Supplier Code of Conduct*





**Policy on Procurement**

Administrative Authority:	Vice-President, Finance and Administration
Approval Authority:	Board of Governors
Approval Date:	April 21, 2017
Effective Date:	April 21, 2017
Latest Revision Date:	June 20, 2024
Next Review:	June 2029

**1. Purpose**

- 1.1 Laurentian University (“the University”) is committed to maintaining high standards for performance based on fair, ethical, legal, environmental, and professional business practices. The University, its employees and agents shall procure goods and services in an open, fair and transparent manner and in a competitive environment, so that all transactions yield the optimal benefit to the University in the circumstances.
- 1.2 The Ontario Broader Public Sector (BPS) Procurement Directive was issued by Management Board of Cabinet, effective July 1, 2011. The purpose of the Directive is “to ensure that publicly funded goods and services, including construction, consulting services, and information technology, are acquired by BPS organizations through a process that is open, fair and transparent, to outline responsibilities of BPS organizations throughout each stage of the procurement process, and to ensure that procurement processes are managed consistently throughout the BPS”. The University must comply with BPS and other trade agreements, laws and regulations.

- 1.3 The University is also bound by the requirements of funding agencies, to the extent that those requirements comply with applicable procurement legislation and regulation.
- 1.4 The Policy on Purchasing (the “policy”) will apply to all University funds from all sources, including the operating, research, capital and ancillary funds and all other funds held in trust.
- 1.5 This Policy is intended to:
  - 1.5.1 Ensure that publicly funded goods and services, including construction, consulting services, and information technology, are acquired by the University through a process that is open, fair, and transparent; and
  - 1.5.2 Outline responsibilities of the University personnel throughout each stage of the procurement process;
  - 1.5.3 Ensure that procurement processes are managed consistently;
  - 1.5.4 Support collaborative purchasing (group buying) and the adoption and sharing of leading procurement practices;
  - 1.5.5 Promote and encourage suppliers to consider sustainability and social responsibility in their product or service offerings.
  - 1.5.6 Promote and encourage suppliers to adhere to the University Supplier Code of Conduct which is intended to support standards of ethical business, integrity and equity, and align with procurement goals identified in its policies and procedures.

**2. Scope**

- 2.1 This Policy applies to all employees and agents of the University and to all University funds from all sources, including the operating, research, capital and ancillary funds and all other funds held in trust.
- 2.2 The University is bound by requirements of funding agencies, to the extent that those requirements comply with applicable procurement legislation and regulation.
- 2.3 All employees and agents of the University who, during the course of their duties, are involved in the process of acquiring goods and services including construction, consulting services, and information technology are required to adhere to this Policy.

### 3. Definitions

3.1 The following definitions, for the most part, are outlined in the Broader Public Sector Procurement Directive, and various Trade Agreements and apply to this Policy and related program.

- “Bill S-211, an Act to enact the Fighting Against Forced Labour and Child Labour in Supply Chains”, an Act and to amend the Customs Tariff (the Act), aim to increase industry awareness and transparency and drive businesses to improve practices.
- “Broader Public Sector (BPS)” means as defined in the Broader Public Sector Accountability Act, 2010.
- “Broader Public Sector Procurement Directive” means BPS Procurement Directive, which replaces the BPS Supply Chain Guideline issued by the Ministry of Finance in 2009 and updated on July 1, 2011.
- *Building Ontario Businesses Initiative Act (2022)* an Act to contribute to the growth of Ontario businesses by providing for circumstances in which public sector entities are required to give those businesses preference when conducting procurement processes for goods and services under a specified threshold amount.
- “Buying Group” means a Public Body or a legal entity whose membership includes Public Bodies, where the procurements of the Buying Group is done in compliance with applicable provisions of the Canadian Free Trade Agreement (CFTA), Comprehensive Economic and Trade Agreement (CETA) and any other applicable trade agreements. The resulting contract between the Buying Group and the vendor stipulates that the same goods and/or services be made available to other Public Bodies via Vendor of Record (VOR) and/or service agreements.
- “Canada-European Union Comprehensive Economic and Trade Agreement (CETA)” an international trade agreement effective as of September 21<sup>st</sup>, 2017, that expands the opportunities for suppliers in both the European Union [EU] and Canada to bid on public procurements. The rules apply only in certain circumstances, namely:
  - i. procurements by a “covered entity”
  - ii. that are in respect of specified goods, services or construction, which exceed certain minimum value thresholds.

- “Canadian Free Trade Agreement (CFTA)” a domestic (inter-provincial) trade agreement effective as of July 1<sup>st</sup>, 2017, that replaced the Agreement on Internal Trade (AIT) and promotes open procurement practices among public sector organizations.
- “Competitive Procurement” means a set of procedures for developing a procurement contract through a bidding or proposal process. The intent is to solicit fair, impartial, competitive bids.
- “Consultant” means a person or entity that under an agreement, other than an employment agreement, provides expert or strategic advice and related services for consideration and decision-making.
- “Consulting Services” means the provision of expertise or strategic advice that is presented for consideration and decision-making.
- “Construction” means construction, reconstruction, demolition, repair or renovation of a building, structure or other civil engineering or architectural work and includes site preparation, excavation, drilling, seismic investigation, the supply of products and materials, the supply of equipment and machinery if they are included in and incidental to the construction, and the installation and repair of fixtures of a building, structure or other civil engineering or architectural work, but does not include professional consulting services related to the construction contract unless they are included in the procurement.
- “Contract” means written agreement, letter of intent, memorandum of understanding, or other document that sets legally binding provisions between the University and a Vendor and requires signatures from both parties.
- “Employee” or “Agent” means administrative staff, academic staff or any person directly or indirectly receiving wages from the University.
- “Goods” means moveable property (including the costs of installing, operating, maintaining or manufacturing such moveable property) including raw materials, products, equipment and other physical objects of every kind and description whether in solid, liquid, gaseous or electronic form, unless they are procured as part of a general construction contract.
- “Goods and Services” means all goods and/or services including construction, consulting services and information technology.

- “Invitational competitive procurement” means minimum of three or more suppliers are invited to submit a written quotation.
- “Laurentian University’s Supplier Code of Conduct” means a Code of Conduct outlining the expectations of suppliers on the management of their operations according to the most stringent standards of ethical business, integrity and equity.
- “Limited Tendering” means a procurement method whereby the procuring entity contacts a supplier or suppliers of its choice.
- “Lobbying Act” is an act that recognizes that free and open access to government is in the public interest, that transparent and ethical lobbying is a legitimate activity, that officials and the public should be able to know who is carrying out lobbying activities, and that lobbying registration should not impede access to government. As well, Part II of the Broader Public Sector Act-Lobbyists and Consultants, specifically prohibits the practice of hiring lobbyists using public funds.
- “Ontario-Quebec Trade and Cooperation Agreement (OQTCA)”  
A bi-lateral trade agreement between Ontario and Quebec which has been recently revised to align with the CFTA.
- “Open Competitive Process” means a set of procedures for developing a procurement contract through a bidding or proposal process and publicly posting the requirement through an electronic tendering service (i.e., MERX/Bonfire) used by the Federal and Provincial Governments as well as the MASH sector (Municipal, Academic, School Boards and Hospitals). The intent is to solicit fair, impartial, competitive bids.
- “PCard” means procurement card assigned to certain Employees (PCard cardholders) to facilitate small purchases for university purposes.
- “Procurement” means acquisition by any means, including purchase, rental, lease or conditional sale of goods and services (including consulting, information technology and construction).
- “Procurement Services” means positions that manage the Procurement processes.
- “Purchase Order (PO)” means official document sent by the University to a Vendor to capture the purchase of goods or services, the price and terms, and to commit University funds.

- “Project consultants” means planners, architects, engineers, landscape architects and other consultants that may be retained.
- “Quote” or “Quotation” means estimated price (or proposal) issued by a Vendor for the delivery of goods and/or services at a future date based on a predetermined scope.
- “Single Sourcing” means a non-competitive method of procurement of goods or services from a supplier in situations where there is or may be another supplier or suppliers capable of delivering these goods or services.
- “Sole Source” means the use of a non-competitive procurement process to acquire goods or services where there is only one available supplier for the source of the goods or service.
- “Supplier” or “Vendor” used interchangeably throughout this Policy to mean the individual or organization that provides, or may provide, goods and/or services to the University.
- “User” means Employee or Agent who requests a good or service for use by the University.
- Vendor of Record (VOR)-meaning a VOR established by Laurentian University through a formal request for supplier qualification procurement process or a VOR established by a Buying Group as defined above and requiring a 2<sup>nd</sup> stage process of quotation(s) for the provision of goods, services, consulting services and construction.

#### **4. Policy Statement**

##### **4.1 Competitive Procurement Processes**

It is the policy of the University that the acquisition of goods and services and construction and renovation work be in accordance with the (BPS) Procurement Directive, The Canada-European Union (EU) Comprehensive Economic and Trade Agreement (CETA), Canadian Free Trade Agreement (CFTA), The Ontario-Quebec Trade and Cooperation Agreement (OQTCA) and guided by the Supply Chain Code of Ethics Policy as adopted on April 15, 2011.

##### **4.2 Non-Competitive Procurement – Sole/Single Sourcing/Limited Tender**

The University will employ an open competitive process when required and whenever possible to increase the likelihood of achieving the

greatest value for money. However, in some specific situations as described in this Sole/Single Source Section of this Policy, competitive procurement processes may not be warranted.

In the event that the University employs a non-competitive procurement process for goods, construction, advertising or non-consulting services over \$10,000, formal documentation will be completed in the form required.

#### **4.3 Supply Chain Code of Ethics Policy**

All procurement processes will be guided by the Supply Chain Code of Ethics Policy adopted on April 15, 2011 and updated on April 15, 2016.

#### **4.4 Responsibilities**

4.4.1 All employees and agents of the University who, during the course of their duties, are involved in the process of acquiring goods and services including construction, consulting services, and information technology are required to adhere to this Policy. Failure to comply with the Policy may result in disciplinary action.

Sample non-compliance to this Policy includes, but is not limited to:

- Making financial commitments with Suppliers without the involvement of Procurement Services
- Falsely reducing the value of a Procurement or splitting a Procurement into multiple parts
- Modifying or terminating Contracts without the involvement of Procurement Services
- Approving a Purchase Order [PO] or signing a Contract without having the authority to do so
- Asking a Vendor to deliver a service or product without an executed PO or Contract
- Failing to disclose any actual or potential conflict of interest; and
- Offering or accepting gifts or hospitality.

4.4.2 Procurement Services' role is to assist employees and agents on all procurement-related matters. Whether it is securing a contract, supporting vendor performance, or assisting with purchase orders and purchasing cards, procurement services' goal is to guide and support internal clients.

4.4.3 Procurement Services is the procurement authority on campus and is the first point of contact for employees and agents seeking to acquire goods and services

including construction, consulting services, and information technology and ensure adherence to this Policy.

4.4.4 Although Procurement Services' may involve multiple stakeholders under different reporting structures, together, it guides internal clients in the engagement of vendors, ensuring the adherence to this Policy, and fostering effective working relationships with internal and external parties.

4.4.5 The table below outlines the main roles that support the Procurement process:

Role	Definition	Responsibility
<b>Requisitioner</b>	An Employee or Agent that creates a request to purchase a good/ service.	<ul style="list-style-type: none"> <li>● Ensure that purchases have an available budget before a procurement process begins</li> <li>● Create purchasing requisitions</li> <li>● Support purchasing requests for the University</li> <li>● Support internal distribution of goods</li> </ul>
<b>Procurement Staff</b>	Employee(s) in a purchasing position and/or dedicated procurement professionals with procurement qualifications in procurement and contracts	<ul style="list-style-type: none"> <li>● Support purchasing requests for the University</li> <li>● Guide users on the best means of procurement</li> <li>● Processes requisitions, reviews and drafts contracts</li> <li>● Acts as the importer of goods on behalf of the University's brokerage specialists on all customs needs</li> <li>● Support internal distribution of goods</li> <li>● Support contract and vendor management</li> <li>● Promote suitable and exact procurement practice with stakeholders</li> <li>● Establish procurement guidelines and procedures</li> <li>● Manage central procurement systems</li> <li>● Conduct ALL procurements over \$10,000</li> <li>● Establish procurement strategies</li> <li>● Establish institutional contracts</li> <li>● Manage the approval of contracts and maintain central repository of all procurement contracts,</li> <li>● Support vendor and contract performance, monitor compliance</li> <li>● Offer training on best procurement practices</li> <li>● Lead procurement standardization</li> </ul>
<b>Procurement Director/Manager and Executives</b>	Director/Manager of Procurement and Contracts, AVP Financial Services and	<ul style="list-style-type: none"> <li>● Oversee procurement at the University</li> <li>● Review the procurement practices of organizations to assess their fairness, openness and transparency, and making recommendations for improvements</li> </ul>



	VP Finance and Administration	<ul style="list-style-type: none"> <li>● Review complaints from suppliers about the awarding of contracts that are valued below the monetary thresholds set out in applicable trade agreements</li> <li>● Ensure that an alternative dispute resolution process is provided, at the request of each party to the contract, for disputes related to the interpretation or application of a contract's terms and conditions</li> <li>● Establish procurement standards at the University</li> <li>● Update Procurement Policy, every five years or as needed.</li> <li>● Serve as an escalation point</li> <li>● Approve large transactions and exceptions</li> <li>● Lead cross-sector improvement initiatives</li> </ul>
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#### **4.5 Broader Public Sector Accountability Act, 2010**

Under the *Broader Public Sector Accountability Act, 2010* designated broader public sector organizations are bound by expense and procurement rules to ensure open, fair and transparent procurement processes when purchasing goods and services with public funds.

The Act requires that Broader Public Sector Organizations:

- 4.5.1 Ban the practice of hiring external lobbyists using public funds;**
- 4.5.2 Establish consistent procurement practices and expense claim rules for certain broader public sector organizations, of which the University is part; and
- 4.5.3 Add accountability measures related to compliance.

#### **4.6 Broader Public Sector Procurement Directive, 2011**

The Broader Public Sector Procurement Directive requires:

- 4.6.1 That all participants in a procurement evaluation be aware of and abide by the restrictions related to confidential information shared through the competitive bidding process;
- 4.6.2 That evaluators refrain from engaging in any activity that may create or appear to create a conflict of interest; and

4.6.3 Evaluations be conducted in a fair and consistent manner in accordance with evaluation criteria and methodology set out in the procurement documents.

#### **4.7 Notice of Collection of Personal Information under this Policy**

4.7.1 The *Freedom of Information and Protection of Privacy Act, 1990* (FIPPA) make public bodies accountable to the public and protect personal privacy. The privacy legislation stipulates a right of access to records held by public bodies and regulates how public bodies manage personal information.

4.7.2 Individuals engaged in Supply Chain Activities on behalf of organizations should be aware of the implications of the Freedom of Information (FOI) requirements of FIPPA and the resulting importance of professional conduct. Freedom of Information requests can be made for information on tendering and administration of contracts.

#### **4.8 Accessibility for Ontarians with Disabilities Act, 2005, and its standards**

4.8.1 The University shall incorporate accessibility design, criteria and features when procuring or acquiring goods, services or facilities, where it is practicable to do so.

4.8.2 If the University determines that it is not practicable to incorporate accessibility design, criteria and features when procuring or acquiring goods, services or facilities, it shall provide, upon request, an explanation.

#### **4.9 Capital Projects**

4.9.1 This section describes the processes by which all capital projects at the University are approved and carried out. It provides the approval authorities for all construction and maintenance projects based on the dollar value of those projects. It also describes the approvals required at certain milestones of the project as well as change orders. This section replaces the 2010 framework titled "Decision-Making Requirements Associated with Current and Future Capital Projects".

4.9.2 It is understood that University staff and faculty may expend time and efforts in the development of initial concepts, business cases, and plans related to new capital projects. There should be no significant expenses incurred during this initial conceptual phase. Once the project is properly scoped, project approval through the Finance and Property Committee and the Laurentian University Board of Governors shall be required if the project budget is above the noted threshold. Relevant information such as

but not limited to project costs, schedule, site considerations, impact on operations, annual operating budgets, environmental considerations, space inventory and space utilization should be analyzed and presented for approval.

#### 4.9.3 Approval Authorities

<b>Type of Approval</b>	<b>Cost</b>	<b>Approval Authority</b>
<b>Project Approval</b>	Up to \$100,000	Director, Operations and Maintenance
	\$100,000 to \$250,000	AVP, Facility Services
	\$250,000 to \$1M	VP Finance and Administration
	\$1M to \$2M	President and Vice-Chancellor
	Over \$2M	Finance and Property Committee, Board of Governors
<b>Appointment of Architects &amp; Consultants</b>	Per Appendix A of this Purchasing Policy	
<b>Award of Construction Contract</b>	Per Appendix A of this Purchasing Policy	
<b>Approval of costs in excess or approved total project budget</b>	Up to \$100,000	AVP Facilities Services
	\$100,000 to \$500,000	VP Finance and Administration
	\$500,000 to \$1M (projects up to \$25M)	President and Vice-Chancellor
	\$500,000 to \$1.5M (projects over \$25M)	
	Over \$1M for projects up to \$25M	Finance and Property Committee, Board of Governors
Over \$1.5M for projects over \$25M		

#### 4.9.4 Additional Approval Requirements:

In addition to the approval requirements listed above, the Finance and Property Committee will be required to approve the following items:

- a. Any change of land use, including the placement of new buildings and additions, purchasing/selling of property, and leasing of university owned property.
- b. A presentation seeking approval of the schematic design will be required for all capital projects over \$5M unless the project significantly alters the building fenestration. The report should include information such as a functional space program, site context, plans, elevations, materials, and views.

4.9.5 The Finance and Property Committee may delegate its authority for approval of the appointment of architects and consultants or the award of construction contracts to the Executive Team when a meeting of the Finance and Property Committee is not imminent and approval is required in order to meet the project schedule, provided that the cost of the proposed appointment or construction contract is within the approved project budget for the project.

#### 4.9.6 Project Steering Committee

For all capital projects over \$5M, the Vice-President of Finance and Administration or their delegate shall establish and chair a Project Steering Committee. The committee must establish a Terms of Reference and Project Charter at the onset of the project. This committee shall act as advisory to the Executive Team and shall continue to exist until total completion of the project has been achieved as defined in the project charter. The committee will include a core membership of senior representatives best representing the project such as user(s), normally the Dean(s), Chair(s), or delegates as well as other academic or administrative departments deemed relevant and required in order to promote multi-unit participation together with Facility Services staff who will be responsible for the project delivery.

#### **4.10 Related legislation, policies, procedures and other documents**

- 4.10.1 *Accessibility for Ontarians with Disabilities Act, 2005*
- 4.10.2 *Bill S-211 Fighting Against Forced Labour and Child Labour in Supply Chains Act, 2022*
- 4.10.3 *Broader Public Sector Accountability Act, 2010*
- 4.10.4 *Building Ontario Businesses Initiative Act (2022)*
- 4.10.5 *Freedom of Information and Protection of Privacy Act, 1990*
- 4.10.6 *Lobbying Act, 1985*
- 4.10.7 *Ontarians with Disability Act, 2001*
- 4.10.8 Broader Public Sector (BPS) Procurement Directive, (2011)
- 4.10.9 Broader Public Sector (BPS) Expenses Directive, (2011)
- 4.10.10 Canadian Free Trade Agreement (CFTA), (2017)
- 4.10.11 Canada-European Union Comprehensive Economic and Trade Agreement (CETA)
- 4.10.12 Laurentian University's Supplier Code of Conduct
- 4.10.13 Ontario-Quebec Trade and Cooperation Agreement (OQTCA)
- 4.10.14 Policy on Signing Authorizations
- 4.10.15 Supply Chain Code of Ethics Policy

#### **5. History of Revisions**

- 5.1 This version of the Policy was adopted on April 21 2017 by way of approval by the Laurentian University Board of Governors.

#### **6. Policy Review**

- 6.1 This Policy will be reviewed in June 2029.
- 6.2 The Policy comes into effect the date of its approval by the Board of Governors of Laurentian University and will remain in effect until a newly revised policy has been approved by the Board of Governors.

#### **7. Appendices**

- Appendix A Procurement of Goods, and Non-Consulting Services
- Appendix B Procurement of Consulting Service
- Appendix C Responsibilities and Approval Thresholds for Any Goods or Services
- Appendix D Tender Template Bid Irregularity Protocol
- Appendix E Procurement of Infrastructure Professional Services and Construction
- Appendix F Change Orders, Contract Increases, Extensions and Options

**Appendix A**

**Procurement of Goods  
and Non-Consulting  
Services**

<b>TOTAL PURCHASE BEFORE TAXES</b>	<b>MEANS OF PROCUREMENT /PURCHASING</b>	<b>PROCUREMENT PROCESS</b> <i>Including approval for and/or any exemptions where applicable</i>	<b>REQUISITION</b> <i>Signing authority</i>	<b>BUDGETING</b> <i>Authorization that funding is available</i>	<b>COMMITMENT</b> <i>Authorization to release the order and confirmation that process has been followed</i>	<b>RECEIPT</b> <i>Order is physically received + authorizes payment by Finance</i>	<b>PAYMENT</b> <i>Authorizes release of payment</i>
\$0 - \$2,999.99	Procurement card (P-Card), Requisition OR Petty cash up to \$100	Single quote, invoice or bill of lading.  The Single Quotation can be obtained by department OR Procurement and Contracts Department	Budget Holder (no requisition signing authority required)	Budget Holder	Budget Holder	Budget Holder	Budget Holder
\$3,000 - \$9,999.99	Single written quotation required	Single Quotation can be obtained by department OR Procurement and Contracts Department	Budget Holder	Budget Holder and Financial Services	Director/Manager of Procurement and Contracts OR Procurement Officer OR Procurement and Contracts Specialist of Procurement and Contracts	Budget Holder	Financial Services

**Appendix A**

**Procurement of Goods,  
and Non-Consulting  
Services**

<b>TOTAL PURCHASE BEFORE TAXES</b>	<b>MEANS OF PROCUREMENT /PURCHASING</b>	<b>PROCUREMENT PROCESS</b> <i>Including approval for any exemptions where applicable</i>	<b>REQUISITION</b> <i>Signing authority</i>	<b>BUDGETING</b> <i>Authorization that funding is available</i>	<b>COMMITMENT</b> <i>Authorization to release the order and confirmation that process has been followed</i>	<b>RECEIPT</b> <i>Order is physically received + authorizes payment by Finance</i>	<b>PAYMENT</b> <i>Authorizes release of payment</i>
\$10,000 - \$49,999.99	Invitational competitive procurement (minimum of three or more suppliers are invited to submit a written quotation)	Procurement and Contacts manages the acquisition process through the use of RFX documents.	Budget Holder	Budget Holder and Financial Services	Director/Manager of Procurement and Contracts	Budget Holder	Financial Services
\$50,000 - \$121,199.99	Invitational competitive procurement (minimum of three or more suppliers are invited to submit a written quotation)	Procurement and Contacts manages the acquisition process through the use of RFX documents.	Budget Holder	Budget Holder and Financial Services	Director/Manager of Procurement, Contract and Risk and one other approval and signature from the Responsibilities and Approval Thresholds	Budget Holder	Financial Services

**Appendix A**

**Procurement of Goods,  
and Non-Consulting  
Services**

<b>TOTAL PURCHASE BEFORE TAXES</b>	<b>MEANS OF PROCUREMENT /PURCHASING</b>	<b>PROCUREMENT PROCESS</b> <i>Including approval for any exemptions where applicable</i>	<b>REQUISITION</b> <i>Signing authority</i>	<b>BUDGETING</b> <i>Authorization that funding is available</i>	<b>COMMITMENT</b> <i>Authorization to release the order and confirmation that process has been followed</i>	<b>RECEIPT</b> <i>Order is physically received + authorizes payment by Finance</i>	<b>PAYMENT</b> <i>Authorizes release of payment</i>
\$121,200 - \$999,999.99 *	Open Competitive Process	Procurement and Contacts manages the acquisition process through the use of RFX documents.	Budget Holder	Budget Holder and Financial Services	Director/Manager of Procurement, Contract and Risk and one other approval and signature from the Responsibilities and Approval Thresholds	Budget Holder	Financial Services



**Appendix A**

**Procurement of Goods,  
and Non-Consulting  
Services**

<b>TOTAL PURCHASE BEFORE TAXES</b>	<b>MEANS OF PROCUREMENT /PURCHASING</b>	<b>PROCUREMENT PROCESS</b> <i>Including approval for any exemptions where applicable</i>	<b>REQUISITION</b> <i>Signing authority</i>	<b>BUDGETING</b> <i>Authorization that funding is available</i>	<b>COMMITMENT</b> <i>Authorization to release the order and confirmation that process has been followed</i>	<b>RECEIPT</b> <i>Order is physically received + authorizes payment by Finance</i>	<b>PAYMENT</b> <i>Authorizes release of payment</i>
\$1,000,000 – above	Open Competitive Process	Procurement and Contacts manages the acquisition process through the use of RFX documents.	Budget Holder	Budget Holder and Financial Services	Director /Manager of Procurement, Contract and Risk and one other approval and signature from the Responsibilities and Approval Thresholds	Budget Holder	Financial Services

**Appendix B**

**Procurement  
of Consulting  
Services**

<b>TOTAL PURCHASE BEFORE TAXES</b>	<b>MEANS OF PROCUREMENT /PURCHASING</b>	<b>PROCUREMENT PROCESS</b> <i>Including approval for any exemptions where applicable</i>	<b>REQUISITION</b> <i>Signing authority</i>	<b>BUDGETING</b> <i>Authorization that funding is available</i>	<b>COMMITMENT</b> <i>Authorization to release the order and confirmation that process has been followed</i>	<b>RECEIPT</b> <i>Order is physically received + authorizes payment by Finance</i>	<b>PAYMENT</b> <i>Authorizes release of payment</i>
\$0 - \$49,999.99*	Invitational competitive procurement (minimum of three or more suppliers are invited to submit a written quotation)	Procurement and Contracts manages the acquisition process through the use of RFX documents.	Budget Holder	Budget Holder and Financial Services	Director /Manager of Procurement and Contracts	Budget Holder	Financial Services

**\*Non-competitive process for procurement on Consulting Services must be approved by the President**

**Appendix B**

**Procurement  
of Consulting  
Services**

<b>TOTAL PURCHASE BEFORE TAXES</b>	<b>MEANS OF PROCUREMENT /PURCHASING</b>	<b>PROCUREMENT PROCESS</b> <i>Including approval for any exemptions where applicable</i>	<b>REQUISITION</b> <i>Signing authority</i>	<b>BUDGETING</b> <i>Authorization that funding is available</i>	<b>COMMITMENT</b> <i>Authorization to release the order and confirmation that process has been followed</i>	<b>RECEIPT</b> <i>Order is physically received + authorizes payment by Finance</i>	<b>PAYMENT</b> <i>Authorizes release of payment</i>
\$50,000 - \$121,199.99*	Invitational competitive procurement (minimum of three or more suppliers are invited to submit a written quotation)	Procurement and Contacts manages the acquisition process through the use of RFX documents.	Budget Holder	Budget Holder and Financial Services	Director /Manager of Procurement, Contract and Risk and one other approval and signature from the Responsibilities and Approval Thresholds*	Budget Holder	Financial Services

**\*Non-competitive process for procurement on Consulting Services must be approved by the President**

**Appendix B**

**Procurement  
of Consulting  
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TOTAL PURCHASE BEFORE TAXES	MEANS OF PROCUREMENT /PURCHASING	PROCUREMENT PROCESS <i>Including approval for any exemptions where applicable</i>	REQUISITION <i>Signing authority</i>	BUDGETING <i>Authorization that funding is available</i>	COMMITMENT <i>Authorization to release the order and confirmation that process has been followed</i>	RECEIPT <i>Order is physically received + authorizes payment by Finance</i>	PAYMENT <i>Authorizes release of payment</i>
\$121,200 - \$999,999.99 *	Open Competitive Process	Procurement and Contacts manages the acquisition process through the use of RFx documents.	Budget Holder	Budget Holder and Financial Services	Director /Manager of Procurement, Contract and Risk and one other approval and signature from the Responsibilities and Approval Thresholds*	Budget Holder	Financial Services

**\*Non-competitive process for procurement on Consulting Services must be approved by the President**

**Appendix B**

**Procurement  
of Consulting  
Services**

<b>TOTAL PURCHASE BEFORE TAXES</b>	<b>MEANS OF PROCUREMENT /PURCHASING</b>	<b>PROCUREMENT PROCESS</b> <i>Including approval for any exemptions where applicable</i>	<b>REQUISITION</b> <i>Signing authority</i>	<b>BUDGETING</b> <i>Authorization that funding is available</i>	<b>COMMITMENT</b> <i>Authorization to release the order and confirmation that process has been followed</i>	<b>RECEIPT</b> <i>Order is physically received + authorizes payment by Finance</i>	<b>PAYMENT</b> <i>Authorizes release of payment</i>
\$1,000,000 – above **	Open Competitive Process	Procurement and Contacts manages the acquisition process through the use of RFX documents.	Budget Holder	Budget Holder and Financial Services	Director /Manager of Procurement, Contract and Risk and one other approval and signature from the Responsibilities and Approval Thresholds*	Budget Holder	Financial Services

**\*\*Non-competitive process must be approved by the Board of Governors**

**Appendix C**

**Responsibilities and Approval Thresholds for Any Goods or Services**

TYPE OF AGREEMENT <i>Required approval and signatures:</i>  <i>Position Title</i>	APPROVAL THRESHOLDS  >\$1,000,000* <i>*through project or budget approval</i>	APPROVAL THRESHOLDS >\$250,000 <i>One of group A plus any other</i>	APPROVAL THRESHOLDS >\$50,000 <i>any 2 of</i>	APPROVAL THRESHOLDS >\$10,000 <i>any 1 of</i>	APPROVAL THRESHOLDS <\$10,000 <i>any 1 of</i>	APPROVAL THRESHOLDS PURCHASING CARD COMMITMENT <\$3,000
<b>Group A</b>						
Chairperson of the Board of Governors	x	x	x	x	x	
President & Vice-Chancellor		x	x	x	x	
Vice-President, Finance and Administration		x	x	x	x	
Provost and Vice-President Academic		x	x	x	x	
Vice-President Research		x	x	x	x	
University Secretary and General Counsel		x	x			
Associate Vice-President, Financial Services		x	x	x	x	
<b>Group B</b>						
Director(s) in Finance					x	
Associate Vice-President, Human Resources & Organizational Development, within the purview of the role		x	x	x	x	
Associate Vice-President Information Technology within the purview of the role		x	x	x	x	
Associate Vice-President Facilities within the purview of the role		x	x	x	x	
Chief Advancement Officer within the purview of the role					x	
Director of Operations and Maintenance		x	x	x	x	
Director/Manager, Procurement and Contracts		x	x	x	x	x

Manager of Planning and Projects		x	x	x	x	
Procurement and Contract Specialist AND/OR Procurement Officer					x	x
Budget Holder					x	x

**TENDER TEMPLATE  
BID IRREGULARITY PROTOCOL**

	IRREGULARITY	RESPONSE
1	Late Bid.	Automatic rejection and not opened or read publicly.
2	Unsealed Envelope.	Automatic rejection
3	No Bid Security or agreement to bond or insufficient Bid Deposit or agreement to bond.	Automatic rejection.
4	Bids completed and/or signed in erasable medium.	Automatic rejection.
5	All required sections of Bid documents not completed.	Automatic rejection unless, in the consensual opinion of the Director/Manager of Procurement and Contracts and the Associate Vice-President, Facility Services or the Director of Operations and Maintenance, the incomplete nature is trivial or insignificant.
6	Qualified Bids (Bids qualified or restricted by an attached statement).	Automatic rejection unless, in the consensual opinion of the Director/Manager of Procurement and Contracts and the Associate Vice-President, Facility Services or the Director of Operations and Maintenance, the incomplete nature is trivial or insignificant.
7	Bids received on documents other than those provided or specified by the University.	Automatic rejection.
8	Bids containing Clerical Errors, which are trivial or insignificant.	48 hours to correct and initial errors. The determination of what constitutes trivial or insignificant errors shall be made in the consensual opinion of the Director/Manager of Procurement and Contracts and the Associate Vice-President, Facility Services or the Director of Operations and Maintenance.
9	Failure to execute Agreement to Bond (Surety's Consent)	Automatic rejection.
10	Failure to execute Bid Bond by Bidder or Bonding Company.	Automatic rejection.
11	Failure to attend or have a representative in attendance at a Mandatory Information Meeting within the prescribed time period.	Automatic rejection where such meeting is specified as mandatory in the Bid Solicitation.



12	Signature is missing; signatory's authority to bind the corporation or signature missing.	Automatic Rejection.
13	Erasures, Overwriting or Strike-outs which are not initialed:	
(a)	Uninitialled changes to the Tender documents, other than unit prices, which are trivial or not significant.	48 hours to initial. The determination of what constitutes trivial or insignificant uninitialled changes shall be made in the consensual opinion of the Director/Manager of Procurement and Contracts and the Associate Vice-President, Facility Services or the Director of Operations and Maintenance.
(b)	Unit prices in the Schedule of Prices have been changed but not initialled and the Contract totals are consistent with the prices as changed.	48 hours to initial. The determination of what constitutes trivial or insignificant uninitialled changes shall be made in the consensual opinion of the Director/Manager of Procurement and Contracts and the Associate Vice-President, Facility Services or the Director of Operations and Maintenance.
(c)	Unit prices in the Schedule of Prices which have been changed but not initialled and the Contract totals are inconsistent with the price as changed.	Automatic rejection.
14	Mathematical errors which are not consistent with unit prices.	48 hours to correct and initial.
15	Bids, in which all Addenda, have not been acknowledged.	Automatic rejection.
16	Failure to select only pre-qualified sub-contractors or suppliers	Automatic rejection.
17	List of sub-contractors missing in Appendix A	Automatic rejection.
18	Failure to include a price for work for which a unit, separate, itemized or alternative price is required. Unless it is clear that there is no intention to submit a price such as labelling N/A.	Automatic rejection unless, in the consensual opinion of the Director/Manager of Procurement and Contracts and the Associate Vice-President, Facility Services or the Director of Operations and Maintenance the bid document(s) not provided contains information which is trivial or insignificant in which case 48 hours shall be provided to submit the document(s).
19	Failure to insert the Bidder's business name in the bid documents.	Automatic rejection.

20	Any other irregularities.	Automatic rejection. The Director/Manager of Procurement and Contracts and the Associate Vice-President, Facility Services or the Director of Operations and Maintenance shall have authority to waive other irregularities or grant 48 hours to initial or correct such other irregularities determined by them to be trivial or insignificant.
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## Procurement of Infrastructure Professional Services and Construction

- Major Capital Projects  
It is proposed that all Capital Projects of a value of \$1M (in aggregate) and over and appointment of architects and engineers where estimated fees are expected to exceed \$150,000 be reviewed by the Finance and Property Committee for recommendation to the Board of Governors.
- Project consultants can be retained under each of the following scenarios:  
Planners, architects, engineers, landscape architects and other consultants may be retained, and site preparation work authorized, for any approved major capital project. The cost of this activity is to be included as part of the project cost. Regardless of whether or not an architect or consultant is retained as part of a major capital project, their appointment must be approved by the Board of Governors if the estimated cost exceeds \$150,000 or by the President if under this amount (as per Appendix B). All contracts will adhere to the approved procurement process.

## **Change Orders, Contract Increases, Extensions and Options**

1. To increase the value of a Purchase Order or Contract, a change order must be requested and approved based on the PO or Contract's new cumulative value (original value + additional cost or in-kind contribution) according to the Responsibilities and Approval Thresholds for Any Goods or Services set out in Appendix B of this Policy.
2. Changes under 10% (and up to \$3,000) do not require new approvals unless the change caused the total value to go above the original approver's authority, in which case, it must be approved according to the new threshold.
3. Options approved during an initial procurement (for example, contract extensions, contingencies, and extras) do not require new approvals. However, any contract amendments that apply must be signed according to the Responsibilities and Approval Thresholds for Any Goods or Services set out in Appendix B of this Policy.
4. Any change or option (monetary or not) made to Contracts over \$100k require the involvement of Procurement and Contracts Department.

# Laurentian University's Supplier Code of Conduct



**Laurentian University**  
Université **Laurentienne**

## Introduction and Land Acknowledgement

We would like to acknowledge the Robinson-Huron Treaty of 1850. We also further recognize that Laurentian University is located 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.

Ka ke ginwaamdanaa Aki Gaabijidebendaagwak Robinson Huron Naakinegewin ode 1850. Miinwa ginwaamdandaa Laurentian Chi-kinomaagegamik gewii teg maanpii gidaa kiimina Atikameksheng Anishinaabek debendaagwak miinwa Chi-odeno Sudbury miinwa gewii debendaagwak Wahnapiatae Anishinaabe kiing. Gichipiitenmananig Anishinaabek- ga nakiitaanaa weweni maanpii Laurentian Chi-kinomaagegamik Debwewin miinwa Minadaapnagewin Nakii Naadmageh Makwataagziiwin. Miigwech.



## About Laurentian University

Laurentian was incorporated on March 28, 1960, pursuant to An Act to Incorporate Laurentian University of Sudbury, S.O. 1960, c. 151 C. 154.

For over 60 years, Laurentian University of Sudbury (“Laurentian”) has operated as a publicly funded, bilingual and tricultural post-secondary institution in Northern Ontario, providing high-quality, postsecondary education to domestic and international undergraduate and graduate students.

The bilingual and tricultural nature of Laurentian is unique in Ontario and its impact on outcomes in the region is vital and crucial. Laurentian is an important source of learning to Northern Ontario and the thousands of students who otherwise would have difficulty accessing post-secondary education.

Laurentian University’s Strategic Plan 2024-2029 is a Plan for Connection, Innovation and Impact and is guided by the following values:

- Community;
- Integrity;
- Student Success;
- Stewardship; and
- Collaboration



## Reporting Entity and Structure

Laurentian University was incorporated in 1960 through The Laurentian University Act. The University is led by a bicameral system of governance consisting of two governing bodies, the Board of Governors and the Senate. The Board of Governors is responsible for the government, conduct, management and control of the University and of its property, revenues, expenditures, business and affairs. The Senate is responsible for the educational policy of the University and, with the approval of the Board in so far as expenditure of funds is concerned, may enact by-laws and regulations for the conduct of its affairs.

Laurentian has a well-defined organizational structure that supports its academic and administrative functions. There are approximately 1,000 full and part-time employees working at Laurentian. All employees work in Canada and are subject to Canadian labour laws.

## Policies and Due Diligence

The University has adopted policies and responsible business conduct as well as due diligence practices which govern our activities and support our commitment to a Supplier Code of Conduct in our operations and supply chain. These include:

- Ontario Broader Public Sector Procurement Directive
- Policy on Purchasing
- Supply Chain Code of Ethics
- Respectful Workplace and Learning Environment
- Sustainability
- Accessibility
- Decision-Making Requirements Associated with Current and Future Capital Projects
- Bill S-211 Fighting Against Forced Labour and Child Labour in Supply Chains



## **Ontario Broader Public Sector Procurement Directive**

As an organization that is governed by the Ontario Broader Public Sector Procurement Directive, Laurentian University engages in ethical, fair, and transparent procurement practices which align with the Supply Chain Code of Ethics contained within the Directive. We continuously work with our supply chain partners to improve purchasing practices and to ensure the best value for money.

In support of this Directive, the University along with various buying groups commit to verifying that awarded suppliers have furnished an attestation of compliance with ethical principles and employment standards, ensuring goods and services are free from forced or child labour, aligning with a Supplier Code of Conduct and International Labour Organization practices.

## **Policy on Purchasing**

Laurentian University is committed to maintaining high standards for performance based on fair, ethical, legal, environmental, and professional business practices. The University, its Employees and agents shall procure goods and services in an open, fair and transparent manner and in a competitive environment, so that all transactions yield the optimal benefit to the University in the circumstances.

## **Purpose of the Supplier Code of Conduct**

As part of Laurentian University's Institutional Strategic Plan, the University's mission works to prepare the leaders and changemakers of tomorrow in a bilingual and tricultural environment that nurtures creativity and broadens understanding. It is driven to continuously generate, explore and refine ideas that contribute to the wealth of human knowledge that will shape a more prosperous, equitable and sustainable world. As stewards of public and private resources, the University accepts accountability for our performance and aims to ensure we evaluate the impact of our actions on our human, financial and environmental resources to ensure that the outcomes will be sustainable and form a solid academic foundation for our future scholarly endeavors.

This Supplier Code of Conduct (SCoC) is intended to support that commitment, and aligns with procurement goals identified in its many policies and procedures.

## Scope

The SCoC applies to all Suppliers who provide goods or services to Laurentian University, as well as their Subcontractors. It establishes the minimum ethical, social, and environmental standards expected of Laurentian Suppliers. Additional requirements may be described in individual contracts executed with Laurentian.

Laurentian expects Suppliers to strive to exceed both international and industry best practices. Laurentian also expects that its Suppliers encourage and work with their own suppliers and Subcontractors to ensure that they also strive to meet the principles of this Code of Conduct.

Laurentian recognizes that reaching some of the standards established in this Code of Conduct is a dynamic rather than static process and encourages suppliers to continually improve their workplace conditions accordingly. Laurentian believes in cooperation and is willing to work with its Suppliers to improve practices where necessary.

A Supplier's failure to adhere to the provisions of this SCoC may be a breach of contract and could result in termination of the contract.

It is preferred, but not mandatory, that Suppliers exceed these Code of Conduct provisions.

## Key Principles of the Supplier Code of Conduct

Laurentian University expects suppliers to manage their operations according to the most stringent standards of ethical business, integrity and equity.

Laurentian University suppliers must therefore:

- refrain from engaging in any form of non-competitive or corrupt practice, including collusion, unethical bidding practices, extortion, bribery and fraud;
- ensure that responsible business practices are used, including ensuring that business continuity and disaster recovery plans are developed, maintained and tested in accordance with applicable regulatory, contractual and service level requirements, and that healthy and safe workplaces that comply with relevant health and safety laws are provided;
- ensure the protection of the confidential and personal information they receive from Laurentian University, and only use this information as part of their business relations with Laurentian University;
- comply with intellectual property rights relating to the products and services they provide to Laurentian University;
- never place a Laurentian University employee in a situation that could compromise his/her ethical behaviour or integrity or create a conflict of interest;
- divulge all actual and potential conflicts of interest to Laurentian University; and
- disclose to Laurentian University any behaviour deemed unethical on the part of a Laurentian University employee.

## Definitions

For the purposes of this Code of Conduct:

**“Conflict of Interest”** means that the Supplier or its representative, in the performance of the agreement with Laurentian and outside the terms of such agreement, has an actual or apparent opportunity to improperly further their private interests or those of their relatives or friends or to improperly further another person’s private interests;

**“Subcontractor”** means contractors and service providers contracted to supply goods or services to Laurentian Suppliers;

**“Supplier”** means all persons or entities, including contractors, consultants, and business associates, contracted to supply goods or services to Laurentian and includes Subcontractors; and

**“Supplier Code of Conduct”** means this document in its entirety;

**“Laurentian”** means Laurentian University.

## Code of Conduct

### 1. Law

- a. Suppliers will comply with international, national, and local laws relevant to the location of work and manufacture.
- b. Where the provisions of applicable laws and this Code of Conduct address the same issue, the provisions that are most stringent shall apply.

### 2. Child Labour

Suppliers will:

- a. not employ people under the age of 15 (or 14 where the International Labour Organization exemption for developing countries applies); and
- b. if a child must be displaced to comply with laws and this Code of Conduct, offer adult family members of that child a position to maintain family earnings.
- c. ensure that employees under the age of eighteen (18) shall not perform hazardous work that may jeopardize their health, safety or morals. Hazardous work includes, but is not limited to, work at dangerous heights or in confined spaces; work with hazardous substances, dangerous machinery, equipment and tools, work that involves the manual handling or transport of heavy loads; night work and long hours of work.

### 3. Forced Labour

Suppliers will:

- a. not use forced, illegal, or prison labour, including indentured or bonded labour, or any form of compulsory labour to manufacture products.
- b. Suppliers and their subcontractors shall ensure that recruitment of employees, whether directly or indirectly, complies with applicable laws and regulations. Employees shall not pay any fees or other payments to the employer or agent for the purpose of being hired or as a condition of employment. No such fees shall be deducted and withheld from wages or otherwise passed on to the employees.
- c. Suppliers and their subcontractors shall not retain employee’s identity papers or passports.

#### **4. Disciplinary Practices**

Suppliers will:

- a. treat workers with respect and dignity. No employee of the Supplier shall be subject to any form of physical, sexual, psychological, or verbal harassment or abuse in their employment; and
- b. ensure workers are free to express their concerns about workplace conditions without fear of retribution. Workers should have access to a formal avenue to express concerns directly to the Supplier representatives.

#### **5. Freedom of Association**

Suppliers will:

- a. recognize and respect that workers have the right to form or join trade unions of their own choosing and to bargain collectively;
- b. comply with local successorship labour laws when transitioning to or between contracted service providers.

#### **6. Wages and Benefits**

Suppliers will:

- a. pay employees at least the minimum wage required by local employment standards or law;
- b. provide legally mandated benefits;
- c. pay workers directly; and
- d. provide workers with clear, written accounting of hours worked, deductions, and regular and overtime wages in a language they can understand.

#### **7. Hours of Work**

Suppliers will:

- a. ensure regular working hours do not exceed applicable employment standards or law;
- b. ensure that overtime hours are compensated according to the applicable employment standards or law; and
- c. provide workers with scheduled days off in conformity with applicable employment standards or law.

#### **8. Discrimination**

Suppliers will:

- a. consider employees for positions on the basis of their qualifications and abilities;
- b. ensure pregnant workers are assigned work tasks appropriate for, and not threatening to, their pregnancy; and
- c. not discriminate through any means, including publicity, hiring practices, or any term or condition of employment, on the basis of race, colour, ancestry, place of origin, political belief, religion, marital status, family status, physical or mental disability, sex, sexual orientation, gender identity or expression, or age, or because that person has been convicted of a criminal or summary criminal offence that is unrelated to the employment or the intended employment of that person, except for reasons of bona fide occupational requirements.

For the purposes of this section, age means an age of 19 years or more.

## **9. Health and Safety**

Suppliers will:

- a. provide a safe and healthy working environment that meets applicable workplace safety standards, including ILO standards ratified in the country of manufacture;
- b. provide employees with health and safety training appropriate for their industry; and
- c. ensure that any living facilities provided for personnel are safe, clean, and meet the basic needs of personnel.

## **10. Environmental Commitment**

Suppliers will:

- a. ensure all waste materials, as a by-product of production, are treated and disposed of properly in an environmentally responsible manner;
- b. seek out leading industry practices aimed at conserving natural biodiversity, resources, and spaces; reducing carbon emissions and habitat loss; and increasing recycled content; and
- c. obey land use agreements, including without limitation those preserving wild spaces and indigenous use.

## **11. Animal Welfare**

Suppliers will:

- a. not willfully harm animals unless consistent with regular and acceptable research or farming practices; and
- b. prevent undue suffering of animals during loading, transport, and slaughtering of livestock.

## **12. Intellectual Property, Confidentiality, and Privacy**

Suppliers will:

- a. be aware of and compliant with all applicable laws and regulations regarding intellectual property, confidentiality, and privacy.

## **13. Conflict of Interest**

Suppliers will:

- a. avoid any actual, potential, or perceived Conflicts of Interest. Among other things, this means Suppliers will:
- b. not deal directly with any Laurentian employee who holds a significant financial interest in the Supplier, or whose spouse, domestic partner, or other relative, holds a significant financial interest in the Supplier;
- c. exclude from the bidding and negotiation process any personnel employed by the Supplier who have a family member employed by Laurentian in a Laurentian department directly involved in the procurement;
- d. exclude from the bidding and negotiation process any personnel employed by the Supplier who have been employed by Laurentian in the previous 5 years in a department directly involved in the procurement; and
- e. disclose and declare any actual, potential, or perceived Conflicts of Interest that cannot be avoided.

## **14. Gifts and Hospitality**

Suppliers will:

- a. not attempt to secure preferential treatment by Laurentian by offering gifts, entertainment, or benefits to Laurentian faculty or staff. Reasonable gifts, entertainment, or benefits common to business relationships are acceptable.

## **15. Representation**

Suppliers will:

- a. not speak on behalf of Laurentian or as Laurentian's representatives unless specifically contracted to do so.

## **Accountability**

Laurentian may require that Suppliers provide details on factory and production facility locations of Suppliers and Subcontractors, and may make this information publicly available.

Laurentian reserves the right to:

1. investigate any Supplier who, to Laurentian's knowledge or belief, based on information deemed reliable by Laurentian, has breached any of the terms of this Supplier Code of Conduct. The Supplier will cooperate fully with such an investigation;
2. request proof of compliance with this SCoC;
3. use independent third parties to verify compliance where appropriate; and
4. terminate a contract with any Supplier found by Laurentian to be non-compliant with this Code of Conduct.

Suppliers must notify Laurentian immediately if they have:

1. been in breach of any provisions enclosed in this Code of Conduct; or
2. been in breach of any applicable laws or regulations.

**Prepared by: Laurentian University, Procurement and Contracts**

**May 25, 2024**

## Approval and Attestation

This Supplier Code of Conduct has been approved by the Laurentian University Board of Governors.

Signed: \_\_\_\_\_

Name:

Title: Chair, Laurentian University Board of Governors

Date: \_\_\_\_\_

I/We have authority to sign on behalf of Laurentian University



**Laurentian University has been a source of pride for Greater Sudbury and Northern Ontario since its founding.** For more than 60 years, Laurentian has been a vital partner in the success of thousands of individual students, faculty, and staff, and the local and regional communities for which it was established. Laurentian has always been at its best when it has understood how interconnected it is with the communities that it serves and harnessed the resilience, creativity and diverse knowledge of its people to create and deliver excellent education and innovative research for the benefit of these communities.



BOARD EXECUTIVE SUMMARY

**Board of Governors**

<b>Agenda Title</b>	Approval of Research Ethics Board (REB) Terms of Reference
<b>Agenda Item</b>	Item 8.1
<b>Date of Meeting</b>	June 28, 2024
<b>Open/closed session:</b>	Open
<b>Action Requested</b>	<input checked="" type="checkbox"/> For Approval <input type="checkbox"/> For Information
<b>Proposed by</b>	Dr. Tammy Eger, Vice-President Research
<b>Presenter(s)</b>	Dr. Tammy Eger, Vice-President Research Dr. Sandra Hoy, Chair of the REB

**1. PURPOSE**

To seek the Board of Governors' approval of the updated Terms of Reference for the Laurentian University Research Ethics Board (LU REB).

**SYNOPSIS**

The Laurentian University Research Ethics Board (LU REB) Terms of Reference (TOR) presented here are an update of the previous TOR, dated January 11, 2017 to implement necessary revisions and to bring the new TOR in line with the most recent update to the Tri-Council Policy Statement on Ethical Conduct for Research Involving Humans (TCPS 2 (2022)). The TOR should be reviewed every three years, or as the TCPS 2 is revised.

The mandate of the LU REB is to review all research involving human participants and biological materials ensuring compliance with the TCPS 2, Laurentian University policies and other applicable legal and regulatory requirements with respect to consent and the protection of participant privacy and in keeping with the core principles as defined in the TCPS. The LU REB reviews all proposed research under the auspices of Laurentian University that will involve humans directly or indirectly.

The LU REB approved the updated TOR at their April 5, 2024 meeting.

**RESOLUTION TO CONSIDER**

THAT the Board of Governors approve the updated Terms of Reference, as approved by the Laurentian University Research Ethics Board on April 5, 2024 and as recommended by the Audit and Risk Committee, as presented at its meeting of June 28, 2024.

**2. RISK ANALYSIS**

The revised Terms of Reference for the Laurentian University Research Ethics Board (LU REB) were first presented to the LU REB for review and approval, prior to being presented to the Board Audit and Risk Committee for recommendation to the Board of Governors for final approval.

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 type="checkbox"/> Leadership and Change <input type="checkbox"/> Physical Infrastructure	<input type="checkbox"/> Relationship with Stakeholders <input type="checkbox"/> Reputation <input checked="" type="checkbox"/> Research Enterprise <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Student Success

### 3. RECOMMENDATIONS

That the Board of Governors **approve of the updated Laurentian University Research Ethics Board Terms of Reference.**

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#### A Background/Issue Description

The LU REB applies the highest ethical standards in its review of all research involving human participants in accordance with Tri-Council Policies. The primary objective of the LU REB is protecting the rights and promoting the safety and well-being of all research participants by ensuring that all research projects are evaluated based on factors related to participant autonomy, welfare and justice. To ensure compliance and responsible conduct in research, the LU REB endorses and applies the Tri-Council Policy Statement on Ethical Conduct for Research Involving Humans (TCPS 2 (2022)) as a guide throughout the review process.

The LU REB Terms of Reference are to be reviewed every three years; however, due to the COVID-19 pandemic, the REB did not have time to review the TOR.

Key changes to the revised TOR include:

- Using gender-neutral terms;
- Outlining the compensation for the Chair;
- Removing the Research Ethics Board Liaison Committee (REBLC) as it no longer exists and defining the reporting structure;
- Adding the availability of language interpreters for Full Board REB meetings;
- Updating the appeal process by referencing the Ethics Appeal Agreement between Lakehead University and Laurentian University.

#### B Recommendation

To approve the Terms of Reference of the Laurentian University Research Ethics Board.

#### C Other options considered (where applicable):

N/A

#### D Risks including legislative compliance

Tri-Council Policy Statement Ethical Conduct for Research Involving Humans – TCPS 2 (2022)  
[https://ethics.gc.ca/eng/policy-politique\\_tcps2-eptc2\\_2022.html](https://ethics.gc.ca/eng/policy-politique_tcps2-eptc2_2022.html)

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

N/A

**F**     **Benefits**

Approving the Terms of Reference will enable the LU REB to continue to perform its important work.

**G**     **Consultations (where applicable)**

Laurentian University Research Ethics Board (LU REB) meetings of July 11 2023, February 2 2024, March 22 2024 and approved during the April 5 2024 meeting.

The Vice-President, Research was consulted.

The updated TOR will be shared with Senate for information at its meeting on May 21, 2024.

**H**     **Next Steps**

The Laurentian University Research Ethics Board will continue to do their work.

**I**     **Appendices**

*Item 8.1 A - Laurentian University Research Ethics Board Terms of Reference – Clean Copy*  
*Item 8.1 B - Laurentian University Research Ethics Board Terms of Reference – Track Changes*



**Laurentian**University  
Université**Laurentienne**

LAURENTIAN UNIVERSITY RESEARCH ETHICS BOARD

TERMS OF REFERENCE

2024

Document	Laurentian University Research Ethics Board Terms of Reference
Unit Responsible	Research Ethics Board
Approval Authority	Board of Governors
Approval Date	2016
Next Review	2027
Review History	January 2017, April 2024

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## Introduction

The Laurentian University Research Ethics Board (LU REB) Terms of Reference (TOR) presented here are an update of the previous TOR, dated January 11, 2017 to implement necessary revisions and to bring the new TOR in accord with the most recent update to the TRI-COUNCIL POLICY STATEMENT on Ethical Conduct for Research Involving Humans (TCPS 2 (2022)).

[https://ethics.gc.ca/eng/policy-politique\\_tcps2-eptc2\\_2022.html](https://ethics.gc.ca/eng/policy-politique_tcps2-eptc2_2022.html)



# Section 1: Laurentian University Research Ethics Board (LU REB)

## 1.1 Mandate of the Laurentian University Research Ethics Board

All Canadian Universities must comply with Tri-Council Policy Statement (TCPS) regulations for continuing eligibility to receive and administer research funds from the Canadian Institutes of Health Research (CIHR), the Natural Sciences and Engineering Research Council of Canada (NSERC), and the Social Sciences and Humanities Research Council of Canada (SSHRC), or “the Tri-Council Agencies.”

The mandate of the Laurentian University Research Ethics Board (LU REB, also referred to as REB in this document) is to review the compliance of research involving humans in accordance with the TCPS policies, Laurentian University policies and other applicable legal and regulatory requirements with respect to consent and the protection of participant privacy and in keeping with the core principles as defined in the TCPS. The LU REB will review any proposed research project that will involve humans directly or indirectly. In doing so, the LU REB will establish a “proportionate approach” to the review process.

## 1.2 Enabling Body

The LU REB is established by resolution of the Board of Governors (BOG) of Laurentian University which has granted the LU REB the mandate to review the ethical acceptability of research on behalf of the institution, including approving, rejecting, proposing modifications to, or terminating any proposed or ongoing research involving humans.

### 1.2.1 Accountability and Reporting Relationship

The LU REB in its review and decision-making process must be sheltered from any external influence. In order to guarantee this independence and ensure the LU REB is able to function effectively, the BOG of Laurentian University is expected to:

- Ensure the establishment of policies and procedures that support the independence of the LU REB in its decision making so that the LU REB may be free of inappropriate influence, including situations of real, potential or perceived conflicts of interest.
- Provide appropriate financial and administrative resources to the LU REB (e.g., research ethics administration staff) that will adequately support the effective and efficient operation of the LU REB.
- Provide funding for professional development of the members of the LU REB to appropriately perform their roles and responsibilities as outlined in the current TCPS policies.

### 1.2.2 Annual Report and Other Reports

The LU REB will provide a written report annually to the BOG. This report will be sent to the Senate for information. In the course of the year, any urgent issues or issues deemed of sufficient importance to be

addressed by the BOG shall be brought by the chair of the LU REB to the Vice-President, Research (VPR). At this time the Chair of the REB must only indicate that there is an urgent matter for the BOG and the issue does not need to be disclosed to the VPR. The VPR will inform the University Secretary who will meet with the Chair of the REB to be briefed to determine if the matter can wait until the next regular meeting of the BOG's Audit and Risk Committee or if a special meeting of the BOG needs to be called.

Should the Chair of the REB deem the VPR in potential or perceived conflict of interest to the situation, the Chair can contact the University Secretary directly.

### 1.2.3 Conflicts of Interest

Laurentian University shall act in a transparent manner identifying and addressing conflicts of interest related to research. Its policies should address the roles, responsibilities and processes for identifying, eliminating, minimizing or otherwise managing institutional conflict of interest relevant to research or all sources of potential for conflicts.

The BOG shall ensure that institutional policies and procedures shall also support and promote the independence of the LU REB in its decision making so that the LU REB may be free of inappropriate influence, including situations of real, potential or perceived conflicts of interest. In compliance with this principle, therefore, an institutional senior administrator (e.g. Vice-President, Research, Director of Business Development) shall not serve on the LU REB, nor directly or indirectly influence the LU REB decision-making process, or annual reporting to the BOG.

## 1.3 Scope of Activities and Approaches

The role of the LU REB is to facilitate ethically acceptable research concerning human participants. The LU REB shall develop and implement policies and procedures concerning the role of the LU REB that comply with the most recent terms of the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS) and Laurentian University policies.

- 1.3.1 The TCPS establishes the scope and principles that the LU REB will follow in the evaluation of a research proposal. The approach that will guide the work of the LU REB in this respect will always remain in accordance with the core principles enunciated in the TCPS: Respect for Persons, Concern for Welfare, and Justice.
- 1.3.2 The LU REB will ensure that the consent process in approved research applications meets the provisions and standards outlined in the TCPS.
- 1.3.3 The LU REB will uphold the principles of fairness and equity in research participation in accordance with the principles in current TCPS and Laurentian University policies and will be satisfied that the research protocol has provisions to respect the right to privacy and confidentiality.
- 1.3.4 The LU REB may from time to time engage a consultant to provide expert advice by way of a written report.
- 1.3.5 REB Sub-Committees: The REB may establish such permanent or ad hoc sub-committees as it considers necessary to undertake special or ongoing tasks relating to the review or creation of proposed research and/or policies, guidelines and standards as documents for the LU REB.
- 1.3.6 The Audit and Risk Committee shall review relevant policies, from time to time, to ensure their currency and relevance to national and other level policies and legislation and make recommendations to the LU BOG who has the final authority. New and updated policies

and Terms of Reference, after being endorsed by members of the REB, will also be sent to the Senate for information.

## 1.4 Composition

The membership of the LU REB is designed to ensure competent independent research ethics review and reasonable workload. The membership is not based upon departmental or school representation but on the expertise needed to represent the different research activities conducted at Laurentian University.

1.4.1 The LU REB should be comprised of a Chair, Vice-Chair (or alternate), and a representative membership of at least five members that shall reflect the bilingual nature of the University, a reasonable gender balance and participation of Indigenous members of the University community.

Membership shall include:

- expertise in relevant research disciplines, fields and methodologies;
- knowledgeability in ethics;
- knowledgeability in law;
- knowledgeability in health research;
- at least one person from the community;
- at least one graduate student;
- one representative of the Office of Research Services who will be an ex-officio, non voting member. (TCPS 2 (2022) art. 6.2)

In addition, there will be a secretary / coordinator who works with the ex-officio member to provide support to the LU REB.

1.4.2 In the event that the expertise to judge a particular research protocol is not found within the membership, LU REB shall call upon internal or external ad hoc advisors. Such advisors are consulted for a specific research ethics review and only for the duration of that review.

## Section 2: Chair and Vice-Chair of the Research Ethics Board

### 2.1 Election and Removal of the Chair and Vice-Chair

The Chair and Vice-Chair will be elected by the membership of LU REB. The names of the Chair and Vice-Chair will be sent by the VPR to the Board of Governors for approval. The terms of the Chair and the Vice-Chair will be three years with staggered succession dates to ensure continuity of leadership. The Chair's term of office is renewable for a maximum of three successive terms in order to maintain the required expertise and to provide the necessary continuity of leadership. Removal of the Chair may be accomplished by a motion to such effect presented at a properly constituted meeting of the LU REB on which not fewer than 2/3 of the voting members of the LU REB vote in favour of the removal of the Chair. Removal of the Chair may be initiated by an advanced notice of a written motion to the members circulated with the materials for a regular or specially constituted meeting, a duly made and seconded motion to consider removal of the Chair, and a resolution on which no fewer than 2/3 of the voting members of the LU REB have voted in favour of the removal of the Chair. The successful resolution to remove the Chair from office will be conveyed with the numerical voting result and written reasons to the University Secretary, with a copy to the VPR, requesting the Audit and Risk Committee of the BOG to review the appointment of the Chair (or Vice-Chair) of the LU REB.

## 2.2 Role of the Chair

The LU REB Chair is responsible for ensuring that the LU REB review process conforms to the requirements of the TCPS. The role of the Chair is to provide overall leadership for LU REB and to facilitate the LU REB review processes based on institutional policies and procedures and this Policy. The Chair shall monitor LU REB's decisions for consistency and ensure that these decisions are recorded accurately and communicated clearly to researchers in writing as soon as possible by the Chair or their designate. In any situation where the Chair is unavailable, the Vice-Chair will assume the role of "Acting Chair." The University shall provide the necessary resources and adequate administrative support to enable the LU REB Chair to fulfill their responsibilities or for the Vice-Chair if they must perform the "acting role" for any length of time.

The Chair shall be specifically responsible for:

- 2.2.1** reviewing all proposals received (and pre-reviewed) by the Research Ethics Officer to determine whether a proposal qualifies for delegated review or should go to full review;
- 2.2.2** signing proposal approvals, doing so only when they are satisfied that all relevant policies and procedures have been followed;
- 2.2.3** seeking appropriate peer review of the proposed research ethics when the risk is more than minimal, and when there is insufficient expertise within the committee to evaluate a project;
- 2.2.4** determining whether requests to change substantive elements of previously approved projects require full review, and if not, either to review them on behalf of LU REB or assign one or two committee members to evaluate the project;
- 2.2.5** conducting any aspects of ongoing review delegated to the Chair by the LU REB;
- 2.2.6** communicating with researchers as required concerning their proposals;
- 2.2.7** consulting as required with researchers and delegated (undergraduate departmental) Ethics Boards;
- 2.2.8** ensuring that the LU REB meets at reasonable, scheduled, publicized time intervals;
- 2.2.9** appointing ad hoc LU REB members as required;
- 2.2.10** consulting with the community representative in the event that the community member(s) cannot attend a meeting;
- 2.2.11** consulting with the Research Ethics Officer and VPR to identify and meet professional development and research ethics educational needs of the university community and secure sufficient funding to support the professional development of its members;
- 2.2.12** participating in LU REB and University ethics-educational undertakings;

**2.2.13** ensuring that LU REB policies and procedures are reviewed regularly and updated as required;

**2.2.14** ensuring that issues arising with the present Terms of Reference (TOR) are noted for the purpose of future revision and that such revisions occur as required.

**2.2.15** chairing meetings in accordance with the most up to date Robert's Rules of Order.

## 2.3 Chair Compensation

The Chair of the LU REB will receive compensation for their services. Compensation will be in the form of a release from teaching and/or a stipend. Upon selection from the LU REB, the VPR will meet with the proposed LU REB Chair to overview compensation for their 3-year service (or, in the case of an interim Chair, for the duration of their service), which will come into effect upon BOG approval of their appointment.

## Section 3: LU REB Members, Recruitment and Membership

### 3.1 Appointment of LU REB members

3.1.1 LU REB membership selection process shall be fair and impartial.

3.1.2 There are three methods by which an LU REB member may be appointed:

- Open positions for the “required” expertise will be advertised within the university community. Interested individuals shall submit a letter of intent and a CV to the Research Ethics Officer. The LU REB will examine all candidates and select new members.
- A list of LU schools and departments where human participant research is regularly conducted by faculty and students will be compiled. Each year the “next” units on this roster will be invited to recommend a member to the LU REB using their usual processes for LU committee appointment (e.g. election, volunteer, appointment). If the department/school at the top of the list is unable to identify an LU REB member, the next department/school on the list will be approached until a new member is found.
- Recruitment will be conducted among local communities served by Laurentian University such as NOSMU and HSNRI.

A list of all approved new members will be provided by the LU REB to the VPR who will work with the University Secretary to have members presented to the BOG for approval.

### 3.2 Terms of Appointments

3.2.1 The term of office for LU REB members is three years, with optional renewal in order to maintain the required expertise of the membership.

3.2.2 The term of a member beyond the regular term of appointment can be extended until a suitable candidate is identified and trained or in the case of a member who becomes the LU REB Chair with fewer than 3 years left in their term.

### 3.3 Training and Expertise

LU REB members must be provided with necessary training and ongoing educational opportunities to effectively function in their review of research proposals that fall within the mandate of the LU REB. At least once a year, the LU REB Chair will discuss professional development needs with the members of the LU REB. As a condition of membership, members are required to participate in self-education activities in research ethics. All members must complete the TCPS 2 Core Tutorial as the program is updated and submit their certificate to the Research Ethics Officer.

### 3.4 Confidentiality and Conflict of Interest

3.4.1 Confidentiality: Before entering into LU REB related activities, every LU REB member will review confidentiality policies and is required to maintain confidentiality in relation to the information they may become aware of while performing their duty.

3.4.2 Conflict of Interest: LU REB members shall declare any conflict of interest (real, potential or perceived) related to their position as soon as they become aware of it. Questions of Conflict of Interest may be brought to and decided by the Chair of LU REB (in the case of the Chair of the LU REB, to the University Secretary who will bring the matter to the attention of the Chair of the Audit and Risk Committee of the BOG). Additional information relating to conflicts of interest can be found in the Laurentian University Conflict of Interest in Research Policy.

3.4.3 Community Member(s): shall not be affiliated with Laurentian University and it is advisable that community members are not currently engaged in research or legal work as their principal activities. Their primary role is to reflect the perspective of the participant.

### 3.5 LU REB Members' Duties

Each LU REB member's primary duty is the protection of the rights and welfare of the individual human beings who are serving as the participants of research. In order to fulfill their duties, LU REB members must be versed in regulations governing human participants' protection and policies relevant to human research participant protection.

#### 3.5.1 Attendance

3.5.1.1 LU REB members will make every reasonable effort to attend all regularly scheduled meetings as well as educational events. Within their discretion, the Chair may require a member to step down if they miss 3 or more consecutive scheduled meetings without reason, or if they exhibit habitual absences or failure to complete delegated reviews in a timely and suitable fashion.

3.5.1.2 LU REB members shall be available for the complete meeting

#### 3.5.2 Duties

3.5.2.1 All LU REB members are expected to review all distributed materials and be prepared to discuss each project and provide their input at convened meetings.

3.5.2.2 LU REB members are expected to review the ethics proposal sent within the delegated review process in a timely manner (no more than 14 business days after receiving the proposals).

3.5.2.4 Member(s) knowledgeable in research ethics are expected to alert LU REB to potential ethical issues of concern in files under review and provide options for how to reduce risk.

3.5.2.5 LU REB ex-officio member's duties include to represent the university's administration to the REB and providing administrative and technical support to the LU REB.

## Section 4: LU REB Meetings

### 4.1 Frequency of Meetings

The LU REB will meet at least once a month (excluding July and August) if a full board review is required. Monthly meetings can be cancelled if no files are to be reviewed by all REB members. .

#### 4.1.1 Retreats

The LU REB may hold one or more retreats or similar meetings during a year to discuss general issues arising from LU REB activities, to evaluate its terms of reference and standard operating procedures as well as to take advantage of educational opportunities.

### 4.2 Notice of Meetings

The LU REB shall display on its website at least one month before the start of the academic year, a schedule of the LU REB meeting dates for the upcoming year.

### 4.3 Informal Meetings

Researchers and LU REB may have informal meetings with each other prior to the formal review process, in order to expedite and facilitate the review process. Such informal meetings cannot, however, substitute for the formal review process.

### 4.4 Regular Meetings

LU REB members may meet in person or by teleconference (ex. Zoom) to review proposed research that is not assigned to delegated review.

### 4.5 Quorum

Quorum shall be 50% of the total number of LU REB members provided the members participating in the meeting have adequate expertise to properly deal with the matters before the LU REB at the meeting.

### 4.6 Decision by Consensus

Routine LU REB decisions will be made by consensus whenever possible and, on an ordinary motion, by a 50% plus 1 majority vote when consensus is not achieved. A 2/3 vote by present members is required on motions to amend the LU REB Terms of Reference, or to expel the Chair or Vice-Chair, or suspend the rules. The Chair shall vote only in the case of a tie vote.

### 4.7 Researchers' Presence when their Proposal is Reviewed

Research applicants (and in the case of students, the supervisor) may attend where a full review is required to participate in discussions about their proposals, but those researchers cannot be present when LU REB is making its decision, including final deliberations on the file and vote.

### 4.8 Guests Present at Meetings

Guests (Laurentian University students or faculty) may be permitted to attend the REB meeting, subject to the agreement by the LU REB Chair. The guest must take no part in the discussion and must disclose any conflicts of interest, vested interest in, or scientific or management responsibility for any applications being reviewed during the meeting. The meeting minutes must reflect that the guest agreed to maintain confidentiality of the proceedings and that they did not take any part in the discussions.

#### 4.9 Language Interpreters

Due to Laurentian University's bilingual mandate, researchers may submit REB applications in French or English. If required, the REB may hire an interpreter to facilitate discussion with the researcher when their proposal undergoes full board review. The LU REB will make a concerted effort to have interpretation available at the full regular scheduled meetings of the REB.

#### 4.10 Impartiality and Efficiency

LU REB shall function impartially, provide a fair hearing to the researchers involved, and provide reasoned and appropriately documented opinions and decisions. LU REB should make its decisions on the ethical acceptability of research in an efficient and timely manner, and shall communicate recommendations, approvals and refusals to researchers in writing, in print or by electronic means, in accordance with their procedures.

#### 4.11 Reconsideration Process

When the LU REB is considering not to approve a proposal, it will provide the researcher with all the reasons for doing so and give the researcher an opportunity to address the concerns of the REB before rendering its final decision.

#### 4.12 Content of the Minutes

The minutes of each regular meeting shall clearly reflect LU REB's decisions, contain a summary of the discussions, the rationale for LU REB's decisions, and any dissenting opinion(s). The portion of LU REB meetings pertaining to the discussion of cases is held *in camera*. The minutes of the LU REB are confidential.

#### 4.13 Access to Personal Portions of the Minutes

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Where researchers do not receive ethics approval, or receive approval conditional on revisions that they believe will compromise the feasibility or integrity of the proposed research, they are entitled to reconsideration by the LU REB. If the researcher remains dissatisfied with the outcome of the reconsideration, they may appeal using the established appeal mechanism in accordance with institutional procedures (Ethics Appeal Agreement between Lakehead University and Laurentian University). Researchers may request, and LU REB shall provide reconsideration of decisions affecting a research project within one calendar month.

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A researcher may request that a departmental (delegated) REB decision be reviewed by the LU REB, in which case the proposal will undergo full review. Such request must be made in writing, detailing the reasons for the request, and should be directed to the Chair of the LU REB.



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The mandate of the appeal body is to do the following:

- Conduct a full review of the application and associated documentation in order to reach an independent decision;
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- Communicate the decision to the researcher and the Chair of LU REB;
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- The outcome of such an appeal is final.

# Section 6: Administrative Support

## 6.1 University Undertaking

The LU BOG undertakes to provide appropriate human, administrative and financial resources to the LU REB so that it can discharge its mandate including support for professional development of its members.

Laurentian University will indemnify and save members of the LU REB from any and all liability associated with the exercise of the members' duties while serving on the LU REB. **In so much, LU REB member is acting in honesty and good faith.**

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The Chair of the LU REB will submit annually an anticipated operational budget to the VPR, and outline the human resources, administrative and financial needs necessary to support the work of the LU REB. The request from the Chair of the LU REB will be taken into account by the VPR when submitting their budget for approval and there will be a dedicated budget line for the LU REB.

## 6.3 Records

The Office of Research Services will maintain records regarding LU REB reviews and decisions for the full term of the research activity plus 7 years. Records will consist of the original proposal, the consent

form, and correspondence with regard to the review and reporting of the ongoing review process, including adverse events reports and their follow-up.

## Section 7: Approval, Ratification and Revision

### 7.1 Revision of the Terms of Reference

The current LU REB Terms of Reference will be reviewed every three years or when the TCPS policy is revised.

### 7.2 Approval and Ratification of the Terms of Reference

Current and future updates of the Terms of Reference will be presented to the Senate for information and the BOG for approval.



LAURENTIAN UNIVERSITY RESEARCH ETHICS BOARD

TERMS OF REFERENCE

2024

Document	Laurentian University Research Ethics Board Terms of Reference
Unit Responsible	Research Ethics Board
Approval Authority	Board of Governors
Approval Date	2016
Next Review	2027
Review History	January 2017, April 2024

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## Introduction

The Laurentian University Research Ethics Board (LU REB) Terms of Reference (TOR) presented here are an update of the previous TOR, dated January 11, 2017 to implement necessary revisions and to bring the new TOR in accord with the most recent update to the TRI-COUNCIL POLICY STATEMENT on Ethical Conduct for Research Involving Humans (TCPS 2 (2022)).

[https://ethics.gc.ca/eng/policy-politique\\_tcps2-eptc2\\_2022.html](https://ethics.gc.ca/eng/policy-politique_tcps2-eptc2_2022.html)

# Section 1: Laurentian University Research Ethics Board (LU REB)

## 1.1 Mandate of the Laurentian University Research Ethics Board

All Canadian Universities must comply with Tri-Council Policy Statement (TCPS) regulations for continuing eligibility to receive and administer research funds from the Canadian Institutes of Health Research (CIHR), the Natural Sciences and Engineering Research Council of Canada (NSERC), and the Social Sciences and Humanities Research Council of Canada (SSHRC), or “the Tri-Council Agencies.”

The mandate of the Laurentian University Research Ethics Board (LU REB, also referred to as REB in this document) is to review the compliance of research involving humans in accordance with the TCPS policies, Laurentian University policies and other applicable legal and regulatory requirements with respect to consent and the protection of participant privacy and in keeping with the core principles as defined in the TCPS. The LU REB will review any proposed research project that will involve humans directly or indirectly. In doing so, the LU REB will establish a “proportionate approach” to the review process.

## 1.2 Enabling Body

The LU REB is established by resolution of the Board of Governors (BOG) of Laurentian University which has granted the LU REB the mandate to review the ethical acceptability of research on behalf of the institution, including approving, rejecting, proposing modifications to, or terminating any proposed or ongoing research involving humans.

### 1.2.1 Accountability and Reporting Relationship

The LU REB in its review and decision-making process must be sheltered from any external influence. In order to guarantee this independence and ensure the LU REB is able to function effectively, the BOG of Laurentian University is expected to:

- Ensure the establishment of policies and procedures that support the independence of the LU REB in its decision making so that the LU REB may be free of inappropriate influence, including situations of real, potential or perceived conflicts of interest.
- Provide appropriate financial and administrative resources to the LU REB (e.g., research ethics administration staff) that will adequately support the effective and efficient operation of the LU REB.
- Provide funding for professional development of the members of the LU REB to appropriately perform their roles and responsibilities as outlined in the current TCPS policies.

### 1.2.2 Annual Report and Other Reports

The LU REB will provide a written report annually to the BOG. This report will be sent to the Senate for information. In the course of the year, any urgent issues or issues deemed of sufficient importance to be

addressed by the BOG shall be brought by the chair of the LU REB to the Vice-President, Research (VPR). At this time the Chair of the REB must only indicate that there is an urgent matter for the BOG and the issue does not need to be disclosed to the VPR. The VPR will inform the University Secretary who will meet with the Chair of the REB to be briefed to determine if the matter can wait until the next regular meeting of the BOG's Audit and Risk Committee or if a special meeting of the BOG needs to be called.

Should the Chair of the REB deem the VPR in potential or perceived conflict of interest to the situation, the Chair can contact the University Secretary directly.

### 1.2.3 Conflicts of Interest

Laurentian University shall act in a transparent manner identifying and addressing conflicts of interest related to research. Its policies should address the roles, responsibilities and processes for identifying, eliminating, minimizing or otherwise managing institutional conflict of interest relevant to research or all sources of potential for conflicts.

The BOG shall ensure that institutional policies and procedures shall also support and promote the independence of the LU REB in its decision making so that the LU REB may be free of inappropriate influence, including situations of real, potential or perceived conflicts of interest. In compliance with this principle, therefore, an institutional senior administrator (e.g. Vice-President, Research, Director of Business Development) shall not serve on the LU REB, nor directly or indirectly influence the LU REB decision-making process, or annual reporting to the BOG.

## 1.3 Scope of Activities and Approaches

The role of the LU REB is to facilitate ethically acceptable research concerning human participants. The LU REB shall develop and implement policies and procedures concerning the role of the LU REB that comply with the most recent terms of the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS) and Laurentian University policies.

- 1.3.1 The TCPS establishes the scope and principles that the LU REB will follow in the evaluation of a research proposal. The approach that will guide the work of the LU REB in this respect will always remain in accordance with the core principles enunciated in the TCPS: Respect for Persons, Concern for Welfare, and Justice.
- 1.3.2 The LU REB will ensure that the consent process in approved research applications meets the provisions and standards outlined in the TCPS.
- 1.3.3 The LU REB will uphold the principles of fairness and equity in research participation in accordance with the principles in current TCPS and Laurentian University policies and will be satisfied that the research protocol has provisions to respect the right to privacy and confidentiality.
- 1.3.4 The LU REB may from time to time engage a consultant to provide expert advice by way of a written report.
- 1.3.5 REB Sub-Committees: The REB may establish such permanent or ad hoc sub-committees as it considers necessary to undertake special or ongoing tasks relating to the review or creation of proposed research and/or policies, guidelines and standards as documents for the LU REB.
- 1.3.6 The Audit and Risk Committee shall review relevant policies, from time to time, to ensure their currency and relevance to national and other level policies and legislation and make recommendations to the LU BOG who has the final authority. New and updated policies



and Terms of Reference, after being endorsed by members of the REB, will also be sent to the Senate for information.

## 1.4 Composition

The membership of the LU REB is designed to ensure competent independent research ethics review and reasonable workload. The membership is not based upon departmental or school representation but on the expertise needed to represent the different research activities conducted at Laurentian University.

1.4.1 The LU REB should be comprised of a Chair, Vice-Chair (or alternate), and a representative membership of at least five members that shall reflect the bilingual nature of the University, a reasonable gender balance and participation of Indigenous members of the University community.

Membership shall include:

- expertise in relevant research disciplines, fields and methodologies;
- knowledgeability in ethics;
- knowledgeability in law;
- knowledgeability in health research;
- at least one person from the community;
- at least one graduate student;
- one representative of the Office of Research Services who will be an ex-officio, non voting member. (TCPS 2 (2022) art. 6.2)

In addition, there will be a secretary / coordinator who works with the ex-officio member to provide support to the LU REB.

1.4.2 In the event that the expertise to judge a particular research protocol is not found within the membership, LU REB shall call upon internal or external ad hoc advisors. Such advisors are consulted for a specific research ethics review and only for the duration of that review.

## Section 2: Chair and Vice-Chair of the Research Ethics Board

### 2.1 Election and Removal of the Chair and Vice-Chair

The Chair and Vice-Chair will be elected by the membership of LU REB. The names of the Chair and Vice-Chair will be sent by the VPR to the Board of Governors for approval. The terms of the Chair and the Vice-Chair will be three years with staggered succession dates to ensure continuity of leadership. The Chair's term of office is renewable for a maximum of three successive terms in order to maintain the required expertise and to provide the necessary continuity of leadership. Removal of the Chair may be accomplished by a motion to such effect presented at a properly constituted meeting of the LU REB on which not fewer than 2/3 of the voting members of the LU REB vote in favour of the removal of the Chair. Removal of the Chair may be initiated by an advanced notice of a written motion to the members circulated with the materials for a regular or specially constituted meeting, a duly made and seconded motion to consider removal of the Chair, and a resolution on which no fewer than 2/3 of the voting members of the LU REB have voted in favour of the removal of the Chair. The successful resolution to remove the Chair from office will be conveyed with the numerical voting result and written reasons to the University Secretary, with a copy to the VPR, requesting the Audit and Risk Committee of the BOG to review the appointment of the Chair (or Vice-Chair) of the LU REB.

## 2.2 Role of the Chair

The **LU REB** Chair is responsible for ensuring that the **LU REB** review process conforms to the requirements of the TCPS. The role of the Chair is to provide overall leadership for **LU REB** and to facilitate the **LU REB** review processes based on institutional policies and procedures and this Policy. The Chair shall monitor **LU REB's** decisions for consistency and ensure that these decisions are recorded accurately and communicated clearly to researchers in writing as soon as possible by the Chair or their designate. In any situation where the Chair is unavailable, the Vice-Chair will assume the role of "Acting Chair." The University shall provide the necessary resources and adequate administrative support to enable the **LU REB** Chair to fulfill their responsibilities or for the **Vice-Chair if they** must perform the "acting role" for any length of time.

The Chair shall be specifically responsible for:

- 2.2.1 reviewing all proposals received (and pre-reviewed) by the Research Ethics Officer to determine whether a proposal qualifies for delegated review or should go to full review;
- 2.2.2 signing proposal approvals, doing so only when **they are** satisfied that all relevant policies and procedures have been followed;
- 2.2.3 seeking appropriate peer review of the proposed research ethics when the risk is more than minimal, and when there is insufficient expertise within the committee to evaluate a project;
- 2.2.4 determining whether requests to change substantive elements of previously approved projects require full review, and if not, either to review them on behalf of **LU REB** or assign one or two committee members to evaluate the project;
- 2.2.5 conducting any aspects of ongoing review delegated to the Chair by **the LU REB**;
- 2.2.6 communicating with researchers as required concerning their proposals;
- 2.2.7 consulting as required with researchers and delegated (**undergraduate** departmental) Ethics Boards;
- 2.2.8 ensuring that the **LU REB** meets at reasonable, scheduled, publicized time intervals;
- 2.2.9 appointing ad hoc **LU REB** members as required;
- 2.2.10 consulting with the community representative in the event that the community member(s) cannot attend a meeting;
- 2.2.11 consulting with the **Research Ethics Officer and VPR** to identify and meet professional development and research ethics educational needs of the **university community and secure sufficient funding to support the professional development of its members**;
- 2.2.12 participating in **LU REB** and University ethics-educational undertakings;

2.2.13 ensuring that **LU REB** policies and procedures are reviewed regularly and updated as required;

2.2.14 ensuring that issues arising with the present Terms of Reference (TOR) are noted for the purpose of future revision and that such revisions occur as required.

2.2.15 chairing meetings in accordance with the most up to date Robert's Rules of Order.

## 2.3 Chair Compensation

The Chair of the **LU REB** will receive compensation for their services. Compensation will be in the form of a release from teaching and/or a stipend. Upon selection from the **LU REB**, the VPR will meet with the proposed **LU REB** Chair to overview compensation for their 3-year service (or, in the case of an interim Chair, for the duration of their service), which will come into effect upon **BOG** approval of their appointment.

## Section 3: **LU REB** Members, Recruitment and Membership

### 3.1 Appointment of **LU REB** members

3.1.1 **LU REB** membership selection process shall be fair and impartial.

3.1.2 There are three methods by which an **LU REB** member may be appointed:

- Open positions for the “required” expertise will be advertised within the university community. Interested individuals shall submit a letter of intent and a CV to the **Research Ethics Officer**. The **LU REB** will examine all candidates and select new members.
- A list of **LU** schools and departments where human participant research is regularly conducted by faculty and students will be compiled. Each year the “next” units on this roster will be invited to recommend a member to the **LU REB** using their usual processes for **LU** committee appointment (e.g. election, volunteer, appointment). If the department/school at the top of the list is unable to identify an **LU REB** member, the next department/school on the list will be approached until a new member is found.
- Recruitment will be conducted among local communities served by **Laurentian University** such as **NOSMU** and **HSNRI**.

A list of all approved new members will be provided by the **LU REB** to the VPR who will work with the **University Secretary** to have members presented to the **BOG** for approval.

### 3.2 Terms of Appointments

3.2.1 The term of office for **LU REB** members is three years, with optional renewal in order to maintain the required expertise of the membership.

3.2.2 The term of a member beyond the regular term of appointment can be extended until a suitable candidate is identified and trained or in the case of a member who becomes **the LU REB Chair** with fewer than 3 years left in **their** term.

### 3.3 Training and Expertise

LU REB members must be provided with necessary training and ongoing educational opportunities to effectively function in their review of research proposals that fall within the mandate of the LU REB. At least once a year, the LU REB Chair will discuss professional development needs with the members of the LU REB. As a condition of membership, members are required to participate in self-education activities in research ethics. All members must complete the TCPS 2 Core Tutorial as the program is updated and submit their certificate to the Research Ethics Officer.

### 3.4 Confidentiality and Conflict of Interest

3.4.1 Confidentiality: Before entering into LU REB related activities, every LU REB member will review confidentiality policies and is required to maintain confidentiality in relation to the information they may become aware of while performing their duty.

3.4.2 Conflict of Interest: LU REB members shall declare any conflict of interest (real, potential or perceived) related to their position as soon as they become aware of it. Questions of Conflict of Interest may be brought to and decided by the Chair of LU REB (in the case of the Chair of the LU REB, to the University Secretary who will bring the matter to the attention of the Chair of the Audit and Risk Committee of the BOG). Additional information relating to conflicts of interest can be found in the Laurentian University Conflict of Interest in Research Policy.

3.4.3 Community Member(s): shall not be affiliated with Laurentian University and it is advisable that community members are not currently engaged in research or legal work as their principal activities. Their primary role is to reflect the perspective of the participant.

### 3.5 LU REB Members' Duties

Each LU REB member's primary duty is the protection of the rights and welfare of the individual human beings who are serving as the participants of research. In order to fulfill their duties, LU REB members must be versed in regulations governing human participants' protection and policies relevant to human research participant protection.

#### 3.5.1 Attendance

3.5.1.1 LU REB members will make every reasonable effort to attend all regularly scheduled meetings as well as educational events. Within their discretion, the Chair may require a member to step down if they miss 3 or more consecutive scheduled meetings without reason, or if they exhibit habitual absences or failure to complete delegated reviews in a timely and suitable fashion.

3.5.1.2 LU REB members shall be available for the complete meeting

#### 3.5.2 Duties

3.5.2.1 All LU REB members are expected to review all distributed materials and be prepared to discuss each project and provide their input at convened meetings.

3.5.2.2 LU REB members are expected to review the ethics proposal sent within the delegated review process in a timely manner (no more than 14 business days after receiving the proposals).

3.5.2.4 Member(s) knowledgeable in research ethics are expected to alert LU REB to potential ethical issues of concern in files under review and provide options for how to reduce risk.

3.5.2.5 **LU REB** ex-officio member's duties include to represent the university's administration to the REB and providing administrative and technical support to the **LU REB**.

## Section 4: **LU REB** Meetings

### 4.1 Frequency of Meetings

The **LU REB** will meet at least **once a month (excluding July and August)** if a full board review is required. **Monthly meetings can be cancelled if no files are to be reviewed by all REB members.** .

#### 4.1.1 Retreats

The **LU REB** may hold one or more retreats or similar meetings during a year to discuss general issues arising from **LU REB** activities, to evaluate its terms of reference and standard operating procedures as well as to take advantage of educational opportunities.

### 4.2 Notice of Meetings

**The LU REB** shall display on its website at least one month before the start of the academic year, a schedule of the **LU REB** meeting dates for the upcoming year.

### 4.3 Informal Meetings

Researchers and **LU REB** may have informal meetings with each other prior to the formal review process, in order to expedite and facilitate the review process. Such informal meetings cannot, however, substitute for the formal review process.

### 4.4 Regular Meetings

**LU REB** members may meet in person or by **teleconference (ex. Zoom)** to review proposed research that is not assigned to delegated review.

### 4.5 Quorum

Quorum shall be 50% of the total number of **LU REB** members provided the members participating in the meeting have adequate expertise to properly deal with the matters before the **LU REB** at the meeting.

### 4.6 Decision by Consensus

Routine **LU REB** decisions will be made by consensus whenever possible and, on an ordinary motion, by a 50% plus 1 majority vote when consensus is not achieved. A 2/3 vote by present members is required on motions to amend the **LU REB** Terms of Reference, or to expel **the Chair or Vice-Chair**, or suspend the rules. The Chair shall vote only in the case of a tie vote.

### 4.7 Researchers' Presence when their Proposal is Reviewed

Research applicants (and in the case of students, the supervisor) may attend where a full review is required to participate in discussions about their proposals, but those researchers cannot be present when **LU REB** is making its decision, **including final deliberations on the file and vote.**

### 4.8 Guests Present at Meetings

Guests (Laurentian University students or faculty) may be permitted to attend the REB meeting, subject to the agreement by **the LU REB** Chair. The guest must take no part in the discussion and must disclose any **conflicts of interest, vested** interest in, or scientific or management responsibility for any applications being reviewed during the meeting. The meeting minutes must reflect that the guest **agreed** to maintain confidentiality of the proceedings and that they **did not** take any part in the discussions.

#### 4.9 Language Interpreters

Due to Laurentian University's bilingual mandate, researchers may submit REB applications in French or English. If required, the REB may hire an interpreter to facilitate discussion with the researcher when their proposal undergoes full board review. **The LU REB will make a concerted effort to have interpretation available at the full regular scheduled meetings of the REB.**

#### 4.10 Impartiality and Efficiency

**LU REB** shall function impartially, provide a fair hearing to the researchers involved, and provide reasoned and appropriately documented opinions and decisions. **LU REB** should make its decisions on the ethical acceptability of research in an efficient and timely manner, and shall communicate recommendations, approvals and refusals to researchers in writing, in print or by electronic means, in accordance with their procedures.

#### 4.11 Reconsideration Process

When **the LU REB** is considering not to approve a proposal, it will provide the researcher with all the reasons for doing so and give the researcher an opportunity **to address the concerns of the REB before rendering its final decision.**

#### 4.12 Content of the Minutes

The minutes of each regular meeting shall clearly reflect **LU REB's** decisions, contain a summary of the discussions, the rationale for **LU REB's** decisions, and any dissenting opinion(s). The portion of **LU REB** meetings pertaining to the discussion of cases is held *in camera*. The minutes of the **LU REB** are confidential.

#### 4.13 Access to Personal Portions of the Minutes

Every researcher has access to the portion of the minutes that relates to **their** proposal. However, the **LU REB** may, from time to time, declare an *in camera* session to discuss a sensitive matter. The minutes for an *in camera* session will be maintained separately and confidentially, with the final decision recorded in the regular meeting minutes.

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Where researchers do not receive ethics approval, or receive approval conditional on revisions that they believe will compromise the feasibility or integrity of the proposed research, they are entitled to reconsideration by **the LU REB**. If the researcher remains dissatisfied with the outcome of the reconsideration, **they** may appeal using the established appeal mechanism in accordance with institutional procedures (**Ethics Appeal Agreement between Lakehead University and Laurentian University**). Researchers may request, and **LU REB shall** provide reconsideration of decisions affecting a research project within one calendar month.

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A researcher may request that a departmental (delegated) REB decision be reviewed by the **LU REB**, in which case the proposal will undergo full review. Such request must be made in writing, detailing the reasons for the request, and should be directed **to the Chair of the LU REB.**

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Researchers may request that **the LU REB** reconsider a decision that affects their project. They must do so in writing, detailing the reasons for their request within one calendar month of **receiving LU REB's** decision. Such requests shall be directed to the Chair of **LU REB**.

## 5.3 Appeal of LU REB Decisions

In cases when researchers and **the LU REB** cannot reach agreement through reconsideration, the institution shall provide access to an established appeal process for the review of a **LU REB** decision where such institutional appeal process has been established by the institution and adopted by the **LU REB (Ethics Appeal Agreement between Lakehead University and Laurentian University)**. The appeal must be made in writing to the Chair of the **LU REB** and set out the reasons for the appeal as well as the specific provisions of the TCPS or of this policy that the appeal is based upon.

## 5.4 Mandate of the appeal body

The mandate of the appeal body is to do the following:

- Conduct a full review of the application and associated documentation in order to reach an independent decision;
- Render a final and binding decision, by majority vote, which may either uphold the original decision; or impose specific conditions for approval of the project;
- Communicate the decision to the researcher and the Chair of **LU REB**;
- Delegate to **the LU REB** the responsibility for implementing and monitoring the final decision of the appeal body;
- The outcome of such an appeal is final.

# Section 6: Administrative Support

## 6.1 University Undertaking

The LU BOG undertakes to provide appropriate human, administrative and financial resources to the LU REB so that it can discharge its mandate including support for professional development of its members.

**Laurentian University will indemnify and save members of the LU REB from any and all liability associated with the exercise of the members' duties while serving on the LU REB. In so much, LU REB member is acting in honesty and good faith.**

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The Chair of the LU REB will submit annually an anticipated operational budget to the VPR, and outline the human resources, administrative and financial needs necessary to support the work of the LU REB. The request from the Chair of the LU REB will be taken into account by the VPR when submitting their budget for approval and there will be a dedicated budget line for the LU REB.

## 6.3 Records

The Office of Research Services will maintain records regarding LU REB reviews and decisions for the full term of the research activity plus 7 years. Records will consist of the original proposal, the consent

form, and correspondence with regard to the review and reporting of the ongoing review process, including adverse events reports and their follow-up.

## Section 7: Approval, Ratification and Revision

### 7.1 Revision of the Terms of Reference

The current LU REB Terms of Reference will be reviewed every three years or when the TCPS policy is revised.

### 7.2 Approval and Ratification of the Terms of Reference

Current and future updates of the Terms of Reference will be presented to the Senate for information and the BOG for approval.





**BOARD EXECUTIVE SUMMARY**

**Board of Governors**

<b>Agenda Title</b>	2024-25 Performance Goals for the President & Vice-Chancellor
<b>Agenda Item No.</b>	Item 9.1
<b>Date of Meeting</b>	June 28, 2024
<b>Open/Closed session</b>	Open
<b>Action Requested</b>	<input type="checkbox"/> For Approval <input checked="" type="checkbox"/> For Information
<b>Proponent</b>	Laura Kurkimaki, Vice-Chair - Human Resources Committee
<b>Presenter(s)</b>	Laura Kurkimaki, Vice-Chair - Human Resources Committee

**1. PURPOSE**

To report on the goals approved by the Human Resources Committee to measure the performance of the President and Vice-Chancellor for the 2024-2025 year.

**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.

As per the procedure set out in the Board approved *Annual Performance and Compensation Review for Senior Administration*, the process by which this oversight is provided involves both setting annual goals and reviewing performance as against those goals. These tasks are assigned to the Human Resources Committee ("Committee")

Given the recent appointment of the President and Vice-Chancellor, the Committee was called upon only to set the President and Vice-Chancellor's performance goals for the 2024-2025 year.

This Item provides a report of the goals which were approved.

**3. RESOLUTION TO CONSIDER:**

N/A

**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 checked="" 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**

N/A

**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 and are essential to ensure that executive goals are aligned with the University’s strategic priorities.

These reviews involve both the setting of performance goals, and measuring performance as against those goals. As per its terms of reference, the Human Resources Committee is tasked with those responsibilities.

Given the recent appointment of the University’s President and Vice-Chancellor, for this year, the Committee is only tasked with setting performance goals for the upcoming year.

In order to assist Committee members in identifying priorities, the Committee sought input on priorities from all voting and non-voting members of the Board of Governors, and the Vice-Presidents. The Committee also considered the Strategic Plan 2024-2029 Year 1 implementation plan, as approved by the Board of Governors. Finally, the Committee was also provided with a set of goals proposed by the President and Vice-Chancellor.

Following the review of those materials, the Committee engaged in a discussion with President and Vice-Chancellor Dr. Lynn Wells and then met in closed session for deliberations. Following the Committee’s consideration of the information provided, the Committee voted to approve the list of goals set out in Item 9.1 A.

**B Alignment with Strategic Objective or Plan of the University**

The performance evaluation process is in line with the Board’s oversight obligations and responds to recommendations within the Auditor General’s 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"><li>• Board Human Resources Committee - Terms of Reference</li></ul>
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**E Financial Implications (where applicable):**

N/A

**F Benefits**

In setting these goals, the Committee will provide direction with respect to expectations for the President and Vice-Chancellor. This process will also ensure that executive goals are aligned with the University’s strategic priorities.

**G Consultations (where applicable)**

- Input solicited from Board members and Vice-Presidents (May 8-14, 2024)
- President and Vice-Chancellor (Report provided and discussion with Committee members)

**H     Communications Plan**

N/A.

**J     Next Steps**

In May of 2025, the Committee will be called upon to evaluate the progress made towards the approved goals.

**I     Appendices**

*Item 9.1 A - Presidential Performance Goals 2024-2025*

**2024-25 Performance Goals for the President & Vice-Chancellor****1) Enhancing our Student Experience**

The President enhances the experience and well-being of students by creating a student-centered culture in which all learners feel welcome, valued and well served by their education. Student recruitment, whether domestic or international, prospers in circumstances where the President proudly promotes the institution's programs, teaching and learning environment, and research and scholarship activities. It will be my role to work with the Provost and other leaders to ensure that our students—whether local, provincial, national, or international—enjoy a high-quality experience while pursuing academic programs and research opportunities that expand their knowledge and prepare them for successful careers. In the Laurentian context, special attention needs to be paid to the recruitment and retention of our local Indigenous and Francophone students, and to providing learning opportunities that meet the needs of our Northern industries and communities.

**GOALS:**

- Be a champion for a student-centred culture at Laurentian University, and work with the Provost, other leaders, and faculty and staff across the University to support student success.

**METRICS:**

- 1) Student success and satisfaction survey results (NSSE, CUSC, internal surveys)
  - 2) Minimum one engagement per term with Association des étudiants et étudiantes francophones, Graduate Students Association, Indigenous Student Circle, and Students General Association
  - 3) Mentorship of Provost and AVP Students
- Promote the excellence of the University's programs, teaching and learning environment, and research and innovation enterprise to prospective students with a view to enhancing student recruitment and retention locally, provincially, nationally, and internationally.

**METRICS:**

- 1) Minimum five presentations to high school students, teachers, guidance counsellors, school board directors
  - 2) Student recruitment and retention data (year-over-year)
- Renew relationships with Francophone and Indigenous communities to enhance student recruitment.

**METRICS:**

- 1) Minimum four engagements with Francophone organizations and institutions (Assemblée francophone de l'Ontario, Association des collèges et universités de la francophonie canadienne, Table de concertation, Association francophone pour le savoir, Collège Boréal, Université de Sudbury)
  - 2) Minimum four engagements with First Nations, Métis and Inuit organizations and institutions (Atikameksheng Anishnawbek, Wahnapiatae First Nation, Métis Nation of Ontario, Weengushk Film Institute, First Nations University of Canada)
- Work with industry partners and employers to expand experiential learning and career opportunities for our students.

**METRICS:**

- 1) Minimum three engagements with industry partners with student engagement opportunities (e.g. Health Sciences North, IAMGold, Rainbow District School Board, Sudbury Catholic District)

**2) Energizing our Academic and Research Mission**

In concert with the Provost and Vice-President Research, the President plays an important role in animating the academic and research missions of the University. As Laurentian enters the next phase of its evolution, as President I will support an environment of academic and research innovation within a context of collegial dialogue and thoughtful allocation of resources. The development of new academic programs and areas of research growth will reflect Laurentian's commitment to supporting Northern priorities and healthy communities, and should embrace the institution's interdisciplinary orientation and tricultural mandate. The renewal of the faculty complement, and the professional development of our professorial corps, will serve to position Laurentian for the future as a respected academic and research institution.

**GOALS:**

- Support the Provost and Vice-President Research in the creation and approval of the Academic and Research Plans.

**METRIC:** Approval of Academic and Research Plans

- Support faculty initiatives to develop new programs and enhance research activities.

**METRIC:** Minimum one new academic program near Ministry approval and one new research incentive program in place by June 2025

- Expand and renew external partnerships that will support academic and research success, including with Indigenous and Francophone communities.

**METRICS:**

1) See above re: Indigenous and Francophone community outreach

2) Relationship discussions with MIRARCO, Northern Ontario School of Medicine, Cambrian College, Collège Boréal, Health Sciences North, other Ontario universities

- Promote Laurentian's academic and research excellence to the broader community

**METRIC:** Minimum two presentations to the Chamber of Commerce and other general public groups

**3) Building up the Communities We Serve**

Laurentian University has a proud history of community engagement, and rebuilding those relationships is a significant aspect of my role as Laurentian's President. Since my arrival in April, I have had many engagements with community members, always promoting the institution's value to the communities that we serve. I will continue to build partnerships regionally, nationally, and internationally, with a view to leveraging opportunities for Laurentian and enhancing our institutional reputation. These relationships will include Francophone organizations, Indigenous communities, other post-secondary institutions, alumni, donors, industry partners, and officials from the municipal, provincial and federal governments.

**GOALS:**

- Reconnect with alumni and donor networks to celebrate their ties to Laurentian and to seek out new sources of support for Laurentian University.

**METRICS:**

- 1) Minimum three engagements with alumni groups
  - 2) Stewardship engagement with at least three of the top donors to Laurentian
  - 3) Minimum three engagements with potential new donors
- Rebuild relationships with representatives of the Francophone community and support the development of a strategy to support enhanced Francophone and bilingual education at Laurentian.

**METRICS:**

- 1) See above re: Francophone community engagement
  - 2) Completion of a strategic plan for Francophone and bilingual education at LU
- Make meaningful connections with the First Nations, Métis and Inuit communities in the region, and promote programs, research and services that support reconciliation with Indigenous peoples.

**METRICS:**

- 1) See above re: Indigenous community engagement
  - 2) Minimum one new Indigenous academic program near Ministry approval
  - 3) Minimum one new incentive or support for Indigenous research
- Enhance our partnerships with other post-secondary institutions with a view to increased accessibility and pathways for students.

**METRICS:**

- 1) Minimum two meetings annually with Cambrian College, Collège Boréal, Northern Ontario School of Medicine, Université de Sudbury, Huntington University, Thorneloe University
- Engage with the City of Greater Sudbury to create a mutually beneficial partnership.

**METRIC:** Minimum two meetings annually with the Mayor

- Develop government relations that will position Laurentian for success.

**METRICS:**

- 1) Minimum two meetings annually with Ministry of Colleges and Universities
  - 2) Minimum one meeting annually with local MPs and MPPS
- Assess the University's needs for renewal of its athletics and recreation facilities and seek creative solutions to address them, contingent on sustainable funding and operating plans.

**METRIC:** Presentation of a planning document to the Board of Governors by June 2025

#### 4) **Valuing and Supporting our People**

The heart of Laurentian University is its people, and it is my role as President to create an environment at the institution where everyone feels valued, respected, and supported. We need to acknowledge the trauma experienced by people in the institution over the past few years while giving them confidence that the future is stable and positive. Over the coming year, I plan to promote an inclusive, team culture that promotes innovation and well-being, beginning with the consolidation of the new Executive and Senior Leadership Teams. As we rebuild capacity across the institution, we will need to recruit and retain high-quality employees who are proud to work at Laurentian. To that end, I will ensure that the achievements of our faculty and staff are appropriately recognized, and that opportunities are made available for people to develop themselves professionally. The improvement and stabilization of labour relations will be a key priority for the coming year. By engaging all members of the Laurentian

community in the implementation of the Strategic Plan and Transformation Program, we will engender a sense of common mission and purpose while improving processes and policies. Finally, as President I will support a stable work and learning environment by ensuring that we meet our obligations under the various compliance and reporting frameworks to which the University is subject.

**GOALS:**

- Create new mechanisms to recognize and celebrate the accomplishments of faculty and staff, and to promote professional development.

**METRIC:**

1) Minimum one new employee recognition program

- Enhance the reputation of Laurentian as a stable, positive workplace to recruit and retain new employees.
- Be a champion and role model for a healthy work environment, characterized by respectful engagement and work-life balance.
- Practice transparency around communications to build internal relationships and trust.
- Work with the Provost and the Vice-President Finance and Administration to improve academic and staff labour relations, and to engage in productive collective bargaining.

**METRICS:**

1) Ratification of new collective agreement with LUSU

2) Increase in internal labour relations capacity by at least one FTE

- Support the Vice-President Finance and Administration in the roll-out and initial phase of the Transformation Program.

**METRIC:** Successful launch of Phase One of the Transformation Program

- Lead the first year of the implementation of the Strategic Plan and engage all members of the community in achieving its milestones.

**METRIC:** Achievement of Year One milestones of the Implementation Plan of the Strategic Plan

- Provide leadership and Institutional oversight to ensure that Laurentian meets all on-going obligations pertaining to the CCAA Plan of Arrangement, the Exit Loan Agreement; and the recommendations from the Ontario Auditor General's Report.

**METRICS:**

1) Compliance with all requirements under the CCAA Plan of Arrangement and Exit Loan Agreement

2) Completion of negotiation with Infrastructure Ontario re: sale of seven properties

3) Completion of two-year review by the Office of the Auditor General of Ontario

**BOARD EXECUTIVE SUMMARY**

**Board of Governors**

<b>Agenda Title</b>	Occupational Health and Safety – 2023 Annual Report
<b>Agenda Item No.</b>	Item 9.2
<b>Date of Meeting</b>	June 28, 2024
<b>Open/Closed session</b>	Open Session
<b>Action Requested</b>	<input type="checkbox"/> For Approval <input checked="" type="checkbox"/> For Information
<b>Proponent</b>	Sylvie Carole Lafontaine, Vice-President Finance and Administration
<b>Presenter(s)</b>	Sylvie Carole Lafontaine Nicole St. Marseille, Director, Campus Safety Gail Cowper-Benoit, Health & Safety Manager

**1. PURPOSE**

To provide members of the Board the 2023 Annual Report regarding occupational health and safety information at the University. This report provides information on the status of Laurentian University Health and Safety programs.

**2. SYNOPSIS**

Annually, the Occupational Health and Safety program provides an overview of its activities, priorities and overall safety performance for the year. The 2023 Annual Report provides the details on Injury, Illness, and Incident, Workplace Safety and Insurance Board (WSIB) Claims, Training data and initiatives, Documented safety concerns, Workplace inspections, and activities with the Laboratory Safety committee.

**3. RESOLUTION TO CONSIDER:**

N/A

**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 type="checkbox"/> Leadership and Change <input type="checkbox"/> Physical Infrastructure	<input type="checkbox"/> Relationship with Stakeholders <input type="checkbox"/> Reputation <input type="checkbox"/> Research Enterprise <input checked="" type="checkbox"/> Safety <input type="checkbox"/> Student Success

**5. RECOMMENDATIONS**

N/A



**A Background/Issue Description**

The Occupational Health and Safety program at Laurentian strives to empower and enable faculty and staff through supportive and resourceful leadership to engage and create a healthy, and safe workplace. Leadership and expertise is provided by the Health and Safety Manager to the university community through the development, implementation, and maintenance of sustainable programs and processes in areas related to occupational health and safety such as: academic and lab safety (including biosafety and radiation safety); environmental safety; fire safety (in partnership with Campus Security Services); Workplace Safety & Insurance Board (WSIB) claims management; ergonomic assessments; assistance with workplace accommodations, and employee wellness initiatives.

The Health and Safety Manager is responsible for the review, development, implementation, and monitoring of Laurentian University’s Health and Safety management systems, to ensure the safety of staff, students, visitors, and contractors, in line with current health and safety legislation. The Health and Safety Manager also acts as the Institution’s Radiation Safety Officer and Biosafety Officer.

**B Alignment with Strategic Objective or Plan of the University**

Having a strong Occupational Health and Safety program not only ensures that the University complies to the applicable laws but it also aligns with Valuing and Supporting our People strategic priority – by creating a healthy and safe working environment.

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

N/A

**D Risks including legislative compliance**

Legislative Compliance	Occupational Health and Safety Act, 1990
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**E Financial Implications (where applicable):**

N/A

**F Benefits**

Analysing and understanding better the causes of the reported incidents helps the University by ensuring it puts in place measures to address the risk of having an incident reoccur. Having a strong Occupational Health and safety program also ensure compliance to the OHS Act, and provides a safe environment for students, faculty and staff.

**G Consultations (where applicable)**

The Annual Report was reviewed by various groups, including the Risk Management team.

**H**     **Communications Plan**

The Annual Report is shared with Joint Health and Safety Committee and is part of the minutes of this committee that are readily available to Laurentian community.

**I**     **Next Steps**

Various initiatives driven by the *Joint Health and Safety Committee* continue to be developed and implemented. There are also a significant number of training sessions that are planned in the coming weeks.

Other opportunities that will be considered in the coming year will include ways to improve our reports to include the reporting of “close calls” which would allow us to be proactive in mitigating risks.

**J**     **Appendices**

*Item 9.2 A - Laurentian University: Occupational Health & Safety – 2023 Annual Report*



**Laurentian**University  
Université**Laurentienne**

# **Occupational Health & Safety**

## **2023 Annual Report**

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## Purpose

The Board receives regular reports regarding occupational health and safety information at the University. This report provides information on the status of Laurentian University Health and Safety Programs, specifically on activities, priorities and overall safety performance for the year 2023.

## Background

The Occupational Health and Safety program at Laurentian strives to empower and enable faculty and staff through supportive and resourceful leadership to engage and create a healthy, and safe workplace. Leadership and expertise is provided by the Health and Safety Manager to the university community through the development, implementation, and maintenance of sustainable programs and processes in areas related to occupational health and safety such as: academic and lab safety (including biosafety and radiation safety); environmental safety; fire safety (in partnership with Campus Security Services); Workplace Safety & Insurance Board (WSIB) claims management; ergonomic assessments; assistance with workplace accommodations, and employee wellness initiatives.

The Health and Safety Manager is responsible for the review, development, implementation, and monitoring of Laurentian University's Health and Safety management systems, to ensure the safety of staff, students, visitors, and contractors, in line with current health and safety legislation. The Health and Safety Manager also acts as the Institution's Radiation Safety Officer and Biosafety Officer.

Laurentian University's Policy on Occupational Health and Safety along with other health and safety policies, procedures, and related information can be found at <https://laurentian.ca/health-and-safety>.

Laurentian is considered a multi-site organization and the Multi-Workplace Joint Health and Safety Committee (JHSC) represents all sites in the Sudbury area. The committee is an advisory body that helps to stimulate or raise awareness of health and safety issues in the workplace, recognizes and identifies workplace risks and develops recommendations for the employer to address these risks. To achieve its goal, the committee holds regular meetings and conducts regular workplace inspections and makes written recommendations to the employer for the improvement of the health and safety of workers.

## Information & Analysis

Safety performance is measured in a number of ways, usually through a combination of lag (output) and lead (input) indicators. Our lead indicators measure activities to prevent or reduce the severity of an incident in the present or future and include safety training and inspection reports. Our lag indicators measure outcomes after an incident and include incident rate and lost time work injuries.

Monitoring and measuring may include some or all the following, plus possibly others:

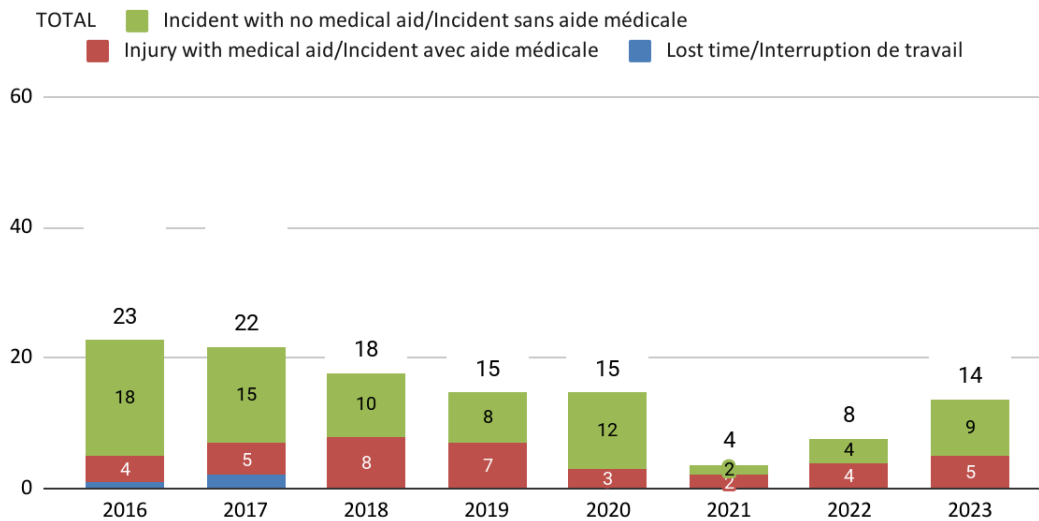
- Injury, illness, and incident tracking
- Maintaining training data
- Documenting safety concerns from employees
- Conducting workplace inspections

## Injury, Illness, and Incident Tracking

Information is provided for the years 2016 to 2023. This information includes:

- Number of lost time injuries: injuries/illnesses in which lost time was approved by the WSIB or is awaiting WSIB adjudication, as the employee has lost time from work as a result of a reported workplace injury;
- Number of medical aids: injuries/illnesses in which health care only was approved by the WSIB or is awaiting WSIB adjudication, as the employee has either sought medical aid but not lost time from work as a result of a reported workplace injury or lost time has not been approved by the WSIB.
- Number of incidents: incidents reported that did not require medical aid and were not reported to WSIB.

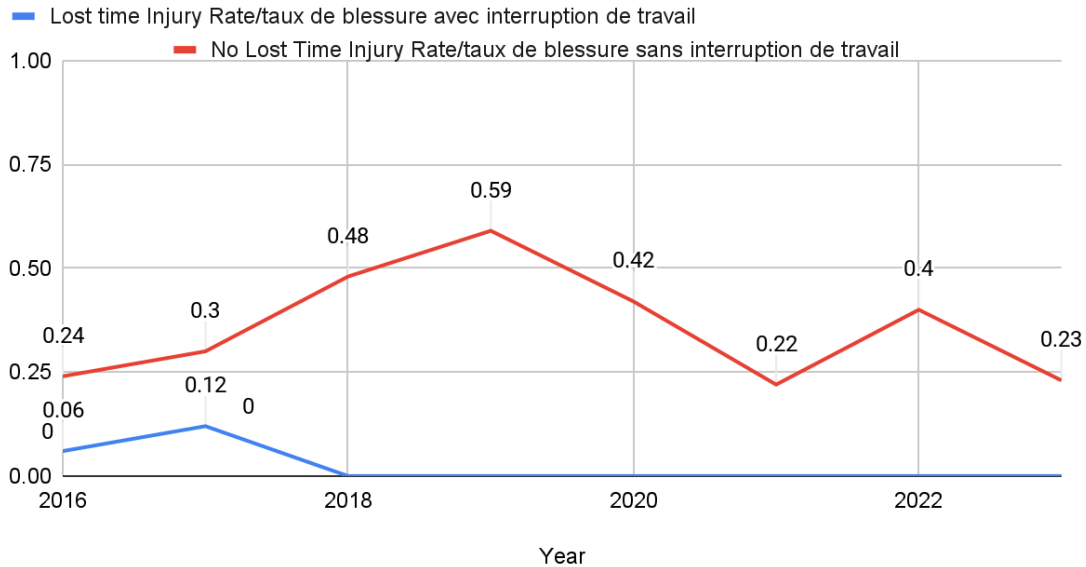
### Incident and Injury Statistics / statistiques sur les incidents et les blessures



**Data Source:** Laurentian University Reporting Form

**Data Maturity:** As of December 31st, 2023

## Injury Rates / Taux de blessures



**Data Source:** Workplace Safety and Insurance Board

**Data Maturity:** As at December 31st, 2023

**Lost Time Injury Rate:** Number of allowed lost time injuries/illnesses per 100 derived full-time equivalent (FTE) workers for the injury year specified, where 100 FTE = 200,000 derived hours.

**No Lost Time Injury Rate:** Number of allowed no lost time injuries/illnesses per 100 derived full-time equivalent (FTE) workers for the injury year specified, where 100 FTE = 200,000 derived hours.

### Workplace Safety and Insurance Board – Claims

Table 1 represents cost associated with approved WSIB claims. The increase in cost is attributable to a hearing loss claim. The cost of hearing claims in 2023 represents 74% of the total claims' costs. These claims are for retired employees who worked in environments with excessive noise. We conducted an extensive noise survey in 2015 and implemented the use of appropriate protective equipment in high noise areas.

*Table 1 - WSIB costs for period from 2016 to 2023*

Year	2016	2017	2018	2019	2020	2021	2022	2023
<b>Cost</b>	\$1,508	\$7,813	\$6,649	\$6,869	\$5,294	\$3,318	\$2,872	\$7714

Table 2 represents the WSIB premium rate paid by Laurentian University for every \$100 of insurable payroll. The rate represents how much we will pay for the upcoming year after taking into consideration: risk band limitations, previous year(s) premium rates, as well as the collective costs of our class (Educational).



*Table 2: WSIB Premium Rate*

Year	2017	2018	2019	2020	2021	2022	2023	2024
Rate	\$0.36	\$0.36	\$0.37	\$0.29	\$0.20	\$0.18	\$0.17	\$0.20

### **Training Data**

Table 3 represents the rate of completion for the required training. This training, which can be completed online, has five modules:

- Occupational Health and Safety Responsibilities. This module is aligned to be compliant with Reg . 297/13) under the [Occupational Health and Safety Act, R.S.O. 1990, c. O.1](#)
- Workplace Hazardous Material Information System (WHMIS). This module is aligned to be compliant with R.R.O. 1990, Reg. 860: WORKPLACE HAZARDOUS MATERIALS INFORMATION SYSTEM (WHMIS) under the [Occupational Health and Safety Act, R.S.O. 1990, c. O.1](#)
- Harassment and Violence Policies and Programs. This module is aligned to be compliant with section 32 under the [Occupational Health and Safety Act, R.S.O. 1990, c. O.1](#).
- Emergency Preparedness
- Ergonomics

**Table 3: Mandatory Training compliance for Full-Time and Part-Time Employees, as of March 31, 2024**

Updated April 3, 2024				
Group	Employee count	Completed Mandatory Training (count)	% complete March 2024	% complete March 2023
*Full Time Faculty	186	155	83%	81%
*Management	94	89	95%	92%
*Staff	234	231	99%	72%
Grant-funded employees and permanent PT	48	42	88%	96%
Part Time Faculty	231	56	24%	21%
Graduate Teaching Assistants	244	143	59%	29%
Part Time Staff	96	36	38%	9%
Students	361	82	23%	not reported
<b>TOTAL</b>	<b>1133</b>	<b>752</b>	<b>66%</b>	<b>60%</b>

\*This does not include any employee on leaves (including sabbatical leaves)  
 Note: Employee numbers are based upon those who received a pay between February 1st and March 31, 2023.

### Other Training Initiatives

Job specific training is also available to staff and faculty. Based on job hazards, supervisors will determine what training is necessary. The following training is available online:

- Laboratory Safety
- Radiation Safety
- Biohazard Safety
- Joint Health and Safety Committee Certification

Facilities Safety Programs are offered in person. Some of recent training include:

- Working at Heights
- Mobile Elevating Devices
- Manual Material Handling

### Documenting Safety Concerns

Safety concerns are initially brought to the supervisor. If the supervisor is unable to resolve, Health and Safety Manager helps to address concerns in conjunction with the JHSC. All concerns are reviewed and discussed with the JHSC. Minutes are available on the [Laurentian University Website](#).

## **Conducting Workplace Inspections**

The Joint Health and Safety Committee reviews the data obtained from inspection reports as well as any information brought forward through the review of the multiple health and safety programs. Over the last 5 years, our number one reported item during inspections are fire code violations such as missing ceiling tiles, blocked means of egress which were addressed in a timely manner. Other issues such as water leaks, tripping hazards are other issues typically reported during inspections. There are no outstanding workplace inspection issues to report.

## **Laboratory Safety Committee**

The [Lab Safety Committee Terms of Reference](#) were reviewed and updated to reflect the consultative role of the committee.

## **References**

[Occupational Health and Safety Act, RSO 1990](#)

[Laurentian University Health and Safety Documents](#)

**BOARD EXECUTIVE SUMMARY**

**Board of Governors**

<b>Agenda Title</b>	Associate Vice-President of Strategic Initiatives
<b>Agenda Item No.</b>	Item 9.3
<b>Date of Meeting</b>	June 28, 2024
<b>Open/Closed session</b>	Open
<b>Action Requested</b>	<input checked="" type="checkbox"/> For Approval <input type="checkbox"/> For Information
<b>Proponent</b>	Dr. Lynn Wells, President and Vice-Chancellor
<b>Presenter(s)</b>	Dr. Lynn Wells

**1. PURPOSE**

The purpose of this agenda item is to seek the approval of the Board of Governors for the President to proceed with the hiring of a new senior administrative position, the Associate Vice-President of Strategic Initiatives, which will report directly to the President. This new role will provide much-needed capacity for the University’s Senior Leadership Team as it works to implement the Strategic Plan and to execute priority projects in a timely manner. While the approval of the Board of Governors is not required for an AVP level role, the President is seeking the Board’s approval in keeping with Recommendation 19 of the Auditor General’s report: “We recommend that Laurentian University if creating new senior administrator and leadership team positions, hiring special advisors or engaging other consultants, develop business cases that justify the need for the roles. The business cases should clearly indicate whether the University has the budget and essential operational need for the positions.” Having the Board approve the creation of and financing approach for this position will support the transparency and justification recommended by the Auditor General.

**2. SYNOPSIS**

This new role will support the President and members of the Senior Leadership Team as they move forward with implementation of the Strategic Plan, which is not only the top institutional priority but also the subject of the first three recommendations for the administration in the Auditor General’s report (see below). Without a dedicated resource to support the coordination of Plan implementation, progress will be impeded and reporting will be inadequate. In addition, this position will provide much-needed coordination of important projects led by the President as well as those that span the jurisdictions of the Vice-Presidents and Senior Leadership Team members. This position is designed to enhance the capacity and effectiveness of University leaders at a critical period in the rebuilding of Laurentian’s reputation, one in which a new Executive Team must deliver in a timely manner on multiple fronts, with extensive requirements, restrictions and reporting obligations (Auditor General’s report recommendations, the CCAA Plan of Compromise and Arrangement, the Transformation Program, the Exit Loan Agreement, etc.).

### 3. RESOLUTION TO CONSIDER:

THAT the Board of Governors approve the creation of the position of Associate Vice-President of Special Initiatives, as recommended by the Human Resources Committee, and as presented at its meeting of June 28, 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

That the Board of Governors approve the creation of this new position, the Associate Vice-President of Strategic Initiatives.

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#### A Background/Issue Description

This new position is designed to provide critically needed capacity to support the President in the first year of her term, as well as the Vice-Presidents (two of whom will be new in their roles) and other members of the Senior Leadership Team as they work to implement the Strategic Plan and to executive multiple high-stakes projects in a complex environment with exacting restrictions and detailed reporting requirements. In addition to the Strategic Plan implementation and reporting, the Team must make measurable progress on the Transformation Program, the recommendations of the Auditor General's report, governance and policy reform, the CCAA Plan of Arrangement and Compromise, etc. There are currently no Chief of Staff positions supporting the President or Vice-Presidents, as there are in most other Ontario universities, leaving those executive leaders with little capacity to coordinate projects and meet deadlines. This position will support the President as well as other members of the Senior Leadership Team to work in collaboration on key projects, to meet timelines and milestones, to report effectively and transparently on progress, thereby enhancing the University's institutional success and stakeholder relationships.

Recommendations #1, #2 and #3 of the Auditor General's recommendations for the administration all speak to the importance of creating, approving and implementing a new Strategic Plan. With the Plan and its associated Implementation Plan now approved by the Board, it is critical that the University move forward immediately with implementation. This work requires coordination of multiple projects and offices, and must be accompanied by regular, transparent reporting of KPIs to the Board of Governors and other stakeholders. This complex work will not be successful if it is a "side of the desk" activity with no central coordination. Failure to make measurable progress on implementation of the Strategic Plan in the next few years would be deleterious for Laurentian University in the eyes of the Office of the Auditor General, the Ministry of Colleges and Universities, as well as other internal and external stakeholders. Effective and timely implementation of the Strategic Plan will build internal cohesion and pride, will enhance institutional reputation, and will meet our compliance and reporting obligations.

In addition to providing capacity related to the Strategic Plan, this new role will serve as a liaison for the President to key projects such as the Transformation Program, led by the Vice-President, Finance and Administration, and the reform of institutional governance and policy, led by the University Secretary and Legal Counsel. The AVP will liaise with the Vice-Presidents and other Senior Leadership Team members on these and other projects that require institutional coordination, including implementation and reporting on the Auditor General's recommendations.

The AVP will also support the President's relationships with multiple internal and external stakeholders: the Board, Senate, faculty, staff, students, alumni, and labour partners; and the Ministry of Colleges and Universities, the Council of Ontario Universities, Universities Canada, Francophone and Indigenous community partners, and other post-secondary institutions. This role will enhance the President's ability to build positive relationships on behalf of Laurentian University, thereby stabilizing the institution and contributing to its reputation and success.

In keeping with the strategic focus of this role, the new AVP will become the reporting line for the Directors of Marketing and Communication, both of whom now directly report to the President. This realignment will facilitate the coordination of these key areas with the implementation of the Strategic Plan and other priority projects.

#### **B Alignment with Strategic Objective or Plan of the University**

This position is designed to support the implementation of the institution's Strategic Plan as well as the success of the University's leadership as it executes complex projects critical to the rebuilding of Laurentian's stability and reputation. In addition to coordinating the implementation of the Strategic Plan, this role will provide a liaison for the President's Office with the leadership of the Transformation Program, which will be implemented in the same time-frame.

#### **C Other options considered (where applicable):**

One alternative to the creation of this position is for the President and Senior Leadership Team to work with existing capacity to implement the Strategic Plan and to move forward with key projects. This will lead inevitably to delays and inadequate coordination and reporting on priority initiatives, risking negative impacts to institutional reputation and relationships with the Ministry and other stakeholders. A second alternative would be to engage a consultant to support the implementation of the Strategic Plan, which could be more costly and would likely limit the scope of work, depriving the President and Senior Leaders of needed support. Neither of these alternatives would provide the capacity needed to support multiple priority projects and to ensure the success of the new President and her team in this critical period of rebuilding, with its complex and overlapping frameworks of accountability.

#### **D Risks including legislative compliance**

The creation of any new senior administrative position can draw scrutiny from labour partners, who may see the role as a lesser priority than rebuilding capacity in faculty and staff. This attention may be more acute during periods of bargaining, such as the current round of LUSU negotiation. Appropriate communication of the institutional value of this position will help to respond to any concerns raised by labour partners and their constituent members.

As noted above, the implementation of the Strategic Plan figures prominently in the recommendations of the Auditor General. Failure to move forward effectively with implementation poses an institutional risk.

The risks of not proceeding with the creation of this position include lack of coordination of and progress on key strategic projects. Conversely, the advent of this new role will accelerate progress and enhance collaboration and communication.

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

This position was not included in the planning of the 2024-25 budget, which was complete at the time of President Wells's arrival in April. There are sufficient operational funds in the President's Office budget to cover the salary, benefits and other expenses associated with this position to the end of the current fiscal year (<\$250K). The position will then be added to the base budget to be approved for the 2025-26 budget year.

**F Benefits**

As noted above, there will be multiple benefits derived from this position: enhanced progress on Strategic Plan implementation, better coordination and collaboration among Senior Leadership Team members on key projects of institutional value, and critical support for the President and Vice-Presidents as they develop into a newly effective executive team. All of these benefits will contribute to increased success and reputational improvement over the coming years.

**G Consultations (where applicable)**

The President has consulted with the Board Chair and with the Vice-Presidents, General Counsel and the University Secretary on this role.

**H Communications Plan**

Once the position has been approved for posting, the Directors of Communication and Marketing and the Executive Business Manager will be advised of the pending change in their reporting lines. The President will announce the posting at an upcoming Senior Leadership Team and other public meetings (Senate, Board, etc.) as part of her reports. As the search committee membership will include representatives from LUSU, LUFA and LUAPSA, the President will reach out directly to the leaders of those organizations to invite their participation or that of their delegates

**I Next Steps**

Following Board approval, the next step will be the posting of the position.

**J Appendices**

*Item 9.3 A - Draft job description, Associate Vice-President of Strategic Initiatives*

**JOB DESCRIPTION****JOB TITLE: Associate Vice-President of Strategic Initiatives, Office of the President**

## 1. POSITION SUMMARY

Reporting directly to the President and Vice-Chancellor, the **Associate Vice-President of Strategic Initiatives** supports the President in their leadership and service to the Laurentian University community through management and integration of university-wide strategic initiatives. While the role is dynamic and expected to adapt to the changing needs of the university and the senior leadership team (SLT), its main purpose is to enhance the effectiveness of SLT by providing confidential support, strategic guidance and advice to the President and other senior leaders. The AVP plays a key role in overseeing the successful implementation of the institutional Strategic Plan, coordinating initiatives and facilitating the reporting of key performance indicators to the Board of Governors and other stakeholders. In addition, the AVP works collaboratively with leaders and units across the institution to coordinate and manage complex projects of strategic importance to the University. The AVP supports and leads a highly effective communications and branding strategy through oversight of the University's communications and marketing teams. A key aspect of the AVP's work is to support the President's interactions with the Board, Senate, faculty, staff, students, alumni, and labour partners, as well as their relationships with external stakeholders, including provincial and federal government officials, the Council of Ontario Universities, Universities Canada, community organizations, Francophone and Indigenous leaders, and other post-secondary institutions. The AVP is knowledgeable about higher education policy, provincially and nationally, and provides strategic advice to the President that supports Laurentian University's success in the Ontario higher education sector, particularly as it relates to Northern Ontario, Francophone and Indigenous priorities.

## 2. MAJOR DUTIES AND RESPONSIBILITIES

- Provide the President and SLT with confidential, strategic advice on key initiatives critical to the success of Laurentian University
- Serve as a liaison for the President with members of SLT to advance strategic projects and initiatives
- Oversee and coordinate the implementation of the Strategic Plan across all areas of the University and facilitate reporting of key performance indicators to the Board of Governors
- Coordinate, facilitate and manage strategic projects as directed by the President
- Serve as the President's liaison with the Transformation Implementation Office during the period of that project
- Provide leadership for the University's marketing and communications teams
- Facilitate strategic communication related to critical initiatives, ensuring consistency, transparency, and inclusivity in messaging
- Support the rebuilding of the university's reputation and trust with external partners and the broader community
- Serve as a liaison for the President with key internal constituencies, including faculty, staff, students, and alumni



- Support the President's relationships and interactions with the Board of Governors and Senate
- Serve as a liaison for the President with external stakeholders, including community organizations, Francophone and Indigenous community leaders, and industry partners
- Support effective relations with the provincial and federal governments, providing advice on higher education policy and sectoral strategies, particularly as they relate to Northern Ontario, Francophone education and Indigenous priorities
- Support initiatives that demonstrate respect for academic processes, fostering dialogue with faculty and academic associations, and promoting the visibility and engagement of the president and senior leadership team within academic departments and research centres
- Work with the General Counsel and University Secretary to ensure proper governance structures are followed and to enhance the University's policy framework and legal compliance
- Coordinate analyses and data needed to support effective decision-making at the executive level
- Support initiatives aimed at preserving and promoting Laurentian University's unique identity, including its tricultural mandate and northern Ontario context.

### 3. REQUIRED QUALIFICATIONS

#### a. EDUCATION

Master's degree required; PhD preferred. Fields of study: Business or Public Administration, Higher Education Administration; Humanities or Social Sciences preferred.

#### b. EXPERIENCE

Minimum 10 years' relevant experience with significant experience in support of a complex executive environment in higher education. Substantial experience with university and higher education policy, strategic planning and implementation, data analysis and projection management required.

#### c. SKILLS

- Strategic Expertise - ability to assimilate information quickly, analyze data, and provide confidential strategic advice at the executive level
- Project Management Skills - ability to independently manage complex, time-sensitive projects, involving multiple stakeholders across and beyond the institution, with effective communication, data analysis and application, and business acumen
- Facilitation, and Collaboration - excellent skills in relationship management, mediation, communication, including an ability to influence, negotiate with, and build productive working relationships with key stakeholders, university leadership, and external partners to achieve required outcomes
- Communication - excellent communication oral and written communication skills, including ability to write complex reports and policy documents, in both English and French
- University Policy and Governance - critical understanding of and experience with university policy and governance frameworks, including bicameral governance models
- Higher education - sophisticated knowledge of and experience with higher education policy, both nationally and provincially, including priorities relating to Northern Ontario, Francophone and Indigenous education

- Personal Skills - independence, judgement, tact, professionalism, discretion, confidentiality, sensitivity, diplomacy; high degree of emotional intelligence, with the ability to build positive relations in an inclusive environment committed to equity and diversity; strong organizational skills and superb attention to detail; ability to work under pressure on competing responsibilities.

#### 4. SUPERVISORY RESPONSIBILITIES

- Responsible for the supervision and leadership of the University's marketing, digital strategies and communications teams
- Responsible for the supervision of staff in the Office of the President

#### 5. FINANCIAL/BUDGETARY CONTROL

- Executive oversight of the President's Office budget and budgets of Marketing and Communications offices

**BOARD EXECUTIVE SUMMARY**

**BOARD OF GOVERNORS**

<b>Agenda Title</b>	Appointment of Vice-Chair, Board of Governors
<b>Agenda Item Number:</b>	Item 10.1
<b>Date of meeting:</b>	June 28, 2024
<b>Open/closed session:</b>	Open
<b>Action Requested</b>	<input checked="" type="checkbox"/> <b>For Approval</b> <input type="checkbox"/> For Information
<b>Proposed by:</b>	Board Governance Committee
<b>Presenter(s):</b>	Laura Kurkimaki, Chair (Governance Ctte) Danielle Vincent, University Secretary

**1. PURPOSE**

To elect a Board Vice-Chair for the 2024-2025 year. The Vice-Chair of the Board is an ex-officio voting member of all Board Standing Committees.

**2. SYNOPSIS**

In accordance with the General Board Bylaws (Section 10), “[...] *At the first meeting of the Board in each fiscal year the Board shall elect and appoint a Vice- Chair following a recommendation from the Nominating Committee and any additional nominations submitted by Board members at large. The term of the Vice-Chair shall be generally for one (1) year and no more than two (2) years.*”

Laurentian University’s fiscal year ends on April 30, 2024. As a result, the Board is going to be asked to elect a Vice-Chair at its June meeting. Governor Jean-Pierre (Jay) Barbeau has confirmed his interest and willingness to stand for nomination. The Board of Governors is being asked to approve that Mr. Barbeau be appointed as Vice-Chair for the 2024-2025 year.

**3. RESOLUTION TO CONSIDER:**

*BE IT RESOLVED:*

THAT the Board of Governors elect Jean-Pierre (Jay) Barbeau as Vice-Chair of the Board of Governors for a term beginning July 1, 2024 and ending at the close of June 30, 2025, as recommended by the Governance Committee, and as presented at its meeting of June 28, 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"/> <b>Leadership and Change</b> <input type="checkbox"/> Physical Infrastructure	<input checked="" type="checkbox"/> <b>Relationship with Stakeholders</b> <input checked="" type="checkbox"/> <b>Reputation</b> <input type="checkbox"/> Research Enterprise <input type="checkbox"/> Safety <input type="checkbox"/> Student Success

**5. ALIGNMENT WITH STRATEGIC OBJECTIVE**

Executive leadership renewal.

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**A Background/Issue Description**

Through the continued efforts of the Governance Committee, the Board of Governors is striving to fill current Board vacancies with a broad and diverse lens to help promote good governance.

In accordance with the General Board Bylaws (Section 10),

*"[...] At the first meeting of the Board in each fiscal year the Board shall elect and appoint a Vice- Chair following a recommendation from the Nominating Committee and any additional nominations submitted by Board members at large. The term of the Vice-Chair shall be generally for one (1) year and no more than two (2) years."*

Laurentian University’s fiscal year ends on April 30, 2024. The first meeting of the Board in the next fiscal year is on June 28, 2024. At that time, the Board must elect a Vice-Chair for the coming year.

Governor Jean-Pierre (Jay) Barbeau was elected as Vice-Chair of the Board in December 2023. Mr. Barbeau has confirmed his interest and willingness to stand for re-election. Following a call for other expressions of interest, no other nominations were forthcoming and support for Mr. Barbeau's nomination was received.

**B Alignment with Strategic Objective or Plan of the University**

The role of the Vice-Chair is, from time to time, to step in on behalf of the Chair during periods of absence or in the instance when the Chair chooses to abstain from meeting discussion due to a declared conflict of interest. This provides the flexibility needed to ensure the Board of Governors and its standing committees are able to conduct their business.

**C Other options considered (where applicable)**

N/A

**D Risks, including legislative compliance**

No significant risks identified. The recommendation complies with the Board’s bylaws.

**E Financial Implications (where applicable)**

N/A

**F Benefits**

The re-election of Mr. Barbeau, given the relative recency of his election as Vice-Chair, will provide some valuable continuity in the Board’s leadership.

**G Consultations**

- April 16, 2024 - Jay Barbeau
- April 17-24, 2024 - Board members at large canvassed
- May 13, 2024 - Board Governance Committee (for recommendation)
- June 28, 2024 - Board of Governors (for approval)

**H      Communications Plan**

No communications are planned at this time. The University's website will continue to note Mr. Barbeau as the Vice-Chair of the Board.

**I      Next Steps**

N/A

**J      Appendices**

N/A



BOARD EXECUTIVE SUMMARY

**Board of Governors**

<b>Agenda Title</b>	2024-2025 Committee Appointments
<b>Agenda Item No.</b>	Item 10.2
<b>Date of Meeting</b>	June 28, 2024
<b>Open/Closed session</b>	Open
<b>Action Requested</b>	<input checked="" type="checkbox"/> <b>For Approval</b> <input type="checkbox"/> For Information
<b>Proponent</b>	Danielle Vincent, University Secretary
<b>Presenter(s)</b>	Danielle Vincent, University Secretary

**1. PURPOSE**

To approve the appointment of Board members to various standing committees and/or other committees requiring Board representation for the upcoming year.

**2. SYNOPSIS**

The Board Governance Committee (BGC) is charged with reviewing and making recommendations to fill Board Standing Committees with Chairs, Vice-Chairs, Board members, and External community representatives, on an annual basis or as in-year vacancies arise. Individual Committee positions are filled by weighing membership criteria against detailed committee compositions of each individual Committees' Terms of References.

Annual membership terms run the duration of an academic year and end upon the conclusion of the Board of Governors Annual General Meeting held in June. As a result, all current Committee appointments will come to an end on June 28th, 2024.

The BGC has recommended a slate of appointments to standing committees and other committees requiring Board appointees for the 2024-2025 year. The Board of Governors is being asked to approve those appointments. The Board of Governors is also asked to provide approval with respect to the appointment of a Chair for each standing Committee

**3. RESOLUTIONS TO CONSIDER:**

BE IT RESOLVED,

That the Board of Governors approve the appointments to the respective standing committees of the Board and other committees requiring Board appointees as listed in Item 10.2 A for terms commencing immediately upon approval and ending at the close of the 2025 annual meeting, as recommended by the Governance Committee, and as presented at its meeting of June 28, 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 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"/> <b>Leadership and Change</b>	<input type="checkbox"/> Student Success
<input type="checkbox"/> Physical Infrastructure	

## 5. RECOMMENDATIONS

It is recommended that the Board of Governors approve the proposed appointments

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### A **Background/Issue Description**

Section 6.iii. of the Bylaws of Laurentian University's Board of Governors provides the following:

*The members and Chairs of all Standing Committees shall be appointed at the annual meeting from nominations submitted by the Governance Committee of the Board.*

Members of the Board of Governors are expected to participate in at least two committees. Each Committee's membership must comply with its terms of reference. It is also essential that each Committee be composed of members who possess the knowledge and skills necessary to the Committee's work.

At the outset of the renewal process, the University Secretary's office solicited Governor input with respect to their preferred Committee assignments. The Terms of Reference of each Committee were then reviewed, and those responses were considered, along with the Board of Governors' skills matrix.

After consideration of the above, a slate of proposed appointments was put forward to the Board Governance Committee for consideration. That Committee has recommended that the Board approve the appointments set out in Item 10.2 A.

### B **Alignment with Strategic Objective or Plan of the University**

Annual renewal of membership positions across the Board Standing Committees and Other University Committees & Bodies in accordance with each individual committees' Terms of References. (*BGC Terms of Reference; Delegation of Authority; General Board Bylaws*)

### C **Other options considered (where applicable):**

N/A

### D **Risks including legislative compliance:**

Committee replenishment is essential in order to ensure the Committees have the necessary numbers and skills to fulfill their mandates.

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

N/A

### F **Benefits**

Committee replenishment is essential in order to ensure the Committees have the necessary numbers and skills to fulfill their mandates.

### G **Consultation and Approval Path**

- Email canvass of Governor interest – late April 2024
- Board Governance Committee – for recommendation, May 13, 2024
- Board Governance Committee - for additional recommendations, June 6, 2024
- Board of Governors - for approval, June 28, 2024

## **H      Communications Plan**

Upon approval by the Board of Governors, the appointments will be communicated to the appropriate responsible body. For standing committees, the membership listing will be updated on the Board of Governors website.

## **I      Next Steps**

Recruitment of members for remaining vacancies.

## **J      Appendices**

*Item 10.2 A: Committee Appointments 2024-2025*



**APPENDIX A**  
**Committee Appointments 2024-2025**

- a) Audit and Risk Committee
1. Roxanne Bouchard
  2. Brian Ramakko
  3. James Barltrop
  4. Tammy Manitowabi
  5. Chair - Vernon Cameron (ex-officio member of the Committee)
- b) Finance and Property Committee
1. Chair – Brian Ramakko
  2. David Harquail
  3. Roxanne Bouchard
  4. James Barltrop
  5. Kevin Eshkawkogan
- c) Governance Committee
1. Chair – Laura Kurkimaki
  2. Aaron Barry
  3. Tammy Manitowabi
  4. Kevin Eshkawkogan
- d) Human Resources Committee
1. Chair – Aaron Barry
  2. Laura Kurkimaki
  3. André Guay
  4. Roxanne Bouchard
- e) Board Representative to Senate
1. André Guay
- f) Laurentian University Alumni Association (LUAA)
1. Aaron Barry
- g) Laurentian University Native Education Council (LUNEC)
1. Angela Recollet
- h) Laurentian University Pension Committee
1. James Barltrop
  2. Jay Barbeau
  3. Sylvie Lafontaine
  4. Brian Ramakko
  5. Roxanne Bouchard
- i) Joint Committee on Bilingualism
1. Christian Alvarez-Sierra
  2. Chair - Jean-Pierre (Jay) Barbeau



**TO:** Laurentian University Board of Governors

**FROM:** Dominic Beaudry, Associate Vice-President Academic & Indigenous Programs (AVPAIP)

**CC:** Martin Bayer, LUNEC Chairperson  
Angela Recollet, LU Board Representative to LUNEC

**DATE:** June 28, 2024 (Report for January, February & March 2024)

**RE:** Laurentian University Native Education Council (LUNEC) Quarterly Report

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1. Laurentian University Christmas Closure January 1 and 2.
2. National Building Reconciliation Forum planning meetings January 9, 12, 17 and 23.
3. Laurentian University Native Education Council (LUNEC) meeting January 11.
4. Kenjgewin Teg and Laurentian University meeting to review future partnerships with KTEI President Dr. Beverly Roy and LU VP Research Dr. Tammy Eger. Reviewing partnership for future Bachelor of Indigenous Studies program at LU January 18.
5. Research Ethics Board (REB) on Indigenous research guidelines review with Laura Williams, Ryan O'Donnell, Dominic Beaudry and Nicole Wemigwans January 19, 31 and March 20.
6. Bell Let's Talk presentation by Ted Nolan, former NHL player and NHL Coach of the Year. Event hosted by Student Success Team January 24.
7. Laurentian University representative on Indigenous Tourism Ontario Committee meetings at Ottawa January 29.
8. Highness Creation Lab presentation on Indigenizing Institutions to LUNEC by Amana Manori and Nigel Nolan January 31.
9. New LU Lawyer Gabrielle Pellerin introduced to the Indigenous community January 31.
10. Council of Ontario's Reference Group on Aboriginal Education (RGAE) meeting at Toronto February 5 and 6.

11. Maamwizing Indigenous Research Institute (MIRI) meeting to review Indigenous space requirements at LU with Céline Beaupré, Tammy Eger, Brenda Brouwer, Mary Laur, Dominic Beaudry, Carole Perreault and Nicole Wemigwans February 7.
12. Red Dress Day honouring Missing and Murdered Indigenous Women and Girls presentations by Vanessa Brousseau and Angela Sterrit at the ISLC February 14 and 15.
13. LUNEC Terms of Reference meeting with Danielle Vincent February 20.
14. Prospectors and Developers Association of Canada (PDAC) Conference March 4 to 7.
15. LU Research Week March 18 to 22 and announcing Best Graduate Student Symposium with Indigenous content award March 22.
16. LU representative at Science North meeting March 21.
17. School closed Good Friday March 29 and Easter Monday April 1.