



President's Report to Senate September 17, 2019

What a summer it has been, and now with the arrival of new and returning students, Laurentian University has been once again transformed into a vibrant hub of activity with the buzz of teaching, scholarship, research and associated creative activity. I am particularly pleased to have had this opportunity to join the Laurentian community and to begin working with all of our colleagues at Senate and throughout the university, towards realizing the best possible future for Laurentian.

In this first written report to Senate, I am endeavoring to provide an update of happenings over the summer months that will be of interest to Senators, as well as the beginnings of reflection on what I have seen and heard so far. I look forward to using this forum with Senate as I settle into the community.

One important aspect of my report to Senate will be monthly Kudos, highlighting the accomplishments of students and colleagues around the Institution. After all, it is the people at Laurentian that make our institution what it is and we must take every opportunity to recognize and celebrate our achievements.

Presently this section is a bit of a work in progress, so apologies in advance, if we missed any significant achievements. In particular, we invite all members of the community to forward details of significant achievements to president@laurentian.ca so that they may be included in future reports and otherwise recognized by the University.

Kudos

General

- In a coordinated approach between Recruitment and CAE, the Advising and Transitions teams visited 23 northern Ontario High Schools and reached 900+ students to focus on a smooth transition to Laurentian.
- Campus-wide collaboration led to the launch of Student Planning - Self Service which allows students to register with ease, explore different degree options, see, and update their full degree plan.
- New student orientation was launched with input from 75+ members of the Laurentian community to align events guided by learning outcomes related to: academic success, engaging with the beautiful campus, supporting wellness, and participating in the diverse Laurentian community. The second annual 'Hello' 2019 event was hosted which aimed to



engage all staff and faculty in the welcoming of new students. Events continued in partnership with units across campus and student associations to include academic and social belonging initiatives.

May

- Laurentian welcomed a group of Mi'kmaq students from Nova Scotia as part of their Sudbury Tour. This was part of an enrichment program called Digital Mi'kmaq, a not-for-profit agency working to increase the number of Indigenous youth pursuing a post-secondary education in science, technology, engineering and math.
<https://www.cbc.ca/news/canada/sudbury/mikmaq-students-visit-sudbury-1.5152629>
- Kaella-Marie Earle, a Laurentian engineering student, received a \$30,000 grant to expand a camp she started to help revitalize Anishinaabe culture.
- Dr. Celeste Pedri-Spade, a professor with the School of Northern and Community Studies, was among 157 researchers across Canada to receive funding support from the federal government's New Frontiers in Research Fund. Pedri-Spade was granted \$248,682 to support a research project in which she and her team have collected 200 paintings and drawings by residential school students in Anishinaabe and Algonquin territories. This is outstanding work contributing to reconciliation.

June

- Laurentian University Celebrates Inaugural Master of Architecture Graduates, 29 student became the first to receive Master of Architecture degrees from Laurentian University.
- The Faculty of Management (FoM) at Laurentian University is pleased to announce that on June 12, 2019, interim dean Dr. Bernie Schell received notification that FoM has been re-accredited for three years with EPAS.
- The Ontario History Society gave the 2018 Riddell Award to Professor Mark Kuhlberg & Scott Miller, for their article "'Protection to Sulphite Smoke Tort-feasors': The Tragedy of Pollution in Sudbury, Ontario, the World's Nickel Capital, 1884 -1927".
- Master of Architecture student Sophie Mackey was among seven winners of the Ontario Association of Architects' first ever SHIFT 2019 ideas competition. Mackey received the honour for her thesis project, Immigrant Landscapes: Architecture in the Age of Migration.
- The Canadian Council of Muslim Women recognized McEwen School of Architecture assistant professor Tammy Gaber with its annual Women Who Inspire award on Sunday, April 28, 2019. Gaber is among seven recipients from across Canada for 2019. Much of



her research is focused on the architecture of Islam and in particular, on contemporary mosque design. She is also the first recipient in the field of architecture.

- Dr. Kathy Browning received a national publication award from the Arts Researchers and Teachers Society (ARTS) for an article entitled Innovative Exemplars and Curriculum Created from Online Videos of Visual Artists in Greater Sudbury. The article - published in the Journal of the Canadian Association for Curriculum Studies - is about Dr. Browning's CNIE national award-winning videos, innovative students' artwork and curriculum created for teaching.
- Dr. Jennifer Walker from the School of Rural and Northern Health was appointed to the Canadian Consortium on Neurodegeneration in Aging. She is leading Team 18 - Issues in Dementia Care for Indigenous Populations.
- Laurentian recognized and celebrated the remarkable achievements of four outstanding Canadians by awarding Honorary Doctorates: internationally-acclaimed artist Bernard Poulin, renowned francophone publisher Denise Truax, and mining leaders Ned Goodman and Terry MacGibbon.

July

- Dr. Joël Dickinson (Ph.D.) was named as the Dean of the Faculty of Arts. Dr. Dickinson has served in this role as interim Dean since August 2018.
- Dr. Michel Delorme started as new Dean of the Faculty of Management.
- Shelly Moore-Frappier was appointed interim Associate Vice-President Academic and Indigenous Programs and Dr. Serge Demers agreed to extend his interim role as Vice-President Academic and Provost.

August

- Laurentian University approves tuition exemption for youth in extended society care (Crown Wards). Current and former youth in the extended care of Children's Aid Society, known until recently as "Crown Wards", will be eligible to attend Laurentian University without paying tuition. This funding will support the equivalent of ten full-time students and is available to students studying full-time or part-time. This project, championed by Laurentian Graduate and former youth-in-care Jane Kovarikova, will help remove barriers to post-secondary and provide increased opportunities for these students to obtain post-secondary credentials.



- On August 16, 2019, the Club Montessori of Sudbury donated \$50,000 in support of students studying at the McEwen School of Architecture. This donation established two new awards: The Club Montessori Architecture Scholarship and the Club Montessori Travel-Study Scholarship. These scholarships will provide financial assistance to students of Italian descent studying at the McEwen School of Architecture.
- Laurentian welcomed a Peruvian Delegation to campus through the hard work of the Goodman School of Mines, along with Yves Pelletier and Justin Lemieux. This delegation included Augusto Cauti, Vice-Minister of mines in Peru's Ministry of Energy and Mines. The delegation came to discuss and explore continued pathways for students and exchanges between Laurentian and institutions in Peru.
- Laurentian University received \$250,000 from TPEI Foundation for scholarships supporting student exchanges and for Chinese students attending Laurentian on dual-degree partnerships. Great work from our Faculty of Management.

First Impressions

I am pleased to have had the opportunity over the past few months to meet with so many Laurentian faculty, students and staff and I look forward to continuing to meet people going forward, particularly with our students now fully back on campus.

In coming to Laurentian, I was attracted by its potential. Since my arrival, I have been impressed with the commitment and dedication of everyone at the university and also by the high regard with which the university is held in by the community. Almost everyone I have met has chosen to study or work at Laurentian as opposed to somewhere else - and they are committed to its success.

I am particularly impressed with our students, their enthusiasm, their commitment, their ambitions and their dreams for the future. It is truly a special responsibility for us as a University to do everything that we can to provide the educational opportunities and real-life experiences to prepare students for a successful and satisfying road ahead. I have had the chance to begin to interact with students across campus at a variety of events and through our student associations. One of my goals is to always ensure the student perspective is considered and heard in decision making.

Laurentian is truly a special place. With our commitment to bilingualism and triculturalism, to equity, diversity and inclusion, welcoming students, faculty and staff from all over the world, we are helping to make the world a more inclusive place as we support truth and reconciliation and the future of French in Ontario. I have also heard that these commitments provide us with a special opportunity to grow understanding and collaboration between communities.



I come to Laurentian with a commitment to transparent collegial governance. A university is a collection of extremely talented people and the full measure of its success can be measured by the broad engagement of the collegium in building the future of the institution.

Laurentian has faced many challenges over the past several years and our fiscal situation remains challenging. Regional demographics are not presently our friend. Yet I have seen the tremendous resilience and optimism of the Laurentian community.

In working towards our successful future, I look forward to working to provide opportunities to increase collegial engagement and transparency and to incentivize creativity and innovation. My goal is not just for Laurentian to be sustainable, but for it to flourish.

In pursuit of this goal, community engagement is not a transitional activity, but rather an ongoing commitment to bring leadership and community together in the pursuit of common goals. Towards this end, I am pleased to announce two regular opportunities for community members to interact with me. First, I will be shortly launching a monthly Breakfast with the President Series where small groups of faculty, staff and students can come together in an informal setting to share their thoughts on important university issues. Second, I will also be opening my office on a monthly basis, for community members who would like to meet with me informally one on one to discuss specific issues. How to take part in these activities will be communicated shortly.

Beyond this, I am also reaching out to visit academic schools and departments, non-academic departments, student groups and organizations to meet with you and engage in dialogue. I also look forward to hearing from everyone directly, in person, electronically or otherwise and look forward to meeting with all who are committed to Laurentian's future.

I truly look forward to getting to know all of you better over the coming months and years.

Registration Update

Preliminary registration numbers are now available as of the first day of class. The caution, as always, is that these numbers remain preliminary and will be impacted by course changes etc. Final numbers will not be available until the end of November. With that caveat, our preliminary total enrollment numbers are 1.4% above our budget projection for 2019-20 and are up 0.4% overall from last year. On the domestic side, they are up 1.6% to budget, although they are down slightly (1.1%) year over year as predicted by current demographic trends. These numbers keep us on plan with respect to the university budget forecast for the current year. We look forward to providing updates when they are available. Clearly, however, enrollment management and recruitment is an area that we must all participate in proactively. With this in mind, I am looking forward to



participating with colleagues in the Ontario Universities Fair at the end of the month, the premier showcase for students from Southern Ontario.

Changes in the Office of the President

Change is a constant, apparently nowhere more so than in the Office of the President. Thus, there have been a number of changes in my office over the course of the summer. First we welcome Chantal Beauparlant who has taken over the role of Administrative Assistant in the Office, and Joseph Burke who has taken on the role of Assistant to the President.

The departure of Alex Freedman has offered the opportunity to reshape the role of Chief of Staff. In its stead, we have developed the new role of Executive Director of Government Relations, Communications and Marketing, which has just recently been posted. In these times where working with governments and external stakeholders is so important to the visibility and viability of Laurentian, this new role will work to improve the visibility of Laurentian with governments and provide oversight for a consistent external communications strategy.

Update on Executive Team Recruitment

The search committee for Laurentian's next Vice President Research has met and we are completing work on the profile for the position. When the draft is complete, we will be coming back to the community for input in order to finalize.

The search committee for Laurentian's next Provost and Vice President Academic has been struck and a first meeting is presently being organized.

Provincial Funding and Strategic Mandate Agreement

At the beginning of August, Laurentian applied for a share of the Northern Sustainability Fund that was announced to assist Northern Institutions with the transition to the new tuition and fee regime. To date we have not received any feedback from government and are not yet able to predict when we will find out the amount that we have been awarded.

As the community is aware, Laurentian's Strategic Mandate Agreement 2 with the Province of Ontario expires in Spring 2020. As of April 2020, we will be entering a third Strategic Mandate agreement with the province. Over the past month we have started to learn about the process to SMA3 and its expectations through various draft guide books and templates that are being sent out. Laurentian's 5 year SMA3 is to be developed over the next several months and to be finalized with the province by March 31st 2020. The Council of Ontario Universities is working hard to



advocate for universities in the SMA process with the objective of providing the maximum possible flexibility to institutions in setting their goals.

A new component for SMA3 is that enrolment of domestic students will not be the sole factor in determining the level of provincial grant funding. Rather, the level of an institution's grant funding will be determined by a combination of enrolment and year over year performance against a series of standardized metrics. Importantly, Laurentian's performance is to be judged against our own recent past rather than against system wide metrics. In other words, we will be competing against ourselves, rather than other universities. Over the first three years of SMA3, performance based allocation of grant funding will increase from 25% to 60%.

The ten metrics proposed are:

1. Graduate Employment Rate in a related field
2. Institutional Strength/Focus
3. Graduation Rate
4. Graduate Employment Earnings
5. Experiential Learning
6. Skills & Competencies
7. Community & Local Impact
8. Institution-Specific Metric (Economic Impact)
9. Research Funding & Capacity: Federal Tri-Agency Funding Secured
10. Innovation: Research Revenue Attracted from Private Sector Sources

In short, universities that meet their performance targets will receive 100% of their projected grant funding. We will elaborate on how these metrics have been formulated as they become finalized, but we are expecting that our targets will be set based on our performance over the past three years. It should be noted that there is an intention to include a tolerance around the targets for each metric to account for normal annual variation in our numbers.

Universities will also be expected to report on faculty workloads and compensation, but these items are not included in the funding metrics.

Strategic Plan Update

There has been significant progress towards achieving the objectives of our 2018-2023 Strategic Plan over the past year. It has been particularly impressive for me to see the importance members of our community place on the plan. While I continue to learn of the hard work being put-in by the various strategic outcome work groups and task forces, I do want to bring attention to one very notable achievement that was finalized just as I was beginning my transition.



In June 2019, we committed to becoming a member of the Canadian Health Promoting Campus Network by pledging to commit to a set of health promoting initiatives inspired by the calls to action and the principles of the Okanagan Charter. This commitment was made as part of 16 recommendations put forth by our Campus Wellness Advisory Group. Further, our President's Task Force on Campus Mental Health and Wellness is continuing work toward implementing the remaining recommendation over the next five years. These recommendations touch on a variety of our strategic plan outcomes.

For a snapshot of the accomplishments in support of our Strategic Plan, I invite you all to visit the Strategic Plan Contributions page at the following link:

<https://www4.laurentian.ca/strategicplan/contributions/>.

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