



**BOARD OF GOVERNORS**  
**Governance, Nominations & Human Resources Committee (GNHR)**

Thursday May 25, 2023

2:00 p.m. – 4:55 p.m.

[Videoconference](#)

+1 226-316-7703 PIN: 658 948 028#

**Members:** Maria Saros (Chair), Laura Elliott, Mitch Frazer, Kori Kingsbury, Steven Murphy, Trevin Stratton, Dwight Thompson

**Staff:** Jamie Bruno, Krista Hester, Kimberley McCartney, Andrew Sunstrum, Lauren Turner

**AGENDA**

No.	Topic	Lead	Allocated Time	Suggested Start Time
<b>PUBLIC SESSION</b>				
1	Call to Order	Chair	5	2:00 p.m.
2	Agenda (M)			
3	Conflict of Interest Declaration			
4	Chair's Remarks	Chair	5	2:05 p.m.
5	President's Remarks	Steven Murphy	5	2:10 p.m.
6	Governance			
6.1	Board Schedule 2023-2024*	Lauren Turner	5	2:15 p.m.
6.2	Annual Board & Committee Practices Assessment Results*	Lauren Turner	10	2:20 p.m.
6.3	Review of EDI Statement*	Lauren Turner	10	2:30 p.m.
6.4	Annual Consolidated Human Rights Report*	Andrew Sunstrum	10	2:40 p.m.
7	Consent Agenda (M):	Chair	5	2:50 p.m.

D – Discussion

M – Motion

P – Presentation

U – Update

\* Documents attached

No.	Topic	Lead	Allocated Time	Suggested Start Time
7.1	Minutes of the Public Session of the Meeting of March 30, 2023*			
7.2	Annual Pension Plan Report*			
7.3	GNHR Annual Board Report*			
<b>8</b>	<b>Adjournment (M)</b>	Chair		2:55 p.m.
<b>BREAK – 10 minutes</b>				
<b>NON-PUBLIC SESSION (material not publicly available)</b>				
<b>9</b>	<b>Call to Order</b>			
<b>10</b>	<b>Conflict of Interest Declaration</b>	Chair	5	3:05 p.m.
<b>11</b>	<b>Chair's Remarks</b>	Chair	5	3:10 p.m.
<b>12</b>	<b>President's Remarks</b>	Steven Murphy	10	3:15 p.m.
<b>13</b>	<b>Governance</b>			
13.1	Skills Matrix Results*	Lauren Turner	15	3:25 p.m.
13.2	Board & Committee Assessments (confidential aspects)	Lauren Turner	5	3:40 p.m.
<b>14</b>	<b>Human Resources</b>			
14.1	Strategic Discussion: Human Resources Strategic Objectives 2023-2024*	Jamie Bruno	25	3:45 p.m.
14.2	Labour Relations Update*	Jamie Bruno	10	4:10 p.m.
14.3	Human Resources Update	Jamie Bruno	10	4:20 p.m.
<b>15</b>	<b>Nominations</b>			
15.1	Governor Re-Appointment* (M)	Lauren Turner	5	4:30 p.m.
15.2	Governor Appointment to Academic Council 2023-2024* (M)	Lauren Turner	5	4:35 p.m.
<b>16</b>	<b>Consent Agenda (M):</b>	Chair	5	4:40 p.m.

D – Discussion

M – Motion

P – Presentation

U – Update

\* Documents attached

No.	Topic	Lead	Allocated Time	Suggested Start Time
16.1	Minutes of the Non-Public Session of the Meeting of March 30, 2023*			
16.2	2022-2023 Safe Disclosure Report*			
16.3	GNHR 2022-2023 Work Plan*			
16.4	GNHR Action Points*			
16.5	Board of Governors PD Work Plan*			
16.6	Reappointment of Board Secretary*			
<b>17</b>	<b><i>In Camera</i> Session (M)</b>	Chair	10	4:45 p.m.
<b>18</b>	<b>Termination (M)</b>	Chair		4:55 p.m.

Lauren Turner, University Secretary

# COMMITTEE REPORT

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**SESSION:**

Public   
Non-Public

**ACTION REQUESTED:**

Decision   
Discussion/Direction   
Information

**TO:** Governance, Nominations and Human Resources Committee

**DATE:** May 25, 2023

**FROM:** Lauren Turner, University Secretary

**SUBJECT:** 2023-2024 Board and Committee Schedule

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**COMMITTEE MANDATE:**

- In accordance with its Terms of Reference, the Governance, Nominations and Human Resources Committee (GNHR) “is responsible for providing advice to the Board on its governance structure and processes”.

**BACKGROUND/CONTEXT & RATIONALE:**

- GNHR is asked to review the draft schedules and select one for presentation to the Board of Governors
- There are two proposed schedules. The first allows for a more even distribution of Board and committee meetings in response to requests from the Board. The second is consistent with the current schedule for 2022-2023
- Note that in both schedules there is a new September/early October meeting which will be focused on business arising over the summer months, orientation for new Governors, PD, and team building

**NEXT STEPS:**

The University Secretary will submit to the Board for information the schedule selected by GNHR.

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**SUPPORTING REFERENCE MATERIALS:**

- Preliminary Draft Board Schedule 2023-2024 - Even Meeting Spacing Model
- Preliminary Draft Board Schedule 2023-2024

**DRAFT BOARD SCHEDULE 2023-2024**

<b>COMMITTEE</b>	<b>2023-2024</b>	<b>TIME</b>
<b>Audit &amp; Finance Committee</b>	<b>November 23, 2023</b>	<b>2:00 - 5:00 p.m.</b>
<b>Audit &amp; Finance Committee</b>	<b>February 15, 2024</b>	<b>2:00 - 5:00 p.m.</b>
<b>Audit &amp; Finance Committee</b>	<b>April 11, 2024</b>	<b>2:00 - 5:00 p.m.</b>
<b>Audit &amp; Finance Committee</b>	<b>June 13, 2024</b>	<b>1:00 - 5:00 p.m.</b>
<b>Board of Governors Retreat</b>	<b>April 3, 2024</b>	<b>9:00 a.m. - 12:00 noon</b>
<b>Board of Governors</b>	<b>October 5, 2023</b>	<b>12:00 - 2:00 p.m.</b>
<b>Board of Governors</b>	<b>November 30, 2023</b>	<b>12:00 - 5:00 p.m.</b>
<b>Board of Governors</b>	<b>February 22, 2023</b>	<b>12:00 - 5:00 p.m.</b>
<b>Board of Governors</b>	<b>May 2, 2024</b>	<b>12:00 - 5:00 p.m.</b>
<b>Board of Governors - AGM</b>	<b>June 27, 2024</b>	<b>9:00 a.m. - 3:00 p.m.</b>
<b>Governance, Nominations &amp; Human Resources Committee</b>	<b>November 2, 2023</b>	<b>2:00 - 5:00 p.m.</b>
<b>Governance, Nominations &amp; Human Resources Committee</b>	<b>February 1, 2024</b>	<b>2:00 - 5:00 p.m.</b>
<b>Governance, Nominations &amp; Human Resources Committee</b>	<b>March 21, 2024</b>	<b>2:00 - 5:00 p.m.</b>
<b>Governance, Nominations &amp; Human Resources Committee</b>	<b>June 6, 2024</b>	<b>2:00 - 5:00 p.m.</b>
<b>Strategy &amp; Planning Committee</b>	<b>November 16, 2023</b>	<b>2:00 - 5:00 p.m.</b>
<b>Strategy &amp; Planning Committee</b>	<b>February 8, 2024</b>	<b>2:00 - 5:00 p.m.</b>
<b>Strategy &amp; Planning Committee</b>	<b>April 3, 2024</b>	<b>2:00 - 5:00 p.m.</b>
<b>Strategy &amp; Planning Committee</b>	<b>June 20, 2024</b>	<b>2:00 - 5:00 p.m.</b>
<b>OTHER DATES</b>		
<b>Convocation</b>	<b>June 2024 - TBD</b>	<b>TBD</b>

**DRAFT BOARD SCHEDULE 2023-2024**

<b>COMMITTEE</b>	<b>2023-2024</b>	<b>TIME</b>
<b>Audit &amp; Finance Committee</b>	<b>November 23, 2023</b>	<b>2:00 - 5:00 p.m.</b>
<b>Audit &amp; Finance Committee</b>	<b>February 22, 2024</b>	<b>2:00 - 5:00 p.m.</b>
<b>Audit &amp; Finance Committee</b>	<b>April 11, 2024</b>	<b>2:00 - 5:00 p.m.</b>
<b>Audit &amp; Finance Committee</b>	<b>June 13, 2024</b>	<b>1:00 - 5:00 p.m.</b>
<b>Board of Governors Retreat</b>	<b>May 9, 2024</b>	<b>9:00 a.m. - 12:00 noon</b>
<b>Board of Governors</b>	<b>September 28, 2023</b>	<b>12:00 - 3:00 p.m.</b>
<b>Board of Governors</b>	<b>November 30, 2023</b>	<b>12:00 - 5:00 p.m.</b>
<b>Board of Governors</b>	<b>March 7, 2024</b>	<b>12:00 - 5:00 p.m.</b>
<b>Board of Governors</b>	<b>May 2, 2024</b>	<b>12:00 - 5:00 p.m.</b>
<b>Board of Governors - AGM</b>	<b>June 27, 2024</b>	<b>9:00 a.m. - 3:00 p.m.</b>
<b>Governance, Nominations &amp; Human Resources Committee</b>	<b>October 19, 2023</b>	<b>2:00 - 5:00 p.m.</b>
<b>Governance, Nominations &amp; Human Resources Committee</b>	<b>January 25, 2024</b>	<b>2:00 - 5:00 p.m.</b>
<b>Governance, Nominations &amp; Human Resources Committee</b>	<b>March 28, 2024</b>	<b>2:00 - 5:00 p.m.</b>
<b>Governance, Nominations &amp; Human Resources Committee</b>	<b>May 23, 2024</b>	<b>2:00 - 5:00 p.m.</b>
<b>Strategy &amp; Planning Committee</b>	<b>November 2, 2023</b>	<b>2:00 - 5:00 p.m.</b>
<b>Strategy &amp; Planning Committee</b>	<b>January 11, 2024</b>	<b>2:00 - 5:00 p.m.</b>
<b>Strategy &amp; Planning Committee</b>	<b>March 14, 2024</b>	<b>2:00 - 5:00 p.m.</b>
<b>Strategy &amp; Planning Committee</b>	<b>May 9, 2024</b>	<b>2:00 - 5:00 p.m.</b>
<b>OTHER DATES</b>		
<b>CCOU Conference</b>		<b>TBD</b>
<b>Convocation</b>	<b>June 2024 - TBD</b>	<b>TBD</b>

## COMMITTEE REPORT

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**SESSION:**

Public   
 Non-Public

**ACTION REQUESTED:**

Decision   
 Discussion/Direction   
 Information

**TO:** Governance, Nominations & Human Resources Committee (GNHR)

**DATE:** May 25, 2023

**FROM:** Lauren Turner, University Secretary

**SUBJECT:** Board and Committee Practices Assessments 2022-2023 Results

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**COMMITTEE MANDATE:**

- In accordance with the Governance, Nominations & Human Resources Committee’s (GNHR) Terms of Reference, the Committee is responsible for developing, implementing & monitoring procedures for assessing the effectiveness of the Board and its committees
- We are presenting the results from the Board and Committee Practices Assessments 2022-2023 and seeking the Committee’s feedback and direction on the annual Board Practices Assessment process, identification of governance priorities, and assignment of specific objectives to Board committees for the 2023-2024 Work Plans

**BACKGROUND/CONTEXT**

- Until 2018, the annual assessment was conducted by distributing and collecting the assessments by e-mail
- With the introduction of the OnBoard portal, GNHR directed that the assessment be completed using OnBoard
- The response rates for the past several years are:
  - 2020-2021: 17/21 governors (81%)
  - 2019-2020: 16/19 governors (84%)
  - 2018-2019: 16/20 governors (80%)
  - 2017-2018: 20/23 governors (87%)
  - 2016-2017: 20/24 governors (83%)
  - An assessment was not conducted in 2021-2022

- As part of the university's governance plan, an annual committee practices assessment (CPA) was developed and implemented by GNHR in 2020
  - 2020-2021: 16/18 governors completed the assessment (89%)
  - 2019-2020: 13/19 governors completed the assessment (68%)
  - An assessment was not conducted in 2021-2022
- In addition to evaluating Board and Committee effectiveness, the information collected from the assessment is used to guide the upcoming year's governance activities
- In 2022-2023 governors were asked to complete the assessment after the April Board meeting so that the results would be available for GNHR to review at the May meeting
- The response rates for each assessment are as follows:
  - Board Practices Assessment: 14/21 (67%)
  - Committee Practices Assessment: 15/21 (71%)

**Recommendations:**

- To improve the utility of the Assessment tool and results and hopefully increase response rates, we recommend the following actions:
  - Continuing to use OnBoard to conduct the Annual Board and Committee Practices Assessments and that governors continue to be asked to complete the assessment after the April Board meeting so that the results may be collected for GNHR to review at the May meeting
  - Combining related questions into key themes thereby reducing the number of questions
  - Combining the Board and Committee practices into one survey
  - Reviewing the responses from the last few years to find 'pain points' and opportunities, and consider focusing the 2023-2024 on these areas
  - Consider adding questions related to Board and Committee Chair effectiveness
  - Discuss ways to increase the response rate for these surveys

**NEXT STEPS:**

1. Obtain the Committee's feedback and direction on the annual Board and Committee Practices Assessment process and tool and the proposed recommendations
2. Identification of responding governance activities
3. Incorporation of governance activities into Committee work plans

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**SUPPORTING REFERENCE MATERIALS:**

- Board and Committee Practices Assessment Results



# 2022-2023 Board and Committee Practices Assessment Results Summary

**Presented to:** Governance, Nominations & Human Resources  
Committee (GNHR)

**Presented by:** Lauren Turner, University Secretary

**Date:** May 25, 2023

# Agenda

- Assessment Format
- Results
  - Board of Governors
- Results
  - Committees
- GNHR Direction for Board and Committee Priorities

# Assessment Overview

- As directed by GNHR, the 2022-2023 Board and Committee Practices Assessment was conducted through the OnBoard portal
- **14/21** governors completed the Board assessment - 67% compared to the 81% response rate of 2020-2021
- **15/21** governors completed the Committee assessment - 71% compared to the 2020-2021 response rate of 89%.
- Common themes include:
  - Encouraging the engagement of all Board members
  - Increasing the opportunity for generative/strategic discussion
  - Having materials presented to the Board that are focused on quality over quantity
  - Understanding University culture and context

# Results and Key Themes

## Board Practices Assessment

# Board Effectiveness

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Response
	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021
1. The Board as a whole has a clear understanding of the University's mission.	<b>6 (43%)</b> 5 (29%)	<b>8 (57%)</b> 11 (65%)	0	<b>0</b> 1 (6%)	0	0
2. The Board as a whole has a clear understanding of the University's strategic plan.	<b>6 (46%)</b> 8 (47%)	<b>7 (54%)</b> 8 (47%)	<b>0</b> 1 (6%)	0	0	0
3. The University's strategic goals are clear.	<b>9 (64%)</b> 9 (56%)	<b>5 (36%)</b> 7 (44%)	0	0	0	0
4. The University's strategic goals serve as a useful guide to the Board in the deliberations and policy making decisions.	<b>9 (64%)</b> 11 (65%)	<b>5 (36%)</b> 6 (35%)	0	0	0	0
5. The Board is provided with adequate information at meetings for effective decision-making.	<b>6 (43%)</b> 9 (56%)	<b>8 (57%)</b> 7 (44%)	0	0	0	0

# Board Effectiveness

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Response
	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021
6. The Board is provided with adequate resources prior to meetings for effective decision-making.	5 (38%) 7 (41%)	8 (62%) 10 (58%)	0	0	0	0
7. The Board has sufficient engagement with Academic Council.	2 (15%) 2 (13%)	6 (46%) 10 (63%)	4 (31%) 4 (25%)	0	0	1 (8%) 0
8. The Board has effective engagement with Academic Council.	2 (15%) 3 (19%)	6 (46%) 6 (37%)	4 (31%) 7 (44%)	0	0	1 (8%) 0
9. The Board understands the distinction between the responsibilities of its role and the role of the administration.	7 (50%) 9 (56%)	7 (50%) 7 (44%)	0	0	0	0
10. The Board has the opportunity to discuss matters of critical importance before decisions are made.	5 (38%) 10 (59%)	8 (62%) 6 (35%)	0 1 (6%)	0	0	0

# Board Effectiveness

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Response
	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021
11. The Board has the opportunity to ask questions of critical importance before decisions are made.	7 (54%) 11 (69%)	6 (46%) 5 (31%)	0	0	0	0
12. The Board ensures that members receive reports on how our organization has used its financial resources.	8 (62%) 8 (50%)	4 (31%) 7 (44%)	0 1 (6%)	0	0	1 (8%) 0
13. The Board knows the major challenges facing this university.	9 (64%) 12 (71%)	5 (36%) 5 (29%)	0	0	0	0
14. The Board knows the major opportunities facing this university.	5 (38%) 6 (38%)	6 (46%) 9 (56%)	2 (15%) 1 (6%)	0	0	0
15. The Board schedules sufficient time to discuss long term strategic issues.	4 (31%) 1 (6%)	7 (54%) 14 (82%)	2 (15%) 2 (12%)	0	0	0
16. Evaluation and reporting of Board performance is useful in improving the practices of the Board.	10 (71%) 7 (44%)	3 (21%) 9 (56%)	1 (7%) 0	0	0	0

# Board's Most Significant Achievement in Past Year

- Renewal of President's Contract and continued work on administration of strategic risk
- Balancing off-site, on-site post pandemic, while maintaining financial sustainability
- Budget support, specifically multi-year budget
- Approval of executive compensation changes
- Transitioning effectively to new Chair



# Most Important Thing Board Could Do to Improve Effectiveness

- Advocate issues defined by administration
- Allow more time for strategic discussion and synthesize information to relevant points
- Engagement of all members in discussions and be more involved in meetings
- Understanding university culture through student, faculty and administration perspectives

# Additional Comments on Board Effectiveness

- Board is well managed, excellent communication
- Cooperative and productive members
- Shorter and more strategic meetings have been appropriate and productive
- Increased communication of committee activities
- Ensure balance between quality and quantity of materials

# Board Structure

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Response
	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021
1. The Board has an effective committee structure for its needs.	6 (46%) 7 (47%)	7 (54%) 6 (37%)	0 3 (19%)	0	0	0
2. The Board makes good use of its committees.	8 (62%) 8 (50%)	5 (38%) 7 (44%)	0	0	0	0 1 (6%)
3. The level of delegation of authority to the Board Committees is appropriate.	8 (62%) 8 (47%)	8 (38%) 8 (47%)	0	0	0	0 1 (6%)
4. Board committees act appropriately within the delegation of authority (i.e. routine matters are resolved and significant matters are properly recommended to the Board).	10 (77%) 7 (41%)	2 (15%) 9 (53%)	0	0	0	1 (8%) 1 (6%)
5. Work done at the committee level can be relied on when considering items brought forward to the Board for review and approval.	9 (69%) 9 (60%)	3 (23%) 6 (38%)	0	0	0	1 (8%) 1 (6%)

# Board Structure

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Response
	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021
6. The Board has an effective orientation program for newly elected Board members.	4 (31%) 5 (31%)	9 (69%) 8 (50%)	0 1 (6%)	0 1 (6%)	0	0 1 (6%)
7. The Board has a diversity of representation (gender, ethnicity, profession).	2 (15%) 5 (29%)	6 (46%) 10 (59%)	4 (31%) 1 (6%)	1 (8%) 0	0	0 1 (6%)
8. The Board has effective recruitment strategies to assess needs for, identify and attract new Board members.	2 (15%) 5 (31%)	4 (31%) 8 (50%)	4 (31%) 1 (6%)	0	0	3 (23%) 2 (13%)

# Additional Comments on Board Structure

- Pride in women led subcommittees and Board members
- Executive search firm would be effective to recruit new Board members
- Effective transition in leadership with new Board Chair
- The need to increase engagement of all Board members

# Board Meetings

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Response
	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021
1. Board meetings are strategic.	4 (31%) 7 (41%)	9 (69%) 10 (59%)	0	0	0	0
2. Board meetings focus on priority issues.	5 (38%) 8 (50%)	8 (62%) 8 (50%)	0	0	0	0
3. Discussions are informative.	6 (46%) 10 (63%)	7 (54%) 5 (31%)	0 1 (6%)	0	0	0
4. Discussions are productive.	6 (46%) 6 (37%)	7 (54%) 10 (63%)	0	0	0	0
5. Discussions occur in a respectful manner.	13 (93%) 14 (82%)	1 (7%) 3 (18%)	0	0	0	0

# Board Meetings

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Response
	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021
6. The meeting documentation provides adequate information for preparation prior to a meeting.	8 (57%) 10 (59%)	5 (36%) 7 (41%)	0 0	1 (7%) 0	0 0	0 0
7. The agenda is well-planned so that the Board is able to get through all necessary business.	10 (77%) 7 (44%)	3 (23%) 8 (50%)	0 1 (6%)	0 0	0 0	0 0
8. Board members are well apprised of issues prior to making a decision.	5 (36%) 7 (44%)	8 (57%) 9 (56%)	1 (7%) 0	0 0	0 0	0 0

# Additional Comments on Board Meetings

- Meetings are effective and efficient
- Secretary is helpful and supportive both in person and virtually
- The need for engagement from all members
- Continued attention to issues facing staff and students is essential
- The need for quality materials over quantity



# Individual Board Involvement

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Response
	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021
1. My abilities fit well with the strategic demands facing the University.	8 (62%) 9 (53%)	5 (38%) 7 (41%)	0 1 (6%)	0	0	0
2. My abilities are being used effectively in my role(s) on the Board.	7 (54%) 6 (38%)	6 (46%) 6 (38%)	0 3 (18%)	0 1 (6%)	0	0
3. My abilities are being used effectively in my role(s) on the Board's committees.	6 (46%) 5 (29%)	6 (46%) 9 (53%)	0 3 (18%)	0	0	1 (8%) 0
4. My abilities are being used effectively to support the University's government relations strategy.	3 (21%) 4 (24%)	2 (14%) 5 (29%)	5 (36%) 6 (35%)	0 1 (6%)	0	4 (29%) 1 (6%)
5. My abilities are being used effectively to support the University's advancement strategy.	3 (21%) 3 (19%)	7 (50%) 7 (44%)	2 (14%) 3 (19%)	0 1 (6%)	0	2 (14%) 2 (12%)
6. My time is well-utilized at Board and committee meetings.	8 (62%) 8 (47%)	4 (31%) 9 (53%)	1 (8%) 0	0	0	0
7. I read the minutes, reports and other materials in advance of Board and Committee meetings.	8 (57%) 10 (63%)	6 (43%) 6 (37%)	0	0	0	0

# Individual Board Involvement

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Response
	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021
8. I am familiar with what is in University of Ontario Institute of Technology's Act, By-Laws and governing policies.	3 (23%) 6 (37%)	8 (62%) 8 (50%)	2 (15%) 2 (13%)	0	0	0
9. When I have a different opinion than the majority, I raise it.	8 (57%) 7 (44%)	6 (43%) 7 (44%)	0 2 (12%)	0	0	0
10. I support Board decisions once they are made even if I do not agree with them.	10 (77%) 7 (44%)	3 (23%) 8 (50%)	0	0	0	0 1 (6%)
11. I have taken advantage of opportunities made available to Governors to interact with faculty and students during my term.	7 (54%) 5 (31%)	4 (31%) 4 (25%)	0 5 (31%)	0	0	2 (15%) 2 (13%)
12. I believe that I am able to contribute effectively to the Board's work.	11 (79%) 10 (62%)	3 (21%) 6 (38%)	0	0	0	0
13. I believe that I am able to contribute effectively to the University.	9 (69%) 10 (59%)	4 (31%) 7 (41%)	0	0	0	0
14. Overall my experience as a Board member has been positive.	12 (86%) 13 (69%)	2 (14%) 4 (24%)	0	0	0	0

# Additional Comments on Individual Board Involvement

- Excellent Board, pride in membership, positive experiences
- On-campus events relevant to governors could be shared

# Results and Key Themes

## Committee Practices Assessment

# Committee Effectiveness

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Response
	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021
1. The mandate of the Committee is clearly set out in the Terms of Reference.	8 (53%) 11 (69%)	6 (40%) 5 (31%)	0 0	0 0	1 (7%) 0	0 0
2. The Committee's Terms of Reference continue to be appropriate.	7 (47%) 10 (63%)	6 (40%) 6 (37%)	1 (7%) 0	0 0	1 (7%) 0	0 0
3. I would value being offered Committee-specific orientation.*	4 (27%) 3 (19%)	5 (33%) 9 (56%)	5 (33%) 0	1 (7%) 0	0 0	0 4 (25%)
4. I have a clear understanding of the committee's mandate.	9 (60%) 7 (44%)	5 (33%) 8 (50%)	0 1 (6%)	0 0	0 0	1 (7%) 0
5. The Committee, as a whole, has a clear understanding of its mandate.	5 (33%) 6 (37%)	7 (47%) 7 (44%)	1 (7%) 3 (19%)	0 0	0 0	2 (13%) 0

\*Question in 2021: The Committee orientation was helpful

# Committee Effectiveness

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Response
	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021
6. The Committee is effective in carrying out its mandate.	<b>5 (33%)</b> 8 (50%)	<b>9 (60%)</b> 8 (50%)	<b>0</b> 0	0	0	<b>1 (7%)</b> 0
7. The Committee has the opportunity to discuss matters of critical importance before decisions are made.	<b>8 (53%)</b> 10 (63%)	<b>6 (40%)</b> 4 (25%)	0 2 (12%)	0	0	<b>1 (7%)</b> 0
8. The Committee has the opportunity to ask questions of critical importance before decisions are made.	<b>7 (47%)</b> 11 (69%)	<b>6 (40%)</b> 4 (25%)	<b>1 (7%)</b> 1 (6%)	0	0	<b>1 (7%)</b> 0
9. Overall, the Committee functions effectively.	<b>6 (40%)</b> 10 (63%)	<b>8 (53%)</b> 6 (37%)	<b>0</b> 0	0	0	<b>1 (7%)</b> 0

# Committee's Most Significant Achievement

- Supporting Master Campus Plan
- Financial management practices and budgeting process, including 3-year cycle
- Oversight and support of capital projects, Risk Reporting process
- Advancing recruitment for external governors
- Post-Covid delivery in person and online

# Committee's Greatest Strengths

- Positive relationships and respect for work of staff
- Diversity of members, enables dialogue, value of diverse perspectives
- Engagement of members
- Skills of Chair
- Efficient meetings
- Strong communication
- Chair and vice-chair are knowledgeable, management prepared and open to feedback
- Well documented information sent to committee in advance



# Most Important Thing Committee Could Do to Improve Effectiveness

- Chair can continue to effectively direct meetings
- Effective, concise, and timely sharing of materials including relevant updates and advance awareness of potential projects
- Effective use of time to allow for effective dialogue and discussion; asking questions
- Continue strategic discussions

# Additional Feedback Regarding Committee Effectiveness

- Virtual format improves attendance
- Staff always prepared, and appreciated
- Meetings are timely, professional, respectful
- Continued adaptation to maximize effectiveness, ensures University and community needs are met.

# Committee Structure & Meetings

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Response
	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021
1. The Committee has the appropriate number of members.	3 (20%) 8 (50%)	10 (67%) 7 (44%)	1 (7%) 1 (6%)	0	0	1 (7%) 0
2. The Committee is composed of members who have the appropriate expertise and experience to help the Committee advance its mandate.	4 (27%) 7 (44%)	7 (47%) 7 (44%)	3 (20%) 2 (12%)	0	0	1 (7%) 0
3. The number of Committee meetings is adequate to fulfill the Committee's responsibilities.	5 (33%) 3 (19%)	9 (60%) 11 (69%)	0 1 (6%)	0	0	1 (7%) 1 (6%)
4. Committee meetings are strategic.	6 (40%) 5 (31%)	8 (53%) 9 (56%)	0 2 (12%)	0	0	1 (7%) 0
5. Committee meetings focus on priority issues	6 (40%) 6 (37%)	8 (53%) 10 (63%)	0	0	0	1 (7%) 0

# Committee Structure & Meetings

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Response
	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021
6. Committee members arrive prepared for meetings.	4 (27%) 4 (25%)	8 (53%) 9 (56%)	1 (7%) 3 (19%)	0	0	2 (13%) 0
7. Meetings are conducted in a way that supports meaningful member participation	8 (53%) 8 (50%)	4 (27%) 8 (50%)	0	0	0	3 (20%) 0
8. The Committee is focused on oversight and strategy, not on operational detail.	5 (33%) 6 (40%)	9 (60%) 9 (60%)	0	0	0	1 (7%) 0
9. Committee members ask relevant questions with respect to the Committee's oversight responsibilities.	7 (47%) 6 (40%)	6 (40%) 9 (60%)	1 (7%) 0	0	0	1 (7%) 0
10. Discussions occur in a respectful manner.	13 (87%) 12 (75%)	1 (7%) 4 (25%)	0	0	0	1 (7%) 0
11. The Committee is provided with adequate information at meetings for effective decision-making.	9 (60%) 6 (40%)	4 (27%) 8 (53%)	1 (7%) 1 (7%)	0	0	1 (7%) 0

# Committee Structure & Meetings

Question	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree	No Response
	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021	2023 2021
12. The Committee is provided with adequate resources prior to meetings for effective decision-making.	8 (53%) 5 (31%)	5 (33%) 10 (63%)	1 (7%) 1 (6%)	0	0	1 (7%) 0
13. The meeting material is received sufficiently in advance to adequately prepare for meetings.	6(40%) 4 (25%)	8 (53%) 9 (56%)	0 2 (13%)	0 1 (6%)	0	1 (7%) 0
14. Presentations are interesting and helpful.	7 (47%) 5 (31%)	6 (40%) 8 (50%)	1 (7%) 1 (6%)	0 1 (6%)	0	1 (7%) 1 (6%)
15. The agenda is well-planned so that the Committee is able to get through all necessary business.	8 (53%) 10 (67%)	6 (40%) 4 (27%)	0 1 (7%)	0	0	1 (7%) 0
16. Committee members are well apprised of issues prior to making a decision.	7 (47%) 6 (37%)	5 (33%) 9 (56%)	0 1 (6%)	2 (13%) 0	0	1 (7%) 0

# Additional Feedback Regarding Committee Structure

- Cover reports to committee packages provide overview and information is helpful; need to focus on key issues in advance materials
- SLT commended for prep work
- Committee and board meetings could be distributed more evenly throughout school year
- Submission of questions to management prior to meetings would be efficient and hedge groupthink bias

# Discussion

## COMMITTEE REPORT

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**SESSION:**

Public   
Non-Public

**ACTION REQUESTED:**

Decision   
Discussion/Direction   
Information

**TO:** Governance, Nominations and Human Resources Committee

**DATE:** May 25, 2023

**FROM:** Lauren Turner, University Secretary

**SUBJECT:** Annual Review – Equity, Diversity and Inclusion (EDI) Statement

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**COMMITTEE MANDATE:**

- The Governance, Nominations and Human Resources Committee (GNHR) has the broad mandate encompassing governance structures and processes, nomination and elections and human resources strategies. GNHR will also consider such matters as are assigned to it by the Board of Governors.

**BACKGROUND/CONTEXT & RATIONALE:**

- In February 2021, the Board of Governors tasked GNHR with serving as the engine to generate an EDI statement for the Board of Governors.
- Over the course of 13 months, GNHR led efforts to develop an EDI statement in consultation with the Board of Governors and with regard to practices at other higher education institutions.
- The EDI statement was approved on March 10, 2022 by the Board of Governors and is attached as Appendix A.
- The EDI statement expressly states that the Board's EDI journey will be one of evolution. The statement is therefore before GNHR for review, discussion and amendment if so desired by the Committee.



## Appendix A – EDI Statement

### **Commitment to EDI:**

The Ontario Tech University Board of Governors acknowledges and is grateful for the friendship of the people of the Mississaugas of Scugog Island First Nation on whose traditional lands the university's campus is located. The Board is committed to equity, diversity, and inclusion (EDI) and to removing barriers for the groups most likely to experience them, including: Indigenous persons; persons with a disability; Lesbian, Gay, Bisexual, Trans, Queer, 2-spirit, Non-Binary (LGBTQ2+) persons; racialized persons; women; and other equity deserving groups. This includes a commitment to advancing reconciliation and fostering relationships with Indigenous communities.

### **The Board's Role:**

The Board will support and foster the advancement of EDI programs and initiatives at the University and is committed to incorporating EDI in its decision-making and recruitment practices.

### **University Culture:**

The Board commits to fostering an inclusive culture at Ontario Tech University. The Board believes EDI is at the heart of the university's mission of *technology with a conscience*, and engages regularly with university leadership on the progress against Ontario Tech's EDI strategy.

### **Board Decision-Making:**

The Board commits to incorporating EDI in the performance of its duties and its decision-making processes to ensure the Board is reviewing matters through an EDI lens.

### **Board Recruitment:**

The Board will pursue recruitment strategies that enable it to broaden the EDI of the Board when recruiting governors.

### **Board Composition:**

The Board is committed to incorporating EDI in its governor appointments and to ensuring that Board members reflect the communities the university serves.

### **Board Education:**

The Board approaches its role in advancing EDI as a journey that requires regular engagement with the university community and an open mindedness to continually seek out new knowledge and perspectives. The Board is committed to providing continuous learning for governors to ensure its policies reflect best practices for diverse recruitment. The Board will incorporate EDI learning in its professional development programming for governors.

As the Board's EDI journey evolves, so too will this statement. The Board will regularly review and update these commitments to ensure they reflect the Board's increased knowledge and improved understanding of EDI best practices. The Board also commits to assessing the progress being made in advancing these commitments.

## COMMITTEE REPORT

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**SESSION:**

Public

**ACTION REQUESTED:**

Decision   
 Discussion/Direction   
 Information

**TO:** Governance, Nominations and Human Resources Committee (GNHR)

**DATE:** May 25, 2023

**FROM:** Andrew Sunstrum, Director, Human Rights Office

**SUBJECT:** Annual Human Rights Report 2022-2023

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**COMMITTEE MANDATE:**

- GNHR’s Terms of Reference state that the Committee’s mandate includes the establishment of human resources policy instruments.
- The Human Rights Office has oversight over the University’s Human Rights and Student Sexual Violence Programs, which includes handling human rights and student sexual violence issues in accordance with these policies.

**BACKGROUND/CONTEXT & RATIONALE:**

The Human Rights Office plays a significant role in advancing the strategic objective of creating a sticky campus. This work is done with a focus on initiatives to improve the culture within which students learn and employees work. Several years ago, the Human Rights Office began to focus on how the university improves its culture by increasing its capacity to manage conflict and promote respect. The purpose of the Annual Report is to communicate dispute statistics in order to track progress and to support continuous improvement.

**ALIGNMENT WITH MISSION, VISION, VALUES & STRATEGIC PLAN:**

- The Annual Report supports the university’s values of integrity and respect by demonstrating the university’s commitment to establishing a safe, inclusive, and equitable culture at the institution.
- By demonstrating the seriousness in which the University places on safeguarding human rights, this report also supports the strategic pillar of creating a “sticky campus”. If we want to encourage the university community to spend time on

campus, they must feel protected and confident that human rights issues are being dealt with appropriately.



# Annual Report

2022-2023

Human Rights

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### Appendices:

A. Student Sexual Violence Supports, Services & Programming

## PART I OVERVIEW

The Human Rights Office (HRO) has oversight over the University's human rights and student sexual violence programs, and promotes a consistent and compliant approach to handling human rights issues raised by faculty members, staff, students and visitors.

The HRO promotes a Sticky Campus by supporting and enforcing a culture of respect and inclusivity and administering a seamless dispute resolution program.

The HRO plays a crucial role in promoting institutional capacity for identifying and resolving human rights-related disputes and conflict and is available on a confidential basis to provide advice and direction to any university member who is experiencing, witnessed or has received information about alleged harassment, discrimination, sexual violence, micro-aggressions or other forms of interpersonal conflict/disputes.

The HRO supports: de-escalation, dialogue, facilitated discussions, formal investigations and training/education.

## PART II STATUS UPDATE

### 1. PURPOSE

As outlined in the University's [Respectful Campus Policy](#) and [Student Sexual Violence Policy and Procedures](#), Ontario Tech University is committed to providing an annual report to assist the Board and University Members to understand the state of the University's human rights and student sexual violence programs and identify progress and trends from year to year. This report represents the University's third Annual Human Rights Report and second consolidated human rights/student sexual violence report. The Report details progress to-date on the implementation of the University's human rights program and reports data related to human rights-based complaints and consultations, including comparison data from past years. It also addresses annual reporting obligations related to the University's student sexual violence program, including a compilation of data and information from internal partners that share responsibility for addressing and responding to student sexual violence.

### 2. DATA & TRENDS

Aggregate data on the resolution of issues is a key component of this report as it provides an annual snapshot of the human rights issues and concerns brought forward by University Members for resolution. The reporting period is the University's fiscal year; April 1, 2022 – March 31, 2023.

### a. Issue Type

There are five (5) issue types that fall under the HRO's accountability: Discrimination, Duty to Accommodate, Harassment, Student Sexual Violence and issues of a general nature involving Human Rights.<sup>1</sup>

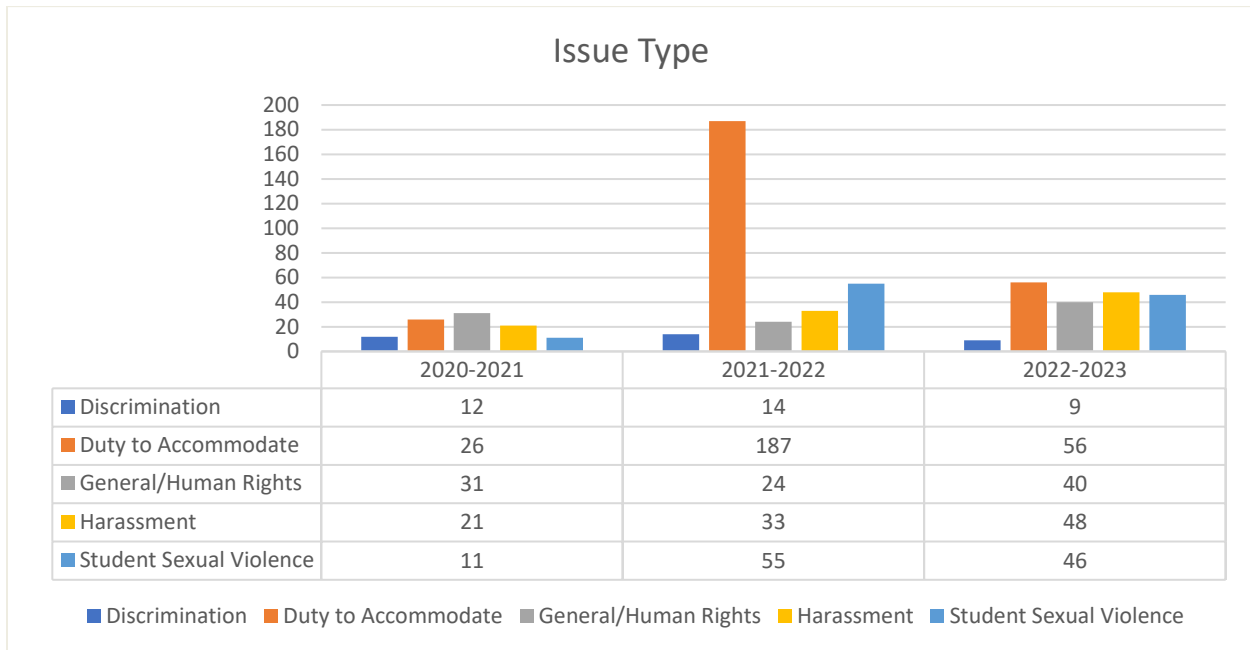


Table: 1

In the 2022-2023 fiscal year, there were 199 human rights issues brought forward. This represents a downward trend from the exceptionally high volume in 2021-2022 attributable to the University's COVID-19 Vaccine Directive. However, it is an increase from 2020-2021.

There were 46 disclosures and reports of student sexual violence in 2022-2023; a decrease from the previous year which saw a total of 55. The disclosures and reports<sup>2</sup> of student sexual violence were received and addressed as follows:

- Mental Health Services in Student Life received 32 disclosures. 11 of these incidents were classified as occurring in the last 12 months; 21 were classified as historical. 3 incidents occurred on campus; 29 incidents occurred off campus.
- The HRO received 9 disclosures (1 anonymous) and 3 reports of student sexual violence – all 3 of the reports received by the HRO were related to alleged harassment. The three reports were investigated.

<sup>1</sup> The "General" category broadly includes consultations regarding human rights principles or inquiries of a programmatic nature, e.g. requests to review policy instruments or training materials to ensure human rights compliance, questions about legislative and policy interpretation, procedural inquiries, etc.

<sup>2</sup> The University's Student Sexual Violence Policy and Procedures distinguish between a "disclosure" of sexual violence, which is simply the act of telling a trusted individual about an incident of sexual violence and accessing supports or services; and, a "report" of sexual violence, which is a request that the University implement an investigation and/or dispute resolution processes to resolve a complaint.

- The Office of Campus Safety and Security received 2 disclosures

\* additional information about Student Sexual Violence Programming is in 'Appendix A' below

## b. Intervention Type



The HRO annual report previously captured six main types of interventions applied to matters received by the office:

1. Consultation: the act of reaching out to the HRO for advice or information.
2. Assessment: An HRO analysis of an issue to determine whether the matter triggers human rights obligations and/or requires intervention.
3. Early Resolution: when the HRO works with parties to resolve complaints prior to a formal complaint, or to assist persons of authority address incidents/concerns in a manner compliant with human rights obligations.
4. Informal Resolution: when the HRO employs a structured process, such as a mediation or restorative justice process, to resolve a complaint to the satisfaction of the parties in dispute.
5. Formal Resolution: when the HRO ensures an investigation to determine whether a policy violation has occurred.
6. Disclosures: incidents of student sexual violence disclosed to obtain supports and resources.

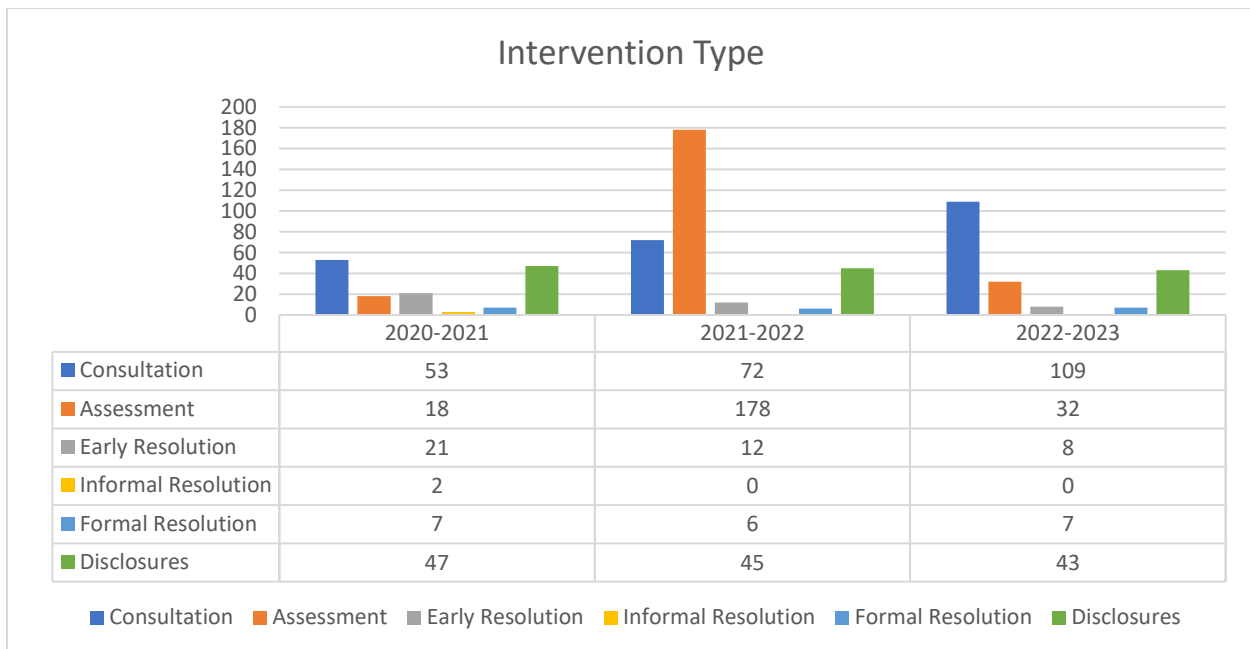


Table: 2



### c. Issue Source

The HRO provides services to all University members, including Faculty, Staff, Students and Visitors. The following table shows the source of issues that were brought forward. For comparison, in the 2020-2021 reporting period the issue source was as follows: Students – 33, Staff – 46, Faculty – 22, External – 0.

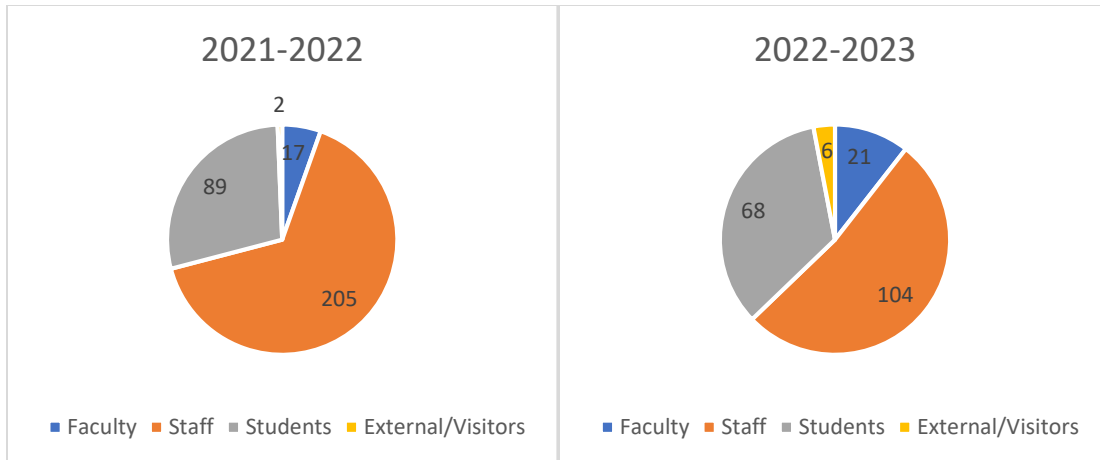


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### d. Protected Grounds

Protected Grounds are the grounds contained in the Ontario Human Rights Code (OHRC) under which individuals are protected against discrimination and harassment. Most, but not all, of the complaints and concerns raised to the HRO cite one or more Protected Grounds. Additionally, the HRO intervenes to address incidents and complaints that fall under other legislation, but overlap with the OHRC, i.e., the Occupational Health and Safety Act (Workplace Sexual Harassment) and the Ministry of Training, Colleges and Universities Act (Student Sexual Violence).

A number of consultations completed by the HRO are of a general human rights nature in which no specific protected ground is cited – these are captured in the following table under the “unspecified” column. The HRO is also accountable for addressing incidents of workplace harassment, in which a connection to a protected ground is not required.

It should be noted that the number of protected grounds cited may not correspond directly to the number of cases received. This is due to the fact that multiple protected grounds may be cited by individuals who come forward.

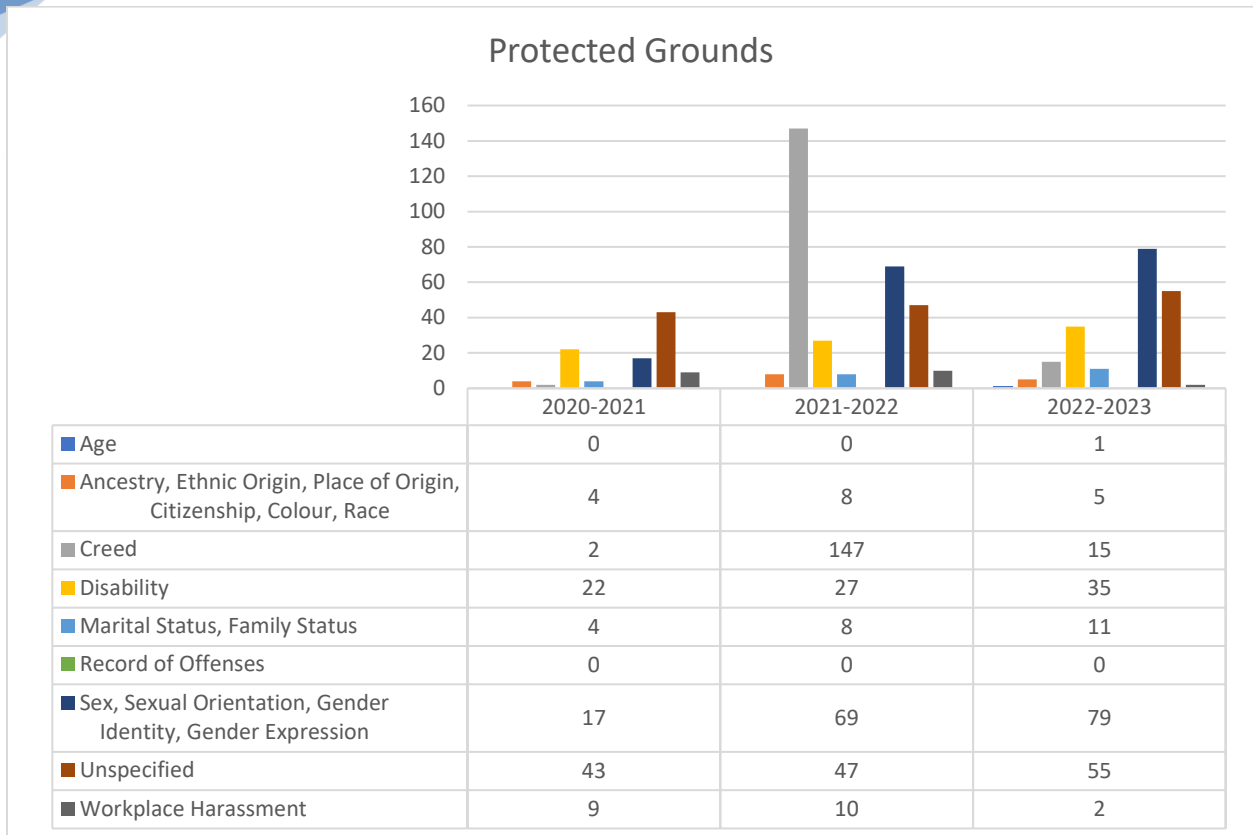


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### 3. MEASURING PROGRESS

#### DATE MILESTONES ACHIEVED

The HRO has made significant progress in a short amount of time by working collaboratively and effectively with key internal stakeholders to promote and champion human rights principles, clarify roles and responsibilities, gain buy-in, and implement a consistent and compliant dispute resolution program applicable for all University members.

Key objectives met over the 2022-2023 period include:

- The completion of an environmental scan of Student Sexual Violence resources, supports and dispute resolution processes; and the creation of a plan to integrate human rights and student sexual violence programming
- Completion of an online reporting tool
- Completion of updated gender-based violence online training. This training is mandatory for all University members. It was launched to employees in May 2023 and will be launched for students in September 2023.

The achievements of the HRO are rooted in the groundwork established by the Board and reflective of the University's commitment to human rights and equity, demonstrated through institutional governance documents including the Respectful Campus Policy, and separate procedural documents for Employees and Students.

## PART III GOING FORWARD

### 4. 2023 – 2024 GOALS AND OBJECTIVES

As we reflect on the HRO's progress to-date, we recognize that there is still work required to realize the University's goal of ensuring and enhancing a campus culture of respect and inclusivity. We also know that the HRO cannot achieve this alone, but instead relies on the cooperation and support of the entire University to ensure a respectful campus environment in which the human dignity of each individual is valued, and the diverse perspectives, ideas and experiences of all members of the community are valued.

The HRO will continue to support the community in this endeavor by providing advice; assistance; early and informal approaches to dispute resolution; and if necessary, formal investigation of human rights disputes.

#### ***Gender-based Violence:***

Over this next fiscal year, we will continue work to integrate aspects of the Student Sexual Violence Program with the existing Human Rights Program as follows:

- The Student Sexual Violence Policy and Procedures will be updated; and,
- A communications plan reflecting the Policy and Procedural updates will be created and launched

#### ***Human Rights:***

The HRO will continue to support and promote a respectful campus by focusing upon the following three (3) priority areas:

1. Communications:
  - a. The HRO will enhance campus communications; and,
  - b. The HRO will develop and post informational resources to assist University Members in understanding their rights, responsibilities and obligations.
2. Training/Education: The HRO is currently working to update and enhance online compliance-based human rights training.
3. The HRO looks forward to working collaboratively with the newly hired AVP of Inclusion, Diversity, Equity and Accessibility.

### 5. CONCLUSION

We conclude by encouraging all University members to play a role in confronting and addressing problematic behaviour on campus and maintaining a campus environment that is inclusive for all. As a community, we can help to prevent conflict escalation by remaining respectful and focusing on addressing conflict in a timely, constructive and cooperative manner. Together, we can ensure a positive and inclusive campus environment; part of the "sticky" campus we all envision.

## APPENDIX A – STUDENT SEXUAL VIOLENCE SUPPORTS, SERVICES & PROGRAMMING<sup>3</sup>

### 1. **Advisory Committee on Implementation and effectiveness of the Policy & Supports**

The Advisory Committee on Student Sexual Violence Prevention and Support, established in December 2017, is mandated to ensure that the university's Policy, and the support services, programming and training that sustain these policies, are reviewed on a regular basis and continuously improved upon. This year, the Committee was composed of 6 students, 1 representative from the Ontario Tech Student Union, 7 staff from across the university, 1 community partner and 1 alumnus.

### 2. **Supports, services and accommodations:**

- Support Workers, through the university's Student Mental Health Services, support students who have experienced sexual violence. All counsellors participate in ongoing training in trauma-informed therapy and have experience working with survivors of sexual assault. In addition, an Outreach Worker in the residence works very closely with the Support Workers in providing onsite support for students living in residence.

### 3. **Awareness and programming**

In 2022-2023, efforts to raise awareness and educate students about the Policy, supports and services were largely driven by the Student Engagement and Equity team in Student Life. Initiatives to raise awareness and educate on sexual violence included:

- **#WeGetConsent Awareness Week:** Once per semester in the Fall and Winter terms, Student Engagement and Equity hosts our #WeGetConsent Awareness Week which focuses on educating our campus community about sexual violence prevention and our institution's sexual violence policy. This year, we interacted with 255 students at the booths.
- **#WeGetConsent Online Campaign:** The #WeGetConsent online campaign continued this year with several initiatives throughout the year aimed at educating students about consent and sexual violence prevention. Programming included social media posts aimed at continuing the consent conversation online and encouraging students to share their own understanding of consent and ways they can be upstanders should they observe anyone causing harm.
- **16 Days of Activism Against Gender-Based Violence:** From November 25, to December 10, 2022, Ontario Tech hosted a campaign for 16 Days of Activism. The campaign helped students, staff and faculty learn more about gender-based violence prevention. The program included an online event and engaging social media content where they asked members of the university community to share what they will do to contribute to ending gender-based violence. In total, 26 people attended the online event.
- **Residence Consent Tabling:** Student Engagement and Equity set up a Consent Awareness booth in both South Village and Simcoe Residences to create awareness

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<sup>3</sup> Sections 17 (7) and (7.1) of the Ministry of Training, Colleges and Universities Act note that universities are to provide their Board of Governors with an annual report including information about their student sexual violence initiatives and programs

about consent and sexual violence prevention. Approximately 25 students interacted with the representatives at the booth.

- **Women’s Abuse Awareness Month:** Student Engagement and Equity is a member of the Women’s Committee of Durham Region which is a group of community organizations that work together to bring awareness to women’s issues. This year, the committee held an event on campus to educate students about women’s issues such as human trafficking, gender-based violence and victim’s services. 56 students interacted with the booths.
- **#LetsTalkSex Workshop Series:** A series of sex-positive and sexual health workshops were offered by Student Life to help students feel more comfortable having conversations about consent. These workshops were provided through a collaboration with the AIDS Committee of Durham Region, Durham College and Trent University and included topics such as consent, sexual health and sexuality. A total of 149 students participated throughout the 3 semesters (June-July 2022, September-December 2022 and January-March 2023).
- **Sexual Violence Prevention and Disclosure Training:** Supporting Survivors of Sexual Violence: This training was offered by Student Engagement and Equity, in Collaboration with the Durham College Sexual Violence Prevention Office, to 13 Resident Advisors and 2 Residence Staff, working in the shared Ontario Tech and Durham College Residences. This workshop provides an overview of sexual violence, reviews the on-campus resources available to survivors and helps students develop effective and supportive responses to victims and survivors who disclose having experienced sexual violence.
- **Staff and Faculty Training:** Online training modules are available for faculty members and staff to provide information about the sexual violence policies and procedures, and the supports for employees and students who experience, or witness, sexual violence. This training was updated in 2022-2023 and was launched to all employees in May 2023 – the training is mandatory for all faculty and staff.
- **RISE: Sexual Violence Prevention:** The RISE (Respect Inclusivity and Support Equity) program, offered by the Student Engagement and Equity Team, is a series of workshops focusing on the development of by-stander intervention strategies. Students are encouraged to attend these workshops to earn a RISE Certificate officialised by the University. RISE Topics include: two mandatory workshops- RISE: Let’s Talk Equity and RISE: First Peoples. As well, seven elective workshops- RISE: Anti-Ableism, RISE: Anti-Racism, RISE: Consent and Sexual Violence Prevention, RISE: Feminism, RISE: Health Equity, RISE: Sexual Orientation, and RISE: Trans Identities. A total of 503 students participated in the RISE workshops in 2022-2023.
- **Community Partnerships:** The Student Engagement and Equity team worked with several community partners this year to offer the Ontario Tech community engaging educational programming related to sexual violence prevention and support. The collaborations included a webinar on Workplace Sexual Harassment with the Sexual Harassment and Assault Resource Exchange (SHARE), the Man-Made program with the Durham Rape Crisis Center and Durham College, the Women’s Sexual Health Fair with the AIDS Committee of Durham Region and the Women’s Abuse Awareness Month booth with the Women’s Committee of Durham Region.

**BOARD OF GOVERNORS**  
**Governance, Nominations and Human Resources Committee (GNHR)**

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**Minutes of the Public Session of the Meeting of March 30, 2023**  
**2:00 p.m. to 2:15 p.m. Videoconference**

**Attendees:** Maria Saros (Chair), Kori Kingsbury, Steven Murphy, Dwight Thompson

**Regrets:** Laura Elliott, Trevin Stratton

**Staff:** Jamie Bruno, Sarah Cantrell, Sara Gottlieb, Barbara Hamilton, Krista Hester, Lori Livingston, Kimberley McCartney, Lauren Turner

**1. Call to Order**

The Chair called the meeting to order at 2:00 p.m. and read aloud the land acknowledgement.

**2. Agenda**

*Upon a motion duly made by D. Thompson and seconded by K. Kingsbury, the Agenda, including the contents of the consent agenda, was approved as presented.*

**3. Conflict of Interest Declaration**

There was none.

**4. Chair's Remarks**

The Chair welcomed everyone to the meeting, wishing Muslim friends and colleagues a blessed Ramadan. She welcomed Dwight Thompson to his first meeting as a member of the Committee.

**5. President's Remarks**

The President updated the Committee on a number of recent events on campus including the 3 Minute Thesis competition, the Teaching and Learning Conference, the Celebrate Teaching! Awards, and the athletic awards gala. He also noted that last weekend was the Experience Days spring open house, which was well attended at both the north and downtown campuses; he thanked all those who participated. He closed by advising the Committee that the Government of Ontario's Blue-Ribbon Panel has begun its work and a report is expected in the summer. In response to a question, he confirmed that the scope of the Panel's review is the entire higher education sector.

**6. Governance**

**6.1 Annual Board and Committee Practices Assessment**

The University Secretary presented the Annual Board and Committee Practices Assessment, noting that the Assessments are largely unchanged from last year. Following a brief discussion, no revisions to either Assessment was requested by the Committee.

**7. Consent Agenda**

**7.1 Minutes of the Public Session of the Meeting of January 26, 2023**

**7.2 Respectful Campus Policy & Procedures**

**8. Adjournment**

*Upon a motion duly made by K. Kingsbury, the public session adjourned at 2:15 p.m.*

Lauren Turner, University Secretary

## COMMITTEE REPORT

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**SESSION:**

Public   
Non-Public

**ACTION REQUESTED:**

Decision   
Discussion/Direction   
Information

**TO:** Governance, Nominations & Human Resources Committee (GNHR)

**DATE:** May 25, 2023

**PRESENTED BY:** Jamie Bruno, VP, People and Transformation

**SUBJECT:** 2022 DCPP Pension Governance Compliance Report

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**COMMITTEE MANDATE:**

As part of GNHR’s oversight of the university’s human resources policies, strategies and plans, the Senior Administration (Pension & Benefits) Sub-Committee (SASC) provides the committee with an annual report on compliance with respect to the University of Ontario Institute of Technology Pension Plan Governance Structure and Pension Plan Processes.

The SASC is seeking GNHR’s recommendation to the Board for approval of the 2022 Pension Governance Compliance Report.

**BACKGROUND/CONTEXT & RATIONALE:**

Ontario Tech University is the sole sponsor of the university’s pension plan. The pension plan is a member-investment directed defined contribution pension plan (DCPP) registered with the Financial Services Regulatory Services and the Canada Revenue Agency, and governed by the *Pension Benefits Act (Ontario)* and the *Income Tax Act, Canada*, respectively.

The SASC exercises overall responsibility for the proper administration of the DCPP, and administration and investment of the fund. SASC’s responsibilities are carried out by three members of senior management:



- Vice-President, People and Transformation
- Vice-President, Administration
- General Counsel

The SASC is also responsible for reporting to GNHR and certifying that all aspects of the *University of Ontario Institute of Technology Pension Plan Governance Structure and Pension Plan Processes* have been met.

With respect to the year January 1 – December 31, 2022, SASC certifies that the responsibilities and processes set out in the accompanying report have been fulfilled and completed, unless indicated in yellow

**NEXT STEPS:**

1. The attached report will be distributed to the Board of Governors at the meeting on June 28, 2023 for information.

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**SUPPORTING REFERENCE MATERIALS:**

- 2022 Annual Pension Plan Governance Report



**THE UNIVERSITY OF ONTARIO INSTITUTE OF TECHNOLOGY DEFINED CONTRIBUTION  
PENSION PLAN  
GOVERNANCE COMPLIANCE CERTIFICATE**

The University of Ontario Institute of Technology (operating as Ontario Tech University) sponsors the University of Ontario Institute of Technology Pension Plan, Registration No. 1087808 (the “Plan”). The Plan is a member-investment directed defined contribution pension plan registered with the Financial Service Regulatory Authority Ontario and the Canada Revenue Agency governed by the Pension Benefits Act (Ontario) (the “PBA”) and the Income Tax Act (“ITA”), Canada, respectively.

The Senior Administration (Pension & Benefits) Sub-Committee (SASC) exercises overall responsibility for the proper administration of the Plan and administration and investment of the Fund.

The SASC’s responsibilities are carried out by three members of senior management, the VP, People and Transformation, the VP, Administration and the General Counsel. The main responsibility for the Plan and Fund lies with the President and the Pension & Benefits Staff which report to him/her.

The SASC (or member thereof) is responsible for reporting to the Governance, Nominations & Human Resources Committee of the Ontario Tech University Board of Governors and for certifying that all aspects of the Plan Governance Structure and the Plan Governance Processes have been met.

With respect to the Year January 1, 2022 to December 31, 2022 the SASC hereby certifies that the responsibilities and processes listed in the accompanying ten (10) Pension Governance Checklists have been fulfilled and completed unless indicated in yellow.

**Jamie Bruno** Digitally signed by Jamie Bruno  
DN: cn=Jamie Bruno, o=Ontario Tech  
University, ou=Human Resources,  
email=jamie.bruno@ontariotechu.ca, c=CA  
Date: 2023.05.02 07:46:05 -04'00'

**Jamie Bruno,**  
**VP, People and Transformation**  
DATED the 2 day of May, 2023.

**Brad MacIsaac** Digitally signed by Brad MacIsaac  
Date: 2023.05.02 07:49:35 -04'00'

**Brad MacIsaac, VP Administration**  
DATED the 2 day of May, 2023.

**Sara Gottlieb** Digitally signed by Sara Gottlieb  
DN: cn=Sara Gottlieb, o=Ontario Tech University, ou=General  
Counsel, email=sara.gottlieb@ontariotechu.ca, c=CA  
Date: 2023.05.02 08:08:24 -04'00'

**Sara Gottlieb,**  
**General Counsel**  
DATED the 2 day of May, 2023

## BOARD OF GOVERNORS

As the guiding mind of the University of Ontario Institute of Technology (Ontario Tech University), the Board is the legal plan administrator and, as such, has general oversight responsibility for the administration of the Plan and the administration and investment of the Fund. The Board has established a governance system for the Plan and Fund, which delegates most of the functions relating to the Plan to the Senior Leadership Team (SLT). The Board plays an oversight role vis-à-vis the Plan, with its main responsibilities being to receive and consider reports from the Governance, Nominations & Human Resources Committee and the Audit & Finance Committee (to which the SLT reports) and to approve Plan design changes recommended by the Governance, Nominations & Human Resources Committee. The Board also appoints the auditor for the Plan and receives reports on risk management issues from the Audit & Finance Committee. The Board may also receive submissions from the Pension & Benefits Committee if that Committee feels that it is necessary to bring a matter directly to the Board's attention.

### Board of Governors Checklist January 1, 2022 to December 31, 2022

No.	Item	Completion Date <sup>1</sup>	Action Required/ Taken/Comments
1.	Establishes and updates the governance system for the Plan on the recommendation of the Governance, Nominations & Human Resources Committee	November 2013	As required
2.	Approves design changes to the Plan <sup>1</sup> on the recommendation of the Governance, Nominations & Human Resources	2022/23	
3.	Appoints the Plan auditor	2021 N/A	None
4.	Receives annual report from the Governance, Nominations & Human Resources Committee	March	At least annually
5.	Receives and considers reports from the Audit Committee	November	
6.	May receive submissions directly from the Pension & Benefits Committee	2021 N/A	None

Green-completed

Yellow-in progress

Red-outstanding

## GOVERNANCE, NOMINATIONS & HUMAN RESOURCES COMMITTEE

The Governance, Nominations & Human Resources Committee exercises an oversight role with respect to the SLT, a committee of senior management to which is assigned responsibility for most administrator and employer functions relating to the Plan, including all day-to-day operational matters. The Committee's main function is to receive and consider reports from the SLT/SASC with respect to the administration of the Plan and the administration and investment of the Fund, as well as with respect to certain employer-related matters including the budget for the Plan. The Governance, Nominations & Human Resources Committee is also responsible for ensuring that the Board receives appropriate reporting on pension-related matters and makes recommendations to the Board on Plan design changes. The Governance, Nominations & Human Resources Committee may receive submissions from the Pension & Benefits Committee if that Committee feels that it is necessary to bring a matter directly to the Committee's attention.

### Governance, Nominations & Human Resources Committee Checklist

**January 1, 2022 to December 31, 2022**

No.	Item	Completion Date	Action Required/ Taken/Comments
1.	Receives and considers reports from SLT/SASC on matters relating to the administration and governance of the Plan and Fund	January 2022	At least annually Pension Financial Statements; Pension Audit results & #2 below SIPP
2.	Receives and considers reports from SLT*/SASC on investment options offered under the Plan	2021 - N/A	None
3.	Receives and considers reports from the SLT/SASC on employer-related matters, including the operational budget for the Plan	May 2022	Terms of Reference approved
4.	May receive submissions directly from the Pension & Benefits Committee	None	
5.	Considers Plan design changes and makes recommendations to the Board.	2023	Pension Plan Text will be updated to include previous amendments
6.	Ensures that the appropriate reporting on pension-related matters is made to the Board.	January 2022	
7.	Make changes to the Accountability Tool	2021 N/A	

**Green**-completed

**Yellow**-in progress

**Red**-outstanding

## AUDIT & FINANCE COMMITTEE

The Audit Committee has been assigned certain risk management functions and oversees the Plan audit. In carrying out its functions, it works with the SASC and particularly the VP, Administration.

### Audit Board of Governors Checklist

January 1, 2022 to December 31, 2022

& Finance Committee No.	Item	Completion Date	Action Required/ Taken/Comments
1.	Performs risk management functions in relation to the Plan and Fund as part of its ERM responsibilities	November	In accordance with the Committee's normal practices
2.	Oversees pension audit as part of the audit of University of Ontario Institute of Technology (Ontario Tech University) pension plan	N/A	Moved to tri-annually
3.	Receives reports from SLT/SASC/VP, Administration on audit and risk management matters	November	Done
4.	Reports to the Board on risk management and audit issues	November	None reported in Pension Audit

Green-completed

Yellow-in progress

Red-outstanding

## SENIOR LEADERSHIP TEAM (SLT)

The SLT is responsible for high level oversight of the sponsor, administration and investment functions. The SLT carries out its functions through a sub-committee, the SASC. As such, the SLT, as a committee of the whole, serves mainly as a resource for SASC (i.e., as a sounding board and/or to get input on issues which could have an impact on the University as a whole), receives reports and recommendations from the SASC, and ensures that appropriate reporting is made to the Governance, Nominations & Human Resources and Audit Committees of the Board. Finally, the SLT may receive submissions from the Pension & Benefits Committee if that Committee feels that it is necessary to bring a matter directly to the SLT's attention.

### SLT Checklist

**January 1, 2022 to December 31, 2022**

No.	Item	Completion Date	Action Required/ Taken/Comments
1.	Receives reports from SASC	Ongoing	SLT meetings held weekly updates provided as required
2.	Considers Plan design changes and makes recommendations to the Governance, Nominations & Human Resources Committee	No plan design changes	Amendments to the Plan Text –none
3.	Ensures that appropriate reporting is made to the Governance, Nominations & Human Resources Committee	Ongoing	SLT meetings held weekly updates provided as required
4.	May receive submissions directly from the Pension & Benefits Committee	2021 N/A	None

Green-completed  
Yellow-in progress  
Red-outstanding

## Senior Administration Sub-Committee (SASC)

The SASC exercises overall responsibility for the proper administration of the Plan and administration and investment of the Fund as well as certain employer-related responsibilities.

SASC's responsibilities are carried out by three members of senior management, the VP, People and Transformation (VPPT), the VP, Administration and the General Counsel (GC). The main responsibility for the Plan and Fund lies with the VPPT and P&B Staff report to him/her.

One of the main responsibilities of SASC is to oversee the activities of P&B Staff, which has primary responsibility for the day-to-day operations of the Plan. SASC ensures that the appropriate policies for the governance of the Plan and Fund are in place, appoints service providers, executes service contracts, and approves Plan amendments, deals with any material regulatory issues and reports to the SLT, the Governance, and Nominations & Human Resources as necessary or required.

Another key responsibility of SASC is to participate in meetings of the Pension & Benefits Committee and to serve as a liaison between the Pension & Benefits Committee and the SLT.

As a sub-committee of SLT, SASC (or a member thereof) is responsible for reporting is to the Governance, Nominations & Human Resources and Audit Committees of the Board.

### SASC Checklist January 1, 2022 to December 31, 2022

No.	Item	Party Responsible	Completion Date	Action Required/ Taken/Comments
1.	Reviewing and approving the completed checklists/reports of P&B Staff	VPPT	May 2023	SASC approved and forwarded to GNHR.
2.	Approving and executing Plan amendments and signing any related regulatory filings.	VPPT/GC <sup>1</sup> or delegate	2022-N/A	
3.	Approving and signing all annual regulatory filings	VPPT /GC <sup>1</sup> or delegate	December  August  December	Annual Information Return (AIR) – reviewed & filed with FSRA  Form 7- Contribution Summary-reviewed and filed with Sun Life (custodian)  Financial Statements filed with FSRA



No.	Item	Party Responsible	Completion Date	Action Required/ Taken/Comments
4.	Approves, reviews and amends SIPP	VPPT/ GC, CFO <sup>2</sup>	2022-N/A	No amendments required
5.	Selecting third party service providers and negotiating and executing contracts.	VPPT /VP, Administration	2022-N/A	None
6.	Liaising with the Audit Committee in connection with the Plan audit; reviewing, approving and signing financial statements.	VP, Administration/VPPT	December	Approved & signed
7.	(a) Chairing the Pension & Benefits Committee and preparing the agenda  (b) Attending the Pension & Benefits Committee	VPPT (or delegate)  VP, Administration (or delegate)	April, September & November  March & October	Preparation of Agenda Approval of Minutes  Year End & Semi-Annual Pension Investment Performance meeting and discussions.
8.	Receiving and reviewing reports from P&B Staff regarding the performance of third party service providers	VPPT or delegate	March & October  March 2022	Mercer Canada Investment Reports  Sun Life
9.	Establishing service standards/benchmarks based on recommendations from P & B Staff	VPPT or delegate	March & October	Meetings with SASC as required. Mercer provides investment benchmarks and conducts annual and semi-annual investment performance analysis.

No.	Item	Party Responsible	Completion Date	Action Required/ Taken/Comments
10.	Receiving and reviewing reports from P&B Staff regarding investment performance (and or having in-person meetings with provider(s) and consultants)	VPPT or delegate	March & October	Quarterly Rates of Return/Pension statements provided to all pension plan members with economic outlooks in written & video format. Investment performance posted to HR Pension website and available on Plan member website at SLF. Bi-annual meetings with Mercer (Pension Investment consultant) and subsequent attendance at P & B Committee
11.	Receiving and reviewing member communication and education initiatives	VPPT or delegate	<p>May and November</p> <p>May and November</p> <p>Ongoing</p> <p>July</p>	<p>Your Health and Wealth Webinars &amp; Where there is a Will series (Sun Life)</p> <p>Individual Consultation Sessions</p> <p><a href="#">HR Pension Website Resources</a></p> <p>ESG changes to Target Date Funds</p>
12.	Reviewing and approving the annual expense budget	VPPT/GC	April	In accordance with normal practice

No.	Item	Party Responsible	Completion Date	Action Required/ Taken/Comments
13.	Considering and approving P&B Staff's recommendations with respect to Plan design changes; initiating recommendations with respect to Plan design changes as required.	VPPT/VP, Administration	2022 - N/A	
14.	Considering and approving P&B Staff's recommendations with respect to development of new policies and changes to existing policies; initiating policy development as required.	VPPT, GC, VP, Administration	2022 - N/A	
15.	Dealing with material regulatory issues.	VPPT/GC	2022 - N/A	None
16.	Working with the Audit Committee to address risk management issues	VPPT/GC <sup>1</sup>	2021 N/A	None
17.	Overseeing governance review using Canadian Association of Pension Supervisor Authorities (CAPSA) governance tool	VP, Administration/ VPPT <sup>4</sup>	Ongoing and annual review  April	SASC meetings  SASC Compliance Certification
18.	Preparing and delivering report(s) to the  a) SLT  b) Governance, Nominations & Human Resources Committee	GC/ VPPT <sup>4</sup>	Ongoing Meetings with P & B Staff  April, September & November  a) Weekly	Updates provided by P & B Staff to VPPT and SASC  SASC Committee Meeting  Reporting as required  Pension Financial Statements & Pension Audit Report

No.	Item	Party Responsible	Completion Date	Action Required/ Taken/Comments
	c) Audit Committee		e) December	Pension Financial Statements
	d) Board		d) December	Pension Financial Statements
19.	Ensuring that the Accountability Tool is completed on an annual basis and maintaining a record of the completed Checklists	VPPT/GC/VP, Administration	May 2022	SASC annual review and compliance certification to the Board

**Green-** completed, **Yellow-** in progress, **Red-** outstanding

1. GC plays an advisory role on an as needs basis.
2. GC and VP, Administration play an advisory role on an as needed basis.
3. VPPT plays an advisory role on an as needs basis
4. VPPT plays an advisory role on an as needs basis

## Pension & Benefits (P & B) Committee

The Pension & Benefits Committee serves in an advisory capacity with respect to the Plan. The composition of the P&B Committee and other procedural matters are set out in the P&B Committee Terms of Reference, a copy of which is attached to this Accountability Tool.

The mandate of the P&B Committee includes oversight with respect to the administration, communication and investment management of the Plan. This includes the ability to make recommendations to SASC to amend and interpret the provisions of the Plan as well as to make recommendations to SASC with respect to the specific matters identified in the P&B Committee Terms of Reference.

### P&B Committee Checklist

January 1, 2022 to December 31, 2022

No.	Item	Party Responsible	Completion Date	Action Required/ Taken/Comments
1.	Developing Agenda	VPPT /VP, Administration	March & October	Review of previous minutes and bringing forward any actions completed and provide updates
2.	Transmitting Notice and Agenda	VPPT /VP, Administration	March & October	Agenda and any accompanying materials reviewed prior to P & B committee meeting
3.	P&B Committee Meeting	VPPT /VP, Administration	March & October	Done
4.	Distributing Minutes	Secretary	March & October	Done
5.	Completing Action Items from P&B Committee Meeting	VPPT (or delegate)	May 2023	Provide Mercer's Reports to new members. Review Environment, Social and Governance (ESG) impacts to target date funds. ESG information to be shared in upcoming Sun Life webinar.
6.	Maintaining minutes of meetings	Secretary	March & October	Done

**Green**-completed

**Yellow**-in progress

**Red**-outstanding

## **PENSION & BENEFIT (P&B) STAFF**

P&B Staff is responsible for managing the day-to-day operations of the Plan and Fund. Many of the responsibilities in the P&B Staff Checklist may be carried out by third party service providers and in that case P&B Staff's role is primarily one of co-ordination, monitoring and supervision.

P&B Staff is responsible on an ongoing basis for enrolling Plan members, maintaining historical records of individual members, sending each member an annual statement, calculating and processing retirement, termination, marital breakdown and death payments, and responding to questions from members and former members, ensuring contributions are remitted to the custodian, reviewing monthly pension payments from the fund, making recommendations to the VP, People and Transformation (VPPT) with respect to service providers, recommending service standards/benchmarks to the VPPT, monitoring accuracy and timeliness of major services/investment options against established performance standards, explaining and providing written explanations to members about the Plan provision and members' rights and obligations with respect to the Plan, promoting awareness of the Plan and its provisions among the members and beneficiaries, providing member education programs, assisting the VPPT and GC in the negotiation of contracts with third party service providers, ensuring that expenses relating to the operation of the Plan are paid within the budget established by the VPPT and VP, Administration, and ensuring that the Plan is administered in accordance with applicable legislation and all filed documents, including interpreting the Plan document as necessary. P&B Staff also ensures that the Accountability Tool is completed on an annual basis and provided to the VPPT and for maintaining appropriate records.

The attached checklists are intended to assist P&B Staff in carrying out the foregoing responsibilities to form the basis of P&B Staff's report to the VPPT. They consist of an administrative checklist, a regulatory compliance checklist, a key document checklist, and a service provider checklist and accompanying evaluation forms.

### **P & B STAFF ADMINISTRATIVE CHECKLIST**

**January 1, 2022 to December 31, 2022**

<b>No.</b>	<b>Item</b>	<b>Prepared By</b>	<b>Completion Date</b>	<b>Action Required/ Taken/Comments</b>
1.	Certified copies of all documents that create and support Plan amendments made during the year	Pension & Benefits Staff	May 2022	Amendment for Faculty Association Employee Contributions increased July 1, 2022

No.	Item	Prepared By	Completion Date	Action Required/ Taken/Comments
2.	Information with respect to the remittance of employer contributions to the custodian or reallocation of assets within the Fund.	Payroll and verified by HR P & B Staff	<p><b>Full time -2022</b> January to December Monthly</p> <p><b>Less than Full time or Limited Term-2022</b> January to December Bi-Weekly</p>	<p>Each pay cycle monthly or bi-weekly, as the case may be, payroll deductions are processed by payroll and verified by P &amp; B Staff</p> <p>Cumulative amounts are monitored to ensure CRA limits do not exceed the maximum permitted under the Income Tax Act 2022 maximum \$29,210</p>
3.	Reports and returns filed with the Financial Services Regulatory Authority of Ontario and Canada Revenue Agency (“CRA”).		<p><b>December</b></p> <p><b>August</b></p> <p><b>Tri-annually 2023</b></p>	<p>Annual Information Return – filed with FSRA</p> <p>Form 7- Contribution Summary Form reported &amp; filed to Sun Life (SLF)</p> <p>Audited Financial Statements filed with FSRA</p>
4.	Summaries of Pension Adjustments (“PAs”).	Payroll	<b>January 2022</b>	2022 Pension Adjustments year-end checked no issues as confirmed by payroll & SLF
5.	Summaries of Pension Adjustment Reversals (“PARs”)	N/A	N/A	Applicable to defined benefits plan only. N/A for the University’s defined contribution plan.
6.	Annual Information Return	Pension & Benefits Staff	<b>December</b>	Done
7.	Form 7, Summary of Contributions/Revised Summary of Contributions	Pension & Benefits Staff	<b>August</b>	Done
8.	Financial Statements	KPMG and Ontario Tech University	<b>December</b>	Done
9.	Copy of SIPP as either confirmed or amended by VPPT	Mercer Investment Consulting Firm	N/A	No longer required

No.	Item	Prepared By	Completion Date	Action Required/ Taken/Comments
10.	Reports on monitoring of investment options	Mercer          Sun Life	March      October   Quarterly & Year End annual reporting	2022 DCPD Annual Investment Monitoring & Plan Governance Review @ December 31, 2022      Semi-annual Investment Monitoring Review @ June 30, 2022    Year End March 2023
11.	Information with respect to the monitoring of Plan expenses	Fees paid by members	Reported quarterly on Member pension statements each quarter	Pension Plan statements available online quarterly and mailed to member's home address in January (yearend statement). Former members with assets on deposit also receive same.
12.	Information with respect to the monitoring of fees charges to members	Sun Life	Reported on Member statements each quarterly	



No.	Item	Prepared By	Completion Date	Action Required/ Taken/Comments
13.	Information with respect to the enrolment of new members	Ontario Tech University & Sun Life	<p>1<sup>st</sup> day of hire for full time continuing employees (FTE) or;</p> <p>Less than full time or limited term employees (LTEs) when criteria attained</p> <p>Meeting with each eligible pension plan member for enrolment and information session</p>	<p>All FTEs eligible to join on the date of hire (mandatory)</p> <p>Eligibility (voluntary) for less than full time or LTEs employees 24 months of consecutive employment with the University having attained either:</p> <p>a) 700 hours in each of the 2 years or;</p> <p>b) 35% YMPE in each of the previous 2 years*</p> <p>Prior to or on date of hire for FTEs. For LTEs upon meeting eligibility criteria.</p>
14.	Information with respect to the termination and death benefit payments made from the Fund.	Ontario Tech University and Sun Life	<p>Terminations as occurring</p> <p>2022 deaths -2</p>	Termination reports received monthly & Plan member statement issued annually and targeted communications to reiterate termination options available.
15.	Information with respect to marriage breakdowns	Sun Life	Ongoing	1 case submitted to SLF
16.	Information with respect to numbers of member and active members	Sun Life	Monthly & at Plan Year (June 30)	Reports available at Sun Life Plan Sponsor website to access current statistics. Plan Year End reports provided directly by SLF for AIR, Form 7, Audit & Financial Statements.

No.	Item	Prepared By	Completion Date	Action Required/ Taken/Comments
17.	Information with respect to the annual statements provided to members, including sample statements.	Ontario Tech University & Sun Life	Ongoing	SLF –quarterly pension statements online at SLF member website. Annual mailing to home address.
18.	Information with respect to the written explanations provided to the members about the Plan provisions and the members’ rights and obligations with respect to the Plan.	Ontario Tech University and Sun Life	<p>DCPP Member booklet updated April</p> <p>July</p> <p>Ongoing</p> <p>Ongoing -Less than full time or limited term employees’ pension personal sign up virtual meeting date of eligibility</p>	<p><u>DCPP Member Booklet &amp; Retirement Income Options</u></p> <p><u>Pension &amp; Benefits at a Glance</u> ; Non-Union Faculty; Staff –Non-Union; FA; OPSEU &amp; Executive</p> <p>My Money Investment Guide, Sun Life on line retirement and financial literacy tools (risk assessment) and <u>University pension plan website</u></p> <p>Full time continuing Pension and Benefits Personal Sign Up virtual zoom meetings (prior to date of hire)</p> <p>Less than full time or limited term employees’ pension personal sign up virtual meeting date of eligibility</p> <p>Optional membership in the University’s pension plan as per Ontario pension legislation.</p>

No.	Item	Prepared By	Completion Date	Action Required/ Taken/Comments
19.	Information with respect to the educational or other information provided to Plan members about the Plan and financial planning for retirement. <i>(continued on next page)</i>	Ontario Tech University and Sun Life	<p>January</p> <p>May</p> <p>Ongoing monthly</p> <p>November</p> <p>Ongoing</p>	<p>2022 Financial Wellness Webinars - monthly</p> <p>2022 Spring Pension Assessing retirement readiness Webinar</p> <p>One on one sessions with Sun Life representative</p> <p>Targeted communication to members with GIC &amp; GDIA amounts nearing \$100k, for enrolment in SLF Trust to afford protection against unlikely event of SLF default.</p> <p>2022 Fall-Webinar – Virtual Presentations Wills</p> <p>One on one sessions with Sun Life representative</p> <p>Sun Life Max Review e-mail Financial Wellness campaign to all members to review pension portfolios (Financial Literacy Month)</p> <p>Quarterly investment Performance reports, economic outlooks video &amp; print</p>
20.	Information with respect to any regulatory or other administrative issues that arose during the year.		N/A	None

No.	Item	Prepared By	Completion Date	Action Required/ Taken/Comments
21.	Information with respect to member complaints	Sun Life	None	
22.	Reports on retention of new service providers/copy of completed third party evaluations		None	
23.	Copies of any legal opinions obtained during the year.		N/A	None
24.	Copy of completed regulatory compliance checklist	Ontario Tech University	May	Pending approval
25.	Report on the results of the reviews of and/or amendments to any Key Plan Documents	Ontario Tech University & Mercer	Ongoing	As required no pension plan text amendments

\*YMPE (Year's Maximum Pensionable Earnings)/35% of YMPE

- 2021 YMPE \$61,600/\$21,560
- 2022 YMPE \$64,900/\$22,715
- 

**Green**-completed

**Yellow**-in progress

**Red**-outstanding

**P&B STAFF REGULATORY COMPLIANCE CHECKLIST**  
**January 1, 2022 to December 31, 2022**

**P & B STAFF: REGULATORY COMPLIANCE CHECKLIST**

This checklist is intended as a guide to the regulatory responsibilities of Ontario Tech University as the administrator of the University of Ontario Institute of Technology Pension Plan (the “Plan”), an Ontario registered pension plan.

For the purpose of this checklist the following abbreviations are used:

Pension Benefits Act (Ontario)	PBA
Regulations under the Pension Benefits Act (Ontario)	PBA Reg.
Federal Investment Regulations (i.e. sections 6, 7, 7.1 and 7.2 and Schedule III to the PBSA Regulation, 1985 (Canada)	FIR
Income Tax Act (Canada)	ITA
Regulations to the Income Tax Act	ITA Reg.
Financial Services Regulatory Authority	FSRA
Canada Revenue Agency	CRA

**P&B STAFF REGULATORY COMPLIANCE CHECKLIST**  
**January 1, 2022 to December 31, 2022**

	<b>Legislation</b>	<b>Time Limit (if any)</b>	<b>Person Responsible</b>	<b>Comments</b>
<b>(a) Filing of Plan Documents</b>				
<input type="checkbox"/> File certified copy of plan amendments with Superintendent along with Form 1.1.	PBA s.12(1), (2)	Within 60 days after the date on which the plan is amended.	P & B Staff	None
<input type="checkbox"/> File with Superintendent certified copies of each document that changes the documents that create and support the plan or pension fund (e.g. trust documents). File with CRA as appropriate.	PBA s.12(3) ITA Reg. 8512(2)	Within 60 days after the date on which the plan is amended.	AON Hewitt  July 24, 2003  September 13, 2004	Done  UOIT (Ontario Tech University) DCPP FSRA – Plan registration  CRA – Plan registration
<input type="checkbox"/> File explanation of amendment transmitted to members with Superintendent.	PBA s.26(3) Reg. 3(4)	Within 6 months after registration of the amendment. (If amendment is adverse (i.e. reduces benefits or rights on a go forward basis), Superintendent may require explanation to be provided prior to registration.)	P & B Staff	None
<input type="checkbox"/> If Superintendent dispenses with notice of the amendment required under s. 26(3) of the PBA, then must provide notice of amendment with next annual statement to members.	PBA s.26(4), 27 Reg. 39(2)		P & B Staff	None
<input type="checkbox"/> File copy of notice of adverse amendment provided to members (if such notice was required) with Superintendent and certify details as to classes of persons who received notice, date when last such notice given and that notice was provided as required.	PBA s. 26(1) Reg. 3(3)	Within 30 days after the date on which the last of the notices was transferred.  See under section (c) below regarding required disclosure of adverse amendments to members.	P & B Staff	None
<input type="checkbox"/> File certified copy of amendments with CRA along with form T920.	ITA 147.1(4) ITA Reg. 8512(2, (3)	Within 60 days after the date, the amendment is made.	P & B Staff	None

**P&B STAFF REGULATORY COMPLIANCE CHECKLIST**  
**January 1, 2022 to December 31, 2022**

	<b>Legislation</b>	<b>Time Limit (if any)</b>	<b>Person Responsible</b>	<b>Comments</b>
<b>(b) Reporting Requirements</b>				
<input type="checkbox"/> File an annual information return.	PBA s.20(1) Reg. 18(1), (6), (7) Reg. 37 ITA Reg. 8409(1), (2)	9 months after the plan's fiscal year end.  <b>December</b>	P & B Staff	Done -filed with FSRA
<input type="checkbox"/> File financial statements (including auditors' report where plan assets exceed \$3 million)	Reg. 76	N/A	Finance and P & B Staff	As per Mercer's recommendation, moved to tri-annually.
<input type="checkbox"/> Review SIPP and amend/confirm annually.	Reg. 79 FIR, s.7.2(1)	N/A	SASC, P & B Staff in consultation with Mercer Investments	As per Mercer's recommendation, no longer required.
<b>(c) Disclosure to Members</b>				
<input type="checkbox"/> Explain plan provisions to employees who will become eligible to join the plan.	PBA s. 25(2)(b) Reg. 38	At least 60 days before employees become eligible.  Date of Hire or date employee meets with part-time pension eligibility criteria	Payroll and P& B Staff	Full time continuing Pension and Benefits Sign Up meeting (prior to date of hire)  Less than full time or limited term employees' pension sign up once eligibility criteria met and if member elects to join

**P&B STAFF REGULATORY COMPLIANCE CHECKLIST**  
**January 1, 2022 to December 31, 2022**

	<b>Legislation</b>	<b>Time Limit (if any)</b>	<b>Person Responsible</b>	<b>Comments</b>
<input type="checkbox"/> Explain Plan provisions to persons who become eligible for plan membership upon becoming employed.	PBA s. 25(2)(c) Reg. 38	Within 60 days after employees, commence employment.  Every eligible employee meets with P & B Staff for sign up  Pension and Benefits Sign up meetings prior to date of hire for full time continuing employees.  For less than full time employees - on or near the date in which the employee has met the required criteria to join the pension plan	P & B Staff	Eligibility for less than full time or Limited Term –Optional membership  Employees 24 months of consecutive employment with the University having attained either:  a) 700 hours in each of the 2 years or;  b) 35% YMPE in each of the previous 2 years*
<input type="checkbox"/> Provide notice and explanation of non-adverse amendments to affected members.	PBA s. 26(3) Reg. 39(1)	Within 60 days after provincial registration.	N/A	None
<input type="checkbox"/> Provide notice and explanation of adverse amendments to affected members if Superintendent requires.	PBA s.26(1), (2) Reg. 3(3), (4)	At least 45 days prior to registration of the amendment.	N/A	None
<input type="checkbox"/> Provide annual statement of benefits as prescribed.	PBA s.27 Reg. 40(1), (2)	6 months after the plan's fiscal year end.	Sun Life	Quarterly Pension Statements on line at <a href="http://mysunlife.ca">mysunlife.ca</a>  Pension Statements mailed annually to home address in January following year end



**P&B STAFF REGULATORY COMPLIANCE CHECKLIST**  
**January 1, 2022 to December 31, 2022**

	<b>Legislation</b>	<b>Time Limit (if any)</b>	<b>Person Responsible</b>	<b>Comments</b>
<input type="checkbox"/> Make documents that create and support the pension plan and other prescribed information available for inspection by members and others as entitled.	PBA s. 29, 30 Reg. 45	Within 30 days after receipt of written request.	P & B Staff	None
<input type="checkbox"/> Provide termination statement containing prescribed information for termination of employment in situations other than retirement or death.	PBA s. 28 Reg. 41(1), (2), 42	Within 30 days after termination of employment or, where notice of termination is not provided to the administrator prior to the event, within 30 days after receipt of such notice.	Sun Life	Termination statements are issued in 2 weeks from date of departure from the University
<input type="checkbox"/> Where a plan member who is not entitled to a pension or deferred pension terminates employment in situations other than retirement or death, the administrator must pay any refund to which the member is entitled.	Reg. 42(3), (4)  42. revoked: O. Reg. 178/12, s. 40	Within 60 days after termination or, where a member has an option for receiving a refund, within 60 days after receipt of a direction from the member.	Sun Life	Payments made within 30 days upon receipt of member's election to transfer assets out of the Ontario Tech DCP.

**P&B STAFF REGULATORY COMPLIANCE CHECKLIST**  
**January 1, 2022 to December 31, 2022**

	<b>Legislation</b>	<b>Time Limit (if any)</b>	<b>Person Responsible</b>	<b>Comments</b>
<input type="checkbox"/> Provide retirement statement and options for payment of pension.	PBA s.28 Reg. 44	<p>At least 60 days prior to the member's normal retirement date or the date at which the member has indicated he or she intends to retire.</p> <p>If the administrator does not receive adequate notice of the intended retirement to comply with the 60 day time requirement, the administrator shall provide the required information within 30 days following receipt by the administrator of a completed application for commencement of the pension.</p>	<p>Sun Life</p> <p>N/A</p>	<p>Sun Life transfers the value of the member's pension account in accordance with the member's election within 30 days of the receipt of the member's direction to transfer to a retirement income option.</p> <p>Commencement of pension not directly paid from UOIT DCPN N/A</p> <p>Member direction required to SLF to transfer assets out of the Plan</p>
<input type="checkbox"/> Provide statement of benefits payable upon death to spouse, beneficiary or estate.	PBA s.28 Reg. 43(1)	Within 30 days after receipt of notice of death of member or former member.	Sun Life	None
<input type="checkbox"/> Comply with surviving spouse's election regarding pre-retirement benefits.	Reg. 43(3)	Within 60 days after receiving direction from spouse or same-sex partner.	Sun Life	None

**P&B STAFF REGULATORY COMPLIANCE CHECKLIST**  
**January 1, 2022 to December 31, 2022**

	<b>Legislation</b>	<b>Time Limit (if any)</b>	<b>Person Responsible</b>	<b>Comments</b>
<input type="checkbox"/> In cases of marital breakdown, calculate the value of the pension, as requested by the member and/or spouse using Superintendent of Financial Services approved forms throughout the process.	PBA s. 67.1 – 67.6 Ont. Reg. 287/11 (Family Matters)	Within 60 days of receiving a completed application	Sun Life	None
<b>(d) Miscellaneous</b>				
<input type="checkbox"/> If benefit transfer request made within 60 days of termination of employment, pay in accordance with request. Must ensure that transfers to retirement savings arrangements or deferred life annuities will be administered as pensions or deferred pensions.	PBA s.42(1), (5), (6), (7) Reg. 20	Within 60 days after request.	Sun Life	Processed upon receipt of completed termination option statement received from members by Sun Life.
<input type="checkbox"/> Ensure all contributions are paid when due.	PBA s.56(1) Reg. 4(4) Reg. 5(1)	Employer contributions in respect of normal costs: within 30 days after the month for which contributions are payable.	Payroll, P & B Staff	Contributions are invested by pay date.  Contributions received before 2p.m. invested same day after 2p.m. next day
<input type="checkbox"/> Report to Superintendent if contributions are not made when they become due.	PBA s.56(2) Reg. 6.1	Within 60 days after the day on which the contribution was due.	Sun Life	None reported
<input type="checkbox"/> Provide pension fund trustee with a summary of contributions required to be made.	PBA s.56.1(1) Reg. 6.2(1)	Within 90 days after the pension plan is established for the first fiscal year and within 60 days after the beginning of each subsequent fiscal year.	N/A	Applicable when a contribution is <u>not</u> remitted  No delays to report
<input type="checkbox"/> Provide pension fund trustee with a revised summary of contributions required to be made.	Reg. 6.2(2)	Within 60 days after becoming aware of a change in contributions.	N/A	Applicable when contribution is <u>not</u> remitted  No delays

**P&B STAFF REGULATORY COMPLIANCE CHECKLIST**  
**January 1, 2022 to December 31, 2022**

	<b>Legislation</b>	<b>Time Limit (if any)</b>	<b>Person Responsible</b>	<b>Comments</b>
<input type="checkbox"/> Pension Adjustments must be reported to CRA in the appropriate manner.	ITA Reg. 8401	On or before the last day of February of the year following the end of the calendar year.	Payroll	Reported by payroll on the T4 prior to Federal tax deadline of each year
<input type="checkbox"/> Pension Adjustment Reversals must be reported to CRA.	ITA Reg. 8402.01	When the Termination occurs in the 1 <sup>st</sup> , 2 <sup>nd</sup> , 3 <sup>rd</sup> quarter of the calendar year, within 60 days after the last day of the quarter in which the termination occurs. When the termination occurs in the 4 <sup>th</sup> quarter, before February 1 of the following calendar year.	N/A	This applies to DB plans only and not the University's defined contribution pension plan.  No action required
<input type="checkbox"/> Where there is a change in the name or address of person who is administrator or persons who constitute the body that is the administrator, inform the Minister of National Revenue in writing within 60 days after the change.	ITA 147.1(7)(c)		N/A	

**Green**-completed

**Yellow**-in progress

**Red**-outstanding

## P&B STAFF: KEY PLAN DOCUMENT CHECKLIST\*

This checklist is designed to ensure that a complete record of the key documents used in the administration of the Plan and the administration and investment of the Fund is maintained in an accessible manner and that reviews of the key documents are carried out at regular intervals to ensure they are updated to reflect current information and practices.

### P&B STAFF: KEY PLAN DOCUMENT CHECKLIST

**January 1, 2022 to December 31, 2022**

No.	Document	Last Review Date	Next Scheduled Review Date, if any	Review Completed By	Action Required/ Taken/Comments
1.	Plan text		2023	SASC & P & B Staff	Updating Plan Text to include amendments
2.	Custodial Agreement (under Group Annuity Contract)	November 2017	2022	N/A	RFP conducted Sun Life appointed Effective April 1, 2018
3.	Record-keeping Agreement (Sun Life Service Fee Agreement)	November 2017	2022	VPPT	RFP conducted Sun Life appointed Effective April 1, 2018
4.	Insurance Policy Sun Life Group Annuity Contract	November 2017	2022	VPPT	RFP conducted Sun Life appointed Effective April 1, 2018
5.	Statement of Investment Policies and Procedures	September 2020	As required	SASC P & B Staff	
6.	Investment Consulting Agreement	December 2020	2025	VPPT	Mercer Canada appointed effective January 1, 2021
7.	Governance Documentation (including Board resolution approving UOIT Pension Plan Governance Structure and Functions Chart and Accountability Tool)	January 2017	TBD	SASC	SASC annual certification, review and approval of Governance Documentation

\*Key documents is retained in Human Resources by P & B Staff

Green-completed  
Yellow-in progress  
Red-outstanding

No.	Document	Last Review Date	Next Scheduled Review Date, if any	Review Completed By	Action Required/Taken/Comments
8.	Employee Booklet	Completion date for revisions April 2022	N/A	VPPT and P & B Staff	
9.	Service Provider Benchmarks	November 2017	Pension & Benefits Provider 2024 Pension Investment Consultant 2024	SASC	

## P&B STAFF: THIRD PARTY SERVICE REVIEW

This checklist is designed to ensure that agents and advisors retained by the Plan are meeting the performance standards expected by the Plan administrator. This is a particularly critical component of the governance system in the case of agents of the Plan administrator. For PBA purposes, an agent is a service provider that is performing a function that the administrator would otherwise have to perform itself (e.g., a record keeper or investment manager) and therefore it is particularly important to ensure the agent is meeting the PBA fiduciary standard of care (as the Plan administrator will be liable if it does not). Advisors fall into a different category since they only give advice to the administrator who makes the ultimate decision on the matter as part of its functions. Nonetheless it is important for the ongoing operations of the Plan that advisors are evaluated to ensure that they are providing their services to the expected standards. Finally, the external auditor falls into its own category in that it is performing specific functions under the PBA. Nonetheless, again, it is important for the Plan administrator to be satisfied that the external is providing its services to the expected standards and to report any issues to the Audit Committee.

A review of the services provided by employees of the Plan administrator should also be undertaken. This review generally occurs as part of the normal course HR processes. Board and management committees should perform self-evaluations at specified intervals (this should be addressed in a governance policy) or from to time may wish to commission third party evaluations of their governance of the Plan.

### P&B STAFF: THIRD PARTY SERVICE REVIEW January 1, 2022 to December 31, 2022

No.	Item	Reviewed by	Completion Date	Action Required/ Taken/Comments
1.	Performance Review of Trustee/ Custodian	Mercer	November 2017 Effective April 1, 2018	Market Review Sun Life Next review 2023
2.	Performance Review of Investment Manager, i.e., provider of investment platform for the Plan	P & B advisory committee VPPT	September 2017 Effective April 1, 2018	Market Review Sun Life Next review 2023
3.	Performance Review of Record-Keeper	P & B advisory committee VPPT	September 2017 Effective April 1, 2018	Market Review Sun Life Next review 2023
4.	Performance Review of Investment Consultant	VP, Administration, VPPT, P & B Staff	December 2020 Effective January 1, 2021	Effective January 2021 Contract awarded to Mercer –next review 2025
5.	Performance Review of External Legal Counsel	N/A	N/A	None required
6.	Performance Review of External Auditor	N/A	N/A	None required

**Green**-completed

**Yellow**-in progress

**Red**-outstanding



# **Governance, Nominations & Human Resources Committee (GNHR)**

## **2022-2023 Annual Report**



# 2022-2023 Work Plan

## MANDATE-DRIVEN PRIORITIES

### **Board Nominations & Recruitment**

- Skills Matrix Refresh
- Appointment of Governor to Academic Council for 2022-2023
- 2023 election for Student Governor + 1 Teaching Staff Governor
- LGIC Appointments
- Board & Leadership Succession Planning
- Board Recruitment
- Board Composition for 2023-2024

### **Board Professional Development & Education**

- Ongoing Professional Development Opportunities
- New Governor Orientation

### **Human Resources/Labour Relations**

- Annual Pension Plan Report
- Collective Bargaining
- Key HR/LR Updates

# 2022-2023 Work Plan

## MANDATE-DRIVEN PRIORITIES

### Governance

- Annual Board Practices Assessment & Committee Assessment
- Annual Review of Committee Terms of Reference
- Remediation of recommendations from the Auditor General's November 2022 Value for Money Audit (VFMA)
- Annual Report from the Human Rights Office
- Review of EDI Statement
- Policy Work:
  - Workplace Violence Policy Review
  - Work Refusal Procedures Review
  - Accommodating Employees and Job Applicants with Disabilities Procedures Review
  - Respectful Campus Policy and Procedures Review

# Accomplishments

## Board Recruitment & Nominations

- Skills matrix refresh\*: matrix heavily revised and distributed to governors with results shared at May GNHR
- External governor appointed to Academic Council for 2022-2023 (Carla Carmichael)
- Two new external governors (Mike Rencheck & Dwight Thompson) appointed to the Board
- Oversaw successful election in March 2023 of a Student Governor and one Teaching Staff Governor
- Board leadership established for 2023-2024
- Vice-Chairs named for two committees for 2023-2024 to assist with succession planning
- Recommendation re: Board composition\* for 2023-2024 made to Board of Governors and approved in April 2023
- LGIC appointments pursued but not yet in place due to Ministry staff turnover

\* = action that addresses a recommendation from the Auditor General's November 2022 VFMA

# Accomplishments

## Board Professional Development & Education

- Joint orientation for governors and Academic Council delivered in the fall of 2022
- Refreshed orientation curriculum for new governors delivered in February 2023\*
- Optional PD offered to governors on the following topics:
  - Session with Visiting Elder (joint with Academic Council)
  - IT and Cybersecurity
  - Faculty Research
  - Telling Our Story
  - Understanding the Financial Reporting Process\*
- Governors also given access to *Four Seasons of Reconciliation* modules and registered with the Institute of Corporate Directors

# Accomplishments

## Governance

- Annual review of committee Terms of Reference
- Engaged in strategic discussions on the following topics:
  - Council of Universities “Leading Practices in Board Governance”
  - Flex Work Strategy
  - Skills Matrix Refresh
  - Human Resources Strategic Objectives 2023-2024
- Conducted annual Board Practices Assessment & Committee Practices Assessment
- Review of EDI Statement
- Published upcoming Board/Committee meetings in the Weekly Report to enhance community engagement
- Created Executive Committee work plan which includes Presidential Succession items\*
- Created action point trackers to enhance transparency and accountability

# Accomplishments

## Policy Work

Successfully oversaw the following:

- Workplace Violence Policy review
- Work Refusal Procedures review
- Accommodating Employees and Job Applicants with Disabilities Procedures review
- Respectful Campus Policy and Procedures review

## Human Resources/Labour Relations

- Oversight of university's labour relations & human resources
- Strategic Discussion: Flex Work Strategy
- Implications of Bill 124 revocation
- Approval of bargaining mandates
- Reviewed executive compensation and the *Broader Public Sector Executive Compensation Act, 2014*

# In Progress

## **Nominations**

- Continued pursuit of LGIC appointees

## **Board Professional Development & Education**

- Continuing to build out resources library in OnBoard

# Future Planning

## **Board Composition & Succession**

- Monitoring governor development and potential for leadership in 2024-2025 as Chair and both Vice-Chairs' terms will end in June 2024
- Prioritizing succession planning for GNHR

## **Board Professional Development & Education**

- Explore recording educational modules to allow for governors to self-serve PD