

BOARD OF GOVERNORS OF LAURENTIAN UNIVERSITY

Friday, April 28, 2023

9:00 a.m. to 9:45 a.m. – Closed Session
 10:00 a.m. to 12:00 p.m. – Public Session
 12:00 p.m. to 1:00 p.m. – *In Camera* Session

AGENDA

If you would like to observe the Public Session of the Board meeting, [PLEASE REGISTER HERE](#). After registering, you will receive a confirmation reply with connection details.

Members 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.	ITEM	PG	LEAD	TIME
A.	Learning Session: Presentation by Dr. Sandra Dorman, Director of CROSH (Centre for Research in Occupational Safety and Health) “ <i>Looking Backward to Move Forward: CROSHing it since 2008 and into the future.</i> ”	2-20	S. Dorman	10:00 – 10:30
1.	Adoption of Agenda * <i>Copy of Closed Session Agenda is added to package</i>	-	J. Bangs	10:30
2.	Declaration of Conflicts of Interest	-	J. Bangs	10:30
3.	Unanimous Consent Agenda 3.1. Includes minutes of the regular meeting held February 17, 2023, and the special meetings held December 9, 2022, March 9, 2023, and April 11, 2023	21-39	J. Bangs	10:35
4.	Business Arising from the Minutes	-	J. Bangs	10:35
5.	President’s Report	40-42	S. Embleton	10:35 – 10:45
6.	Financial Update (Cash Flow, Financial Forecast, Enrolment Update, Planning Framework, Investment Returns, Pension and Endowment Fund)	43-52	M. Piché	10:45 – 11:00
7.	Finance Committee Items 7.1 Approval: Tuition Fees for Students 2023-2024 7.2 Approval: Administrative Fees 2023-2024 7.3 Approval: Ancillary Fees 2023-2024 7.4 Approval: Operating and Capital Budgets 2023-2024	53-125	D. Harquail	11:00 – 11:30
OTHER ITEMS				
8.	8.1 Equity, Diversity, and Human Rights Office: Report 2022 8.2 Occupational Health and Safety Report 2022 Summary of Information Reports by Board Standing Committees: 8.3 <i>Audit Committee Report</i> 8.4 <i>Executive Committee Report</i> 8.5 <i>Finance Committee Report</i> 8.6 <i>Joint Committee on Bilingualism Report</i> 8.7 <i>Nominating Committee Report</i> 8.8 <i>Property Development and Planning Committee Report</i> 8.9 Chair’s Items	126-149 150-157 158-163	M. Piche/J. Dowdall M. Piché/G. Cowper-Benoit	11:30 – 11:45
OTHER BUSINESS				
9.	Other Business	-	J. Bangs	11:45
BREAK 11:45 – 12:00				
10.	In Camera Discussion	-	J. Bangs	12:00 – 1:00
ADJOURNMENT				
11.	Adjournment	-	J. Bangs	1:00

* Material will be provided at the meeting for items marked

** Material will be sent separately

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CLOSED SESSION

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

AGENDA

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No.	ITEM	PG	LEAD	TIME
1.	Adoption of the Closed Agenda	-	J. Bangs	9:00
2.	Declaration of Conflicts of Interest	-	J. Bangs	9:00
3.	Proposed Naming of Fellowship in Conservation Biology		T. MacLeod	9:00– 9:05
4.	CCAA: Update on Transformation	-	S. Embleton	9:05 – 9:15
5.	Approval: Consultant Agreement		M. Piché/D. Jubb	9:15 – 9:20
6.	Legal Matters: Update	-	D. Jubb	9:20 – 9:30
7.	Human Resources: Update a) Executive positions b) Academic positions	-	M. Piché/B. Brouwer	9:30 – 9:45
OTHER BUSINESS				
8.	Other Business	-	J. Bangs	9:45
ADJOURNMENT				
9.	Adjournment of Closed Session	-	J. Bangs	9:45

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CROSH SPOTLIGHT

CENTRE FOR RESEARCH IN OCCUPATIONAL SAFETY AND HEALTH
AT LAURENTIAN UNIVERSITY

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CROSH
CRSST

**centre for research in
occupational safety and health**
at Laurentian University

**centre de recherche sur la
santé et sécurité au travail**
à l'Université Laurentienne

HELPING SMALL BUSINESSES

MINING



Sudbury-based DMC Mining Services had a raise bore drill that regularly broke down because of a **vibration problem**. DMC Mining Services hired us to solve this problem. To do so, our team first went into the field to analyze and understand the situation.

Field Measures



Lab Solutions



CROSH researchers measured field vibration signals from the drill underground, then we designed a drill mounting prototype to be used in conjunction with the rotopod. We tested different isolators using simulated field signals in the lab, identifying a method to **solve the problem**.

TRANSPORTATION



Brinks Canada was experiencing **vibration-related health** issues for workers associated with the use of their fleet of vehicles. CROSH measured and evaluated whole-body vibration exposure on all their trucks, then we provided Brinks Canada with a report outlining which vehicles and drivers were at risk and the steps to take to prevent further injuries. Ultimately, we enabled **injury prevention** and cost-savings while at the same time training our own OHS students.



SURVEYORS



Existing loop wire back-pack frames are manufactured by Abitibi Geophysics and they are highly durable. They are, however, a burden to the wearer due to the high level of forces and torques experienced at the lower back. Abitibi Geophysics asked CROSH to help them avoid further workplace incidents through the creation of an **ergonomic and biomechanically** sound backpack.



COMMUNITY OUTREACH

RESEARCH



CROSH has partnered with Aviation Forest Fire Emergency Services (AFFES) to **solve** health and safety issues relevant to this population of workers. In 2018, we travelled to eight bases across Northeastern (4) and Northwestern (4) Ontario, reporting results of a previous project and launching the 2018 Psychosocial Hazards in the Workplace project.



STUDENT TRAINING



Ministry of Education

In 2022, M-CROSH visited 14 schools (741 students) in two communities and provided a half-day workshop to grade 10 and 11 students regarding OHS, including vibration awareness, physiological and biological hazards, line-of-sight, and the future of virtual reality and gaming in OHS training.



CREATING PARTNERSHIPS

ERGOCALCULATOR



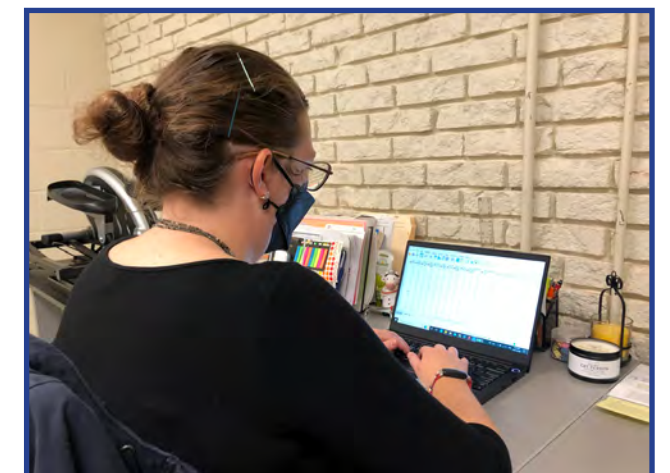
Occupational Health Clinics for Ontario Workers
Centre de santé des travailleurs et travailleuses de l'Ontario

In 2019 CROSH partnered with Ontario Health Clinics for Occupational Workers (OHCOW) to collect data to confirm the reliability of their ErgoCalculator for use in novice and expert populations. CROSH was responsible for advising on research design, collecting the data, writing up the results and sharing the findings in succinct, technical documents.

MENTAL HEALTH TRAINING EVALUATION



In 2021 CROSH partnered with Workplace Safety North (WSN) to provide expertise in data analysis on the Mental Health and Psychological Health and Safety CPO-directed initiative. The project aims to assist resource-based industries in the north in understanding, identifying, and addressing mental health and psychological health and safety issues in the workplace.



STUDENT TRAINING THROUGH INTERNSHIPS

newgold

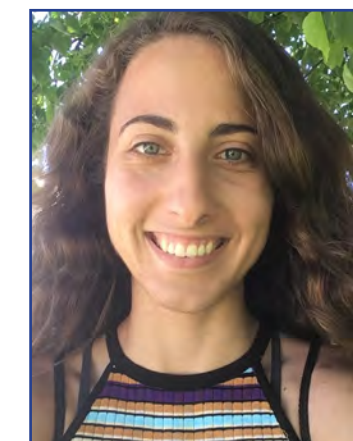
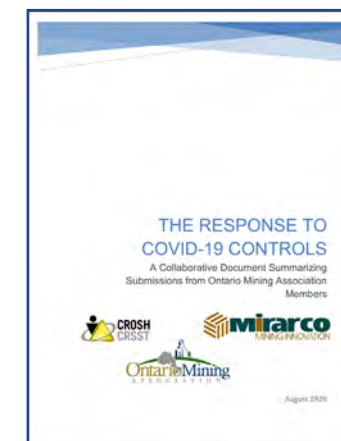


For their CROSH internships, graduate student members Kate Posluszny and Emily Tella of Lakehead University measured and analyzed whole-body vibration in heavy duty machinery mine operators at New Gold's Rainy River Mine in Emo, Ontario.

Undergraduate student George Flagler assisted with the Panbio Antigen COVID-19 Rapid Testing Pilot Project as part of his internship with the Laurentian University Health and Wellness Team.

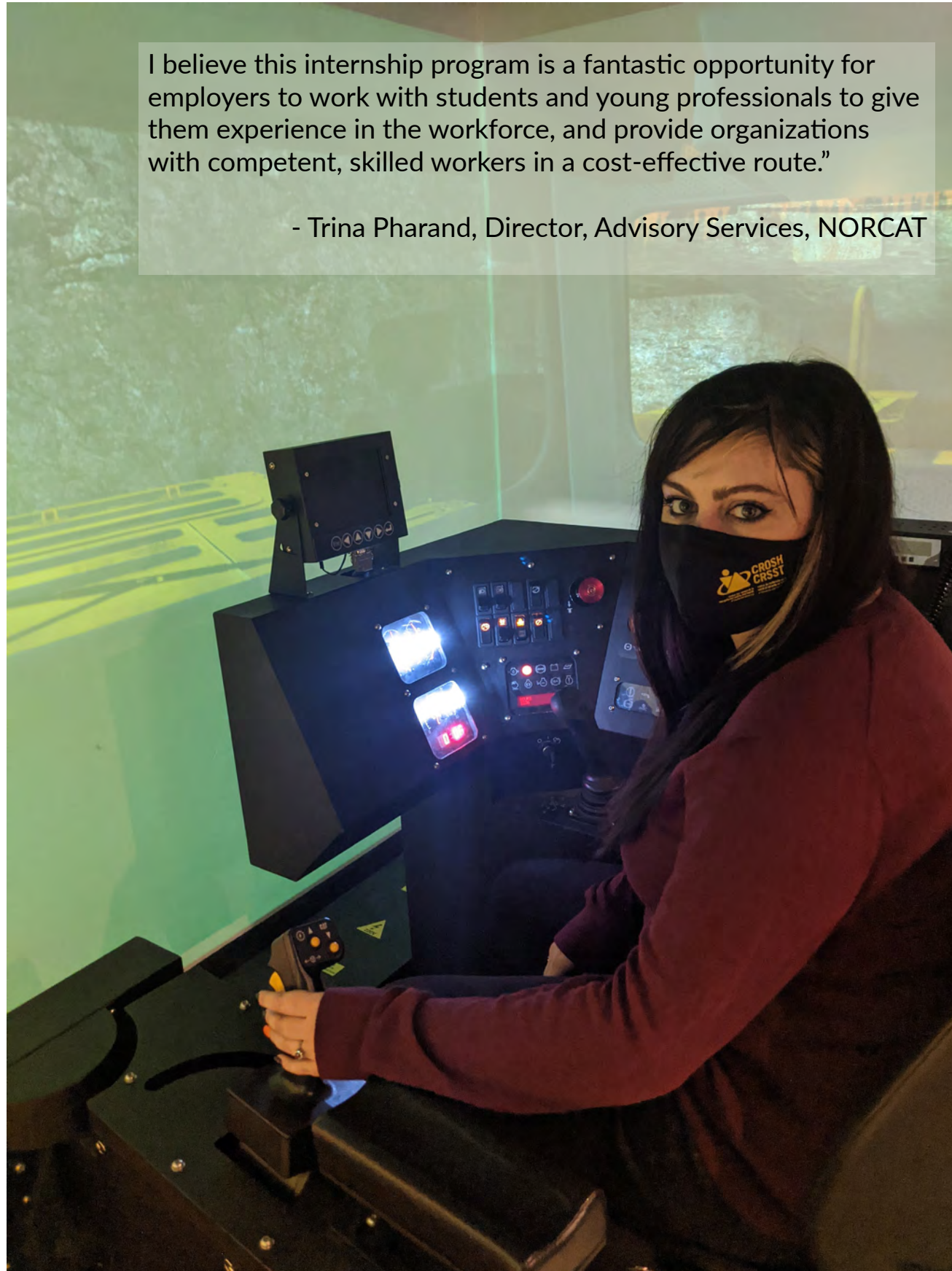


Amanda Dodaro, who is now doing graduate work at Lakehead University, helped MIRARCO create a comprehensive report for the Ontario Mining Association on their COVID-19 controls, performance standards, and lessons learned.



I believe this internship program is a fantastic opportunity for employers to work with students and young professionals to give them experience in the workforce, and provide organizations with competent, skilled workers in a cost-effective route.”

- Trina Pharand, Director, Advisory Services, NORCAT



CROSH graduate student member Josée Cormier at her internship at NORCAT, where she helped develop safety training resources with a mobile equipment simulator. **Josée was hired full-time by NORCAT** after completing this project.



CROSH undergraduate student member Sydney Boileau, left, with her internship supervisor, CROSH Senior Scientist Dr. Katie Goggins. For her internship, Sydney helped Dr. Goggins ergonomically evaluate a loopwire backpack for Abitibi Geophysics.

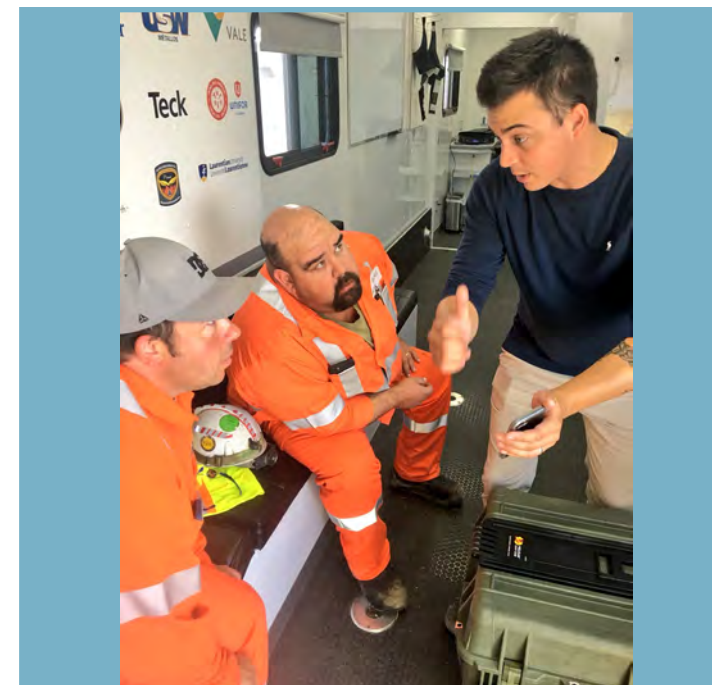
PROVIDING TRAINING TO STUDENTS AND WORKPLACES

Since 2018, CROSH has had **127 student members**; our student members are the **future OHS professionals** of Northern Ontario.

In that time, we have awarded **71 student scholarships**, totalling **\$124,000**.

In the past four years, CROSH has facilitated **47 student internships**, giving students real-world **health and safety training**.

Our students learn and conduct health and safety research and engage with workers in Northern Ontario industries.



PRIORITIZING RESEARCH NEEDS FOR NORTHERN ONTARIO

RESEARCH GRANTS

Helping protect healthcare workers from violence



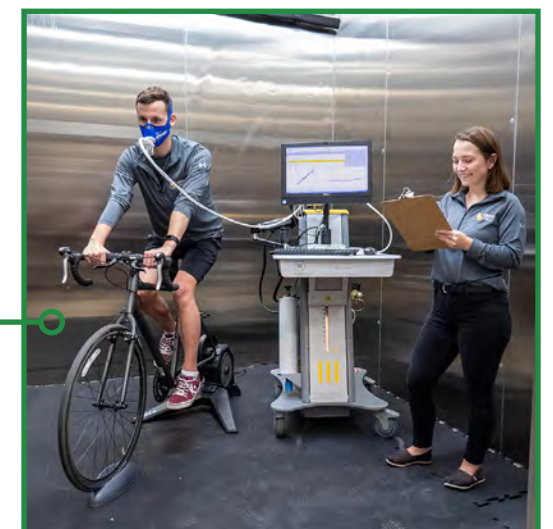
Health Sciences North
Horizon Santé-Nord

Healthcare workers in northern and rural communities continue to face the risk of violence from patients. Our researchers are testing the Violence Assessment Tool (VAT) to see if it's a reliable way to assess the risk of violence from patients towards healthcare workers.

Protecting workers from heat stress

Many outdoor workers take over-the-counter medicines for hay fever. A common side effect of these medicines is decreased sweating. Therefore, we are investigating if allergy medicines can put outdoor workers at greater risk for heat stress.

We can use the Environmental Chamber in our **Workplace Simulator Lab** to devise evidence-based cooling strategies to help preserve the health, quality of life, and performance of workers at risk of heat stress.



Training northern healthcare workers with Virtual Reality



We partnered with small business Lumeto on a grant-funded project (\$1.08M) to create 12 virtual reality modules to facilitate training for nurses on core competency topics. This was an identified project for Northern Ontario because it is difficult for workers in remote communities to access training and refresher courses.

Analyzing drilling injury data across Canada



In 2022, CROSH leveraged a Mitacs grant for a group of companies under the banner of Prospectors & Developers Association of Canada (PDAC) to analyze historical injury data amongst surveyors and drillers in Canada. This work led to clarity in survey questions and the development of a revised manual for administration of a yearly survey. In addition, this grant funded a masters student and their thesis work.



PUBLIC RESEARCH GRANTS

Solving ergonomic problems to make work safer for all Vale workers



Vale is hiring more women and needs to accommodate their smaller average size and build. For example, smaller statured individuals have different lines-of-sight than taller individuals. Vale funded us to help them **solve this problem.**

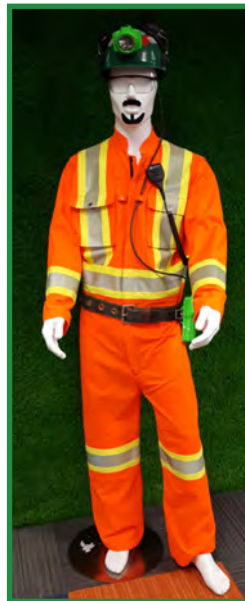
Evaluating a thermal camera for workplace screening



When the COVID-19 pandemic hit in 2020, a long-time company partner, PROVIX Inc., reached out to CROSH to evaluate one of their camera products in a new context of fever detection in workers.

PRIVATE RESEARCH GRANTS

Conducting physiology research that helps local businesses.



CROSH partnered with Jannatec Technologies to help them **commercialize their innovation**, a **cooling vest** to reduce the risk of **heat stress**. The study was conducted in our **Environmental Chamber**, which is a component of our **Workplace Simulator**. By understanding the health effects of being regularly exposed to hot and cold environments, businesses like Jannatec Technologies can better develop safety standards and guidelines regarding commercially-available cooling devices, like **cooling vests**.

Evaluating new technology that could protect healthcare workers



Flosonics Medical, a **small, start-up business**, **innovated** a novel, wireless, wearable ultrasound patch to measure blood flow through the neck. Using this device, healthcare workers can assess cardiovascular variables without physical contact during disease outbreaks, like COVID-19. CROSH partnered with Flosonics medical to evaluate the reliability and validity of this new patch technology under vibration, exercise, and thermal stress to help them **commercialize their product**.

CROSH has raised over \$2,500,000 in donations over the past five years.



Mr. Leo Gerard presenting a donation of \$225,000 to CROSH from the United Steelworkers.



PARTNERSHIPS IN PRACTICE



Association of Canadian Ergonomists
Association Canadienne d'Ergonomie



SCHOOL OF MINES
ÉCOLE DES MINES



CREATING KNOWLEDGE TRANSFER EXCHANGE MATERIALS

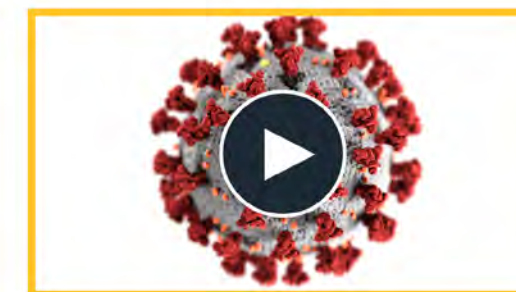
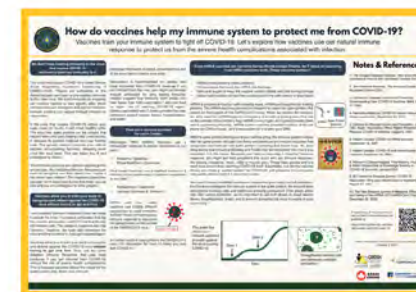
Knowledge Transfer Kits



CROSH developed a series of Knowledge Transfer Kits in three areas of OHS (vibration, line-of-sight, and fatigue) with branding and evidence-based research specific to different northern industries, including: construction, forestry, mining, steel, and pulp and paper.



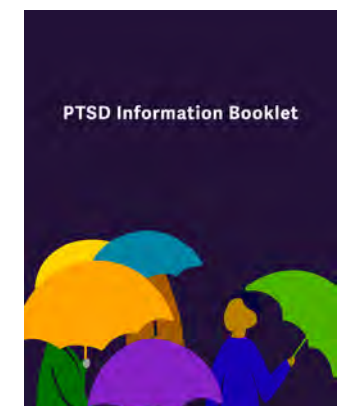
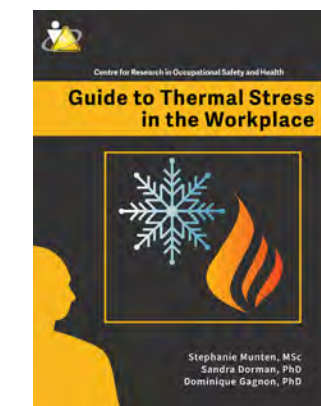
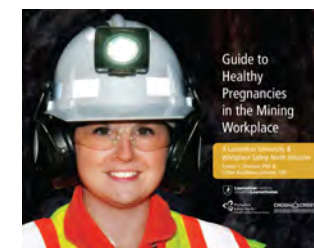
Northern Ontario Community Immunity Series



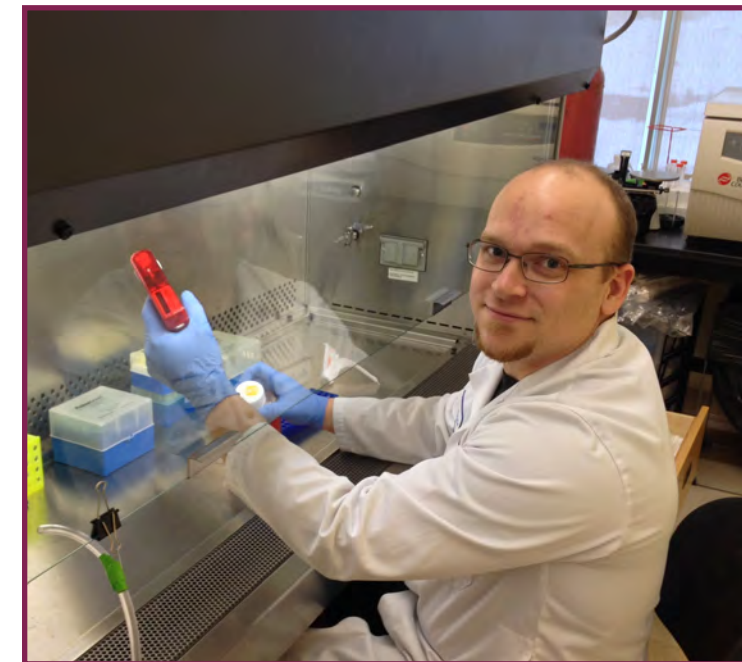
Funded with a grant from NSERC, we engaged Northern Ontario workers in conversation about community immunity and the safety and effectiveness of COVID-19 vaccines.

Guidebooks

These guidebooks have gathered peer-reviewed data and distilled it into a worker-friendly format, that reflects the experiences and workplaces of Northern Ontario workers.



Our strong relationships with SWAs facilitate the sharing of health and safety expertise



Occupational Hygienist and PhD Candidate Andrew Zarnke's work on cardiovascular disease and McIntyre Powder is made possible by the CROSH-OHCOW partnership.

COLLABORATING WITH SAFE WORKPLACE ASSOCIATIONS



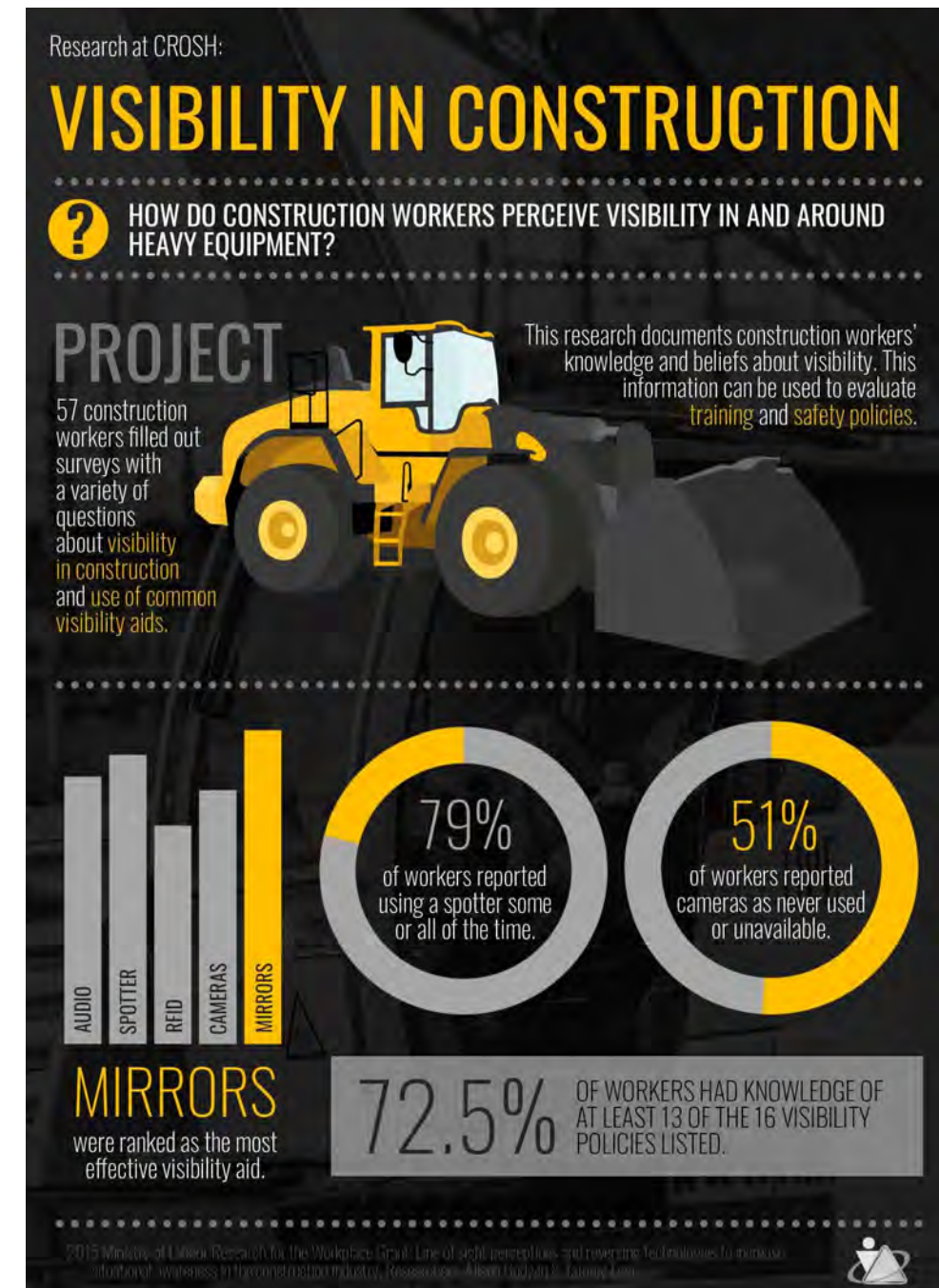
In partnership with WSPS, CROSH has hosted webinars and conferences that reached more participants due to collaboration between the groups.



CROSH was contracted to complete usability testing on a first-generation fire suppression augmented reality system (FiAR). Outcomes of this partnership include peer-reviewed publications, as well as easily consumable products related to the study findings, such as technical reports, back to NORCAT.



IHSA remains a strong partner with CROSH for the execution of funded projects that require access to the workers and clientele that receive training services from IHSA. On several projects in the construction industry, IHSA has served as the key liaison with that sector.



CROSH FACILITIES

WORKPLACE SIMULATOR

The CROSH **Workplace Simulator (W-SIM)** is a one-of-a-kind facility providing state-of-the-art infrastructure for the design and execution of research studies, or income-generating research service contracts, that **solve real-world workplace problems through work-task simulation.**

W-SIM consists of four main components:

Virtual reality and eye-tracking system

- Eye-tracking
- Line of Sight
- Proximity Detection
- Cognitive Workload
- Human Factors & Equipment Operation



Metabolic cart

- Metabolic Analyses
- Pulmonary Function Tests
- Exercise & Occ. Fitness Testing
- Spirometry
- Weight Management



Environmental chamber

- Fatigue
- Heat Stress
- Nutrition
- Physiological Stressors
- Sleep



Robotic vibration and motion platform (rotopod)

- Vibration Transmissibility
- Musculoskeletal Loading
- Vibration Induced Injury
- Motion Analysis
- PPE Evaluation



W-SIM is the only lab in the world capable of combining these pieces of equipment into one integrated system.

Example Application: Vibration Reduction

Using the rotopod, we work with manufacturers to develop the “best” equipment for vibration reduction.



The rotopod reproduces the vibration profiles from the field, for example a scoop tram run.

Example Application: Mobile Equipment Design

We use virtual reality to simulate the “physical” work environment.



We can work with manufacturers to evaluate interface design with new technologies for proximity detection.

Example Application: Occupational Fitness Testing

We work with occupational athletes like wildland firefighters to ensure they are fit for duty.



The metabolic cart and body-composition scale perform comprehensive fitness tests and physiological analyses.

Example Application: Heat Stress Evaluation

We work with industry partners and equipment suppliers to study heat stress and identify solutions to mitigate heat stress risk factors.



The Environmental Chamber can recreate precise temperature and humidity conditions from the field.

MOBILE RESEARCH LAB

The CROSH **Mobile Research Lab (M-CROSH)** connects researchers and workers in rural and remote communities, and promotes understanding of critical occupational health and safety problems through active information exchange.

M-CROSH facilitates the development and implementation of meaningful solutions for northern industries through outreach and community engagement.



Workers at Glencore's Fraser Mine in Sudbury, Ontario learn about situational awareness and line-of-sight using a virtual reality program (developed by CROSH) in **M-CROSH**.



M-CROSH brings health and safety outreach into the field, such as Glencore's "Health and Safety Days" at the Fraser Mine.

CROSH

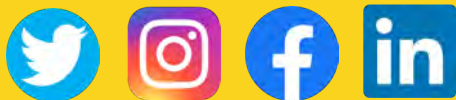
PREVENTION THROUGH RESEARCH

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Facebook: @CROSHatLU

LinkedIn: **Centre for Research in Occupational Safety and Health**

CENTRE FOR RESEARCH IN OCCUPATIONAL SAFETY AND HEALTH
AT LAURENTIAN UNIVERSITY

ITEM 3 - UNANIMOUS CONSENT AGENDA**FOR APPROVAL**

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:

Item 3.1 – Adoption of Meeting Minutes

<u>Includes the Minutes of the Regular meeting held:</u> (a) February 17, 2023; <u>and the Special meetings held:</u> (b) December 9, 2022 (c) March 9, 2023 (d) April 11, 2023.	ACTION
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BOARD OF GOVERNORS

Minutes of the Meeting of February 17, 2023

9:00 a.m., Via Zoom

Present	Absent
<p><u>Voting Members Present</u> Bangs, Jeff, Chair Barry, Aaron Embleton, Sheila, Interim President & Vice-Chancellor Guay, André Harquail, David Kurkimaki, Laura Manitowabi, Tammy McCue, Meghan (GSA) Recollet, Angela (joined at 9:52am) Sbaa, Nawfal</p> <p><u>Non-Voting Members Present</u> Colin, Fabrice, LUFA Durand, Louis, LUFA Fenske, Tom, LUSU Johnson, Mark, Interim University Secretary Scott, Daniel, Senate Teller, Meredith</p> <p><u>Also in attendance (Resources):</u> Beaudry, Dominic, Associate Vice-President, Academic and Indigenous Programs. Brouwer, Brenda, Interim Vice-President, Academic and Provost Cacciotti, Cindy, Associate Vice-President Human Resources and Organizational Development Caron, Joseph, Interpreter Demianiuk, Ben, Director, Business Development Eger, Tammy, Vice-President Research Hodgson, Ann, Interim Associate University Secretary Jubb, Dawne, Interim General Counsel Lavallee, Normand, Associate Vice-President, Financial Services Mykytczuk, Nadia, Interim Executive Director, Goodman School of Mines Piché, Michel, Interim Vice-President, Finance and Administration Rocca, Gina, Interim Executive Assistant</p>	<p><u>Voting Members Absent</u> Duval, Don Cameron, Vernon</p> <p><u>Non-Voting Members Absent</u> Bassett, Shannon, Senate Morin, Avery (SGA) Motamedi, Monica</p>

CLOSED SESSION

The Chair of the Board of Governors (“the **Board**”), Mr. Jeff Bangs, called the meeting to order at 9:01 a.m. and confirmed quorum. Mr. Bangs opened the meeting by acknowledging the Robinson-Huron Treaty of 1850 and further recognized that Laurentian University is on the traditional lands of the Atikameksheng Anishnawbek.

CLOSED INFORMATION AND ACTION ITEMS

1. Adoption of the Closed Agenda

The Chair asked for a motion to approve the agenda of the closed session.

MOTION: Moved by David Harquail and seconded by Laura Kurkimaki.

That the Agenda be approved as presented.

Carried unanimously.

2. Declaration of Conflicts of Interest

The Chair invited members to declare any conflicts of interest relevant to the agenda and reminded Governors that at any time during the meeting proceedings they are respectfully encouraged to consider and raise any potential conflict which may arise during discussions.

It was noted for the record by the Interim University Secretary that Mr. 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.

3. CCAA – Update on Financial Position

The Chair invited Interim Vice-President Finance and Administration Michel Piché to provide an update on this item. Mr. Piché provided some highlights regarding the financial position of the University as it pertains to the end of December 2022, cash levels in its operating funds and segregated funds, and the need to maintain a cash reserve in order to help with contingencies, the transformation implementation, deferred maintenance costs and the strategic plan. He also advised that the foregoing will require investments in programs and academic delivery.

4. Property Development and Planning Committee Items

The Chair invited the Chair of Finance Committee, David Harquail, to provide information on items 4.1 and 4.2. Mr. Harquail was joined by Interim Vice-President Finance and Administration Michel Piché and Interim General Counsel Dawne Jubb to provide an overview of the following items.

4.1 Proposal to Initiate the Process of Selling the Official Residence of the Laurentian University President

Mr. Piché explained the process of selling the residence has begun. Laurentian will need the approval of the Ministry of Colleges and Universities. He also outlined the next steps including an appraisal of the property and retaining a real estate agent.

RESOLUTION: Moved by Aaron Barry and seconded by Laura Kurkimaki.

BE IT RESOLVED,

a) THAT the Board of Governors provide the President with the authority to initiate the process of selling the official residence of the President of the University in accordance with any and all obligations and covenants placed upon the University, including those of the Ministry of Colleges and Universities and the Amended Plan of Arrangement and Compromise, dated September 9, 2022; and

b) THAT the President provide a report to the Property Development and Planning Committee at its next regular meeting on the process and actions needed to sell the official residence of the President of the University.

Carried Unanimously.

4.2 Approval: Term Sheet regarding the Sale of University Lands

Ms. Jubb provided an overview of the Term Sheet negotiations with Infrastructure Ontario. She added that the Term Sheet is a non-binding memorandum of understanding to sell seven parcels of land, totalling approximately 69 acres, with no conservation lands included. As well, the Province will engage in consultation with Indigenous communities. Mr. Piché also provided an overview of how the Province intends to manage the properties regarding leasing and their capital costs.

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

BE IT RESOLVED,

THAT the Board of Governors authorize the University to accept and act upon the Recommendations outlined and presented by the University's Interim General Counsel in her Memorandum of February 15, 2023, as presented at its meeting of February 17, 2023;

Carried unanimously.

5. Legal Matters: Update

The Chair, invited Interim General Counsel Dawne Jubb to introduce this item. Ms. Jubb provided a verbal summary of key issues, projects, and legal matters that are currently within the legal department.

6. Human Resources: Update

The Chair invited Associate Vice-President, Human Resources and Organizational Development Cindy Cacciotti to provide an update on this item. Ms. Cacciotti provided a verbal update to Committee members regarding emerging items and planning strategies associated with recruitment, staffing, and labour relations.

OTHER BUSINESS

7. The Chair in consultation with Interim University Secretary Mark Johnson confirmed there was no other business.

MOTION: Moved by David Harquail and seconded by Tammy Eger.

THAT the meeting of the Board of Governors move out of Closed Session.

Carried unanimously.

8. Adjournment of Closed Session

Having exhausted the agenda, the closed session of the meeting of the Board of Governors was adjourned at 9:57 a.m.

PUBLIC SESSION

The Chair called the open session of the regular meeting of the Board of Governors to order at 10:30 a.m. and confirmed quorum. Mr. Bangs then opened the meeting by acknowledging the Robinson-Huron Treaty of 1850 and further recognized that Laurentian University is in the traditional lands of the Atikameksheng Anishnawbek.

INFORMATION SESSION

A. Learning and Engagement Session:

MIRARCO, Goodman School of Mines and development of the Centre for Mine Waste Biotechnology

The Chair invited Dr. Nadia Mykytczuk, Interim Executive Director at the Goodman School of Mines and Interim CEO/President of MIRARCO. Dr. Mykytczuk provided an overview of the Goodman School of Mines and MIRARCO, the role of the Goodman School of Mines in bringing mining education to students and partner with industry, and the role of MIRARCO that enables research and training to both the academia and the private sector. The school teaches the entire mining cycle and its broader aspects including the environment, Indigenous engagement, safe working environments, and sustainable labour relations.

She highlighted the Mineral Resources Industry Leadership Certificate program which was successfully launched in September 2021. It is a co-curricular program with self-directed learning providing industry mentorship. She also highlighted the 5th Annual Goodman Gold Challenge as well as some upcoming initiatives such as addressing the gap in the workforce for the battery supply chain. Dr. Mykytczuk noted her participation in building a program called “Electrifying the Future”, which are summer camps for students in grades 6 to 12.

She also shared the vision and value of MIRARCO, with the ultimate goal of ensuring safe and productive sustainable mining. This led to developing the idea The Centre for Mine Waste Biotechnology.

The Chair thanked Dr. Mykytczuk for her informative and inspirational presentation.

ACTION ITEMS

1. Adoption of Agenda

The Chair asked for a motion to approve the agenda of the open session.

MOTION: Moved by David Harquail and seconded by Aaron Barry.

That the agenda be approved as presented.

Carried unanimously.

2. Declaration of Conflicts of Interest

The Chair invited members to declare any conflicts of interest relevant to the agenda and reminded Governors that at any time during the meeting proceedings they are respectfully encouraged to consider and raise any potential conflict which may arise during discussions.

It was noted for the record by the Interim University Secretary that Mr. 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.

3. Unanimous Consent Agenda

The Chair asked for a motion to approve the consent agenda as presented in the Board materials, more particularly:

- Minutes of the meeting held December 2, 2022, the Special Meetings held November 30, 2022, and the electronic votes held December 4 2022.
- Joint Committee on Bilingualism Terms of Reference
- Property Development and Planning Committee Terms of Reference

MOTION: Moved by Laura Kurkimaki and seconded by David Harquail.

That the items listed in the Unanimous Consent Agenda be approved or received for information.

Carried unanimously.

4. Business arising from minutes.

The Chair in consultation with the Interim University Secretary confirmed there was no business arising from the minutes.

5. President's Report

The Chair invited Interim President and Vice-Chancellor Dr. Sheila Embleton to present her report. Dr. Embleton gave an overview of the various activities and events that are occurring or have occurred at the University. Dr. Embleton gave an update about the operational transformation RFP process and the strategic consultant RFP. She provided further information on the status of the submission to request an amendment to the governing act, which was sent to MCU seeking to permit representation from LUFA and LUSU member as voting members on the Board. Dr. Embleton highlighted the various executive searches currently underway, including two decanal searches and faculty hires, and gave preliminary enrolment data.

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

The Chair invited Mr. David Harquail, Chair of the Finance Committee, to introduce this item. Mr. Harquail advised there are four resolutions being presented to the Board for approval. He then invited the Interim Vice-President, Finance and Administration Michel Piché to provide more details regarding this item.

Mr. Piché provided an overview of the key financial aspects of Laurentian's operations. He referred to the presentation as distributed in the agenda package and a chart that provided a summary of the University's cash flow position. Upon reviewing the cash flow and financial forecast for the remaining year, he added that the cash position has continued to be stable over the last six months. He highlighted the operating and segregated funds are doing well also.

He added the official results received for Fall 2022 enrolment shows a year over year reduction in full-time enrolment, but favourable to what was planned. Results also show a significant increase in enrolment of new international graduate students and returning international graduate students.

He also highlighted the endowment fund results for 2022 and compared them to market benchmarks.

7. Audit Committee Items

7.1 Approval: External Audit Plan for Year Ended April 30, 2023

The Chair invited Interim Vice-President, Finance and Administration Michel Piché to provide information on item 7.1. Mr. Piché began by providing a background description and he reiterated that the University must report audited financial statements as part of the CCAA plan arrangement to MCU. Mr. Piché referred to the audit report materials provided in the agenda package for further explanation.

RESOLUTION: Moved by David Harquail and seconded by Aaron Barry.

BE IT RESOLVED,

THAT the Board of Governors approve the Proposed External Audit Plan for year ending April 30, 2023, as presented at its meeting of February 17, 2023

Carried unanimously.

7.2 Information: Audited Financial Statements of the Retirement Plan

The Chair invited Interim Vice-President, Finance and Administration Michel Piché to provide information on item 7.2. Mr. Piche presented the June 30, 2022 Audited Financial Statements of the Retirement Plan of Laurentian University along with the Audit Findings Report. Laurentian's Retirement Plan audited financial statements must be filed annually with the Financial Services Regulatory Authority of Ontario no later than six months after the end of the plan year. The June 30, 2022, statements were filed with the regulator on Dec. 23, 2022. The financial statements and audit finding report were presented to the Audit Committee for information as part of their oversight of the University's risk management.

8. Property Development and Planning Committee Items

The Chair invited the Chair, Finance Committee, David Harquail to provide information on items 8.1, 8.2, and 8.3. Mr. Harquail was joined by Interim Vice-President, Finance and Administration, Michel Piché.

8.1 Approval: 2023-24 Deferred Maintenance Projects

Mr. Piché provide background on the status of deferred maintenance projects and requested approval to proceed with planned 2023-24 projects. Deferred maintenance projects at Laurentian University are managed with the Facility Services Department. Historically, projects were selected based on criticality, accessibility, safety, and available funding. The Facility Services department has recently shared with the Property Development and Planning Committee a 5-year Deferred Maintenance Plan (September 29, 2022) based on the University's financial forecast submitted to the Ministry of Colleges and Universities.

RESOLUTION: Moved by Aaron Barry and seconded by Jeff Bangs.

BE IT RESOLVED,

That the Board of Governors approve the 2023-24 Deferred Maintenance Projects totaling \$8.4 million, subject to funding as recommended by the Finance Committee and upon approval by the Board, as presented at its meeting of February 17, 2023.

Carried unanimously.

8.2 Approval: Proposal to Explore the Repair of the Jenó Tihanyi Olympic Gold Pool

Mr. Piché provided some background information about the pool and the cost of the repairs needed in order to safely reopen it in the short-term. External support will be needed to ensure long-term financial sustainability, including the possibility of charging market prices for its use.

The proposal is to recommend approval of funding for the work required to repair the leaks and to fix other safety issues. If the leak can be fixed then other issues will be addressed that are needed in order to reopen the pool.

The pool is an important asset to the community, it generates economic benefits, and it also serves as a good recruitment tool for Laurentian.

RESOLUTION: Moved by Angela Recollet and seconded by Jeff Bangs.

BE IT RESOLVED,

THAT the Board of Governors approve the work required to investigate and repair the leak of the Jenó Tihanyi Olympic Gold Pool at a cost not to exceed \$300,000.00, as presented at its meeting of February 17, 2023.

Carried unanimously.

8.3 Information: Report of New Deferred Maintenance Assessment Methodology and Costs

The Chair invited Interim Vice-President, Finance and Administration, Michel Piché to provide more information on this item. Mr. Piché explained there is a new approach that will be taken to provide a facility condition index, which is then used to calculate the deferred maintenance backlog. This approach is sponsored by the province and is used by all universities. This is also used to determine the amount of grants provided to universities for their facility renewal program. Mr. Piché added it is expected the \$135 million backlog will increase significantly with this new methodology.

9. Finance Committee Items

The Chair invited the Chair, Finance Committee, David Harquail to provide information on items 9.1, 9.2 and 9.3.

9.1 Approval: Short-Term Cash Investment Policy

Mr. Piché provided an overview of the short-term cash investment policy that was submitted by management to the last Finance Committee meeting. He added when looking at the five year financial forecast Laurentian will maintain a considerable cash balance (just under \$100 million) between operating and segregated funds. He added that Laurentian gets interest on the operating account and is negotiating with the bank to have a similar arrangement on the segregated funds. This policy will provide parameters where it can invest excess cash.

RESOLUTION: Moved by Aaron Barry and seconded by Jeff Bangs

BE IT RESOLVED,

THAT the Board of Governors approve Laurentian's Short-Term Cash Investment Policy as presented at its meeting of February 17, 2023.

Carried unanimously.

9.2 Approval: Ancillary Fees and Budget for 2023-2024

Mr. Piché invited Ben Demianiuk, Director, Business Development, to provide more information and recommendations on this item. Mr. Demianiuk highlighted the Laurentian Ancillary Fees and Budget report outlining housing, food and campus services, parking, and the print hub, as well as the planning assumptions for the current and future state of residence pricing, operating costs and ancillary fees of the University.

Ancillary units are expected to generate sufficient revenue to cover their operating and capital costs. In addition, Laurentian should maintain operating reserves to cover contingencies. Residence rates will remain the same except for the University College Residence.

RESOLUTION: Moved by Aaron Barry and seconded by Jeff Bangs.

BE IT RESOLVED,

That the Board of Governors approve Laurentian's Ancillary Fees and Budget for fiscal year 2023-24, as presented at its meeting of February 17, 2023.

9.3 Approval: Proposed Funding of 2023-24 Deferred Maintenance Projects

Mr. Piché noted the Campus Renewal and Projects List 2023 to 2024 provided in the board materials. He explained the Finance Committee is asking the Board to approve the funding of \$8.4 million for the projects that Facility Services has identified including several critical deferred maintenance projects to be addressed in fiscal year 2023-24.

RESOLUTION: Moved by Aaron Barry and seconded by Jeff Bangs.

BE IT RESOLVED,

That the Board of Governors approve the funding of the 2023-24 Deferred Maintenance projects totaling \$8.4 million as presented at its meeting of February 17, 2023.

Carried unanimously.

10. OTHER ITEMS

10.1 Laurentian University Native Education Council Report: February 2023

The Chair invited Dominic Beaudry, Associate Vice-President Academic and Indigenous Programs, to provide more information on this report. Mr. Beaudry provided some highlights of the report, such as the letter LUNEC sent to the Board of Governors requesting that four Indigenous representatives be appointed to the Board. He further welcomed new committee members to LUNEC, and the proposal to Laurentian to have a Professional Development Day as a "Cultural and Collective Healing" for all staff to take place on September 29, 2023. Mr. Beaudry added many universities across Canada already have professional development days and perhaps in the future Laurentian can increase professional development days in other subjects.

As well, Mr. Beaudry added LUNEC received an update for a proposed/planned Bachelor

of Arts in Indigenous Interdisciplinary Studies program to align with the graduate program and PhD program in interdisciplinary studies.

10.2 Chair's Items

The Chair thanked Mr. Dominic Beaudry for the good work he has been doing and welcomed Angela Recollet and Tammy Manitowabi as two new Indigenous Board Governors. Mr. Bangs added he believes it is important as Laurentian has emerged from the CCAA process, to show progress to the community and to its stakeholders that there are milestones and goals to meet, and they are methodically achieving them. Also, it is important to demonstrate Laurentian is in a better place now and it will continue to get stronger as each day passes.

11. OTHER BUSINESS

The Chair, in consultation with Interim University Secretary, Mark Johnson, advised there was no other business.

12. IN CAMERA DISCUSSION

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

13. ADJOURNMENT

Having exhausted the items on the agenda Mr. Jeff Bangs, Chair adjourned the meeting at 1:01 pm.

Jeff Bangs, Chair

Mark Johnson, Interim University Secretary

BOARD OF GOVERNORS

Minutes of the Special Meeting of Friday, December 9, 2022

9:00 a.m., Via Zoom

Present	Absent
<p><u>Voting Members Present</u> Bangs, Jeff Chair Brouillette, Robert Cameron, Vernon Duval, Don Eger, Tammy, President & Vice-Chancellor Harquail, David Kurkimaki, Laura Recollet, Angela Sbaa, Nawfal(AEF)</p> <p><u>Non-Voting Members Present</u> Bassett, Shannon, Senate Colin, Fabrice, LUFA Durand, Louis, LUFA Fenske, Tom, LUSU Johnson, Mark, Interim University Secretary Morin, Avery (SGA) Scott, Daniel, Senate Teller, Meredith, LUAPSA</p> <p><u>Also in attendance (Resources):</u> Caron, Joseph, Interpreter Hamilton, Sharon, Monitor, Ernst & Young Hodgson, Ann, Acting Associate University Secretary Jubb, Dawne, Interim General Counsel Lavallee, Normand, Associate Vice-President, Financial Services Larivière Céline, Interim Provost & Vice-President Academic Michaud, Marie-Lynne, Director, Marketing Miller, D.J., Counsel, Thornton Grout Finnigan Piché, Michel, Interim Vice-President, Finance and Administration Rocca, Gina, Acting Executive Assistant Wilkinson, John, Counsel, Weir & Foulds LLP</p>	<p><u>Voting Members Absent</u> Barry, Aaron Guay, André McCue, Meghan (GSA)</p> <p><u>Non-Voting Members Absent</u></p>

OPEN SESSION

The Chair of the Board of Governors (the “Board”), Mr. Jeff Bangs, called the meeting to order at 9:03 a.m. and confirmed quorum. Mr. Bangs then invited Robert Brouillette to open the meeting by acknowledging the Robinson-Huron Treaty of 1850 and further recognized that Laurentian University is in the traditional lands of the Atikameksheng Anishnawbek.

ACTION ITEMS

1. Adoption of the Agenda

RESOLUTION: Moved by Vernon Cameron and seconded by Don Duval.

That the Agenda be approved as presented.

Carried Unanimously

2. Declaration of Conflicts of Interest

The Chair invited members to declare any conflicts of interest relevant to the agenda and reminded Governors that at any time during the meeting proceedings they are respectfully encouraged to consider and raise any potential conflict which may arise during discussions.

It was noted for the record by the Interim University Secretary that Mr. 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.

3. Approval of Proposed Amendments to the General Bylaws of the Board of Governors of Laurentian University

The Chair invited Don Duval, Chair of the Executive Committee and the Vice-Chair of the Executive Committee, Robert Brouillette to present this item.

Mr. Duval provided further context that the amendments have been reviewed and confirmed as appropriate by University and board counsel, Weir & Foulds LLP, and were presented at the December 2, 2022 Board meeting to serve as a notice of the proposed amendments. Mr. Duval also highlighted the proposed amended sections 2iv, 2v and section 2iii.a of the Bylaws as distributed in the materials.

A discussion ensued when Fabrice Colin asked if the current Bylaws would be valid or pose any potential issues regarding the number of external members it can have if the Province allows the University to add three additional Board members who would be staff and faculty members. The Vice-Chair, Mr. Brouillette and the Chair, Mr. Bangs advised presently this is only a recommendation to the Province, and the Province is the one to decide if this recommendation will happen or not. If the Province grants the request further review of the Bylaws and/or Terms of References will be required.

RESOLUTION: Moved by Robert Brouillette and seconded by Vernon Cameron.

BE IT RESOLVED,

THAT the Board of Governors approve the amendments to the General Bylaws of the Board of Governors of Laurentian University, as recommended by the Executive Committee by way of the Notice of Proposed Amendments to the General Bylaws of the Board of Governors dated December 2, 2022.

Carried Unanimously

ADJOURNMENT

4. Adjournment of Open Session

Having exhausted the agenda, the open session of the Board of Governors was adjourned at 9:15 a.m.

CLOSED SESSION

The Chair of the Board of Governors (“the Board”), Mr. Jeff Bangs, called the regular meeting of the Board of Governors session to order at 9:22 a.m. and confirmed quorum. Mr. Bangs then invited Robert Brouillette to open the meeting by acknowledging the Robinson-Huron Treaty of 1850 and further recognize that Laurentian University is on the traditional lands of the Atikameksheng Anishnawbek.

ACTION ITEMS

1. Adoption of Agenda

MOTION: Moved by Robert Brouillette and seconded by Don Duval.

That the agenda be approved as presented.

Carried unanimously.

2. Declaration of Conflicts of Interest

The Chair invited members to declare any conflicts of interest relevant to the agenda and reminded Governors that at any time during the meeting proceedings they are respectfully encouraged to consider and raise any potential conflict which may arise during discussions.

It was noted for the record by the Acting University Secretary that Mr. 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.

3. Post-Emergence CCAA Issues

The Chair Mr. Jeff Bangs invited the Interim President and Vice-Chancellor, Dr. Tammy Eger, to provide an overview of this item. University Counsel, D.J. Miller, along with Interim General Counsel, Dawne Jubb, legal counsel John Wilkinson and the Monitor, Sharon Hamilton provided updates on various CCAA-related items.

4. Property Development and Planning Committee:

Recommendation for Approval

4.1 Term Sheet with Infrastructure Ontario

Infrastructure Ontario Proposed Draft Term Sheet

The Chair, Mr. Jeff Bangs, invited David Harquail, Chair of the Property Development and Planning Committee, to provide an update on this item. Mr. Harquail noted Infrastructure Ontario has provided a framework of a term sheet, however it is not comprehensive as the key terms are still outstanding.

Mr. Harquail then invited Vice-President, Finance and Administration, Michel Piché to add further context on this matter. Mr. Piché stated this term sheet is still preliminary and are looking to finalize a term sheet to bring to Treasury Board in late January, however it is more realistic to consider the first few weeks in February.

RESOLUTION: Moved by Tammy Eger and Vernon Cameron

BE IT RESOLVED,

THAT the Board of Governors accept the recommendation of the Property Development and Planning Committee as set out in the Memorandum dated December 6, 2022 (Item 4.1b) regarding the draft framework for negotiation (Item 4.1c), as presented at its meeting of December 9, 2022.

Carried Unanimously

5. Nominating Committee:

5.1 Approval of Board Member

Appointment of Tammy Manitowabi as nominated by the Board Nominating Committee

The Chair, Mr. Jeff Bangs invited the Chair of the Nominating Committee, Mr. Robert Brouillette to provide further information on this item. Mr. Brouillette provided further context in the process the Nominating Committee took regarding the recruitment of Ms. Tammy Manitowabi to serve as a new member of the Board of Governors. He also highlighted some of her qualifications, experience and skill set

RESOLUTION: Moved by Tammy Eger and seconded by David Harquail

WHEREAS in accordance with article 2. i. of General Bylaws ("Bylaws"), ten (10) members of the Board shall be named by the Nominating Committee of Laurentian University;

WHEREAS in accordance with article 2. iii. a) of the Bylaws "all members except the person elected from student nominations shall hold office for a period of three years, ending on the day after the annual meeting in a year named in such appointments."

BE IT RESOLVED,

THAT the Board of Governors approve Tammy Manitowabi as a member of the Board of Governors, for a term of three (3) years to commence upon approval by the Board of Governors, as recommended at its meeting of December 9, 2022.
Board of Governors

Carried unanimously

6. In Camera Discussion

The Chair, in consultation with the Interim University Secretary, Mark Johnson confirmed there were no items for an In Camera discussion.

ADJOURNMENT

7. Adjournment

Having exhausted the items on the agenda Mr. Jeff Bangs, Chair adjourned the meeting at 10:35 am.

Jeff Bangs, Chair

Mark Johnson, Interim University Secretary



BOARD OF GOVERNORS

Minutes of the Closed Special Meeting of Thursday, March 9, 2023

4:00 p.m., Via Zoom

Present	Absent
<p><u>Voting Members Present</u> Bangs, Jeff , Chair Barry, Aaron Cameron, Vernon Duval, Don Embleton, Sheila, Interim President & Vice-Chancellor Guay, André Harquail, David Kurkimaki, Laura McCue, Meghan (GSA) Recollet, Angela Sbaa, Nawfal (AEF)</p> <p><u>Non-Voting Members Present</u> Johnson, Mark, Interim University Secretary</p> <p><u>Also in attendance (Resources):</u> Croteau, LEEANNE, Manager, Procurement and Contracts Eger, Tammy, Vice-President Research Hodgson, Ann, Interim Associate University Secretary Jubb, Dawne, Interim General Counsel Piché, Michel, Interim Vice-President, Finance and Administration Rocca, Gina, Interim Executive Assistant</p>	<p><u>Voting Members Absent</u> Manitowabi, Tammy</p> <p><u>Non-Voting Members Absent</u> Not applicable.</p>

CLOSED SESSION

The Chair of the Board of Governors, Mr. Jeff Bangs, called the meeting to order at 4:02 p.m. and confirmed quorum. Mr. Bangs then opened the meeting by acknowledging the Robinson-Huron Treaty of 1850 and further recognized that Laurentian University is on the traditional lands of the Atikameksheng Anishnawbek.

CLOSED ACTION ITEMS

1. Adoption of Agenda

MOTION: Moved by André Guay and seconded by Angela Recollet.
That the agenda be approved as presented.
Carried unanimously.

2. Declaration of Conflicts of Interest

The Chair invited members to declare any conflicts of interest relevant to the agenda and reminded Governors that at any time during the meeting proceedings they are respectfully encouraged to consider and raise any potential conflict which may arise during discussions.

It was noted for the record by the Interim University Secretary that Mr. 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.

3. Project Management Consultant

The Chair, Mr. Jeff Bangs, invited the Interim President and Vice-Chancellor, Dr. Sheila Embleton, to provide an overview of this item. Dr. Embleton was joined by Interim Vice-President Finance and Administration, Michel Piché, Manager, Procurement and Contracts, LEEANNE CROTEAU, and Interim General Counsel, Dawne Jubb.

Mr. Piché provided the background to the meeting, i.e. the approval of the highest ranking bidder for the operational transformation RFP. He further explained that Laurentian will at this stage only be entering into negotiations and that the Board will need to give final approval of the contract once it is settled. He then invited Ms. Croteau to provide the more detailed discussion of the RFP process.

Ms. Croteau added further context regarding the RFP process and the evaluation criteria used in selecting the consultant, the results obtained in the assessment of each consultant, and the next steps after negotiation of the selected consultant.

Mr. Piché advised that the Ministry of Colleges and Universities will need to approve the proposed winning bidder before the final contract with the consultant is signed. Once the contract is signed, Laurentian will then publicly announce the name of the winning firm.

Discussion followed. Governors expressed confidence in the rigorous process taken by Laurentian to ensure a fair, open, and competitive RFP process.

RESOLUTION: Moved by Vernon Cameron and seconded by Laura Kurkimaki.

BE IT RESOLVED,

THAT the Board of Governors authorize the University to enter into negotiations with *[Note: withheld from the minutes until public announcement]* to retain them as the Project Management Consultant to develop the University's detailed Transformation Plan and oversee the implementation of the Plan.

Carried unanimously.

ADJOURNMENT

4. Adjournment

Having exhausted the items on the agenda the Chair adjourned the meeting at 4:46 p.m.

Jeff Bangs, Chair

Mark Johnson, Interim University Secretary



BOARD OF GOVERNORS

Minutes of the Closed Special Meeting of Tuesday, April 11, 2023

4:00 p.m., Via Zoom

Present	Absent
<p><u>Voting Members Present</u> Bangs, Jeff , Chair Barry, Aaron Cameron, Vernon Embleton, Sheila, Interim President & Vice-Chancellor Guay, André Harquail, David Kurkimaki, Laura Manitowabi, Tammy McCue, Meghan (GSA) Sbaa, Nawfal (AEF)</p> <p><u>Non-Voting Members Present</u> Johnson, Mark, Interim University Secretary</p> <p><u>Also in attendance (Resources):</u> Croteau, LEEANNE, Manager, Procurement and Contracts Brouwer, Brenda, Interim Provost and Vice President Academic Eger, Tammy, Vice-President Research Jubb, Dawne, Interim General Counsel Piché, Michel, Interim Vice-President, Finance and Administration Rocca, Gina, Acting Executive Assistant</p>	<p><u>Voting Members Absent</u> Recollet, Angela</p> <p><u>Non-Voting Members Absent</u></p>

CLOSED SESSION

The Chair of the Board of Governors (“the Board”), Mr. Jeff Bangs, called the meeting to order at 4:02 p.m. and confirmed quorum. Mr. Bangs then opened the meeting by acknowledging the Robinson-Huron Treaty of 1850 and further recognized that Laurentian University is on the traditional lands of the Atikameksheng Anishnawbek.

CLOSED ACTION ITEMS

1. Adoption of Agenda

MOTION: Moved by Vernon Cameron and seconded by André Guay.

That the agenda be approved as presented.

Carried unanimously.

2. Declaration of Conflicts of Interest

The Chair invited members to declare any conflicts of interest relevant to the agenda and reminded Governors that at any time during the meeting proceedings they are respectfully encouraged to consider and raise any potential conflict, which may arise during discussions.

The Chair, Jeff Bangs and Laura Kurkimaki declared a conflict with agenda item 3. An additional conflict was declared by Meghan McCue with her position as President of the Graduate Students’ Association as it relates to agenda item 4.

Mr. Bangs, Ms. Kurkimaki and Ms. McCue each recused themselves from the meeting during discussion of their conflicting items.

It was noted for the record by the Interim University Secretary that Mr. 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.

3. Strategic Planning Consultant Approval

Given the recusal of Mr. Bangs from this item, the Board needed to appoint an acting chair of the meeting.

Appointment of Acting Chair

MOTION: Moved by David Harquail and seconded by Tammy Manitowabi.

That Vernon Cameron be appointed as temporary Chair during the absence of the Chair, Jeff Bangs.

Carried unanimously. Jeff Bangs and Laura Kurkimaki abstained.

Mr. Cameron invited the Interim President and Vice-Chancellor, Dr. Sheila Embleton, to provide an overview of this item. Dr. Embleton was joined by Interim Vice-President Finance and Administration, Michel Piché, and Manager, Procurement and Contracts, Leeanne Croteau.

Mr. Piché explained the decision process of the strategic consultant and then invited Leeanne Croteau to provide further information. Ms. Croteau provided highlights regarding the RFP process including the critical path and steps taken, the evaluation criteria used in selecting the consultant, and the results obtained in the assessment of each consultant.

RESOLUTION: Moved by David Harquail and seconded by André Guay.

BE IT RESOLVED,

THAT the Board of Governors approves the University entering into negotiations with *[Note: withheld from the minutes until public announcement]* to retain them as the Strategic Planning Consultant to develop the University's Strategic Plan as presented at its meeting of April 11, 2023.

Carried Unanimously. Jeff Bangs and Laura Kurkimaki recused themselves and abstained.

4. Collective Agreement with CUPE

Mr. Jeff Bangs re-entered the meeting and resumed the role of Chair of the meeting. Laura Kurkimaki returned to the meeting.

Meghan McCue recused herself from the meeting.

The Chair, Mr. Jeff Bangs, invited the Interim President and Vice-Chancellor, Dr. Sheila Embleton, to provide an overview of this item. Dr. Embleton was joined by Vice-President Research, Dr. Tammy Eger. Dr. Eger provided further context regarding the details of the bargaining mandate of the new collective agreement with CUPE such as the term duration of the new agreement and the annual compensation increases over the five-year term.

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

BE IT RESOLVED,

THAT the Board of Governors approve the proposed collective bargaining agreement between the University and CUPE, as presented at its meeting of April 3, 2023, and as recommended by the Staff Relations Committee.

Carried unanimously. Meghan McCue abstained.

5. Nominations to Board of Governors

The Chair, Mr. Jeff Bangs invited Laura Kurkmaki, Chair of the Nominating Committee to discuss this item. Ms. Kurkimaki provided an overview of the discussions held at the Nominating Committee regarding these nominees. She outlined their skills, qualifications, and interests. The Nominating Committee recommends that these individuals be approved by the Board.

RESOLUTION: Moved by David Harquail and seconded by Andre Guay.

BE IT RESOLVED,

- (a) THAT the Board of Governors approve Jim Gallagher as a member of the Board of Governors, for a membership term of three (3) years to commence upon approval by the Board, as recommended at its meeting of April 11, 2023.
- (b) THAT the Board of Governors recommend to the Lieutenant Governor in Council (LGIC) the appointments of [* * *] as members of the Board of Governors for a term of three (3) years, as presented at its meeting of April 11, 2023. **Note: Nominee to be withheld from the minutes until Ministerial appointment and public announcement.**

Carried unanimously.

6. Adjournment

Having exhausted the items on the agenda Mr. Jeff Bangs, Chair adjourned the meeting at 4:37 p.m.

Jeff Bangs, Chair

Mark Johnson, Interim University Secretary

President's Report to Senate April 2023

So it's mid-April and the end of the winter term is here, with noticeably fewer people on campus. The April Fool's Day joke of more than 30 cm of snow was definitely not appreciated, nor the fact that it was followed shortly thereafter by a truly amazing freezing rain day! And just last week, one day when I came home, I discovered that a very tall snowbank at the side of my driveway had just completely disappeared in a few hours – clearly evaporated rather than melted, as there was no water to be seen anywhere. I hope everybody is looking forward to the sunny warm days ahead. To honour students, faculty and staff for their hard work in the 2022-2023 academic year, and for "Ishkode", reigniting the fire in your heart, a four-day Sacred Fire was held from April 11 to April 14.

Now to some updates, trying not to repeat information previously given except to contextualize, on some of the major administrative activities on campus...

Operational Transformation

For the Operational transformation, in my last report we left this at the point where we were beginning to negotiate the contract. We are now almost done with that, at least as I write, so I might even have an update by the time of the Senate meeting. Because of the size of the expenditure, the Board will still need to give final approval to the contract, and that will be on April 28. (The news release is drafted and ready to go!) Work will begin immediately thereafter, with a first meeting of the consultant with the Transformation Consulting Group being planned for May 11.

Strategic planning

The decision meeting has taken place, the successful vendor has been approved last week by the Board, and is currently with MCU for approval. Contract negotiations will begin shortly. Then the consultations and discussions will begin immediately thereafter. As I remarked last time, people do seem to be thinking about various initiatives going forward. For example, I heard recently that SNOlab wants to create a Science Institute at Laurentian, and that's exactly the sort of thing we can explore more during strategic planning.

Update on senior administrative searches

There are still many senior administrative searches underway: University Secretary, Associate University Secretary, General Counsel, and Legal Counsel are all progressing well, and some of these will most likely be concluded by the next Senate meeting. Associate VP Human Resources has concluded, and a public announcement should come soon. The ad for the VP Finance & Administration has gone out, and you can view the ad on the KBRS website: [Vice President, Finance And Administration \(kbrs.ca\)](#). The Presidential search has had several meetings already, and the search for Provost will start to meet soon. The decanal search in Arts has candidate presentations next week; the decanal search in Education and Health has its committee appointed, and the search for the university librarian is just about to begin, as is the search for

the AVP Francophone Affairs. You will also just have seen the call for members for the search committee for the Dean of Management.

Budget and planning

The recommended budget for 2023-2024 went to the Board Finance committee April 14, will return again to the Board Finance committee again this week, and then to the full Board April 28. Our fourth budget planning meeting will then take place that same afternoon, on April 28. The rollout to each individual budget unit (both academic and non-academic) will begin the following week. A townhall where budget will be a significant topic is expected to be held on May 10.

Francophone Affairs

Graduates of Laurentian's education programs continue to be in very high demand. French language programs offered by our School of Education have successfully renewed their accreditation for seven years with the Ontario College of Teachers. This includes the accreditation of new and existing programs:

- Baccalauréat en éducation (en plusieurs parties, en ligne, à temps partiel)
- Baccalauréat en éducation (concurrent)
- Baccalauréat en éducation (consécutif)

A unique incentive to enroll in Laurentian's Baccalauréat en éducation (en plusieurs parties, en ligne, à temps partiel) is available to francophone students. This OCT-accredited multi-session program aims at enabling teacher-candidates to enter the profession with a Transitional Certificate of Qualification and Registration as they are completing their program. Once a student completes specific requirements, including completing two weeks of placements, they become eligible for this transitional certificate. Laurentian currently has nearly 250 students studying in French-language education programs; applications remain open for fall 2023.

CROSH

The Centre for Research in Occupational Safety and Health received renewed funding (\$550k a year for 5 years). The Ministry (MLITSD, Ministry of Labour, Immigration, Training and Skills Development) will want to do a formal announcement at some point as it is an investment of over \$2.5M. They also provided an amendment to our current agreement to extend funding expenditures until June 30, 2023.

The third annual **Graduate Research Symposium**, a week-long event promoting graduate student research at Laurentian, took place March 27th to 31st. This student-led "Discovery and Dissemination" event was spearheaded by the Graduate Student Association (GSA) with support from the Office of Graduate Studies. Presentations about research projects from students and candidates enrolled in Masters and PhD programs were offered. A volunteer panel of faculty awarded prizes to the best presentation delivered in each faculty. Judges looked for presentation skills, audience engagement, structure of research, audio visuals, and critical analysis or interpretation. The winners were: Taylor Watkins (M.A. Interdisciplinary Health),

Meghan McCue (Ph.D. Biomolecular Sciences), Jennifer Dufoe (M.A. Psychology), Luc Huneault (M.A. Psychology), and Katherine Snazel (M. Indigenous Relations).

Graduate students also had the opportunity to compete in Laurentian's **3 minute thesis (3MT)**. The 3MT is a university-wide academic competition, in which participants present their research in 3 minutes or less to a panel of volunteer faculty judges. The challenge is to present complex research in an engaging, accessible and compelling way, using only one slide. This year's 3MT winner, Victoria Camp (M. Science Communication), will compete at the Provincial Finals at Queen's University on May 17th.

On March 25 and 26, Brock University held the annual **Ontario Biology Days (OBD)** conference. This event brought together undergraduate Biology students from around Ontario, and provided the opportunity to present the results of their 4th year undergraduate thesis. A group of 33 students from Laurentian's Biomedical Biology, Biologie biomédicale and Zoology programs, along with faculty members Drs. Jackie Litzgus and Mery Martinez attended OBD this year. Four of our students, Emily Cooke and James Lee (Cell and Molecular Biology category), Lauren Thomas (Ecology & Environment category) and Taryn Thompson (Physiology category) won awards for *Best Oral Presentation* in their respective category. This success is clearly a reflection of the high quality of the work accomplished by our undergraduate students, their dedication and resilience, as well as the quality of the mentoring provided by their professors.

On Saturday, March 25th, after a pandemic-related hiatus, the **McEwen School of Architecture** students curated the fifth annual Nuit Blanche, an evening dedicated to celebrating unity, culture and pride within Sudbury's arts community. Nuit Blanche, a night-time arts festival popular across the world, was first brought to Sudbury by MSoA students in 2017 and involves art installations, musical and dance performances, as well as local vendors.

Health Measures for Winter/Spring 2023

I think I can stop the regular report on health measures, and simply hope that I don't have to return to this. In closing, let me also mention that we are continuing with the same interim flexible work arrangements for staff, and hope to turn our attention to a more permanent program of flexible work arrangements in the next few months.

Board of Governors

Financial Update

Item 6
Open Session
April 28, 2023



Laurentian University Université Laurentienne

April 2023

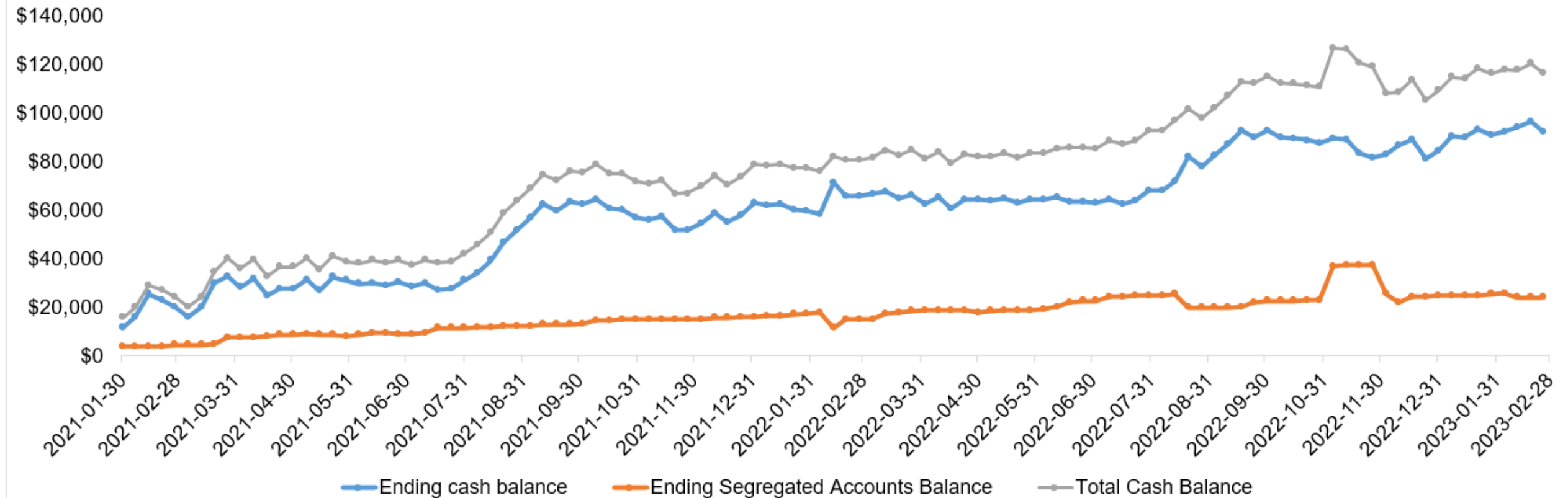
LAURENTIAN CASH BALANCES

JANUARY 2021 TO FEBRUARY 2023

(\$000)



Weekly Cash Flow Actual
January 2021 to February 2023
\$000



CASH FLOW SUMMARY

FEBRUARY 2021 TO FEBRUARY 2023

(\$000)



	Feb - Apr 21	May - Jul 21	Aug - Oct 21	Nov 21- Jan 22	Feb - Apr 22	May - Jul 22	Aug - Oct 22	Nov - Dec 22	Jan - Feb 23
Receipts	35,402	39,130	63,952	48,307	42,348	40,807	60,705	32,714	31,362
Operating Disbursements	42,839	33,777	37,513	42,403	34,820	38,799	33,325	27,651	23,558
Net Operating Cash Flow	7,427	5,352	34,121	5,904	7,529	2,008	27,380	5,063	7,804
Non-Operating Receipts/Disbursements	2,835	4,917	7,161	4,908	3,468	2,482	3,633	7,904	-
Net Cash Receipts	10,262	436	26,439	995	4,061	474	23,748	2,841	7,804
Ending Cash Balance**	27,705	27,405	59,962	60,238	64,209	63,642	87,297	84,434	92,238
DIP Financing	25,000	25,000	35,000	35,000	35,000	35,000	35,000	35,000	35,000
Available Liquidity	37,705	37,405	59,962	60,238	64,209	63,642	87,297	84,434	92,238
Endowment Fund Balance	60,762	63,906	63,634	61,024	61,744	61,446	59,252	50,274	48,444
Segregated Accounts Balance	8,602	11,162	14,759	16,981	18,807	24,684	22,824	24,479	23,877

**** Excludes Segregated Accounts Balance**

CASH FORECAST

MARCH — APRIL 2023

(\$000)



	March (2 weeks actual + 3 weeks forecast)	April
Receipts	30,130	8,673
Operating Disbursements	20,638	8,955
Net Operating Cash Flow	9,492	282
Non-Operating Receipts/Disbursements	3,508	4,605
Net Cash Receipts	5,984	4,888
Ending Cash Balance**	98,223	93,335
DIP Financing	35,000	33,524
Available Liquidity	98,223	93,335
Endowment Fund Balance	48,444	48,444
Segregated Accounts Balance	23,965	22,378

** Excludes Segregated Accounts Balance

Official 2022 Fall FTE Enrolment & 2022-23 Financial Plan Enrolment Estimates



Fall FTE Enrolment*			Official Enrolment				Deltas						2022-23 Planned Enrolments (5-Year Financial Plan)				
			Historic			Current	YoY change		Acheived compared to Planned		Planned YoY change						
Immigration Status	Academic Group	Admit Type	2019	2020	2021	2022	Delta 2022 Official vs 2021 Official		Delta 2022 Official vs 2022 Planned		Delta 2022 Planned vs 2021 Official		YR 1	YR 2	YR 3	YR 4	YR 5
													2022	2023	2024	2025	2026
Domestic	Undergraduate	New	1,695	1,765	1,195	1,176	- 19	-2%	209	22%	- 228	-19%	967	1,031	1,124	1,228	1,360
		Returning	4,075	4,165	3,763	3,457	- 307	-8%	172	5%	- 478	-13%	3,285	2,913	2,741	2,712	2,787
		Total	5,770	5,930	4,959	4,633	- 326	-7%	381	9%	- 707	-14%	4,252	3,944	3,865	3,940	4,147
	Graduate	New	186	265	159	210	51	32%	83	66%	- 32	-20%	127	153	183	220	264
		Returning	405	373	395	331	- 64	-16%	- 10	-3%	- 54	-14%	341	289	294	322	369
		Total	590	638	554	542	- 13	-2%	74	16%	- 86	-16%	468	442	477	542	633
Total		6,360	6,568	5,513	5,175	- 338	-6%	455	10%	- 793	-14%	4,720	4,386	4,342	4,482	4,780	
International	Undergraduate	New	97	99	60	54	- 6	-10%	6	13%	- 12	-20%	48	51	57	62	72
		Returning	216	231	230	185	- 45	-20%	- 7	-4%	- 38	-16%	192	172	168	168	172
		Total	313	330	290	239	- 51	-18%	- 1	-1%	- 50	-17%	240	223	225	230	244
	Graduate	New	48	56	46	155	109	235%	119	331%	- 10	-22%	36	42	50	63	81
		Returning	112	136	147	161	14	10%	14	9%	0	0%	147	148	153	164	183
		Total	161	192	193	316	123	64%	133	73%	- 10	-5%	183	190	203	226	264
Total		474	521	483	555	72	15%	132	31%	- 60	-12%	423	413	428	456	507	
Grand Total		6,834	7,090	5,995	5,729	- 266	-4%	586	11%	- 852	-14%	5,143	4,799	4,770	4,938	5,287	

*total may not add up due rounding and aggregation at a higher level

Final 2023 Winter FTE Enrolment

Census date: February 1st, 2023



Laurentian University
Université Laurentienne

Winter FTE Enrolment					
Immigration Status	Academic Group	Admit Type	2022W	2023W	YoY change
Domestic	Undergraduate	New	172	176	2%
		Returning	4,774	4,518	-5%
		Total	4,947	4,694	-5%
	Graduate	New	23	14	-38%
		Returning	485	497	3%
		Total	508	511	1%
	Total			5,454	5,205
Visa	Undergraduate	New	23	34	51%
		Returning	262	227	-13%
		Total	285	262	-8%
	Graduate	New	34	217	538%
		Returning	156	259	66%
		Total	190	476	150%
	Total			475	738
Grand Total			5,929	5,943	0%

2022-23 Enrolment Synopsis

- In 2022-23, Laurentian saw another year over year enrolment decline in the order of -4%. While this was the second year of decline since CCAA, this enrolment decrease was anticipated in the 2022-23 Financial Plan which had budgeted for an overall decline of -14%.
- Laurentian saw better than expected enrolments post-CCAA, both in 2021-22 and in 2022-23, impacting revenues favorably.
 - Strong growth in online degree program enrolments and international graduate course-based program enrolments in the fall of 2022 resulted in an additional +567 FTE above the 2022-23 financial plan. These trends continued in the Winter of 2023 impacting fiscal revenues more favourably than anticipated.
 - Additionally, the flow-through from these enrolments resulted in a higher than anticipated returning student body coupled with improved retention rates in 2022-23 from the a historic low in 2021-22.
- As a result of these enrolment trends, the 2023-24 budget will include revised enrolment estimates to account for better than expected enrolment post-CCAA.
- The financial impact for 2022-23 was an increase of \$3.5 million over the anticipated projection. International students represent \$2.8 million of the total increase.

Laurentian Endowment Fund (SEI)

Investment Returns to Feb 28, 2023



Investment returns - annualized

Laurentian University of Sudbury

For month ending: 2/28/2023

	Total Assets (\$)	Actual Alloc (%)	Returns for periods ending 2/28/2023								
			Cumulative (%)			Trailing Years (%)					Inception
			1 Month	3 Month	YTD	1 Year	3 Year	5 Year	7 Year	10 year	3/31/2005
Total Portfolio Return	\$48,444,301	100	-0.66	1.42	2.57	-1.18	4.29	4.46	5.39	5.68	5.75
Total Portfolio Return Net			-0.77	1.30	2.45	-1.61	3.88	4.06	5.00	5.29	5.36
Total Portfolio Blended Index			-1.24	0.65	2.47	-1.77	3.79	4.28	5.31	5.31	5.51
Total Equity	\$15,355,577	31.7	-0.92	1.91	5.24	0.99	10.26	10.26	10.26	10.26	10.26
Canadian Equity Fund	\$3,827,241	7.9	-1.01	1.27	5.63	1.45	12.79	9.04	9.77	8.54	7.47
<i>S&P/TSX Cap Composite Index (CAD)</i>			-2.45	-0.35	4.78	-1.21	10.83	8.82	9.94	7.86	7.28
Canadian Small Co Equity Fund	\$895,159	1.8	-0.64	4.96	6.86	-0.32	12.58	7.84	9.19	7.99	7.26
<i>S&P/TSX/Nesbitt Small Cap Index Blended</i>			-3.63	3.02	4.95	-8.78	13.67	5.47	8.03	4.73	4.89
US Large Co Equity Fund	\$3,797,295	7.8	-0.93	-1.60	3.41	1.81	11.71	9.15	10.91	13.61	8.87
<i>Russell Custom 1000 Index (Net 15%) (CAD)</i>			-0.42	-1.54	4.62	-1.71	12.18	10.73	12.59	14.96	9.67
US Small Co Equity Fund	\$855,630	1.8	-0.91	0.25	6.41	-1.06	8.40	-	-	-	6.77
<i>Russell 2500/2000 Index Blended (CAD)</i>			-0.38	1.40	7.90	1.28	11.77	-	-	-	9.80
Emerging Markets Equity Fund	\$905,654	1.9	-4.33	-0.02	2.85	-7.73	2.39	-0.22	7.41	5.32	6.41
<i>MSCI Emerging Markets Index (Net) (CAD)</i>			-4.58	-0.10	1.38	-9.07	1.45	-0.67	6.42	4.41	6.40
World Equity Ex-US Fund	\$5,074,598	10.5	-0.25	5.34	6.31	0.54	7.13	-	-	-	6.40
<i>MSCI ACW ex US Index (Net) (CAD)</i>			-1.55	3.98	4.82	-0.38	5.76	-	-	-	5.09

Laurentian Endowment Fund (SEI)

Investment Returns to Feb 28, 2023



Investment returns - annualized

Laurentian University of Sudbury

For month ending: 2/28/2023

	Total Assets (\$)	Actual Alloc (%)	Cumulative (%)		Returns for periods ending 2/28/2023					Inception 3/31/2005	
			1 Month	3 Month	YTD	Trailing Years (%)					
						1 Year	3 Year	5 Year	7 Year		10 year
Total Fixed Income	\$19,263,131	39.7	-1.70	-0.08	1.31	-6.24	-4.13	-4.13	-4.13	-4.13	-4.13
Canadian Fixed Income Fund	\$16,204,897	33.4	-1.90	-0.39	1.16	-6.51	-2.60	0.91	1.27	1.96	3.67
<i>FTSE Canada Universe Bond Index</i>			-1.99	-0.63	1.04	-6.96	-3.02	0.61	0.85	1.71	3.45
Money Market Fund	\$1,014,965	2.1	0.33	1.14	0.80	2.67	-	-	-	-	1.47
<i>FTSE Canada 30-Day T-Bill Index (CAD)</i>			0.33	0.99	0.69	2.46	-	-	-	-	0.00
US High Yield Bond Fund Hedged	\$2,043,269	4.2	-1.09	1.77	2.76	-6.71	1.38	-	-	-	2.72
<i>ICE BofA ML US HY Const Index Hdg CAD</i>			-1.33	1.63	2.46	-6.15	0.40	-	-	-	1.94
Real Estate / Property	\$3,380,556	7.0	0.00	-0.87	0.00	9.78	10.25	-	-	-	10.25
Bentall Kennedy Real Estate Fund	\$3,380,556	7.0	0.00	-0.87	0.00	9.78	7.32	-	-	-	6.82
<i>Canada CPI + 4% Lagged 1 Month</i>			0.86	1.06	0.60	10.15	8.16	-	-	-	7.54
Alternatives	\$10,445,037	21.6	1.51	4.37	1.93	7.73	14.94	-	-	-	14.94
Structured Credit Fund	\$3,432,442	7.1	4.18	6.19	4.27	-1.10	8.09	-	-	-	8.25
<i>JP Morgan CLO Index (USD) 1 Month Lag</i>			1.63	4.37	2.46	1.49	2.15	-	-	-	2.83
IFM Global Infrastructure LP	\$7,012,596	14.5	0.25	3.50	0.82	12.64	10.26	-	-	-	10.59
<i>Canada CPI + 6% Lagged 1 Month</i>			1.02	1.54	0.93	12.27	10.25	-	-	-	9.92

Employee Retirement Fund (Eckler)

Investment Returns to Feb 28, 2023



Retirement Plan of Laurentian University			
Market values of investment			
	December Quarterly Report December 2022	RBCIS Investment February 2023	Change %
Mawer	\$166,434,741	\$171,002,459	2.74%
Letko	\$24,282	\$24,415	0.55%
PH&N	\$143,657,960	\$144,787,030	0.79%
Addenda	\$22,669,840	\$22,898,986	1.01%
TDAM	\$53,421,255	\$53,392,773	-0.05%
Macquarie	\$29,691,756	\$29,834,301	0.48%
JP Morgan	\$22,883,277	\$22,996,890	0.50%
Cash Flow	\$3,980,399	\$2,813,212	-29.32%
RBC Currency Hedging	\$827,906	\$199,933	-75.85%
	\$443,591,416	\$447,949,999	0.98%



BOARD OF GOVERNORS

Agenda Title	Approval of Tuition Fees 2023-24
Agenda Item No.	Item 7.1
Date of Meeting	April 28, 2023
Open/Closed session	Open
Action Requested	<input checked="" type="checkbox"/> For Approval <input type="checkbox"/> For Information
Proponent	Michel Piché
Presenter(s)	Michel Piché

1. PURPOSE

To approve Laurentian's 2023-24 tuition fees for domestic, out-of-province, and international students.

2. SYNOPSIS

On March 2, 2023, the Ministry of Colleges and Universities (MCU) issued its Tuition Fee Framework (TFF) for the 2023-24 academic year for domestic students in Ontario. The framework continues the tuition fee freeze for domestic students at 2022-23 levels and provides institutions the flexibility to increase tuition fees for domestic out-of-province students up to 5%. In addition, subject to the submission of an application and ministry approval, tuition fee increases over a multiyear timeframe will be permitted for certain programs with lower-than-sector-average tuition rates for comparable programs (applicable to first-year incoming students starting 2023-24).

From the previous year's framework, Laurentian implemented total increases of 6%, for first- and second-year undergraduate out-of-province students. There were no tuition fee increases for the out-of-province graduate students. International tuition fees are not part of the TFF and are subject to market factors. In determining international fees, the University benchmarks fees from the Ontario university sector.

3. RESOLUTION TO CONSIDER:

THAT the Board of Governors approve the 2023-24 non-Ontario domestic and international tuition fees and per credit tuition for Master's programs as recommended by the Finance Committee and as presented at its meeting of April 28, 2023.

4. RISK ANALYSIS

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

5. RECOMMENDATION

The Finance Committee recommends that the Board of Governors approve a tuition fee increase of 1% for non-Ontario resident domestic students for the Fall/Winter terms of 2023-2024, for a combined tuition fee differential of 7% above the tuition fee for Ontario-Resident domestic undergraduate students; approves the proposed increase to international tuition for the Fall/Winter terms of 2023-24 of 5% (with some exceptions); and approves the per credit Master Tuition Fees as outlined in Appendix B.

A. Background/Issue Description

Domestic Tuition fees: In-Province

Per the most recent Tuition Fee Framework released by the Ministry for 2023-24, there is a continuation of the tuition fee freeze for domestic students at 2022-23 levels. New this year, subject to filing an application and obtaining ministry approval, institutions may request to increase domestic tuition fees for programs with “*lower than sector average*” for a maximum of three programs. The increases would be for first-year incoming students and would be capped at 7.5% per year. The ministry has provided detailed guidelines as well as a template for submission by March 24th, 2023. Laurentian will be applying with a multi-year tuition increase being implemented in 2024-25 for the following programs: B. Computer Science, B. Engineering and M. Architecture.

Domestic Tuition fees: Out-of-Province

Institutions have the flexibility to increase tuition fees for domestic out-of-province students by another 5% in 2023-24. Non-Ontario resident domestic students at Laurentian have ranged between 800 to 1,000 headcounts (majority at the undergraduate level). The estimated impact of the recommendation is approximately \$30,000 for 2023-2024. Laurentian is included among the 11 (out of 19) Ontario institutions who have increased their Out-of-Province tuition fees. In line with the sector, of those institutions who have increased their non-Ontario resident tuition fees, the majority (14 of 19) have only increased undergraduate tuition fees. At Laurentian, less than 8% of our non-Ontario resident domestic students are enrolled in Graduate programs.

As part of its enrolment management strategy, in 2023 Laurentian will develop a Graduate Student Recruitment Plan which will include a deeper look at domestic out-of-province graduate student numbers in each program. Attracting out-of-province domestic students to its thesis-based Masters and PhD programs is important to support the training of undergraduate students through the Graduate Teaching Assistant program and the overall research enterprise of the university. Therefore, no increase in graduate program fees is recommended for domestic out-of-province graduate students in 2023-2024. Further analysis is required to review the recruitment impact an increase in tuition may have on this small student group before changes are recommended.

Undergraduate International Tuition

Table 1 in Appendix A provides an analysis of the 2022-23 International Undergraduate tuition by the COU program groupings that are relevant to Laurentian University compared to the Ontario Sector, as well as the COU small institution comparator group (which includes: Algoma, Lakehead, Nipissing, OCAD, Ontario Tech, and Trent).

Laurentian tuition fees are lower than the sector average and median in all program categories. When looking at the COU small institution comparator group, Laurentian is the same or slightly

higher than the average and median, except for Engineering where Laurentian is below the comparator group average and median. The University did not increase international fees in 2022-23. As part of its enrolment management plan, in 2023 Laurentian is developing an Internationalisation Strategy, which will include a deeper look at both the integration of scholarships and tuition fees including attracting international students at the undergraduate level in francophone programs. In the meantime, to better align with sector and comparator tuition fees, Laurentian is recommending a 5% increase for international undergraduate tuition fees.

Graduate International Tuition

Table 2 in Appendix A provides an analysis of 2022-23 International Graduate tuition by the COU program groupings that are relevant to Laurentian University compared to the Ontario Sector, as well as the COU small institution comparator group (which includes: Lakehead, Nipissing, OCAD, Ontario Tech, and Trent).

Laurentian is lower than the sector average and median in the following program categories: MA, MBA, MASc, MArch, MCompSci (thesis), M.Eng (thesis and course based), and M.Nursing (thesis). When looking at the COU small institution comparator group, Laurentian is lower than the average and median in the following program categories: MA, MSc, MASc, MCompSci (thesis), M.Eng (thesis and course based), and M.Nursing (thesis).

Demand continues to increase among international students for the Masters in Computational Science and Masters in Engineering (course-based). The increased fees will allow the university to invest more in student service supports for the larger international student cohort. Fee increases are not recommended for the MBA, MSW, and Masters in Nursing (APN-PIA) as tuition is already higher than our COU comparator small university groups. Furthermore, a fee increase is not recommended for the PhD programs to support recruitment. Many Ontario universities have done away with a fee differential and charge international PhD students the same tuition as domestic students, or an equivalent tuition bursary to recruit top students. Moreover, COVID and CCAA impacted the recruitment of PhD students to Laurentian. PhD students are essential to support the research and teaching mission of the university. It is also important to note that PhD fees are also currently higher than PhD students pay at the COU small university comparator group.

Professional Master Programs and Per Credit Tuition

Laurentian University is changing its method of charging tuition fees for Professional Master Programs from a per term fee to a per credit fee. Laurentian is introducing a Master of Health Administration for Fall 2023 and proposes to change the method of charging tuition for the Nurse Practitioner program. This reduces the confusion among students who are full time and part time within the Professional Master Programs. Appendix B provides the tuition rates per 3 credit equivalent courses between programs and the total number of credits required to complete the program.

B Recommendations

1. Domestic Tuition fees: Out-of-Province

As a result of the new tuition framework issued by the Province, the Administration recommends an increase of 1% over the previously approved 2022-23 tuition fee, for first, second, and third year undergraduate non-Ontario resident domestic students starting for the Fall/Winter term of 2023-2024

(Table 1 below). Graduate non-Ontario resident domestic tuition will remain unchanged from 2022-23 rates (Table 2 below).

Table 1: Undergraduate Domestic Out-of-Province Tuition Fees by COU Program Groupings

Undergraduate	Ontario: Laurentian 2022-23 Tuition	Out-of Province: Laurentian 2022-23 Tuition	Laurentian 2023-24 Proposed Tuition	% Increase
Arts and Science	\$6,000	\$6,366	\$6,430	1%
Physical & Health Educ./Kin	\$6,000	\$6,366	\$6,430	1%
Social Work	\$6,000	\$6,366	\$6,430	1%
Architecture & Landscape Arch	\$9,709	\$10,300	\$10,403	1%
Business & Commerce	\$7,435	\$7,888	\$7,967	1%
Computer Science	\$7,435	\$7,888	\$7,967	1%
Education (excl AQs)	\$6,000	\$6,366	\$6,430	1%
Engineering / Applied Science	\$8,069	\$8,560	\$8,646	1%
Nursing	\$6,000	\$6,366	\$6,430	1%

Table 2: Graduate Domestic Out-of-Province Tuition Fees by COU Program Groupings

Graduate	Ontario: Laurentian 2022-23 Tuition	Out-of Province: Laurentian 2022-23 Tuition	Laurentian 2023-24 Proposed Tuition	% Increase
M.A.	\$8,582	\$8,582	\$8,582	0%
M.Sc.	\$8,582	\$8,582	\$8,582	0%
M.B.A.	\$12,341	\$12,341	\$12,341	0%
M.S.W.	\$12,341	\$12,341	\$12,341	0%
M.A.Sc.	\$8,582	\$8,582	\$8,582	0%
M. Arch.	\$6,827	\$6,827	\$6,827	0%
M. C. S. (thesis)	\$8,582	\$8,582	\$8,582	0%
M.Eng. (thesis)	\$8,582	\$8,582	\$8,582	0%
Masters in Nursing (thesis)	\$8,582	\$8,582	\$8,582	0%
M. C. S. (course-based)	\$12,341	\$12,341	\$12,341	0%
M.Eng. (fast track)	\$12,341	\$12,341	\$12,341	0%
Masters in Nursing (APN-PIA)	\$12,341	\$12,341	\$12,341	0%
Ph.D.	\$8,582	\$8,582	\$8,582	0%
Ph.D. Engineering	\$8,582	\$8,582	\$8,582	0%

2. Undergraduate International Tuition

Laurentian is recommending a 5% increase for all International Undergraduate tuition fees to better align Laurentian's tuition within the Ontario sector. The proposed 2023-24 International Undergraduate tuition fees can be seen in Table 1 in Appendix A.

3. Graduate International Tuition

Laurentian is recommending that, with the exception of maintaining MBA, MSW M.Nursing (APN-PIA) and PhD programs at the same rate as 2022-23, that a 5% increase in tuition fees be implemented in the remaining program categories in order to better align Laurentian's tuition within the sector. The proposed 2023-24 International Graduate tuition fees can be seen in Table 2 of Appendix A.

4. Professional Master Programs and Per Credit Tuition

Laurentian is recommending the approval of the per credit Master Tuition Fees as outlined in Appendix B.

C Other options considered (where applicable):

Not increasing fees

D Risks including legislative compliance

None

E Financial Implications (where applicable):

Total expected impact of fee increases of approximately \$30,000 for out-of-province students and \$800,000 for international students.

F Benefits

Ability to support increased resources post-CCAA.

G Consultations (where applicable)

1. Executive Team
2. Dean
3. Registrar
4. Finance
5. Provincial benchmarking using COU data, in addition to individual institution research
6. Board Finance Committee: April 14, 2023

H Next Steps

Implement tuition fee increases for Fall 2023.

I Appendix

1. *Appendix A: Analysis of Actual 2022-23 and Proposed 2023-24 International Tuition Fees*
2. *Appendix B: Professional Master Programs and Per Credit Tuition for 2022-2023*

Appendix A

Analysis of Actual 2022-23 and Proposed 2023-24 International Tuition Fees

Table 1: Undergraduate International Tuition Fees by COU Program Groupings

Undergraduate	Laurentian Tuition	Ontario Sector					COU Small Institution Group					Laurentian 2023-24 Proposed Tuition	% Increase
		Average	Median	LU vs Avg	LU vs Med	% Compared to Avg	Average	Median	LU vs Avg	LU vs Med	% Compared to Avg		
Arts and Science	\$25,960	\$33,889	\$30,317	-\$7,929	-\$4,357	-23%	\$24,883	\$26,155	\$1,077	-\$195	4%	\$27,258	5%
Physical & Health Educ./Kin	\$25,960	\$36,078	\$35,724	-\$10,118	-\$9,764	-28%	\$24,148	\$24,148	\$1,812	\$1,812	8%	\$27,258	5%
Social Work	\$25,960	\$30,503	\$30,150	-\$4,543	-\$4,190	-15%	\$23,496	\$23,596	\$2,464	\$2,364	10%	\$27,258	5%
Architecture & Landscape Arch	\$32,578	\$47,809	\$42,522	-\$15,231	-\$9,944	-32%	-	-	-	-	-	\$34,207	5%
Business & Commerce	\$27,258	\$38,217	\$34,535	-\$10,959	-\$7,277	-29%	\$26,214	\$26,191	\$1,044	\$1,067	4%	\$28,621	5%
Computer Science	\$27,258	\$38,332	\$34,121	-\$11,074	-\$6,863	-29%	\$25,265	\$26,191	\$1,993	\$1,067	8%	\$28,621	5%
Education (excl AQs)	\$25,960	\$31,444	\$31,622	-\$5,484	-\$5,662	-17%	\$25,921	\$26,743	\$39	-\$783	0%	\$27,258	5%
Engineering / Applied Science	\$35,453	\$48,515	\$44,081	-\$13,062	-\$8,628	-27%	\$37,904	\$37,904	-\$2,451	-\$2,451	-6%	\$37,226	5%
Nursing	\$25,960	\$36,812	\$32,756	-\$10,852	-\$6,796	-29%	\$26,064	\$26,743	-\$104	-\$783	0%	\$27,258	5%

Table 2: Graduate International Tuition Fees by COU Program Groupings

Graduate	Laurentian Tuition	Ontario Sector					COU Small Institution Group					Laurentian 2023-24 Proposed Tuition	% Increase
		Average	Median	LU vs Avg	LU vs Med	% Compared to Avg	Average	Median	LU vs Avg	LU vs Med	% Compared to Avg		
M.A.	\$21,542	\$22,268	\$22,311	-\$726	-\$769	-3%	\$23,769	\$22,314	-\$2,227	-\$772	-9%	\$22,619	5%
M.Sc.	\$21,542	\$21,615	\$21,627	-\$73	-\$85	0%	\$21,851	\$21,627	-\$309	-\$85	-1%	\$22,619	5%
M.B.A.	\$40,537	\$56,049	\$50,982	-\$15,512	-\$10,445	-28%	\$37,587	\$37,587	\$2,950	\$2,950	8%	\$40,537	0%
M.S.W.	\$32,225	\$27,052	\$25,896	\$5,173	\$6,329	19%	\$23,000	\$23,000	\$9,225	\$9,225	40%	\$32,225	0%
M.A.Sc.	\$21,542	\$24,815	\$24,319	-\$3,273	-\$2,777	-13%	\$22,313	\$22,313	-\$771	-\$771	-3%	\$22,619	5%
M. Arch.	\$16,444	\$34,646	\$30,846	-\$18,202	-\$14,402	-53%	-	-	-	-	-	\$17,266	5%
M. C. S. (thesis)	\$21,542	\$26,346	\$26,120	-\$4,804	-\$4,578	-18%	\$24,720	\$24,720	-\$3,178	-\$3,178	-13%	\$22,619	5%
M.Eng. (thesis)	\$21,542	\$36,127	\$36,243	-\$14,585	-\$14,701	-40%	\$30,481	\$30,481	-\$8,939	-\$8,939	-29%	\$22,619	5%
Masters in Nursing (thesis)	\$21,542	\$26,989	\$23,394	-\$5,447	-\$1,852	-20%	\$23,158	\$23,237	-\$1,616	-\$1,695	-7%	\$22,619	5%
M. C. S. (course-based)	\$28,800	\$26,346	\$26,120	\$2,454	\$2,680	9%	\$24,720	\$24,720	\$4,080	\$4,080	17%	\$30,240	5%
M.Eng. (fast track)	\$28,800	\$36,127	\$36,243	-\$7,327	-\$7,443	-20%	\$30,481	\$30,481	-\$1,681	-\$1,681	-6%	\$30,240	5%

Appendix B

Professional Master Programs and Per Credit Tuition for 2022-2023

Master Degree Program	Tuition fees per 3 credits	Total credits	Note
M. Architecture	\$853.40	45	
M. Business Administration	\$1,234.10	45	1
M. Business Administration (Online)	\$1,234.10	45	
M.Sc. Computational Sciences (course-based)	\$1,234.10	30	
M.Sc. Chemical Sciences (Critical Essay Stream)	\$1,234.10	24	
M. Engineering (course-based)	\$1,234.10	30	
M. Sc. Geology - Applied Mineral Exploration (course-based)	\$1,234.10	24	
M. Social Work	\$1,234.10	30	
M. Science Communication	\$1,033.00	33	
M.Sc Nursing - Adv. Practice Nursing Stream	\$1,234.10	30	
GDip Science Communication	\$1,033.00	27	
M. Health Administration	\$1,234.10	30	2
Nurse Practitioner	\$1,234.10	38	3
<p>1. Note for MBA program: The full MBA has a total 45 credits. A set of 15 credits of advanced standings is awarded to candidates with a Business degree, CPA, or CPA candidate enrolled in the Professional Experience Program (PEP).</p>			
<p>2. First entrants Fall 2023</p>			
<p>3. Effective Fall, 2023</p>			

Board of Governors

Agenda Title	Approval of Administrative Fees 2023-24
Agenda Item No.	Item 7.2
Date of Meeting	April 28, 2023
Open/Closed session	Open
Action Requested	<input checked="" type="checkbox"/> For Approval <input type="checkbox"/> For Information
Proponent	Michel Piché
Presenter(s)	Michel Piché

1. PURPOSE

To approve Laurentian’s Student Administrative Fees for fiscal year 2023-24.

2. SYNOPSIS

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

3. RESOLUTION TO CONSIDER:

That the Board of Governors approve Laurentian’s 2023-24 Student Administrative Fees as recommended by the Finance Committee and as presented at its meeting of April 28, 2023.

4. RISK ANALYSIS

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

5. RECOMMENDATION

Laurentian University is recommending the following administrative fees for 2023-2024 as summarized below, which are outside of the Provincial Ancillary Fee Classification Framework.

A Background/Issue Description

The University maintained for the Spring/Summer term of 2023-2024 the same administrative fees as 2022-2023. The proposed fees would be implemented for the Fall/Winter term of 2023-2024. Laurentian is proposing an overall fee increase of 3% in administrative fees as set out in the attached schedule.

B Alignment with Strategic Objective or Plan of the University

Annual budget process upon emergence from CCAA restructuring.

C. Other options considered (where applicable):

Not increasing fees for 2023-24

D Risks including legislative compliance

None

E Financial Implications:

The proposed increase in student administrative fees for 2023-24 will amount to approximately \$225,000.

F Benefits

The increase in fees will help to improve student services.

G Consultations:

The proposed student administrative fees were reviewed by the Executive Team.
Board Finance Committee: April 14, 2023

H Next Steps:

Implement the fee increases for the 2023-24 Fall/Winter sessions

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

1. Proposed Student Administrative Fees for 2023-24

Appendix 1 - Proposed Student Administrative Fees for 2023-24
(See below for Notes)

	Actual	Actual	Proposed	
	2021-2022	2022-2023	2023-2024	
ADMISSION RELATED FEES				
Admission deferral fee - International students	136.00	140.00	144.00	**
Admission fee – International students	136.00	140.00	144.00	**
Application fee (non-OUAC) full-time or part-time	84.00	87.00	90.00	**
Graduate admission fee (non-OUAC)	105.00	108.00	111.00	**
GRADUATION RELATED FEES				
Convocation attendance fee	73.50	73.50	76.00	**
Diploma mailing in lieu of attending convocation	38.00	39.00	40.00	**
Early diploma fee	56.50	58.00	60.00	**
Replacement of diploma	48.50	50.00	52.00	*, **
Certificate request	37.00	38.00	39.00	*, **
Confirmation of enrolment	10.50	11.00	11.00	**
GPA conversion letter	20.00	21.00	22.00	**
Letter of intent to return to full-time studies	20.00	21.00	22.00	**
DOCUMENT FEES				
Duplicate T2202A	13.00	15.00	15.00	*, **
Fax	7.50	8.00	8.00	*, **
Fees appeal fee	40.00	41.00	42.00	**
Letter of eligibility to graduate	17.00	18.00	19.00	*, **
Letter of permission	48.50	50.00	52.00	*, **
Letter confirming course over & above degree requirement	14.00	15.00	15.00	*, **
Priority post (ON and QC)	7.50	8.00	8.00	*, **
Priority post (Other provinces)	17.00	18.00	19.00	*, **
Purolator (Express International)	52.50	54.00	56.00	*, **

	Actual	Actual	Proposed	
	2021-2022	2022-2023	2023-2024	
Pre-Collection letter service	23.00	24.00	25.00	**
Proof of enrolment	10.50	15.00	15.00	*, **
Transcript	22.00	22.00	23.00	*
Nursing form	50.00	52.00	54.00	*, **
REGISTRATION RELATED FEES				
Auditing fee-Undergraduate Student-Domestic (6 credits)	290.00	299.00	308.00	**
Auditing fee-Undergraduate Student-Foreign (6 credits)	729.00	751.00	774.00	**
Auditing fee-Undergraduate Student-Domestic (3 credits)	145.00	149.00	153.00	**
Auditing fee-Undergraduate Student-Foreign (3 credits)	364.00	375.00	386.00	**
Auditing fee-Graduate Student-Domestic (3 credits)	296.00	305.00	314.00	**
Auditing fee-Graduate Student-Foreign (3 credits)	485.00	500.00	515.00	**
Digital material fee/Laurentian Online-Undergraduate (per course)	75.00	77.00	79.00	**
Digital material fee/Laurentian Online-Graduate (per course)	125.00	129.00	133.00	**
Late registration (part-time)	41.00	42.00	43.00	**
Late registration (full-time)	83.00	85.00	88.00	**
SUPPLEMENTAL EXAMINATION				
Online exam location change	72.50	75.00	77.00	*, **
On-campus deferred exam	72.50	75.00	77.00	*, **
Off-campus deferred exam (Spring)	72.50	75.00	77.00	*, **
Off-campus deferred exam (F/W)	72.50	75.00	77.00	*, **
	Actual	Actual	Proposed	

	2021-2022	2022-2023	2023-2024	
OTHER FEES				
Athletic fee (USPORTS)	200.00	206.00	212.00	**
Athletic fee (OUA)	150.00	155.00	160.00	**
Interest rate per month	1.5%	1.5%	1.5%	
Late payment administrative fee (in addition to accumulated interest)	74.00	76.00	78.00	**
Locker rental	28.50	29.00	30.00	*, **
Registration deposit (1st year of study) - Domestic	459.00	473.00	383.00	***
Replacement student card	16.00	20.00	21.00	**
Replacement parking card	16.00	20.00	21.00	**
Returned cheque	58.00	58.00	60.00	**
Withdrawal fee (full-time studies)	361.00	372.00	383.00	**
Wire payment handling fee	18.50	19.00	20.00	**
PROGRAM OR COURSE RELATED FEES¹				
Architecture studio fee	188.00	194.00	200.00	**
Co-op fee / work term	725.00	747.00	769.00	**
Graduate Inactive fee	120.00	124.00	128.00	**
Human Kinetics Lab/Outdoor School fee	250.00	258.00	266.00	**
Introduction to University Studies Program (IUSP)	250.00	258.00	266.00	**
Management activity fee	125.00	129.00	133.00	**
Management internship fee (4 months)	376.00	387.00	399.00	**
Management internship fee (8 months)	751.00	744.00	797.00	**
Mentorship/Academic advantage	376.00	387.00	399.00	**
Nursing activity fee	239.00	246.00	253.00	**
SPAD activity fee	188.00	194.00	200.00	**
Orthophonie	167.00	172.00	177.00	**
Nurse Practitioner In Place Placement Fee	25.00	26.00	27.00	**
* HST included				
** Increase by 3% (rounded to nearest dollar)				
*** Reduced to match withdrawal fee				

¹Program-specific fees (e.g. co-op, field trip fees) are not subject to the Ancillary Fee Framework in the Student Choice Initiative.

BOARD OF GOVERNORS

Agenda Title	Approval of Ancillary Fees 2023-24
Agenda Item No.	Item 7.3
Date of Meeting	April 28, 2023
Open/Closed session	Open
Action Requested	<input checked="" type="checkbox"/> For Approval <input type="checkbox"/> For Information
Proponent	Michel Piché
Presenter(s)	Michel Piché

1. PURPOSE

To approve Laurentian’s Compulsory Ancillary Fees and Compulsory Student Association Fees for fiscal year 2023-24.

2. SYNOPSIS

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

3. RESOLUTION TO CONSIDER

That the Board of Governors approve Laurentian’s 2023-24 Ancillary Fees and Budget as recommended by the Finance Committee and as presented at its meeting of April 28, 2023.

4. RISK ANALYSIS

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

5. RECOMMENDATION

Based on the Provincial guidelines and using the approved Laurentian University Fees Protocol - Compulsory Ancillary Fees agreement, the Administration is recommending that the Board of Governors approve the Compulsory Fees as attached in Appendix 1 and 2.

A Background/Issue Description

During 2019-20, the Laurentian University Fees Protocol - Compulsory Ancillary Fees was reviewed and updated through negotiation with the three Student Associations - SGA, AEF, and GSA, and approved by the Board of Governors at its meeting of June 21, 2019

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

The 'Tuition Fee Framework and Ancillary Fees Guidelines' issued by the province provides the framework for compulsory fees.

On November 21, 2019, the Ontario government's Student Choice Initiative was unanimously struck down by the Divisional Court. In its reasons, the Divisional Court found that the directives issued to colleges and universities, which required them to override longstanding agreements regarding the collection and remittance of mandatory student association fees, were not authorized by law. The Court also recognized that "inclusion of students in university governance is part of the autonomous internal workings of universities: students are important members of the academic community, with interests that require and are accorded representation." The Board approved compulsory fees retained by Laurentian were all mandatory and thus not impacted by the Divisional Court Order. However, the Student Associations had implemented both mandatory and optional fees. The fees recommended in this report, comply with the Divisional Court Order.

Based on 2022-23 Ontario data provided by COU, on average, compulsory ancillary fees collected and retained by universities are \$628. At Laurentian, in 2022-23, after the introduction of new compulsory fees collected and retained by the Institution, we are still amongst the lowest in the province at \$437. See Appendix 4 for further information.

The recommended 2023-24 Compulsory Fees are included in Appendix 1. The following is a summary of the key changes to the fees:

- Removal of \$45 Student Recreation Centre Fee (capital fee as the debt was encumbered as part of the CCAA process)
- 10% increase to Recreation Programming Fee
- 10% increase to Athletic Fee
- 2% inflationary increase to all other fees, save for Accident Insurance which has a 0% increase

Student Association Compulsory Fee

In addition, each Student Association's governing body must approve and provide the University with the list of Compulsory Fees to be charged on their behalf. The Student Association's retained Compulsory Fees have been included in Appendix 2, for the Board's

approval. Appendix 3 provides a summary of total 2023-24 Compulsory Fees with 2020-21, 2021-2022 and 2022-23 comparators.

B Alignment with Strategic Objective or Plan of the University.

Annual budget process upon emergence from CCAA restructuring.

C Other options considered (where applicable)

N/A

D Risks including legislative compliance

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

E Financial Implications

The ancillary fees collected by the University are estimated at \$3.0 million annually. The total change in student ancillary fees from 2022-23 represents a decrease of approximately \$140,000, with the major changes coming from the elimination of the \$45 Student Recreation Centre Fee, totalling \$218,000 and offset by a 10% increase in Recreation Programming and Athletic Fee, worth \$77,000. These increases will help improve the quality of the University's recreational and varsity programs.

F Benefits

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

G Consultations:

The Compulsory Ancillary Fees group has met four times since December 2022, to discuss compulsory fees and proposed increases. The group is composed of one leader from each of the student association along with three university representatives.

Board Finance Committee: April 14, 2023

H Next Steps:

Once approved by the Board of Governors, the University will adjust its ancillary fees, effective for the fall 2023 term.

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

1. Compulsory Fee Schedule
2. Student Association Compulsory Fees
3. Summary of Compulsory Fees (with 2020-21, 2021-22, 2022-23 comparators)
4. Comparable Ancillary Fees for 2022-23

Appendix 1

Laurentian University Compulsory Fee Schedule 2023-24 Budget

		2022-23	2023-24 (Proposed)	
Fee	Description	Full-Time	Full-Time	Part-Time (per 3cr)
Athletic Fee***	Provides access to and supports maintenance of all gym and outdoor facilities, as well as to support varsity sports teams.	\$94.89	\$104.38	\$13.05
Health Services Fee*	To support Health & Wellness Services on campus.	\$30.68	\$31.30	N/A
Student ID Card Fee*	To support production of Laurentian University student cards.	\$10.61	\$10.82	\$1.35
Accident Insurance Fee ^N	To provide critical accident and life insurance to students.	\$4.00	\$4.00	N/A
Access Copyright Fee ^Y	To support the cost of license agreement with Access Copyright for certain copying of copyright protected works by the University community.	\$0.00	\$0.00	\$0.00
Mental Health and Wellness Fee*	To support mental health counselling and initiatives.	\$53.06	\$54.12	\$6.77
LUCERT Fee*	Laurentian Campus Emergency Response Team (LUCERT) is available to respond to any medical issue on campus.	\$3.18	\$3.25	\$0.41
Women's Centre Fee*	Provides funding to a student-led resource centre whose mission is to sensitize and create awareness of women's issues to work towards a more egalitarian environment and which provides. information, peer support, referrals, education and facilitates events.	\$3.18	\$3.25	\$0.41
Pride Laurentian Fee*	Provides funding to a student-led resource centre that is focused on educating and advocating for the rights of 2SLGBTQIA+ students and which provides information, peer support, referrals, education and facilitates events.	\$3.18	\$3.25	\$0.41
Career Services Fee*	To support career fairs, career advising, job fairs, workshops, and resume writing.	\$31.84	\$32.47	\$4.06
Academic Support Fee*	This fee is used to support student success through comprehensive academic support. Services include peer support, peer tutoring, learning skills coaching, and the Writing Assistance program.	\$21.22	\$21.65	\$2.71
Student Planning Technology Fee*	This fee is used to support technology and online student platforms for comprehensive academic	\$31.84	\$32.47	\$4.06

	planning including multi-year degree plans and degree audits, semester/year course planning, student self-service for degree exploration, and student success tools.			
Financial Literacy Fee*	To support initiatives including a financial aid hotline, online tools, and extended hours.	\$10.61	\$10.82	\$1.35
Campus Safety Fee*	To support security initiatives including outdoor lighting, emergency planning and preparation, emergency response, and campus safety programs.	\$31.84	\$32.47	\$4.06
Respectful and Inclusive Learning Environment and Sexual Violence Prevention Fee*	To support the Equity, Diversity & Human Rights Office in creating campus initiatives on ensuring a respectful and inclusive learning environment, including the prevention of sexual violence.	\$30.60	\$31.21	\$3.90
Student Recreation Centre Fee ^Z	To support the debt financing on the expansion of the Ben Avery Campus Recreation Centre facility.	\$45.00	\$0.00	\$0.00
Recreation Programming Fee***	Provides access to the Campus Recreation facility. This fee will also be used to invest in student recreation programming (intramurals, exercise classes) and equipment to support the programming.	\$31.21	\$34.33	\$4.29
Totals		\$436.94	\$409.80	\$46.81

* Existing fee - increased by 2%

*** Existing fee - increased by 10%

N Existing fee - no increase

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

Z Student Centre Recreation Fee is no longer being collected as the debt was encumbered as part of the CCAA process

Appendix 2
Laurentian University - Student Association Compulsory Fees
Budget 2023-24

Students General Association (SGA)

Fee	Description	Full-Time 2022-23	Full-Time 2023-24	Part-Time 2023-24
Student Centre Fee	Provides access to study rooms, game rooms, club rooms and lounge areas to study and socialize with friends.	\$114.00	\$114.00	N/A
SGA Administrative Fee	Covers the administration of the Health and Dental Plan, UPASS and Student Centre.	\$117.00	\$119.00	N/A
Student Centre Support Fee	Covers the administration of the Student Centre.	N/A	N/A	\$29.43
UPASS (city transit pass)	Provides access to the universal bus pass via your student card between the months of September and April of each year.	\$218.00	\$225*	N/A
Health Plan and Dental Plan	Provides a comprehensive health plan that covers prescriptions, dental, vision and more from September to August of each school year.	\$299.99	\$299.99	N/A
Advocacy Fee	To support the national organization that advocates for students and their needs provincially and nationally	\$34.99	\$34.99	\$4.37
ISC - Indigenous Students Circle	Supports the Indigenous Student Circle. The ISC's mission is to ensure a positive unique experience for students of First Nation, Metis and Inuit ancestry while attending Laurentian University.	\$3.00	\$5.00	\$0.63
World University Service of Canada (WUSC)	Supports the World University Service of Canada (WUSC) which is a Canadian international development non-profit organization dedicated to improving education, employment and empowerment opportunities for youth, women and refugees in more than 25 countries around the world.	\$3.00	\$3.00	\$0.38
Food Bank	This fee supports the SGA Food Bank, a service for students in need of food. The fees collected allows this vital student initiative to be offered free-of-charge to all students.	\$1.05	\$1.05	\$0.13
Sustainability	Help improve our campus in making it more environmentally friendly. This fee goes toward funding sustainability initiatives in order to improve campus life and reduce Laurentian's environmental impact.	\$8.00	\$8.00	\$1.00
Clubs Support Fee	Helps support all clubs available through your association.	\$13.50	\$11.00	\$1.38
Totals		\$812.53	\$821.03	\$37.04

* Estimated fee as fee is currently under negotiation.

Association des étudiantes et étudiants francophones (AEF)

Fee	Description	Full-Time 2022-23	Full-Time 2023-24	Part-Time 2023-24
AEF Administrative Fee	Covers the administration of the Health and Dental Plan as well as the UPASS.	\$62.00	\$77.00	N/A
UPASS (city transit pass)	Provides access to the universal bus pass via your student card between the months of September and April of each year.	\$218.00	\$225 *	N/A
Health Plan and Dental Plan	Provides a comprehensive health plan that covers prescriptions, dental, vision and more from September to August of each school year.	\$211.80	\$215.23**	N/A
CFS (Canadian Federation of Students)	To support the national organization that advocates for students and their needs provincially and nationally.	\$18.18	\$19.40	\$2.43
AEF Association Governance	Supports social and political affairs.	\$52.00	\$62.00	\$7.75
ISC - Indigenous Students Circle	Supports the Indigenous Student Circle. The ISC's mission is to ensure a positive unique experience for students of First Nation, Metis and Inuit ancestry while attending University here in Sudbury.	\$5.00	\$5.00	\$0.63
World University Service of Canada (WUSC)	Supports the World University Service of Canada (WUSC) which is a Canadian international development non-profit organization dedicated to improving education, employment and empowerment opportunities for youth, women and refugees in more than 25 countries around the world.	\$2.00	\$1.00	\$0.13
Totals		\$568.98	\$604.63	\$10.93

* Estimated fee as fee is currently under negotiation.

Graduate Students Association (GSA)

Fee	Description	Full-Time 2021-22	Full-Time 2022-23	Part-Time per 3 credit 2022-23	Part-Time per semester 2022-23
GSA Administrative Fee	Covers the administration of the Health and Dental Plan as well as the UPASS.	\$70.00	\$70.00	N/A	N/A
UPASS (city transit pass)	Provides access to the universal bus pass via your student card between the months of September and April of each year.	\$218.00	\$225 *	N/A	N/A
Health Plan and Dental Plan	Provides a comprehensive health plan that covers prescriptions, dental, vision and more from September to August of each school year.	\$296.40	\$300.96	N/A	N/A
CFS (Canadian Federation of Students)	To support the national organization that advocates for students and their needs provincially and nationally.	\$18.18	\$19.40	\$1.94	\$9.70
GSA Association Governance	Support for initiatives, movements and campaigns, appeals as well as policy and advocacy.	\$61.33	\$61.33	\$6.13	\$30.67
Sustainability	Help improve our campus in making it more environmentally friendly. This fee goes toward funding sustainability initiatives in order to improve campus life and reduce Laurentian's environmental impact.	\$5.25	\$5.25	\$0.53	\$2.63
ISC - Indigenous Students Circle	Supports the Indigenous Student Circle. The ISC's mission is to ensure a positive unique experience for students of First Nation, Metis and Inuit ancestry while attending University here in Sudbury.	\$5.00	\$5.00	\$0.50	\$2.50
Food Bank	Helps maintain the Laurentian food bank.	\$3.00	\$3.00	\$0.30	\$1.50
Totals		\$677.16	\$689.94	\$9.40	\$46.99

* Estimated fee as fee is currently under negotiation.

Appendix 3

Summary of Compulsory Fees (with 2020-21, 2021-22 and 2022-23 comparator) Budget 2023-24

	Laurentian University Compulsory Fees	Student Association Compulsory Fees	2023-24 Total	2022-23 Total	2021-22 Total	2020-21 * Total
SGA Full-Time	\$409.80	\$821.03	\$1,230.83**	\$1,249.47	\$1,208.03	\$1,142.86
AEF Full-Time	\$409.80	\$604.63	\$1,014.43**	\$1,002.47	\$993.95	\$928.78
GSA Full-Time	\$409.80	\$689.94	\$1,099.74**	\$1,114.10	\$1,063.89	983.28

* Actual fees charged were less due to remote delivery of classes / COVID-19

** Fee listed may fluctuate slightly based on negotiation of UPass and/or Health and Dental Plan

**Appendix 4
Comparable Ancillary Fees for 2022-23
Budget 2023-24**

	Collected by and Retained by Institution	Collected on Behalf of Student Govt	Total Compulsory Fees
Algoma	\$942	\$320	\$1,262
Brock	\$393	\$947	\$1,340
Carleton	\$413	\$824	\$1,237
Guelph	\$650	\$875	\$1,525
Lakehead	\$438	\$857	\$1,295
Laurentian	\$437	\$813*	\$1,250
McMaster	\$765	\$728	\$1,493
Nipissing	\$735	\$863	\$1,598
OCAD	\$520	\$655	\$1,175
OntarioTech	\$1,192	\$993	\$2,185
Ottawa	\$333	\$971	\$1,304
Queen's	\$260	\$1,080	\$1,340
Toronto Metropolitan	\$412	\$546	\$958
Toronto	\$1,068	\$679	\$1,747
Trent	\$785	\$704	\$1,489
Waterloo	\$713	\$783	\$1,496
Western	\$517	\$1,040	\$1,557
WLU	\$541	\$788	\$1,329
Windsor	\$731	\$485	\$1,216
York	\$724	\$574	\$1,298
AVERAGE	\$628	\$776	\$1,405

* SGA Fees Listed

BOARD OF GOVERNORS

Agenda Title	Laurentian Operating and Capital Budget 2023-24
Agenda Item No.	Item 7.4
Date of Meeting	April 28, 2023
Open/Closed session	Open
Action Requested	<input checked="" type="checkbox"/> For Approval <input type="checkbox"/> For Information
Proponent	Michel Piché
Presenter(s)	Michel Piché

1. PURPOSE

To review Laurentian’s 2023-24 Operating and Capital Budget and recommend Board of Governors approval.

2. SYNOPSIS

Following emergence from CCAA, Laurentian resumed planning and budgeting discussions with managers. This process began in the fall of 2022, with input from the Board of Governors and discussions with faculty and staff about priorities and financial pressures. These discussions were influenced in part by the CCAA Exit Loan Agreement, which contain specific reporting requirements and financial restrictions. The Consolidated 2023-24 Budget presented to the Committee includes operating, ancillary, capital, and research activities, and was prepared with the goal of stabilizing the University’s operations (following CCAA exit) and to address immediate capacity challenge.

In addition to the Consolidated Budget, the University is also providing an Operating Budget, which is prepared on a different basis than for financial statement reporting for not-for-profit organizations (accrual basis). The major differences relate to the consolidation of related party operations and recognition of certain transactions.

3. RESOLUTION TO CONSIDER:

THAT the Board of Governors approve the 2023-24 Operating and Capital Budget as recommended by the Finance Committee and as presented at its meeting of April 28, 2023.

4. RISK ANALYSIS

Please note below the specific institutional risk(s) this proposal is addressing.	
<input type="checkbox"/> Enrolment Management	<input type="checkbox"/> Relationship with Stakeholders
<input type="checkbox"/> Faculty and Staff	<input type="checkbox"/> Reputation
<input checked="" type="checkbox"/> Funding and Resource Management	<input type="checkbox"/> Research Enterprise

<input type="checkbox"/> IT Services, Software and Hardware	<input type="checkbox"/> Safety
<input type="checkbox"/> Leadership and Change	<input type="checkbox"/> Student Success
<input type="checkbox"/> Physical Infrastructure	

5. RECOMMENDATIONS

The Finance Committee recommends the approval of Laurentian’s 2023-24 Operations and Capital Budget as presented.

A Background/Issue Description

On February 1, 2021, Laurentian filed for and received protection under the CCAA, and worked to prepare a Plan of Compromise and Arrangement, which became effective on November 28, 2022. During that time, the University operated under the supervision of a Court appointed Monitor and with restricted spending. Finances were managed though Monitor controlled expenditures and weekly cash flow reporting. Formal budgets for the fiscal years 2021-22 and 2022-23 were not prepared. 2023-24 budget discussions with managers focused primarily on expenditures as the University does not yet have in place an activity-based budgeting model (e.g., Responsibility Centre Management Model) necessary to allocate revenues and expenses to faculties and administrative departments.

B Alignment with Strategic Objective or Plan of the University

The operating priorities for 2023-24 were influenced in part by the CCAA restructuring, which created critical capacity issues in many areas of the University’s operations. The priorities were also framed by the Plan of Compromise and Arrangements and Exit Loan Financing, which sets financial restrictions on resource management. Being that the University is to undergo a comprehensive Strategic Planning process in 2023-24, key objectives and priorities will include investing in critical academic, research, and administrative support to ensure that the University can meet its bilingual and tricultural mandate.

C Other options considered (where applicable):

None

D Risks including legislative compliance

Legislative Compliance	
------------------------	--

E Financial Implications (where applicable):

For 2023-24, Laurentian expects to generate Excess Revenues over Expenses of \$8.2 million, with revenues of \$196.6 million and expenses of \$179.7 million. This compares to an Excess Revenues over Expenses of \$4.9 million per the Financial Plan submitted to the Ministry of Colleges and Universities (MCU) as part of the Exit Loan Financing. Excluding restructuring costs, the University projects Excess Revenues over Expenses of \$16.4 million compared to \$26.5 million in 2022-23.

F **Benefits**

Budgeting's primary purpose is to support management in successfully implementing its strategies as well as in planning and controlling its operational measures. Once adopted, a budget authorizes the consumption of resources up to specified amounts in order to execute those actions plans.

*** Robert C. Rickards, Investment Management and Financial Innovations, Volume 3, Issue 2, 2006*

G **Consultations (where applicable)**

The planning and budgeting process started in the fall of 2022, with a Planning Framework presented to the Finance Committee. Consultations with key stakeholders are an important part of the planning and budgeting process. Three planning meetings were held with budget managers from faculties and administration (+40 managers), including labour representatives from LUFA, LUSA and LUAPSA, to discuss ongoing challenges and priorities. These meetings also served to inform managers about the fiscal framework governing Laurentian's planning and budgeting process, more specifically the conditions of the Plan of Compromise and Arrangement and Exit Loan Financing.

Board Finance Committee – April 14, 2023

Board Finance Committee – April 21, 2023

H **Communications Plan**

Once the 2023-24 Budget is approved by the Board of Governors, it will be presented to the Ministry of Colleges and Universities (MCU), Laurentian's Planning Committee, and the Senate.

J **Next Steps**

Following Board approval, the approved budgeted resources will be allocated to faculties and departments.

I **Appendices**

Appendix A – Budget Presentation

Appendix B – 2023-24 Budget Report

Laurentian University of Sudbury



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Board of Governors Budget 2023-24

April 28, 2023

Land Acknowledgement



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Aki Gaabijidebendaagwak

We'd like to begin our meeting today by acknowledging 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 Greater City of Sudbury also includes the traditional lands of the Wahnapiatae First Nation.

We extend our deepest respect to all Indigenous peoples. As a sign of our continued relationship we will support Laurentian University's Truth and Reconciliation Task Force Recommendations. Miigwech.

2023-24 Planning Process

• Planning Theme

To address critical staffing and operational needs

Process

- Planning Framework provided to Finance Committee in Nov 2022
- Planning meetings held with budget managers and labour partners: Dec 7, Jan 11, Feb 27 (+40 managers)
- New templates and instructions developed to assist budget managers
- Executive budget review held on March 13-14
- 2023-24 Budget to Finance on April 14 and Board on April 28

Planning Factors

- Tuition Fee Framework 2023-24
- SMA 3 (corridor enrolment model and performance-based funding)
- Plan of Compromise and Arrangement (e.g., sale of assets)
- Exit Loan Financing requirements (e.g., financial covenants)
- Executive Recruitment
- Strategic Planning process
- Transformation Program

2023-24 Priorities

- Faculty renewal where Laurentian has strength and where there is program and market demand
- Maintaining program accreditation
- Improving student enrollment, retention, and career preparedness
- Enhancing student experience and satisfaction
- Rebuilding relationships with research funding
- Renewing campus facilities and IT infrastructure and systems upgrade
- Getting ready for Transformation and Strategic Planning

Budget Assumptions

Revenues

- Enrolment change:
 - Domestic -6.6%
 - International +41.3%
- Tuition Fees:
 - Domestic Fees - No increase / Out-of-Province +1%
 - International Fees +5% (with some exception for graduate programs)
- Government Funding: stable due to CCAA funding protection +\$1.5M (enrolment corridor & SMA performance)
- Other Income: Favorable investment income +\$4.2M

Expenses

- Salaries and Benefits – end of furlough days for LUAPS, 1% overall increase
- FTE increases of 52.75 (Academic 34.5, Academic Support 9.0, Administration 9.25)
- Non-salary cost increases of between 2-5%
- Others: restructuring & transformation costs, deferred maintenance (approved), deferred contributions (cash basis), interest expense (Exit Loan Agreement)

More details available per attached Assumption Sheet

Enrolment Projections



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Fall FTE Enrolment*			Historic Enrolments			2023-24 Planned Enrolments				
Immigration Status	Academic Level	Admit Type	Historic Enrolments			YR 1	YR 2	YR 3	YR 4	YR 5
			2020	2021	2022	2023	2024	2025	2026	2027
Domestic	Undergraduate	New	1,765	1,195	1,176	1,086	1,125	1,227	1,360	1,360
		Returning	4,165	3,763	3,457	3,187	3,140	3,019	3,023	3,023
		Total	5,930	4,959	4,633	4,273	4,265	4,246	4,383	4,383
	Graduate	New	265	159	210	220	183	220	263	263
		Returning	373	395	331	341	374	367	394	394
		Total	638	554	542	561	557	587	657	657
Total		6,568	5,513	5,175	4,834	4,822	4,833	5,040	5,040	
International	Undergraduate	New	99	60	54	75	55	60	70	70
		Returning	231	230	185	154	155	157	162	162
		Total	330	290	239	229	210	217	232	232
	Graduate	New	56	46	155	209	50	63	81	81
		Returning	136	147	161	346	478	424	391	391
		Total	192	193	316	555	528	487	472	472
Total		521	483	555	784	738	704	704	704	
Grand Total			7,090	5,995	5,729	5,618	5,560	5,537	5,744	5,744

*total may not add up due rounding and aggregation at a higher level

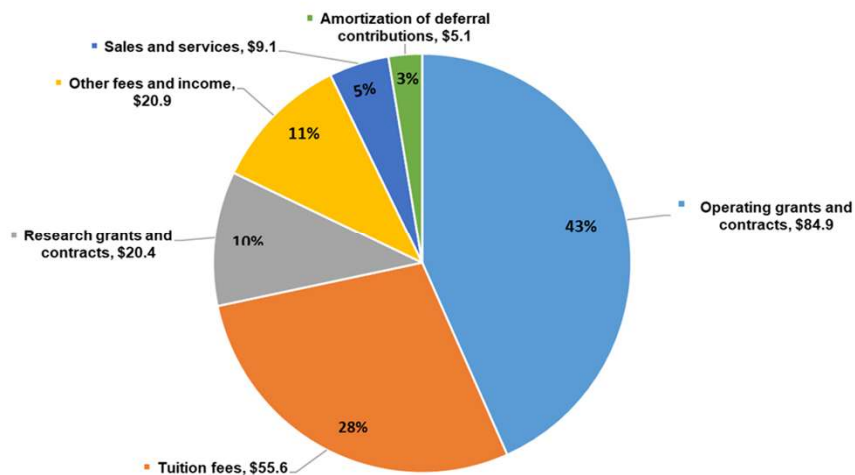
Consolidated Budget



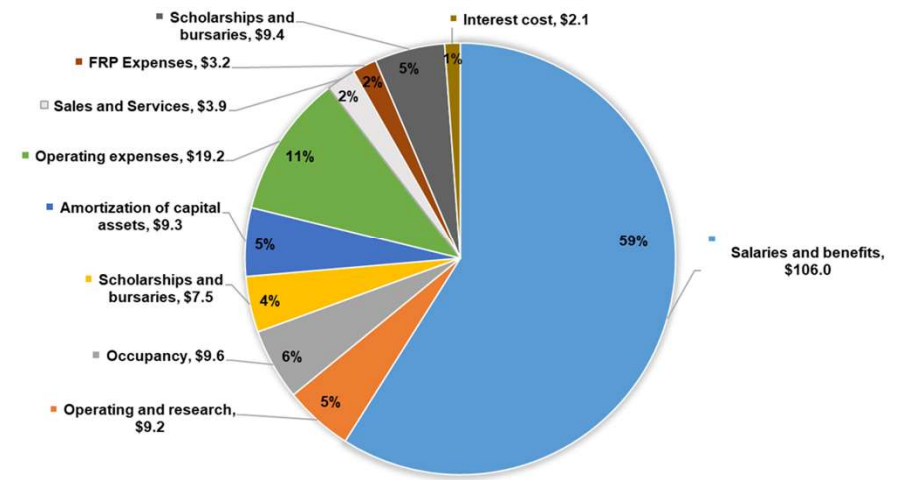
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2023-24 Consolidated Revenue Budget (\$Million)



2023-24 Consolidated Expenses Budget (\$Million)



Consolidated Budget Summary



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Laurentian University in \$CAD (000's)	Actual 2021-22	Forecast 2022-23	Budget 2023-24	Projection 2024-25	Projection 2025-26
Consolidated Projected Statement of Operations					
Revenues					
Tuition Fees	54,005	48,799	55,603	55,837	56,248
Operating Grants and contracts	79,568	91,206	84,965	84,237	83,984
Research Grants and contracts	19,488	18,054	20,449	20,202	19,496
Amortization of Deferred Capital Contribution	5,621	5,340	5,073	2,410	2,289
Sales and Services	10,768	8,879	9,097	9,590	10,574
Other fees and income	15,932	14,337	20,894	20,790	20,889
Total Revenues	185,382	186,615	196,081	193,066	193,480
Expenses					
Operating Salaries & Benefits	92,770	96,688	105,968	109,727	112,368
Operating expenses	10,028	15,450	19,235	22,025	22,120
Sales and Services (Ancillary Expenses)	3,834	3,782	3,964	4,076	4,192
Research and Non-Operating Expenses	11,213	7,051	9,247	9,192	9,037
Occupancy (Operating)	6,973	7,876	9,606	9,777	9,955
FRP & Ancillary Capital Renewal Expenses	456	2,717	3,260	2,781	2,781
Scholarships and bursaries	6,110	7,444	7,501	7,537	7,573
Scholarship and Bursaries (Research, Endowment and Donations)	4,095	8,212	9,474	9,406	9,208
Amortization of capital assets	10,321	9,806	9,315	7,079	6,939
Interest costs	2,837	1,100	2,101	2,011	1,916
Total Expenses	148,637	160,126	179,671	183,611	186,089
Operating Surplus/(Deficit) Before Extraordinary Items	36,745	26,489	16,410	9,455	7,391
Extraordinary Items:					
Renewal Costs - Administrative and IT infrastructure		(500)	(7,200)	(7,200)	(7,200)
Restructuring Costs	(15,655)	(7,500)	(1,000)	(1,000)	(1,000)
Change in Liabilities - Subject to the plan		138,719			
Garin on Deferred Capital Contributions from Assets for sale		61,742			
Loss on Assets for Sale	(4,300)	(10,442)			
OPERATING SURPLUS AFTER EXTRAORDINARY ITEMS	16,790	208,508	8,210	1,255	(809)



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* Operating Budget

(Non-Consolidated)

* *Appendix B - Statements 1 to 6*

Operating Budget Summary



(\$000)	2021-2022 Actual	2022-2023 Forecast	2023-2024 Budget	2024-2025 Projections	2025-2026 Projections
Government Grants (incl. MCU support)	80,056	88,489	81,705	81,456	81,203
Tuition Fees	53,062	47,370	54,207	54,137	54,653
Other Income (incl. MCU CCAA support)	9,300	8,765	12,905	12,924	13,098
Total Revenue *	142,417	144,625	148,817	148,697	148,955
Salaries and Benefits	80,118	85,351	93,081	96,938	99,908
Scholarships & Bursaries	6,110	7,460	7,501	7,537	7,573
Operating Expenses	6,495	16,009	19,235	22,036	22,120
Others	6,973	9,352	13,173	13,345	13,523
Total Expenses **	99,696	118,172	132,990	139,845	143,124
Operating Surplus - Direct Operating Fund	42,722	26,453	15,827	8,852	5,831

* Excludes research revenue and amortization of deferred capital contributions

** Excludes research expenses, restructuring costs, debt service, and amortization

Budgeted Revenues



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Operating Revenue	2022-2023 Forecast (\$000)	2023-2024 Budget (\$000)	Variance (\$000)	Explanations
Government Grants	88,489	81,705	-6,784	
Tuition Fees	48,544	55,603	7,059	
Interest Income		4,200	4,200	
Misc. & Others	7,592	7,309	-283	
Total Revenue	144,625	148,817	4,192	

Year-over-Year Revenue Change (\$Million)



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Government Grants \$88.5 to \$81.7, -\$6.8

- One time COVID finding of \$6.0 in 2022-23
- Other grants (Critical Care, FRP, Performance)

Tuition Fees \$48.5 to \$55.6, + \$7.1

- International fees up by \$6.5 (mostly graduate students)
- Micro-credentials and domestic fees

Ancillary Revenue \$8.9 to \$9.1, +\$0.2

- Increased fees

Misc. & Others \$7.6 to \$11.5, +\$3.9

- Higher investment income of \$4.2
- Nursing Collaboration phasing out

Budgeted Expenses



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Operating Expenses	2022-2023 Forecast (\$000)	2023-2024 Budget (\$000)	Variance (\$000)	Explanations
Salaries and Benefits	85,351	93,081	7,729	
Scholarships & Bursaries	7,460	7,501	42	
Operating Expenses	16,009	19,235	3,226	
Occupancy Costs	7,876	9,606	1,730	
Debt Repayment	1,476	3,567	2,092	
Total Expenses	118,172	132,990	14,818	
Operating Surplus	26,453	15,827	10,626	

Year-over-Year Expenses Change \$Million



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Salaries and Benefits \$85.4 to \$93.1, + \$7.7

- Salary Increase and progression +\$1.4
- 2022-23 vacancies to be filled in 2023-24 +\$2.6M
- New positions \$3.7

(Details available in Budget Report Appendix E (i) and (ii))

Scholarships and Bursaries \$7.5 to \$7.5

- Similar year-over year

Operating Expenses \$16.0 to \$19.2, +\$3.2

- IT infrastructure (equipment renewal) \$1,2
- HR recruitment and benefits \$0.4
- Academic support \$1.2
- Interest Expenses \$0.6

(Details available in Budget Report Appendix E (iii))

Occupancy Costs \$7.9 to \$9.6. +\$1.7

- Facilities (incl. repairs and maintenance including DM projects) \$1.5
- Insurance \$0.2

Ancillary Operations \$5.5 to \$5.7, +0.2

- General annual cost increases

Debt Servicing \$1.5 to \$3.6, +\$2.1

- Full year impact of Exit Loan Financing

Budgeted Expenses (Cont'd)

Operating Expenses	2022-2023 Forecast (\$000)	2023-2024 Budget (\$000)	Variance (\$000)	Explanations
Operating Surplus	26,453	15,827	10,626	
Restructuring Costs	8,000	8,200	200	Transformation + CCAA related Costs
Capital Expenditures	3,996	4,796	800	Deferred Mtce + Capital (Transformation + IT)
Ancillary Operations (Net)	-1,671	-1,645	-25	
Distribution Pool	7,000			Planned Distribution Pool (\$7M, \$ 0) to be recovered in future (2024-25)
Net Operating Surplus	9,127	4,476	-4,652	

Year-over-Year Expenses Change \$million



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Capital Expenditures \$4.0M to \$4.8, +\$0.8

- IT investments

Planned Distribution Pool \$7.0 to \$0.0

- CCAA related distribution to be reimbursed upon sale of assets

Restructuring Costs \$8.0 to \$8.2, + \$0.2

- Transformation costs +\$6.7 less CCAA related costs -\$6.5

Ancillary Operations Surplus \$1.7 to \$1.6, -1.0

- General annual cost increases



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Recommendation To Approve the 2023-24 Budget



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Appendix – Budget Report



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Questions?



2023-24 BUDGET



Laurentian University
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2023-24 BUDGET



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 - A. Consolidated Budget
 - B. Operating Budget (Statements)
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 - E. Operating Budget Details
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 - F. Deferred Maintenance Projects





Introduction

On February 1, 2021, Laurentian filed for and received protection under the CCAA, and worked to prepare a Plan of Compromise and Arrangement, which became effective on November 28, 2022. During that time, the University operated under the supervision of a Court appointed Monitor with restricted spending, managed though monitor controlled expenditures and weekly cash flow reporting. Formal budgets for the fiscal years 2021-22 and 2022-23 were not prepared.

Following emergence from CCAA, Laurentian resumed planning and budgeting discussions with managers. This process began in the fall of 2022, with input from the Board of Governors and discussions with faculty and staff about priorities and operational pressures. These discussions were influenced in part by the CCAA Exit Loan Agreement with the Province, which contains specific reporting requirements and financial restrictions included in the Loan Agreement.

The University has also agreed as part of its Plan of Compromise and Arrangement to conduct a comprehensive restructuring of its administrative processes, systems, and structure through a multi-year Transformation Program and to develop a new Strategic Plan. As a result of these two initiatives, the University plans to focus new spending to key areas needed to support ongoing academic and research activities.





Planning Process

The planning process started in the fall of 2022, with a Planning Framework presented to the Finance Committee. Consultations with stakeholders are an important part of the budget planning process, and three planning meetings were held with budget managers from faculties and administration (+40 managers), including labour representatives from LUFA, LUSA and LUAPSA, to discuss ongoing challenges and priorities. These meetings also served to inform managers about the fiscal framework governing Laurentian's planning and budgeting process, more specifically the conditions of the Plan of Compromise and Arrangement and Exit Loan Financing. The loan agreement contains certain conditions and restrictions that sets boundaries on the University's resources management. As part of the Exit Loan Financing, the University provided the Ministry of Colleges and University (MCU) a five-year Financial Plan covering the period 2022-23 to 2026-27 that served as a baseline to preparing the 2023-24 Budget.

The Consolidated Budget includes operating, ancillary, capital, and research activities, and was prepared with the goal of stabilizing the University's operations (following CCAA exit) and to address immediate capacity challenges. The budget discussions with managers focused primarily on expenditures as the University does not yet have in place an activity-based budgeting model (e.g., Responsibility Center Management Model), necessary to allocate revenues and expenses to faculties and administrative departments. Implementing such a model has been identified as a priority in Laurentian's Transformation Program.

In addition to the Consolidated Budget, the University is also providing an Operating Budget (Appendix B) which is different from the basis used for financial statement reporting for not-for-profit

organizations (accrual basis). The major differences relate to the inclusion of related entities in the Consolidated Budget such as MIRARCO and SnoLab, and the timing of recognition of certain transactions. For Operating Budget purposes, revenues are recognized when received and expenses when paid-out once eligibility requirements have been met; debt service payments and capital outlays are recognized as expenses while depreciation and amortization expenses are not recognized as expenses in the budget document.

The Operating Budget includes the Operating Fund, which represents the resources available for teaching, student services, and academic and administrative support. It is funded by operating grants, tuition fees and other general revenues. The operating budget is divided into budgetary units, and each unit is responsible for the financial health of the departments within it. The Ancillary Fund represents units that are supportive of Laurentian's academic and research mission but are not directly related to its primary functions. Each ancillary is required, at minimum, to be self-supporting. This includes units such as Residence Life, Dining Services, and Parking Services. The Ancillary Budget was approved by the Board on February 17 and is included in the Consolidated Budget. The Capital Fund covers new construction builds, renovations to existing space, deferred maintenance projects and large capital assets that may be funded by government grants, internal resources, and other funding received or designated for such purposes. The Research Fund includes the receipt of externally restricted research funds, as well as internally designated research funds to support research and scholarly activities. Future funds for which activities are not reflected in the Operating Budget include endowed and special purpose donations.





Goals and Priorities

The operating priorities for 2023-24 were influenced in part by the CCAA restructuring, which created critical capacity issues in many areas of the University's operations. The priorities were also framed by the Plan of Compromise and Arrangements and Exit Loan Financing, which sets financial restrictions on resource management.

The objectives and priorities for 2023-2024 include investing in critical academic, research, and administrative support to ensure that the University fulfills the obligations of its bilingual and tricultural mandate in Northern Ontario, more specifically:

1. Supporting faculty renewal where Laurentian has strength and where there is program and market demand. Consideration given to re-establishing research depth and breadth which aid in attracting graduate students and post-docs.
2. Securing and maintaining program accreditation such as: the Canadian Engineering Accreditation Board (CEAB), Canadian Association of Schools of Nursing (CASN), and the Canadian Architectural Certification Board (CACB).
3. Improving student enrolment, retention, and career preparedness through work integrated and experiential learning (e.g., coop programs, internships, student exchange, case competitions)
4. Enhancing the student experience and satisfaction through supports & services.
5. Rebuilding relationships with research funding agencies including the Natural Sciences and Engineering Research Council, Social Sciences and Humanities Research Council, Canadian Institutes of Health Research, Canada Foundation for Innovation, Canada Research Chairs program, Ontario Research Fund, and others, to meet research obligations and attract new funding.
6. Renewing campus facilities, IT infrastructure and systems upgrade. The University has developed a 5-year Deferred Maintenance Plan to address critical campus upgrades, of which the Board approved \$8.4 million for 2023-24.
7. Getting ready for Transformation and Strategic Planning.





Budget Assumptions

Laurentian exited CCAA with significantly diminished capacity and needs to re-invest in its academic and research programs along with administrative support (as demonstrated by the NOUS report). The MCU Financial Plan prepared as part of the Exit Loan Financing provides a roadmap of the University's financial path in the coming year and sets a baseline for budget discussions.

Budget discussions for 2023-24 centered around expected increased enrolment and revenues, which could support additional expenditures in key areas of the University. Revenues are expected to be favorably impacted by better-than-expected enrolment post-CCAA, including increased demand from international students for graduate course-based programs. Concerning tuition fees, the MCU Tuition Fee Framework (TFF) for 2023-24 extends the existing tuition fee freeze for domestic students and provides flexibility to increase tuition fees for domestic out-of-province students up to 5%. The TFF also provides universities with the option to increase domestic tuition fees for certain programs with lower-than-sector-average tuition rates, applicable to first-year incoming students and subject to approval by MCU.

Laurentian plans to increase out-of-province tuition fees by 1% for 2023-24, and will propose program specific increases such as engineering, computer science, and Master's of Architecture, starting in 2024-25. International tuition fees are generally planned to increase by 5%, leaving most research-based graduate programs at current levels. Laurentian's approach to tuition fees will be part of the Strategic Planning and Academic Plan discussions to be held in 2023-24.

Other budget assumptions are detailed in Appendix C, and include:

- New positions of 52.75 FTE's (34.5 FTE's for Academic and 18.25 FTE's for Academic Support and Administration)
- Non-salary cost increases of between 2-5%
- Others: restructuring & transformation costs of \$8.2 million, deferred maintenance expenditures of \$8.4 million, pre-CCAA deferred contributions funding of \$5.9 million, interest income of \$4.2 million and interest expenses of \$2.1 million (Exit Loan Financing)



Enrolment Projections

Budgeted total enrolment in 2023-24 represents 5,617 FTE's a small reduction from the previous year's 5,729 FTE's, but better than the projected 5,143 FTE's included in the MCU Financial Plan. The estimates are based on the most current data available as of March 1, 2023. Refer to Appendix D for details.

New incoming cohorts

The new cohort in 2023 is anticipated to be marginally smaller than the 2022 cohort, which may be better than previously anticipated. Laurentian is not planning to see its new incoming cohorts to start growing again until Fall 2024. While the overall new incoming cohort will be smaller than last year, we do see growth in short-term international 1-2 years graduate programs. However, at the undergraduate level, Laurentian continues to see soft demand for new domestic students, particularly in the High School 101 applicant category. While the trends are starting to reverse for these applicants, they are doing so at a slower rate than international and graduate applicants.

Returning cohorts

As a result of the CCAA process and the academic restructuring, Laurentian saw an impact, not only in its incoming cohort, but also in returning students. In addition to normal attrition, students in terminated programs were no longer able to continue their studies in their originally declared program, resulting in many students opting to pursue their studies elsewhere. When looking at the 1st to 2nd year continuation rates for the 2020 cohort*, the continuation rate decreased to 71% from the previous 5-year average of ~86%. It is important to note that in the following year, continuation rates bounced back to 85% for those returning in the fall of 2022. This is a positive indication that retention rates may be returning to the historical average.

Additionally, because of the multi-year smaller incoming cohorts, particularly at the undergraduate level, Laurentian's overall enrolment is predicted to continue to be lower year over year (flow-through factor). However, improving retention rates and better than expected enrolment in 2022-23 will help to alleviate temporarily the impact of lower incoming cohorts.

*Laurentian University Consortium for Student Retention Data Exchange (CSRDE)



Consolidated Results

> Statement of Operations

For 2023-24, Laurentian expects to generate Excess Revenues over Expenses of \$8.2 million, with revenues of \$192.8 million and expenses of \$184.6 million. This compares to Excess Revenues over Expenses of \$4.9 million in the Financial Plan provided to MCU

as part of the Exit Loan Financing in the Fall of 2022. Excluding restructuring costs, the University projects to realize Excess Revenues over Expenses of \$16.4 million compared to \$26.5 million in 2022-23.

In summary:

	2021-22 Actuals	2022-23 Forecast	2023-24 Budget	2024-25 Projections	2025-26 Projections
Revenues	\$ 185,382	\$ 186,615	\$ 196,081	\$ 193,066	\$ 193,480
Expenses	\$ 148,637	\$ 160,126	\$ 179,671	\$ 183,611	\$ 186,089
Restructuring & CCAA Costs	\$ 19,955	\$ (182,019)	\$ 8,200	\$ 8,200	\$ 8,200
Excess Revenue Over Expenses	\$ 16,790	\$ 208,508	\$ 8,210	\$ 1,255	\$ (809)



Revenue

> Operating Grants and Contracts

Recent communications from the MCU concerning the activation of the Strategic Mandate Agreement (SMA-3) performance-based funding, indicated that metric performance will be linked to funding starting in Year 4 (2023-24) at a system-wide proportion of 10%, and that the Ministry would defer a decision on the Year 5 (2024-25) activation level, pending the outcomes of the Blue-Ribbon panel.

For Laurentian, combined Government core and performance grants are expected to stay relatively stable during the planning period. Although the University would expect to see a reduction in core grants due to lower enrolment projections, MCU's

commitment to provide enrolment corridor and performance protection to Laurentian in the coming years, to a maximum of \$22.0 million, will offset that shortfall. Grants and contracts are budgeted at \$85.0 million and include \$1.8 million from the MCU grant protection commitment. Year-over-year, the Grants and Contracts are lower by \$6.2 million, mostly attributable to a one-time MCU COVID special grant of \$6.0 million received in 2022-23, to help small and medium-sized institutions address some of the financial impacts of COVID-19. Payment of this amount was delayed because of the CCAA process.

> Tuition Fees

MCU released its 2023-24 tuition framework for domestic students on March 2, 2023. Domestic tuition fees for Ontario students will continue to be frozen, but out-of-province fees can be increased by a maximum of 5%. The Ministry also provided universities the option to increase domestic tuition fees for programs with lower than sector average fees for a maximum of three programs, and subject to Ministry approval. The increases would be for first-year incoming students and would be capped at 7.5% per year. Laurentian will be applying to increase fees for Computer Science, Engineering and the Master of Architecture beginning only in 2024-25. For 2023-24, the University is also proposing a 1% increase in tuition fees for domestic out-of-province students, which would bring the differential with Ontario students to 7%. The University is looking at increasing international tuition fees by 5% for most programs.

International tuition fees are not part of the Provincial Tuition Fee Framework and are subject to market factors. In determining international fees, the University benchmarks its fees from the Ontario university sector, including institutions of a similar size.

Budgeted tuition revenues for 2023-24 amount to \$55.6 million compared to \$48.8 million in 2022-23. The higher tuition revenue includes fee increases (mostly international) and higher than expected enrolment post-CCAA. Budgeted tuition revenues for 2023-23 are \$7.0 million higher than the \$47.5 million reported in the MCU Financial Plan. Although favorable, the increase in tuition revenues come mostly from international students enrolled in short-term graduate (course based) programs in engineering and computer science and may not be sustainable.

> Research Grants and Contracts

Revenue for research grants and contracts are recognized as revenue in the year in which the related expenses are incurred. It is assumed both the research revenue and related expenses (research salaries and benefits, research, and non-operating expenses) are constant throughout the forecast period. Budgeted research grants and contracts for 2023-24 total \$20.4 million compared to \$18.2 million in the previous year and include \$4.1 million associated with pre-CCAA deferred research grants and contracts.

On April 30, 2022, deferred research grants and contracts amounted to \$ 37.3 million. This liability represents unspent research grants, of which \$30.5 million relates to funds received prior to the February 2021 CCAA filing and which became potentially subject to

compromise. Back in December 2020, the University setup separate bank accounts to hold future restricted contributions but before that date, contributions were deposited in the operating bank account and have been used for other purposes. The University continues to assess the funding of the programs and activities to which these deferred contributions relate, and in 2023-24 plans to fund \$4.1 million from research and \$1.8 million from other pre-December 2020 deferred contributions. Expenses are recorded in the year incurred and associated deferred contributions revenues recognized to match the expenses.

> Amortization of Deferred Capital Contributions

Deferred capital contributions represent the unspent and unamortized amount of donations and grants received for the purchase of capital assets, which are amortized over the life of the assets. On April 30, 2022,

total unspent and unamortized capital contributions were \$123.5 million and with \$5.1 million amortized to revenue in 2023-24.

> Sales and Services (Ancillary Operations)

Sales and Services represent the University's ancillary operations, which cover Housing, Food and Campus Services, Parking, and Print Hub. Ancillary units are expected to generate sufficient revenue to cover their operating and capital costs (deferred maintenance). In addition, they should maintain operating reserves to cover contingencies. Laurentian's 2023-24 Ancillary Budget was approved by the Board on February 17,

and shows total revenue of \$9.1 million, operating expenses of \$5.7 million, and \$1.7 million for deferred maintenance projects for a budgeted Excess of Revenue over Expenses of \$1.6 million. This compares with a projected surplus of \$1.7 million in 2022-23. The 2023-24 budget assumptions contain a targeted 10% reduction in residence fees for University College, and no increase to other residence fees, or parking fees.

> Other Fees and Income

Other Fees and Income represent administration fees, realized restricted contributions for scholarships and bursaries, compulsory fees, sponsored students, investment income, and other items. The 2023-24 Budget for these items represents \$20.9 million, an increase of \$10.6 million over 2022-23 fees and income

of \$14.9 million. The increase is attributable to higher interest earned on available cash balances (\$4.2 million), transfer of funds from endowment funds for scholarships and specific purposes (\$1.8 million), and from deferred scholarship contributions (\$0.6 million).



Expenses

> Salaries and Benefits

Budgeted salaries and benefits in 2023-24 amount to \$105.9 million, compared to \$96.7 in 2022-23. The \$9.2 million increase comes in part from higher research salaries and benefits (\$1.0 million) offset by corresponding research and contract revenues. The remaining \$8.2 million increase comes from higher

salary and benefits (\$1.9 million), funding for vacant positions carry-over from 2022-23 (\$2.2 million), and funding for 52.75 new positions (\$4.1 million). Budgeted 2023-24 salaries and benefits are \$6.1 million more than the \$99.4 million included in the November 2022 MCU Financial Plan.

> Operating Expenses

At \$19.2 million, budgeted operating expenses are \$3.8 million higher than in 2022-23. Operating expenses represent costs associated with supporting academic and research activities and include faculty operations and administrative support, library services, information technology, insurance, legal, audit, and consulting, amongst others. 2022-23 operating and research expenses were affected by restricted spending as part of the CCAA proceedings and require the following increases:

- Investments in Information technology (\$1.2 million) to address equipment renewal, and software cost increases,
- Human Resources (\$0.4 million) to fund recruitment activities and employee benefits,

- Academic support (\$1.2 million) for Affaires Francophones, Provost Office to cover significant increases attributable to programs reviews, accreditations and the like that were deferred during Covid and CCAA, and Student Affairs,
- Other increases related to research and graduate support, marketing, insurance, etc.

Operating and Research expenses also include higher interest on the MCU Loan Financing (from \$1.5 million to \$2.1 million).

> Sales and Services (Ancillary Operations)

Operating expenses of \$3.9 million budgeted for 2023-24 compared to \$3.8 million in the previous year and related to general annual cost increases.

> Research and Non-Operating Expenses

Research and Non-Operating Expenses are budgeted to be \$9.2 million compared to \$7.1 million in the previous year and relate to pre-December 2020

deferred contributions related to funding unspent research grants potentially subject to compromise (see note below under *Deferred Contributions*).

> Occupancy

Occupancy costs primarily include expenses related to utilities (heat, hydro, water), municipal taxes, cleaning, space rental, building maintenance (excluding deferred maintenance projects). Occupancy

expenses are projected to be \$9.6 million in 2023-24, compared to \$7.9 million in 2022-23. The increase relates to the ongoing costs of maintaining the campus facilities.

> FRP & Ancillary Capital Renewal Expenses

The budgeted expenses of \$3.3 million (\$2.7 million in 2022-23) are part of the University's \$8.5 million Facility Renewal and Deferred Maintenance Plan

approved by the Board in February 2023, some of which are accounted for as part of operating expenses.

> Scholarships and Bursaries

Scholarships and Bursaries from Operating represent grant and tuition funded student support and including tuition set aside for bursaries and graduate scholarships amongst others. Scholarships and Bursaries from Research, Endowment and Donations

are expected to come-in at just under \$17.0 million in 2023-24 from \$15.7 million in the previous year and include pre-CCAA deferred contributions and increased endowment revenue distribution.

> Amortization of Capital Assets

Capital assets are amortized on the straight-line basis over their estimated useful lives as follows: Buildings 40 years, Equipment and furnishings 7 years, and Site improvements 15 years. Construction in progress is not

amortized until the project is complete and the facilities are put in use. Budgeted amortization of capital assets represents \$9.3 million for 2023-24 compared to \$9.8 million in 2022-23.

> Restructuring Costs

During the CCAA proceeding, Laurentian agreed to undertake an operational and governance review. The goal of that review was to identify opportunities for increased efficiency and effectiveness of the Board and Senate as well as to assess Laurentian's internal operations, including, among other things, the finance, human resources, risk, compliance, and information technology departments. The consultant's report was issued in January 2022, and included an assessment of the strategies, service delivery models, structures, processes, systems, and capabilities of key administrative functions and a high-level summary

of the work required to bring these operational functions up to a base level of efficiency and effectiveness.

The consultant estimated that the cost of such a transformation would range between \$26.0 million to \$32.5 million over three years, with additional estimated annual continuous improvement costs of \$2.0 - \$3.0 million each year thereafter. The 2023-24 Budget includes \$7.2 million in operating expenses, and \$0.8 million in capital spending.

> CCAA related costs

The 2023-24 Budget includes CCAA restructuring costs of \$1.0 million and represent the fees and expenses of counsel to Laurentian, the Monitor and its counsel, independent counsel to the Board of Governors, with respect to the continued administration and implementation of the Plan,

including the following: administration of the resolution of Unresolved Claims, negotiation with respect to the Designated Real Estate Assets, distributions to creditors, liaising with and responding to creditor inquiries, and other activities that may be required.



Capital Budget

Laurentian plans to invest \$9.8 million for capital projects in 2023-24, made-up of primarily of: Facility Renewal and Deferred Maintenance projects worth \$7.6 million (including ancillary operations), and IT infrastructure upgrade and capital transformation of

\$1.4 million (\$0.8 million for transformation and \$0.5 million in IT renewal). A detailed plan was previously approved by the Board of Governors in February for facility renewal and deferred maintenance projects and is provided in Appendix F.



Change in Assets and Liabilities

The University's 2023-24 budget shows expendable net assets of \$24.3 million, higher than the 2022-23 projections of \$21.6 million, and with the main differences being the expected favorable Excess Revenue over Expenses to be realized in 2023-24 of \$8.2 million less funding to cover pre-CCAA deferred

research and other contributions of \$5.1 million. Laurentian plans to finish the year with cash and short-term investments of \$94.1 million compared to \$94.6 million in 2022-23. The MCU Financial Plan reported cash and short-term investments of \$99.5 million at the end of 2023-24.

> Assets available for Sale

The University has identified that as part of the Plan of Compromise and Arrangement, it would sell certain real estate assets to the Province for \$53.5 million. This arrangement is contained in a Term Sheet yet to be approved by the Government. As a result, these assets

will be considered "Assets held for sale". The University does not expect to complete the sale of these assets in 2023-24, and as a result is not projecting to realize any Gains/Loss on Deferred Capital Contributions in 2023-24.

> Deferred Contributions

In 2022-23 Deferred Contributions amounted to approximately \$36.6 million. Deferred contributions represent external contributions restricted for research and other expenditures to be incurred in subsequent fiscal years and consist of research grants, other grants and contracts, and scholarship and bursaries. In December 2020, the University established separate bank accounts to hold future contributions received for restricted purposes. Previously, contributions received for restricted purposes were deposited in the operating bank account and amounted to

\$30.5 million at April 2022. The pre-December 2020 deferred contributions related to unspent research grants without corresponding funding and potentially subject to compromise. As a result of the CCAA process, the University continues to assess the funding of the programs and activities to which these deferred contributions relate to and expects to fund just under \$6.0 million of the pre-December 2020 deferred contributions (\$4.1 million for research and \$1.8 million for others such as the Goodman School of Mines donation).

> MCU Loan Financing

On October 21, 2022, the University finalized its Loan Agreement with the Provincial Government to obtain \$35.0 million to refinance its Debtor in Possession (DIP) Facility on implementation of the CCAA Plan. The term of the agreement requires the repayment of interest and principal over a 15-year period. In 2023-24, total

debt payment will amount to \$3.6 million, including principal of \$2.1 million and interest of \$1.5 million. The Loan Agreement is subject to various terms and conditions including financial covenants, which will influence the University's management of financial resources for the term of the Agreement.



Appendix A - Consolidated Budget

Laurentian University in \$CAD (000's)	Actual 2021-22	Forecast 2022-23	Budget 2023-24	Projection 2024-25	Projection 2025-26
Consolidated Projected Statement of Operations					
Revenues					
Tuition Fees	54,005	48,799	55,603	55,837	56,248
Operating Grants and contracts	79,568	91,206	84,965	84,237	83,984
Research Grants and contracts	19,488	18,054	20,449	20,202	19,496
Amortization of Deferred Capital Contribution	5,621	5,340	5,073	2,410	2,289
Sales and Services	10,768	8,879	9,097	9,590	10,574
Other fees and income	15,932	14,337	20,894	20,790	20,889
Total Revenues	185,382	186,615	196,081	193,066	193,480
Expenses					
Operating Salaries & Benefits	92,770	96,688	105,968	109,727	112,368
Operating expenses	10,028	15,450	19,235	22,025	22,120
Sales and Services (Ancillary Expenses)	3,834	3,782	3,964	4,076	4,192
Research and Non-Operating Expenses	11,213	7,051	9,247	9,192	9,037
Occupancy (Operating)	6,973	7,876	9,606	9,777	9,955
FRP & Ancillary Capital Renewal Expenses	456	2,717	3,260	2,781	2,781
Scholarships and bursaries	6,110	7,444	7,501	7,537	7,573
Scholarship and Bursaries (Research, Endowment and Donations)	4,095	8,212	9,474	9,406	9,208
Amortization of capital assets	10,321	9,806	9,315	7,079	6,939
Interest costs	2,837	1,100	2,101	2,011	1,916
Total Expenses	148,637	160,126	179,671	183,611	186,089
Operating Surplus/(Deficit) Before Extraordinary Items	36,745	26,489	16,410	9,455	7,391
Extraordinary Items:					
Renewal Costs - Administrative and IT infrastructure		(500)	(7,200)	(7,200)	(7,200)
Restructuring Costs	(15,655)	(7,500)	(1,000)	(1,000)	(1,000)
Change in Liabilities - Subject to the plan		138,719			
Gain on Deferred Capital Contributions from Assets for sale		61,742			
Loss on Assets for Sale	(4,300)	(10,442)			
OPERATING SURPLUS AFTER EXTRAORDINARY ITEMS	16,790	208,508	8,210	1,255	(809)
Cash Impact from Changes on Balance Sheet					
Amortization of Capital Assets	10,321	9,806	9,315	7,079	6,939
Amortization of Deferred Capital Contribution	(5,621)	(5,340)	(5,073)	(2,410)	(2,289)
Change in non-cash working capital	5,642		1,000		-
Change in Liabilities - Subject to the Plan	5,399	(138,719)			
Financing activities	14,607	(592)	1,794	1,225	1,130
Investing activities	283				
Capex and Investment in Academic Programming	(368)	(750)	(9,770)	(8,891)	(8,891)
Research Spending (Pre-filing)		(2,593)	(3,527)	(2,645)	(1,628)
Other Deferred Contributions (Pre-filing)		(1,445)	(2,438)	(2,438)	(2,438)
Admin Reserve Payment		(1,000)			
Distribution Pool Payment		(6,000)	-	6,000	-
Loss on Assets for Sale		10,440			
Gain on Deferred Capital Contributions from Assets for Sale		(61,742)			
Change in Cash Position	47,053	10,573	(489)	(825)	(7,986)



Appendix A - Consolidated Budget

Laurentian University in \$CAD (000's)	Actual 2021-22	Forecast 2022-23	Budget 2023-24	Projection 2024-25	Projection 2025-26
Consolidated Projected Statement of Financial Position					
Assets					
Cash and short-term investments	84,018	94,591	94,102	93,277	85,291
Accounts receivable	14,560	14,561	14,561	14,561	14,561
Prepaid expenses	2,757	3,757	2,757	2,757	2,757
Investments	61,892	47,898	47,898	47,898	47,898
Capital assets	253,432	182,849	183,304	185,116	187,068
Accounts receivable (long term)	73	73	73	73	73
Assets Held for Sale		53,500	53,500	0	0
Total Assets	416,732	397,229	396,195	343,682	337,648
Liabilities					
Account payable and accrued liabilities	19,592	19,592	19,593	19,593	19,593
Accrued vacation pay	2,340	2,340	2,340	2,340	2,340
Deferred revenue	2,547	2,547	2,547	2,547	2,547
Liabilities subject to the Plan	192,219	47,500	47,500	0	0
Short term loan	35,000	0	0	0	0
Deferred Contributions	40,607	36,569	30,603	25,520	21,454
Long term debt		34,408	32,942	31,386	29,735
Deferred capital contributions	123,524	59,112	57,299	57,670	58,162
Employee future benefits liabilities	5,337	5,337	5,337	5,337	5,337
Total Liabilities	421,166	207,405	198,161	144,393	139,168
Unrestricted	(65,682)	20,415	23,097	20,130	15,080
Internally Restricted	1,164	1,164	1,164	1,164	1,164
Investment in Capital Assets	18,474	126,615	132,143	136,365	140,606
Endowments	60,961	46,967	46,967	46,967	46,967
Employee future benefits	(19,351)	(5,337)	(5,337)	(5,337)	(5,337)
Total	(4,434)	189,824	198,034	199,289	198,480



Appendix A - Consolidated Budget

Laurentian University in \$CAD (000's)	Actual 2021-22	Forecast 2022-23	Budget 2023-24	Projection 2024-25	Projection 2025-26
Projected Cash Flow and Financial Ratios					
Cash Flow at Year-end					
Cash Balance at Beginning of Year	36,965	84,018	94,591	94,102	93,277
Net Cash flows from Operating Activities	32,531	22,953	7,487	6,841	(225)
Net Cash flows from Investing Activities	14,607	(750)	1,794	1,225	1,130
Net Cash flows from Financing Activities	(85)	(11,630)	(9,770)	(8,891)	(8,891)
Cash Balance at Year End	84,018	94,591	94,102	93,277	85,291
Expendable Net Assets					
Unrestricted Net Assets	(65,682)	20,415	23,097	20,130	15,080
Internally Restricted Net Assets	1,164	1,164	1,164	1,164	1,164
Expendable Net Assets	(64,518)	21,579	24,261	21,294	16,244
Financial Ratios per loan covenants:					
i) NET INCOME/LOSS RATIO (MIN. 1.5% after year 6)	9.1%	111.7%	4.2%	0.7%	-0.4%
i) NET INCOME/LOSS RATIO (MIN. 1.5% after year 6) (without transformation and restructuring expenses)	19.8%	14.2%	8.4%	4.9%	3.8%
ii) PRIMARY RESERVE RATIO (MIN. 30 DAYS starting in 4th year)	-161.3	46.5	46.9	40.0	29.6
iii) IN YEAR EXCESS OF REVENUE >0 STARTING 6TH YEAR	16,790	208,508	8,210	1,255	(809)
iii) IN YEAR EXCESS OF REVENUE >0 STARTING 6TH YEAR) (without transformation and restructuring expenses)	36,745	26,489	16,410	9,455	7,391
iv) EXPENDABLE NET ASSETS >0 AFTER YEAR 6)	(64,518)	21,579	24,261	21,294	16,244
v) DEBT COVERAGE RATIO > 1:1 AFTER YEAR 2	7.3%	10.3%	11.3%	12.5%	12.3%
vi) NET OPERATING REVENUE (MIN. 5%) Year 6	17.55%	39.79%	6.86%	3.07%	1.99%
vi) NET OPERATING REVENUE (MIN. 5%) (without restructuring costs)	17.55%	40.06%	10.53%	6.80%	5.71%
Interest Burden Ratio	1.91%	0.69%	1.17%	1.10%	1.03%
VIABILITY RATIO (MIN. 30%)	-187.7%	59.3%	70.1%	64.1%	50.7%



Appendix B - Operating Budget

Statement 1

Laurentian University • 2022-23 to 2025-26 BUDGET In thousands (000's)

	Forecast 2022-2023	Budget 2023-2024	Projected 2024-2025	Projected 2025-2026
OPERATING FUND				
REVENUES				
GRANTS	86,207	79,865	79,156	78,303
CORE & PERFORMANCE PROTECTION	2,282	1,840	2,300	2,900
TUITION	47,370	54,207	54,317	54,653
MICRO CREDENTIAL	400	600	700	750
CENTER FOR ACADEMIC DEVELOPMENT	773	797	820	845
MISCELLANEOUS & OTHER	7,592	11,508	11,404	11,503
	144,625	148,817	148,697	148,955
EXPENSES				
ACADEMIC	61,829	66,157	69,756	71,779
STUDENT SERVICES	10,664	11,148	11,168	11,320
ACADEMIC SUPPORT	15,273	17,676	17,849	18,316
NON-ACADEMIC	16,690	20,270	20,093	20,477
PHYSICAL PLANT	11,240	13,172	13,411	13,665
DEBT REPAYMENT	1,476	3,567	3,567	3,567
LEASE COSTS MCU	1,000	1,000	4,000	4,000
	118,172	132,990	139,845	143,124
SURPLUS (DEFICIT) DIRECT OPERATING FUND	26,453	15,827	8,852	5,831
OTHER EXPENSES				
Transformation Costs	500	7,200	7,200	7,200
CCAA related costs	7,500	1,000	1,000	1,000
	8,000	8,200	8,200	8,200
SURPLUS (DEFICIT) OPERATING FUND	18,453	7,627	652	(2,369)
CAPITAL EXPENSES SUPPORTED BY OPERATING FUND				
FACILITY RENEWAL EXPENSES	2,781	2,410	2,781	2,781
DEFERRED MAINTENANCE	3,046	3,446	3,046	3,046
FACILITY RENEWAL GRANT	(2,781)	(2,410)	(2,781)	(2,781)
PLANNED DISTRIBUTION POOL	7,000	0	(6,000)	0
CAPITAL - TRANSFORMATION AND IT RENEWAL	950	1,350	1,350	1,350
	10,996	4,796	(1,604)	4,396
NET OPERATING FUND AFTER CAPITAL EXPENDITURES	7,457	2,831	2,256	(6,765)
ANCILLARY FUND				
REVENUES	8,879	9,097	9,590	10,574
EXPENSES	5,493	5,737	5,874	6,015
SURPLUS (DEFICIT) ANCILLARY FUND	3,385	3,360	3,716	4,559
NET CAPITAL RENEWAL ANCILLARY FUND	(1,715)	(1,715)	(1,715)	(1,714)
SURPLUS (DEFICIT) ANCILLARY FUND	1,671	1,645	2,001	2,845
NET CASH SURPLUS (DEFICIT)	9,127	4,476	4,257	(3,921)



Appendix B - Operating Budget

Statement 2

Laurentian University • 2022-23 to 2025-26 REVENUES

In thousands (000's)

	Forecast 2022-2023	Budget 2023-2024	Projected 2024-2025	Projected 2025-2026
GRANTS				
CORE OPERATING GRANT	27,711	22,191	19,431	19,431
CORE DECLINE	(1,500)	(1,800)	(2,200)	(2,800)
CORE PROTECTION	1,500	1,800	2,200	2,800
PERFORMANCE	27,076	32,557	35,297	35,297
SMA3 PERFORMANCE RISK	(782)	(40)	(100)	(100)
PERFORMANCE PROTECTION	782	40	100	100
BILINGUAL	8,314	8,314	8,314	8,314
NORTHERN	6,170	6,170	6,170	6,170
ABORIGINAL	806	806	806	806
MUNICIPAL TAXES	494	494	494	494
SPECIAL PURPOSE - OTHER (Note 1)	1,122	1,122	1,122	1,122
SPECIAL PURPOSE -DISABILITY	355	355	355	355
SPECIAL PURPOSE - FRENCH LANGUAGE	3,028	3,028	3,028	3,028
INTERNATIONAL STUDENT RECOVERY	(307)	(299)	(310)	(331)
MIDWIFERY	0	0	0	0
NURSING GRANT	2,669	2,669	2,669	2,669
NURSING PRACTITIONER	668	668	668	668
FEDERAL INDIRECT RESEARCH SUPPORT	2,095	2,085	1,866	1,633
HEALTH CANADA GRANT	1,544	1,544	1,544	1,544
MINISTRY OF HEALTH	741	0	0	0
FACILITIES RENEWAL PROGRAM	2,781	2,410	2,781	2,781
FACILITIES RENEWAL PROGRAM- FEDS	0	0	0	0
COVID-19 EMERGENCY FUNDING	6,000	0	0	0
DISTRIBUTION TO FEDERATED INSTITUTIONS	0	0	0	0
TOTAL GRANTS	91,270	84,116	84,237	83,984
TUITION				
DOMESTIC TUITION FEE	37,313	37,671	37,757	37,911
INTERNATIONAL TUITION FEE	10,807	17,286	17,310	17,491
MICRO CREDENTIAL	400	600	700	750
CENTER FOR ACADEMIC DEVELOPMENT	773	797	820	845
ALLOWANCE FOR BAD DEBT	(750)	(750)	(750)	(750)
DISTRIBUTION TO FEDERATED INSTITUTIONS	0	0	0	0
TOTAL TUITION	48,543	55,603	55,837	56,248
MISCELLANEOUS INCOME	7,592	11,508	11,404	11,503
TOTAL OPERATING REVENUES	147,406	151,227	151,478	151,736
ANCILLARY INCOME	8,879	9,097	9,590	10,574
TOTAL REVENUE	156,284	160,324	161,069	162,309

Note

1. Special Purpose - Other includes OPAIP, Credit transfer Grant, Mental Health Grant and Clinical Simulation Grant



Appendix B - Operating Budget

Statement 3

Laurentian University • 2022-23 to 2025-26 EXPENDITURES

In thousands (000's)

	Forecast 2022-2023	Budget 2023-2024	Projected 2024-2025	Projected 2025-2026
ACADEMIC				
SCIENCE, ENGINEERING & ARCHITECTURE	19,085	19,543	20,467	21,258
HEALTH	18,948	20,946	21,215	21,809
ARTS	8,418	10,637	10,802	11,093
MANAGEMENT	5,791	6,524	6,663	7,060
EDUCATION	0	0	0	0
GRADUATE TEACHING ASSISTANTS	4,570	4,645	4,718	4,792
LAURENTIAN ONLINE	2,464	2,346	2,496	2,543
PROFESSIONAL ALLOWANCE & START-UP	696	831	821	826
GOODMAN SCHOOL OF MINES	251	258	261	266
PROVISION	1,606	427	2,313	2,133
	<u>61,829</u>	<u>66,157</u>	<u>69,756</u>	<u>71,779</u>
STUDENT SERVICES				
STUDENT SERVICES	5,383	5,867	5,887	6,039
SCHOLARSHIPS	5,281	5,281	5,281	5,281
	<u>10,664</u>	<u>11,148</u>	<u>11,168</u>	<u>11,320</u>
ACADEMIC SUPPORT				
RESEARCH	2,093	2,548	2,579	2,617
LIBRARY	3,560	3,908	4,046	4,218
ACADEMIC SUPPORT & OTHER ACADEMIC	9,153	10,722	10,678	10,923
FACULTY OF GRADUATE STUDIES	466	497	546	559
	<u>15,273</u>	<u>17,676</u>	<u>17,849</u>	<u>18,316</u>
NON ACADEMIC				
ADMINISTRATION	8,565	10,272	10,123	10,278
INFORMATION & COMM TECHNOLOGY	5,462	6,622	6,687	6,855
EXTERNAL RELATIONS	2,519	3,231	3,138	3,199
INDIRECT RESEARCH GRANT DISTRIBUTION	145	145	145	145
	<u>16,690</u>	<u>20,270</u>	<u>20,093</u>	<u>20,477</u>
PHYSICAL PLANT				
	<u>11,240</u>	<u>13,172</u>	<u>13,411</u>	<u>13,665</u>
DEBT SERVICING (INTEREST & PRINCIPAL)				
	1,476	3,567	3,567	3,567
LEASE COSTS MCU				
	1,000	1,000	4,000	4,000
	<u>118,172</u>	<u>132,990</u>	<u>139,845</u>	<u>143,124</u>
OTHER EXPENSES				
Transformation Costs	500	7,200	7,200	7,200
CCAA related costs	7,500	1,000	1,000	1,000
	<u>8,000</u>	<u>8,200</u>	<u>8,200</u>	<u>8,200</u>
CAPITAL EXPENSES SUPPORTED BY OPERATING				
FACILITY RENEWAL EXPENSES	2,781	2,410	2,781	2,781
DEFERRED MAINTENANCE	3,046	3,446	3,046	3,046
IT RENEWAL CAPITAL	950	1,350	1,350	1,350
PLANNED DISTRIBUTION POOL	7,000	0	(6,000)	0
	<u>13,777</u>	<u>7,206</u>	<u>1,177</u>	<u>7,177</u>
Ancillary Expense				
	5,493	5,737	5,874	6,015
Net Capital Renewal Ancillary				
	<u>1,715</u>	<u>1,715</u>	<u>1,715</u>	<u>1,714</u>
TOTAL				
	<u>147,157</u>	<u>155,848</u>	<u>156,811</u>	<u>166,231</u>



Appendix B - Operating Budget

Statement 4

Laurentian University • 2022-23 to 2025-26 ANALYSIS ON OPERATING EXPENSES
In thousands (000's)

	Forecast 2022-2023	Budget 2023-2024	Projected 2024-2025	Projected 2025-2026
SALARIES & BENEFITS	85,351	93,081	96,938	99,908
SCHOLARSHIPS & BURSARIES (Graduate and Undergraduate)	7,460	7,501	7,537	7,573
OPERATING EXPENSES	16,009	19,235	22,025	22,120
OCCUPANCY	7,876	9,606	9,777	9,956
DEBT REPAYMENT	1,476	3,567	3,567	3,567
TOTAL	118,172	132,990	139,845	143,124



Appendix B - Operating Budget

Statement 5

Laurentian University • FTE PROJECTIONS

	Forecast 2022-23	Budget 2023-24	Projected 2024-25	Projected 2025-26
Faculty	232.5	250.5	250.5	252.5
Non-Faculty	320.7	353.9	351.9	352.9
Academic and Non-Academic Senior Leaders	19.0	21.5	21.5	21.5
TOTAL	572.2	625.9	623.9	626.9



Appendix B - Operating Budget

Statement 6

Laurentian University • 2022-2023 to 2025-2026 ANCILLARIES
In thousands (000's)

	Forecast 2022-2023	Budget 2023-2024	Projected 2024-2025	Projected 2025-2026
REVENUES				
HOUSING/FOOD/CAMPUS SERVICES	7,450	7,616	7,957	8,765
PARKING	1,200	1,200	1,325	1,473
PRINT HUB & COPIER	228	281	308	336
	8,879	9,097	9,590	10,574
SALARIES & BENEFITS				
HOUSING/FOOD/CAMPUS SERVICES	1,280	1,416	1,438	1,457
PARKING	128	132	133	136
PRINT HUB & COPIER	223	225	227	230
	1,632	1,773	1,799	1,823
OPERATING				
HOUSING/FOOD/CAMPUS SERVICES	3,319	3,414	3,508	3,605
PARKING	486	495	503	513
PRINT HUB & COPIER	56	55	64	73
	3,862	3,964	4,076	4,192
CAPITAL RENEWAL AND DEFERRED MAINTENANCE	1,715	1,715	1,715	1,714
RESERVE FOR ANCILLARY	0	0	0	0
ANCILLARY SURPLUS (DEFICIT)	1,671	1,645	2,001	2,845



Appendix C - Budget Assumptions

	Forecast 2022-23	Budget 2023-24	Projected 2024-25	Projected 2025-26
Tuition rates				
Domestic Tuition	0.0%	0.0%	0.0%	0.0%
International Tuition	1.0%	5.0%	5.0%	5.0%
NOTE:				
Non-Ontario Resident Domestic		1.0%		
Total number of students				
Domestic Undergrad	4,633	4,273	4,265	4,246
Domestic Graduate	542	561	557	587
International Undergrad	239	229	210	217
International Graduate	316	555	528	487
Total Stds	5,730	5,618	5,560	5,537
International Student Recovery	725	725	725	725
Ancillary Revenues				
Parking Fees	0.0%	0.0%	3.0%	3.0%
Residence Fees	0.0%	0.0%	3.0%	3.0%
Printing	0.0%	0.0%	3.0%	3.0%
Other				
Student Fees Protocol & Ancillary	2.0%	2.0%	2.0%	2.0%
Digital fees	2.0%	2.0%	2.0%	2.0%
Cleaning	2.0%	4.0%	3.0%	3.0%
Heating- Fuel	2.0%	3.0%	3.0%	3.0%
Electricity	3.0%	3.0%	3.0%	3.0%
Water	5.0%	5.0%	5.0%	5.0%
Information Technology	3.0%	3.0%	3.0%	3.0%
Municipal Taxes	525,600	525,600	525,600	525,600
Municipal Taxes - SOA	11,000	13,000	13,400	13,800
Space Rental	736,320	736,320	736,320	736,320
Insurance	470,000	685,000	698,000	712,000



Appendix D - Enrolment Projections

Fall FTE Enrolment*			Historic Enrolments			2023-24 Planned Enrolments				
Immigration Status	Academic Level	Admit Type	Historic Enrolments			YR 1	YR 2	YR 3	YR 4	YR 5
			2020	2021	2022	2023	2024	2025	2026	2027
Domestic	Undergraduate	New	1,765	1,195	1,176	1,086	1,125	1,227	1,360	1,360
		Returning	4,165	3,763	3,457	3,187	3,140	3,019	3,023	3,023
		Total	5,930	4,959	4,633	4,273	4,265	4,246	4,383	4,383
	Graduate	New	265	159	210	220	183	220	263	263
		Returning	373	395	331	341	374	367	394	394
		Total	638	554	542	561	557	587	657	657
	Total			6,568	5,513	5,175	4,834	4,822	4,833	5,040
International	Undergraduate	New	99	60	54	75	55	60	70	70
		Returning	231	230	185	154	155	157	162	162
		Total	330	290	239	229	210	217	232	232
	Graduate	New	56	46	155	209	50	63	81	81
		Returning	136	147	161	346	478	424	391	391
		Total	192	193	316	555	528	487	472	472
	Total			521	483	555	784	738	704	704
Grand Total			7,090	5,995	5,729	5,618	5,560	5,537	5,744	5,744

*total may not add up due rounding and aggregation at a higher level



Appendix E - Operating Budget Details

Faculty and Non-Faculty FTE Complement • 2022-23 Forecast to 2023-24 Budget

Schools/Departments	22/23 Faculty	22/23 Non-Fac.	Net New FTEs		23/24 Faculty	23/24 Non-Fac.	Total Incr/(Decr.)
			Faculty	Non-Fac			
Academic							
Dean, Arts	1.00	7.00			1.00	7.00	0.00
School of Liberal Arts	18.00		2.00		20.00		2.00
School of Social Sciences	17.50		3.50		21.00		3.50
	36.50	7.00	5.50	0.00	42.00	7.00	5.50
Dean, Science & Engineering	1.00	4.00			1.00	4.00	0.00
School of Natural Sciences	33.50	9.50	(1.50)	1.50	32.00	11.00	0.00
Harquail School of Earth Sciences	10.00	2.50		0.50	10.00	3.00	0.50
Bharti School of Engineering & Computati	28.00	4.00	0.50	1.00	28.50	5.00	1.50
Central Analytical Facility		1.00				1.00	0.00
MacEwen School of Architecture	15.00	4.00			15.00	4.00	0.00
MacEwen School of Architecture		2.50		1.50		4.00	1.50
	87.50	27.50	(1.00)	4.50	86.50	32.00	3.50
Dean of Education and Health	2.00	3.00			2.00	3.00	0.00
School of Education	10.00	3.00	1.00	0.50	11.00	3.50	1.50
School of Human Kinetics & Health Scienc	19.50	3.00	1.00		20.50	3.00	1.00
School of Social Work	13.00	3.00	5.00		18.00	3.00	5.00
School of Nursing	22.00	4.70		4.50	22.00	9.20	4.50
School of Speech-Language Pathology	6.00	0.00		1.00	6.00	1.00	1.00
School of Indigenous Relations	7.00	2.00	2.50	1.00	9.50	3.00	3.50
	79.50	18.70	9.50	7.00	89.00	25.70	16.50
School of Mines		2.00				2.00	0.00
Dean, Management	1.00	5.00	1.00		2.00	5.00	1.00
School of Business Administration	24.00		3.00		27.00		3.00
School of Sports Management	5.00				5.00		0.00
	30.00	5.00	4.00	0.00	34.00	5.00	4.00
Centre for Continuing Learning		11.00		5.00		16.00	5.00
Total Academic	233.50	71.20	18.00	16.50	251.50	87.70	34.50
Academic Support							
Library	5.00	7.70	1.00	0.00	6.00	7.70	1.00
Student Services							
Career Services		2.00				2.00	0.00
Student Success		8.60				8.60	0.00
Health and Wellness		2.70				2.70	0.00
Couselling and Accessibility		9.00				9.00	0.00
Voyageur Recreation		2.00				2.00	0.00
Indigenous Student Services		3.50		1.00		4.50	1.00
Voyageur Athletics		4.00				4.00	0.00
Awards and Fees		7.00				7.00	0.00
	0.00	38.80	0.00	1.00	0.00	39.80	1.00



Appendix E - Operating Budget Details

Faculty and Non-Faculty FTE Complement • 2022-23 Forecast to 2023-24 Budget

Schools/Departments	22/23 Faculty	22/23 Non-Fac.	Net New FTEs		23/24 Faculty	23/24 Non-Fac.	Total Incr/(Decr.)
			Faculty	Non-Fac			
Graduate Studies	1.00	3.00			1.00	3.00	0.00
Research							0.00
Vice-President Research		2.00				2.00	0.00
Research Services		4.75		1.00		5.75	1.00
Jim Fielding Innovation & Commercialiation Space		2.00		(1.00)		1.00	(1.00)
Living with Lakes		1.00				1.00	0.00
Animal Care Facilities		0.25				0.25	0.00
	0.00	10.00	0.00	0.00	0.00	10.00	0.00
Other Academic							
Centre for Academic Excellence		1.00		1.50		2.50	1.50
IT - Teaching and Learning		5.00				5.00	0.00
Vice-President Academic and Provost		3.00				3.00	0.00
Academic and Francophone Programs		0.00		2.00		2.00	2.00
Francophone Affairs		1.50		1.50		3.00	1.50
Consortium national de formation en santé (CNFS)		3.00				3.00	0.00
Domestic Recruitment		11.00				11.00	0.00
Laurentian International		5.00		2.00		7.00	2.00
Registrar and Service Innovation	1.00	7.50			1.00	7.50	0.00
Student Records		4.00				4.00	0.00
Admissions		8.00				8.00	0.00
Academic and Indigenous Programs	1.00	6.00			1.00	6.00	0.00
	2.00	55.00	0.00	7.00	2.00	62.00	7.00
Total Academic Support	8.00	114.50	1.00	8.00	9.00	122.50	9.00
Non-Academic							
President and Vice-Chancellor		3.00				3.00	0.00
Communications & Digital Strategy		3.00				3.00	0.00
Translation Services		2.00				2.00	0.00
Marketing		5.00		1.00		6.00	1.00
University Secretary		1.50		1.00		2.50	1.00
University Counsel		2.50				2.50	0.00
Institutional Planning		4.00				4.00	0.00
University Advancement		8.00		1.00		9.00	1.00
Vice-President Administration		2.00				2.00	0.00
Equity, Diversity and Human Rights Office		3.75		1.25		5.00	1.25
Human Resources & Organizational Development		10.00		0.75		10.75	0.75
Professional Relations		2.00		0.25		2.25	0.25
Financial Services		14.00				14.00	0.00
Budget and Payroll		7.00		1.00		8.00	1.00
Procurement, Contract & Risk		4.00				4.00	0.00
Information Technology		27.00				27.00	0.00
Campus Safety		13.00		1.00		14.00	1.00
Occupational Health & Safety		1.00				1.00	0.00
Facilities Services		20.00		2.00		22.00	2.00
Postal Services		2.00				2.00	0.00
Total Non-Academic	0.00	134.75	0.00	9.25	0.00	144.00	9.25



Appendix E - Operating Budget Details

Faculty and Non-Faculty FTE Complement • 2022-23 Forecast to 2023-24 Budget

Schools/Departments	22/23 Faculty	22/23 Non-Fac.	Net New FTEs		23/24 Faculty	23/24 Non-Fac.	Total Incr/(Decr.)
			Faculty	Non-Fac			
TOTAL (excl Ancillary)	241.50	320.45	19.00	33.75	260.50	354.20	52.75
Total Increase/(Reduction)			52.75				
Ancillary							
Housing and Food Services		5.50				5.50	0.00
Conference Services		1.00		1.00		2.00	1.00
Parking		1.70				1.70	0.00
Print Hub		2.00				2.00	0.00
Total Ancillary	0.00	10.20	0.00	1.00	0.00	11.20	1.00
Total Increase/(Reduction)							
Total Operating and Ancillary	241.50	330.65	19.00	34.75	260.50	365.40	53.75
Total Increase/(Reduction)			53.75				



Appendix F - Deferred Maintenance Projects

DEFERRED MAINTENANCE (DM) FUNDS BREAKDOWN	DM FUNDS
DM for Facilities and Building Systems	\$1,946,042
DM for Accessibility and Equity	\$500,000
DM for Safety	\$500,000
DM for Civil and Underground Infrastructure	\$500,000
DM for Residences	\$1,714,785
Self-Funded Projects	\$0.00
External funding (incl. FRP)	\$2,410,200
Total DM Funds	\$7,571,027

1 - FACILITIES AND BUILDING SYSTEMS	EST CONSTR BUDGET	EST SOFT COSTS (15%)	CONTINGENCY (15%)	LU NET TAXES (3.41%)	RECOMMENDED BUDGET
Alphonse Raymond roofing replacement	\$1,400,000	\$210,000	\$241,500	\$63,136	\$1,915,000
Emergency Generator Fuel Tank Replacements/Repairs Construction	\$260,000	\$15,000	\$41,250	\$10,784	\$328,000
Ben Avery Pool Repairs	\$300,000	\$5,200	\$0	\$0	\$306,000
Science 2 Steam Boiler Replacement	\$450,000	\$0	\$0	\$0	\$450,000
Incoming water at SC1, piping and pump replacements	\$110,000	\$16,500	\$18,975	\$4,961	\$150,500
Facility Condition Assessment		\$80,000			\$80,000
Subtotals 1	\$2,520,000	\$326,700	\$301,725	\$78,881	\$3,229,500
DM Buildings and Facilities underspent (+ve) / overspent (-ve)					-\$1,283,458

2 - ACCESSIBILITY AND EQUITY	EST CONSTR BUDGET	EST SOFT COSTS (15%)	CONTINGENCY (15%)	LU NET TAXES (3.41%)	RECOMMENDED BUDGET
Subtotals 2	\$0	\$0	\$0	\$0	\$0
DM Accessibility and Equity underspent (+ve) / overspent (-ve)					\$500,000

3 - SAFETY	EST CONSTR BUDGET	EST SOFT COSTS (15%)	CONTINGENCY (15%)	LU NET TAXES (3.41%)	RECOMMENDED BUDGET
Arts Building Corridor Improvements (asbestos removal, lighting and heating)	\$750,000	\$21,500	\$50,000	\$28,013	\$850,000
Subtotals 3	\$750,000	\$21,500	\$50,000	\$28,013	\$850,000
DM Safety underspent (+ve) / overspent (-ve)					-\$350,000

4 - CIVIL AND UNDERGROUND INFRASTRUCTURE	EST CONSTR BUDGET	EST SOFT COSTS (15%)	CONTINGENCY (15%)	LU NET TAXES (3.41%)	RECOMMENDED BUDGET
Campus Roadway Renewal	\$90,000	\$13,500	\$15,525	\$4,059	\$123,100
Subtotals 2	\$90,000	\$13,500	\$15,525	\$4,059	\$123,100
DM Infrastructure and Site underspent (+ve) / overspent (-ve)					\$376,900

5 - RESIDENCE	EST CONSTR BUDGET	EST SOFT COSTS (15%)	CONTINGENCY (15%)	LU NET TAXES (3.41%)	RECOMMENDED BUDGET
MSR renewal (exterior envelope and stairs) design		\$42,000	\$6,300	\$1,647	\$50,000
UCR remove exterior stairs and build a new walkway	\$300,000	\$30,000	\$40,100	\$12,620	\$382,800
Residence Roofing audit		\$50,000			\$50,000
East residence cladding review	\$20,000	\$3,000	\$3,450	\$902	\$28,000
Food Services renovation design		\$60,000	\$9,000	\$2,353	\$71,400
Residence Flooring Renewal Program	\$300,000	\$45,000	\$51,750	\$13,529	\$411,000
Residence Common Area Renewal Program	\$250,000	\$37,500	\$43,125	\$11,274	\$342,000
Campus Washroom Renewal Program (student street)	\$200,000	\$30,000	\$34,500	\$9,019	\$274,000
Subtotals 3	\$1,070,000	\$297,500	\$188,225	\$51,345	\$1,609,200
DM Residence underspent (+ve) / overspent (-ve)					\$105,585

LU FUNDED TOTALS	EST CONSTR BUDGET	EST SOFT COSTS (15%)	CONTINGENCY (15%)	LU NET TAXES (3.41%)	RECOMMENDED BUDGET
1 - FACILITIES AND BUILDING SYSTEMS	\$2,520,000	\$326,700	\$301,725	\$78,881	\$3,229,500
2 - ACCESSIBILITY AND EQUITY	\$0	\$0	\$0	\$0	\$0
3 - SAFETY	\$750,000	\$21,500	\$50,000	\$28,013	\$850,000
4 - CIVIL AND UNDERGROUND INFRASTRUCTURE	\$90,000	\$13,500	\$15,525	\$4,059	\$123,100
5 - RESIDENCE	\$1,070,000	\$297,500	\$188,225	\$51,345	\$1,609,200
Proposed Spending (All Subtotals)	\$4,430,000	\$659,200	\$555,475	\$162,298	\$5,811,800
Total underspent (+ve) / overspent (-ve)					-\$650,973

EXTERNAL FUNDED PROJECT LIST	EST CONSTR BUDGET	EST SOFT COSTS (15%)	CONTINGENCY (15%)	LU NET TAXES (3.41%)	RECOMMENDED BUDGET
Science 2A mechanical penthouse and roof replacement	\$1,459,390	\$72,970	\$229,854	\$60,091	\$1,822,400
Arts roof replacement	\$200,000	\$20,000	\$33,000	\$8,627	\$270,000
Parker lower third floor north-east, north-west, and east roof replacement	\$195,000	\$15,000	\$31,500	\$8,235	\$250,000
RD Parker Ventilation Upgrades	\$60,000	\$0	\$9,000	\$2,353	\$72,000
Science 1 Recladding design		\$50,000	\$7,500	\$1,961	\$60,000
Security Camera Upgrades (Campus Safety)	\$100,000	\$0	\$15,000	\$3,922	\$119,000
Subtotals 1	\$2,014,390	\$157,970	\$325,854	\$85,189	\$2,593,400
FRP funding underspent (+ve) / overspent (-ve)					-\$183,200

PLANNED EXPENDITURES TOTALS	EST CONSTR BUDGET	EST SOFT COSTS (15%)	CONTINGENCY (15%)	LU NET TAXES (3.41%)	RECOMMENDED BUDGET
Proposed Spending	\$6,444,390	\$817,170	\$881,329	\$247,487	\$8,405,200
Total underspent (+ve) / overspent (-ve)					-\$834,173



Laurentian University
Université **Laurentienne**

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BOARD OF GOVERNORS

Agenda Title	Equity, Diversity, and Human Rights Office: Report 2022
Agenda Item No.	Item 8.1
Date of Meeting	April 28, 2023
Open/Closed session	Open
Action Requested	<input checked="" type="checkbox"/> For Approval <input type="checkbox"/> For Information
Proponent	Michel Piché, Interim Vice-President, Finance and Administration Dr. Brenda Brouwer, Interim Provost and Vice-President, Academic
Presenter(s)	Jennifer Dowdall, Interim Co-Director, EDHRO Shannon Goffin, Interim Co-Director, EDHRO

1. PURPOSE

As per section 5.2 of the *Program on a Respectful Workplace and Learning Environment*:

5.2 Each year a report will be prepared by the Equity, Diversity and Human Rights Office and made available to the Laurentian Community concerning the number, type and disposition of cases and on educational and other activities related to the Policy and this Program.

And in accordance with section 4.8 of the *Code of Student Rights and Responsibilities*:

4.8 The Equity, Diversity and Human Rights Office shall report annually on the number, type and disposition of cases brought under this Code.

And in accordance with section 6.8 of the *Policy on Response and Prevention of Sexual Violence*:

6.8. The University will maintain annual statistics, without identifying information, on disclosed and reported incidents sexual violence on campus and in accordance with legislative requirements. External reporting of such statistics will be done in accordance with legislative requirements.

In order to comply with public and legislative reporting obligations, the Equity, Diversity and Human Rights Office has completed the 2021-22 Annual Report, attached as Appendix A, to be brought forward, for information only, to the Board of Governors and Senate in the spring of 2023.

The 2021-22 Annual Report will also be made available publicly on the Equity, Diversity and Human Rights website at: <https://laurentian.ca/human-rights>

2. RISK ANALYSIS

Not applicable.

Appendices

2021-2022 Equity, Diversity and Human Rights Office Annual Report.

ANNUAL REPORT

For the period:

May 1, 2021 to April 30, 2022

Equity	Équité
Diversity	Diversité
Human Rights	Droits de la personne

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EXECUTIVE SUMMARY

This Annual Report is provided in accordance with Laurentian University's Policy and Program on a Respectful Workplace and Learning Environment, Policy on Response and Prevention of Sexual Violence and Code of Student Rights and Responsibilities. The report provides details as to the number, type, and disposition of matters brought forward to the Equity, Diversity and Human Rights Office (EDHRO) as well as education, training and other initiatives completed by the EDHRO during the fiscal year. A copy of this report is available to the members of the Laurentian University community by contacting the EDHRO or on the EDHRO's website at <https://laurentian.ca/human-rights>.

An increase was noted in all case contacts, including under each respective policy, for 2021-2022. Indeed, the EDHRO received the highest number of case contacts - 463 - that it has ever received in one fiscal year since its inception in 2016. This increase is likely attributable to increased awareness and education activities, the return to on-campus activities from virtual delivery due to the ongoing COVID-19 pandemic, as well as the considerable challenges faced by the Laurentian community both on account of the pandemic, and the CCAA process entered into by Laurentian University. Throughout this difficult period, the EDHRO continued to provide critical support and guidance to respond to these challenges, including the novel human rights issues raised by the COVID-19 pandemic, while also ensuring to consider the disproportionate impact of the pandemic and barriers faced by some members of the Laurentian University covered by grounds protected under the Ontario *Human Rights Code*.

The EDHRO has continued to adopt new strategies to engage the campus community (which is detailed under Initiatives, below), and has remained committed to ensuring that timely, compassionate and confidential services continue to be available to all community members in its mandate of fostering an inclusive and respectful learning and working environment for all students, staff and faculty.

THE EQUITY, DIVERSITY AND HUMAN RIGHTS OFFICE

The mandate of the EDHRO is to lead the Laurentian University community in fostering an inclusive and respectful learning and working environment for all students, staff and faculty by providing expertise, guidance and counsel to members of the University community in order to ensure compliance with the *Accessibility for Ontarians with Disabilities Act, 2005* (AODA), the

anti-harassment sections of the *Occupational Health and Safety Act, 1990* (OHSA), the *Ontario Human Rights Code, 1990* (Code), the Sexual Violence and Harassment Action Plan Act (Supporting Survivors and Challenging Sexual Violence and Harassment) (Bill 132), as well as Laurentian University's Policy on a Respectful Workplace and Learning Environment, Policy on Response and Prevention of Sexual Violence, Policy on Accessibility Standards for Customer Service, the Code of Student Rights and Responsibilities and any other related policies.

The key functions of the EDHRO during the 2021-2022 fiscal year included:

- 1) Assisting individuals with complaints of harassment, bullying, discrimination, sexual harassment, sexual violence and student rights and responsibilities to understand the range of options available for responding, and help them to pursue a resolution;
- 2) Providing information and training to the community to increase awareness about the importance of promoting a respectful workplace and learning environment;
- 3) Providing information and training to the community to increase awareness about human rights, student rights and responsibilities and sexual violence response and prevention.
- 4) Administering the Policy and Program on a Respectful Workplace and Learning Environment, the Policy on Response and Prevention of Sexual Violence, Policy on Accessibility Standards for Customer Service and the Code of Student Rights and Responsibilities.
- 5) Providing policy and procedural guidance to members of the Laurentian University community.

RESOLUTION SERVICES

A function of the EDHRO is to receive and provide guidance on concerns/complaints of discrimination, harassment/bullying, sexual harassment, sexual violence, accessibility and non-academic behaviour of students and assist individuals in understanding the range of options available for responding, and help pursue a resolution.

Not only does the resolution function minimize the potential for the externalization of complaints, the service also informs, in part, the EDHRO's education agenda. In turn, the abilities of the EDHRO staff to address areas of vulnerability across the institution based on the evidence from case services reduces the potential for unmanaged conflict.

Case Contacts

A case contact is an individual or unit who brings forward a complaint, consultation or enquiry to the EDHRO. In this context, the case contact does not need to have made a complaint to be named as such. “Case contact” is simply the term used for the individual or unit who initially makes contact with the EDHRO, which includes contact for the purpose of an enquiry, consultation, or complaint.

Case Contact Composition

Each case contact with the EDHRO can be broken down into the following three (3) categories:

- (1) **Complaint:** a written complaint received by the EDHRO by an individual who believes that they have been subjected to behaviour that may breach one of the policies under the EDHRO mandate. Note that once the EDHRO receives a Written Case Resolution Request Form, the case is categorized as a complaint. A consultation with respect to concerns about an individual and/or unit may also result in the triggering of a University- led alternative dispute resolution and/or investigation process under the policies and thereafter be categorized as a complaint. Complaints may be addressed both through formal and informal resolution processes;
- (2) **Consultation:** guidance and/or direction provided by the EDHRO on concerns, questions or potential complaints. Consultations may include (but are not limited to) requests for assistance or clarification from members of the Laurentian University community, including academic or administrative leaders (i.e. those with the authority or responsibility to address concerns), requests for information and/or assistance by third parties (i.e. friends, co-workers seeking assistance to support others), or the provision of information with appropriate guidance. Typically, this would entail a longer interaction or more than one meeting to address questions or a possible concern relating to a matter falling under the EDHRO mandate. Some consultation services may also require follow up with other individuals or administrative or academic units. Consultations also include the provision of support and accommodations to individuals under EDHRO’s policies, including survivors under the Policy on Response and Prevention of Sexual Violence as a follow up to a report of sexual violence;
- (3) **Enquiry:** a basic clarification, reference or provision of information.

Case Contacts by Policy or by Subject Matter

Case contacts are categorized by either the applicable Policy under which the case contact correlates, or where the case contact does not relate to a specific policy, under the following categories: AODA, EDHRO General, EDI, Training Request, or Non-Mandate.

The EDHRO received and responded to a total of 463 case contacts in 2021-2022, the breakdown of which are particularized below.

AODA

An individual requesting information or collaboration relating to the AODA.

During the 2021-2022 reporting year, the EDHRO received 13 case contacts as AODA.

EDHRO General

An individual requesting general assistance, information and/or collaboration with respect to the EDHRO's broader mandate, that includes multiple policies/subjects or is not specific to one particular policy.

During the 2021-2022 reporting year, the EDHRO received 72 case contacts as EDHRO General.

EDI

An individual requesting information or collaboration relating to equity, diversity and inclusion (EDI) initiatives.

During the 2021-2022 reporting year, the EDHRO received 24 case contacts as EDI.

Training Request

Training requests are those that are requested specifically by the case contact, and may be a customized session or training relating to any matter under the EDHRO mandate, including human rights, discrimination, harassment/bullying, sexual violence prevention and response, accessibility or student rights and responsibilities. Training requests that are specifically requested are separate from the other education/training/awareness activities that the EDHRO undertakes as part of its mandate each year.

During the 2021-2022 reporting year, the EDHRO received 22 requests for specific training.

Non-Mandate

Case contacts that are categorized as non-mandate are those that do not fall under one of the Policies administered by the EDHRO, or within the general mandate of the Office. In such cases, the EDHRO will assist the individual in connecting with the appropriate university official and/or department which is able to address the circumstances, and/or assist with connecting with other resources including community partners.

During the 2021-2022 reporting year, the EDHRO received 33 case contacts as non-mandate.

Respectful Workplace and Learning Environment

There were 188 case contacts with the EDHRO in 2021- 22 that were dealt with under the Policy and Program on a Respectful Workplace and Learning Environment (“RWLE”). These case contacts were comprised of 20 complaints, 149 consultations, and 19 enquiries*. All case contacts were also categorized by type, as illustrated, below in Figures 1(a) and 1(b).

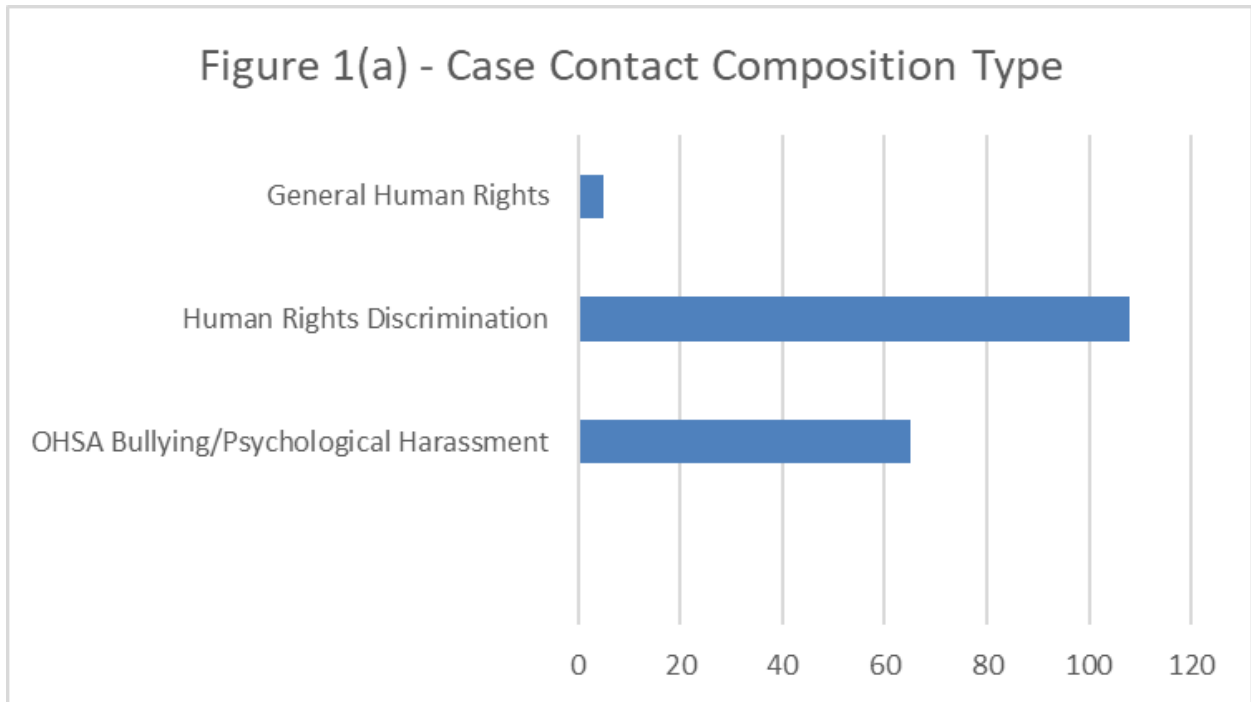


Figure 1(a) – RWLE Case Contact Composition Type Chart

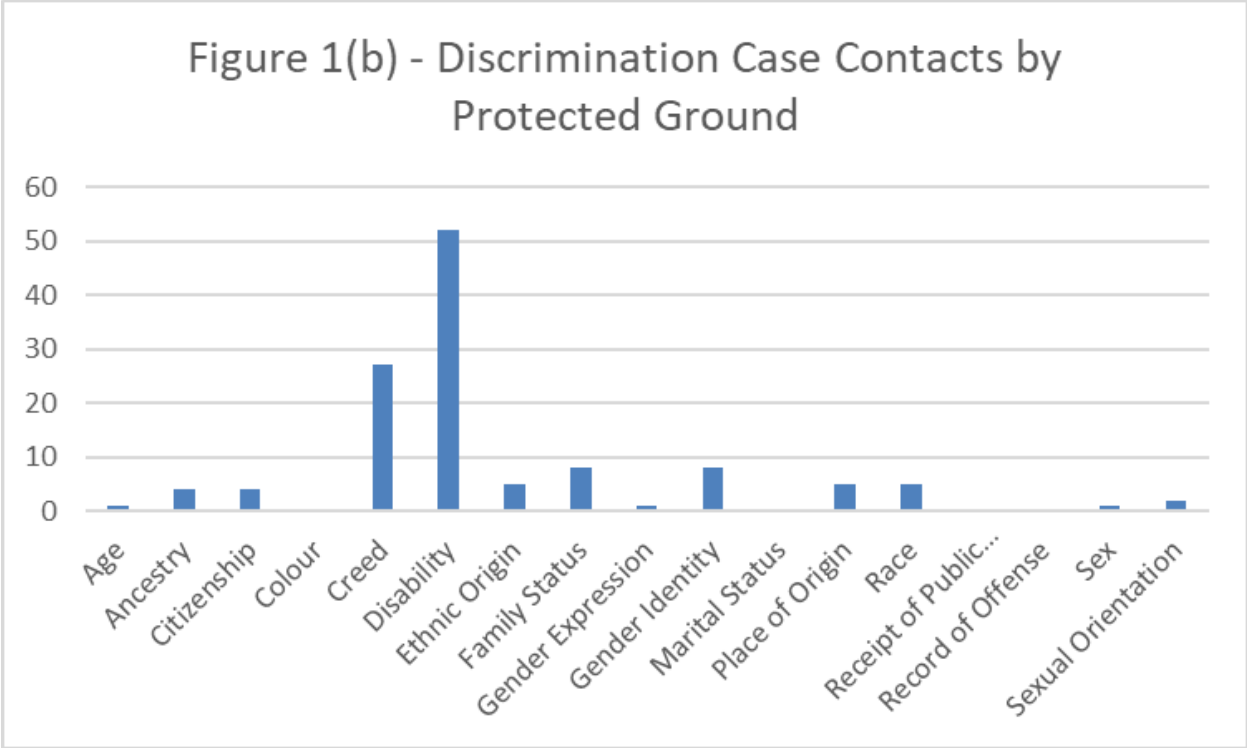


Figure 1(b) – Discrimination case contacts by protected ground

*Please note that prior to adding non-policy subject matter categories for 2021-22 as described above, many enquiries/consultations relating to those categories, generally, were captured in prior reporting years under the RWLE.

Response and Prevention of Sexual Violence

There were 37 total case contacts with the EDHRO in 2021-22 that were dealt with under the Policy on Response and Prevention of Sexual Violence. These case contacts were comprised of 5 complaints, 23 consultations, and 4 enquiries. As part of these case contacts, the EDHRO participated in two 2 external collaborations and 1 internal collaboration relating to sexual violence prevention and response as well as received 2 training requests specific to sexual violence.

Code of Student Rights and Responsibilities

There were a total of 76 case contacts with the EDHRO in 2021-22 under the Code of Student Rights and Responsibilities. These case contacts were comprised of 27 complaints, 40 consultations, and 9 enquiries.



Constituency Groups

The case contacts in each file are broken down into seven (7) constituency groups as follows:

- (1) **Faculty:** this group includes all members of the Laurentian University Faculty Association (LUFA) as well as department Chairs/Directors (who are members of LUFA);
- (2) **Faculty Unit/Department:** this group includes cases brought forward on behalf of a faculty unit or department as a whole and not by any one individual.
- (3) **Employees:** this includes all employees other than Faculty. Included are members of the Laurentian University Staff Union (LUSU), graduate teaching assistants represented by the Canadian Union of Public Employees (CUPE), and members of the Laurentian University Administrative and Professional Staff (LUAPS) who do not fall into the leadership group personnel category listed below as well as all other employees who do not belong to a union or association;
- (4) **Staff Unit:** this group includes cases brought forward on behalf of a staff unit or department as a whole and not by any one individual.
- (5) **Students:** this group includes all students at Laurentian University;
- (6) **Leadership group personnel:** this category includes all leadership personnel including Executive Team members, Associate Vice-Presidents, Deans and Directors. It does not include Chairs of departments as they are included as members of Faculty, as noted above, and;
- (7) **“Other”:** Included in this category are case contacts who are not a member of the Laurentian University community. This group may also include Laurentian University addressing a complaint as an institution.

The following is a breakdown by constituency group of case contacts who sought services through the EDHRO under both under non-policy subject matters of inquiry (Figure 2(a)) and under the Policy and Program on a Respectful Workplace and Learning Environment (RWLE), the Policy on Response and Prevention of Sexual Violence (RPSV) and the Code of Student Rights and Responsibilities (CSRR) (Figure 2(b)).

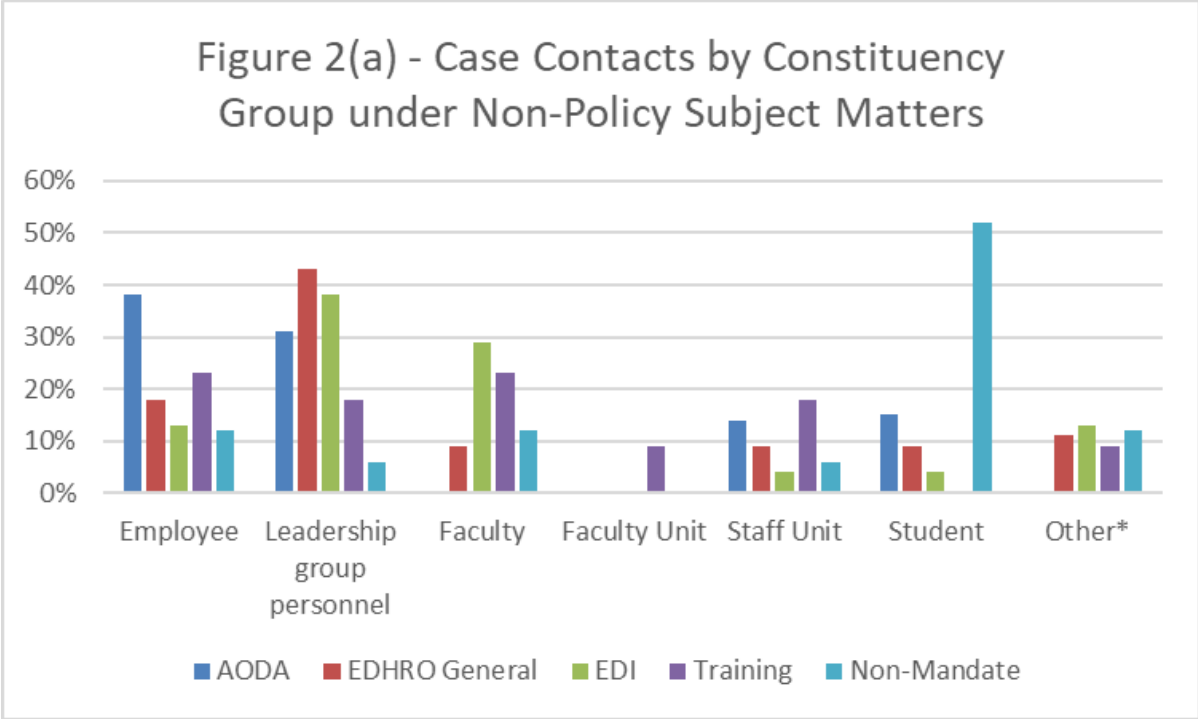


Figure 2(a) - Percentage of case contacts by non-policy subject matter based on constituency group

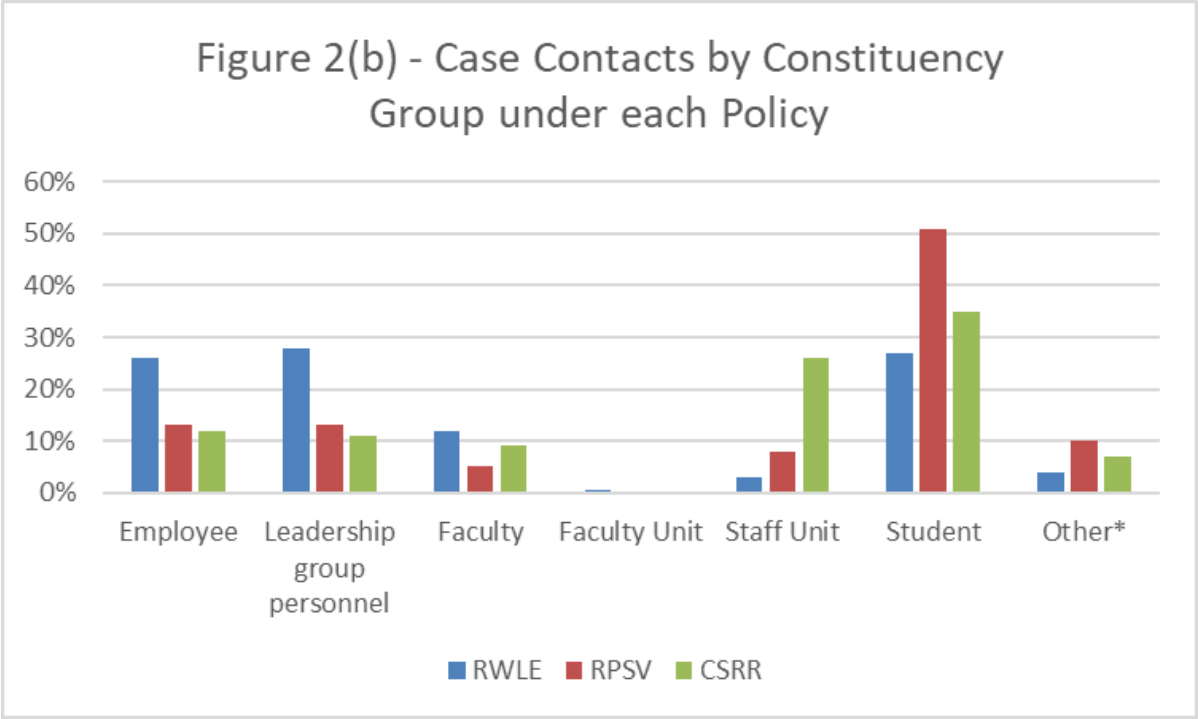


Figure 2 (b) – Percentage of case contacts by policy based on constituency group



Resolution of Complaints

Respectful Workplace and Learning Environment

Of the 20 complaints made in 2021-22 under the RWLE and 8 brought forward from 2020-21, there were a total of 11 complaints resolved in 2021-22 and 9 brought forward to 2021-22. Of the 11 resolved complaints:

- 3 complaints were resolved by way of informal resolution using various mediation/ADR techniques;
- 1 complaint was resolved through formal mediation;
- 1 complaint was withdrawn;
- 3 complaints were referred;
- 3 complaints required no further action.*

* Please note that some of these complaints involved the clarification of information and once the clarification was made, the complaint was either withdrawn, or no further action or follow-up was necessary.

Policy on Response and Prevention of Sexual Violence

Of the 5 complaints made in 2021-2022 under the Policy on Response and Prevention of Sexual Violence and 1 brought forward from 2020-21, there were a total of 3 complaints resolved in 2021-22 and 3 brought forward to 2022-23. Of the resolved complaints, 1 was resolved through a facilitated informal resolution process, and 2 were abandoned or withdrawn.

Code of Student Rights and Responsibilities

Of the 27 complaints made in 2021-22 under the Code of Student Rights and Responsibilities and 5 brought forward from 2020-21, there were 20 resolved during this period and 12 brought forward to 2022-23. Of the 20 resolved cases, 12 complaints were resolved by way of informal resolution using various mediation/ADR techniques, 1 complaint was either abandoned or withdrawn, and 7 complaints either required no further action and/or were resolved through the provision of information or guidance*.

* Please note that some of these complaints involved the clarification of information and once the clarification was made, the complaint was either withdrawn, or no further action or follow-up was necessary.

INITIATIVES

Education and Training

The EDHRO conducted a number of training, education and awareness activities throughout the 2021-2022 fiscal year. It should be noted that at times education and training services were delivered remotely due to the COVID-19 pandemic or as a hybrid model. A number of training sessions were planned and offered by the EDHRO and email communications circulated to various groups and community members. Training sessions were also delivered by request. The EDHRO hosted or featured over 60 workshops and presentations reaching approximately 1200 students, staff and faculty. Topics included the role of EDHRO, Upstander, creating respectful workplace and learning environments, online harassment, healthy relationships, sexual violence response and prevention, human trafficking, student rights and responsibilities, racism, unconscious bias, universal design learning, and sexism to name a few.

Throughout the year, the EDHRO presented to various members (groups) of the Laurentian community (staff, students and faculty) on the role and mandate of the EDHRO which included discussions regarding:

- Definition of sexual violence
- Consent
- Responding to disclosures
- Resources on/off campus
- Laurentian's policies

EDHRO provided targeted training, including Upstander, to groups such as Residence Life staff, student athletes, student leaders, Pub Downunder staff and Residence students.

The EDHRO also invited external partners and groups to present to Laurentian community members, for example, the Greater Sudbury Police Service on Sexual Assault Online Reporting, Centre Victoria pour femmes on Agression sexuelle et le consentement, Sudbury and Area Victim Services on Human Trafficking, The White Ribbon on Eliminating Sexual Violence on Campuses and Safer Spaces.

The EDHRO continues to work with its community partners in establishing a mandatory online sexual violence education module that will be available for all Laurentian students.

Awareness and Community Engagement

In the 2021-22 academic year the EDHRO created monthly newsletters which were sent to staff, faculty and students featuring themes relating to the EDHRO mandate. Within each newsletter educational information was shared regarding the topic and also further resources and training opportunities were highlighted including self led/online training opportunities and workshops facilitated by the EDHRO and/or university and community partners:

- October 2021: Building a Respectful Workplace and Learning Environment
 - EDHRO facilitated workshops:
 - Call Out Bullying - A virtual workshop for Students, Staff and Faculty (offered in two sessions French and English)
 - Know Your Rights and Responsibilities: Building Respectful Learning Environments - A virtual workshop for students (offered in two sessions French and English)
 - Know Your Rights and Responsibilities: Building Respectful Workplaces - A virtual workshop for Staff and Faculty (offered in two sessions French and English)
- November 2021: Sexual and Gender Diversity
 - Safer Spaces Training: Making Safe and Inclusive Spaces for LGBTQ2S+ People Together facilitated by Élias Daigle - a virtual workshop for Students (French and English)
 - Safer Spaces Training - Making Safe and Inclusive Spaces for LGBTQ2S+ People Together facilitated by Élias Daigle - virtual workshop for Staff and Faculty (French and English)
 - “Eliminating Sexual Violence on Campuses” facilitated by The White Ribbon
- December 2021: Disability
 - AODA, Universal Design and Learning Workshop facilitated by the Center for Continuing Learning - A virtual workshop for Staff and Faculty (offered in two sessions French and English)
- January 2022: Response and Prevention of Sexual Violence
 - Consent Week 2022 (see description, below)
- February 2022: Racism and Racial Discrimination
 - EDHRO facilitated workshops:
 - Unconscious Bias - A virtual workshop for Students (offered in two sessions French and English)

- Unconscious Bias - A virtual workshop for Staff and Faculty (offered in two sessions French and English)
- March 2022: Sexism and Discrimination Based on Sex
 - EDHRO facilitated workshops:
 - Sexism in the Workplace- A virtual workshop for Students (offered in two sessions French and English)
 - Sexism in the Workplace- A virtual workshop for Staff and Faculty (offered in two sessions French and English)
- April 2022: Year in Review

In March, the EDHRO in collaboration with community partners, the Consent is Simple Action Team, the Women's Centre and the Presidential Advisory Committee on Gender Equity also hosted events during International Women's Week and the Outstanding Women of Laurentian University Awards.

In collaboration with the Centre for Continuing Learning, the EDHRO developed a workshop, "Defining Equity, Diversity and Inclusion: Addressing Unconscious Bias" forming part of the Centre's roster of Professional Development opportunities offered to external individuals and organizations.

The EDHRO created the Consent is Simple Action Team (CISAT), a student-led group, on a mission to encourage conversations about consent. CISAT's goal is to make Laurentian's campus a place of healthy and respectful relationships consisting of consensual practices.

During orientation 2021, EDHRO hosted a booth in the Atrium where over 100 students were actively engaged through games and discussions. "Consent is Simple" merchandise was handed out and in support, Tim Horton's and Old Rock Coffee on campus added our 'Consent is Simple' cup sleeves on every coffee sold.

The CISAT also hosted Consent Culture Awareness Week which was very successful with the student volunteers making approximately 500 connections with students through the various events, along with the Consent Hearts activity and a "Conversation" couch, highlighting the Draw the Line campaign (<http://www.draw-the-line.ca/>), which were designed to engage students in conversations about consent and what it means to them.

In November, 2021, EDHRO participated in the #16 Days of Activism Against Gender-Based Violence and planned various events held daily between November 25, 2021 through to December 6, 2021. Events included a purple flag raising, highlighting the International Day for the Elimination of Violence against Women in collaboration with community partners in the

Atrium, and a purple lit tree in Founder's Square in honour of the National Day of Remembrance and Action on Violence Against Women.

The EDHRO held its annual Consent Week at the end of January, 2022. This year, on account of campus closures related to the COVID-19 pandemic, EDHRO partnered with many community partners, including Collège Boréal, Cambrian College, Greater Sudbury Police Services, Sudbury and Area Victim Services, Voices for Women, Centre Victoria pour femmes and the Laurentian Women's Centre to collectively raise awareness and engage in consistent messaging around consent, across all of our local post-secondary campuses. The EDHRO hosted Keynote speaker, Leona Skye, who shared her song on her experience with sexual violence and human trafficking. Other presentations included: Human Trafficking in Sudbury, Healthy Relationships and Safe Dating, Non-Consensual Photo Sharing Online, Sexual Violence and Consent Panel Discussion, A Book Club hosted by the Alumni Association, Sexual Harassment in the Workplace and What Men Can Do to Prevent Sexual Assault?

EDHRO collaborated with Collège Boréal and Cambrian College to create a video on Survivors' Stories and perspectives (available here: <https://www.youtube.com/watch?v=cqJSuvoS9YI>).

EDHRO also collaborated with the Greater Sudbury Police Service, Sudbury and Area Victim Services, Cambrian College and Collège Boréal to create a video on consent with students participating from all three campuses (available here: <https://www.youtube.com/watch?v=XAKaqytxX4Q>).

POLICY REVIEW AND PROCEDURAL GUIDANCE

Minimal revisions were brought forward to Policy and Program on a Respectful Workplace and Learning Environment to reflect changes at the University. Revisions to the Code of Student Rights and Responsibilities were made to better clarify and align the Code and its procedures with other Policies within the administration of the EDHRO and to strengthen the University's commitment to promoting a respectful, diverse and inclusive community. The Policy on Accessibility Standards for Customer Service was reviewed and updated with minor language and formatting revisions to improve clarity.

The Presidential Task Force on the Prevention of Sexual Violence also met during the 2021-2022 fiscal year, and assisted with the review of the Policy on Response and Prevention of Sexual Violence.

On September 16, 2021, the Ontario government announced regulatory amendments to require post-secondary institutions to update their sexual violence and harassment policies by March 1, 2022, to provide that:

- (1) A complainant acting in good faith, who discloses or reports sexual violence, will not be subject to actions for violations of the institution's policies related to drug and alcohol use at the time the sexual violence took place;
- (2) During the institution's investigative process, students who share their experience of sexual violence through disclosing, accessing support, and/or reporting to the university or college, will not be asked irrelevant questions from institution's staff or investigators, such as those relating to past sexual history or sexual expression.

These new regulations were based on recommendations brought forward by the Ontario Undergraduate Student Alliance (OUSA) to ensure that post-secondary sexual violence policies are trauma-informed and survivor-centric to protect and support students who have experienced sexual violence.

The EDHRO's existing practices in administering the Policy on Response and Prevention of Sexual Violence were already aligned with the recommendations, and the Policy was accordingly brought forward for review and revision to the Board of Governors on February 11, 2022, to add the new provisions, as per the Ministry announcement, confirming the University's values and commitments to survivors of sexual violence.

The Policy was also slightly revised to provide that the Complainant and Respondent both have the option of independently providing written submissions directly to the decision maker as opposed to being required to exchange these submissions with the other. This change was brought forward based on best practices as well as experiences in administering the Policy which will provide the survivor with the opportunity to share the impact of the sexual violence in a safe and supportive manner which is consistent with the survivor-centric focus of the Policy. Finally, the Policy was updated to reflect changes in titles and roles at the University.

Covid-19 Pandemic

The EDHRO provided expertise and guidance with respect to navigating the Covid-19 pandemic and its impact on university operations and community members, including creating a manual that was circulated to all staff and faculty entitled *COVID-19 and Human Rights Responsibilities: A Guide for Laurentian University Staff and Faculty* and also providing advice on the Policy and Program on Covid-19 Vaccination.

ADMINISTRATIVE

The following was initiated and/or completed by the EDHRO in 2021-22:

- Ongoing support and leadership to the Laurentian University CARE team
- Consulting with sector colleagues and providing feedback on the Initial Recommendations Report for Postsecondary Education Proposed Accessibility Standards (AODA)
- Maintained legislative reporting compliance regarding Bill 132 and the AODA;
- A Work-Study student was hired and assisted with the EDHRO's communications/social media presence on Twitter, Facebook and Instagram;
- Social work students completed their placements with the office, whose work and collaboration led to the creation of the student-led Peer Wellness Centre
- Mentorship and oversight of Pride Laurentian and the Women's Centre (including Laurentian University Women in Sport); student led resource centres which provide information, peer support, referrals, education and facilitate events

Committee Representation

Laurentian University

- President's Task Force on the Prevention of Sexual Violence
- CARE Team
- Advisory Committee on Security and Parking
- President's Advisory Council on Gender Equity
- Committee on Freedom of Expression Policy
- Student Fees Committee

PSE Sector/Community

- Sexual Assault Review Committee with the Greater Sudbury Police Service in collaboration with community partner agencies
- COU Sexual Violence Reference Group
- AODA Community of Practice

The two existing Interim Co-Directors, Jennifer N. Dowdall and Shannon E. Goffin, continue to lead the EDHRO in 2021-22. The EDHRO was also pleased to welcome two new members to its team during 2021-2022: Stephanie Harris, the Intake Support and Community Outreach Coordinator, joined the team in May, 2021 and Stéphanie Albert commenced her role as Executive Administrative Assistant in March, 2022. Together, the EDHRO team continues to foster an inclusive and respectful learning and working environment for all Laurentian University community members.

CONCLUDING COMMENTS

The challenges of the COVID-19 pandemic highlights the critical role human rights offices play in supporting and navigating complex and evolving human rights issues impacting on universities. The EDHRO was required to stay current on the emerging guidance on the human rights implications caused by the pandemic as well as assist with addressing the disproportionate barriers faced by the most vulnerable groups in our campus communities. Novel human rights issues touching on our campus included accessibility in pivoting to online teaching and learning, the duty to accommodate under campus vaccination policies, as well as family status accommodations for students, staff and faculty.

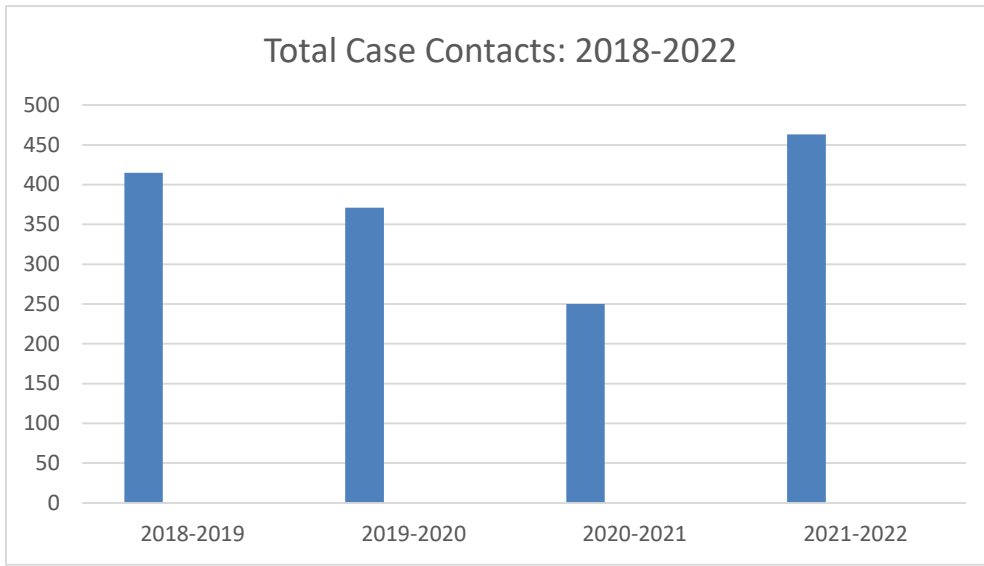
Similarly, the EDHRO had to navigate ongoing challenges faced by the Laurentian community, including on account of the pandemic and the CCAA process entered into by Laurentian University. The EDHRO remained committed to serving members of the community and to its mandate of leading the University community in fostering an inclusive and respectful learning and working environment for all students, staff and faculty, through adopting new strategies and pivoting as required to engage the campus community.

It should be noted that these challenges directly impacted the number of community members accessing the EDHRO's services, as evidenced by the highest number of case contacts - 463 - that the EDHRO has received in a fiscal year since its inception in 2016. While this placed additional strain on EDHRO resources, the EDHRO remained committed to ensuring the continuance of initiatives to engage the university community and also timely, compassionate and confidential services were available to all community members.

The EDHRO would like to thank its many partners, both internally within Laurentian University and its community partners for their collaboration and support throughout a challenging year. Their commitment and dedication is integral to the EDHRO's efforts in creating a safe, inclusive, and welcoming campus community for our students, faculty and staff.

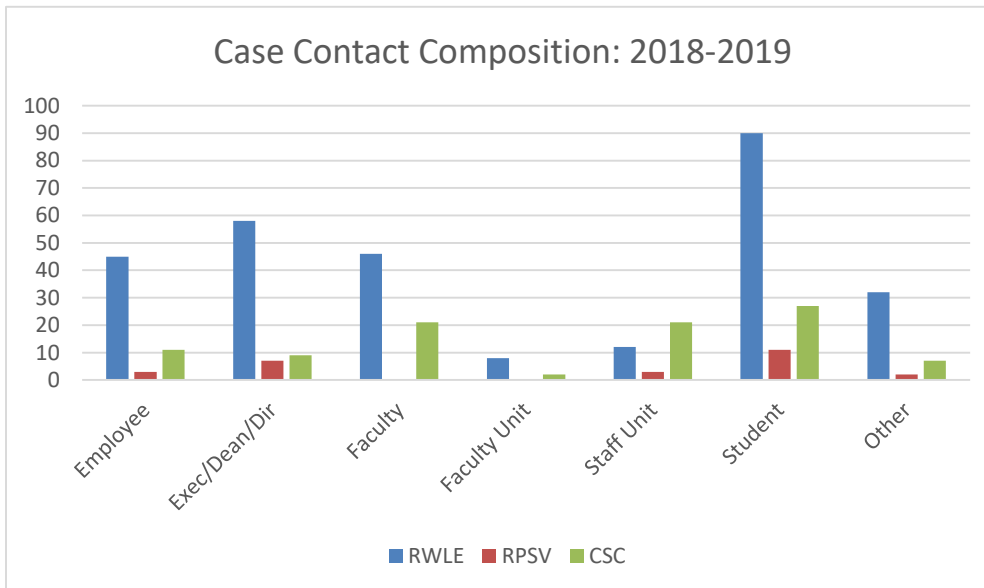
APPENDIX A – COMPARATIVE STATISTICS

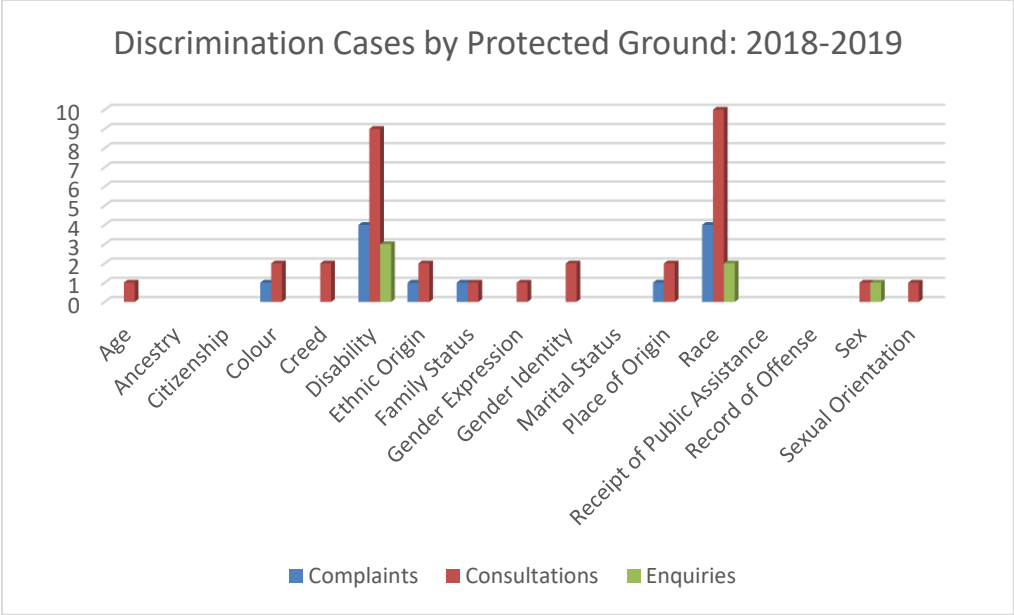
TOTAL NUMBER OF CASE CONTACTS FOR 2018-2022



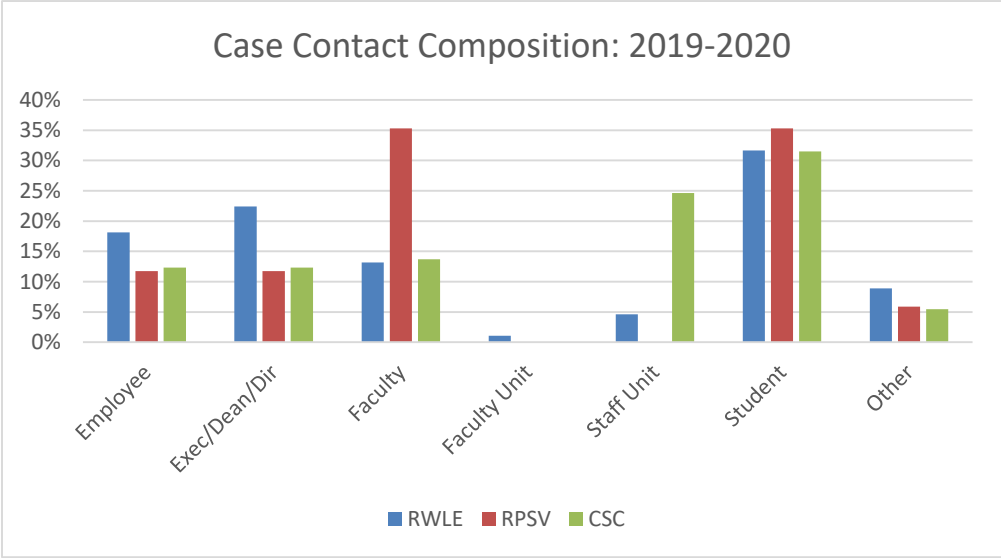
BREAKDOWN OF CASE CONTACTS (2018-2021)

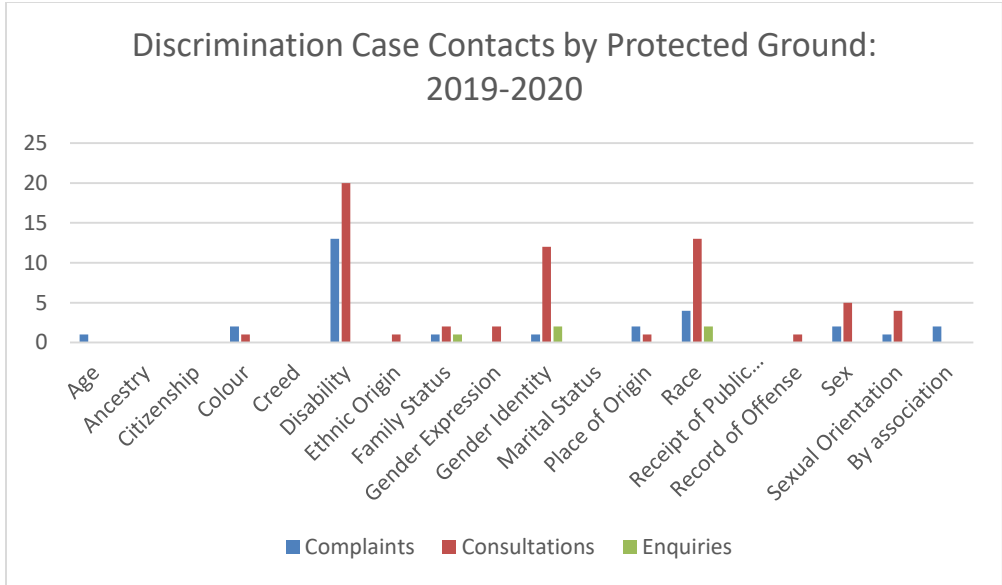
2018-2020



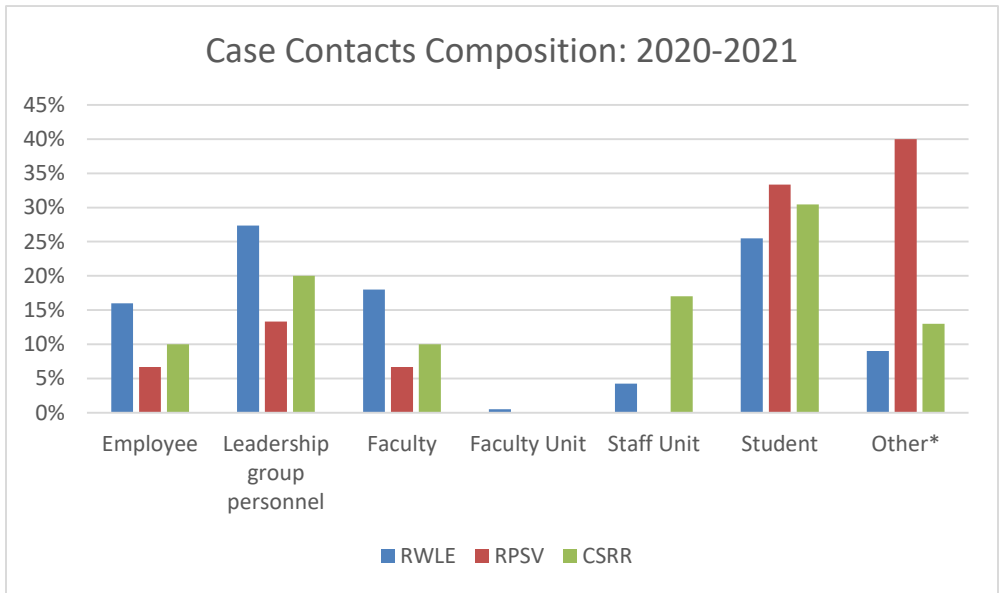


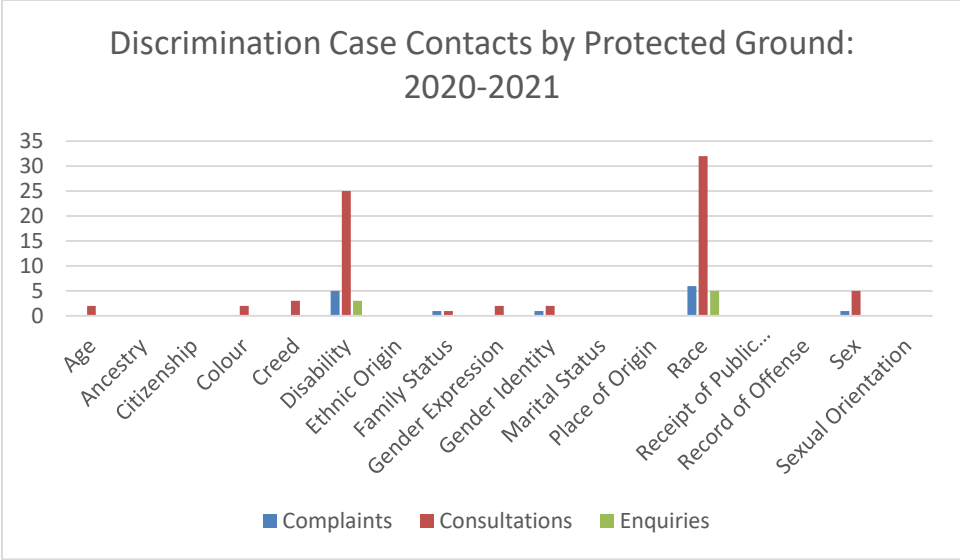
2019-2020





2020-2021





Board of Governors

Agenda Title	Occupational Health & Safety Report for 2022
Agenda Item No.	Item 8.2
Date of Meeting	April 28, 2023
Open/Closed session	Open
Action Requested	<input type="checkbox"/> For Approval <input checked="" type="checkbox"/> For Information
Proponent	M. Piché
Presenter(s)	G. Cowper-Benoit

1. 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 2022.

2. SYNOPSIS

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.

3. 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 checked="" type="checkbox"/> Safety
<input type="checkbox"/> Leadership and Change	<input type="checkbox"/> Student Success
<input type="checkbox"/> Physical Infrastructure	

4. RECOMMENDATIONS

It is recommended that the Board receive the annual Occupational Health & Safety Report.

Appendix A: Occupational Health and Safety Report



MEMORANDUM FOR INFORMATION

To: Board of Governors

From: Gail Cowper-Benoit, Health & Safety Manager
Nicole St. Marseille, Director, Campus Safety
Shawn Frappier, AVP, Human Resources & Organizational Development

Date: April 28, 2023

Subject: Occupational Health & Safety Report for 2022

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 2022.

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:

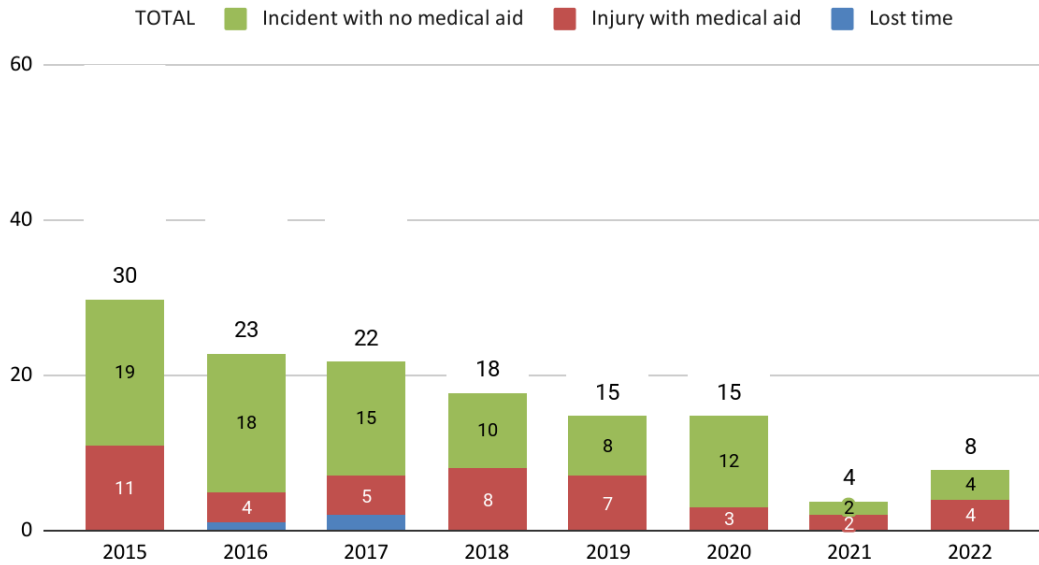
- Injury, illness, and incident tracking
- Maintaining training data
- Documenting safety concerns from employees
- Conducting workplace inspections

Injury, Illness, and Incident Tracking

Information is provided for the years 2015 to 2022. 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.

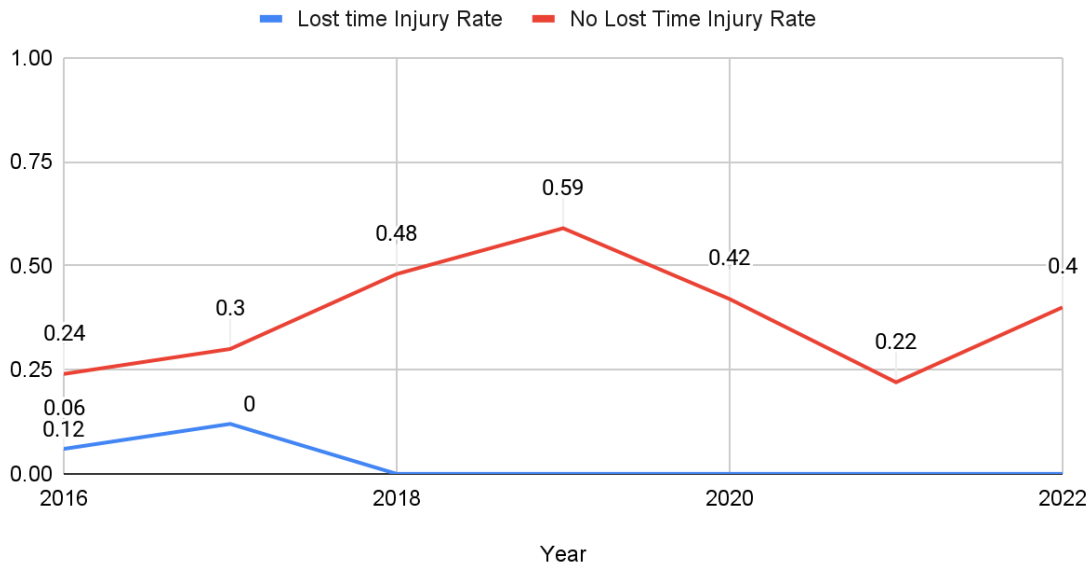
Incident and Injury Statistics



Data Source: Laurentian University Reporting Form

Data Maturity: As of December 31st, 2021

Injury Rates



Data Source: Workplace Safety and Insurance Board

Data Maturity: As at March 31st, 2022

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.

Table 1 - WSIB costs for period from 2014 to 2022

Year	2014	2015	2016	2017	2018	2019	2020	2021	2022
Cost	\$13,800	\$3,008	\$1,508	\$7,813	\$6,649	\$6,869	\$5,294	\$3,318	\$2,872

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). Reducing our workplace injuries, and helping injured workers get back to work sooner has lowered our premium rate over the years.

Table 2: WSIB Premium Rate

Year	2017	2018	2019	2020	2021	2022	2023
Rate	\$0.36	\$0.36	\$0.37	\$0.29	\$0.20	\$0.18	\$0.17

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, 2023

Updated March 31, 2023				
Group	Employee count	Completed Mandatory Training (count)	% complete March 2023	% complete March 2022
Full Time Faculty*	183	148	81%	43%
Part Time Faculty	146	30	21%	16%
Management*	76	70	92%	74%
Staff*	219	210	96%	72%
Grant-funded employees and PT	57	51	89%	77%
Graduate Teaching Assistants	175	51	29%	not reported
Part Time Staff	96	9	9%	6%
TOTAL	952	569	60%	37%
*This does not include any employee on leaves (including sabbatical leaves)				

****employee numbers are based upon those who received a pay between February 1st and March 31, 2023. Please note that this does not include student employees.***

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
- Facilities Safety Program

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.

Safety Performance Opportunities & Action Plan

Health and Safety Excellence Program

The Health and Safety Excellence program aligns with the WSIB premium rate-setting model. Rebates are based on our annual WSIB premiums and on successful completion of topics.

Laurentian University joined the program in 2020 and has been working with Workplace Safety Prevention Services (WSPS) to help improve on our safety programs. A summary of the University’s participation in the program is in Table 4.

Table 4: WSIB Health and Safety Excellence Program Participation Summary

Year	Topics selected	Outcome
2020 - Launch of program	<ul style="list-style-type: none"> ● Competency ● Health and Safety Accountabilities ● Risk Assessments ● Preventative Maintenance ● Emergency Prevention and Preparedness 	received a \$11,768 rebate after successfully completing our action plan for all five topics
2021	Laurentian did not participate in this program in 2021 due to the need to focus on the safety of staff and students during the pandemic, including a safe return to campus.	
2022	<ul style="list-style-type: none"> ● Confined Spaces ● Health and Safety Training Compliance ● Health and Wellness Promotion ● Document Control ● Contractor Safety 	All topics have been completed and approved by WSIB. A refund is expected in June.
2023	The JHSC is still considering topics to focus on in 2023-2024.	

SiteDocs

SiteDocs is a complete workplace safety management solution for businesses of all sizes. The solution allows companies to effectively manage, maintain and enhance their workplace safety programs via mobile and web apps.

The JHSC chose the control of documents topic because we needed to enforce controlled processes and practices for the creation, review, distribution and accessibility of all health and safety related documents. After evaluation of the process, they recommended that Laurentian University purchase SiteDocs to better maintain and train our users on changes in policies. The focus for this software launch is with security staff, facility staff as well as contractors. These particular groups have a lot of inspections and permits to complete on a daily basis. This APP permits easier access for the user as well as better tracking of the hazards identified. This APP will also help ensure that contractors are trained and kept up to date with respect to our safety policies and programs.

Laboratory Safety

The [Lab Safety Committee Terms of Reference](#) were reviewed and updated to reflect the consultative role of the committee. The Dean of Science, Engineering and Architecture as well as Dean of Education and Health were instrumental in the appointment of committee members.

The committee focused on lab registry and lab inspection programs. In preparation for the lab registry and inspection program, the Health and Safety Manager conducted a thorough hazard assessment of all lab spaces on campus. The laboratory hazard assessment identified hazards to employees and specified personal protective equipment (PPE) to protect employees during work activities. The Health and Safety Manager in conjunction with the Dean of Science, Engineering and Architecture will launch the new registry and inspection program in June 2023.

Health and Wellness Promotion

The University's core values include encouraging and enabling our employees to achieve personal growth and wellness. As such, Laurentian has developed a [Workplace Health Promotion Program](#). This program aims to provide a proactive approach to healthy living for all employees at the workplace and cover a broad range of health issues. In order to achieve the lofty goals set out in this program a committee was formed to assist with its development and implementation. The Committee guidelines include conducting assessments to determine which types of wellness programs we would like to offer.

References

[Occupational Health and Safety Act, RSO 1990](#)

[Laurentian University Health and Safety Documents](#)



BOARD AUDIT COMMITTEE

SUMMARY OF COMMITTEE INFORMATION REPORTS

The Audit Committee met on Monday, March 20, 2023 from 4:30 – 6:00 PM (via Zoom)

1. **Laurentian Annual Risk Management and Insurance Report**

Michel Piché, Interim Vice-President, Finance and Administration, reviewed the Laurentian 2022/23 *Risk Management and Insurance Report* and addressed the various components of the insurance program and the premium costs. In his report, Mr. Piché summarized claims which occurred during 2022 and reviewed actions taken to promote effective risk management at Laurentian University in the past year.

2. **Cyber Risks and Action Plan Update**

Luc Roy, Associate Vice-President, Information Technology, joined Michel Piché in a comprehensive status report regarding prioritized projects that are underway to proactively mitigate any associated risks to the University's IT cyber security. The report highlighted measures to deliver high-performance functionality across campus-wide information systems, manage data storage, and promote sustainability.

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

Luc Roy and Michel Piché led a discussion among Audit Members regarding objectives and recommendations identified in a recent audit of information technology and reviewed the status of implementation steps.

4. **Critical Faculty Road Map (Oral Update)**

Interim Provost and Vice-President, Academic, Dr. Brenda Brouwer, provided a detailed oral report that highlighted the recruitment activities underway regarding faculty hires and noted ongoing consultation with Human Resources, faculty, deans, and other key stakeholders to help facilitate and promote dialogue in this regard.

Prepared for: Vernon Cameron, Chair, Board Audit Committee
By: *Office of the University Secretary*



BOARD EXECUTIVE COMMITTEE

SUMMARY OF INFORMATION REPORTS

The Executive Committee met on Monday, March 20, 2023 from 6:00 PM – 7:30 pm (via Zoom)

1. LUNEC Terms of Reference Annual Review

Dominic Beaudry, Associate Vice-President, Academic and Indigenous Affairs, engaged new and continuing Board members in an informative discussion regarding the mandate and composition of the Laurentian University Native Education Council (LUNEC). In his overview, Mr. Beaudry highlighted the ongoing and future initiatives of LUNEC, particularly in areas of student recruitment. He also noted the importance of the Council's continued interaction with the Board and the work to support the tricultural mandate of the University.

2. President's Report

Interim President and Vice-Chancellor, Dr. Sheila Embleton provided a report on the institutional initiatives underway to support the University's restructuring and transformation processes and highlighted the status of the RFPs to determine an operational transformation consultant and a strategic plan consultant. Her report contained updates on the executive searches in progress, the 2023-24 budget process, and new developments in areas of academic and Francophone affairs in terms of academic programming, federal funding of FSL programs, and Indigenous scholarship and internship opportunities.

3. Provost's Report

Interim Provost and Vice-President, Academic, Dr. Brenda Brouwer, provided a report on the recent work of the Senate and highlighted key academic initiatives to support the University's mandate. Her update included details about the Spring Open House, the emerging Master of Health Administration degree program in both English and French, the successful funding support to help resource and facilitate the recruitment of FSL educators and the evolution of a "French Language Lab". She noted the initial steps underway to recruit into the role of Associate Vice-President, Francophone Affairs and updated members on faculty recruitment.

Prepared for: Board Executive Committee
By: *Office of the University Secretary*



BOARD FINANCE COMMITTEE

SUMMARY OF INFORMATION REPORTS

The Finance Committee met on Friday, April 14, 2023 from 10:00 am – 12:00 pm (via Zoom)

1. **Financial Update (Cash Flow, Financial Forecast, Enrolment, Planning Framework, Investment Returns, Pension and Endowments)**

Vice-President, Finance and Administration, Michel Piché was joined by Normand Lavallee, Associate Vice-President, Financial Services, and Shauna Lehtimaki, Director, Institutional Planning to provide a comprehensive review of the technical details which support the financial management of the University.

Ms. Shauna Lehtimaki presented the University's FTE Enrolment and 2022-23 Financial Plan Enrolment Estimates. Her report included a detailed 2022-23 enrolment synopsis as part of the overall institutional financial planning and annual budgeting processes.

Prepared for: David Harquail, Chair, Board Finance Committee
By: Office of the University Secretary



BOARD JOINT COMMITTEE ON BILINGUALISM

SUMMARY OF COMMITTEE INFORMATION REPORTS

The Joint Committee on Bilingualism met on Monday, March 27, 2023 from 4:30 –5:20 PM (via Zoom)

1. **Report on the Francophone Advisory Committee (oral report)**

Acting Director, Office of Francophone Affairs, Charlotte Primeau provided a status report from the Francophone Advisory Committee following recent committee meetings and various consultations held among Francophone groups and communities. She indicated that the FAC has identified the four key priority areas as training, recruitment and promotion, research, and coordination. She noted recommendations on priority actions are informing a final document for submission to the JCoB. Special Advisor of Francophone Affairs, Roch Gallien added that a final document will outline each of the objectives from the key priority areas to help formulate a future strategic plan.

2. **Update on Partial Designation: French Language Services Act (oral report)**

Interim Provost and Vice-President Academic, Dr. Brenda Brouwer, reported on the University strategies being led to support partial designation under the *French Language Services Act*. Included in her report were highlights regarding the recent awarding of government funding (est. \$500K) to support FSL teaching, training, and micro-credentials, and the commencement of the process to initiate the recruitment of an Associate Vice-President, Francophone Affairs.

Prepared for: Andre Guay, Chair, Joint Cttee on Bilingualism
By: Office of the University Secretary



BOARD NOMINATING COMMITTEE

SUMMARY OF COMMITTEE INFORMATION REPORTS

The Nominating Committee met on Monday, March 23, 2023 from 4:30 – 6:00 PM (via Zoom)

1. **Nominating Committee Terms and Procedures**

Interim University Secretary Mark Johnson provided a high-level review of the annual spring replenishment process that will get underway this April and May. As mandated, the Nominating Committee, in consultation with the Board, will facilitate the appointment and re-appointment of its members into chair, vice-chair, and committee membership roles across each of the 2023/24 Board standing committees and other university committees which require representation by the Board of Governors.

2. **2022-23 Board Skills Matrix**

Acting Chair, Laura Kurkimaki, joined by Mark Johnson, engaged members in a review of the current Board Skills Matrix and led a discussion regarding of the Board matrix framework that included foundational skills, competencies, and sector experience.

3. **2022-23 Board Renewal Timeline**

Acting Chair, Laura Kurkimaki reminded the Committee of the next two regularly scheduled meetings of the Nominating Committee to be held in May and June would focus on the annual replenishment processes. The University Secretariat would be preparing a “renewal timeline” to guide the next steps.

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



BOARD PROPERTY DEVELOPMENT AND PLANNING COMMITTEE

SUMMARY OF INFORMATION REPORTS

The PDPC Committee met on Monday, April 3, 2023 from 4:30 – 5:20 PM (via Zoom).

1. **Jeno Tihanyi Pool Repair Exploration**

Director, Operations and Maintenance (Facilities Services), Pierre Fontaine, provided the Committee with a regular update regarding the exploratory work to determine the scope of repair to the Jeno Tihanyi Pool. Mr. Fontaine led a discussion about possible scenarios and feasibility of proposed outcomes that were being considered as part of the investigative process. The Committee will continue to be kept abreast of any new developments in this regard.

2. **Deferred Maintenance Projects**

Pierre Fontaine, joined by Vice-President, Finance and Administration, Michel Piché, reviewed the status of the 2023-24 deferred maintenance projects and noted a priority ranking scale from low to critical stages, and completed. The overview consists of key priorities, timelines, and mitigation of risks. The committee received a high-level summary of the approved maintenance for the 23/24 deferred maintenance projects, repairs, upgrades, programs and designs

Prepared for: David Harquail, Chair
Board Property Development & Planning Committee
By: Office of the University Secretary