



President's Report to Senate December 2021

December 23rd will mark the last day of exams, the end of a fall semester in which students returned to face-to-face learning for the first time in more than a year, and the end of a year like no other in the history of Laurentian University. With a formal restructuring on top of a pandemic, this has been an incredibly emotional, stressful and trying time.

And yet, the Laurentian community has been up to the challenge in every way, with classes continuing successfully, students completing courses, advancing in their programs and graduating. This is both the hope and the promise for the future.

With the annual end-of-year closure of the University from December 24th through January 3rd, 2022, I wish everyone in the community the opportunity to have a true break, to place current stressors aside for a short time, and spend time safely and comfortably with family and friends, enjoying all that the season has to offer. It is a time to celebrate and be thankful for what we have, reflect on the path we have followed over the past year and consider the opportunities ahead.

I personally look forward to seeing my four children and my grandchildren safely but in-person over the holidays, although in each their turn rather than all at the same time. I also hope to have some time for the ski trails, and weather permitting for a skate or two on Lake Ramsey.

2021 has tested the Laurentian community like never before. As Laurentian gets ready to enter 2022, I truly believe we will be able to successfully complete the restructuring, withstand the pandemic, and see that Laurentian's best days lay firmly ahead.

Best wishes to all.

COVID-19 Update

No president's report is now complete without an update on how we are navigating the pandemic. Let me begin this month by thanking those who joined me during the recent COVID-19 Town Hall. We appreciated your engagement, comments and questions, as well as your patience, as we navigate public health guidelines that continue to evolve. Our vaccination rates for students, faculty and staff on campus are over 99%. This is our first line of defense against COVID-19 and what, has allowed, above all else, on-campus activities to continue safely. The [Vaccination Policy and Associated Program](#) remain in place to comply with provincial legislation and the recommendations for public health. I wish to thank everyone yet again for your patience as we work to do everything possible to keep the campus open and safe for our students, faculty and staff.

Laurentian University is working closely with Public Health Sudbury and Districts to ensure we are maximizing the implementation of leading practices to mitigate the risk of COVID-19 during the exam period. With the continued rise of the fourth wave of the virus, we have implemented a number of changes for in-person exams:

- The allowable number of students in an exam session has been reduced by 30 percent to ensure a two (2) metre distance from one another;
- Students will be screened for both symptoms as well as vaccination status prior to entering exam rooms;
- Disinfectant wipes will be available on all exam tables; and
- All existing COVID protocols, such as mandatory masks, will be enforced.

I commend each and every one of the students, faculty and staff at Laurentian University who have contributed to ensuring our campus remains a safe place to learn and work.

As we enter the holiday break, Laurentian will continue to consult with Public Health Sudbury and Districts to ensure we put any new measures recommended to protect the community in place when we return to campus. Similarly, we also look forward to the safe relaxation of measures as the current wave subsides.

When we return to campus on January 4, 2022, we will continue to employ Safety Ambassadors, who will be identifiable by distinctive vests. Our Ambassadors will be busy educating community members about our ongoing [Mask Use Guidelines](#), validating [Vaccine Passports](#) where required by the Provincial Government, and answering any questions our community may have about these necessary compliance measures. The Health and Wellness Services team will continue to offer COVID-19 rapid tests for asymptomatic people and PCR tests for anyone with symptoms. Testing remains free of charge for all members of the Laurentian community.

Auditor General Value-For-Money Audit of Laurentian University

Since the spring, Laurentian has been working extremely hard to provide the Auditor General of Ontario with the information she needs to complete her mandated value for money audit of Laurentian University for the period of 2010 to 2020. We have provided direct and unfettered access to the Auditor General and her team to Laurentian's complete financial system and enrollment database. I must stress that the Auditor General has had complete access to every single financial transaction at the university without restriction for several months now. We have also delivered, or provided access to, thousands upon thousands of files and materials from across the university, some going back to 2005.

In the course of her audit, an issue arose between the Auditor General and the University over her access to some information. The Auditor General sought access to documents and information protected by solicitor-client privilege that pertained to the CCAA process, including the court-ordered mediation. In the University's view, it is not required to produce privileged information to the Auditor General, and it is not able to produce information pertaining to the mediation, since a court order within the CCAA prohibits it. The confidentiality order relating to the mediation was put in place for the benefit of all of our stakeholders who participated in the mediation on the basis that all discussions would be completely confidential and never disclosed.

In September, the Auditor General commenced an application to the Court in order to seek a ruling to confirm whether or not she is entitled to access privileged documents from Laurentian. Laurentian complied with each and every step and timeframe that existed within that court proceeding, which was also reflected in a written Endorsement issued by the Court outlining the steps to be taken by each party leading to the hearing in Court on December 6. The court's decision on that application has not yet been released, but Laurentian looks forward to the clarity that the ruling will bring.

Despite the ongoing court process, in October, the Auditor General reported to the Standing Committee on Public Accounts of the Ontario Legislature that she was having difficulties obtaining some documents from Laurentian. The Committee then requested documents and information from Laurentian directly, to provide to the Auditor General. Laurentian has dedicated additional resources to meet these requests. This includes retaining external assistance to scan a multitude of materials that are currently only available in paper format. However, the requests include once more privileged documents and information that pertain to the CCAA process, including the information and documents that are subject to court orders requiring confidentiality. Laurentian cannot provide all of the information requested because of the potential impact on the restructuring process and the fact that doing so would clearly put Laurentian in breach of existing court orders in the case of material subject to those orders.

Laurentian is doing everything possible to meet the expectations of the Auditor General and the Standing Committee on Public Accounts, while also respecting Orders issued by the Ontario Superior Court of Justice that are currently in place and a decision of the Court that is expected to be received shortly.

Fall 2022 Recruitment Update

Liaison Services has been exceptionally active this Fall with a primarily virtual offering of events designed to engage prospective students in all the diverse program options and services available at Laurentian University. Between September 1st and December 23rd, we hosted more than 350 virtual sessions. These events focused on Fall 2022 recruitment, as well as Winter 2022. On average, 19 people attended each of our sessions. Two of these sessions were held to consult our Northern Ontario guidance counselor community on Laurentian's future and what their students want from their home institution. Feedback was overwhelmingly positive. Next steps will be to engage the rest of the guidance community in Ontario, as well as provide resources to guidance offices on articulations and upcoming engagement opportunities. All this in addition to radio campaigns, promotional ads, new resources for applicants, a video series on the application process, and a continuous demand for application help has kept our teams very busy.

As we turn the calendar over to 2022, the recruitment team focuses on three distinct areas. First, will be fall 2022 and ensuring confirmations to Laurentian are as robust as possible. Calling campaigns, campus tours, virtual 1:1 sessions, Alumni Ambassador outreach, and so much more is planned. Next, we will ensure our 105 pool of applicants are ready for spring 2022 and fall 2022 is healthy. We will also continue to promote our articulations for on-campus and online learning to non-traditional applicants. Liaison will begin building new relationships within community networks for at-risk youth to showcase our commitment to post-secondary education being accessible in the North. In addition, we will look to make recommendations that will distinguish Laurentian University as a destination of choice for the 105 population. Finally, our attention focuses on the 2022-2023 cycle as we begin planning our outreach and strategy for all three intakes. More than ever, our prospective students and their supporters are seeking information. Our goal is to ensure that whenever they are ready to begin their journey, the complete roadmap is planned.

Liaison is working to showcase the best Laurentian has to offer. We thank you for all of your support in doing so.

Unfortunately, we expect the concerns raised publicly by the Auditor General, the steps taken by the Standing Committee and the news coverage of those events to place additional pressure on Laurentian's ability to attract applications for the upcoming year. This is why it is so important that all the facts around Laurentian's situation be accurately represented, so the entire community

understands everything we are doing to successfully complete our restructuring while doing everything possible to meet the external demands placed on us.

CCAA Updates

Progress through the CCAA process continues at a steady pace, with a comprehensive update to be presented to the court at the end of January as Laurentian requests an extension of the current stay of proceedings to allow continuation of the CCAA process towards completion.

A reminder that our website dedicated to the CCAA proceedings can be accessed at: www.laurentianu.info and that the same for the Monitor can be accessed at: www.ey.com/ca/Laurentian)

Real Estate Review Update

As part of the restructuring that occurred in the spring of 2021, the university undertook a review of its current real estate portfolio. The purpose of the real estate review was to investigate whether Laurentian owned any redundant real estate assets and identify any potential monetization opportunities in an effort to maximize value for stakeholders while allowing the university to continue its operations consistent with its strategic plan. Following a competitive procurement process, Cushman & Wakefield was selected to complete the real estate review, working alongside its subcontractors, Urban Strategies (urban planning expertise), Educational Consulting Services (campus planning experts), the SCION Group (student housing experts), and Mallette Goring, a Sudbury real estate broker.

At present, Cushman & Wakefield (CW) have completed the majority of their analysis and are working through reports containing their recommendations. Once these reports are complete, Laurentian will have a number of recommendations from the CW team to consider and make decisions on. It is expected that an overview of these recommendations will be presented to the Board of Governors early in 2022. Any final decisions with respect to the real estate review will need to be considered as part of the overall CCAA restructuring and negotiation with the key stakeholders of Laurentian.

Operational and Governance Review Update

Another important milestone on the path towards a successful CCAA exit is the completion of an exhaustive operational and governance review. In a process overseen by the Chief Redevelopment Officer, and in keeping with the university's commitment to its labour partners, the university has engaged Nous Group to undertake a comprehensive review and to make recommendations for improving the operational structure and function of the university, as well as the governance at the Board of Governors and at Senate. These recommendations are expected to identify changes and investments the university needs to make to improve the effectiveness and efficiency of both governance and operations.

Over seven weeks, Nous Group engaged with approximately 80 individuals and groups (excluding repeat engagements with the same individuals), including members of the Board of Governors and Senate, a variety of faculty as well as administrative managers and staff, labour partners, Deans and members of student associations, to name a few.

We look forward to receiving the report, which will be made public. It is important to note the report itself will be a starting point for the work that remains to be done. Nous's mandate is to provide an independent analysis of Laurentian's governance and operations and provide high level recommendations with respect to proposed changes. We expect that more detailed work will be needed to drill down into the recommendations and that investments will be required to implement the changes needed to increase the efficiency and effectiveness of Laurentian's governance and operations.

As we continue the hard work of restructuring the university, we are committed to rebuilding engagement and trust with our communities, and defining our vision together. I am thankful to our students, faculty, employees, and all our community partners who care about the university's success for their engagement in this process. I appreciate everyone's patience, passion, and deep attachment to our university during this time of transformation.

Laurentian Online Success

At last month's Senate, questions were raised with respect to the ongoing rapid growth and increasing reputation of online education at Laurentian.

The current successes of asynchronous online learning at Laurentian University are built on the expertise gained since 1972 in the development and delivery of asynchronous distance education correspondence courses and programs by the former Centre for Continuing Education (CCE). Laurentian Online currently offers the largest bilingual (English and French) for-credit distance education program in Canada, consisting of 19 full degree programs (undergraduate bachelor degrees and certificates) offered in either French or English or with an Indigenous focus. What sets us apart from other Canadian universities is that we offer more four-year undergraduate degrees and more accredited degrees completely online. (Please see [Appendix I](#)).

Online courses are only as good as those who write them and teach them. To ensure their high quality, Laurentian faculty members, including Canada Research Chairs, develop Laurentian University's online courses. These courses are then kept current through regular updates completed by faculty members identified by the relevant academic departments. The course development process is rigorous, with each course being peer-reviewed, both internally and externally to the university prior to implementation. The peer reviewers are identified experts in their field as determined by the academic unit for which the course is developed. What sets us apart from fully online institutions is that each course/program is first approved by the Senate and developed in the classroom before being developed as an online course. Furthermore, the course development team ensures that a course fulfills the learning outcomes of the course and the associated academic program.

Over the years, the expertise and experience of the Laurentian Online team members (many of whom have more than 20 years of experience) have garnered award recognition at the national level for both courses and programs. In addition, we have managed to secure various external grants from such sources as Northern Development Education Fund, Heritage Canada, and most recently, eCampus Ontario (\$143,775 - 2021/2022). Since 2016, Laurentian Online has seen an increase of approximately 60% in headcount enrolment from 1,350 registrants to just under 2,100 this fall (2021F). In addition, this fall (2021F), 105s (students not currently attending a high school), accounted for almost 50% of Laurentian University's overall new fall student intake, highlighting that Laurentian continues to offer a more accessible pathway to degree completion. This pathway has been and will continue to be supported by Laurentian University's strong online learning programming.

Kudos

- Recently, the Long Night Against Procrastination took place on campus and the event was successful thanks to the efforts of many staff, students and faculty members. Specifically, I would like to highlight the efforts of fourth-year History student Ana Tremblay. In addition to her support of this important event, she is also the President of [Pride Laurentian](#), a Peer Advisor with the [Student Success Centre](#), and a member of the Board of Directors for the [Student General Association](#) (SGA). Congratulations, Ana.
- Congratulations are also in order for fourth-year Sports Administration students Tommy Vlahos and Alex Cimino. These enterprising students recently partnered with alumnus Roberto Bagnato (Founder of “mssn”) to support a clothing line in support of Youth Mental Health. Vlahos and Cimino partnered with Bagnato under the banner of their “Behind the Bench” podcast. The podcast was founded in 2020 and showcases Northern Ontario athletic talent. The podcast began in 2020 as a class project in their Sports Media & Communications class and has welcomed professional athletes, Olympians and our own Voyageur Athletes.
- Congratulations to faculty, staff and students associated with the Centre for Research in Occupational Safety and Health (CROSH) along with support from the Science Communication program, who have formed a research group developing materials to help vaccine-hesitant populations better understand COVID-19 vaccinations. The group started the initiative with funding from the National Sciences and Engineering Research Council of Canada and was recently featured on CTV News.
- Congratulations to Voyageur Athletics’ Indoor Track & Field Team member Marvin Zongo. Zongo, a third-year Law and Justice student from Burkina Faso, broke two long-standing school records recently at the York University Christmas Open. The records were established in the men's long jump and 60-metre dash. Zongo won gold in the long jump with a best mark of 7.24 metres, breaking the previous LU record of 7.07 metres set by Shane Rosati in 1998. It also ranks Zongo number one in the early U SPORTS national rankings. Zongo also broke the school's 60-metre sprint record in the heats with a time of 6.99 seconds.
- Congratulations to Jennifer Dowdall of the Equity, Diversity & Human Rights Office for having been honoured by the Greater Sudbury Police Services in receiving the Police Community Leader Award. She was honoured for her work on the GSPS Sexual Assault Review Committee. The university is fortunate to count on Jennifer’s leadership and expertise.
- We are pleased to welcome Roch Gallien to the position of Special Advisor of Francophone Affairs. He will report directly to the provost and vice-president, Academic to support operations of the [Office of Francophone Affairs](#). Mr. Gallien has dedicated the last five years to overseeing training for Francophone and Anglophone teachers in all of Ontario’s faculties of education as director of Standards of Practice and Accreditation with the Ontario College of Teachers. He is a seasoned educational professional and a manager with considerable experience in minority French-Canadian school boards. For several years, he led the [Conseil scolaire public du Nord-Est de l’Ontario](#) and, previously, was superintendent of education at [Conseil scolaire public du Grand Nord de l’Ontario](#).

- Congratulations to [Dr. Mélanie Perron](#), of Laurentian University, for the launch of a book titled “Les émotions : Comment mieux les expliquer - Volume 2”. The book includes five short stories focusing on the various aspects of intermediate emotional experiences. The stories are centered on topics adapted to children aged 7 to 11 years, and some guidelines for discussion are suggested. Since reading these stories has had positive results on children’s social and educational adaptation, the researchers received funding from [Health Canada](#) for printing and publishing the book. These books also benefited from the support of both the Consortium national de formation en santé (CNFS) and [Éditions Prise de Parole publishing house](#).

APPENDIX I

Online degree programs offered by Ontario Universities (as of November 2021)

Website: [eCampus Ontario](https://www.ecampusontario.ca)

Name	Programs
Algoma	<i>no complete online degree programs</i>
Brock	Bachelor of Education - Adult Education
Carleton	<i>no complete online degree programs</i>
Lakehead	Bachelor of Arts - General Bachelor of Arts - Major in History

Laurentian University	<p> Bachelor of Arts (BA3) - Criminology Bachelor of Arts (BA3/Major) - Equity, Diversity and Human Rights Bachelor of Arts (BA3/Major/Specialization) - Gerontology Bachelor of Arts (BA3) - History Bachelor of Arts (Major) - Interdisciplinary Studies (only with subject areas available completely online) Bachelor of Arts (BA3/Major/Honours non-thesis) - Psychology Bachelor of Arts (BA3) – Sociology Bachelor of Arts (BA3) with 2 minors Bachelor of Business Administration Bachelor of Forensic Identification Degree Completion Bachelor of Indigenous Social Work (4-year) Bachelor of Science in Interdisciplinary Science (3-year) Baccalauréat en sciences infirmières pour infirmières et infirmiers autorisés (B.S.I.A.) Baccalauréat spécialisé en Service social Baccalauréat en éducation en mode hybride Baccalauréat ès arts (Majeure 4-ans) - Études interdisciplinaires Baccalauréat ès arts (3-ans, Majeure 4-ans) - Psychologie Baccalauréat ès arts (3-ans) Sociologie Masters of Business Administration </p>
McMaster University	<i>no complete online degree programs</i>
Nipissing	<p> Bachelor of Commerce (3-year and 4-year) Bachelor of Business Administration </p>
OCAD	<i>no complete online degree programs</i>

Ontario Tech	Bachelor of Arts in Educational Studies and Digital Technology Bachelor of Allied Health Sciences Master of Arts in Education Master of Education
Queen's	Bachelor of Arts (General) - History Bachelor of Arts (General) - Liberal Studies Bachelor of Arts (General) - Global Development Studies Bachelor of Science (General) - Life Sciences Bachelor of Arts (General) - Psychology Bachelor of Arts (General) - English Bachelor of Health Sciences (Honours) Bachelor of Mining Engineering Technology (diploma to degree program) Professional Master of Education
RMC	<i>no complete online programs</i>
Ryerson	Bachelor of Arts in Early Childhood Studies (PT study) PostRN - B.Sc.N.
Trent	Master of Nursing (MScN) in Professional Practice Leadership (Trent University-Ontario Tech University) Master of Bioenvironmental Monitoring & Assessment M.BEMA
University of Guelph	Bachelor of Arts - General Honours Bachelor of Applied Science in Early Childhood Studies (Guelph-Humber) (PT - online) Honours Bachelor of Applied Science in Family & Community Social Services (Guelph-Humber) (PT - online) Masters of Dairy Technology Management M.Sc. Food Safety & Quality Assurance
University of Ottawa	<i>no complete online degree programs</i>

University of Toronto	<i>no complete online degree programs</i>
University of Waterloo	Bachelor of Arts - Major in Liberal Studies Bachelor of Arts - Major in Social Development Studies Bachelor of Arts - Major in English Language and Literature Bachelor of Arts - Major in Philosophy Master of Mathematics for Teachers Master of Social Work Master of Management Sciences Master of Engineering in Electric Power Engineering
University of Windsor	Masters of Engineering Management Master of Education
Western University	Bachelor of Arts - Major in Psychology Master of Professional Education Doctor of Education
Wilfrid Laurier University	Honours BA in Criminology and Policing Masters of Computer Science Masters of Social Work (PT) Masters in Public Safety
York University	<i>no complete online degree programs</i>

Canada Wide:***Athabasca University*****Undergraduate Programs:**Bachelor of Arts

Bachelor of Arts - General

Bachelor of Arts - Anthropology (Major_

Bachelor of Arts - English (General or Major)

Bachelor of Arts - French (General or Major)

Bachelor of Arts - History (General or Major)

Bachelor of Arts - Humanities (Major)

Bachelor of Arts - Labour Studies (Major)

Bachelor of Arts - Political Economy (Major)

Bachelor of Arts - Political Science (Major)
Bachelor of Arts - Psychology (General or Major)
Bachelor of Arts - Sociology (General or Major)
Bachelor of Arts - Women's and Gender Studies (Major)

Bachelor of Commerce

Bachelor of Commerce - General - 120 credits
Bachelor of Commerce - Accounting - 120 credits
Bachelor of Commerce - Business Technology Management - 120 credits
Bachelor of Commerce - Finance - 120 credits
Bachelor of Commerce - Human Resources Management - 120 credits
Bachelor of Commerce - Indigenous Business - 120 credits
Bachelor of Commerce - Marketing - 120 credits

Bachelor of General Studies (90 credits)

Bachelor of Health Administration (90 credits)

Bachelor of Human Resources and Labour Relations (90 credits)

Bachelor of Management (General) - (90 credits)

Bachelor of Professional Arts

Bachelor of Professional Arts - Communication Studies - 120 credits
Bachelor of Professional Arts - Criminal Justice - 120 credits
Bachelor of Professional Arts - Governance, Law and Management - 120 credits
Bachelor of Professional Arts - Human Services - 120 credits

Bachelor of Science

Bachelor of Science - General - 120 credit
Bachelor of Science - Applied Mathematics - 120 credits
Bachelor of Science - Architecture - 120 credits
Bachelor of Science - Computing and Information Systems - 120 credits
Bachelor of Science - Human Science - 120 credits

PostRN Bachelor of Nursing

Graduate Programs:

Master of Arts - Interdisciplinary Studies Adult Education
Master of Arts - Interdisciplinary Studies - Canada, North, and the Globe
Master of Arts - Interdisciplinary Studies - Community Studies
Master of Arts - Interdisciplinary Studies - Cultural Studies
Master of Arts - Interdisciplinary Studies - Educational Studies
Master of Arts - Interdisciplinary Studies - Equity Studies
Master of Arts - Interdisciplinary Studies - Global Change
Master of Arts - Interdisciplinary Studies - Heritage and Social History
Master of Arts - Interdisciplinary Studies - Literary Studies
Master of Arts - Interdisciplinary Studies - Work, Organization & Leadership
Master of Arts - Interdisciplinary Studies - Writing and New Media
Master of Arts - Interdisciplinary Studies
Master of Business Administration
Master of Counselling

Master of Education - Open, Digital, and Distance Education
Master of Health Studies
Master of Nursing
Master of Science - Information Systems

Doctor of Business Administration
Doctor of Education in Distance Education

Memorial University

Undergraduate Programs:

Bachelor of Business Administration
Bachelor of Maritime Studies
Bachelor of Technology
Bachelor of Education
Bachelor of Maritime Studies (Safety Management)

Graduate Programs:

Master of Education in Reading Development and Instruction
Master of Education (Curriculum Teaching and Learning Studies)
Master of Education (Educational Leadership Studies)
Master of Education (Educational Technology)
Master of Education (Post Secondary Studies)
Master of Human Kinetics and Recreation
Master of Marine Studies (Fisheries Resource Management)
Master of Maritime Management
Master of Nursing
Master of Technology Management (Engineering/Applied Science Technology)
Master of Technology Management (Aquaculture Technology)